



# **COUNCIL FUNCTIONS COMMITTEE**

**Thursday, 13th November, 2014**

**7.00 pm**

**Town Hall, Watford**

**Publication date: 5 November 2014**

## **CONTACT**

If you require further information or you would like a copy of this agenda in another format, e.g. large print, please contact Jodie Kloss/Alan Garside in Democracy and Governance on 01923 278376 or by email to [legalanddemocratic@watford.gov.uk](mailto:legalanddemocratic@watford.gov.uk) .

Welcome to this meeting. We hope you find these notes useful.

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# COMMITTEE MEMBERSHIP

Councillor M Watkin (Chair)

Councillor M Hofman (Vice-Chair)

Councillors J Aron, S Johnson, M Mills, N Shah and D Walford

## AGENDA

### PART A - OPEN TO THE PUBLIC

1. **APOLOGIES FOR ABSENCE/ COMMITTEE MEMBERSHIP**
2. **DISCLOSURE OF INTERESTS (IF ANY)**
3. **MINUTES**

The minutes of the meeting held on 27 February 2014 to be submitted and signed.

Copies of the minutes of this meeting are usually available seven working days following the meeting.

*(All minutes are available on the Council's [website](#).)*

4. **ANNUAL STATEMENT OF WORKFORCE MONITORING** (Pages 1 - 14)

Report of the Head of Human Resources detailing the profile of Watford Borough Council workforce from 1<sup>st</sup> April 2013 to 31<sup>st</sup> March 2014.

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# Agenda Item 4

**Report to:** Council Functions Committee  
**Date of meeting:** 13 November 2014  
**Report of:** Head of Human Resources  
**Title:** Workforce Monitoring Report 2013/2014

## 1.0 SUMMARY

- 1.1 Watford Borough Council is committed to equality and diversity across the full spectrum of its services and in its role as an employer. This commitment is articulated in its equality objective and associated action plan, which identifies key actions the Council will take to ensure equalities for its workforce and that it reflects the community it serves. Our commitment goes beyond our statutory obligations and reinforces our corporate priority to ensure equality and diversity is at the heart of everything we do.
- 1.2 The report attached at Appendix 1 details the profile of Watford Borough Council's workforce from 1 April 2013 to 31 March 2014.
- 1.3 Throughout this period the Council has monitored the profile of the workforce in accordance with its statutory responsibilities as well as to deliver its aim of promoting equality within the organisation.

## 2.0 RECOMMENDATION

- 2.1 That the Workforce Monitoring Report be noted.

### Contact Officer:

For further information on this report please contact: Nicky Sharp, HR Manager  
Telephone extension: 8574 email: [nicky.sharp@watford.gov.uk](mailto:nicky.sharp@watford.gov.uk)

**Report approved by:** Cathy Watson, Head of Human Resources.

## 3.0 IMPLICATIONS

### 3.1 Financial

- 3.1.1 The Head of Finance Shared Services comments that there are no financial implications arising directly out of this report.

### 3.2 Legal Issues (Monitoring Officer)

- 3.2 .1 The Head of Democracy and Governance comments that the Council is under a statutory duty to promote equality and to produce an annual workforce monitoring report.

### 3.3 Equalities

3.3 .1 There are no known equalities implications.

### 3.4 Potential Risks

Potential Risk	Likelihood	Impact	Overall score
Not publishing a Workforce Monitoring Report in breach of the legislation.	1	3	3
Lack of transparency if Workforce Monitoring Report not published.	1	3	3

### 3.5 Staffing

3.5 .1 None

### 3.6 Accommodation

3.6 .1 Not applicable

### 3.7 Community Safety

3.7.1 Not applicable

### 3.8 Sustainability

3.8.1 Not applicable

## Appendices

Appendix 1: Workforce Monitoring Report 2013/14

## Background Papers

No papers were used in the preparation of this report.

## File Reference

None



#### **4. Corporate monitoring**

- 4.1 The Council is committed to ensuring it achieves its equalities objectives. Equality issues are overseen in the council by the Corporate Equalities Working Group, and through the monitoring of performance indicators on equalities. Information on the Council's performance on equalities can be found on the Council's website at [www.watford.gov.uk](http://www.watford.gov.uk).

#### **5. Legal General Duties – Corporate targets**

- 5.1 Under the Equality Act there is also a general equality duty, meaning the Council must have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between different groups; and
- foster good relations between different groups.

- 5.2 Due regard involves:

- removing or minimising disadvantages suffered by people due to their protected characteristics; and
- taking steps to meet the needs of people from protected groups where there are different needs of other people.

- 5.3 This general equality duty replaces all previous duties specified under previous equality legislation and applies to the Council as an employer as well as a provider and enabler of services.

#### **6. Watford Population Statistics**

- 6.1 The Council receives local population details and projected local population growth through government released population data and Census information.

- 6.2 This report identifies the Council's current employee profile and how that profile matches local population statistics taken from Census data. The report also indicates the targets the Council sets through a series of Human Resource Performance Indicators.

## 7. Workforce Analysis

### 7.1 Analysis by Ethnicity

7.1.1 Ethnic distribution of Council employees at 31 March 2014 compared to 31 March 2013 and compared to the current local population is shown below in Table 1:

Table 1:

<b>Ethnic Origin Description</b>	<b>Percentage of workforce 2013/14</b>	<b>Percentage of workforce 2012/13</b>	<b>Percentage of local population</b>
White: British	58.4	68.6	61.9
White: Irish	3.2	2.1	2.3
White: Other	6.8	8.0	7.7
Mixed ethnic group	0.9	0.5	3.4
Asian British: Indian	6.3	4.7	5.5
Asian British: Pakistani	1.4	1.2	6.7
Asian British: Bangladeshi	0.9	0.5	0.4
Asian British: Chinese	0	0	0.9
Asian British: Other	1.8	1.9	4.4
Black British: African	2.3	1.9	3.5
Black British: Caribbean	1.8	1.4	1.7
Black British: Other black	0.9	0.2	0.6
Prefer not to say / not stated	15.4	8.7	Not available

7.1.2 The total number of employees from a Black or Minority Ethnic (BME) background for 2013/14 was 16.3%, against a community population of 27.1%.

7.1.3 The Council's grading structure identifies how jobs are classified in the organisation. BME employees are represented within the grading structure in Table 2 below:

Table 2:

Pay Band	Broad description	Number of BME employees	Percentage of BME employees	Percentage of all employees
5 and below	Most front line jobs	13	36.1%	34.7%
6 to 8	Senior officers, team leaders, supervisors/ technical specialists	19	52.8%	46.6%
9 to 11	Professional grades/ managers/ Section Heads	3	8.3%	15.8%
Heads of Service and above		1	2.8%	0.5%
<b>Total</b>		<b>36</b>	<b>100%</b>	<b>100%</b>

7.1.4 The majority of the BME ethnic population are employed in front line or Senior Officer/ supervisory roles in the council.

7.1.5 Small fluctuations will have a disproportionate effect on percentages due to small numbers of staff.

## 7.2 Analysis by Gender

7.2.1 The Council's gender profile at 31 March 2014 shows that 64.3% of the Council's workforce is female. This is well above the local population demographics which show that 49.8% of the working population (2011 Census data) are female.

7.2.2 The Council uses the National Joint Council (NJC) Job Evaluation Scheme to ensure equality of pay between genders. An Equal Pay Audit is undertaken regularly to monitor the Council's robustness on equal pay for work of equal value. The HR team work hard to protect the credibility of the job evaluation scheme and to ensure the correct procedure is always followed.

7.2.3 The analysis of female post-holders within the Council's grading structure demonstrates the Council's commitment to career opportunities for women, as shown in Table 3:

Table 3:

Pay Band	Number of female employees	Percentage of female employees
5 and below	60	42.3%
6 to 8	63	44.4%
9 to 11	15	10.56%
Heads of Service	4	1.8%

Head of Paid Service	0	0.0%
<b>Total</b>	<b>142</b>	<b>100%</b>

### 7.3 Analysis by Disability

- 7.3.1 A disability is defined as a physical or mental impairment that has a substantial and long-term adverse effect on ability to perform normal day-to-day activities. 'Substantial' means more than minor or trivial and the effect of the impairment will have lasted or is likely to last for at least twelve months.
- 7.3.2 The Council complies with the Job Centre Plus 'Two Ticks' standard. This means that all applicants who declare a disability and meet the essential requirements of the role are guaranteed an interview.
- 7.3.3 The Council makes reasonable adjustments to accommodate the needs of employees who have a disability, in accordance with the 'Disability in Employment' policy.
- 7.3.4 The statistics on Council employees declaring that they have a disability are shown in Table 4 below:

Table 4:

<b>Disability</b>	<b>Number of employees</b>	<b>Percentage of employees</b>
No	96	43.4%
Not stated	120	54.3%
Yes	5	2.3%

- 7.3.5 A high percentage of employees have not stated whether they have a disability or not, limiting a detailed analysis. This has been a historical issue at the Council and steps have repeatedly been taken to reassure and encourage employees to provide this information via the My View system.
- 7.3.6 A Employee Disability Forum has been set up, facilitated by Human Resources, to seek to improve disability awareness across the Council and review our employment practices. The group meets twice per year.

### 7.4 Analysis by Age

- 7.4.1 It is unlawful to discriminate on the grounds of age.
- 7.4.2 Employees can elect to work beyond state retirement age if they wish to do so. This can provide the Council with an advantage as they can retain experience, knowledge and skills.
- 7.4.3 The age profile for Council employees is indicated in Table 5 below:

Table 5

<b>Age Band</b>	<b>Number of employees</b>	<b>Percentage of employees</b>	<b>Percentage of local working population</b>
29 and under	25	11.3%	22.9%
30- 39	48	21.7%	27.8%
40 - 49	62	28.1%	23.5%
50 – 59	69	31.2%	17.5%

60 - 65	15	6.8%	8.2%
65+	2	0.9%	
<b>Grand Total</b>	<b>221</b>		

7.4.4 The age statistics for 2014 show the median age of Council employees is between 50 and 59 years, and a significant proportion of the workforce could elect to retire almost simultaneously. Only 33% of the workforce is aged under 40. One of the key projects in the HR Service Plan is developing a strategy for effective succession planning and attracting younger applicants.

7.5 Pregnancy and maternity

7.5.1 This statistic is only available from our existing workforce as we can not ask this question of a job applicant.

7.5.2 During 2013 / 2014, 6 female members of staff took maternity leave.

7.6 Gender re-assignment

There is a nil return for this protected characteristic.

7.7 Sexual orientation

<b>Sexual orientation</b>	<b>Number of employees</b>	<b>Percentage of employees</b>
Bisexual	1	0.5%
Gay	1	0.5%
Heterosexual	87	39.4%
Lesbian	3	1.4%
Not stated	129	58.4%
Prefer not to say	0	0%
<b>Grand Total</b>	<b>221</b>	<b>100%</b>

7.8 Workforce composition - Marriage and civil partnership

<b>Marital Status</b>	<b>Number of employees</b>	<b>Percentage of employees</b>
Civil Partnership	3	1.36%
Divorced	3	1.36%
Married	45	20.37%
Single	12	5.43%
Widowed	1	0.45%
Not stated	157	71.04%
<b>Total</b>	<b>221</b>	<b>100%</b>

## 7.9 Analysis by Religion

Religion	Number of employees	Percentage of employees
Buddhist	0	0%
Christian	57	25.8%
Hindu	1	0.5%
Jewish	1	0.5%
Muslim	2	0.9%
None	23	10.4%
Not stated	129	58.4%
Other	5	2.3%
Sikh	2	0.9%
Prefer not to say	1	0.5%

## 8. **Training**

8.1 The council has a strong commitment to developing staff within the resources available and the training budget for 2013/14 was £165,270.

8.2 767 days of training were provided to staff (this equates to the number of people attending specific courses). For example 10 people attending a half day training course = 5 days of training delivered.

8.3 Of the training sessions delivered, 61% were attended by female employees

8.4 The mean average age of attendees was 45.

8.5 13% of attendees were BME; however 15% of staff who attended training did not state their ethnic origin.

8.6 4% of attendees declared a disability, however 53% of staff did not state whether or not they had a disability.

### 8.7 Religion - of all sessions attended:

25% Christian  
0.4% Hindu  
2.5% Jewish  
0.6% Muslim  
11% No Religion  
55.5% Not Stated  
3.4% Other  
0.3% preferred not to say  
1.1% Sikh

### 8.8 Sexual Orientation - of all sessions attended:

0.5% Preferred not to Say  
0.5 % Lesbian  
41.27% Hetero  
0.13% Gay  
0.38% Bisexual  
57.25% Not stated.

- 8.9 Qualification support was provided to 5 staff, of whom 60% were female. One of the members of staff who received qualification support were BME. None identified themselves as having a disability; however 60% of the staff did not declare their status on disability.

## **9. Policy Reviews**

- 9.1 Policies are reviewed annually or more regularly when necessary to reflect changes in legislation and Council strategy. In 2013/14 a number of employment policy reviews took place and new policies developed. Equality Impact Analysis was undertaken where applicable.

- 9.2 These have included:

- Redundancy, restructure and reorganisation policy
- Sickness absence management policy
- Job Evaluation policy
- Bullying and harassment policy
- Childcare voucher scheme guideline
- Dress code policy
- Early retirement and early compensation policy
- Enhanced Vetting and Barring policy
- Flexible working policy
- Home working policy
- Honorarium policy
- Grievance policy
- Probation policy
- No Smoking policy

## **10. Health and well being initiatives**

- 10.1 Our commitment to maintaining a well workforce continues to have a high priority and we provide and/or facilitate a range of support strategies including:

- An employee assistance programme providing staff with access to 24/7 professional, confidential advice/ counselling on line and by telephone and face to face.
- A nurse contact centre who provide our absence recording, absence follow up and real time absence management information This supports managers to manage absence and provides a 24/7 confidential health advisory service for our staff.
- A Health and Wellbeing Strategy was introduced in 2013/14 with a Healthy Initiatives Programme which focuses on a different topic each quarter.
- Occupational health support (access for employees 5 days per week); on site health screening, stop smoking group, massage and other support therapies for staff.
- Discounted membership rates at Watford's leisure and fitness centres.
- An amenities area with television, reading materials, snacks and drinks and a quiet room for use during rest breaks.
- Chaplaincy service on site.

## **11. Recruitment**

- 11.1 The Council operates fair recruitment practices, ensuring equality of opportunity in employment. The following measures are in place:

- All the Council's vacancies are advertised in relevant on line publications and on the Council's web site. A positive statement about the Council's commitment to equalities appears in all job adverts.
- All the Council's jobs have an up to date job description that identifies the range of essential criteria necessary to undertake the role.
- All jobs are job evaluated by an analytical job evaluation scheme thus ensuring they are graded fairly relative to all other jobs within the Council.
- Selection is made on merit and is on the basis of meeting the essential requirements of the job. This is assessed by a panel who conduct both short listing and the selection interviews, relevant exercises and assessment centres.
- To ensure that all applicants are short-listed against the same criteria we ask all job applicants to complete the Council's job application form and do not accept CVs.
- If the Council engages temporary workers via a recruitment agency, the agency is required to comply with the Council's equalities requirements. The Council operates in accordance with the requirements of the Agency Workers Regulations and the majority of temporary assignments are made via our vendor neutral supplier, Comensura.
- All new employees undergo an induction programme where they are informed of their responsibilities under the Council's 'Code of Conduct' and Disciplinary Policy.
- If an external job applicant believed that their application had not been considered fairly, they may register their dissatisfaction using the Council's corporate complaints procedure.
- The Council is accredited with the 'Two Ticks' symbol for employment practices to support those with a disability in the work place.
- The Council encourages applications from applicants in the protected characteristic groups, where these groups are under-represented.
- The Council sets equalities targets and reviews them on an annual basis.

## 11.2 Job Applicants

11.2.1 Watford Borough Council regularly reviews employment costs and staffing requirements in line with Government changes to funding and other grants. Where employees have been placed at risk of redundancy, the Council may operate a recruitment freeze to maximise the potential for redeployment wherever possible before a post is externally advertised.

11.2.2 During 2013/2014, a total of 38 roles were advertised. The response rate to advertisements was generally very high and a total of 525 applications were received. Of these 27.79% were from the BME population and Tables 6 and 7 below provides detail on applications:

Table 6: Ethnicity of job applicants

<b>Ethnicity</b>	<b>Number of applications</b>	<b>Percentage of applications</b>
Asian other	64	12.19%
Bangladeshi	2	0.38%
Black African	25	4.76%
Black British	8	1.52%
Black Caribbean	4	0.76%
Black English	1	0.19%
Black Irish	4	0.76%
Black other	4	0.76%
Indian	18	3.43%
Mixed Ethnic	10	1.90%
Not Stated	168	32%
Pakistani	6	1.14%
White British	133	25.33%
White English	42	8%
White Irish	12	2.29%
White other	22	4.19%
White Scottish	1	0.19%
White Welsh	1	0.19%
<b>Total</b>	<b>525</b>	<b>100%</b>

Table 7: Other protected characteristics of job applicants

<b>Protected Characteristic</b>	<b>Number of Applicants</b>
<b>Gender</b>	
Female	315
Male	150
Not stated	59
Prefer not to say	1
<b>Disability</b>	
No	484
Not stated	15
Yes	26
<b>Religion</b>	
Any other	10
Buddhist	1
Christian	144
Hindu	28
Jewish	2
Muslim	41
None	111
Not Stated	166
Prefer not to Say	15
Sikh	7
<b>Sexual Orientation</b>	
Bisexual	3
Gay man	5
Gay Woman/Lesbian	1
Heterosexual	325
Not stated	170
Prefer not to say	21

<b>Age</b>	
16-24	47
25-34	97
35-44	93
45-54	79
55-64	37
65+	1
Not Stated	171

11.2.3 There remain a significant proportion of job applicants who choose not to disclose their personal details. In particular age and the new protected characteristics receive a low response rate, limiting a detailed analysis.

Table 8

<b>Protected characteristic</b>	<b>Not disclosed</b>	<b>Percentage of applicants</b>
Gender	60	11.4%
BME	168	32%
Disability	15	2.9%
Religion	181	34.5%
Sexual orientation	191	36.4%
Age	171	32.6%

11.2.4 We provide all applicants with information produced by Stonewall to on the importance of providing equality data and re-assurance on how and why it is used.

## **12. Corporate Targets for Employee Profile**

12.1 Local authorities are not statutorily required to collect and report against an agreed set of performance measures.

12.2 However, Watford Borough Council have elected to retain the BVPI indicators relating to equalities and diversity monitoring as part of its commitment to ensuring equality within its workforce.

12.3.1 The top 10% of earners within the Council are the top earning 22 employees.

12.4 Specific indicators monitored from this group of employees are:

### **HR 2: Percentage of the top 10% of earners who are women.**

The target was 50%. The actual was 45.5% (10 of the 22 most senior posts being occupied by females).

### **HR 4: Percentage of top 10% of earners who have declared a disability.**

The target was 5%, however the actual was 0%.

### **HR3: Percentage of the top 10% earners from BME group.**

The target was 13%, with an actual of 13.6% (3 of the 22 most senior posts in the council are occupied by employees from a BME group).

12.5 Additional indicators refer to equalities across all employees:

### **HR5: Percentage of all employees in the authority declaring that they have a disability.**

The target was 5%, with an actual figure of 2.3% (5 out of 221).

**HR6: Percentage of all employees from BME group.**

The target was 13%, actual was 16.3% (36 out of 221).

**13. The Way Forward**

- 13.1 The council is fully committed to equalities and it performs strongly as an employer in representing staff of both genders and from BME backgrounds at all levels in the organisation.
- 13.2 In efforts to improve representation in our workforce for those who have declared a disability the council has developed a staff disability forum. By working with staff we hope to identify what more we can do to encourage further disclosure and provide support.
- 13.3 Our workforce population base below the current median age of 50 – 59 years presents an ageing workforce profile. A succession planning strategy is developing and we are exploring apprenticeships and national graduate schemes as a way of facilitating opportunities for young people. We also encourage work placements wherever possible across the organisation.
- 13.4 We continue to encourage job applicants and employees to complete equality monitoring forms fully when applying for jobs or training or when our data cleansing forms are circulated annually.
- 13.5 We will continue to update and follow our equalities action plans and monitor their effectiveness.
- 13.6 We will be conducting a complete review of all recruitment strategy, policies procedures and processes during Q3 to ensure we are marketing the Council to its maximum and attracting top quality candidates, with a particular focus on the younger community and identified lower BME groups.
- 13.7 We will be devising an Employee Development Strategy in Q3 to incorporate all aspects of succession planning and talent management.