



# Workforce Metrics Report 2017/18





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# 1. Introduction

The 2017/18 annual Workforce Metrics Report is based on data on 31 March 2018 and includes information and analysis about the people who we employ. Workforce data is collected and stored using the Council's HR systems.

The purpose of this report is to provide a comprehensive profile of our workforce at 31 March 2018, including those who have left over the 2017/18 financial year.

Our workforce is increasingly diverse and complex, reflecting the range and type of services which we deliver. Our workforce has undergone significant transformation following our recent Council-wide review and restructure – completed in April 2017 – which bucked the national trend and introduced new teams and new jobs – showing we are investing in our district, whilst many others have been forced to make cuts to staff numbers. However, as a council, we still do need to make further savings and increase our income; all in a time of increasing demands for services from our communities. Our new structure will ensure that we are best placed to achieve this by having the right people in the right places to make this possible.

Meaningful workforce data helps us to plan and develop our workforce to be capable of delivering future services in a more efficient and effective way. Supporting effective business planning the data ensures that we have a workforce capable of delivering the services we need.

We promote equality of equal opportunity across the Equality Act 2010 protected characteristics; disability, gender, race, religion or belief, age, sexual orientation, marital or civil partnership status, pregnancy and maternity and gender reassignment. This report also provides data to help understand the effectiveness of our policies in promoting equality and by analysing the data we can better understand how effective our policies have been enabling us to plan future actions.

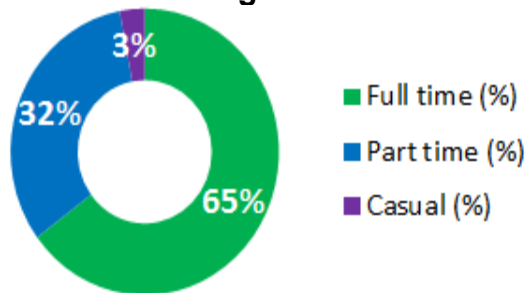
## 2. Council figures - as at 31 March 2018.

This section will detail some of the headline statistics about our workforce - we will then cover in more detail some of the individual characteristics. For more complete comparisons on how our employees compare with the district across the Equality Act 2010 protected characteristics our “Picture of Diversity” can be viewed [here](#).

### Employee Headcount



### Working Patterns



### Male/Female



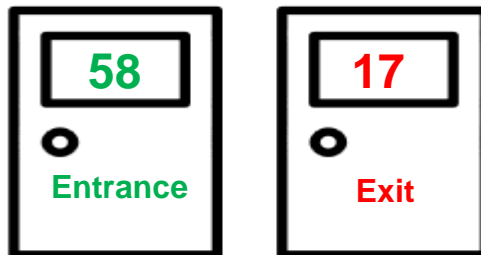
We employ over twice as many women as men

### Turnover



We have a turnover rate of **6.4%**

### Starters and Leavers



During 2017/18 we had **58 new starters** and **17 leavers**.

### Top 5% of Earners

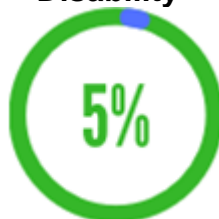


### Age



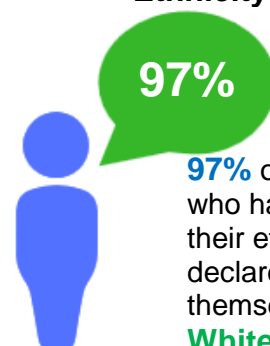
Our average employee age is 43.75 years old.

### Disability



**4.9%** of employees have declared themselves as having a disability.

### Ethnicity



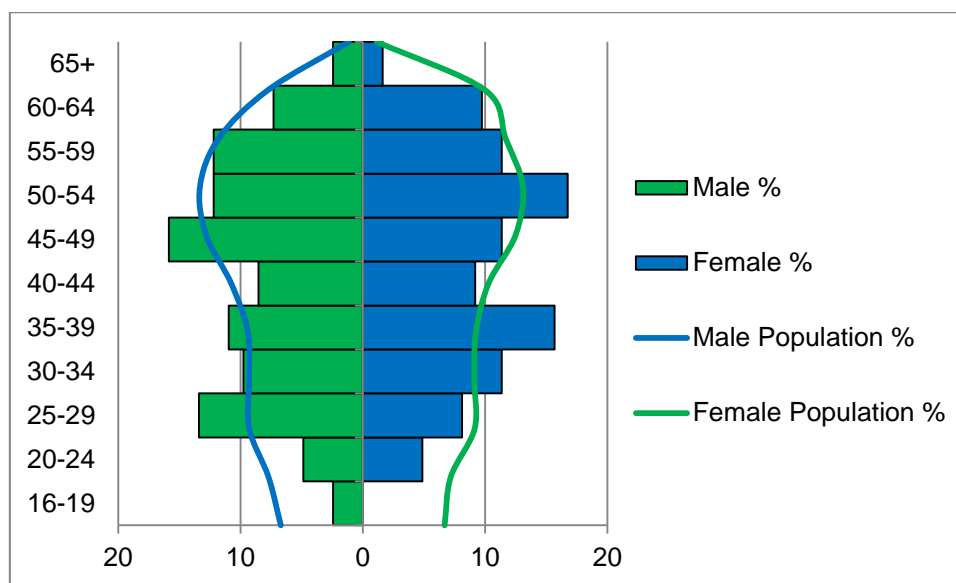
**97%** of employees who have declared their ethnicity declared themselves as **White British**

## Age

The below table shows employee ages, by years, split into bands. These bands are the same as used by several other authorities and are compatible with Office for National Statistics population data. We can therefore benchmark against similar authorities and against population data with the aim of ensuring that our workforce is representative of the resident population of the district.

Age bands								
	16-24	25-29	30-44	45-59	60-64	65+	Median Average Age	Mean Average Age
Count	15	26	91	106	24	5	45	43.75
(%)	5.6	9.7	34.1	39.7	9	1.9	n/a	n/a

Staff Age Pyramid Chart



- The mean average age of our employees has reduced from 44.14 years old in 2016/17 to 43.75 in 2017/18.
- The 45-59 age band has the most employees within it. This trend is shared by both male and female employees and the resident population.
- The majority of employees (73.8%) are aged between 30 and 59 which indicates that the council's short to medium term business continuity will not be affected.

- However, with only 15.3% of employees aged under 30 we may need to ensure recruitment campaigns target young people in the future to ensure business continuity can take place over the long term as the current workforce ages.
- In 2017, our workforce included 2 apprentices and 3 trainees.
- Our median age is 45, whilst the district's median age is 44.5. This again, demonstrates we are representative of the resident population.
- The most significant proportion increase was in the 16-24 age group which has more than doubled in count size and increased 2.6%.

## Gender

The table below shows the count and percentages of our employees who are female or male.

Gender		
	Female	Male
Count	185	82
(%)	69.3	30.7

- Our gender pay gap is a 'mean' hourly rate of pay difference of 10.9% and a 'median' hourly rate of pay difference of 14.3%. The gender pay gap is reported in full on our website at: <http://www.selby.gov.uk/gender-pay-gap-reporting>
- A disproportionate amount of females work part-time (89.5%) compared with males (10.5%). This is typical of both local government more widely and our district; it is therefore not cause for concern.



**89.5%** of  
our part-time  
workers are  
female

- We employ over twice as many females (185) as males (82). This has been credited, in part, to our flexible working through 'family friendly' and 'work/life balance' policies..
- Whilst our workforce has grown, the percentage of women in the workforce has not changed a statistically significant amount from 2016/17 (68.7%) to 2017/18 (69.3%). However, this direction of travel pushes us further from being representative of the district which is made up of 49% females and 51% males.

## Disability

The table below shows the count and percentage of employees who have declared themselves as having a disability.

Disability			
	Yes	No	Not known
Count	13	253	1
(%)	4.9	94.8	0.4

- We have 13 employees (4.9%) who have declared themselves as having a disability.



**4.9%** of employees have declared themselves as having a disability.

- The majority of our employees who have declared a disability have been working for us for over 5 years. This would indicate that, despite the relatively low numbers of employees who have declared a disability, we are an inclusive employer who continues to support our employees.
- This is an area where we are disproportionate from our residents – 16% of residents responded to the census 2011 stating that they have a long term health problem or disability.
- In 2017/18 the proportion of staff who have declared themselves as having a disability reduced from 7.4% to 4.9%. We will continue to ensure our recruitment reflects our objective to be an inclusive employer.



## Ethnicity

The table below shows the count and percentage of employees who have declared their ethnicity as White British, as a BAME ethnicity, chosen not to state their ethnicity or their ethnicity has not been recorded.

Ethnicity				
	White British	BAME	Not Stated	Unknown
Count	252	8	2	5
(%)	94.4	3.0	0.7	1.9

- From those who have declared their ethnicity we have 97% employees who have declared themselves as White British which is slightly higher than the 95.5% of residents who declared themselves White British in the 2011 census.



- This suggests that our workforce is slightly less diverse than the resident population of the district. With 3% of employees who declared their ethnicity stating they are from a BAME background, where as 4.3% of residents responded to the census stating they are from a BAME background.
- 2.6% of employees have chosen not to state their ethnicity or it is not known to us.
- Overall our employees appear to represent the ethnic make-up of the district closely – the 2.6% (7 headcount) of staff whose ethnicity we do not know will not significantly impact on these levels of representation.
- There has been no significant change in staff representation as a percentage of the workforce in any of the ethnicity categories from 2016/17 to 2017/18.

### 3. Top 5% of earners

We have assessed the top 5% of our earners. This will enable us to see how representative they are of the rest of the workforce and the district. This data can also be used to compare to similar local authorities.

**16**  
Employees

**50/50**  
Male/Female Split

**45–59**  
11 aged 45-59

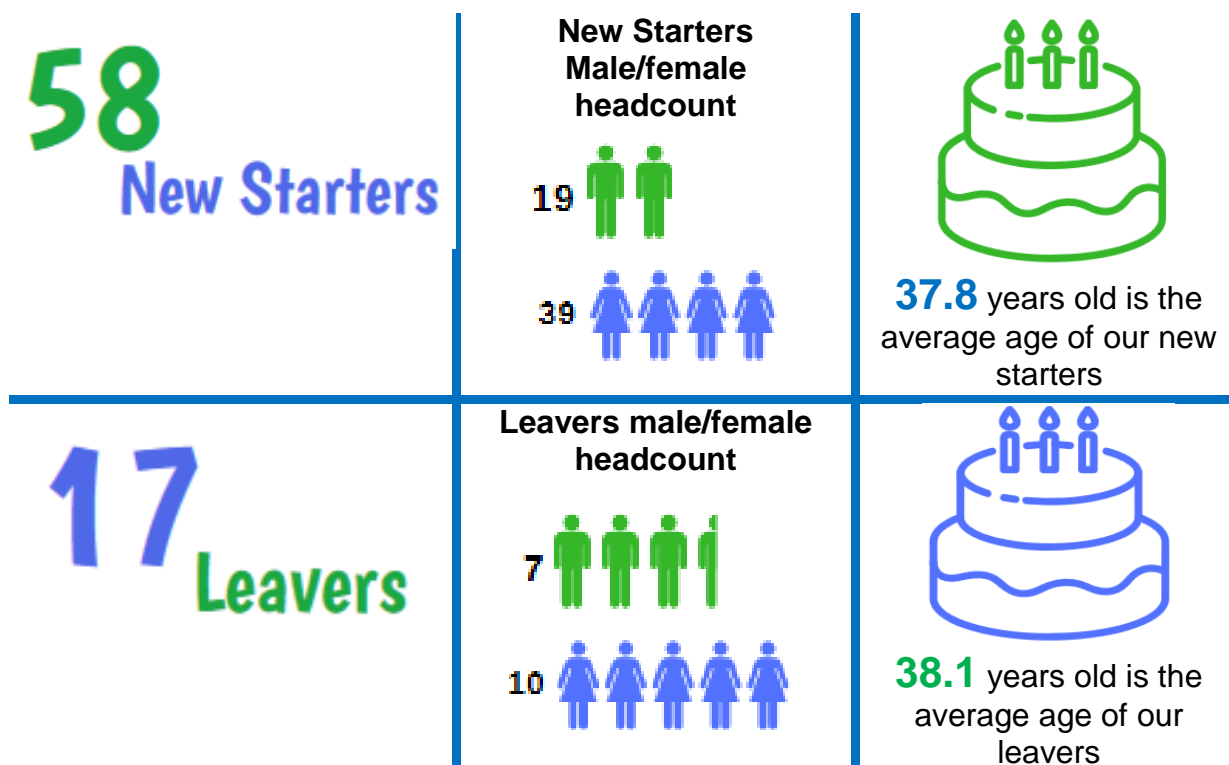
Average age  
of **50**  
Years old

**100%**  
Work full time

- All of our top earners have declared themselves to be White British – whereas 97% of employees did the same.
- Our top earners are split 50/50 between males and females – this is not representative of the workforce as a whole as we employ over twice as many females as males.
- None of our top earners have declared themselves as having a disability – whereas 5% of employees have declared themselves as having a disability.
- The mean age is 50 years old – 6 years older than the employee average – but this is to be expected given the experience and seniority which comes with the roles.

## 4. Starters/Leavers

By looking at our new starters' and leavers' data we are able to assess whether the direction of travel for the representative make-up of the authority is improving, getting worse or staying the same.



Metric		New Starters		Leavers		Net change
		Count	%	Count	%	
No. of employees	Headcount	58	n/a	17	n/a	41
	WTE	51.2	n/a	15.3	n/a	35.9
Gender	Male	19	32.8	7	41.2	12
	Female	39	67.2	10	58.8	29
Working Pattern	Full time	44	75.9	14	82.4	30
	Part time	13	22.4	3	17.6	10
	Casual	1	1.7	0	0	1
Age	Average Age (mean)	37.8	n/a	38.1	n/a	-0.3
Disability	Declared a disability	1	1.7	1	5.9	0
	Not declared a disability	57	98.3	16	94.1	41
Ethnicity	White British	56	96.6	16	94.1	40
	BAME	2	3.4	1	5.9	1

Metric		2016/17		2017/18		Direction of travel
		Count	%	Count	%	
Turnover	Resignation	20	9	16	6	↓
	Retirement	3	1.4	1	0.4	↓
	Voluntary redundancy	1	0.5	0	0	↓
	<b>Total</b>	24	10.8	17	6.4	↓



We have a turnover rate of **6.4%**

- We have had a high number of new starters following the restructure and the creation of new posts.
- The average age of a new starter is 37.8 years old. This is younger than the current average employee age and is ensuring that our average age is not getting too old to be representative.
- The male/female split of new starters is 67% female and 33% male. This means that recruitment of females continues to outpace the recruitment of males. Whilst this is the case, it should be noted that vacancies have not been targeted to any gender in particular.
- We have only recruited 1 new starter who has declared themselves as having a disability.
- We have only recruited 2 (3.4%) new starters from a BAME background and the remaining 56 (96.6%) have all been White British – should this trend continue we will become less ethnically diverse. However, the resident population are 95.5% White British and so this figure is still representative.
- The amount of new starters as a percentage has quadrupled from 4.8% in 2016/17 to 21.7% this year due to the restructure.
- 16 leavers were due to resignation and the final one was due to retirement.
- More than 3 times as many leavers from the 30-44 age group than any other age group – this is possibly a sign of lack of career progression which is associated with small councils such as ours.
- A higher proportion of males are leaving (4 out of every 10 leavers) compared to the amount that are being recruited (3 of every 10 recruited). If this trend continues the male/female split will continue to widen.
- Only 1 leaver was from the top 5%.
- Only 1 leaver had declared themselves as having a disability.

- Only 1 leaver was from a BAME background.
- The amount of leavers as a percentage of the workforce has declined by 4% since 2016/17.
- Our overall turnover is 6.4% this is down from 10.8% the previous year.

## 5. Staff Satisfaction

In autumn 2017 all employees were invited to complete a staff survey. A total 62% of employees (166 out of 260) took part in the survey. Of these, 76% 'agree that Selby District Council is a great place to work and has a bright future'.

### Participants

- The declared gender split of those completing the staff survey is 72% female: 28% male compared with a 69:31 split across the organisation as a whole.
- Therefore, female employees are slightly more likely to complete the staff survey - although the difference is very small.
- The declared age split of those completing the survey is broadly representative of the age split of the workforce.
- Those aged 44 and below were more likely to respond to the survey and those aged 45 and over were less likely to respond to the survey

### Satisfaction question:

- Generally those identifying as 'Female' were more positive when responding to the question "My Organisation is a great place to work..." Compared with an average response score of 5.3 – the average for those declaring as 'Female' was 5.5 compared with 5.2 for 'Male' and 4.7 for those who 'Prefer not to say' (PNS).
- Those aged 16-24 (6.3), 65+ (7.0) and 55-64 (5.5) responded much more positively than the average. Those who 'PNS' on age (4.9) and those aged 35-44 (5.2) were the least positive.

### Overall:

- The average score across all questions was 5.15. Those responding as 'Female' responded most positively (average 5.28). The average for 'Males' was 5.10. Respondents who PNS responded least positively - average 4.84.
- The themes of greatest divergence between 'Female' and 'Male' were around 'Leading and inspiring people' and 'Structuring work' - on which 'Female' respondents were most positive.
- The themes of least divergence between 'Female' and 'Male' responses were: 'Delivering continuous improvement' and 'Recognising and rewarding high performance'.
- On average, those in the youngest and oldest age bands responded most positively: 16-24 (6.18); 65+ (6.82); and 55-64 (5.33).
- Those who PNS the 'age question responded least positively on average – 4.87 – followed but those aged 35-44 (5.08) and those aged 45-54 (5.15).
- The themes of greatest divergence between the most positive age band (16-24) and least positive (PNS) were 'Managing performance' and 'Building capability'. Least divergence was on the themes 'Empowering and involving people' and 'Creating sustainable success'.

## 6. Review

This report will be reviewed annually; this will allow us to monitor trends over time which can influence ongoing business planning.

## 7. Definitions

Topic	Definitions
BAME	BAME (Black, Asian and Minority Ethnic) includes the following census categories: Asian or Asian British (Bangladeshi, Indian, Pakistani, any other Asian background), Black or Black British (African, Caribbean background, any other Mixed background), White (Irish, any other White background)
Disability	Those employees who have declared a disability where the definition is the Equality Act 2010 definition.
Direction of travel	This is the direction in which a metric is increasing, decreasing or remaining the same. This will be based on percentages where available and appropriate; in the absence of a percentage the count will be used
Headcount	Number of employees Where an employee holds 2 or more positions they have been counted for each position they hold.
Leavers	This includes voluntary leavers only e.g. those who have resigned or retired.
Net change	The difference between two counts
Timeframe	As at 31 March 2018
Turnover	When most refer to employee turnover rate, they are talking about the ratio of the total employees that leave during that time period ( $\# \text{ employees who left} \div \# \text{ total employees} \times 100$ )
White British	Includes the White British census category only
Who's included?	Permanent employees
	Temporary employees
	Casual staff (e.g. canvassers)
Who's not included?	Agency staff
	Elections (polling station and counting) staff
WTE	Whole Time Equivalent 1.0 WTE = 37 hours per week

## Appendix A – Data Tables

### All employees

Metric		16/17		17/18		Direction of travel
		Count	%	Count	%	
No. of employees	Headcount	230	n/a	267	n/a	↑
	WTE	193.7	n/a	222	n/a	↑
	Starters	11	4.8	58	21.7	↑
	Leavers	24	10.4	17	6.4	↓
Gender	Male	72	31.3	82	30.7	↓
	Female	158	68.7	185	69.3	↑
Working pattern	Full time	150	65.2	173	64.8	↓
	Part time	78	33.9	86	32.2	↓
	Casual	2	0.9	8	3	↑
Age	Average Age (mean)	44.14	n/a	43.75	n/a	↓
	Average Age (median)	45	n/a	45	n/a	—
	16-24	7	3	15	5.6	↑
	25-29	20	8.7	26	9.7	↑
	30-44	85	37	91	34.1	↓
	45-59	95	41.3	106	39.7	↓
	60-64	19	8.3	24	9	↑
Disability	65+	4	1.7	5	1.9	↑
	Declared a disability	17	7.4	13	4.9	↓
	Not declared a disability	212	92.2	253	94.8	↑
	Disability status not known	1	0.4	1	0.4	—
Ethnicity	Disability status not known	1	0.4	1	0.4	—
	White British	219	95.2	252	94.4	↓
	BAME	6	2.6	8	3	↑
	Not stated	3	1.3	2	0.7	↓
	Not known	2	0.9	5	1.9	↑



## Top 5% of earners

Metric		17/18	
		Count	%
No. of employees	Headcount	16	6
	WTE	16	7.2
	Starters	5	1.9
	Leavers	1	0.4
Gender	Male	8	2.7
	Female	8	2.7
Working pattern	Full time	16	6
	Part time	0	0
	Casual	0	0
Age	Average Age (mean)	50.2	n/a
	Average Age (median)	49.5	n/a
	16-24	0	0
	25-29	0	0
	30-44	4	1.5
	45-59	11	4.1
	60-64	1	0.4
	65+	0	0
Disability	Declared a disability	0	0
	Not declared a disability	16	6
	Disability status not known	0	0
Ethnicity	White British	16	6
	BAME	0	0
	Not stated	0	0
	Not known	0	0

## Starters

Metric		16/17		17/18		Direction of travel
		Count	%	Count	%	
No. of employees	Headcount	11	100	58	100	↑
	WTE	9.5	86.4	51.2	88.3	↑
Gender	Male	6	54.5	19	32.8	↓
	Female	5	45.5	39	67.2	↑
Working pattern	Full time	9	81.8	44	75.9	↓
	Part time	1	9.1	13	22.4	↑
	Casual	1	9.1	1	1.7	↓
Age	Average Age (mean)	43	n/a	37.8	n/a	↓
	Average Age (median)	47	n/a	36	n/a	↓
	16-24	2	18.2	10	17.2	↓
	25-29	1	9.1	11	19	↑
	30-44	2	18.2	19	32.8	↑
	45-59	5	45.5	15	25.9	↓
	60-64	1	9.1	3	5.2	↓
Disability	65+	1	9.1	0	0	↓
	Declared a disability	0	0	1	1.7	↑
	Not declared a disability	10	90.9	57	98.3	↑
	Disability status not known	1	9.1	0	0	↓
Ethnicity	White British	9	81.8	56	96.6	↑
	BAME	0	0	2	3.4	↑
	Not stated	0	0	0	0	—
	Not known	2	18.2	0	0	↓

## Leavers

Metric		16/17		17/18		Direction of travel
		Count	%	Count	%	
No. of employees	Headcount	24	100	17	100	↓
	WTE	21.7	90.4	15.3	90	↓
Gender	Male	8	33.3	7	41.2	↑
	Female	16	66.7	10	58.8	↓
Working pattern	Full time	19	79.2	14	82.4	↑
	Part time	5	20.8	3	17.6	↓
	Casual	0	0	0	0	—
Age	Average Age (mean)	44.4	n/a	38.11	n/a	↓
	Average Age (median)	44	n/a	33	n/a	↓
	16-24	0	0	0	0	—
	25-29	3	12.5	3	17.6	↑
	30-44	10	41.7	10	58.8	↑
	45-59	8	33.3	3	17.6	↓
	60-64	3	12.5	0	0	↓
Disability	65+	0	0	1	5.9	↑
	Declared a disability	2	8.3	1	5.9	↓
	Not declared a disability	22	91.7	16	94.1	↑
Ethnicity	Disability status not known	0	0	0	0	—
	White British	21	87.5	16	94.1	↑
	BAME	2	8.3	1	5.9	↓
	Not stated	1	4.2	0	0	↓
Turnover	Not known	0	0	0	0	—
	Resignation	20	9	16	6	↓
	Retirement	3	1.4	1	0.4	↓
	Voluntary redundancy	1	0.5	0	0	↓
	Total	24	10.8	17	6.4	↓