

# WIRRAL COUNCIL

## THE EMPLOYMENT & APPOINTMENTS COMMITTEE

7 JUNE 2012

<b>SUBJECT:</b>	<b>WORKFORCE MONITORING 2011/2</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF LAW, HR &amp; ASSET MANAGEMENT</b>
<b>KEY DECISION?</b>	<b>NO</b>

### **1.0 EXECUTIVE SUMMARY**

- 1.1 This report contains a summary of the monitoring and analysis of the Council's workforce 2011/12 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 2011/12 and the Summary Report includes comparative data for 2010/11.

### **2.0 BACKGROUND AND KEY ISSUES**

- 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. An action plan for 2012/3 is pending publication following appointment, by Cabinet, of the Equality and Diversity portfolio holder which aims to mainstream all nine protected characteristics in employment and service delivery:

- gender (including transgender)
- disability
- race
- sexual orientation
- age
- religion or belief
- pregnancy and maternity
- marriage and civil partnerships

## 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 and the proposed outcomes and actions to be taken as a result are shown in Appendix A.

The purpose of the 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.

The annual Workforce Monitoring Summary and Analysis report is available to the public on the Council's website.

## 3. **PUBLIC SECTOR EQUALITY DUTY**

- 3.1 The duty required the Council to publish workforce information by 31 January 2012. This report was presented to Employment and Appointments committee on 30 January 2012.
- 3.2 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 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 will need to be undertaken to meet the new requirements:

- Return to work rates after maternity leave
- Time on pay grade
- Civil partnerships
- Performance appraisal outcomes

### 3.3 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 2013.

## 4.0 RELEVANT RISKS

4.1 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.

## 5.0 OTHER OPTIONS CONSIDERED

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

## 6.0 CONSULTATION

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

## 7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

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

## 8.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

8.1 There are none arising from this report.

## 9.0 LEGAL IMPLICATIONS

9.1 The purpose of the 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).

## **10.0 EQUALITIES IMPLICATIONS**

- 10.1 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.

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

An EIA has been undertaken on the Workforce Monitoring Policy and can be found at the link below. 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.

<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010/law-human-resources-and-asset>

## **11.0 CARBON REDUCTION IMPLICATIONS**

- 11.1 There are none arising from this report.

## **12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

- 12.1 There are none arising from this report.

## **13.0 RECOMMENDATION/S**

- 13.1 That members note the findings of the Summary Report for 2011/12.

## **14.0 REASON/S FOR RECOMMENDATION/S**

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

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## 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)

<b>Council Meeting</b>	<b>Date</b>
<b>The Employment &amp; Appointments Committee</b>	
(Workforce – 1 <sup>st</sup> Apr to 30 <sup>th</sup> Sep 2011/12)	22 <sup>nd</sup> November 2011
(Workforce – Annual 1 <sup>st</sup> Apr to 31 <sup>st</sup> Mar 2010/11)	29 <sup>th</sup> September 2011
(Workforce - 1 <sup>st</sup> Oct to 31 <sup>st</sup> Dec 2010/11 Q3)	23 <sup>rd</sup> March 2011
(Workforce - 1 <sup>st</sup> Jul to 30 <sup>th</sup> Sep 2010/11 Q2)	23 <sup>rd</sup> November 2010
(Workforce - 1 <sup>st</sup> Apr to 30 <sup>th</sup> Jun 2010/11 Q1)	16 <sup>th</sup> September 2010
(Workforce –Annual 1 <sup>st</sup> Apr to 31 <sup>st</sup> Mar 2009/10)	17 <sup>th</sup> June 2010
(Workforce – 1 <sup>st</sup> Oct to 31 <sup>st</sup> Dec 2009/10 Q3)	30 <sup>th</sup> March 2010
(Workforce – 1 <sup>st</sup> Jul to 30 <sup>th</sup> Sep 2009/10 Q2)	26 <sup>th</sup> January 2010
(Workforce – 1 <sup>st</sup> Apr to 30 <sup>th</sup> Jun 2009/10 Q1)	15 <sup>th</sup> September 2009
(Workforce – 1 <sup>st</sup> Jan to 31 <sup>st</sup> Mar 2008/09 Q4)	15 <sup>th</sup> June 2009

### 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: 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 (Excluding Schools)  
Grievance and Discipline  
Training attendances

### 1 Summary of Monitoring and Analysis of the Workforce 2011/12.

- 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 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 Shortlisting and Appointment Rates Chart (Appendix D).

- 2.2.1 **Shortlisted** - The data analysis has identified that for 2011/12 divergence below the norm (20.9%) was significant for Male (16.7%) and non-white (16.92%) candidates. During this period Female candidates had the highest rate (23.68%) of being shortlisted.

- 2.2.2 **Appointed** – For the same period the same groups were below the norm (4.86%). Males at (3.15%) and non-white at (2.31%). In addition the appointment rate for disabled is significantly low at (3.11%). The highest rate for being appointed was female (6.0%).

When comparing to 2010/11 the number of job applicants this year has risen by 204%.

#### 2.3 Action

The low success rates for Non-White and disabled 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 (15.33%) is non-white (7.82%) employees indicating higher than average retention rates for this groups.

#### **3.3 Action**

Monitoring of these figures 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 33.

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 430 employees (8.1%) in comparison.

4.2.3 **Disability** – the proportion of employees declaring a disability (3.14%) shows a marginal decrease. 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 85.52% of the total workforce, 2.09% are from a non-white ethnic origin, a marginal increase, and 12.19% 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 21.97% to 20.03%. 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 (39.46%). A small population of the workforce have declared that they are Gay (0.62%) or Bisexual (0.10%). 33.06% of the workforce have not been surveyed yet. However, of those surveyed 26.76% 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 35.38%, 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. 25.41% of the workforce did not wish to declare and 38.99% are still to be surveyed.

4.2.8 **Religion or Belief** – 36.15% of the workforce have declared a religion or belief, 6.4% do not have a religion or belief, 24.6% have chosen not to declare and 32.85% of the workforce have not been surveyed yet. The highest religion group is Christian 31.58% (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 (25.65%) followed by one - four years service (16.42%). 27.13% 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 2012/13 as data gaps are closed and actions already identified are implemented and developed.

The overall workforce number has dropped by 8.1% when compared to this time last year. This is primarily due to continued efficiencies being implemented.

#### **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 2012/13. This will give us the opportunity to:

- 1) redefine the categories that we are monitoring the workforce against the protected characteristics as defined by the Equality Duty.
- 2) collect data on the new characteristics not currently monitored.
- 3) 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 significant difference between genders in percentage of grievance cases.

During 2011/12, 0.6% 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. In each of these areas the the number of cases involved is 4 which is higher than the previous year.

### **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, 0.39% of the total workforce have been disciplined during 2011/12. The only significant figure is that of the 19 cases reported five of these were for employees with a disability which equates to a substantially higher percentage (3.2%) 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 and I)**

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 is marginally lower than the norm. The number of non-white employees receiving training show the highest divergence below the norm.

### **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 appointments. However, the growth in number of applicants is considerable. 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 2012/13 to provide the Council with improved data.

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

### **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 will also continue to be undertaken (5.3.3).

### **6.1.7 Training**

Work will 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.