WIRRAL COUNCIL

EMPLOYMENT AND APPOINTMENTS COMMITTEE – 23 NOVEMBER 2010

REPORT OF THE DIRECTOR OF LAW, HR AND ASSET MANAGEMENT

WORKFORCE MONITORING QUARTER 2 REPORT (JULY TO SEPTEMBER 2010/11)

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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 Quarter 2 (1st July to 30th September 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 Statistical Data Table shows the second quarter report for 2010/11 and the Summary Report includes some comparative data between trends in the second quarter of 2010/11 and the second quarter of 2009/10.

2. Background

2.1 The Council is 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.

As part of the process of reviewing and examining equality information, it had previously been agreed at Committee that a report was to be brought to this Committee on a quarterly basis.

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.

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 Quarter 2 for 20010/11 (1st July to 30th September 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

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.

3.1 Equality Framework for Local Government

The Council was awarded 'Achieving' status of the new Equality Framework for Local Government (EFLG) in 2009 and is working towards achieving 'Excellent' status by November 2011.

4   Proposed Actions

4.1   Measure Performance

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.

4.2   Key Outcomes, Actions and Progress

The key outcomes and subsequent actions are proposed in the Summary Report (Appendix B). Progress to date on previous key outcomes and actions already identified as a result of the 2009/10 Workforce Monitoring Report is also included.

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.

4.3   Workforce Monitoring Sub-Group

A sub group of the Corporate Equality & Cohesion Group meets monthly and the group's membership includes representatives from the Black Workers Group, Strategic Development, Corporate Policy, Technical Services, Adult Social Services and Human Resources and Organisational Development.

The sub-group has been tasked with looking at the workforce monitoring statistics in more detail with a view to developing more opportunities for under-represented groups via various initiatives linked to the Workforce Development Plan.

The sub-group has looked at the Workforce Monitoring Report 2009/10 and the equality data has raised some issues which the sub-group feel the Council would benefit from further investigation of the conclusions drawn from the data. These findings and their recommendations have been reported to the Corporate Equality & Cohesion Group.

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 also reports 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.
- Q2 2010/11 Workforce Monitoring Statistics (Excluding Schools)
- Q2 2010/11 Recruitment Analysis Statistics (Excluding Teachers)
- Q2 2010/11 Disciplinary and Grievance Statistics (Excluding School)
- Q2 2010/11 Training Statistics (Excluding Schools)

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 for Quarter 2, 2010/11.

Bill Norman
Director of Law, HR and Asset Management

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B) Report: Summary of Monitoring and Analysis of the Workforce (Excluding Schools) Quarter 2, 2010/11

C) Data Table: Recruitment Analysis (Externally advertised posts, excluding Teachers) Quarter 2, 2010/11

D) Chart: Comparison of Shortlisting and Appointment Rate (Excluding Teachers) Quarter 2, 2010/11

E) Data Table: Leaver Analysis (Excluding Schools) Quarter 2, 2010/11

F) Chart: Percentage of Leavers by Category (Excluding Schools) Quarter 2, 2010/11

G) Data Table: In Post Analysis (Excluding Schools) Quarter 2, 2010/11

H) Chart: Minority Groups as a Percentage of the Workforce (Excluding Schools) Quarter 2, 2010/11

I) Table: Employee Interactions (Excluding Schools) Quarter 2, 2010/11

J) Chart: Employee Interactions - Grievance and Disciplinary (Excluding Schools) Quarter 2, 2010/11

1   Summary of Monitoring and Analysis of the Workforce Quarter 2 2010/11 (1st July to 30th September 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 and proposed actions for each category.

An adjustment to the previously reported Quarter is also made to reflect a more accurate picture and accommodate processing times for employee data. Where necessary any adjustments of note are referred to within the summary.

A summary of the workforce statistics for Quarter 2 2010/11 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 Quarter 2. 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 Chart (Appendix C).

2.2.1   **Shortlisted** - The data analysis has identified that during Quarter 2 when compared to the norm (14.08%), male (15.49%), disabled (23.81%) and white ethnic background (14.19%) applicants were more likely to be short listed. Female (12.80%) and non-white ethnic background (12%) applicants were less likely to be short listed.

2.2.2   **Appointed** - The data analysis has identified that during Quarter 2 when compared to the norm: male, disabled and non-white ethnic background applicants were more likely to be appointed. Applicants from female or white ethnic background were slightly below the norm (3.36%).

The success rate of disabled applicants (4.76%) continues to be 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 overall trend when compared to the norm for the first 2 quarters (25.90% shortlisted and 6.40% appointed) shows a slightly different picture: disabled and white ethnic background applicants are the most likely to be shortlisted and appointed. Non-White applicants continue to be less successful. However, there has been a shift in success rates between the genders; females are performing below the norm and males above the norm, a trend which will continue to be monitored.

When comparing this Quarter to Quarter 2 in 2009/10 the number of job applicants and candidates appointed this year is about 80% lower. This is because the Council agreed in July to implement recruitment controls during the current economic climate which has resulted in significantly less posts being advertised and recruited to.

2.3   Action

The most significant trend continues to show that applicants from a non-white ethnic background have a lower chance of being short listed and subsequently appointed.

This has already been identified as a priority area and resources from the graduate placement scheme have been allocated to further analyse this issue and produce an improvement plan by December 2010.

It is expected that the current recruitment controls will remain in place for the forseeable future and therefore less posts will be advertised and recruited to.

3   Leavers (Appendices E and F)

3.1   The Leaver Analysis (Appendix E) shows the number of leavers for Quarter 2 disaggregated by Gender, Disability and Ethnic Origin.

3.2   Trends

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

The data analysis has identified that during Quarter 2 retention rates by gender continue to fluctuate on a quarterly basis. In 2009-10 during Quarter 2, more women left compared to men. In 2010-11 the opposite is now the case. The percentages compared to the norm are so close that this does not indicate any significant pattern. Promotion of employment policies such as work life balance have been a contributory factor to the retention of female employees, however, the effect of the economic climate is more difficult to determine.

The number of employees leaving whose disability or ethnic origin data was not available appears in the tables as a proportionately high percentage, however, when looking at the numbers that this actually represents it is not a significant trend.

Previous difficulty in retention of employees with a disability background as shown in 2009-10 Quarter 1 appears to have been reversed with employees in these categories have a higher than average retention rate. The number of leavers from a non-white ethnic background is slightly above the norm for the first two quarters and will continue to be monitored closely.

3.3   Action

As previously reported, further detailed 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.

To ensure that 'data not available' does not unduly impact the leaver analysis tables again, work must be continue to be undertaken to close any existing gaps and prevent any potential gaps in future.

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) 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 in comparison to Quarter 2 for 2009/10. The majority of employees are employed on permanent full-time contracts, followed by permanent 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 male/females ratio remains consistent in comparison to Quarter 1 for 2009/10 although the overall workforce number has decreased by 74 employees (1.23%) in comparison.

4.2.3 **Disability** – the number of employees declaring a disability which is 3.2% of the workforce shows a slight increase. 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 84.23% of the total workforce, 1.87% are from a non-white ethnic origin and 13.09% have chosen not to declare.

4.2.5 **Age** – over half of the workforce is aged between 40-49 (31.56%) or 55-63 (21.39%). The number of employees aged between 16-19 and 20-29 is low at 10.59%. 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 Corporate Workforce Plan.

4.2.6 **Sexual Orientation** – the majority of those making a declaration are heterosexual (37.46%). A small population of the workforce have declared that they are Gay (0.39%) or Bisexual (0.10%). 32.58% of the workforce have not been surveyed yet. However, of those surveyed 29.48% 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 39.45%, 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. 27.03% of the workforce did not wish to declare and 33.27% are still to be surveyed.

4.2.8 **Religion or Belief** – 35.59% of the workforce have declared a religion or belief, 4.83% do not have a religion or belief, 27.05% have chosen not to declare and 32.52% of the workforce have not been surveyed yet. The majority of the workforce are Christian 31.43% (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 (22.17%) closely followed by 1-4 years service (17.55%). 14.23% 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.

4.2.11 **Comparisons with Quarter 1 for 2009/10**
Overall the trends for Quarter 2 are relatively consistent with the trends for Quarter 2 for 2009/10. However, it is anticipated that the Council should see some of the trends start to change over the 2010/11 period as data gaps are closed and actions already identified are implemented and developed.

The overall workforce number has dropped by 1.23% when compared to this time last year. This is partly due to the recruitment controls as aforementioned that are currently in place.

4.3   Action
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 employee's background as presented in the report. The previous data provides information about the diverse nature of the workforce. This information is about procedural or developmental interaction with our employees.

5.2   Grievance (Appendices I and J)

5.2.1   It had been acknowledged in the Workforce Monitoring Report 2009/10 that the number of grievances had been under-reported previously and work had been undertaken to improve the method and accuracy of reporting.

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

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 Chart (Appendix J).

The table shows that grievances are still more likely to be raised by male employees. For the first half of 2010/11, 0.18% of the total workforce have raised a grievance and had it resolved. Further analysis has shown that half of these cases (54.55%) have been in relation to the relationships at work category. This will continue to be closely monitored and actions put in place if necessary.

The trend when compared to the same quarter last year remains consistent.

5.2.3 Action
As previously reported further analysis of the issues and trends behind grievances is required, particularly in relation to the categories identified. Work has been undertaken in this area and information is now being collated on a regular basis and more detailed analysis will be reported to a future meeting. No adjustments were required for the Quarter 1 period previously reported.

5.3   Disciplinary (Appendices I and J)

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

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 Chart (Appendix J).

On average, 0.07% of the total workforce have been disciplined during Quarter 2. Based upon the breakdown of data for this quarter, the highest category of employees to be disciplined were male (0.05%). This is much lower when compared to the same reporting period in 2009/10.

It was reported in Quarter 1 that there was a 140% increase on the number of cases for the same quarter last year and that attention to the Quarter 2 figure is required to determine any significant pattern. However, following adjustment of the Quarter 1 figures it would appear that there has been a reporting error and that the number of closed cases was over-reported. This may have been due to open cases also being included. Therefore, the trend for the first half of 2010/11 remains consistent but the number of males being disciplined needs to continue to be monitored.

5.3.3 Action

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

Close monitoring of the number of cases and any emerging patterns during the rest of the year will be undertaken.

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.

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

5.4.2 Trends

The data for Quarter 2 shows that female employees are more likely to apply for and receive training. It is less likely if they are male, disabled or from a non-white ethnic origin.

5.4.3 Action

Look at the reasons why male, disabled 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.

This area of information does not have the same data collection consistency as the other figures reported. Improvement is required to ensure accuracy of the reported figures.

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 was the

subject of a separate report to the Employment and Appointments Committee on 17 June 2010. Therefore, the data table has been removed from the Employee Interaction Table (Appendix I) and trends have not been identified at present.

6 Key Outcomes, Actions and Progress

6.1 Based upon the outcomes the Council proposes to take the following action:

6.1.2 Recruitment
The lower rate of success of applicants from a non-white ethnic background needs to be further investigated. From October 2010 resources from the graduate placement scheme have been allocated to further analyse this issue and produce an improvement plan which is due to be presented in December (2.3).

6.1.3 Leavers
Review the Leaver Interview Policy and Procedure and improve the data capture, recording, monitoring and analysis (3.3).

Ensure that 'data not available' does not unduly impact the leaver analysis tables again. Work will continue to be undertaken to close any existing gaps and prevent any potential gaps in future.

Monitor and analyse Work-Life Balance Applications to ensure that the Work-Life Balance Policies are working effectively and support retention rates (3.3). A procedure has already been put in place by Human Resources & Organisational Development to closely monitor WLB Applications.

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
As previously reported further analysis of the issues and trends behind grievances is required, particularly in relation to the categories identified. Work has been undertaken in this area and information is now being collated on a regular basis and more detailed analysis will be reported to a future meeting (5.2.3).

6.1.6 Discipline
Work will continue to ensure that recording of disciplinary cases is accurate and timely. Close monitoring of the number of cases and any emerging patterns during the rest of the year will also be undertaken (5.3.3).

6.1.7 Training
This area of information does not have the same data collection consistency as the other figures reported. Improvement is required to ensure accuracy of the reported

figures. From October 2010 resources from the graduate placement scheme have been allocated to further analyse this issue and produce an improvement plan.

In the meantime, based upon information available, look into the reasons why male or non-white ethnic origin employees are less likely to access training and work to promote these activities to these specific groups (5.4.3).

6.1.8 Key Issue Exchange

The improvements to and progress in delivering the KIE process across the organisation over the next three years was noted at Employment & Appointments Committee on 17 June. Data capture, monitoring and analysis will be included in the improvement plan (5.5.1).