



Basingstoke
and Deane

Basingstoke and Deane

Workforce Profile Information

2020

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1 Overview

Basingstoke and Deane Borough Council strives to be an inclusive and fair employer. The analysis of our workforce profile in relation to equalities is central to making sure that this happens. This report provides an overview of the range of people in the council and serves as an evidence base to inform the council's equalities objectives, which form part of the Public Sector Equality Duty (Equality Act 2010). Some of the information contained in this document is also reported to the council's HR Committee twice a year.

The council actively encourages individuals from all protected characteristics' groups¹ to be part of its team and highly values people's individual skills and talents. The information included in this report is also used to understand whether the council's workforce reflects the demographic of the wider community and, if not, how inroads can be made to achieve this over time. Understanding the profile of employees also means that appropriate support and solutions can be delivered.

This report is updated on an annual basis in January and the information provided is based on the last complete financial year (2018/19), unless otherwise indicated.

2 Workforce profile information

An analysis of data is carried out on a six monthly basis and reported to the council's HR committee. The most recent report analysing data for 2018/19 is November 2019.

3 Section 1: Vacancies, applicants, leavers and maternity leave

3.1 Vacancies and applicants

The average number of vacancies advertised per month from June 2019 to December 2019 is similar to the levels in previous years, apart from 2016/17, when there was a significant decrease. The data for 2017/18 and 2018/19 only covers part of the financial year, therefore indicating that these figures, particularly in relation to the number of applicants, are actually likely to be higher than reported.

Vacancies and applicants	2013/14	2014/15	2015/16	2016/17	2017/18*	2018/19**
Average number of vacancies advertised per month	9	13	9	4	9	8
Number of applicants	1,249	1,475	694	326	601	408

* These figures only represent nine months - April to December 2018.

** These figures only represent seven months - June to December 2019.

¹ Equality Act 2010 – The 'protected characteristics' include: race, age, disability, religion and belief, sexual orientation, sex, gender reassignment, pregnancy and maternity and marriage and civil partnership.

The increased ethnic diversity amongst applicants may be due to the younger age structure of applicants (as younger cohorts tend to have more diverse ethnicities). This trend is reflected in the increase of non-White British staff that have recently joined the council, compared to staff with longer lengths of service.

The younger age structure of applicants reflects that this age group is more likely to be looking for work and that older people tend to be more settled in their working life. This increase in younger applicants is also reflected in the staff that have recently joined the council. There are a similar percentage of applications from male or female applicants.

A larger percentage of applications state that they have a disability than the existing workforce. This could be due to new applicants having to note when they would like to be considered through the Two Ticks accessibility scheme.

Ethnic origin	2016/17	2017/18*	2018/19**
White: English/Welsh/Scottish/Northern Irish/British	83.3%	80.4%	73.3%
White Other	6.0%	7.2%	5.4%
Mixed/multiple	1.8%	1.8%	1.5%
Asian/Asian British	4.5%	7%	7.6%
Black/African/Caribbean/Black British	3.2%	1.9%	4.4%
Other ethnic group	0.7%	1.8%	7.8%
No value (Prefer not to say)	0.7%	1.8%	-

Age range	2016/17	2017/18*	2018/19**
16 to 29	35.9%	27.1%	34.6%
30 to 44	31.6%	37.6%	35.8%
45 to 59	28.9%	28.8%	22.5%
60 to 64	2.3%	3.8%	2.9%
65 to 74	0.9%	0.3%	1.7%
75 and over	0.0%	0.3%	0.0%
No value (Prefer not to say)	0.4%	2.3%	2.5%

Gender	2016/2017	2017/18*	2018/19**
Female	57.5%	47.3%	48.8%
Male	42.1%	52.7%	46.3%
No value (Prefer not to say)	-	-	4.9%

Do you consider yourself to be disabled?	2016/2017	2017/18*	2018/19**
Yes	5.5%	5.7%	7.6%
No	93.2%	93.2%	92.4%
No value (Prefer not to say)	1.4%	1.2%	-

* These figures only represent nine months - April to December 2018.

** These figures only represent seven months - June to December 2019.

3.2 Starters

Some demographic characteristics of starters vary from the existing workforce:

- 0% of the starters during 2018/19 reported themselves as being disabled, compared to 3.4% amongst the workforce as a whole.
- 15.4% of the starters were from non-White British ethnicities, which is higher than the percentage of non-White British ethnicities in the general workforce (6.7%).
- A much lower percentage of starters are aged 45 and over (33.8% compared to 55% amongst the workforce).
- A larger percentage of starters are female (61.5%) compared to those in the workforce (50.3 %).

These trends are being looked into in more detail by Human Resources to consider any relevant actions.

3.3 Leavers

Labour turnover for 2018/19 shows a marginal decrease compared to the previous year, with 15.0% of the workforce leaving during the year.

Rate	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Labour turnover rate (all reasons)	13.1%	14.7%	13.0%	14.9%	16.7%	15.0%
Labour turnover rate (voluntary resignation)	6.5%	8.3%	7.5%	8.5%	10.7%	10.0%

Further information on the reasons for staff leaving employment at the council are illustrated below. Resignation is the main reason, followed by the expiration of temporary contracts and retirement.

Reason for leaving	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Resignation	36	47	47	52	61	57
Temporary Contract Expired	16	18	10	12	5	6
Retirement - Age	5	7	6	5	7	2
Redundancy	2	1	1	1	6	4
Retirement - Early	3	2	6	6	4	5
Death in Service	2	1	0	2	2	1
Dismissal - Disciplinary	7	1	5	4	2	6
Dismissal - Ill Health	0	1	2	4	1	1
Dismissal - Incapability	1	1	1	0	0	2

Retirement - Ill Health	1	0	2	0	2	1
TUPE transfer	0	0	0	0	0	0
Total	73	79	86	86	90	85

Some demographic characteristics of leavers vary from the existing workforce:

- 5.9% of leavers during 2018/19 reported themselves as being disabled, compared to 3.4% amongst the workforce as a whole.
- More leavers (12.9%) were from non-White British ethnicities than the proportion in the existing workforce (6.7%)
- A larger percentage of leavers are aged 55 and over (30.6%), compared to 23.9% amongst the workforce. However, individuals in this age bracket are more likely to leave due to retirement (or early retirement).
- A larger proportion (61.2%) of leavers were male, compared to 49.7% of the workforce.

These trends are being looked into in more detail by Human Resources to consider any relevant actions.

3.4 Maternity leave

The vast majority of staff members that go on maternity leave do return to work at the council, with 100% of those that went on maternity leave during 2018/19 returning.

4 Section 2: Demographic characteristics of the workforce

4.1 Disability

To ensure that our employment opportunities are accessible to disabled people, we fully commit to being a 'Disability Confident Employer²'. We actively promote employment opportunities to disabled applicants, providing information in Plain English and offering accessible formats where necessary to facilitate the recruitment process. As part of our standard practice for staff, we offer specialist support such as Occupational Health and counselling. The council's work with Basingstoke Disability Forum and Access Group is also key to improving our understanding of the needs disabled people in the borough and increasing the representation of disabled staff in our workforce.

3.4% of the workforce consider themselves to have a disability. This is in line with previous years. Staff at the council can choose whether or not to classify themselves as disabled so annual fluctuations are not considered to be significant in isolation.

Disability	2014/15	2015/16	2016/17	2017/18	2018/19
No	97.0%	95.9%	96.2%	96.8%	96.6%
Yes	3.0%	4.1%	3.8%	3.2%	3.4%

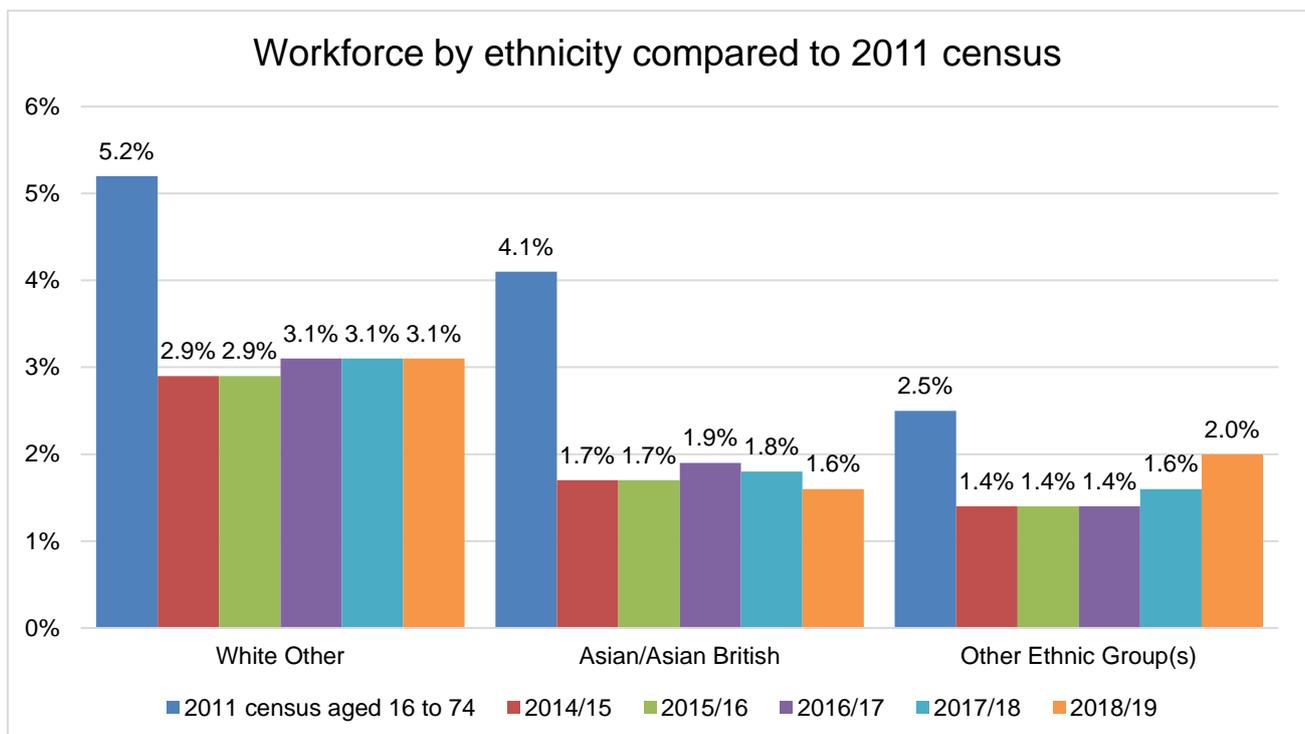
² As a Disability Confident employer, we have made specific commitments regarding the employment of disabled people. As part of this, a disabled person is guaranteed an interview if they meet the essential criteria for the job vacancy. See <http://tinyurl.com/cf9ypl6> for more information

4.2 Ethnicity

88.4 of the council's workforce describe their ethnicity as White English/Welsh/Scottish /Northern Irish/British. This percentage has increased marginally in recent years but this is due to fewer members of staff being classified as 'undefined' or 'prefer not to say'. The percentage of the workforce in non-White English/Welsh/Scottish/Northern Irish/British ethnicities has remained relatively stable and stands at 6.7% in 2018/19.

Compared to the 2011 Census figures for the general population aged 16 to 74 years, the council's workforce contains a lower proportion of non-White British ethnic groups. To help address this, we are working closely with local Black and Minority Ethnic (BME) groups, such as Basingstoke Multicultural Forum, to ensure that our employment opportunities are disseminated through a variety of channels to ensure that they reach as many different groups as possible.

Ethnicity	2014/15	2015/16	2016/17	2017/18	2018/19
White: English/Welsh/Scottish/Northern Irish/British	86.2%	86.2%	87.0%	87.9%	88.4%
White Other	2.9%	2.9%	3.1%	3.1%	3.1%
Asian/Asian British	1.7%	1.7%	1.9%	1.8%	1.6%
Other ethnic group(s)	1.4%	1.4%	1.4%	1.6%	2.0%
Prefer not to say	6.9%	6.9%	6.6%	5.6%	4.9%
Undefined	0.9%	0.9%	0.0%	0.0%	0.0%



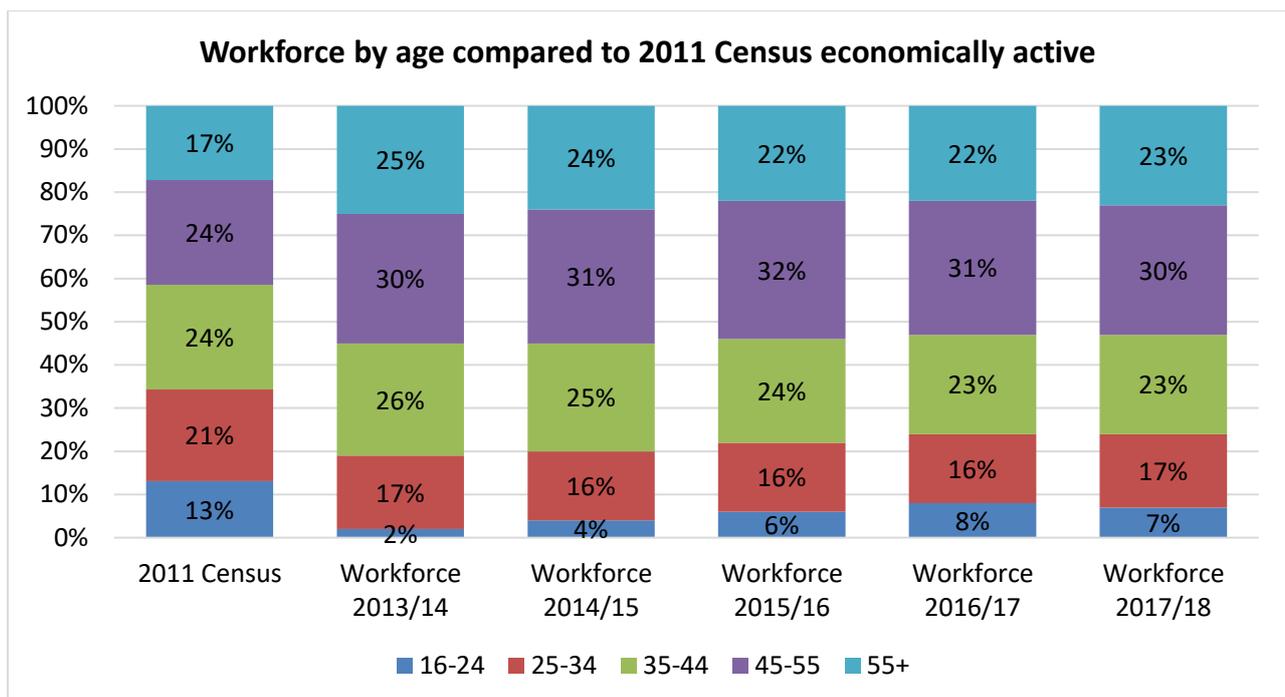
4.3 Age profile

A lower percentage of the workforce is aged 16 to 24 than all economically active 16 to 24 year olds in the borough (2011 Census: 13% compared to 5.2%). However, the 2011 Census percentage includes students that are economically active, and their available working hours may not be suited to the availability of positions at the council.

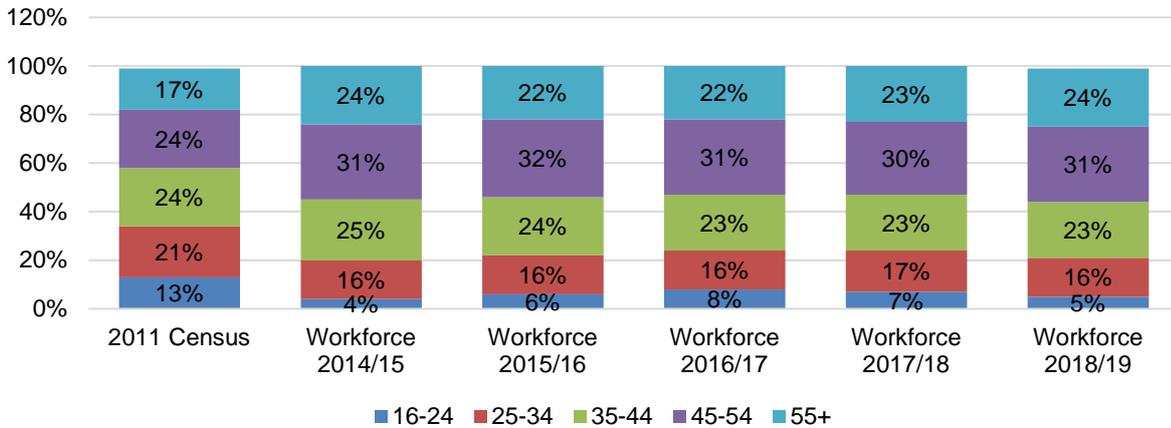
The council is pro-actively working with local schools and colleges to promote employment opportunities. This aims to encourage young people to take up work at the council. The number of employees aged 16 to 24 has increased in recent years, rising from nine in 2012/13 to 29 in 2018/19.

The percentage of the council workforce aged 55 and over is seven percentage points higher than the general economically active population in the borough (2011 Census). As more of the workforce moves into the 55 and over age range there is an increased importance to ensure that in addition to retention initiatives to retain older workers, a robust succession planning mechanism is embedded to deliver business continuity, top talent, and leaders and managers of the future.

Age	2014/15	2015/16	2016/17	2017/18	2018/19
16-24	3.7%	6.0%	7.5%	6.6%	5.2%
25-34	16.2%	16.4%	16.1%	16.6%	16.3%
35-44	24.8%	24.1%	22.9%	23.0%	23.5%
45-54	30.8%	31.5%	31.2%	30.4%	31.1%
55+	24.3%	22.0%	22.3%	23.4%	23.9%



Workforce by age compared to 2011 Census economically active



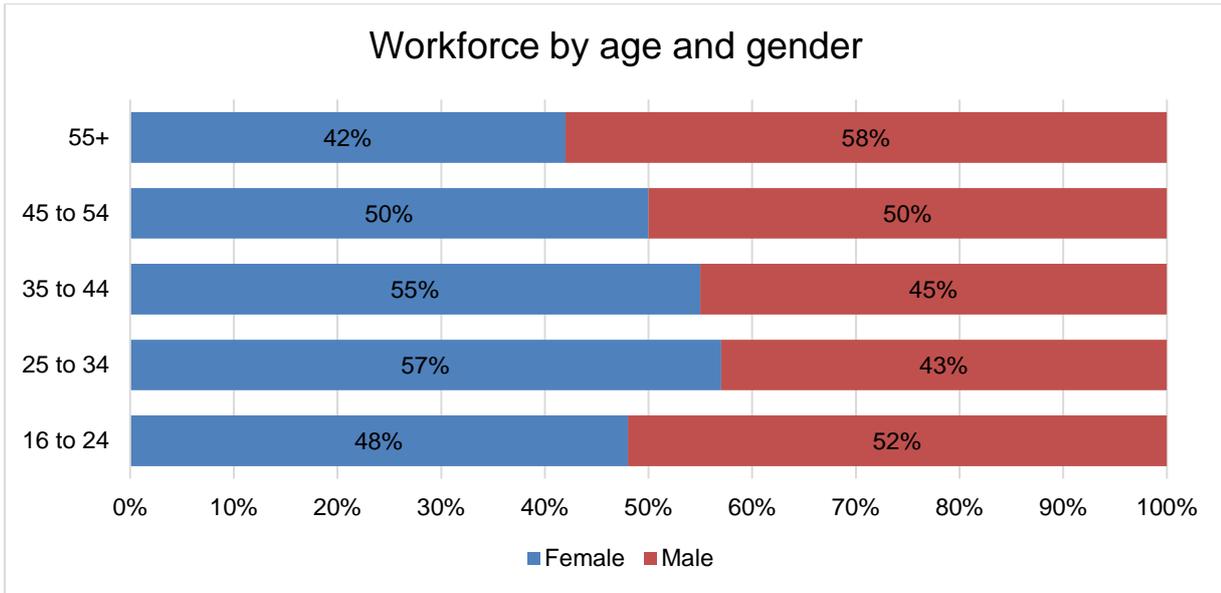
4.4 Gender

The gender split of the overall workforce is even, with 50.3% females and 49.7% males and this distribution has remained fairly even over the past few years, as shown in the table below. 2018/19 is the first year that there have been more males than females and the workforce has become more balanced.

The gender split by age is fairly even between the ages of 16 and 24 and 45 to 54. In the 25 to 34 age group there is a larger percentage of female employees and in the oldest age group, there is a larger percentage of male employees. In the 55 and over age group, this may be because females tend to retire earlier than males but no specific reason has been identified for these trends at this point in time.

Year	2014/15	2015/16	2016/17	2017/18	2018/19
Female	46.7%	47.8%	47.5%	47.3%	50.3%
Male	53.3%	52.2%	52.5%	52.7%	49.7%

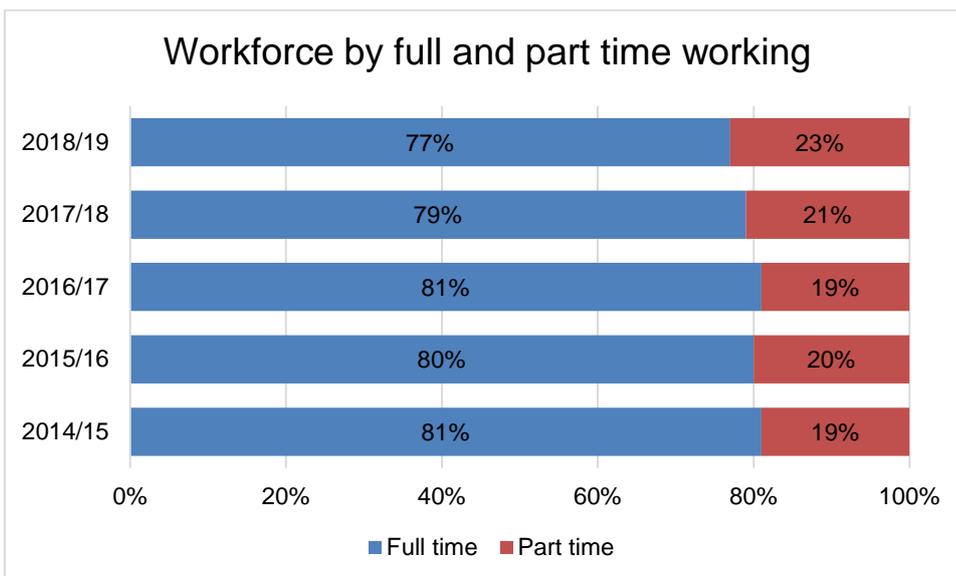
Age Group	Female	Male
16 to 24	48.3%	51.7%
25 to 34	56.7%	43.3%
35 to 44	55.4%	44.6%
45 to 54	50.0%	50.0%
55 and over	41.7%	58.3%



4.5 Full-time and part-time

The majority of employees within the council work full-time but over a fifth (23.3%) work part-time. There has been a steady increase in part time working over time. Whilst 76.7% of staff are classified as full-time, they are afforded the benefit of a wide range of flexible working options, such as working compressed hours or working remotely, which benefit both the individual and the organisation.

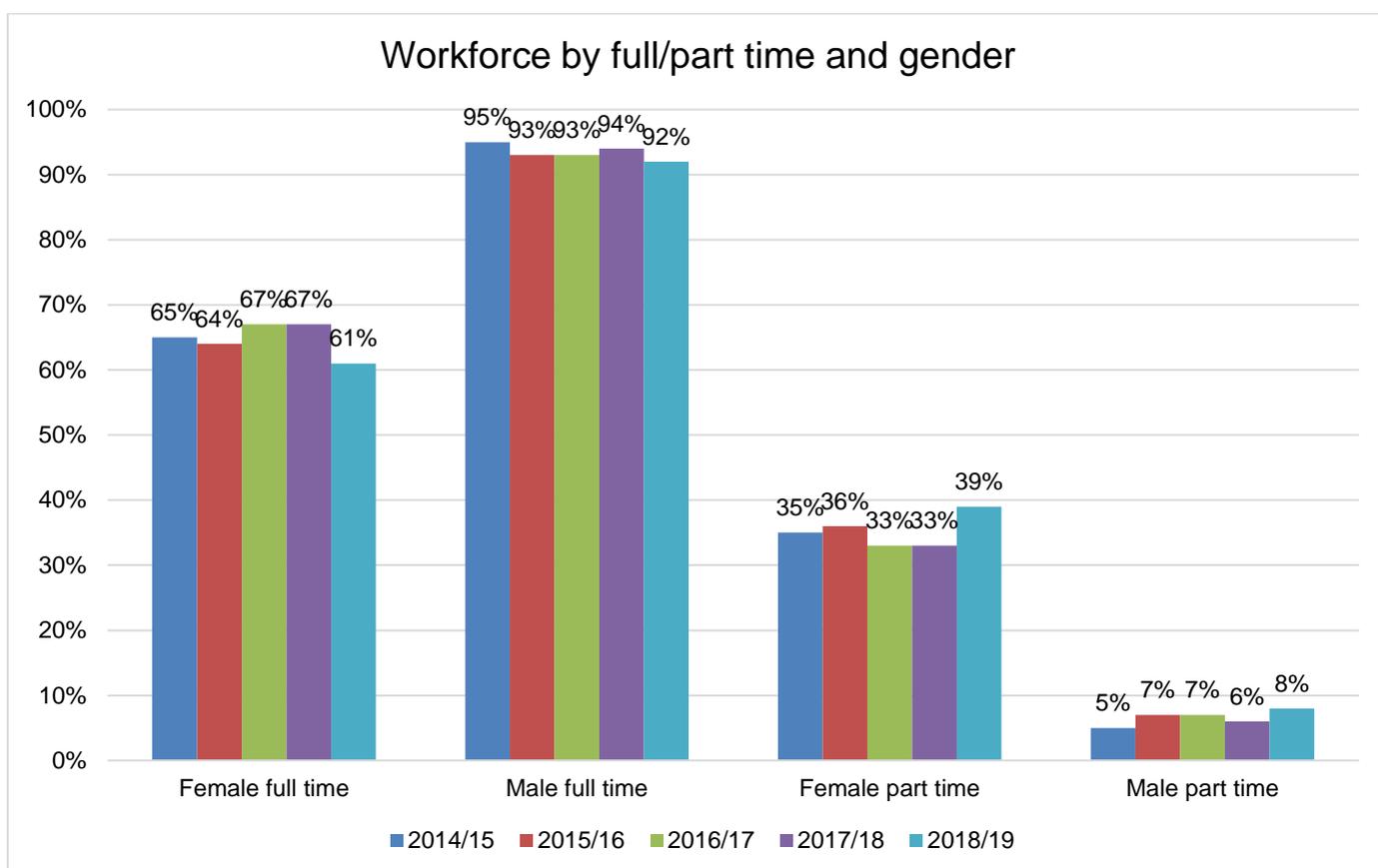
Contract type	2014/15	2015/16	2016/17	2017/18	2018/19
Full time	80.9%	79.7%	80.6%	79.0%	76.7%
Part time	19.1%	20.3%	19.4%	21.0%	23.3%



4.6 Full-time and part-time by gender

A much greater percentage of females work part-time than males (38.8% compared to 7.6%). The percentage of males and females working full or part-time has remained relatively stable over time.

Gender	Contract type	2014/15	2015/16	2016/17	2017/18	2018/19
Female	Full time	64.9%	64.5%	66.7%	66.8%	61.2%
Male	Full time	95.0%	93.4%	93.4%	93.7%	92.4%
Female	Part time	35.1%	35.5%	33.3%	33.2%	38.8%
Male	Part time	5.0%	6.6%	6.6%	6.3%	7.6%

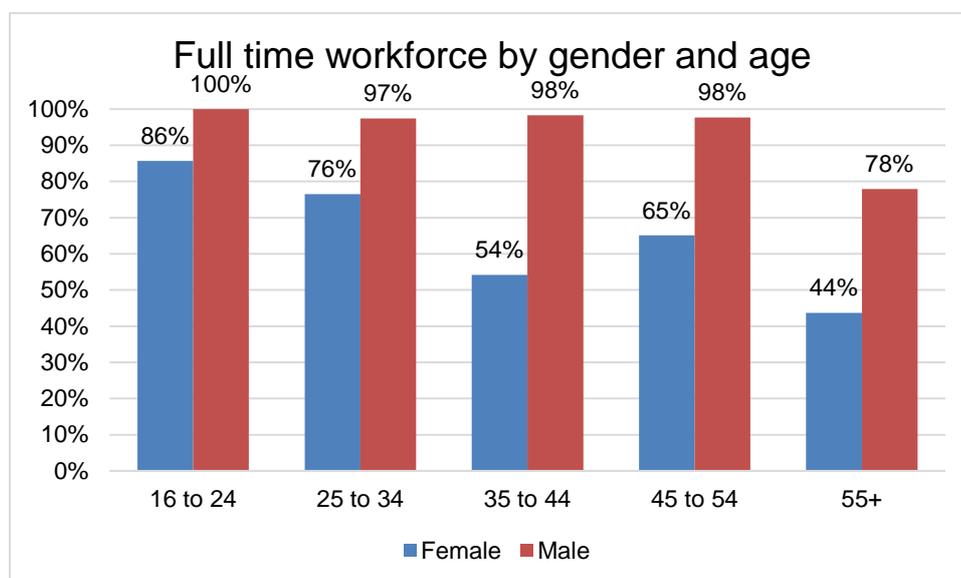


4.7 Full-time and part-time by gender and age

A high percentage of females aged 16 to 24 (85.7%) and 25 to 34 (76.5%) work full-time. This then falls for those aged 35 to 44 (54.2%) and then rises again for females aged 45 to 54 (65.1%). Fewer than half of females aged 55 and over work full-time (43.6%), which is potentially due to flexible working and/or retirement and pension options.

More than 97% of males work full-time up to the age of 54 and in the 55 and over age group, the majority work full-time (77.9%), although this percentage is significantly lower. Again, it is likely that this is attributed to the council's flexible working and/or retirement options, as older workers tend to seek a better work life balance as they come to the end of their career.

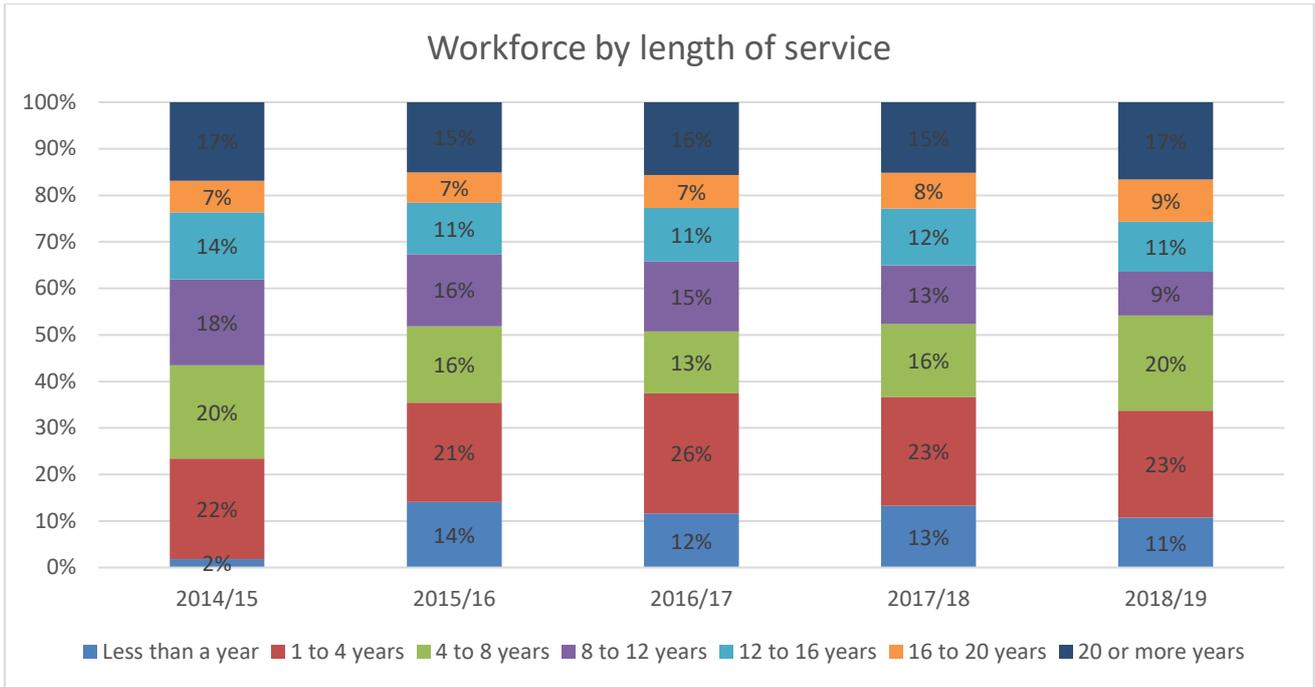
Gender



4.8 Length of service

Over half of the council's workforce has worked at the council for less than eight years (54.1%), but over a quarter have worked here for at least 16 years (25.7%). Over the past five years there has been a large increase in the proportion of staff that have worked at the council for less than a year or one to four years and a decline in the proportion with eight to 12 years' service.

Length of service	2014/15	2015/16	2016/17	2017/18	2018/19
Less than a year	1.8%	14.1%	11.6%	13.3%	10.7%
1 to 4 years	21.6%	21.3%	25.8%	23.4%	23.0%
4 to 8 years	20.1%	16.4%	13.3%	15.7%	20.4%
8 to 12 years	18.4%	15.5%	15.1%	12.6%	9.4%
12 to 16 years	14.4%	11.0%	11.4%	12.2%	10.8%
16 to 20 years	6.8%	6.5%	7.1%	7.7%	9.0%
20 or more years	16.9%	15.1%	15.6%	15.2%	16.6%



4.9 Length of service by disability

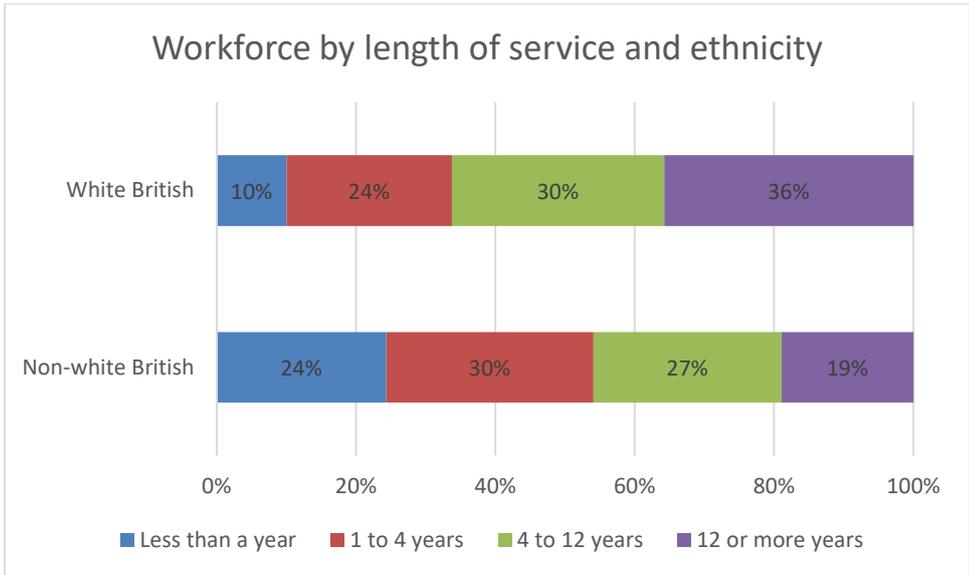
Due to the low numbers recorded for disabled employees it is difficult to note any particular trends pertinent to their length of service. The data is potentially disclosive and so is not shown here.

4.10 Length of service by ethnicity

A third (33.7%) of White British members of staff have worked for Basingstoke and Deane Borough Council for under four years, compared to over half (54.1%) of non-White British employees. Over a third (35.8%) of White British members of staff have worked at the council for 12 or more years, compared to almost a fifth (18.9%) of non-White British staff.

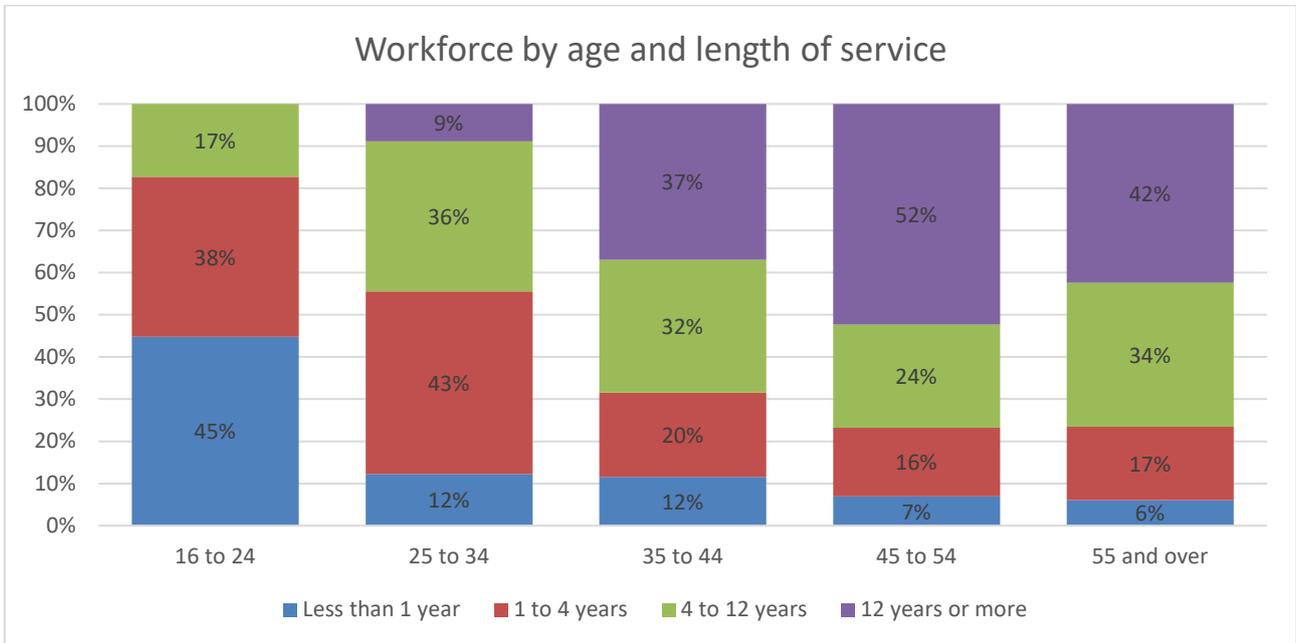
This could be due to the increase in ethnic diversity across the borough over the last few years, meaning that a more diverse range of people of working age are available to work at the council.

Ethnicity	Less than a year	1 to 4 years	4 to 12 years	12 or more years	Total
White British	10.0%	23.7%	30.5%	35.8%	100.0%
Non-white British	24.3%	29.7%	27.0%	18.9%	100.0%
Prefer not to say	3.7%	0.0%	22.2%	74.1%	100.0%
Total	10.7%	23.0%	29.8%	36.5%	100.0%



4.11 Length of service by age profile

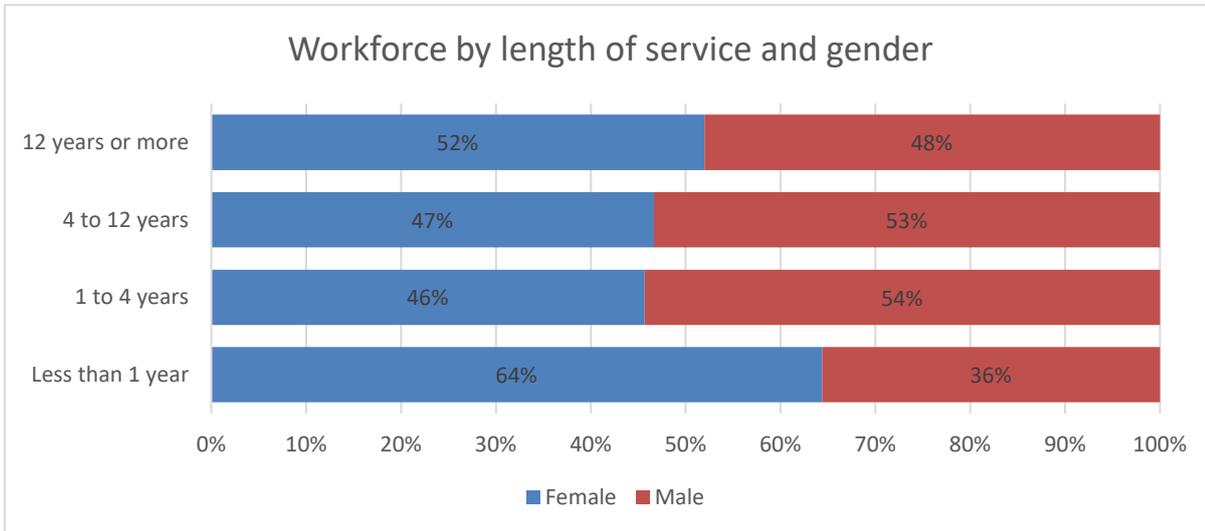
There are more people in the 35 and over category that have served for longer periods and more people aged 34 and below that have served less than a year. The majority of those aged under 35 have worked at the authority for less four years. The percentage of staff that have worked at the organisation for fewer than four years declines with age. This is because the correlation between age and length of service tends to be positive, as older employees tend to have naturally been in the organisation longer, or vice versa.



4.12 Length of service by gender

The percentage of staff by gender is fairly similar across the different service lengths, although a larger percentage of those that have served for less than a year are female. These figures will be monitored on an on-going basis.

Gender/Length of service	Less than 1 year	1 to 4 years	4 to 12 years	12 years or more	Total
Female	64.4%	45.7%	46.7%	52.0%	50.3%
Male	35.6%	54.3%	53.3%	48.0%	49.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%



4.13 Pay grade

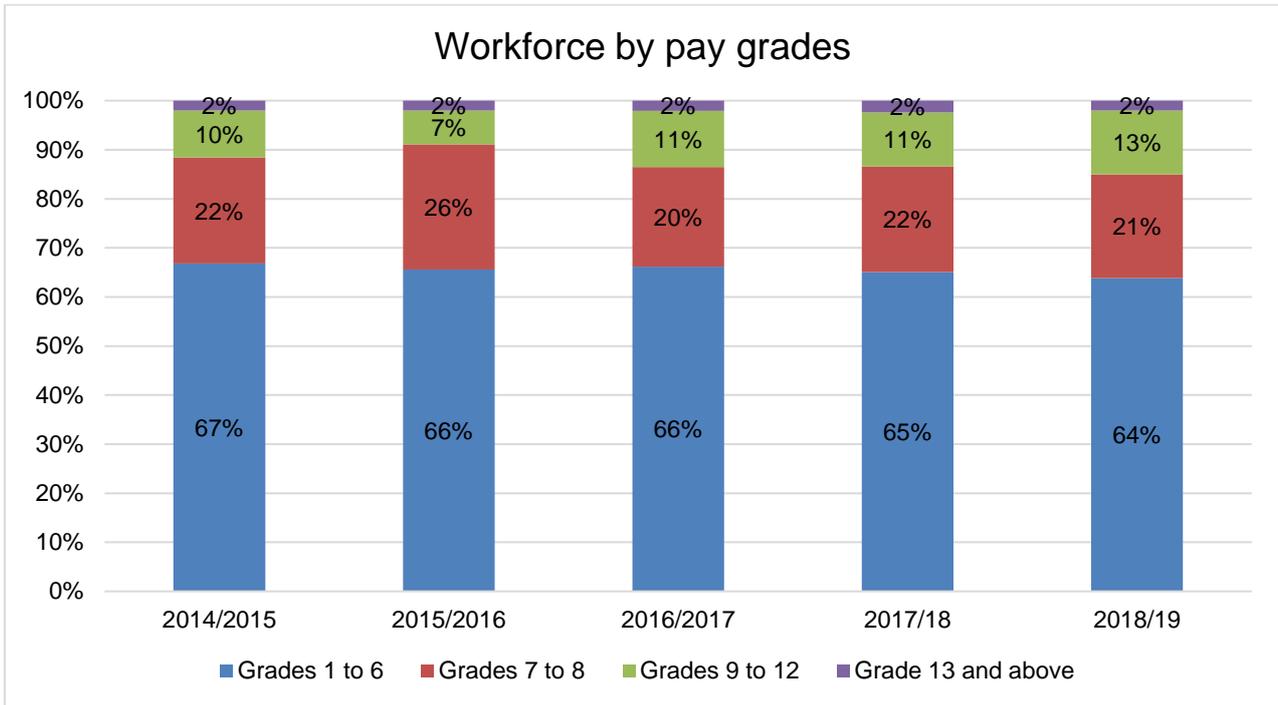
This section features information broken down by salary grades. Please click [here](#) for further information on the council's salary scales.

Grade explanation

- **Grades 1 to 6** cover a wide range of administrative, technical, clerical and manual roles. For the purpose of this report these grades also include apprentices, for whom there are separate pay arrangements.
- **Grades 7 to 8** cover a range of professional and first line manager / supervisory roles
- **Grade 9 to 12** cover a range of senior professional and middle manager roles
- **Grades 13 and above** cover senior management roles

The percentage of staff within each pay grade has remained relatively stable over time as shown below.

Grade	2014/2015	2015/2016	2016/2017	2017/18	2018/19
Grades 1 to 6	66.8%	65.6%	66.2%	65.1%	63.8%
Grades 7 to 8	21.6%	25.5%	20.3%	21.5%	21.2%
Grades 9 to 12	9.6%	6.9%	11.4%	11.0%	13.0%
Grade 13 and above	2.0%	2.1%	2.1%	2.4%	2.0%



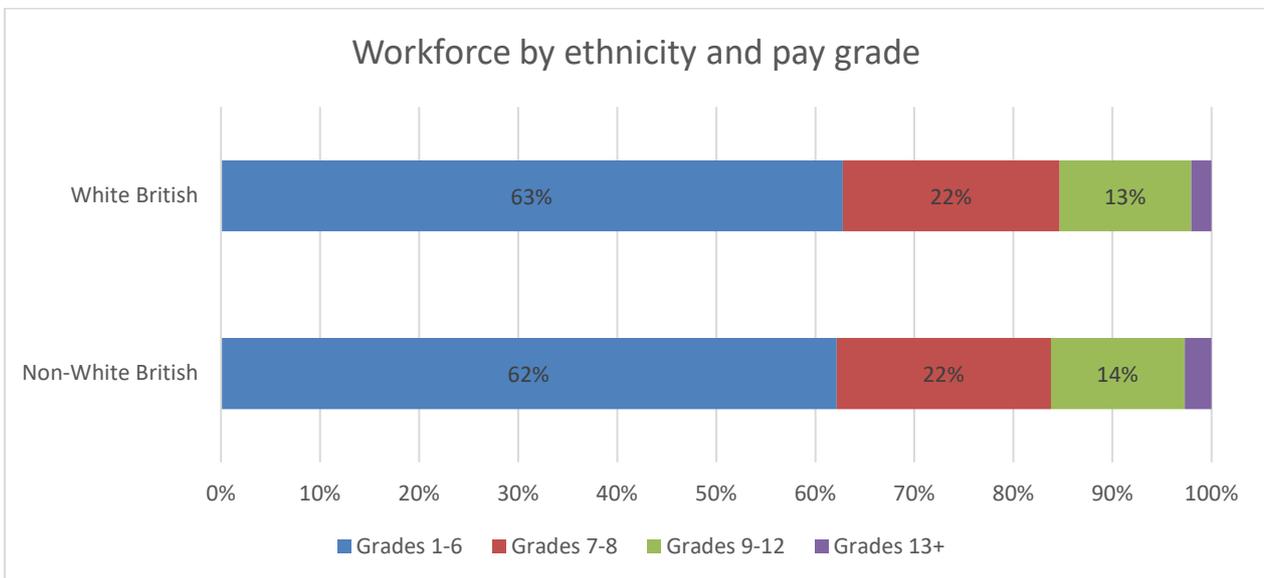
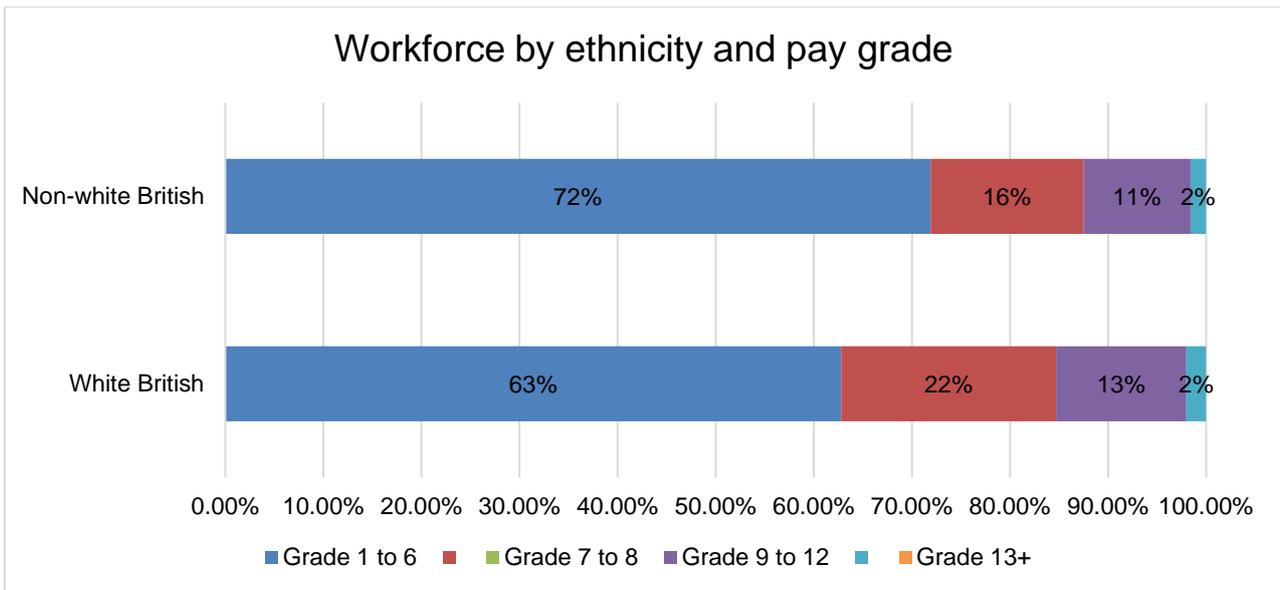
4.14 Grade by disability

Due to the small number of staff that identify themselves as disabled in each grade group, the data is potentially disclosive and so is not presented here. The council continues its commitment to being a Disability Confident Employer to encourage applications from disabled candidates and promote development for existing disabled members of staff.

4.15 Grade by ethnicity

There is a lower percentage of White British staff in grades 1 to 6 than the percentage of staff from non-White British ethnic groups. The council continues to work with local black and ethnic minority groups to help promote career progression for staff from ethnic minorities.

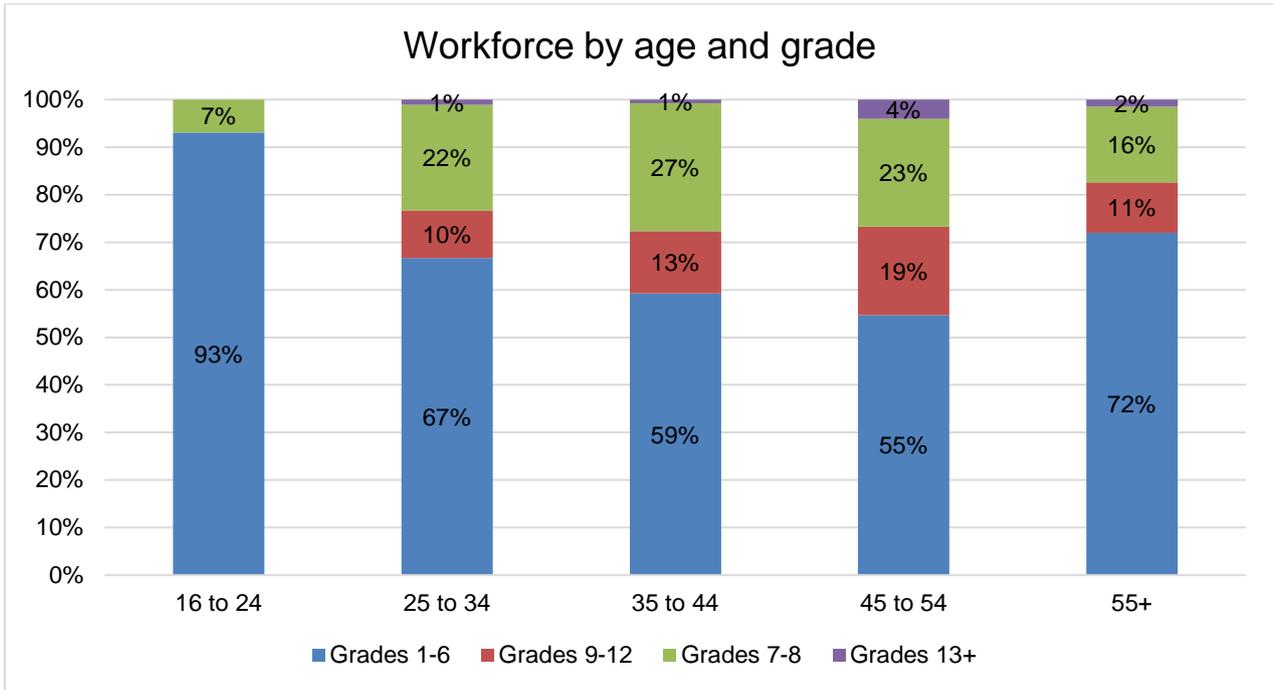
Ethnicity	Grade 1 to 6	Grade 7 to 8	Grade 9 to 12	Grade 13 and above
White British	62.8%	21.9%	13.3%	2.0%
Non-white British	62.2%	21.6%	13.5%	2.7%
Prefer not to say	85.2%	7.4%	7.4%	0.0%



4.16 Grade by age profile

The pay grades of staff aged under 35 are lower than the older age groups, up to age 55. However this is expected as in most cases staff are in the earlier stages of their careers. A larger percentage of those aged 45 to 54 are in the highest pay grades than any other age group.

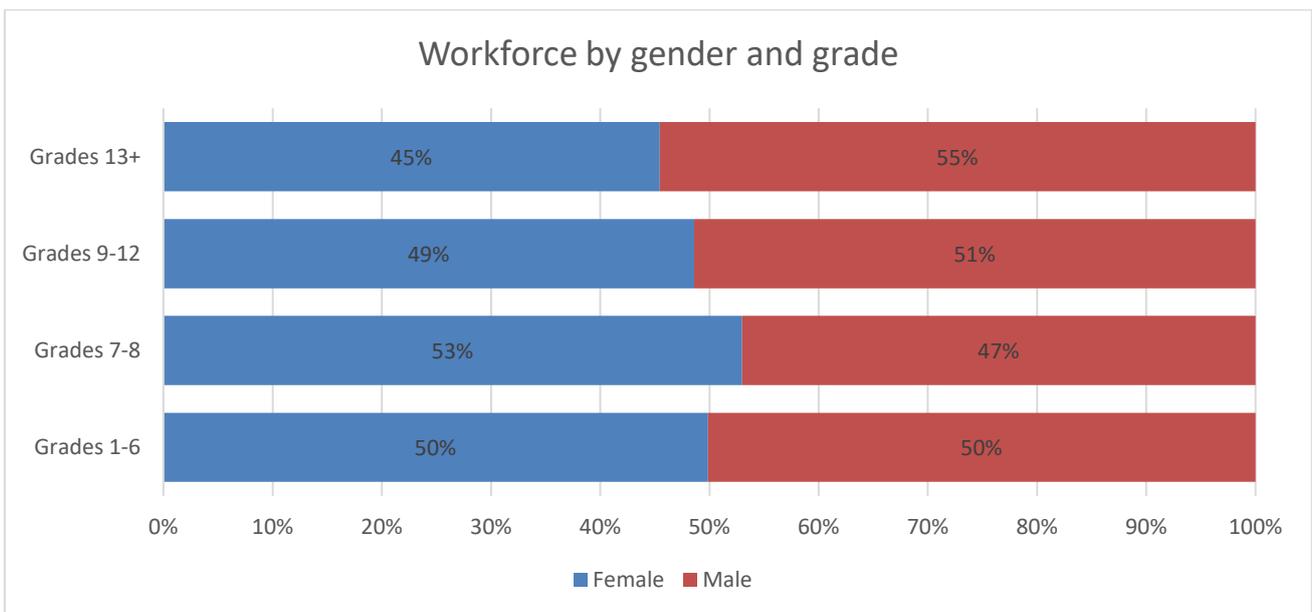
Age	Grades 1 to 6	Grades 7 to 8	Grades 9 to 12	Grades 13 and above
16 to 24	93.1%	6.9%	0.0%	0.0%
25 to 34	66.7%	22.2%	10.0%	1.1%
35 to 44	59.2%	26.9%	13.1%	0.8%
45 to 54	54.7%	22.7%	18.6%	4.1%
55 and over	72.0%	15.9%	10.6%	1.5%



4.17 Grade by gender

There is little variation in grade by gender, with a fairly even proportion of males and females within each range.

Gender	Grade 1 to 6	Grade 7 to 8	Grade 9 to 12	Grade 13 and above
Female	49.9%	53.0%	48.6%	50.3%
Male	50.1%	47.0%	51.4%	49.7%



5 Staff engagement and procedures

5.1 Quantitative and qualitative research with employees

A bi-annual staff engagement survey is carried out at the council and the results are considered by demographic group where possible, to see whether there were any issues for any particular protected characteristic group. The most recent staff survey that measured demographics was carried out in September/October 2019, using an external organisation, Best Companies. Questions/information in the survey relating to demographics and protected characteristics were limited, making trends difficult to identify in most cases.

5.2 Due regard to the aims of the duty in decision-making

Equality Impact Assessments (EIAs) are carried out on all main employment-related policies and procedures (e.g. Disciplinary Policy, Sickness Policy etc.) and general employment issues are discussed with Unison. EIAs that have been carried out can be found [here](#).

5.3 Staff complaints

There were no staff complaints recorded as instances of discrimination during the period which this report covers.

5.4 Engagement with staff and trade unions

The Staff Forum at the council is a forum where ideas, issues, drafts of new policies, organisational change etc. are discussed openly and in a spirit of free exchange of views. The forum includes participants from the different business units. The forum meets on a quarterly basis to discuss key staff issues and policy development. Unison representatives are also invited to attend the forum. The Staff Forum is not a substitute for Unison and management continue to consult and negotiate with Unison on matters that directly affect local working at the council. Where relevant, staff issues are also considered through the council's Equality Strategy and Working Groups.

5.5 Policies and programmes to address equality concerns

The council has a range of policies and programmes to address equalities concerns. Some examples of these include:

- Equality and Diversity in Employment Policy
- Whistle-Blowing Policy
- Grievance Procedure
- Bullying and Harassment Policy and Procedure

The council also has a Flexible Working Policy that welcomes formal requests from employees who meet the necessary criteria. We recognise the importance of a work-life balance for all staff and will consider flexible working requests on an informal basis, accommodating these where they meet business needs.

5.6 Learning and development opportunities

Staff are our main asset and the council is committed to training and personal development. Every member of staff has a crucial role to play in enabling the council to make a difference: to make the borough an even better place to be and to help meet the challenges faced within local communities. To that effect, the council has a People Strategy in place with the aim “to have the right people, in the right job, with the right skills”.

To deliver on this, the council has a range of learning and development opportunities available including classroom courses, e-learning and a professional qualification support scheme as well as on-the-job training, and mentoring. The council also has an integrated programme of leadership and management development, succession planning and talent management to support the staff development at all levels of the organisation.

Development opportunities can be identified in a variety of ways including by the individual through regular 1 to 1 meetings and the performance appraisal process. Training courses delivered on an ongoing basis include: health and safety, first aid, stress resilience, equality and diversity, recruitment, selection and interviewing, project management, Excel spread sheets, data protection, lone working and managing aggressive behaviour.

5.7 Gender pay gap information

The council has been required to publish and report specific figures about its gender pay gap since 2017. A copy of the latest report can be seen [here](#). Using the required snapshot date of 31 March 2018 for public sector organisations, the council was pleased to report a mean gender pay gap of -1.28% (in favour of women). This showed the council was performing positively against the national average of 17.1% (in favour of men).

The council will be publishing its 2019 gender pay gap report on its website, and on the government reporting website, by 30 March 2020. Provisional figures show that the council continues to have a relatively narrow gender pay gap of -3.23% (in favour of women). Although this gap is wider than in previous years it performs positively against the national average, estimated by the Office for National Statistics as being 17.3% (in favour of men), and also against other local authorities in the South-East.