



**WATFORD  
BOROUGH  
COUNCIL**

# **COUNCIL FUNCTIONS COMMITTEE**

**2 September 2019**

**6.30 pm**

**Town Hall, Watford**

**Contact**

Ian Smith/Alan Garside

[democraticservices@watford.gov.uk](mailto:democraticservices@watford.gov.uk)

01923 278374 or 278376

For information about attending meetings please visit the [council's website](#).

**Publication date: 23 August 2019**

# Committee Membership

Councillor D Walford (Chair)

Councillor J Johnson (Vice-Chair)

Councillors A Dychton, M Mills, M Parker, N Shah and M Watkin

## 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 2019 to be submitted and signed.

4. **Workforce Monitoring Report (Pages 3 - 18)**

Report of the Group Head of Human Resources.

## PART A

**Report to:** Functions Committee  
**Date of meeting:** 2 September 2019  
**Report of:** Group Head of Human Resources  
**Title:** Workforce Monitoring Report

### 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 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 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 the following different 'Protected Characteristics':-

- Age
- Disability
- Gender
- Gender reassignment
- Pregnancy and maternity
- Race
- Sexual orientation
- Marriage and Civil Partnership
- Religious or Belief

1.3 The attached statement details the profile of Watford Borough Council's workforce from 1 April 2018 to 31 March 2019.

## 2.0 Risks

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(Treat, tolerate, terminate, transfer)</i>	Risk Rating (the combination of severity and likelihood)
Non-Compliance with requirements of the Equalities Act	Reputation/ fine	Agree and publish to time	Treat	2

## 3.0 Recommendations

That Council Functions Committee approves the Workforce Monitoring Report.

### Contact Officer:

For further information on this report please contact: Terry Baldwin, Head of HR  
telephone extension: 8133: email: [terry.baldwin@watford.gov.uk](mailto:terry.baldwin@watford.gov.uk)

**Report approved by:** Terry Baldwin, Head of HR

## 4.0 Implications

### 4.1 Financial

4.1.1 The Shared Director of Finance comments there are no financial implications from this report.

### 4.2 Legal Issues (Monitoring Officer)

4.2.1 The Head of Democracy and Governance comments that it is a legal requirement to produce a workforce monitoring report.

### 4.3 Equalities/Human Rights

4.3.1 Having had regard to the council's obligations under s149, it is considered that as this is not a new policy and the data does not indicate any equalities issues that no updated EIA is required.

## **Appendices**

- Workforce Monitoring Statement 2019

## **Background Papers**

- No papers were used in the preparation of this report

## **File Reference**

None



**WE ARE  
WATFORD**

**WORKFORCE MONITORING REPORT  
AUGUST 2019**

DRAFT



## Table of Contents

<b>1.0</b>	<b>INTRODUCTION.....</b>	<b>3</b>
<b>2.0</b>	<b>LEGISLATIVE FRAMEWORK .....</b>	<b>3</b>
<b>3.0</b>	<b>MONITORING DATA .....</b>	<b>3</b>
<b>4.0</b>	<b>CORPORATE MONITORING .....</b>	<b>4</b>
<b>5.0</b>	<b>LEGAL GENERAL DUTIES – CORPORATE TARGETS .....</b>	<b>4</b>
<b>6.0</b>	<b>WATFORD POPULATION STATISTICS .....</b>	<b>4</b>
<b>7.0</b>	<b>WORKFORCE ANALYSIS .....</b>	<b>4</b>
<b>8.0</b>	<b>ANALYSIS BY GENDER.....</b>	<b>6</b>
<b>9.0</b>	<b>ANALYSIS BY DISABILITY.....</b>	<b>7</b>
<b>10.0</b>	<b>ANALYSIS BY AGE.....</b>	<b>8</b>
<b>11.0</b>	<b>PREGNANCY AND MATERNITY.....</b>	<b>8</b>
<b>12.0</b>	<b>SEXUAL ORIENTATION.....</b>	<b>8</b>
<b>13.0</b>	<b>MARRIAGE AND CIVIL PARTNERSHIP .....</b>	<b>9</b>
<b>14.0</b>	<b>ANALYSIS BY RELIGION.....</b>	<b>9</b>
<b>15.0</b>	<b>TRAINING .....</b>	<b>9</b>
<b>16.0</b>	<b>RECRUITMENT .....</b>	<b>10</b>
<b>17.0</b>	<b>JOB APPLICANTS .....</b>	<b>11</b>
<b>18.0</b>	<b>THE WAY FORWARD .....</b>	<b>13</b>

## **1.0 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 2018 to 31 March 2019**.

## **2.0 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
  - Sexual orientation
  - Marriage and civil partnership
  - Religion or belief

## **3.0 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 Although we have the capability to undertake reporting, 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.

#### **4.0 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).

#### **5.0 LEGAL GENERAL DUTIES – CORPORATE TARGETS**

5.1 Under the Equality Act 2010, 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.

#### **6.0 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.

#### **7.0 WORKFORCE ANALYSIS**

7.1 **Table 1:** Analysis by Ethnicity (Ethnic composition of council employees at 31 March 2019 compared to 31 March 2018 and compared to the current local population):

Ethnic Origin Description	No of Employees 2018/19	% of Employees 2018/19	% of Employees 2017/18	% of local population (Census 2011)
Asian British: Bangladeshi	1	0.45%	0.93%	0.40%
Asian British: Indian	13	5.91%	5.56%	5.50%
Asian British: Other	2	0.91%	1.40%	4.40%
Asian British: Pakistani	1	0.45%	0.46%	6.70%
Black British: African	4	1.82%	2.33%	3.50%
Black British: Caribbean	1	0.45%	1.86%	1.70%
Black British: Other	3	1.36%	0.93%	0.60%
Mixed: White & Black Caribbean	2	0.91%	0.93%	3.40%
Other Ethnic Group	0	0.00%	0.47%	0.00%
Prefer not to say / not stated	88	40.00%	26.51%	0.00%
White: British	93	42.27%	42.59%	61.90%
White: Irish	5	2.27%	1.85%	2.30%
White: Other	7	3.18%	5.09%	7.70%
<b>Total</b>	<b>220</b>	<b>100.00%</b>	<b>100.00%</b>	

7.2 **Table 2: Black or Minority Ethnic Group (BME).** Figures for 2017/18 are shown as ( ):

BME	2018/19		2017/18	
	Total Employees (Headcount)	% of Employees	Total Employees (Headcount)	% of Employees
Yes	27	12.27%	29	13.43%
No	105	47.73%	107	49.54%
Prefer not to say / Not stated	88	40.00%	80	37.03%
<b>Total</b>	<b>220</b>	<b>100.00%</b>	<b>216</b>	<b>100.00%</b>

7.3 The total number of employees from a Black or Minority Ethnic (BME) background for 2018/19 is 12.27%. The council's target has been increased to 27.1% from 13.0%. The figure this year is below the council's target. 40.0% of employees have not provided this information.

7.4 The community population for those from a Black or Minority Ethnic background is 38.12% (2011 Census).

7.5 The target percentage for top 10% of earners being from the BME group was 13.0%, with an exceeded target of 18.18% (4 of the 22 most senior posts in the council are occupied by employees from a BME group).

7.6 **Table 3: BME's within the council's grading structure.** Figures for 2017/18 are shown in ( ):

Pay Band	Broad Description	No of BME Employees	% of BME employees	% of all employees
<b>Band 5 and below</b>	Most front line jobs	6 (8)	22.22% (27.59%)	2.73% (3.70%)
<b>Band 6 to 8</b>	Senior officers, team leaders, supervisors / technical specialists	18 (17)	66.67% (58.62%)	0.91% (7.87%)
<b>Band 9 to 11</b>	Professional grades / Managers /Section Heads	2 (3)	7.41% (10.34%)	0.91% (1.38%)
<b>Head of Service and Leadership Team*</b>		1 (1)	3.70% (3.45%)	0.45% (0.46%)
<b>Total</b>		<b>27 (29)</b>	<b>100.00%</b>	<b>12.27%</b> <b>(13.43%)</b>

(\*Leadership team is made up of 7 senior staff employed by Watford Borough Council and 3 senior staff who are employed by Three Rivers-District Council and therefore not directly included in the figures for Watford.

7.7 The majority of the BME 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 lesser numbers of staff.

## 8.0 ANALYSIS BY GENDER

8.1 **Table 4: The council's gender profile at 31 March 2019.** Figures as at 31 March 2018 are shown as ( ):

Gender	Total no of employees	% of employees
<b>Female</b>	129 (128)	58.64% (59.26%)
<b>Male</b>	91 (88)	41.36% (40.74%)
<b>Total</b>	<b>220 (216)</b>	<b>100.00%</b>

8.2 58.64% of the workforce are female. This is above the local population demographics which show that 50.41% of the working population (2016 mid-year population estimates) are female.

8.3 The target for the top 10% of high earners is 50% for females. The actual total was 27.27% (6 of the 22 most senior posts being occupied by females). While below target, turnover within this group has been low.

8.4 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.

8.5 **Table 5: Female post holders within the council's grading structure.** Figures for 2017/18 are shown as ( ):

Pay Band	Total No of Female Employees	% of Total Female Employees
Band 5 and below	38 (44)	29.46% (33.33%)
Band 6 to 8	72 (68)	55.81% (51.52%)
Band 9 to 11	17 (15)	13.18% (11.36%)
Head of Service / Leadership Team*	2 (5)	1.55% (3.79%)
<b>Total</b>	<b>129 (132)</b>	<b>100.00%</b>

(\*Leadership team is made up of 7 senior staff employed by Watford Borough Council and 3 employed by Three Rivers District Council. The figures for 2018/19 **exclude** the three female senior staff employed by Three Rivers District Council. The reduction in female staff at Leadership Team for 2019, 2 compared to 5, is due to the female senior staff being included in the figures for 31 March 2018).

8.6 This demonstrates the council's commitment to career opportunities for women.

## 9.0 ANALYSIS BY DISABILITY

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

9.2 The council fully supports the Disability Confident employer scheme. 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.

9.3 The council makes reasonable adjustments to accommodate the needs of employees who have a disability, in accordance with the 'Disability in Employment' Policy.

9.4 **Table 6: Council employees declaring that they have a disability.** Figures for 2018 are shown as ( ):

Disability	Total no of employees	% of employees
No	50 (62)	22.73% (28.70%)
Yes	4 (2)	1.82% (0.93%)
Not Stated	166 (152)	75.45% (70.37%)
<b>Total</b>	<b>220 (216)</b>	<b>100.00%</b>

9.5 The target percentage of all employees declaring that they had a disability was 5.00%, with an actual figure of 1.82% (4 out of 220). 75.45% of employees have not provided this information.

- 9.6 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 self-service system (ResourceLink), including revised guidance on why we need this information.
- 9.7 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.

## 10.0 ANALYSIS BY AGE

- 10.1 **Table 7: The council's Age Profile as at 31 March 2019.** Figures for 31 March 2018 are shown as ( ):

Age Group	Number of employees	% of employees	% of local population (from mid-2016 population estimates)
29 and under	22 (22)	10.00% (10.19%)	38.95% (38.95%)
30 – 39	44	20.00% (19.91%)	17.56% (17.56%)
40 – 49	63	28.64% (30.09%)	14.57% (14.57%)
50 – 59	69	31.36% (28.70%)	11.67% (11.67%)
60 – 64	19	8.64% (9.26%)	4.24% (4.24%)
65 +	3	1.36% (1.85%)	13.02% (13.02%)
<b>Total</b>	<b>220</b>	<b>100.00%</b>	

- 10.2 The age statistics at 31 March 2019 show a median age of council employees is between 40 and 49 years. The total number of employees under 40 is 66, which is an increase from last year. Last year, the number of employees under 40 was 64. This represents a 3.03% increase.
- 10.3 A range of initiatives have been put in place over the past 12 months to increase the number of young people coming to work in the council. Examples of these include apprenticeships and work experience.

## 11.0 PREGNANCY AND MATERNITY

- 11.1 During 2018/19, three female employees took maternity leave.

## 12.0 SEXUAL ORIENTATION

- 12.1 The council currently works with the Hertfordshire 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.

12.2 **Table 8: Sexual Orientation as at 31 March 2019.** Figures for 31 March 2018 are shown as ( ):

<b>Sexual Orientation</b>	<b>No of employees</b>	<b>% of employees</b>
<b>Bisexual</b>	1 (1)	0.45% (0.46%)
<b>Gay Man</b>	1(0)	0.45% (0.0%)
<b>Gender Reassignment</b>	0 (0)	0.00% (0.00%)
<b>Heterosexual</b>	82 (79)	37.27% (35.57%)
<b>Lesbian</b>	1 (1)	0.45% (0.46%)
<b>Not Stated</b>	133 (134)	60.45% (62.04%)
<b>Prefer not to say</b>	2 (1)	0.91% (0.46%)
<b>Total</b>	<b>220</b>	<b>100.00%</b>

12.3 It is noted that the majority of employees (60.45%) 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.

### 13.0 MARRIAGE AND CIVIL PARTNERSHIP

13.1 No information available.

### 14.0 ANALYSIS BY RELIGION

14.1 No information available.

### 15.0 TRAINING

15.1 The council has a strong commitment to developing staff within the resources available and the training budget for 2018/19 was £110,000. The Training team responsible for training delivery also provides training support for Three Rivers District Council.

15.2 114 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.

15.3 Of the training sessions delivered, 58.78% were attended by female employees.

15.4 0.38% of attendees declared a disability, however, 20.42% of staff did not state whether or not they had a disability.

## 16.0 RECRUITMENT

16.1 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 'Disability Confident' employer scheme 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.

**17.0 JOB APPLICANTS**

17.1 During 2018/19, 62 roles were advertised with 291 job applicants. Of those 291 applicants who answered the question about their Ethnic Group on the Equal Opportunity Monitoring Form, 21 (7.22%) were from the BME population.

17.2 **Table 9: Ethnicity of job applicants.** Figures for 2017/18 are shown as ( ):

Ethnic Origin Description	No of Applicants 2018/19	% of Applicants 2018/19
Asian British: Bangladeshi	0 (1)	0.00% (0.49%)
Asian British: Indian	5 (16)	1.72% (7.84%)
Asian British: Other	7 (7)	2.41% (16.18%)
Asian British: Pakistani	2 (7)	0.69% (3.43%)
Black British: African	1 (14)	0.34% (6.86%)
Black British: Caribbean	1 (1)	0.34% (0.49%)
Black British: Other	2 (6)	0.69% (2.94%)
Mixed: White & Black Caribbean	1 (3)	0.34% (1.47%)
Other Ethnic Group	2 (1)	0.69% (1.47%)
Prefer not to say / not stated	264 (1)	90.72% (0.49%)
White: British	4 (105)	1.37% (51.47%)
White: Irish	0 (6)	0.00% (2.94%)
White: Other	2 (10)	0.69% (4.90%)
<b>Total Number of Applicants 2018/19</b>	<b>291 (204)</b>	<b>100.00%</b>

17.3 **Table 9a: Ethnicity of job applicants.** Figures for 2017/18 are shown as ( ):

BME / NON-BME	Number of applications	% of applications
BME	21 (83)	7.78% (40.69%)
Non-BME / Prefer not to say	270 (121)	92.78% (59.31%)
<b>Total</b>	<b>291 (204)</b>	<b>100.00%</b>

17.4 **Tables 10 to 15:** Other protected characteristics for 291 job applications received during the year:

**Table 10: Gender of job applicants.** Figures for 2017/18 are shown as ( ):

Gender	No of Applicants	% of applicants
Female	177 (116)	60.82% (56.86%)
Male	114 (88)	39.18% (43.14%)
<b>Total</b>	<b>291 (204)</b>	<b>100.00%</b>

**Table 11: Disability of job applicants.** Figures for 2017/18 are shown as ( ):

Disability	No of applicants	% of applicants
Yes	5 (11)	1.72% (5.39%)
No	35 (191)	12.03% (93.63%)
Prefer not to say	251 (2)	86.25% (0.98%)
<b>Total</b>	<b>291 (204)</b>	<b>100.00%</b>

**Table 12: Religion of job applicants.** Figures for 2017/18 are shown as ( ):

Religion	No of applicants	% of applicants
Buddhist	0 (4)	0.00% (1.96%)
Christian	17 (67)	5.84% (32.84%)
Hindu	5 (17)	1.72% (8.33%)
Jain	0 (1)	0.00% (0.49%)
Muslim	4 (20)	1.37% (9.80%)
Sikh	1 (2)	0.34% (0.98%)
Other	2 (3)	0.69% (1.47%)
No religion	0 (81)	0.00% (39.71%)
Prefer not to say	262 (9)	90.03% (4.41%)
<b>Total</b>	<b>291 (204)</b>	<b>100.00%</b>

**Table 13: Age of job applicants.** Figures for 2017/18 are shown as ( ):

Age	No of applicants	% of applicants
16-24	6 (24)	2.06% (11.76%)
25-34	14 (62)	4.81% (30.39%)
35-44	8 (49)	2.75% (24.02%)
45-54	6 (53)	2.06% (25.98%)
55-64	6 (13)	2.06% (6.37%)
Not stated	251 (3)	86.25% (1.47%)
<b>Total</b>	<b>291 (204)</b>	<b>100.00%</b>

**Table 14: Marital Status of job applicants.** Figures for 2017/18 are shown as ( ):

Marital Status	No of applicants	% of applicants
Civil Partnership	0 (5)	0.00% (2.45%)
Divorced	3 (12)	1.03% (5.88%)
Married	16 (90)	5.50% (44.12%)
Single	18 (86)	6.19% (42.16%)
Widowed	0 (1)	0.00% (0.49%)
Prefer not to say	254 (10)	87.29% (4.90%)
<b>Total</b>	<b>291 (204)</b>	<b>100.00%</b>

**Table 15: Sexual Orientation of job applicants.** Figures for 2017/18 are shown as ( ):

Sexual Orientation	No of applicants	% of applicants
Bisexual	1 (5)	0.34% (2.45%)
Gay Man	0 (6)	0.00% (2.94%)
Gay woman	0 (3)	0.00% (1.47%)
Heterosexual	35 (179)	12.03% (87.75%)
Prefer not to say	255 (9)	87.63% (4.41%)
<b>Total</b>	<b>291 (204)</b>	<b>100.00%</b>

**18.0 THE WAY FORWARD**

- 18.1 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.
- 18.2 In an effort to improve representation in our workforce for those who have a disability the council will continue to participate in the Disability Confident employer scheme.
- 18.3 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.
- 18.4 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.
- 18.5 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.