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# Annual Employment Report 2015/16

## Supporting Information

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### 1. Introduction/Background

- 1.1 The employee information in this report is based on employee headcount (ie the number of individuals employed on permanent or temporary contracts of employment). It excludes staff employed in schools. Details of the Council's staffing establishment, including vacancies and full time equivalent employment can be found in the Quarter 4 Establishment Report.
- 1.2 The data relates to the workforce employed in the Council between 1st April 2015 and 31st March 2016. Where available, the data is compared to employment in previous years to identify longer term trends.
- 1.3 Full data is supplied in tables and charts in Appendix C to the report. The report text provides an analysis of the data.

### 2. Headlines

- 2.1 The number of employees has decreased by 22 since 31st March 2015, from 1547 to 1525. This reflects the level of redundancies made in the last year.
- 2.2 On 31st March 2016, the Council employed 39 casual workers and 56 agency staff, in addition to employees on contracts of employment. These workers are not included in statistical analysis in the remainder of this report.
- 2.3 The percentage of part-time staff, at 37.97%, has remained fairly constant over the past few years. The high level of part-time employment reflects a workforce that is over three quarters female and is typical of a unitary authority.
- 2.4 The percentage of employees living within the RG14 postcode area has remained largely stable since last year, reflecting the trend of recent years. However, the percentage of employees living within West Berkshire has decreased slightly from 71.75% to 70.89%.

### 3. Turnover

- 3.1 2015/16 saw 156 external starters and 184 external leavers during the year.
- 3.2 Employee turnover in 2015/16 was 11.98%, which is higher than last year (10.89%).
- 3.3 Voluntary turnover only includes leavers who chose to resign and retire, and excludes leavers whose contracts ended by reason of redundancy or other dismissals. In 2015/6, 9.9% of all leavers were voluntary, compared to 8.31% last year.
- 3.4 9.24% of leavers were due to redundancy (6.1% in 2014/15), which reflects the climate that the Council has faced in the last year.

### 4. Sick Absence

- 4.1 The average number of days lost due to sickness absence was 8.74 in 2015/16 with a total of 13,424 working days lost during the year. This compares slightly more favourably with 13,684 days lost in 2014/15, when the average per person was 8.84 days.
- 4.2 Long term sick absence (28+ calendar days) accounted for 54.6% of all absence, compared to 52.7% last year.
- 4.3 23.7% of all absence was due to stress, depression or anxiety-related illness; higher than the previous year, when it accounted for 18.2% of all absence. 16.9% of absence was due to musculoskeletal problems, and 12.5% due 'stomach, kidney, liver and digestion'.

### 5. In-house Training Provision

- 5.1 WBC provides a training programme accessible to all employees, including those in schools. Additionally, training is provided at a subsidised cost to partner organisations, such as early years settings and social care providers, and to foster carers.
- 5.2 In 2009 the Council launched its e-learning platform (Learning Pool), since when there has been an on-going significant shift from traditional classroom-based training to on-line learning, especially for refresher training. E-learning is a flexible and responsive way of providing key training and information.
- 5.3 Over the past five years the Council has increased the percentage of employees receiving training, and the total number of courses completed, whilst reducing the training spend and time spent out of the workplace. This has been achieved by both pure online learning and also 'blended' learning which uses a combination of shorter classroom events with online preparation.
- 5.4 In the year April 2015-March 2016, 53% of in-house training was in the classroom and 47% online. This compares to 60% and 40% respectively last year).
- 5.5 The percentage of staff undertaking e-learning has risen by 19.84% in one year, and the number of e-learning courses taken in total has risen by 36.6%.
- 5.6 This increase has ensured 91.01% of the workforce has completed at least one form of corporate training. The average number of courses completed per employee is 4.79.

### 6. Casual and Agency Workers

- 6.1 A snapshot of the actual numbers of agency and casual workers engaged on work with the Council on 31st March 2016 shows that there were 39 agency workers and 57 casual employees working on that date.

### 7. Equality and Diversity in the Workforce

- 7.1 The following paragraphs look at the profile of the WBC workforce in terms of sex, age, ethnic origin and part time working.

## Supporting Information

- 7.2 The data is collated from the HR/Payroll Information System (Resourcelink) which includes information provided by employees when they were job applicants and some further information provided directly by employees through the HR self-service module (MyView). Applicants are asked to define themselves according to their ethnic origin and whether or not they consider themselves to have a disability as defined under the Equality Act 2010. In some cases individuals choose not to define themselves. The data in these categories, therefore, is based on those who have chosen to define themselves as male/female, black minority ethnic (BME) or as having a disability. Age data is collected automatically as it is necessary for administrative purposes, such as entry to the pension scheme.
- 7.3 Data has not been analysed by the other "protected characteristics" set out in the Equality Act 2010 (sexual orientation, transgender status, marital/civil partnership status, religion or belief) because only a small set of the employee workforce have answered these questions either through the application process or through MyView.
- 7.4 Where possible, equality and diversity data has been compared to that available for the district population from the 2011 census.

## 8. Equality Headlines

- 8.1 A high proportion (76.59%) of female employees is typical for a unitary authority. This figure has remained stable for many years.
- 8.2 The percentage of employees who declare themselves to have a disability (3.34%) is a very slight decrease on last year. It is slightly higher than the proportion of working age (16-65) residents in the latest Census who report their day to day activities are limited 'a lot' by disability (3.2%)
- 8.3 The percentage of employees who declare themselves BME (5.05%) is slightly higher than the figure for the district population based on the Census (5%). This is the first time we have reported a BME workforce that equals or exceeds the proportion in the population.
- 8.4 The age profile for the Council shows that 77.04% of employees were aged between 35 and 64. An older workforce is typical of local government. 3.54% of employees were aged under 25 and 3.74% were 65 and over. The age profile of the workforce has remained relatively stable over the last five years.

## 9. Pay and Grading – equality information

- 9.1 84.65% of jobs on the lowest WBC grades (B-F) were occupied by woman. However, only 64.29% and 25% of middle and senior managers respectively (defined as grades K upwards to the Chief Executive) were female. As women occupy 76.59% of all jobs in the Council, this shows that proportionately more female employees were employed in lower paid jobs in the Council, and proportionately more men were employed in higher paid jobs.
- 9.2 Senior managers are defined as the Chief Executive, Corporate Directors and Heads of Service - a total of 20 employees (1.31% of the total workforce). There is a stark contrast between the percentage of senior managers who are female (25%) and the percentage of the total workforce that is female (76.59%). However, the

senior management group is very small and has relatively low turnover and so it is hard to draw conclusions about the reasons for the disparity.

- 9.3 5.05% of all employees declare themselves as being of black minority ethnic (BME) origin. 44.16% of BME employees are in the lowest grade group (B-F) compared to 39.74% of all employees in the Council; this drops to 0% for senior management jobs. This small, stable group of senior managers makes it hard to draw conclusions about the reason for lack of representation at this level. If just one member of this group was BME the percentage (5.00) would be just below that for the district population in the Census. No apprentices employed in this period were BME.
- 9.4 With regard to the 3.34% of employees declaring themselves to have a disability, the percentage of employees in each grade group with a disability is fairly evenly distributed and comparable to the proportion of total employees in each grade band.
- 9.5 95% of senior managers are aged between 45 and 64. This reflects the level of experience required for these jobs.

### 10. Part time Working – equality information

- 10.1 91.36% of part time employees are women. This is probably because women are more likely to take on caring responsibilities for children or other dependants, alongside paid work.
- 10.2 55.78% of part time workers are in the lowest graded jobs (B-F); this compares to 39.74% of all Council employees who are in this pay band
- 10.3 No senior managers work part time; however, 22.27% of middle managers work part time. The lack of part-time working at a senior level may reflect the difficulty of carrying out higher level management duties on a part time basis, or that the higher percentage of men working in these roles are less likely to want to work part time. It is positive to see such a high percentage of middle managers who are able to work flexibly and achieve a work-life balance.
- 10.4 Age, disability and BME status are not particularly correlated with part time working.

### 11. Starters and Leavers – equality information

- 11.1 Of the 163 new starters, a higher proportion were female (81.66%) than in the current workforce (76.47%). There were also a higher proportion of BME starters (13.5%) than in the current workforce which has positively contributed to the higher BME % in the workforce. The percentage of starters declaring a disability (1.23%) was again below the % in the current workforce. Of the leavers in 2015/16, 5.43% were BME and 4.35% declared a disability.
- 11.2 The percentage of new starters who were aged under age 25 was 14.11%. This is a decrease from the previous year, when 15.98% of new starters were under 25. There have been fewer apprentice appointments this year (9 compared to 11 in 2014/15), as managers have found savings from their staffing budgets.
- 11.3 8.15% of our leavers were aged under 25. This may reflect the fact that our apprentice posts are fixed term for one year and not all apprentices secure follow-

## Supporting Information

on employment with the Council. Last year only 5.92% of leavers were aged under 25.

- 11.4 Given that 3.54% of the workforce were aged under 25 at 31<sup>st</sup> March 2016, the proportion of both new starters and of leavers in 2015/16 is higher than the proportion of the workforce in this age range.

## 12. Training – equality information

- 12.1 Take up of internal training opportunities varies with age, with 100% of under 25s completing some form of training this year compared to only nearly 7 out of 10 over 65s.
- 12.2 The proportion of people from different groups taking up internal training is broadly in line with the average of 91.01%.

## 13. Supporting Information

- 13.1 Data is collated from our HR Information System (Resourcelink). The 2011 Census was used to show comparisons against the local community.

## 14. Options for Consideration

- 14.1 n/a

## 15. Proposals

- 15.1 This report contains no proposals and is for information only

## 16. Conclusion

- 16.1 The analysis of workforce data reveals no significant unexpected trends. Where the data indicates potential issues relating to equality, further analysis will be undertaken

## 17. Consultation and Engagement

- 17.1 No consultation required.

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### Background Papers:

\*(add text)

Papers containing facts or material you have relied on to prepare your report. The public can access these background papers.

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**NOTE: The section below does not need to be completed if your report will not progress beyond Corporate or Operations Board.**

### Subject to Call-In:

Yes:  No:

*If not subject to call-in please put a cross in the appropriate box by double-clicking on the box and selecting 'Checked':*

- The item is due to be referred to Council for final approval
- Delays in implementation could have serious financial implications for the Council
- Delays in implementation could compromise the Council's position

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*Footer to be completed by Strategic Support*

West Berkshire Council

name of decision body

date of meeting

## Supporting Information

Considered or reviewed by Overview and Scrutiny Management Commission or associated Task Groups within preceding six months

Item is Urgent Key Decision

Report is to note only

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### Wards affected:

\*(add text)

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*Please put a cross in the appropriate box(es) by double-clicking on the box and selecting 'Checked':*

### Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aim(s):

- BEC – Better educated communities**
- SLE – A stronger local economy**
- P&S – Protect and support those who need it**
- HQL – Maintain a high quality of life within our communities**
- MEC – Become an even more effective Council**

The proposals contained in this report will help to achieve the following Council Strategy priority(ies):

- BEC1 – Improve educational attainment**
- BEC2 – Close the educational attainment gap**
- SLE1 – Enable the completion of more affordable housing**
- SLE2 – Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy**
- P&S1 – Good at safeguarding children and vulnerable adults**
- HQL1 – Support communities to do more to help themselves**
- MEC1 – Become an even more effective Council**

The proposals contained in this report will help to achieve the above Council Strategy aims and priorities by \*(add text)

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## Annual Employment Report – Employment Data Supporting Information

### 18. Headlines

Staff employed by West Berkshire Council	31/03/12	31/03/13	31/03/14	31/03/15	31/03/16
Headcount	1671	1645	1549	1547	1525
Full time employees in workforce (%)	59.19	58.72	61.01	61.86	62.03
Part time employees in workforce (%)	40.81	41.28	38.99	38.14	37.97
Employees living in the West Berkshire district (%)	73.01	72.77	72.37	71.75	70.89
Employees living in RG14 postcode area (%)	26.81	25.29	26.02	26.37	26.56

Category (% of workforce)	2011/12	2012/13	2013/14	2014/15	2015/16	2011 census
Female	75.8	76.23	75.66	76.47	76.59	n/a
Male	24.2	23.77	24.34	23.53	23.41	n/a
Disability declared (definition in Equality Act 2010)*	3.23	3.40	3.36	3.49	3.34	3.20
Black minority ethnic (BME)	3.23	3.47	4.00	4.07	5.05	5.00
Age under 25	3.6	3.40	3.10	3.75	3.54	n/a
Age 25-34	15.9	15.81	15.75	15.64	15.67	n/a
Age 35-44	24.5	24.26	23.63	22.82	22.62	n/a
Age 45-54	29.6	29.85	30.28	30.45	29.31	n/a
Age 55-64	24.6	24.13	24.14	24.31	25.11	n/a
Age 65+	1.8	2.55	3.10	3.04	3.74	n/a
Full time	59.2	58.72	61.01	61.86	62.03	n/a
Part time (under 37 hours a week and/or 52 weeks a year)	40.8	41.28	38.99	38.14	37.97	n/a

## Supporting Information

\*The 2011 census disability data includes all residents of working age (16-65) in the district. In WBC, 3.2% believe that their day to day activities are limited 'a lot' and 5.7% believe they are limited 'a little'.

### 19. Turnover

	2011/12	2012/13	2013/14	2014/15	2015/16
Number of starters in year	122	144	165	167	163
Number of leavers in year	273	197	190	169	184
Turnover (%)	15.8	11.9	12.07	10.89	11.98
Voluntary turnover (%)	7.6	7.1	7.31	8.31	9.90
Average length of service of leavers	7y 9m	7y 2m	6y 4m	7y 2m	6y 10m
Average length of service of employees employed at year end	7y 8m	7y 11m	8y 4m	8y 6m	8y 8m
Stability index (% employees at year end with 12 or more months' service)	91.9	91.8	90.64	90.43	91.28

% of leavers - reason	2011/12	2012/13	2013/14	2014/15	2015/16
Death in service	0.00	0.51	1.05	0.59	0.54
Dismissal (other than redundancy)	1.10	2.02	2.63	2.37	1.63
Early retirement	1.47	1.52	1.05	0.00	2.72
End of fixed term contract	4.76	2.02	7.37	1.18	4.35
Ill health retirement	0.37	0.00	0.53	1.78	0.54
Redundancy	31.87	16.16	7.37	5.92	9.24
Voluntary resignation	46.15	62.63	63.68	76.33	72.28
Retirement	11.72	12.12	11.58	11.24	7.07
TUPE transfer	0.00	0.00	4.74	0.59	1.63
Transfer to Schools (PRUs)	0.00	3.03	0.00	0.00	0.00
Other – not recorded	2.56	1.81	0.00	0.00	0.00

### 20. Absence

Working days lost to sickness absence	2011/12	2012/13	2013/14	2014/15	2015/16
Short term absence only (under 28 days) - average per person	4.02	4.20	4.22	4.16	3.94
All absences - average per person	8.46	9.37	8.25	8.84	8.74
Total working days lost	14,454	15,543	12,793	13,684	13,424



Top three reasons for absence (%)	2011/12	2012/13	2013/14	2014/15	2015/16
Stress, depression or anxiety-related	26.6	22.3	19.8	18.1	23.7
Other musculoskeletal problems (not back)	12.5	15.9	12.8	17.5	16.9
Stomach, liver, kidney, digestion	Not reported	12.2	14.1	10.1	12.5

## 21. Grading

Grade definition in this document	Grade/salary	% of all employees in this grade
Apprentice	National Minimum Wage	0.52
B-F	£13891 - £22937	39.74
G-J	£21530 - £37483	42.82
Middle managers	Grades K-M and Soulbury grades £34746- £58181	15.61
Senior managers	Head of Service, Corporate Director, Chief Executive £63,489 +	1.31
		100.0

Female employees as percentage of employees in this grade	2012	2013	2014	2015	2016
Apprentice	n/a	n/a	75.00	60.00	87.50
B-F	82.99	82.19	82.41	83.73	84.65
G-J	74.92	75.94	74.85	75.73	75.04
Middle managers	57.99	64.62	63.00	64.17	64.29
Senior managers	21.74	21.05	22.22	26.32	25.00

Grade	% of those in this grade who are BME	% of BME employees who are in this grade
Apprentice	0.00	0.00
B-F	5.61	44.16
G-J	5.05	42.86
Middle managers	4.20	12.99
Senior managers	0.00	0.00
		100.00

<b>Grade</b>	<b>% of those in this grade who have a disability</b>	<b>% of those who have a disability who are in this grade</b>
Apprentice	0.00	0.00
B-F	2.48	29.41
G-J	3.22	41.18
Middle managers	5.88	27.45
Senior managers	5.00	1.96
		100.00

<b>Grade</b>	<b>% of those in this grade in each age group (rows total to 100)</b>					
	<b>Under 25</b>	<b>25-34</b>	<b>35-44</b>	<b>45-54</b>	<b>55-64</b>	<b>65+</b>
Apprentice	100.00	0.00	0.00	0.00	0.00	0.00
B-F	5.76	15.84	18.32	25.58	28.88	5.61
G-J	1.68	18.99	26.80	28.94	21.90	1.68
Middle managers	0.00	7.98	24.37	40.76	21.85	5.04
Senior managers	0.00	0.00	5.00	30.00	65.00	0.00

<b>Grade</b>	<b>% of those in this grade who work part time</b>	<b>% of those who work part time who are in this grade</b>
Apprentice	0.00	0.00
B-F	55.78	58.38
G-J	28.79	32.47
Middle managers	22.27	9.15
Senior managers	0.00	0.00
		100.00

## 22. Part Time Working

<b>Category</b>	<b>% of this group who work part time</b>	<b>% of part time employees who are in this group</b>
Female	45.29	91.36
BME	31.16	4.14
Having a disability	39.21	3.45

<b>% of those working full or part time in each age group (rows total to 100)</b>						
<b>Category</b>	<b>Under 25</b>	<b>25-34</b>	<b>35-44</b>	<b>45-54</b>	<b>55-64</b>	<b>65+</b>
Full time	4.33	18.71	20.93	30.44	23.68	1.90
Part time	2.25	10.71	25.39	27.46	27.46	6.74

### 23. Starters and Leavers

<b>% of all starters who were from this group</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Female	74.39	76.39	75.00	81.66	79.75
BME	10.66	6.94	7.89	5.92	13.50
Having a disability	4.10	3.41	1.32	1.78	1.23

<b>% of all starters during the year who were in this age range</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Under 25	19.67	20.14	15.13	15.98	14.11
25-34	17.21	31.25	34.21	26.63	32.52
35-44	23.77	20.83	20.83	23.67	26.99
45-54	26.23	20.14	20.14	23.08	15.95
55-64	12.30	6.94	9.21	10.65	9.20
65+	0.82	0.70	1.97	0.00	1.23

<b>% of all leavers during the year who were from this group</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Female	72.53	80.30	75.26	77.51	77.72
BME	3.66	4.04	3.68	6.51	5.43
Having a disability	3.66	1.01	2.63	2.37	4.35

<b>% of all leavers during the year who were in this age range</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Under 25	4.76	7.58	11.58	5.92	8.15
25-34	18.32	20.20	20.00	15.38	23.91
35-44	18.32	16.16	17.90	21.30	20.11
45-54	15.02	24.75	17.90	20.12	23.91
55-64	31.87	25.25	27.37	31.95	18.48
65+	11.72	6.06	5.26	5.33	5.43

## 24. Training (completion of internal training courses for staff employed on 31/03/2016)

	2011/12	2012/13	2013/14	2014/15	2015/16
Number of employees who attended at least one classroom course	1215	1152	1201	1171	1065
Percentage of employees attending classroom courses	72.71	70.03	77.53	75.69	69.84
Number of classroom courses completed	3952	4115	4226	4000	3868
Number of employees who completed at least one e-learning course	573	749	861	872	1045
Percentage of employees undertaking e-learning	34.29	45.53	55.58	56.37	68.52
Number of e-learning courses completed	1322	2114	2227	2522	3445
Number of employees completing any course (e-learning or classroom)	1337	1337	1344	1363	1388
Percentage of employees completing any course (e-learning or classroom)	80.01	81.28	86.77	88.11	91.01
Total courses completed	5274	6229	6453	6522	7313

Completed at least one training course this year %	2013/14	2014/15	2015/16
Female	86.43	88.33	92.38
Male	89.12	84.34	86.55
BME	96.77	90.48	90.90
Having a disability	88.46	90.74	90.20
All employees	87.08	87.34	91.01

Completed at least one training course this year %	2013/14	2014/15	2015/16
Under 25	89.58	89.66	100.00
25-34	90.98	88.01	91.63
35-44	86.88	86.40	93.62
45-54	86.57	92.36	95.08
55-64	87.70	83.78	85.64
65+	66.67	68.09	68.42