

## **WORKFORCE MONITORING REPORT 2009/10**

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### **1. Executive Summary**

- 1.1 This report contains a summary of the monitoring and analysis of the Council's workforce for 2009/10 (1<sup>st</sup> April 2009 to 31<sup>st</sup> March 2010) and the proposed outcomes and actions to be taken as a result. The Summary Report (Appendix B) and Statistical Data Tables (Appendices C to J) fulfils the Council's specific employment duties in relation to employment for race, gender and disability.
- 1.2 The format of the report has been developed over the reporting period 2009/10. This report is inclusive of the fourth quarter report and has been developed to show comparative data with the analysis of trends with the out-turn position 2009/10.

### **2. Background**

- 2.1 The Council's Race Equality Scheme summarised our approach to race equality and set out our arrangements for consulting, monitoring, reporting and publishing information. As part of the process of reviewing and examining the information, it had previously been agreed at Committee that a report was to be brought to this Committee on a quarterly basis.

As members will be aware, the Council's Race Equality Scheme, Disability Equality Scheme and Gender Equality Scheme have all been replaced by a new Single Equality Scheme (approved by Cabinet, 3 June 2009). However, the Council is still obliged to fulfil the general and specific duties placed on public authorities to promote equality and prevent unlawful discrimination specifically in relation to race, gender and disability.

The Equality Watch Scheme is the Council's corporate single equality scheme, which includes an action plan for the period April 2009 to March 2012, and aims to mainstream all six equality strands in employment and service delivery: gender (including transgender), disability, race, sexual orientation, age and religion or belief.

The Equality Watch Scheme is critical to the delivery of the Council's aim to improve accountability, accessibility and openness and involve those who use the Council's services in their design and delivery, which is aligned to the strategic objective to create an excellent council.

## 2.2 Workforce Monitoring Arrangements - Employment Duty

For organisations with more than 150 full time staff there are specific duties in relation to employment. Monitoring by racial group, disability and gender must be undertaken in regards to the numbers of staff, under the following employment aspects:

The number of staff/individuals who;

- Apply for employment
- End their service with the Authority/ Cease employment with the Authority
- Are in post
- Are involved in grievances
- Are subjected to disciplinary action
- Receive training
- Benefit or suffer from performance appraisals

Arrangements are in place to collect the required information to fulfil the employment duty. The summary of the monitoring and analysis of the Council's workforce for all of 2009/10 (1<sup>st</sup> April 2009 to 31<sup>st</sup> March 2010) and the proposed outcomes and actions to be taken as a result are shown in Appendix A.

The purpose of the Quarterly report is to inform the Employment & Appointments Committee of the Council's performance in meeting the specific employment duties of the former Equality Schemes for Race, Disability and Gender which have now been replaced by the corporate single equality scheme (Equality Watch Scheme).

The workforce monitoring reports and summary do not include Schools. More detailed statistical breakdowns are published on the Council's Intranet.

## 2.3 Employee Data

At present the Council maintains, monitors and publishes employee data in relation to the following:

- Employment Status (Permanent Full-Time, Permanent Part-Time, Permanent Job Share, Temporary Employees and Modern Apprentices)
- Length of Local Government Service
- Age
- Ethnic Origin
- Sexual Orientation
- Gender
- Transgender
- Disability
- Religion or Belief
- Country of Birth
- Nationality
- Starters
- Leavers and the reasons for leaving

## 3 Current Position and Achievements 2009/10

Workforce monitoring and analysis enables us to gain an accurate picture of the existing workforce and identify any potential inequalities and propose action to be taken if necessary. The purpose is to ensure that every employee has the same access to training, promotion and other opportunities whilst also complying with the current legislation in relation to race, disability and gender.

To enable effective monitoring and analysis to take place Human Resources and Organisational Development have undertaken the following activities over the last 12 months:

- Undertaken a number of data capture exercises across the workforce. Progress is evidenced in the Summary Report at Appendix B and in Post Appendix G
- Surveyed 70% of the workforce in relation to the newer equality strand questions
- Published Quarterly Workforce Monitoring Statistics (Intranet – HR Handbook).
- Workforce Monitoring Policy developed and implemented (September)
- Published the Equality & Diversity Monitoring Form (ESLG1) and the Workforce Monitoring – Core Equality & Diversity Questions and Definitions to encourage self-declaration and provide further clarification and detail on the questions and definitions.
- Transgender Policy developed with TransWirral, formally launched and implemented (September)

All of the above activities contributed to the Council's achievement of Level 3 of the Equality Standard for Local Government (ESLG) which has now been translated to 'Achieving' status of the new Equality Framework for Local Government (EFLG).

#### **4 Proposed Actions**

The Summary of Monitoring and Analysis of the Workforce Quarterly reports provide a framework against which the Council may visibly measure its performance regularly and take appropriate actions.

The key outcomes and subsequent actions are proposed in the Summary Report (Appendix B). More detailed analysis is required in some areas such as recruitment, leavers and grievance.

This report will be shared with members of the Human Resources Strategy Group, Corporate Equality Cohesion Group, Departmental Equality Groups, Employee Diversity Forums and Chief Officer Equality Champions to take forward the actions identified.

A sub-group of the Corporate Equality and Cohesion Group has already been established and they have been tasked with discussing the workforce statistics and looking at them in more detail with a view to developing more opportunities for under-represented groups via various initiatives linked to the Workforce Development Plan. An update on the group's progress will be reported to a future meeting.

Members should also be aware that the Equality Bill completed its final passage through Parliament on 6 April 2010 and will now become law. Once the Bill receives Royal Assent it will formally become an Act and be introduced to the statute book. The provisions will begin to take effect from October 2010. The provisions of the Bill

and the potential impact on the Council are currently being looked at and will be reported to members at a future meeting.

## **5. Financial implications**

5.1 There are none arising from this report.

## **6. Staffing implications**

6.1 There are none arising from this report.

## **7. Equal Opportunities implications**

7.1 By undertaking monitoring and analysis of workforce data this enables the Council to fulfil the specific duties in relation to employment for race, disability and gender. The Council also monitors and analyses age, transgender, sexual orientation and religion or belief and has put plans in place to report on this data. This will assist with ensuring that the Council is promoting equality and diversity and is taking all necessary steps to prevent the possibility of unlawful discrimination.

## **8. Community Safety implications**

8.1 There are none arising from this report.

## **9. Local Agenda 21 implications**

9.1 There are none arising from this report.

## **10. Planning implications**

10.1 There are none arising from this report.

## **11. Anti-poverty implications**

11.1 There are none arising from this report.

## **12. Human Rights implications**

12.1 The Human Rights Act 1998 provides that no public authority may breach a person's human rights as provided in the European Convention on Human Rights and Fundamental Freedoms ("the Convention). The Convention protects key freedoms including the right to respect for a persons private and family life, their home and correspondence, freedom of thought, conscience, expression and religion and the right of freedom of assembly and to found and be a member of a trade union, amongst others. Article 14 of the Convention provides that no person should be discriminated against on any grounds in relation to their rights under the Convention.

The Council's Equality Watch Scheme aims to ensure that people who work for the Council or use its services are not discriminated against in their work or in their access to those services.

### **13. Social Inclusion implications**

13.1 There are none arising from this report.

### **14. Local Member Support implications**

14.1 There are none arising from this report.

### **15. Background Papers**

15.1 The following documents were used in the preparation of this report.

- Workforce Planning Statistics (Excluding Schools) 2009/10 (V3.1)
- Recruitment Analysis Statistics (Excluding Teachers) 2009/10
- Disciplinary and Grievance Statistics (Excluding Schools) 2009/10
- Training Statistics (Excluding Schools) 2009/10

### **16. Recommendations**

16.1 That members note the requirement for the Authority to comply with specific employment duties and report upon them has been fulfilled.

16.2 That members note the findings of the Summary Report 2009/10 and approve the proposed actions.

16.3 That progress is reported to a future meeting during 2010/11

#### **Bill Norman**

Director of Law, HR and Asset Management

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# 1 Summary of Monitoring and Analysis of the Workforce 2009/10 (1<sup>st</sup> April 2009 to 31<sup>st</sup> March 2010)

- 1.1 The comparative data tables and charts referenced within this summary report are attached as Appendices C to J. This report gives a summary of the data analysis, trends identified for and proposed actions for each category.

**A summary of the workforce statistics for 2009/10 excluding schools is as follows:**

## 2 Recruitment/Apply for Appointment (Appendices C and D)

- 2.1 The Recruitment Analysis table (Appendix C) shows the total number of applicants at each Recruitment stage: Applied, Shortlisted and Appointed for each quarter of 2009/10. The data is then further disaggregated by Gender, Disability and Ethnic Origin. This is based on all appointments to externally advertised posts only.

The baseline for calculation of percentages is always the number of applicants for each category.

### 2.2 Trends

The success rates of each category can be compared by looking at the Comparison of Shortlisting and Appointment Rates 2009/10 Chart (Appendix C).

- 2.2.1 **Shortlisted** - The data analysis has identified that during 2009/10 when compared to the norm (19.53%), female (20.99%), disabled (49.32%) and non-white ethnic background (32.19%) applicants were more likely to be short listed. Male (17.34%) and white ethnic background (18.34%) applicants were less likely to be short listed.
- 2.2.2 **Appointed** - The data analysis has identified that during 2009/10 female (5.00%) or disabled (4.42%) applicants were more likely to be appointed. Applicants from a white ethnic background (4.34%) were slightly above the norm (4.26%) and applicants from a non-white ethnic background (3.44%) and males (3.17%) were below the norm (4.26%).

The success rate of disabled applicants is marginally above the norm. The high percentage of shortlisted disabled applicants is due in the main to the Council's guaranteed interview policy. This policy guarantees that a disabled applicant who meets the essential criteria is shortlisted and is interviewed.

The most significant trend is that whilst non-white ethnic background applicants have a greater chance of being short listed they appear to be less successful at interview stage.

### 2.3 Action

The lower rate of success of applicants from a non-white ethnic background moving from short listed to appointed needs to be further investigated and appropriate action implemented.

### **3 Leavers (Appendices E and F)**

- 3.1 The Leaver Analysis (Appendix E) shows the number of leavers for each quarter of 2009/10 disaggregated by Gender, Disability and Ethnic Origin.

It should be noted that the 2009/10 out-turn is based upon a Workforce Average (no. of employees) for the year which is calculated by adding up the quarterly workforce figures and dividing the total figure by 4. Therefore, the total Workforce Average for 2009/10 is 5,990.

#### **3.2 Trends**

The rate of employees leaving by category can be compared by looking at the Percentage of Leavers by Category 2009/10 Chart (Appendix F).

The data analysis has identified that during 2009/10 the highest percentage of leavers were female (8.75%) or disabled (14.44%) or from ethnic minority backgrounds (12.79%).

Whilst the number of females is higher than males it is recognised that significantly more females are employed in temporary positions such as through the Council's Ready to Work Register where the turnover is obviously higher because they are short-term contracts.

There is also an expectation that the rate of females leaving the organisation would be marginally higher than males as they will leave for maternity reasons and also traditionally tend to assume the role of primary carer.

#### **3.3 Action**

Further analysis of the reasons why people leave the Council is required, particularly in relation to the groups identified to have a higher rate than the workforce average. Reasons for leaving are currently recorded against an employee on the HR Management/Payroll System, however, these reasons are based upon categories used for pay and pension purposes only, for example, retirement, resignation etc. It does not give the specific detail of why an employee has resigned, for example, caring responsibilities, career change, being bullied or harassed, better career prospects.

This level of detail should be captured during the Leaver Interview process. Work is in progress to improve the Leaver Interview Policy and Procedure to ensure that this data can be captured more efficiently in the future. This will allow us to monitor and analyse the reasons why people leave the organisation more effectively and take action to improve organisational practices where appropriate.

The Council has Work-Life Balance Policies in place which are open to all employees. The monitoring and analysis of both Work-Life Balance Applications and Leaver Interviews will enable us to ensure that the Work-Life Balance Policies are working effectively and that they support retention rates.

### **4 Employees In Post (Appendices G and H)**



- 4.1 The In Post Analysis (Excluding Schools) 2009/10 Table shown in Appendix G shows the number of employees in the workforce disaggregated by employment status, gender, disability, ethnic origin, age, sexual orientation, transgender, religion or belief and length of service.

It should be noted that the percentages for proportions of the workforce will differ from the Council's Performance Indicators because they are calculated differently. This is to ensure consistency throughout the Summary Report Tables. This report shows the numbers of employees who have not declared their status or where information is not available and these figures are included in the calculation of percentages whereas in the Performance Indicators they are not.

## 4.2 Trends – Diversity of the Workforce

- 4.2.1 **Employment Status** – shows the five main contracts that individual's are employed on. The numbers have remained relatively consistent throughout the year. The majority of employees are employed on full-time contracts, followed by part-time contracts.
- 4.2.2 **Gender** – there is a higher proportion of females, which is attributable to the nature of the work provided by the Authority and the different employment contracts available, for example, part-time and job-share. The number of females remains consistent throughout the year.
- 4.2.3 **Disability** – the number of employees declaring a disability shows a slight decrease. However, this remains consistent throughout the year in proportion to the total workforce figure. It is acknowledged that only around 75% of the workforce have made a declaration in relation to disability. Approximately 25% have chosen not to tell us.
- 4.2.4 **Ethnic Origin** – the number of employees declaring they are from a white ethnic origin represents 84.30% of the total workforce, 1.82% are from a non-white ethnic origin and 13.34% have chosen not to declare.
- 4.2.5 **Age** – over half of the workforce is aged between 40-49 (32.15%) or 55-63 (21.35%). The number of employees aged between 16-19 and 20-29 is low at 10.78%. It has already been recognised that the Authority has an ageing workforce but this is a reflection of an ageing population both regionally and nationally. Initiatives have been identified within the Council's within the Council's Corporate Workforce Plan. The number of employees aged 65 plus (2.46%) is due to the Council's retirement policy and current legislation around retirement age.
- 4.2.6 **Sexual Orientation** – the majority of those making a declaration are heterosexual (37.59%). A small population of the workforce have declared that they are Gay (0.32%) or Bisexual (0.10%). 31.93% of the workforce have not been surveyed yet. However, of those surveyed 30.06% have chosen not to declare which is a significant proportion of the workforce.
- 4.2.7 **Transgender** - the number of employees whose gender is the same as at birth is 40.37%, Gender changed since birth is 0.25% but the original phrasing of this question was changed during the survey process due to feedback on ambiguous wording. 27.62% of the workforce did not wish to declare and 31.76% are still to be

surveyed. Human Resources & Organisational Development together with TransWirral developed, launched and implemented a Transgender Policy in 2009 and it is hoped that this will demonstrate the Council's commitment to transgender issues particularly in relation to supporting employees.

4.2.8 **Religion or Belief** – 35.74% of the workforce have declared a religion or belief, 4.73% do not have a religion or belief, 27.65% have chosen not to declare and 31.88% of the workforce have not been surveyed yet. The majority of the workforce are Christian 31.58% (including Church of England, Catholic, Protestant and all other denominations).

4.2.9 **Length of service** – Most of the workforce have served 5-9 years (21.5%) closely followed by 1-4 years service (19.65%). 14.78% have served for 20-23 years.

#### 4.2.10 **Equality Strands**

The Chart: Minority Groups as a Percentage of the Workforce can be compared in Appendix G.

Whilst approximately 30% of the workforce are still to be surveyed in relation to the newer strands the numbers have remained fairly consistent over the year.

#### 4.3 **Actions**

Some data gaps have been identified as an omission not in the data capture process but in the recording process and this has been rectified. The regular monitoring of data assisted greatly with identifying this problem both timely and effectively.

Survey the 30% of employees who have not yet been asked the questions in relation to the newer strands.

The number of 'non-declarations' needs to be reduced where possible as this affects the effectiveness and accuracy of analysis. Whilst it is acknowledged that some individuals do not wish to declare some personal information it is important that if they do that they feel comfortable and have confidence in both how data is used and assists with effective monitoring and analysis which is beneficial to the workforce and the Council.

In the current economic climate and the unlikelihood of large numbers of people from the community being recruited at present, the make up of the workforce is unlikely to significantly change. Movement is more likely to occur within the workforce and therefore, the focus will be on how development opportunities can be improved for minority groups of existing employees.

## 5 **Employee Interactions:**

5.1 The following data has been categorised under 'Employee Interactions'. We have detailed the numbers of discipline and grievance in the workplace and we have also analysed against the employees background as presented in the report. The previous data provides information about the diverse nature of the workforce. This information, though is about procedural or developmental interaction with our employees.

### 5.2 **Grievance (Appendices I and J)**

- 5.2.1 It has been acknowledged that the number of grievances has been under-reported previously, however, work has been undertaken to improve the method and accuracy of reporting.

Therefore, the grievance figures presented in Appendix I are replacement figures for the previously reported 3 quarters and are a more accurate reflection of reported activity over the last 12 months.

The number of grievances reported are the number of cases that have been resolved/closed during that quarter.

It should be noted that the 2009/10 out-turn is based upon a Workforce Average (no. of employees) for the year which is calculated by adding up the quarterly workforce figures and dividing the total figure by 4. Therefore, the total Workforce Average for 2009/10 is 5,990.

The group percentages are the proportion of the group within the workforce.

### 5.2.2 **Trends**

The category of employees who have raised grievances and had them resolved can be compared by looking at the Grievance as a Percentage of Group 2009/10 Chart (Appendix J).

On average, 0.50% of the total workforce have raised a grievance during 2009/10. Based upon the breakdown of data, grievances are more likely to be raised by female, disabled or non-white ethnic minority employees. Due to smaller numbers of employees in specific groups the percentage affect may be disproportionate.

### 5.2.3 **Action**

Further analysis of the issues and trends behind grievances is required, particularly in relation to the categories identified.

## 5.3 **Disciplinary (Appendices I and J)**

- 5.3.1 The number of disciplines reported are the number of cases that have been resolved/closed during each quarter (Appendix I).

It should be noted that the 2009/10 out-turn is based upon a Workforce Average (no. of employees) for the year which is calculated by adding up the quarterly workforce figures and dividing the total figure by 4. Therefore, the total Workforce Average for 2009/10 is 5,990.

The group percentages are the proportion of the group declared within the workforce.

### 5.3.2 **Trends**

The category of employees who have been through the disciplinary process can be compared by looking at the Discipline as a Percentage of Group 2009/10 Chart (Appendix J).

On average, 0.38% of the total workforce have been disciplined during 2009/10. Based upon the b

### 5.3.3 **Action**

Continue work to ensure that recording of disciplinary cases is accurate and timely.

## 5.4 **Training (Appendix I)**

5.4.1 The number of training attendances are the number of employees who have received a method of training during each quarter (Appendix I).

The group percentages are the proportion of the group declared within the workforce.

It should be noted that the 2009/10 out-turn is based upon a Workforce Average (no. of employees) for the year which is calculated by adding up the quarterly workforce figures and dividing the total figure by 4. Therefore, the total Workforce Average for 2009/10 is 5,990.

The Attend rate is the average number of training 'days' per person.

### 5.4.2 **Trends**

The data shows that employees are more likely to apply for and receive training if female or disabled. It is less likely if they are male or from a non-white ethnic origin.

### 5.4.3 **Action**

Look at the reasons why male or non-white ethnic origin employees are less likely to apply and receive and ensure there are no discriminatory practices. Undertake work to promote these activities to these specific groups.

## 5.5 **Key Issues Exchange (KIE)**

5.5.1 It has been acknowledged that the number of Key Issues Exchanges has been under-reported previously and the data has not been disaggregated by each category. The monitoring and reporting of Key Issue Exchange is currently under review and is the subject of a separate report to the Employment and Appointments Committee. Therefore, the data table has been removed from the Employee Interaction Table (Appendix I) and trends have not been identified.

## 6 **Key Outcomes and Actions – 2009/10**

6.1 Based upon the outcomes of 2009/10 the Authority proposes to take the following action:

### 6.1.2 **Recruitment**

The lower rate of success of applicants from a non-white ethnic background moving from short listed to appointed needs to be further investigated and appropriate action implemented (2.3).

### 6.1.3 **Leavers**

To review the Leaver Interview Policy and Procedure and improve the data capture, recording, monitoring and analysis (3.3).

Monitor and analyse Work-Life Balance Applications to ensure that the Work-Life Balance Policies are working effectively and support retention rates (3.3).

#### 6.1.4 **Employees In Post**

Close data gaps specifically 30% of workforce not surveyed yet in relation to the newer equality strands; sexual orientation, transgender, religion or belief (4.3).

Work to reduce the number of employees not declaring their status (4.3).

Look at how development opportunities can be improved for minority groups of existing employees (4.3).

#### 6.1.5 **Grievance**

Further analysis of the grievances is required to identify trends and issues arising. To identify appropriate action where necessary (5.2.3).

#### 6.1.6 **Discipline**

To continue work to ensure that recording of disciplinary cases is accurate and timely. To identify any trends and issues arising with appropriate action (5.3.3).

#### 6.1.7 **Training**

Look at the reasons why male or non-white ethnic origin employees are less likely to access training. Undertake work to promote these activities to these specific groups (5.4.3).

#### 6.1.8 **Key Issue Exchange**

Improve Key Issue Exchange data capture, monitoring and analysis following a approval of separate report (5.5.1).