



# **COUNCIL FUNCTIONS COMMITTEE**

**Thursday, 12th November, 2015**

**7.00 pm**

**Town Hall, Watford**

**Publication date: 4 November 2015**

**CONTACT**

If you require further information or you would like a copy of this agenda in another format, e.g. large print, please contact 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 D Walford (Vice-Chair)

Councillors S Bolton, M Haley, M Mills, N Shah and L Topping

## AGENDA

### PART A - OPEN TO THE PUBLIC

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

The minutes of the meeting held on 26 February 2015 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 5 - 20)

Report of the Head of Human Resources detailing the profile of Watford Borough Council workforce from 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015.



## Functions Committee Report 12 November 2015

**Report of:** Head of HR  
**Title:** Workforce Monitoring Report 2015  
**Nature of Report** For approval

### 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 This statement details the profile of Watford Borough Council's workforce from 1 April 2014 to 31 March 2015.

### 2.0 **DECISION REQUIRED**

- 2.1 Approval of the Workforce Monitoring annual report and recommendations

**Contact Officer:**

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Report approved by: Cathy Watson, Head of Human Resources  
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# WORKFORCE MONITORING REPORT

OCTOBER 2015



## **1. Introduction**

- 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 This statement details the profile of Watford Borough Council's workforce as at 31 March 2015.
- 1.3 Local authorities are not statutorily required to collect and report against an agreed set of performance measures. 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.
- 1.4 The top 10% of earners within the Council are the top earning 22 employees.

## **2. Legislative framework**

- 2.1 The statutory duties are governed by the Equality Act 2010. Under the Act, public sector organisations with over 150 employees are required to report at least annually on how their policies and practices affect staff with different 'protected characteristics'.
- 2.2 Watford Borough Council collects data from its workforce on the following protected characteristics:
  - Age
  - Disability
  - Gender
  - Gender reassignment
  - Pregnancy and maternity
  - Race
  - Religion or belief
  - Sexual orientation
  - Marriage and civil partnership

## **3. Monitoring data**

- 3.1 The statistics are taken from the Human Resources and Payroll information system, Resourcelink. Resourcelink provides us with comprehensive reporting allowing a full analysis of our workforce data to be undertaken.
- 3.2 We are dependent on individuals disclosing their personal information to us, so that meaningful reporting can be undertaken. Where employees have chosen not to disclose this information, there are gaps in our data. We continue to make efforts to address this by on going requests to our employees to update their records.

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

- 4.1 The Council is committed to ensuring it achieves equalities objectives. Equality issues are overseen 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
- Foster good relations between different groups

- 5.2 Due regard involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics
- 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

- 7.1.2 Ethnic composition of Council employees at 31 March 2015 compared to 31 March 2014 and compared to the current local population is shown below in Table 1:

Table 1:

<b>Ethnic Origin Description</b>	<b>Percentage of workforce 2014-15</b>	<b>Percentage of workforce 2013-14</b>	<b>Percentage of local population (From Census 2011)</b>
White: British	54.2	58.4	61.9
White: Irish	2.7	3.2	2.3
White: Other	5.8	6.8	7.7
Mixed ethnic group	0.9	0.9	3.4
Asian British: Indian	6.3	6.3	5.5
Asian British: Pakistani	1.3	1.4	6.7
Asian British: Bangladeshi	0.9	0.9	0.4
Asian British: Chinese	0	0	0.9
Asian British: Other	1.8	1.8	4.4
Black British: African	1.8	2.3	3.5
Black British: Caribbean	1.3	1.8	1.7
Black British: Other black	0.4	0.9	0.6
Prefer not to say / not stated	21.6	15.4	Not applicable

7.1.3 The total number of employees from a Black or Minority Ethnic (BME) background for 2014-2015 was 13.8%, which exceeds the Council target of 13%. The BME figures are based on all columns descending from the Mixed Ethnic Group section to the Black British: Other Black section.

The community population for those from a Black or Minority Ethnic background is 23.7% so the Council may wish to consider increasing this target for next year.

7.1.4 The target percentage for top 10% of earners being from the BME group was 13%, with an exceeded target of 13.6% (3 of the 22 most senior posts in the Council are occupied by employees from a BME group).

7.1.5 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
<b>5 and below</b>	Most front line jobs	12	34.2%	5.4%
<b>6 to 8</b>	Senior officers, team leaders, supervisors/ technical specialists	18	51.4%	8.1%
<b>9 to 11</b>	Professional grades/ managers/ Section Heads	4	11.4%	1.8%
<b>Heads of Service and above</b>		1	2.8%	0.4%
<b>Total</b>		<b>35</b>		

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

7.1.7 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 2015 shows that 64% of the 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.

The target for the top 10% of high earners was 50% for females. The actual was total was 45.5% (10 of the 22 most senior posts being occupied by females). While below target, turnover within this group has been low, and more recently recruited staff have been female, therefore an improvement has been demonstrated overall.

7.2.2 The Council uses the National Joint Council (NJC) Job Evaluation Scheme to ensure equality of pay between gender. An Equal Pay Audit was undertaken this year to externally verify the Council's continued robustness on all aspects of 'equal pay for work of equal value' principles.

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 total female employees
5 and below	60	41.9%
6 to 8	65	45.4%
9 to 11	14	9.8%
Heads of Service and above	4	2.8%
<b>Total</b>	<b>143</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 fully supports the Job Centre Plus 'Two Ticks' standard. This means that all applicants who declare a disability and demonstrate in their application form that they meet the criteria detailed in the person specification 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 target percentage for top 10% of earners who have declared a disability, however the actual was 0%.
- 7.3.5 The target percentage of all employees declaring that they had a disability was 5%, with an actual figure of 3.2% (7 out of 222, rather than 11 out of 222).
- 7.3.6 The statistics on Council employees declaring that they have a disability are shown in Table 4 below:

Table 4:

Disability	Number of employees	Percentage of employees
No	83	37.4%
Not stated	132	59.4%
Yes	7	3.2%

- 7.3.7 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 been taken to reassure and encourage employees to provide this information via the My View system, including revised guidance on why we need this information.

- 7.3.8 An Employee Disability Forum, facilitated by Human Resources, meets twice a year. The aim is to improve disability awareness across the Council and to support us to review and improve on our employment practices.

In addition to the Employee Forum, managers are also provided with training on disability awareness, including Mental Health Lite (a 3.5 hour course to raise Mental Health Awareness and support employees).

#### 7.4 Analysis by Age

- 7.4.1 The age profile for Council employees is indicated in Table 5 below:

Table 5

Age Band	Number of employees	Percentage of employees	Percentage of local working population (from mid 2013 population estimates)
29 and under	27	12.2%	16.1%
30-39	51	23.0%	17.7%
40-49	63	28.3%	14.6%
50-59	68	30.6%	11.1%
60-65	12	5.4%	4.9%
65+	1	0.4%	12.7%
<b>Grand Total</b>	<b>222</b>		

- 7.4.2 The age statistics at March 2015 show a median age of Council employees is between 50 and 59 years. A comparison of employees aged under 40 at the Council shows an increase at 35.2% and this is above the local working population percentage.

- 7.4.3 A range of initiatives have been put in place over the past 12 months including the outcome of a recruitment review, all of which should continue to demonstrate effectiveness in increasing the number of young people coming to work at the Council.

#### 7.5 Pregnancy and maternity

- 7.5.1 During 2014-2015, five female members of staff took maternity leave. Four of the female staff members have returned to their posts on their pre-maternity contractual hours and one remains on maternity leave.

#### 7.6 Sexual orientation

It is noted that the majority of employees (59.8%) have not completed this section of the Equality Monitoring form. We therefore need to work with employees to increase the collation of this data, to help inform our practice. A recent revision of the Equality Monitoring form with additional explanatory text will hopefully go some way to address this.

The Council may also wish to consider setting a target for this protected characteristic, based on local population statistics.

We currently work with the Herts LGBT group, advertising events on the Intranet to raise awareness of the support network available for Lesbian, Gay, Bisexual and Transgender employees. More collaborative work is planned.

<b>Age Band</b>	<b>Number of employees</b>	<b>Percentage of employees</b>
Bisexual	2	0.9%
Gay	0	0%
Heterosexual	83	13.9%
Lesbian	4	1.8%
Not stated	132	59.4%
Prefer not to say	1	0.4%
Gender Reassignment	0	0%
<b>Grand Total</b>	<b>222</b>	<b>76.4%</b>

#### 7.7 Marriage and civil partnership

It is noted that the majority of employees (72.97%) have not completed this section of the Equality Monitoring form. We therefore need to work with employees to increase the collation of this data, to help inform our practice. A recent revision of the Equality Monitoring form with additional explanatory text will hopefully go some way to address this.

The Council may also wish to consider setting a target for this protected characteristic, based on local population statistics.

<b>Marital Status</b>	<b>Number of employees</b>	<b>Percentage of employees</b>
Civil Partnership	3	1.35%
Divorced	3	1.35%
Married	40	18.02%
Single	14	6.31%
Widowed	0	0%
Not stated	162	72.97%
<b>Total</b>	<b>222</b>	

#### 7.8 Analysis by Religion

It is noted that the majority of employees (59.9%) have not completed this section of the Equality Monitoring form. We therefore need to work with employees to increase the collation of this data, to help inform our practice. A recent revision of the Equality Monitoring form with additional explanatory text will hopefully go some way to address this.

The Council may also wish to consider setting a target for this protected characteristic, based on local population statistics.

Religion	Number of employees	Percentage of employees	Watford population
Buddhist	0	0%	0.7%
Christian	49	22.07%	54.1%
Hindu	1	0.45%	4.8%
Jewish	0	0%	1.1%
Muslim	2	0.9%	9.9%
No religion	28	12.61%	21.4%
Not stated	133	59.91%	6.7%
Other	7	3.15%	0.5%
Sikh	2	0.9%	0.6%
Prefer not to say	0	0%	Not applicable

## 8. Training

8.1 The Council has a strong commitment to developing staff within the resources available and the training budget for 2014-2015 was £108,000.

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:

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:

0.5% Preferred not to Say  
 0.5 % Lesbian  
 41.27% Heterosexual

0.13% Gay  
0.38% Bisexual  
57.25% Not stated

8.9 Educational qualification support was provided to five employees, 60% of whom were female. One employee who received qualification support identified themselves as being from a BME group. None identified themselves as having a disability; however 60% of the staff did not declare their status on disability.

## 9.0 Recruitment

9.1 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 evaluated by an analytical job evaluation scheme, which ensures they are graded 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 shortlisting 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.

## 9.2 Job Applicants

9.2.1 During 2014-2015, 38 roles were advertised. The response rate to advertisements was generally very high and a total of 525 applications were received. Of these 525 applications, 409 applicants completed an Equality Monitoring Form.

9.2.2 27.79% of applicants who submitted an Equality Monitoring Form were from the BME population.

Table 6: Ethnicity of job applicants

<b>Ethnicity</b>	<b>Number of applications</b>	<b>Percentage of applications</b>
Asian other	28	6.8%
Bangladeshi	1	0.2%
Black African	27	6.6%
Black Caribbean	7	1.7%
Chinese	1	0.2%
Indian	8	1.9%
Mixed Ethnic	7	1.7%
Not Stated	113	27.6%
Pakistani	4	0.9%
White British	151	36.9%
White English	30	7.3%
White Irish	5	1.2%
White other	24	5.8%
White Scottish	2	0.4%
White Welsh	1	0.2%
<b>Total</b>	<b>409</b>	<b>100%</b>

9.2.3 Table 7 displays the other protected characteristic statistics for the 409 forms received by applicants during the year.

Table 7: Other protected characteristics

<b>Protected Characteristic</b>	<b>Number of Applicants</b>
<b>Gender</b>	
Female	135
Male	114
Not stated	160
Prefer not to say	0
<b>Disability</b>	
No	386
Not stated	0
Yes	23
<b>Religion</b>	
Any other	11
Buddhist	1
Christian	131

Hindu	13
Jain	1
Jewish	4
Muslim	17
None	93
Not Stated	113
Prefer not to Say	20
Sikh	5
<b>Sexual Orientation</b>	
Bisexual	7
Gay man	5
Gay Woman/Lesbian	2
Heterosexual	267
Not stated	116
Prefer not to say	12
<b>Age</b>	
16-24	41
25-34	100
35-44	68
45-54	66
55-64	19
65+	0
Not Stated	115

- 9.2.4 There remain a significant proportion of job applicants who choose not to disclose their personal details. Age and the newer protected characteristics receive a particularly low response rate, limiting a detailed analysis.

Table 8

Protected characteristic	Not disclosed	Percentage of applicants
Gender	160	39.1%
Ethnicity	113	27.6%
Disability	0	0%
Religion	133	32.5%
Sexual orientation	128	31.2%
Age	115	28.1%

- 9.2.5 Over 5% of applications received in 2014-15 were from people with a declared disability. However, only 8.7% of those who applied were successfully appointed. More work is needed to ensure we are collating sufficient data to provide a more detailed analysis on why this may be occurring. We can then identify appropriate steps to address this.

## 10. The Way Forward

- 10.1 The Council is fully committed to equalities and performing strongly as an employer of choice in representing staff with all protected characteristics at all levels in the organisation.
- 10.2 In an effort to improve representation in our workforce for those who have a disability the Council will continue to participate in the Two Ticks Scheme.

- 10.3 The Council facilitates an Employee Disability Forum. The Forum works with employees, to identify how we can further encourage disclosure of a disability, and to provide more support to employees with a disability. We will work to promote further participation by our employees in this Forum, and to publicise the work they do and the provisions available in the 'Employees with a Disability' Policy.
- 10.4 We will target a specialist disability publication to promote working at the Council.
- 10.5 An Employee Development Strategy incorporating succession planning and talent management has been developed, in part to ensure we are forward planning to address the aging workforce profile we currently have, to avoid a potential exodus of key knowledge and skills which might impact on corporate and service delivery. We will continue to review our strategy and ensure corporate training needs are revised annually to reflect the organisation's needs.
- 10.6 The Council will seek to encourage younger people to join the organisation, by building on the existing apprenticeship schemes and work experience placements offered - including a scheme working closely with local schools. We will further explore the potential of providing a graduate scheme at the Council, subject to available funding.
- 10.7 We have recently undertaken a review of our Recruitment processes and will seek to implement improvements to our Employee Benefits offering, which also appeals to a younger workforce.
- 10.8 The Council will strengthen its links with the Herts LGBT Group and raise awareness of events and objectives, offering to host events and using the Intranet to promote these.
- 10.9 We have clarified the Council's Values on the Jobs webpage however we will also enhance the Equality and Diversity section, ensuring we are celebrating our diversity to encourage as diverse a range of applicants as possible.
- 10.10 We have revised our guidance on completing Equality Monitoring Forms in an attempt to increase completion rates by applicants and employees. We will continue to explore alternative ways on how to improve on this, utilising peer links and IT/communication techniques.
- 10.11 We will review data collection and analysis processes for all applicants, and explore recruitment skills training for managers.

