

WIRRAL COUNCIL

EMPLOYMENT & APPOINTMENTS COMMITTEE

22 NOVEMBER 2011

SUBJECT:	WORKFORCE MONITORING 2011
WARD/S AFFECTED:	NONE
REPORT OF:	DIRECTOR OF LAW, HR & ASSET MANAGEMENT
RESPONSIBLE PORTFOLIO HOLDER:	CLLR ADRIAN JONES
KEY DECISION	NO

1.0 EXECUTIVE SUMMARY

- 1.1 This report contains a summary of the monitoring and analysis of the Council's workforce for quarters one and two, 2011/12 (1st April 2011 to 30th September 2011) and the proposed outcomes and actions to be taken as a result. The Summary Report (Appendix B) and Statistical Data Tables (Appendices C to I) fulfils the Council's specific employment duties in relation to employment for race, gender and disability.
- 1.2 The Statistical Data Table shows the report for the first two quarters of 2011/12 and the Summary Report includes some comparative data between trends in the second quarter of 2011/12 and the second quarter of 2010/11.

2.0 RECOMMENDATION/S

- 2.1 That members note the findings of the Summary Report for 2010/11.

3.0 REASON/S FOR RECOMMENDATION/S

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

4.0 BACKGROUND AND KEY ISSUES

- 4.1 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.

4.2 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 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 Public Sector Equality Duty (Equality Act 2010).

This workforce monitoring report and summary does not include Teachers.

From the reporting year 2009/10 the Workforce Monitoring Statistics have also been produced on an annual basis following Quarter 4. The annual Workforce Monitoring Summary and Analysis report is available to the public on the Council's website.

5. **PUBLIC SECTOR EQUALITY DUTY**

- 5.1 The duty requires the Council to publish workforce information by 31 January 2012 including:

Workforce profile, pay gaps, job application success rates, take up of training opportunities, promotion success rates, return to work rates after maternity leave, reasons for termination of employment, length of service, time on pay grade

- 5.2 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

Further work will need to be undertaken to meet the new requirements.

5.3 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 mid 2012.

6.0 RELEVANT RISKS

- 6.1 Without workforce monitoring data and analysis the Council would not have a useful tool to measure whether its equality and human resources policies and practices are effective or to identify and remedy any potential discrimination. It would also be unable to fulfil the Council's statutory employment duties and national and local indicators.

7.0 OTHER OPTIONS CONSIDERED

- 7.1 Workforce Monitoring must be undertaken to fulfil the Council's statutory obligations.

8.0 CONSULTATION

- 8.1 Consultation takes place concerning the actions arising from the report with the Corporate Equality Cohesion and other groups.

9.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 9.1 The opportunity to involve organisations representing the community are taken where appropriate for example the Council's recruitment practices.

10.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 10.1 There are none arising from this report.

11.0 LEGAL IMPLICATIONS

- 11.1 The purpose of the Quarterly Workforce Monitoring report is to inform the Employment & Appointments Committee of the Council's performance in meeting the specific employment duties (detailed in 4.2) of the former Equality Schemes for Race, Disability and Gender which have now been replaced by the Public Sector Equality Duty (Equality Act 2010).

12.0 EQUALITIES IMPLICATIONS

- 12.1 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.

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.

- 12.2 Equality Impact Assessment (EIA)
Is an EIA required? No

An EIA has been undertaken on the Workforce Monitoring Policy. The Workforce Monitoring Report and Summary enables the Council to monitor the effectiveness of the Policy and identify any potential inequalities and propose actions if necessary.

13.0 CARBON REDUCTION IMPLICATIONS

- 13.1 There are none arising from this report.

14.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 14.1 There are none arising from this report.

REPORT AUTHOR: Chris Hyams
Head of Human Resources and Organisational
Development
telephone: (0151 691 8590)

email: chrishyams@wirral.gov.uk

APPENDICES

Appendix A - Index of Appendices B to I

REFERENCE MATERIAL

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

- 2011/12 Workforce Monitoring Statistics (Excluding Schools)
- 2011/12 Recruitment Analysis Statistics (Excluding Teachers)
- 2011/12 Disciplinary and Grievance Statistics (Excluding School)
- 2011/12 Training Statistics (Excluding Schools)

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Employment & Appointments Committee	Quarterly
(Workforce – Annual 1 st Apr to 31 st Mar 2010/11)	29 th September 2011
(Workforce - 1 st Oct to 31 st Dec 2010/11 Q3)	23 rd March 2011
(Workforce - 1 st Jul to 30 th Sep 2010/11 Q2)	23 rd November 2010
(Workforce - 1 st Apr to 30 th Jun 2010/11 Q1)	16 th September 2010
(Workforce –Annual 1 st Apr to 31 st Mar 2009/10)	17 th June 2010
(Workforce – 1 st Oct to 31 st Dec 2009/10 Q3)	30 th March 2010
(Workforce – 1 st Jul to 30 th Sep 2009/10 Q2)	26 th January 2010
(Workforce – 1 st Apr to 30 th Jun 2009/10 Q1)	15 th September 2009
(Workforce – 1 st Jan to 31 st Mar 2008/09 Q4)	15 th June 2009
(Workforce - 1 st Oct to 31 st Dec 2008/09 Q3)	7 th April 2009
(Workforce - 1 st Jul to 30 th Sep 2008/09 Q2)	3 rd December 2008

Index of Appendices

- A) Index of Appendices
- B) Report: Summary of Monitoring and Analysis of the Workforce (Excluding Schools)
- C) Table: Recruitment Analysis (Externally advertised posts, excluding Teachers)
- D) Chart: Comparison of Shortlisting and Appointment Rate (Excluding Teachers)
- E) Table: Leaver Analysis (Excluding Schools)
- F) Charts: Minority Groups (Excluding Schools)
Percentage of Leavers by Category
Minority Groups as a Percentage of the Workforce
- G) Table: In Post Analysis (Excluding Schools)
- H) Table: Employee Interactions (Excluding Schools)
- I) Chart: Employee Interactions - Grievance and Disciplinary (Excluding Schools)

1 Summary of Monitoring and Analysis of the Workforce 2011/12, Quarter one and two.

- 1.1 The comparative data tables and charts referenced within this summary report are attached as Appendices C to I. 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 2011/12 at quarter two 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. 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 for Quarters one and two divergence below the norm (22.39%) was significant for Male (16.01%) and non-white (11.9%) candidates. During this period Female candidates had the highest rate (28.8%) of being shortlisted.

- 2.2.2 **Appointed** – For the same period the same groups were below the norm (5.89%). Males at (2.96%) and non-white at (2.38%). The highest rate for being appointed was disabled (12.12%).

When comparing Quarter two in 2010/11 the number of job applicants this year has risen by 25%.

2.3 Action

The low success rates for Non-White applicants will continue to be monitored.

3 Leavers (Appendices E and F)

- 3.1 The Leaver Analysis (Appendix E) shows the number of leavers 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).

Of the categories with information available the main areas of divergence from the norm (13.0%) are disabled (10.06%) and non-white (2.94%) employees indicating higher than average retention rates for these groups.

3.3 Action

Monitoring of these figures for the rest of the year will give clearer indications of improvements retention rates for employees with disabilities and from non-white backgrounds.

4 Employees in Post (Appendices F and G)

- 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 proportions have remained relatively consistent in comparison to 2010/11. The majority of employees are employed on permanent full-time contracts, followed by permanent part-time contracts. Whilst the actual numbers are relatively low the overall number of temporary employees increased by 20.
- 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 2010/11 although the overall workforce number has decreased by 1127 employees (19%) in comparison.
- 4.2.3 **Disability** – the number of employees declaring a disability which is 3.30% of the workforce shows a slight increase. However, this actual number of employees has reduced. It is acknowledged that only around 75% of the workforce have made a declaration in relation to disability. Approximately 25% have chosen not to declare whether or not they have a disability.

- 4.2.4 **Ethnic Origin** – the number of employees declaring they are from a white ethnic origin represents 83.11% of the total workforce, 2.12% are from a non-white ethnic origin, a marginal increase, and 12.59% have chosen not to declare.
- 4.2.5 **Age** – The age profile shows only small movements from the previous year, however, the number of employees over 55 reduced from 25.16% to 19.08%. This would be expected given the EVR/VS exercise undertaken at the time. 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.
- 4.2.6 **Sexual Orientation** – the majority of those making a declaration are heterosexual (38.47%). A small population of the workforce have declared that they are Gay (0.54%) or Bisexual (0.10%). 33.34% of the workforce have not been surveyed yet. However, of those surveyed 27.54% have chosen not to declare which is a significant proportion of the workforce.
- 4.2.7 **Transgender** - the number of employees who declared their gender is the same as at birth is 36.46%, gender changed since birth is 0.23% but the original phrasing of this question was changed during the survey process due to feedback on ambiguous wording. 26.22% of the workforce did not wish to declare and 37.10% are still to be surveyed.
- 4.2.8 **Religion or Belief** – 35.42% of the workforce have declared a religion or belief, 5.98% do not have a religion or belief, 25.41% have chosen not to declare and 33.19% of the workforce have not been surveyed yet. The highest religion group is Christian 31.13% (including Church of England, Catholic, Protestant and all other Christian denominations).
- 4.2.9 **Length of service** – The largest service category continues to be five - nine years (25.63%) followed by one - four years service (18.80%). 26.80% have served for over 20 years.

4.2.10 **Equality Strands**

Minority Groups as a Percentage of the Workforce can be compared in on the chart at Appendix F. Whilst approximately a third 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 2010/11**

Overall the trends are relatively consistent with the previous year. However, it is anticipated that the Council should see some of the trends start to change later in 2011/12 as data gaps are closed and actions already identified are implemented and developed.

The overall workforce number has dropped by 19% when compared to this time last year. This is primarily due to the EVR/VS exercise undertaken during the intervening period.

4.2.12 **Forecast**

No significant changes to the makeup of the workforce are anticipated for the remainder of the year.

The number of employees in Not Available categories should reduce following a further workforce survey before year end.

4.3 Action

The next Workforce Monitoring Survey is scheduled to be undertaken during 2011/12. This will give us the opportunity to:

- 1) redefine the categories that we are monitoring the workforce against the protected groups as defined by the Equality Duty.
- 2) communicate the purpose of the monitoring data to improve the level of response.

5 Employee Interactions:

- 5.1 The following data has been categorised under 'Employee Interactions'. The numbers of discipline and grievances in the workplace is detailed with analysis 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 H and I)

- 5.2.1 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 I).

This report shows no difference between genders in percentage of grievance cases.

To date for 2011/12, 0.12% of the total workforce have raised a grievance and had it resolved.

Given the number of cases involved the statistics can show high variance in relation to minority areas, with disabled and non-white areas showing considerably higher than average rates. However as can be seen in both categories, a single case contributes to the entire rate.

5.2.3 Action

Analysis of the issues and trends behind grievances will continue to be monitored closely.

5.3 Disciplinary (Appendices H and I)

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

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 I).

On average, 0.19% of the total workforce have been disciplined during 2011/12. The only significant figure is that of the nine cases reported two of these were for employees with a disability which equates to a substantially higher percentage (1.26%) than the norm. These cases have been reviewed and there were no issues of concern or evidence of a trend.

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 H)

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

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

Previous reports have shown that female employees were more likely to apply for and receive training. This report shows a reversal of this trend with male employees more likely to apply for and receive training. The number of disabled receiving training has remained consistent during this period. The number of non-white employees receiving training increased during this period.

This area of information does not have the same data collection consistency as the other figures reported although improvements have already been made and accuracy of the reported figures is expected to continue improving.

5.4.3 Action

Continue to monitor training delivery to ensure there are no discriminatory practices.

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 as part of the review of our approach. Therefore, the data table has been removed from the Employee Interactions

6 Key Outcomes, Actions and Progress

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

6.1.2 Recruitment

Recruitment controls are in effect and account for the overall low number of applicants for posts. It is expected that the recruitment controls will remain in place for the foreseeable future and therefore less posts will be advertised and recruited to (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).

6.1.4 Employees In Post

To undertake Workforce Monitoring Survey during 2011/12 to provide the Council with improved data.

To explore how development opportunities can be accessed by minority groups of existing employees (4.3).

To publish the data to meet the Public Sector Equality Duty by 31 January 2012 with an action plan to address any gaps. (Report paragraph 5)

6.1.5 Grievance

Analysis of the issues and trends behind grievances will continue to be monitored closely (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 continue to 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. Further work to build on current improvements is being undertaken to ensure all areas of data collection are of high accuracy levels.

In the meantime, continue to promote these opportunities to disabled and non-white employees (5.4.3).

6.1.8 Key Issue Exchange

To review the monitoring of KIE as part of the review of the Council's approach.