



**WATFORD
BOROUGH
COUNCIL**

COUNCIL FUNCTIONS COMMITTEE

Wednesday, 16th November, 2016

7.00 pm

Town Hall, Watford

Publication date: 8 November 2016

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 .

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

Access

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Committee Membership

Councillor M Watkin (Chair)

Councillor D Walford (Vice-Chair)

Councillors A Dychton, J Johnson, N Shah, N Steele and M Turmaine

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 25 February 2016 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 - 28)**

Report of the Head of Human Resources detailing the profile of Watford Borough Council workforce from 1st April 2015 to 31st March 2016.

Report to: **Council Functions Committee**
Date of meeting: **16 November 2016**
Report of: **Head of Human Resources**
Title: **Workforce Monitoring Report 2015/2016**

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 2015 to 31 March 2016.

2.0 **DECISION REQUIRED**

2.1 Approval of the Workforce Monitoring annual report and recommendations.

Contact Officer:

For further information please contact: Nicky Sharp, HR Operations Manager

Telephone extension: 8574

e-mail: nicky.sharp@watford.gov.uk

Report approved by: Cathy Watson, Head of Human Resources

Telephone extension: 8133

email: cathy.watson@watford.gov.uk

3.0 **IMPLICATIONS**

3.1 **Financial**

3.1.1 The Head of Finance (shared services) comments that whilst there are no direct financial implications arising from this report, the Council could find itself exposed to financial censure if it does not comply with its statutory obligations on equality and diversity.

3.2 **Legal Issues** (Monitoring Officer)

3.2 .1 The Head of Democracy and Governance comments that the Council has a statutory duty under Equality Act 2010 to report at least annually on how its policies and practices affect staff with different 'Protected Characteristics' as defined by the Act.

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 2015/16



WORKFORCE MONITORING REPORT

OCTOBER 2016



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 objectives 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 2015 to 31 March 2016.

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, Resource link. Resource link 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

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.

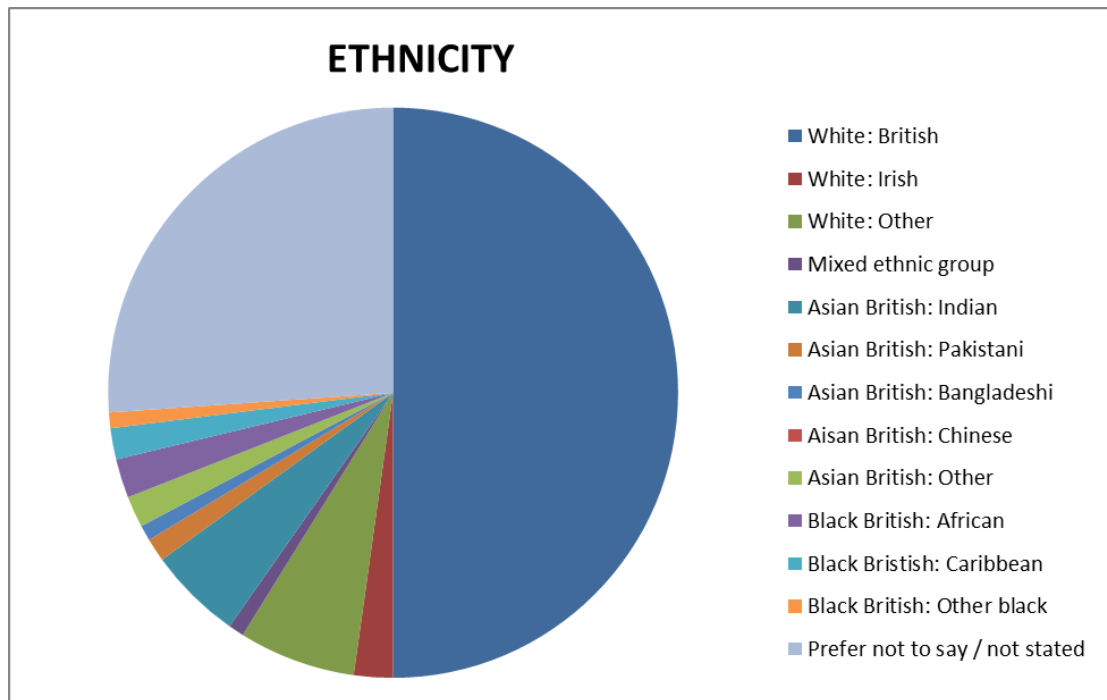
7 Workforce Analysis

7.1 Analysis by Ethnicity

Ethnic composition of Council employees at 31 March 2016 compared to 31 March 2015 and compared to the current local population is shown below in

Table 1:

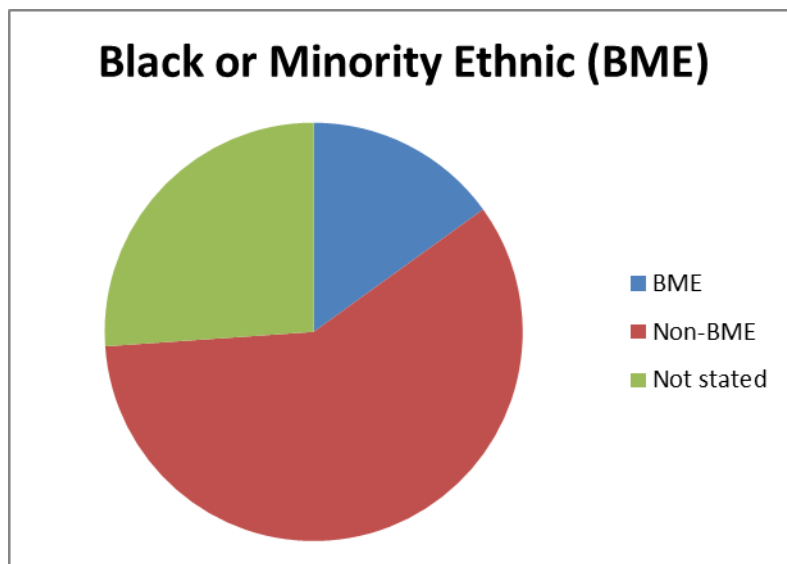
| Ethnic Origin Description | Number of employees 2015/16 | % of Employees 2015/16 | % of workforce 2014/15 | % of local population (From Census 2011) |
|--------------------------------|-----------------------------|------------------------|------------------------|------------------------------------------|
| White: British | 113 | 50.00% | 54.2 | 61.9 |
| White: Irish | 5 | 2.21% | 2.7 | 2.3 |
| White: Other | 15 | 6.64% | 5.8 | 7.7 |
| Mixed ethnic group | 2 | 0.88% | 0.9 | 3.4 |
| Asian British: Indian | 12 | 5.31% | 6.3 | 5.5 |
| Asian British: Pakistani | 3 | 1.33% | 1.3 | 6.7 |
| Asian British: Bangladeshi | 2 | 0.88% | 0.9 | 0.4 |
| Asian British: Chinese | 0 | 0.00% | 0 | 0.9 |
| Asian British: Other | 4 | 1.77% | 1.8 | 4.4 |
| Black British: African | 5 | 2.21% | 1.8 | 3.5 |
| Black British: Caribbean | 4 | 1.77% | 1.3 | 1.7 |
| Black British: Other black | 2 | 0.88% | 0.4 | 0.6 |
| Prefer not to say / not stated | 59 | 26.11% | 21.6 | Not applicable |
| Total | 226 | 100.00% | | |



7.2 Black or Minority Ethnic Group (BME)

Table 1a

| BME | Total Employees | Number of | % of Employees |
|------------|-----------------|-----------|----------------|
| BME | 34 | | 15.04% |
| Non-BME | 133 | | 58.85% |
| Not stated | 59 | | 26.11% |
| Total | 226 | | 100.00% |



7.3 The total number of employees from a Black or Minority Ethnic (BME) background for 2015-2016 is 15.04%, 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 in Table 1.

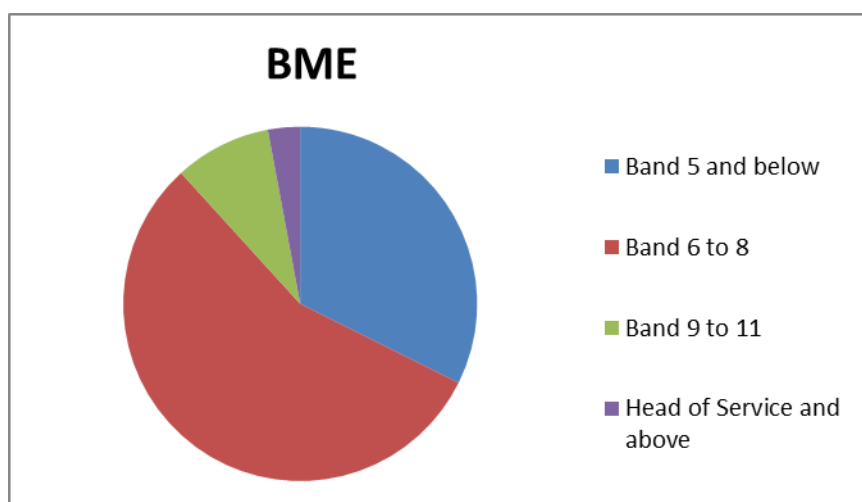
7.4 The community population for those from a Black or Minority Ethnic background is 27.1%.

7.5 The target percentage for top 10% of earners being from the BME group was 13%, with an exceeded target of 13.04% (3 of the 23 most senior posts in the Council are occupied by employees from a BME group).

7.6 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 | % of BME employees | % of all employees |
|---------------------------|------------------------------------------------------------------|-------------------------|--------------------|--------------------|
| Band 5 and below | Most front line jobs | 11 | 32.35% | 4.87% |
| Band 6 to 8 | Senior officers, team leaders, supervisors/technical specialists | 19 | 55.88% | 8.41% |
| Band 9 to 11 | Professional grades/managers/Section Heads | 3 | 8.82% | 1.33% |
| Head of Service and above | | 1 | 2.94% | 0.44% |
| Total | | 34 | 100.00% | |

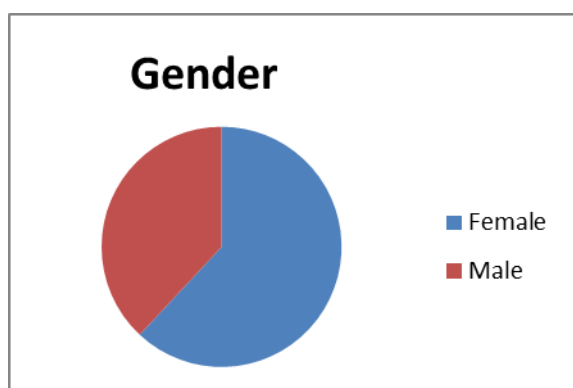


7.7 The majority of the BME ethnic population are employed in front line and Senior Officer / Supervisory roles in the Council.

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

7.9 Analysis by Gender

| Gender | Total number of employees | % of employees |
|--------|---------------------------|----------------|
| Female | 140 | 61.95% |
| Male | 86 | 38.05% |
| Total | 226 | 100.00% |



7.10 The Council's gender profile at 31 March 2016 shows that 61.95% 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.

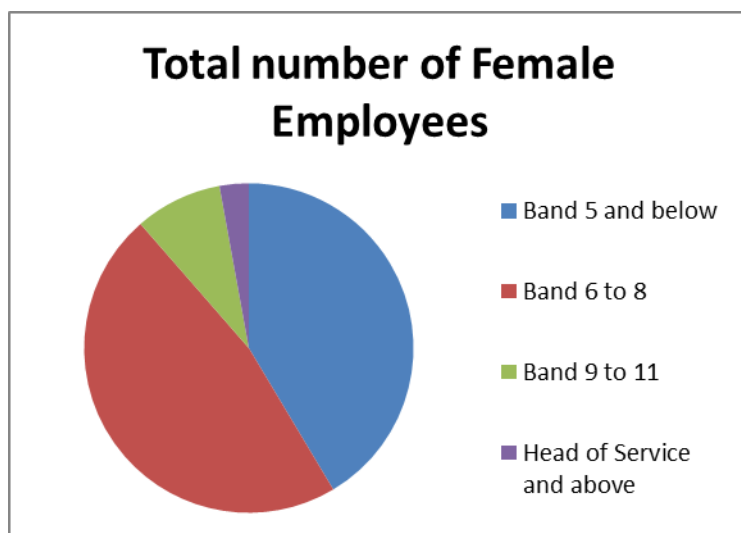
7.11 The target for the top 10% of high earners is 50% for females. The actual total was 40.9% (9 of the 22 most senior posts being occupied by females). While below target, turnover within this group has been low.

7.12 The council uses the National Joint Council (NJC) Job Evaluation Scheme to ensure equality of pay between genders. This protects the Council's continued robustness on all aspects of "equal pay for work of equal value" principles.

7.13 The analysis of female post-holders within the Council's grading structure demonstrates the Council's commitment to career opportunities for women as show in Table 3.

Table 3:

| Pay Band | Total number of Female Employees | % of Total Female Employees |
|---------------------------|----------------------------------|-----------------------------|
| Band 5 and below | 58 | 41.43% |
| Band 6 to 8 | 66 | 47.14% |
| Band 9 to 11 | 12 | 8.57% |
| Head of Service and above | 4 | 2.86% |
| Total | 140 | 100.00% |



7.14 Analysis by Disability

7.15 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 minor or trivial and the effect of the impairment will have lasted or is likely to last for at least twelve months.

7.16 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.

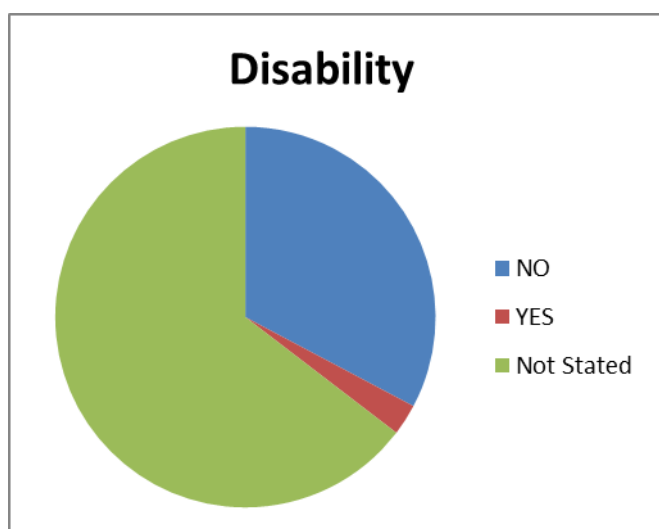
7.17 The Council makes reasonable adjustments to accommodate the needs of employees who have a disability, in accordance with the 'Disability in Employment' policy.

7.18 The target percentage of all employees declaring that they had a disability was 5%, with an actual figure of 2.65% (6 out of 226).

7.19 The statistics on Council employees declaring that they have a disability are shown in Table 4 below:

Table 4:

| Disability | Total no of employees | % of employees |
|------------|-----------------------|----------------|
| NO | 74 | 32.74% |
| YES | 6 | 2.65% |
| Not Stated | 146 | 64.60% |
| Total | 226 | 100.00% |



7.20 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.

7.21 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.

7.22 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

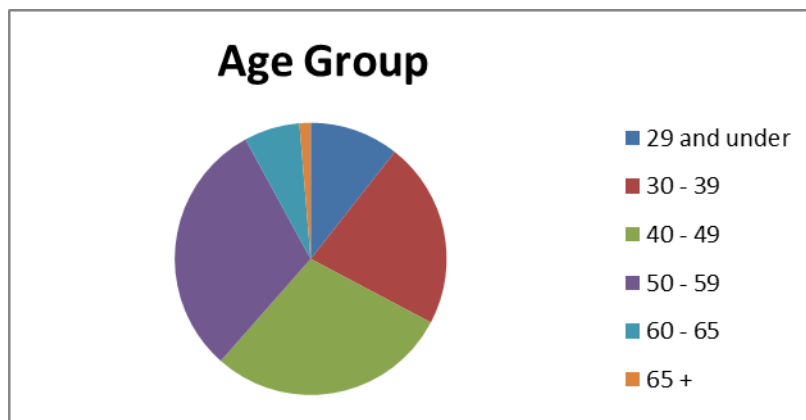
Mental Health Awareness and support employees). Our Health and Wellbeing Strategy also focuses on raising awareness of certain disabilities across the organisation by periodically organising campaigns on agreed topics.

7.23 Analysis by Age

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

Table 5

| Age Group | Number of employees | % of employees | % of local working population (from mid-2013 population estimates) |
|--------------|---------------------|----------------|--------------------------------------------------------------------|
| 29 and under | 24 | 10.62% | 16.10% |
| 30 - 39 | 50 | 22.12% | 17.70% |
| 40 - 49 | 65 | 28.76% | 14.60% |
| 50 - 59 | 69 | 30.53% | 11.10% |
| 60 - 65 | 15 | 6.64% | 4.90% |
| 65 + | 3 | 1.33% | 12.70% |
| Total | 226 | 100.00% | |



7.25 The age statistics at March 2016 show a median age of Council employees is between 50 and 59 years. The total number of employees under 40 is 74, which is a reduction from last year. Last year the number of employees under 40 was 78. This represents a 5.12% decrease. However this figure is still above the local working population percentage.

7.26 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. These include the appointment of an increasing number of

apprentices, the setting up of a more formal work experience program and the introduction of a Graduate Training program.

7.27 Pregnancy and maternity

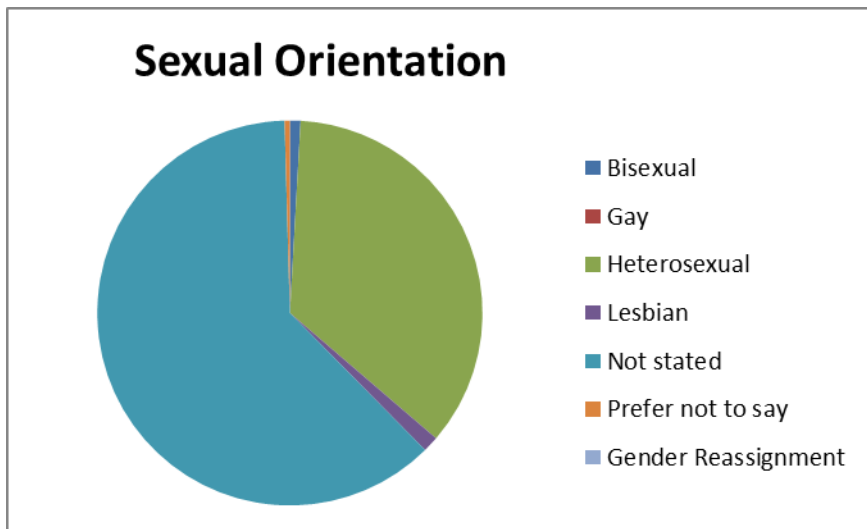
7.28 During 2015-2016, seven female members of staff took maternity leave. One of the female staff members has returned to their post on their pre-maternity contractual hours and six remain on maternity leave.

7.29 Sexual Orientation

It is noted that the majority of employees (61.95 %) 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.

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.

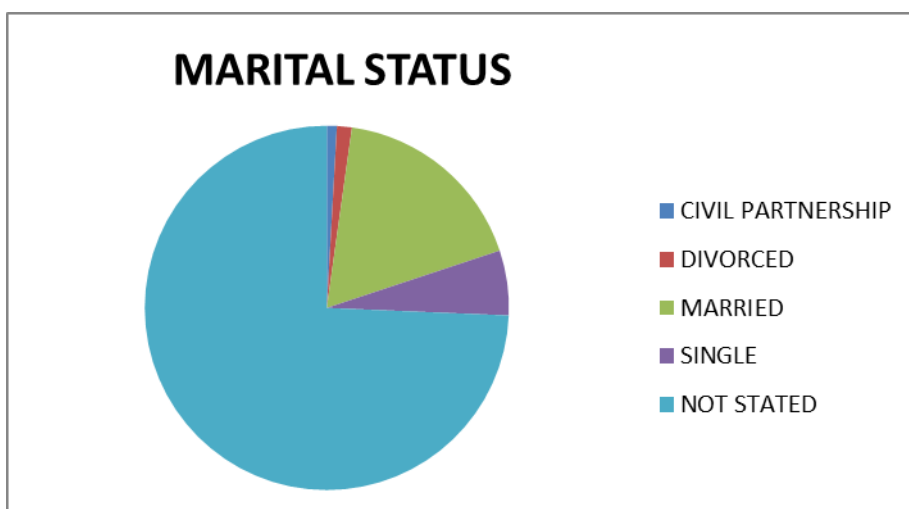
| Sexual Orientation | Number of employees | % of employees |
|---------------------|---------------------|----------------|
| Bisexual | 2 | 0.88% |
| Gay | 0 | 0.00% |
| Heterosexual | 80 | 35.40% |
| Lesbian | 3 | 1.33% |
| Not stated | 140 | 61.95% |
| Prefer not to say | 1 | 0.44% |
| Gender Reassignment | 0 | 0.00% |
| Total | 226 | 100.00% |



7.30 Marriage and Civil Partnership

It is noted that the majority of employees (74.34%) 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.

| Marital Status | Total no of employees | % of employees |
|-------------------|-----------------------|----------------|
| CIVIL PARTNERSHIP | 2 | 0.88% |
| DIVORCED | 3 | 1.33% |
| MARRIED | 40 | 17.70% |
| SINGLE | 13 | 5.75% |
| NOT STATED | 168 | 74.34% |
| TOTAL | 226 | 100.00% |

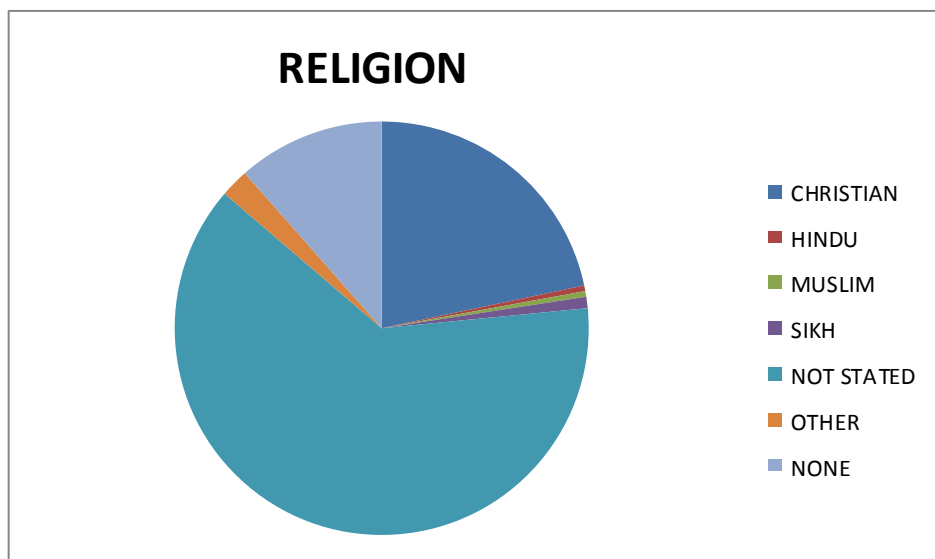


7.31 Analysis by Religion

It is noted that the majority of employees (62.83%) 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 | Total no of employees | % of employees |
|------------|-----------------------|----------------|
| CHRISTIAN | 49 | 21.68% |
| HINDU | 1 | 0.44% |
| MUSLIM | 1 | 0.44% |
| SIKH | 2 | 0.88% |
| NOT STATED | 142 | 62.83% |
| OTHER | 5 | 2.21% |
| NONE | 26 | 11.50% |
| Total | 226 | 100.00% |



8 Training

8.1 The Council has a strong commitment to developing staff within the resources available and the training budget for 2015 – 2016 was £110, 000. The Training budget is shared with Three Rivers District Council.

8.2 552 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, 56.13% were attended by female employees.

8.4 The mean average age of attendees was 45.

8.5 15.33% of attendees were BME; however 21.07% of staff who attended training did not state their ethnic origin.

8.6 2.49% of attendees declared a disability, however 65.33% of staff did not state whether or not they had a disability.

8.7 Education qualification support was provided to 18 employees, 61.11% of whom were female. One employee who received qualification support identified themselves as being from a BME group. One employee identified themselves as having a disability; however 66.67% of the staff did not declare their status on disability.

9 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 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 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 or if submitting CV's, to complete the CV application forms.
- 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

9.3 During 2015-2016, 49 roles were advertised. The response rate to advertisements was generally very high and a total of 417 applications were received. Of these 417 applications, 262 applicants completed an Equality Monitoring form.

9.4 35.50% of applicants who submitted as Equality Monitoring Form were from the BME population

Table 6: Ethnicity of job applicants

| Ethnicity | Number of applications | % of applications |
|---------------|------------------------|-------------------|
| Asian other | 18 | 6.87% |
| Bangladeshi | 4 | 1.53% |
| Black African | 23 | 8.78% |

16

| | | |
|-----------------|-----|---------|
| Black Caribbean | 9 | 3.44% |
| Chinese | 0 | 0.00% |
| Indian | 22 | 8.40% |
| Mixed Ethnic | 4 | 1.53% |
| Not Stated | 2 | 0.76% |
| Pakistani | 9 | 3.44% |
| White British | 127 | 48.47% |
| Others | 4 | 1.53% |
| White Irish | 3 | 1.15% |
| White other | 32 | 12.21% |
| White Scottish | 1 | 0.38% |
| White Welsh | 4 | 1.53% |
| | 262 | 100.00% |

| BME / NON-BME | Number of applications | % of applications |
|---------------|------------------------|-------------------|
| BME | 93 | 35.50% |
| Non-BME | 167 | 63.74% |
| Not stated | 2 | 0.76% |
| Total | 262 | 100.00% |

9.5 Table 7 displays the other protected characteristics statistics for the 262 received by applicants during the year.

Table 7: Other protected characteristics

| Gender | No of Applicants | % of applicants |
|--------|------------------|-----------------|
| Female | 139 | 53.05% |
| Male | 121 | 46.18% |
| PNTS | 2 | 0.76% |
| Total | 262 | 100.00% |

| Disability | No of Applicants | % of applicants |
|------------|------------------|-----------------|
| No | 243 | 92.75% |
| Yes | 13 | 4.96% |
| PNTS | 6 | 2.29% |
| Total | 262 | 100.00% |

| Religion | No of applicants | % of applicants |
|-------------|------------------|-----------------|
| Buddhist | 3 | 1.15% |
| Christian | 108 | 41.22% |
| Hindu | 19 | 7.25% |
| Jain | 1 | 0.38% |
| Muslim | 15 | 5.73% |
| No Religion | 94 | 35.88% |
| PNTS | 15 | 5.73% |
| Quaker | 1 | 0.38% |
| Sikh | 6 | 2.29% |
| Total | 262 | 100.00% |

| Sexual Orientation | No of applicants | % of applicants |
|--------------------|------------------|-----------------|
| Bisexual | 3 | 1.15% |
| Gay | 7 | 2.67% |
| Heterosexual | 235 | 89.69% |
| Lesbian | 2 | 0.76% |
| PNTS | 15 | 5.73% |
| Total | 262 | 100.00% |

| Age | No of applicants | % of applicants |
|-------|------------------|-----------------|
| 16-24 | 42 | 16.03% |
| 25-34 | 74 | 28.24% |
| 35-44 | 66 | 25.19% |
| 45-54 | 61 | 23.28% |
| 55-64 | 13 | 4.96% |
| PNTS | 6 | 2.29% |
| Total | 262 | 100.00% |

| Marital Status | No of applicants | % of applicants |
|----------------|------------------|-----------------|
| Divorced | 7 | 2.67% |
| Married | 34 | 12.98% |
| Single | 53 | 20.23% |
| Widowed | 1 | 0.38% |
| PNTS | 167 | 63.74% |
| Total | 262 | 100.00% |

9.6 There remain a significant proportion of job applicants who choose not to disclose their personal details. This limits a detailed analysis.

Table 8

| Protected Characteristics | Not disclosed | % of applicants |
|---------------------------|---------------|-----------------|
| Gender | 2 | 0.70% |
| Disability | 6 | 2.29% |
| Religion | 15 | 5.73% |
| Sexual Orientation | 15 | 5.73% |
| Age | 6 | 2.29% |
| Marital Status | 167 | 63.74% |
| Ethnicity | 2 | 0.76% |

9.7 4.96% of applications received in 2015-16 were from people with a declared disability. However, only 7.69% of those who applied were successfully appointed.

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 have placed an advert promoting us as an employer of choice in a specialist disability related publication and we will continue to do similar promotional work going forward.

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.