

## **EMPLOYMENT MATTERS COMMITTEE**

**4 MARCH 2009**

### **WORKFORCE MONITORING**

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#### **Summary**

To present Members with a report on workforce monitoring for the period 1 April 2007 to 31 March 2008. This was initially submitted to the Committee on 22 January 2009, however, Members deferred the item to enable them to further consider the information set out in appendix 1 to the report.

#### **1. Budget and Policy Framework**

1.1 It is within the committee's terms of reference to make recommendations on matters relating to employment, and it is requested that Members review the information outlined below.

#### **2. Background**

2.1 At the Employment Matters Committee on 12 November 2008, Members received a report on Workforce Equality Monitoring and approved the proposals for developing the Council's workforce monitoring and reporting arrangements to also include staff sickness and personal development reviews data.

#### **3. Advice and analysis**

3.1 This is the first of regular six-monthly reports to this committee. It includes the information required to meet the Council's monitoring and publication requirements under the specific equality in employment duties set out in the Race Relations (Amendment) Act (RRAA) 2000, the Disability Discrimination Act 2005 and the Equality Act 2006. As it is the first report, it covers the whole year from 1 April 2007 to 31 March 2008. The next report in April 2009 will cover the six-month period from 1 April 2008 to 30 September 2008.

3.2 The National Indicator set has now replaced Best Value Performance Indicators (BVPIs). The new 198 indicators do not include a requirement to monitor employment issues. However, there is a general agreement amongst public authorities to retain the equality-in-employment BVPIs and, in Medway, it has been decided to retain all of the general employment-related BVPIs, because they provide us with historical data in order to analyse trends.

3.3 The Workforce Monitoring analysis is set out in Appendix 1 (to follow). It covers:

- **Analysis of Best Value Performance Indicators (BVPIs)** covering sickness absence, early retirements, ill-health retirements, percentage of top 5% of earners who are women, who are from black and minority ethnic communities (BME) and who are disabled, percentage of employees declaring a disability, percentage of economically active population in Medway who have a disability, percentage of employees from BME communities, and percentage of economically active population in Medway who are from BME communities.
- **Equality Monitoring** of the workforce profile, including breakdowns by race/ethnicity, gender, disability and age. Data analysis arrangements are being developed to enable the inclusion of additional data, in order to provide as comprehensive a picture as possible.

#### 4. Overview of Findings

##### 4.1 BVPIs

The Council compares favourably with other authorities for all the BVPIs, except the proportion of staff with impairments in the top five per cent of earners. However, when compared against the profile of the local population, the representation of disabled staff particularly, but also BME staff, across the workforce as a whole needs to improve.

##### 4.2 Workforce Profile

Half of the Council's workforce is employed on a part time basis. 65% of staff are based in schools.

##### 4.3 Race/Ethnicity

The proportion of Black and Minority Ethnic (BME) communities are under-represented in the workforce, in comparison with the local population. The proportion of all Minority Ethnic groups, including White Irish and White Other is healthier but there is an indication that levels of White Minority groups are declining. BME staff are more likely to be subject to formal proceedings, however, an external review has confirmed that all cases reviewed were dealt with appropriately.

#### 4.4 **Gender**

Women account for 80.9% of the workforce overall, but only 49% of the top five per cent of earners. They are more likely to work part-time. The numbers of employee relations cases are small, so findings should be treated with caution, but it appears that men are over-represented, when compared with the proportion of male staff across the organisation as a whole.

#### 4.5 **Disability**

The Council could improve performance in this area. The proportion of staff declaring an impairment is very low when compared with the levels of disabled people in the local population, however, we are aware that there is an element of under-reporting. The majority of those declaring a disability are leaving for reasons other than ill-health retirement.

#### 4.6 **Age**

The Council has an ageing workforce, with one-third of all staff being aged 50+ as at 31 March 2008. The average age is 43.7 years.

#### 4.7 **Other Equality Strands**

Currently, the Council does not monitor routinely for religion/belief, sexual orientation, gender identity or other factors, such as caring responsibilities. This is being revisited, with a view to agreeing a revised equality-monitoring form, to enable additional equality data to be captured.

### 5. **Other data requested by Employment Matters Committee on 12 November 2008**

5.1 The following information will be reported to a future meeting of the Committee:

- Personal Development Reviews
- Training and Development (as recorded corporately) – applications and participation rates
- Recruitment and Selection.

### 6. **Diversity Impact Assessment**

6.1 A diversity impact assessment is not required as this is an information report. Future monitoring reports will include directorate breakdowns and are intended to help inform impact assessments related to functions (ie services) and major service changes involving staffing restructures.

## **7 Financial and legal implications**

- 7.1 There are no direct financial implications arising from this report.
- 7.2 There are no direct legal implications arising from this report, apart from the statutory requirements to monitor and publish data as outlined in the report.

## **8. Recommendation**

- 8.1 That Members note the report and decide on any follow up action required.

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### **Background papers**

Review of Managing Sickness Absence Policy Report to Employment Matters Committee 14 October 2008  
Workforce Equality Monitoring Report to Employment Matters Committee 12 November 2008



## **Appendix 1**

# **WORKFORCE MONITORING**

**1 April 2007 – 31 March 2008**

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### Glossary of Terms

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**PART ONE**  
**Analysis of Best Value Performance Indicators**

**1. Number of working days/shifts lost to sickness absence per employee (BVPI 12)**

The actual figures shown against the target of 7 days average per employee are:

<b>2004/05 Actual</b>	<b>2005/06 Actual</b>	<b>2006/07 Actual</b>	<b>2007/08 Actual</b>
7.44	7.47	8.08	8.77

The average number of days sickness absence per employee for 2007/08 was 8.77 days, against a council target of 7 days. However, analysis for the period 1 April 2008 to 30 September 2008, shows that for the first six months of this financial year, the average number of days lost was 3.7 days. If the levels continue at this rate, then by the end of March 2009, the estimated average number of days would be 7.4 per employee.

It is acknowledged that levels of absence are normally higher in the winter months so a slightly higher figure than 7.4 days is expected. At September 2007, the figure was 3.85 days, so it is fair to say that sickness levels so far this year are lower than this time last year.

**Best Value Performance Indicators 2007/08 – Audit Commission**

The following comparison is with Medway’s family of comparable unitary authorities:

**Sickness absence levels (FTE days per employee)**

<b>Unitary Authority</b>	<b>2007/08</b>
Bracknell Forest	7.52
Luton	8.67
Milton Keynes	8.68
Medway	8.77
Derby	8.77
South Gloucester	8.87
Peterborough	9.24
Telford and Wrekin	9.31

Unitary Authority	2007/08
Darlington	9.77
Swindon	9.79
Thurrock	9.83
Redcar and Cleveland	9.87
North Lincolnshire	10.24
Warrington	10.41
Stockton-on-Tees	10.93
Halton	12.58

This analysis shows Medway as being in the lowest (best) quartile.

**The Local Government Sickness Absence Levels/Causes Survey 2006/07** was published in September 2008. The report, based on a survey of 124 councils from across England and Wales, shows that local government has one of the lowest sickness absence rates for any part of the public sector and continues to show a downward trend of almost 20 per cent in the last two years.

The overall sickness absence level for all local authorities in England and Wales was 9.6 FTE days per employee. This compares favourably to previous years and shows a general downwards trends across all types of authority.

Metropolitan Districts and Welsh Unitaries experienced the highest levels of absence with 11.2 days per employee. The lowest absence levels were recorded for Shire Counties with 8.5 days per employee. A breakdown by type of authority is shown below:

**Sickness absence levels (FTE days per employee) by authority type**

Authority Type	2003/04	2004/05	2006/07
London Borough	10.9	10.7	10.0
Metropolitan District	13.2	12.5	11.2
Shire County	10.3	10.9	8.5
Shire District	10.3	9.8	9.3
English Unitary	11.2	11.4	10.5



Authority Type	2003/04	2004/05	2006/07
Welsh Unitary	12.8	13.5	11.2
<b>Total</b>	11.6	11.6	9.6

The **CBI/AXA Absence and Labour Turnover Survey 2008** reported an average of 9 days' sickness absence per employee for local government during the period 2007/8. In 2007, a CBI survey found that public sector workers took an average of 9 days a year off sick in 2006, compared with 6.3 days for private sector employees. The Health and Safety Executive advises that there are a number of factors influencing the variation between public and private sector such as under recording of absence, workforce size, age and gender and type of work undertaken.

The committee will be aware of the action being taken to minimise the levels of sickness absence from the report submitted to this committee on 14 October 2008 on the Review of the Managing Absence Policy. Plans are underway for the recruitment of an on-site Occupational Health Nurse adviser and physician, with a view to the new service commencing in April 2009.

## 2. Early retirements (excluding ill-health retirements) as a percentage of the total workforce (BVPI 14)

This information shows the percentage of the workforce retiring early (excluding ill-health retirements) as a percentage of the workforce. It covers staff in the Local Government and Teachers pension schemes and includes schools-based staff.

Year	Medway Council		Performance Comparisons		
	Actual performance	Target	Unitary average	National average	National top performers
2004/05	0.21%	0.30%	0.50%	0.67%	0.19%
2005/06	0.72%	0.20%	0.48%	0.57%	0.17%
2006/07	0.25%	0.19%	0.74%	0.74%	0.18%
2007/08	0.43%	0.20%	0.6%	0.6%	0.1%

There were higher levels of early retirements in 2005/6 due to the Council-wide restructure and in 2007/8 due to the staffing reductions as a result of budget pressures. Employees who are over the age of 50 are automatically entitled to early retirement if their post is redundant.

Apart from in 2005/6, Medway compares well against the Unitary and National averages, but not so well against the National top performers.

Only in exceptional circumstances are employees released on early retirement where there is no redundancy situation and all early retirements and redundancies are reported to this committee every quarter.

### 3. Ill-health retirements as a % of the total workforce (BVPI 15)

Ill-health retirement means that an authorised medical practitioner has recommended that an employee be retired before the normal retirement age on the grounds of ill health. This information shows the percentage of the workforce retiring on ill-health grounds as a percentage of the workforce. It covers staff in the Local Government and Teachers pension schemes and includes schools based staff.

Year	Medway Council		Performance Comparisons		
	Actual performance	Target	Unitary average	National average	National top performers
2004/05	0.24%	0.10%	0.27%	0.32%	0.15%
2005/06	0.14%	0.22%	0.21%	0.28%	0.10%
2006/07	0.14%	0.20%	0.2%	0.23%	0.00%
2007/08	0.08%	0.20%	0.2%	0.2%	0.0%

This information demonstrates that Medway has a lower level of ill-health retirements compared to the Unitary and National averages and indicates that the criteria for ill-health retirement are being applied in a robust manner.

### 4. Percentage of top 5% earners: Women (BVPI 11a)

The information shows the percentage of the top 5% of earners who are women. It excludes schools-based staff.

Year	Medway Council		Performance Comparisons		
	Actual performance	Target	Unitary average	National average	National top performers
2004/05	44%	50%	41.40%	29.82%	40.28%
2005/06	47%	50%	43.91%	31.8%	42.45%
2006/07	49.24%	50%	43.80%	33.10%	43.56%
2007/08	49%	50%	46.7%	34.1%	44.8%

While the information shows that the Council's target has almost been met and that Medway compares favourably with the Unitary and National averages and the National top performers, the proportion of women in the total workforce is 80.9% (at 31 March 2008). It could therefore be expected that the top 5% of earners who are women would also be 80.9%.

Bearing in mind that the economically-active percentage of women in the community is approximately 50%, the Council's workforce is over-represented by women and under-represented by men.

The gender section in Part Two of this report gives more information about the gender breakdown of the workforce (see 13, page 18).

## **5. Percentage of top 5% earners from Black and Minority Ethnic communities (BVPI 11b)**

This information shows the percentage of the top 5% of earners who are from BME communities. It excludes schools-based staff.

Year	Medway Council		Performance Comparisons		
	Actual performance	Target	Unitary average	National average	National top performers
2004/05	4.00%	6.00%	2.87%	2.63%	3.39%
2005/06	3.69%	5.00%	3.14%	3.32%	4.33%
2006/07	3.78%	5.50%	2.97%	3.29%	4.53%
2007/08	4.46%	5.50%	3.2%	3.4%	4.4%

Whilst the performance has improved since 2005/6 and compares favourably to the Unitary and National averages, the target of 5.50% still has not been met. In 2007/8 Medway's performance matched that of the National top performers. The equivalent proportion of BME staff in the Council workforce (at 31 March 2008) was 4.52%.

It should be noted that these data could be distorted due to small numbers. For example, the increase from 3.78% in 2006/7 to 4.46% in 2007/8 was due to just two additional employees from BME communities reaching the level of 5% of top earnings.

The race/ethnicity section in Part Two of this report gives more information about the ethnic diversity of the workforce (see 12, page 14).

## **6. Percentage of top 5% earners who are disabled (BVPI 11c)**

This table overleaf shows the percentage of the top 5% of earners who are disabled. It excludes schools-based staff.

	Medway Council		Performance Comparisons		
Year	Actual performance	Target	Unitary average	National average	National top performers
2004/05	-	-	-	-	-
2005/06	4.61%	5.00%	2.49%	3.08%	4.83%
2006/07	3.21%	5.00%	2.56%	3.63%	5.49%
2007/08	3.18%	5.00%	3.1%	3.8%	5.6%

The Council is not performing well in this area. However, there was a change in the BVPI definition for staff to be included in this indicator so that sample size was similar to the BV11a and BV11b indicators. This resulted in the total sample size reducing from 249 employees for the 2006/7 figure to 157 for the 2007/8 figure.

Monitoring of this BVPI was only introduced in 2005/6 so it is difficult at this stage to comment on trends. With numbers so low (i.e. for 2007/8, only five employees declared a disability in the top 5% of earners), one person can make a significant difference.

#### 7. Percentage of employees declaring a disability (BVPI 16a)

	Medway Council		Performance Comparisons		
Year	Actual performance	Target	Unitary average	National average	National top performers
2004/05	2.26%	2.00%	2.08%	2.96%	3.74%
2005/06	3.18%	2.50%	2.01%	3.22%	3.89%
2006/07	4.68%	3.00%	2.31%	3.55%	4.43%
2007/08	4.10%	3.50%	2.6%	3.7%	4.6%

Whilst the information shows that the Council's target has been met, that Medway compares favourably with the Unitary and National averages and is close to the National top performers, it does not compare well with the percentage of economically-active population in Medway who have a limiting long term illness (see 8 overleaf).

Non-declaration by applicants and employees of a disability is common, even though they are encouraged to declare. Nationally, it has been observed that there remains a fear among many that declaration will result in discrimination in employment.

The disability section in Part Two of this report gives more information about the disability profile of the workforce (see 14, page 22).

**8. Percentage of economically-active population in Medway who have a limiting long term illness (BVPI 16b)**

2002/03 to date
12.92%

12.92% has been calculated from Census 2001 data. A more up-to-date figure will not be available until the Office of National Statistics releases Census 2011 data (normally two or three years after the census takes place), as the mid-year estimates do not include a figure for the percentage of working age adults with a limiting long term illness.

The results of the Place Survey should be available during the next quarter, and will provide a more accurate picture.

**9. Percentage of employees from Black and Minority Ethnic communities (BVPI 17a)**

Year	Medway Council		Performance Comparisons		
	Actual performance	Target	Unitary average	National average	National top performers
2004/05	4.25%	5.00%	4.65%	4.60%	4.60%
2005/06	4.83%	6.00%	4.6%	4.9%	4.8%
2006/07	5.15%	6.20%	4.7%	5.2%	5.2%
2007/08	5.08%	6.50%	5.2%	5.4%	5.5%

Whilst the Council target has not been reached, Medway compares well with the Unitary and National averages and is close to the average for top performers. However, it is of concern that the figure is lower than the percentage of economically-active population in Medway who are from Black and Minority Ethnic communities (see 10 below).

**10. Percentage of economically-active population in Medway who are from Black and Minority Ethnic communities (BVPI 17b)**

2002/03 to date
5.43%

5.43% has been calculated from Census 2001 data. A more up-to-date figure will not be available until the Office of National Statistics releases Census 2011 data (normally two or three years after the census takes place), as the mid-year

estimates do not include a figure for the percentage of working age adults from BME communities.

However, the annual census of school pupils suggests that the Census 2001 figure is no longer accurate. The results of the Place Survey should be available during the next quarter, and will help to provide a more up-to-date picture of the ethnic diversity of the local economically-active population.

## PART TWO Equalities Data

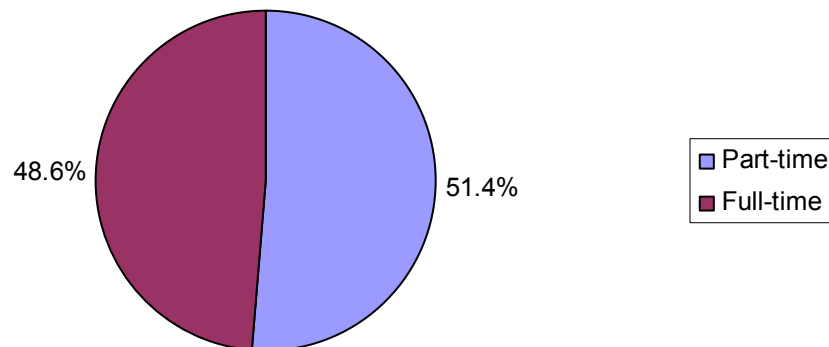
NB: With regard to the data provided in this section of the report, please note that figures may not always add up exactly (eg to 100 per cent), due to the effects of rounding.

### 11. Workforce Profile

At 31 March 2008, the Council's payroll comprised 8,183 members of staff, equating to 6,155 FTE. These figures include schools-based staff, but exclude all casual staff.

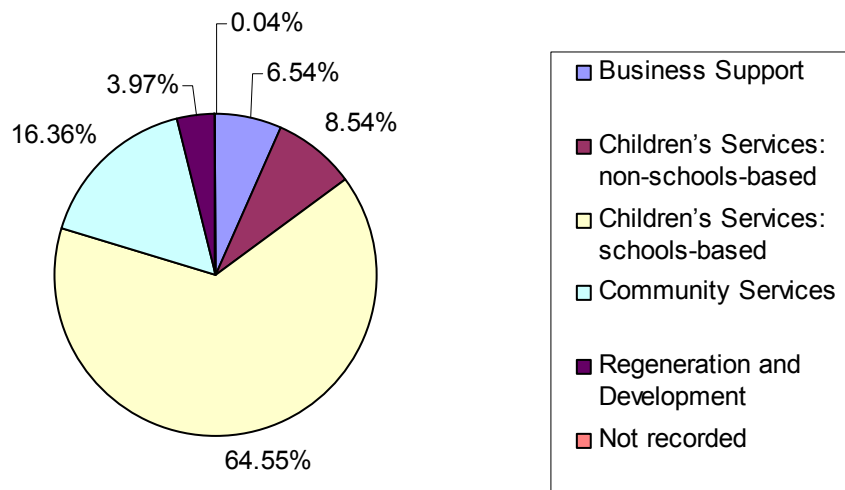
NB: Similarly, all the data provided in Part Two of this report include schools-based staff, but exclude all casual staff.

The breakdown of staff contracted to work full-time and part-time, by FTE, is given below. Half of the Council's workforce is employed on a part-time basis.



Source: ResourceLink (31 March 2008)

The breakdown of staff across directorates, by headcount, is as follows:

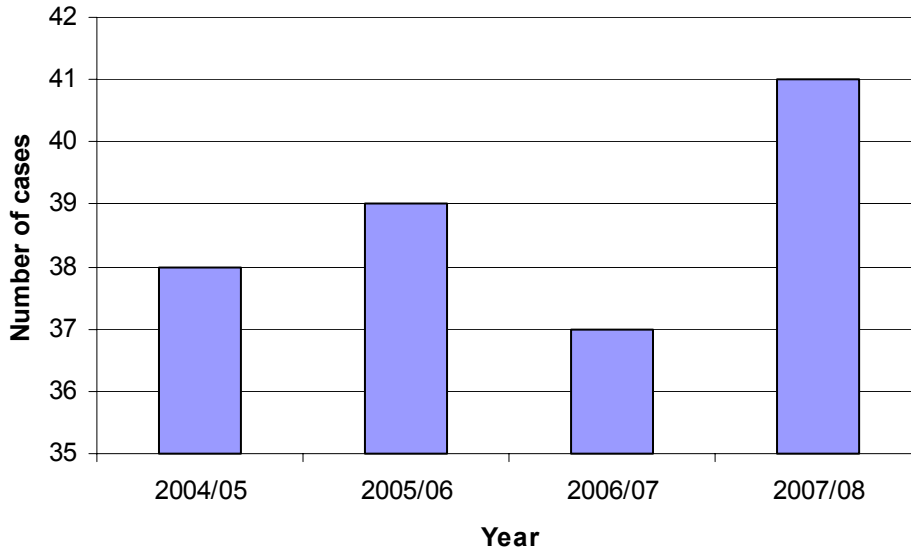


Source: ResourceLink (31 March 2008)

In this report, directorate breakdowns are not provided for each of the equality strands due to the change to the organisational structure from 01 April 2008.

## Employee Relations Cases

Employee relations cases include disciplinaries, grievances, bullying/harassment and capability (performance). The data provided are based solely on those cases known to HR Services. Many other cases are resolved at the informal stages by local management.



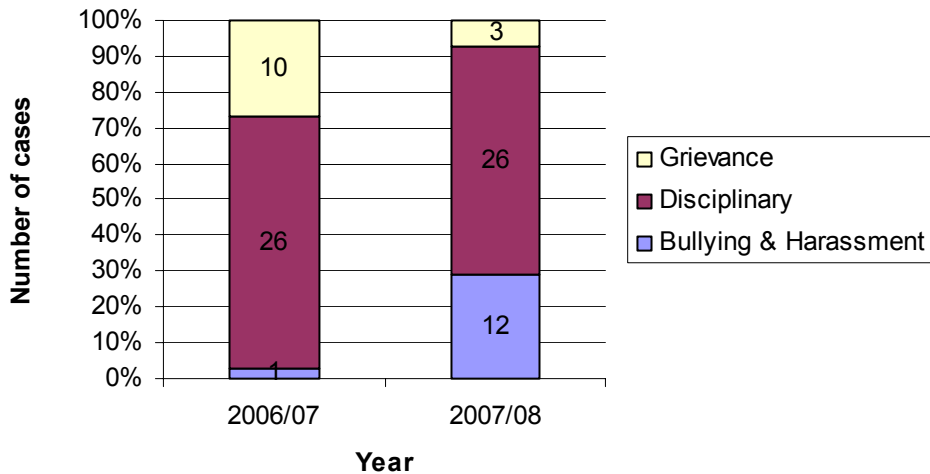
Source of 2004/05 & 2005/06 data: Race Equality Review Report (September 2006)

Source of 2006/07 & 2007/08 data: HR Services database

NB: 2007/08 figure excludes grievances raised against Trust staff or a group

The number of cases reaching the formal stage is comparable over the past four years, but peaking in 2007/8.

For the cases recorded since 2006/7, breakdowns of the different types of cases are provided below.



Source: HR Services database

No capability cases were recorded in the HR Services database for either 2006/7 or 2007/8. Of those employee relations case known to have reached a formal stage, disciplinary cases have been the most common. The Council's



Bullying & Harassment Policy was introduced from October 2006, which accounts for the shift in the balance between bullying/harassment and grievance cases over the two years shown.

**Starters and Leavers**

During 2007/8, 859 new starters joined the Council. The ratio of new starters in schools to non-schools-based new starters was 3:1.

In contrast, 1083 members of staff left the Council during the same period. Schools-based staff accounted for 57% of leavers, compared with 43% for non-schools-based staff.

The top five departure classifications were:

- First                      Resignation
- Second (joint)        Redundancy; TUPE transfer
- Fourth                   End of contract
- Fifth                     Natural retirement

Between them, these five classifications account for over 91% of all leavers.

The overall recruitment and turnover figures for the Council for the twelve months to 31 March 2008 are given below.

<b>2007/08</b>	<b>Recruitment Rates</b> (by headcount)	<b>Turnover Rates</b> (by headcount)
Total (authority-wide)	10.5%	13.2%
Non-schools-based staff	12.5%	16.1%
Schools-based staff	7.5%	11.7%

Source: ResourceLink (31 March 2008)

Although the number of schools-based staff increased by 24 people during 2007/8, the non-schools-based workforce decreased by 248, making an overall decrease of 224 across the authority.

**Exit Questionnaires**

The corporate exit interview process applies to non-schools-based staff who have resigned. In 2007/8, 289 exit questionnaires were sent out but only 44 were received, making the response rate 15.2%.

The top three reasons given for leaving were:

- First                      Career progression
- Second                   Concerns regarding management
- Third (joint)            Family issues; Resources; Working conditions

Due to the small numbers involved, these findings should be treated with caution.

## 12. Race/Ethnicity

The racial/ethnic diversity of the Council's workforce as a whole is given below. Comparative data for the local area are also included.

Ethnicity/Nationality	Council workforce		Medway population
	Headcount	Percentage	2001
Asian or Asian British	172	2.10%	2.94%
Black or Black British	109	1.33%	0.69%
Chinese or Other	33	0.40%	0.66%
Multi-Ethnic	56	0.68%	1.09%
White (White British, White Irish & White Other)	7,712	94.24%	94.62%
Not Given or Refused	101	1.23%	-
<b>TOTAL</b>	<b>8,183</b>	<b>100.0%</b>	<b>100.00%</b>

Source of Council workforce data: ResourceLink (31 March 2008)

Source of Medway population data: ONS, Census 2001 (all ages)

The ethnic profile of the Council's workforce does vary from that of the local population with regard to BME communities. The proportion of Black and Black British staff is approximately double that of those same communities in Medway. Chinese/Other and Multi-Ethnic groups are the least well represented proportionately.

However, any conclusions drawn should be treated with caution. The Census 2001 figures include all age groups from birth to 85+, whereas the Council's workforce figures in 2007/8 only cover 16 years to 85+. As mentioned previously, other data sources suggest that the Census 2001 data no longer provide the most accurate race/ethnicity profile for Medway.

The levels of staff and Medway residents from Minority Ethnic communities as at 31 March 2008 are given below.

	<b>BME</b> ( <u>NOT</u> White British, White Irish & White Other)	<b>All Minority Ethnic groups</b> (White Irish & White Other included but <u>NOT</u> White British)
Council workforce	4.52%	8.60%
Medway population	5.43%	7.76%

Source of Council workforce data: ResourceLink (31 March 2008)

Source of Medway population data: ONS, Census 2001

NB: The BME figure above differs from the return for BVPI 17a (see 9, page 9) as it excludes long-term temps employed through the Medway Temporary Staff Agency, whereas the BVPI definition includes them.

The return for BVPI 11b (see 5, page 7) shows that 4.46% of the top five per cent of earners are BME staff, against a target of 5.50%. While the difference between BME representation across the organisation and at the most senior grades seems small, it is statistically significant. Despite the deletion of BVPIs nationally, continued monitoring is recommended. This trend needs to be tracked over time to help evaluate the success of actions taken in response to the Race Equality Review (Employment).

### Employee Relations Cases

Due to differences in the way data have been recorded over the years, figures have been produced in two separate tables below. The ethnicity shown is that of the individual against whom a complaint or allegation had been made. Due to the small numbers involved, it is not possible to use more specific BME categories (owing to the need to maintain anonymity).

	2004/05		2005/06	
	No. of cases	%	No. of cases	%
BME (NOT White British, White Irish & White Other)	2	5.3%	3	7.7%
Other	3	7.9%	5	12.8%
White / British	33	86.8%	31	79.5%

Source: Race Equality Review Report (September 2006)

	2006/07		2007/08	
	No. of cases	%	No. of cases	%
BME (NOT White British, White Irish & White Other)	4	10.8%	5	12.2%
Other	3	8.1%	-	-
White Other	-	-	1	2.4%
White British	30	81.1%	35	85.4%

Source: HR Services database

There are not many cases reaching the formal stage, thereby making it difficult to draw any firm conclusions. However, it is apparent that, together, the BME and Other groups are disproportionately represented across the caseload in comparison with the workforce profile. This is a consistent trend over time.

For the cases recorded since 2006/7, breakdowns of the different types of cases are provided. In the tables overleaf, the ethnicity shown is that of the individual against whom a complaint or allegation had been made. Again, due

to the small numbers involved, it is not possible to use more specific BME categories (in order to maintain anonymity).

2006/07	Bullying & Harassment		Disciplinary		Grievance	
	No. of cases	%	No. of cases	%	No. of cases	%
BME (NOT White British, White Irish & White Other)	1	100%	2	7.7%	1	10%
Other	-	-	3	11.5%	-	-
White Other	-	-	-	-	-	-
White British	-	-	21	80.8%	9	90%

Source: HR Services database

2007/08	Bullying & Harassment		Disciplinary		Grievance	
	No. of cases	%	No. of cases	%	No. of cases	%
BME (NOT White British, White Irish & White Other)	-	-	5	19.2%	-	-
Other	-	-	-	-	-	-
White Other	1	8.3%	-	-	-	-
White British	11	91.7%	21	80.8%	3	100%

Source: HR Services database

Based on the data above, BME staff are over-represented in employee relations cases generally when compared with BME levels in the workforce. There appears to be no pattern emerging in relation to ethnicity according to the specific type of employee relations case. However, the numbers are low, meaning that a difference of only one or two cases can have a significant effect and potentially mask any trends or present a misleading picture. An independent review undertaken in late 2006 reviewed all cases relating to BME staff and found that all were dealt with appropriately.

### Starters and Leavers

Comparative data for the recruitment and turnover rates by race/ethnicity, for the twelve months to 31 March 2008, are given below. The numbers comprising all racial/ethnic groups of staff overleaf other than White British are small and, hence, the movement of only a few individuals can result in a significant percentage difference.

<b>2007/08</b>	<b>Recruitment Rates</b> (by headcount)	<b>Turnover Rates</b> (by headcount)
Overall	10.5%	13.2%
BME (NOT White British, White Irish & White Other)	16.0%	18.1%
White Minority groups (White Irish & White Other combined)	20.7%	27.0%
White British only	9.5%	12.4%
Not Given or Refused	26.7%	13.9%

Source: ResourceLink (April 2007 - March 2008)

Over one-in-six staff from BME communities and one-in-five staff from White Minority groups were new starters in 2007/8. These are significantly above the recruitment rate for the Council as a whole (see 11, page 13). The proportion of new starters who were White British is slightly below the overall rate.

The high proportion of new starters not stating their race/ethnicity is not unusual. Part of the purpose of the Workforce Census is to encourage staff to declare to ensure that monitoring is as accurate as possible. A Census was not carried out in 2008 due to the directorate restructure. All staff are due to be surveyed during 2009 to update records in line with the revised equality monitoring form that is being developed currently.

The turnover rate for BME staff is significantly higher than for the organisation overall (see 11, page 13). This is consistent with the findings of the Race Equality Review (Employment). Although it is not possible to provide a more detailed breakdown by ethnicity due to the need to maintain anonymity, the data do indicate that proportions of leavers are highest among Multi-Ethnic and Black/Black British staff.

Turnover of White Minority groups is also significantly above the authority rate and is the highest for any group of staff by far. This may be due to White Irish teachers only having one-year fixed term contracts, and White Other staff having their employment duration restricted due to Home Office rules on entry to, and working in, the UK. Another contributing factor may be the finding by the Institute for Public Policy Research that many Eastern European migrants who came to the UK (after the EU expanded in 2004 and 2007) are returning to their home countries.

NB: The introduction of the immigration points-based system (on a staggered basis) from November 2008 may well affect both recruitment and turnover for migrant staff.

Turnover of White British staff is slightly lower than that of the authority overall.

Taken together, the recruitment and turnover data show that:

- the Council is recruiting and losing BME staff in similar proportions, suggesting that the overall representation of BME staff is remaining fairly static;

- more White Irish and White Other staff are leaving than joining, suggesting that the proportion of staff from these groups is showing a decline within the workforce.

A key outcome of the Race Equality Review is the introduction of a revised corporate exit survey process. This will be rolled out from the beginning of February. The aim is to encourage higher response rates and collate better data to inform recruitment and retention strategies, and thereby reduce disparities in turnover rates across racial/ethnic groups.

### Exit Questionnaires

Equality monitoring of respondents completing exit questionnaires was more limited in 2007/8.

Half of all respondents were White British; 15.9% declared a different race/ethnicity or other nationality; and no information was provided in 34.1% of cases. On this basis, and due to the low response rate, it is not possible to draw any conclusions or identify trends.

### 13. Gender

The gender profile of the Council's workforce as a whole is given below. Comparative data for the local area are also included.

	Council workforce				Medway population	
	Headcount	%	FTE	%	2001	2007
<b>Gender</b>					%	%
Male	1560	19.1%	1411	22.9%	48.6%	48.8%
Female	6623	80.9%	4744	77.1%	51.4%	51.2%
TOTAL	8,183	100.0%	6155	100.0%	100.0%	100.0%

Source of Council workforce data: ResourceLink (31 March 2008)

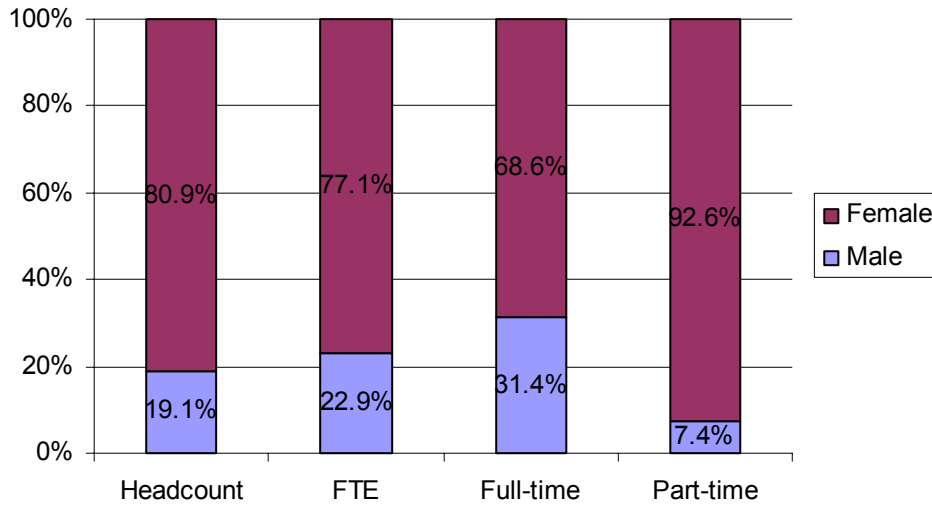
Sources of Medway population data: ONS, Census 2001 (16 to 85+); ONS, mid-year estimates 2007 (16 to 85+)

NB: FTE figures rounded up to nearest whole number

When compared with the local population, it can be seen that men are significantly under-represented within the workforce generally. This is also shown in the age profile chart for the authority (see 15, page 25). However, this not the case at the most senior grades. As the return for BVPI 11a demonstrates (see 4, page 6), men account for just over half of the top five per cent of earners. This indicates the potential for a 'glass-ceiling' effect in the organisation.

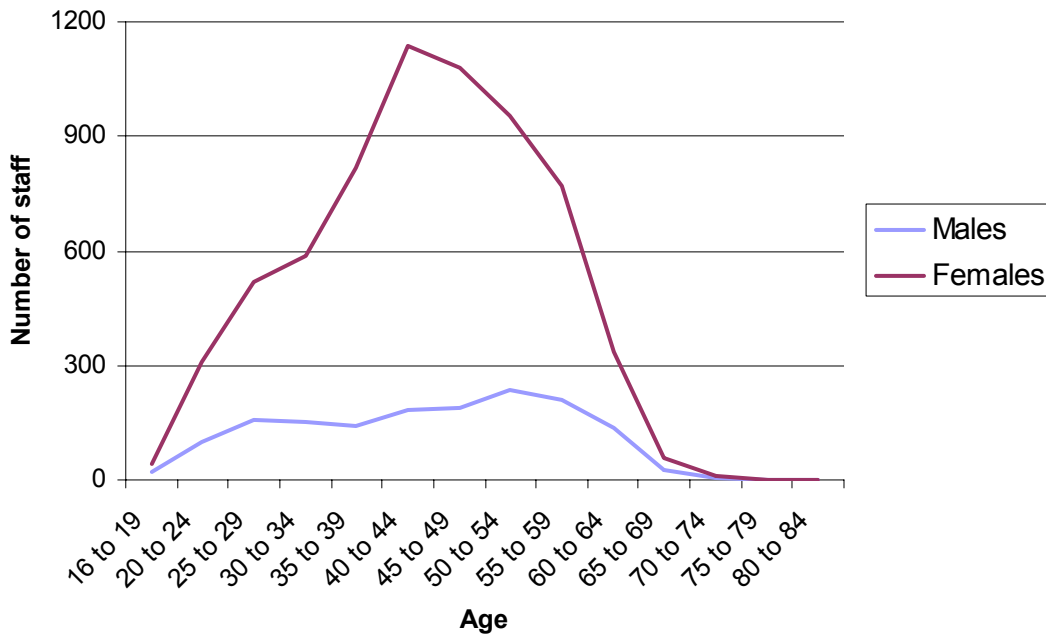
The ratio of men to women in the workforce is 1:4. The split between full-time and part-time working is different for men and women. 80.1% of men work full-time, compared with 41.2% of women. 58.8% of women work part-time, compared with 19.9% of men.

The chart below shows that female staff are over-represented among part-time staff particularly. A significant factor here is that women are still far more likely than men to be the primary caregivers for children and/or other dependents.



Source: ResourceLink (31 March 2008)

NB: The full-time and part-time data in the table above are based on FTE figures.



Source: ResourceLink (31 March 2008)

The chart above shows a clear difference between the spread of male and female staff by age. The pattern for women roughly corresponds to a normal distribution curve, clustered around the average age. This is not the case for men. The chart demonstrates that male staff are under-represented in the 25-49 age range particularly. This finding is similarly evident in the age profile chart for the authority (see 15, page 25).

## Employee Relations Cases

The gender shown below is that of the individual against whom a complaint or allegation had been made.

	2006/07		2007/08	
	No. of cases	%	No. of cases	%
Male	18	48.6%	16	39.0%
Female	19	51.4%	25	61.0%

Source: HR Services database

The numbers of cases reaching the formal stage is relatively small, so trends should be treated cautiously. A small change in the number of people can lead to an apparently significant change, as shown by the dramatic decline in the proportion of men over the two years shown which was, in fact, due to a difference of only two cases. Nevertheless, the data do indicate that men are over-represented, considering the gender split across the workforce as a whole.

2006/07	Bullying & Harassment		Disciplinary		Grievance	
	No. of cases	%	No. of cases	%	No. of cases	%
Male	1	100%	14	53.8%	3	30%
Female	-	-	12	46.2%	7	70%

Source: HR Services database

2007/08	Bullying & Harassment		Disciplinary		Grievance	
	No. of cases	%	No. of cases	%	No. of cases	%
Male	5	41.7%	11	42.3%	-	-
Female	7	58.3%	15	57.7%	3	100%

Source: HR Services database

It is difficult to come to any firm conclusions, but the numbers of men and women subject to the Disciplinary Procedure are broadly consistent across the two years. The significant increase in bullying and harassment cases is due to the introduction of the Bullying & Harassment Policy from October 2006. Previously, those matters would have been dealt with using the Grievance Procedure.



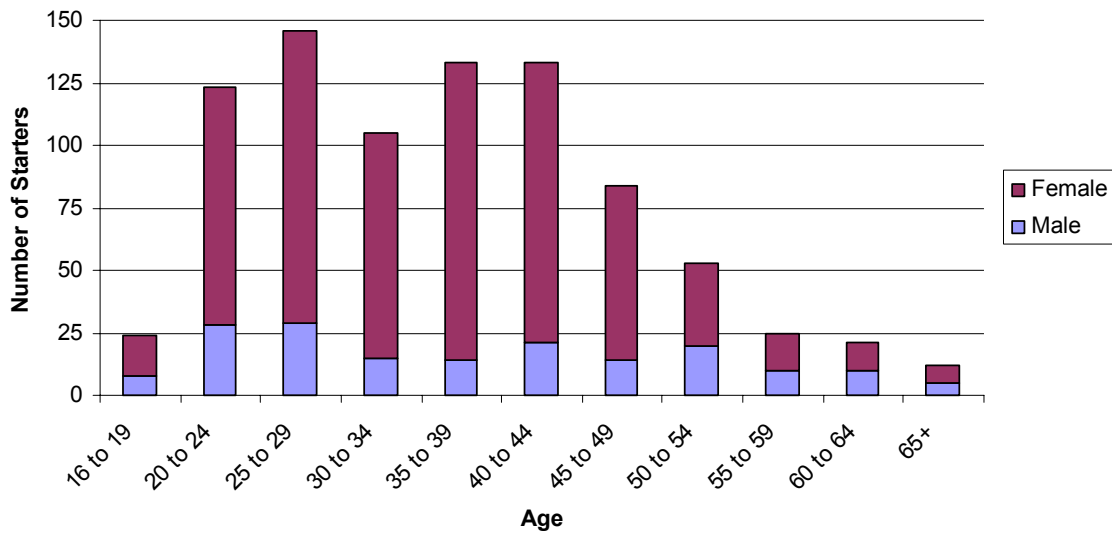
## Starters and Leavers

Comparative data for the recruitment and turnover rates by gender, for the twelve months to 31 March 2008, are given below.

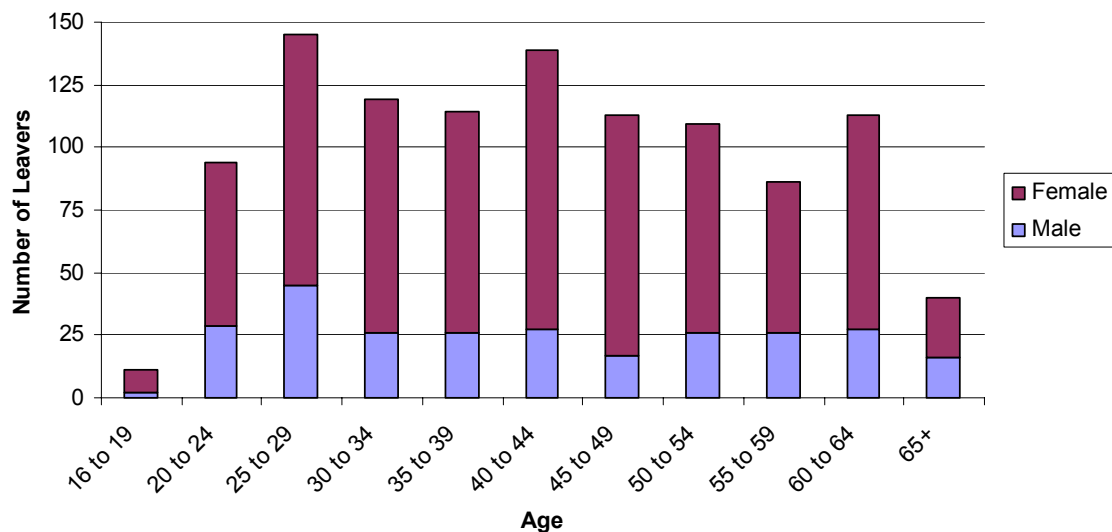
2007/08	Recruitment Rates (by headcount)	Turnover Rates (by headcount)
Overall	10.5%	13.2%
Male	11.2%	17.1%
Female	10.3%	12.3%

Source: ResourceLink (April 2007 - March 2008)

Men accounted for 20% of new starters in 2007/8, but 25% of leavers. For every two men who joined the Council during the year, three left (a ratio of 1:1.53). The equivalent ratio for women is 1:1.19.



Source: ResourceLink (April 2007 - March 2008)



Source: ResourceLink (April 2007 - March 2008)

The highest proportion of both male starters and male leavers during 2007/8 were from the 25-29 age group. For women, it was the 40-44 age group.

Taken together, the starter and leaver data indicate that:

- the authority is recruiting and losing female staff in similar proportions, suggesting that the proportion of women in the workforce is fairly stable;
- more men are leaving than joining, suggesting that the overall representation of male staff is declining;
- the male 25-29 group appears to be a more transient part of the workforce.

### Exit Questionnaires

NB: Equality monitoring of respondents completing exit questionnaires was more limited in 2007/8.

Almost two-thirds of respondents were female; one in five were male; and no information was provided in 13.6% of cases. If these findings are replicated over time, it would suggest that women are much more likely to participate in the exit interview process than men.

## 14. Disability

The disability profile of the Council's workforce as a whole is given below. Comparative data for the local area are also included.

Disability Declared	Council workforce		Medway population 2001
	Headcount	%	%
Yes	194	2.37%	12.92%
No	7,818	95.54%	87.08%
Not Given or Refused	171	2.09%	-
TOTAL	8,183	100.00%	100.00%

Source of Council workforce data: ResourceLink (31 March 2008)

Source of Medway population data: ONS, Census 2001 (18 – 65)

As stated previously, the Council is performing less well in this area.

The return for BVPI 16a (see 7, page 8) is higher than the percentage given in the table above. This is due to the BVPI definition excluding all schools-based staff and those who were employed for less than a year at 31 March 2008. The difference in the figures indicates that, while significantly under-represented in the workforce generally, the levels of people with impairments among schools-based staff new starters are even lower.

The Council has been signed up to the national Positive About Disability (Two Ticks) scheme, run by Jobcentre Plus, since 2001. Working in partnership with the Disabled Workers Forum, activities to improve accessibility and to address other issues and barriers are being identified and implemented. Continued monitoring is required to assess how successful those are.

## Employee Relations Cases

The table below shows the proportion of cases where the individual against whom a complaint or allegation had been made had a declared impairment.

	2006/07		2007/08	
	No. of cases	%	No. of cases	%
Yes	3	8.1%	3	7.3%
No	34	91.9%	38	92.7%

Source: HR Services database

Again, the data should be treated with caution due to the low number of cases. The volume of cases involving people with impairments is identical in both years. Proportionately, however, the indication is that they are over-represented in comparison with the level of declared disabilities across the organisation.

2006/07	Bullying & Harassment		Disciplinary		Grievance	
	No. of cases	%	No. of cases	%	No. of cases	%
Yes	-	-	3	11.5%	-	-
No	1	100%	23	88.5%	10	100%

Source: HR Services database

2007/08	Bullying & Harassment		Disciplinary		Grievance	
	No. of cases	%	No. of cases	%	No. of cases	%
Yes	-	-	3	11.5%	-	-
No	12	100%	23	88.5%	3	100%

Source: HR Services database

Despite the small numbers, people with impairments are more likely to be subject to the Disciplinary Procedure than any other type of employee relations case.

## Starters and Leavers

Comparative data for the recruitment and turnover rates by disability, for the twelve months to 31 March 2008, are given overleaf. The numbers of staff declaring a disability are small and, hence, the movement of only a few individuals can result in a significant percentage difference.

<b>2007/08</b>	<b>Recruitment Rates</b> (by headcount)	<b>Turnover Rates</b> (by headcount)
Overall	10.5%	13.2%
Yes	4.6%	19.1%
No	10.6%	13.1%
Not Given or Refused	11.7%	12.3%

Source: ResourceLink (April 2007 - March 2008)

The recruitment rate of people declaring a disability is extremely low, and significantly below that for those without any impairment or for the Council as a whole. Similarly, the turnover rate for disabled staff with impairments was higher than for those other groups. With the level of ill-health retirements being low (see 3, page 6), the majority of those who have declared a disability are leaving for other reasons.

Taken together, the starter and leaver data indicate that significantly more people with impairments leaving than joining, suggesting that the overall representation of disabled staff is declining.

### **Exit Questionnaires**

NB: Equality monitoring of respondents completing exit questionnaires was more limited in 2007/8.

Five per cent of respondents declared an impairment; almost two-thirds stated they were non-disabled; and no information was provided in 29.5% of cases. Despite the low number of returns, the proportion declaring a disability is consistent with the level of staff with impairments in the workforce as a whole.

## **15. Age**

The age profile of the Council's workforce as a whole is given overleaf. Comparative data for the local area are provided in separate charts.

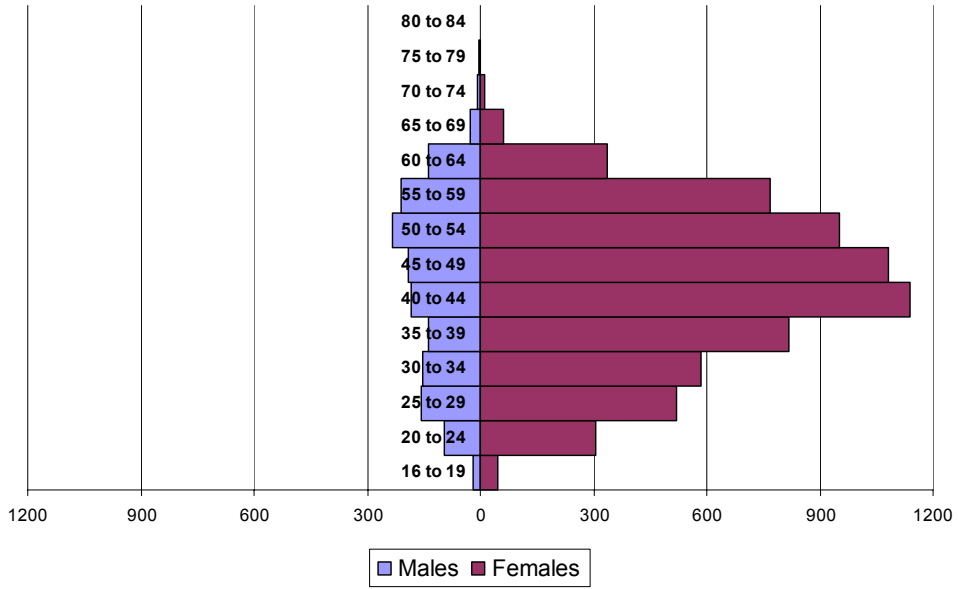
NB: Note that the scale for the Council workforce chart differs from those for the local population.

NB: the Medway profiles include all people, not just those who are economically-active.

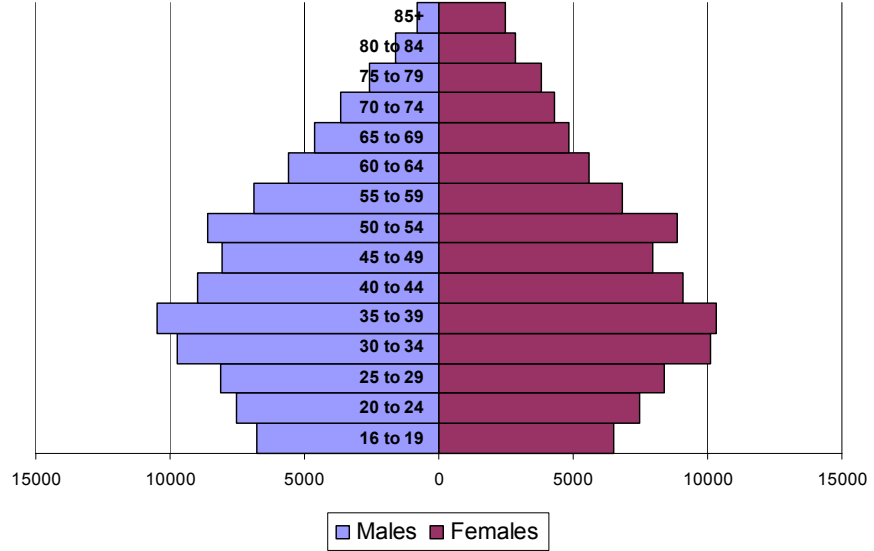
As well as the majority of staff being female (see 13, page 18), the chart shows an ageing workforce. As at 31 March 2008, one third of all staff were aged 50+. The average age is 43.7 years.

The mid-point between the youngest age someone can be employed and the Council's normal retirement age is 40.5 years. Based on a normal distribution spread, a split of approximately 50%-50% would be expected above and below that threshold. Using the closest age band cut-off points, the proportion of staff aged 16-39 is 34.7%, compared with 61.7% aged 40-64.

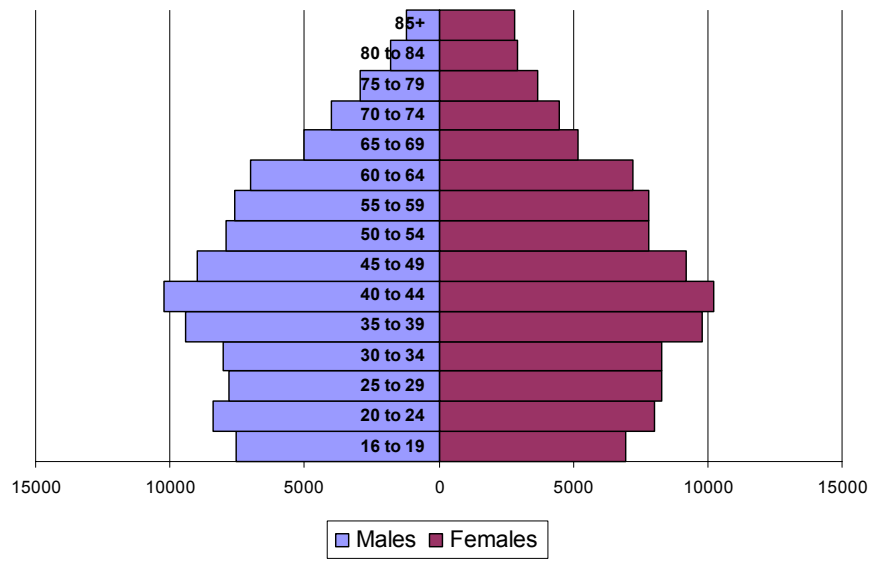
### Council workforce



### Age Population in Medway: 2001 Census



### Age Population in Medway: 2007 Mid-Year Estimates (rounded)



Many acquired impairments are associated with age. An ageing workforce will have implications in terms of reasonable adjustments and caring responsibilities.

The Medway charts show the age profiles for the local population in 2001 and 2007. The workforce does not reflect the age spread of the local community, and 16- to 19-year-olds would seem to be least well represented. However, the Council has introduced an apprenticeship scheme for 16- to 24-year-olds recently, to increase the entry-level work and development opportunities for young people and to encourage them to consider a career in local government. In addition to developing the workforce, the apprenticeship scheme also supports the community by providing opportunities for young people not in education, employment or training (NEETs) into work; and developing a skilled population qualified to at least NVQ level 2. Both of these are important aspects of the Council's Local Area Agreement (LAA).

	<b>Due to retire in next 5 years</b>	<b>Due to retire in next 10 years</b>	<b>Already older than Council retirement age</b>
Overall	5.76%	17.74%	1.34%
Men	8.72%	22.31%	2.37%
Women	5.06%	16.67%	1.10%

Source: ResourceLink (31 March 2008)

The Council's normal retirement age is 65 years. The data above show that nearly one-in-five staff are due to retire in the next ten years. The Council will lose a greater proportion of men than women and, with men being under-represented across the organisation as a whole, this will distort further the gender split of the workforce.

### **Employee Relations Cases**

Age is not recorded routinely for employee relations cases at present but will be in future.

### **Starters and Leavers**

Comparative data for the recruitment and turnover rates by age, for the twelve months to 31 March 2008, are given overleaf.

<b>2007/08</b>	<b>Recruitment Rates</b> (by headcount)	<b>Turnover Rates</b> (by headcount)
Overall	10.5%	13.2%
16 to 19	36.9%	16.9%
20 to 24	30.4%	23.3%
25 to 29	21.6%	21.5%
30 to 34	14.2%	16.1%
35 to 39	13.9%	11.9%
40 to 44	10.1%	10.5%
45 to 49	6.6%	8.9%
50 to 54	4.5%	9.2%
55 to 59	2.5%	8.8%
60 to 64	4.5%	24.0%
65+	10.9%	36.4%

Source: ResourceLink (April 2007 - March 2008)

The recruitment rate for the 16-19 age group is high. However, it should be remembered that this age group only accounts for a small number of staff, so a small number of individuals can produce an apparently significant effect.

The Council is losing nearly as many staff aged 20-49 as those joining. The age groups most difficult to retain are 25-29 and 40-44. Recruitment rates tail off for the 45+ age groups.

More staff aged 50+ are leaving than joining. Of those aged 50-60, the majority left due to resignation, cessation of casual contract or TUPE transfer. Aged 61 onwards, retirement became the primary reason for leaving.

### **Exit interviews**

Age has not routinely been recorded for exit questionnaire respondents but will be in future.

## **16. Other Equality Strands**

Currently, the Council does not monitor routinely for religion/belief, sexual orientation, gender identity or other factors, such as caring responsibilities. This is being revisited with a view to agreeing a revised equality-monitoring form. Subject to approval of that form, reporting against additional equality strands will be possible following the completion of a Workforce Census, which should be completed by the end of 2009.

## **GLOSSARY OF TERMS**

### **All Minority Ethnic Groups**

This refers to data for *BME* and *White Minority groups* combined (ie everyone who is not White British).

### **Best Value Performance Indicator**

The Government introduced Best Value Performance Indicators (abbreviated to BVPIs) as a way of measuring local authorities' performance and improvement across a number of services and activities. BVPIs initially supplemented but then replaced Audit Commission Performance Indicators (ACPIs), but were themselves replaced by the National Indicator Set from April 2008.

### **Black and Minority Ethnic**

There is no one standard definition of Black and Minority Ethnic (abbreviated to BME).

The *BVPIs* define BME as persons of colour. This definition excludes anyone classified as White. For consistency, other BME figures given in the report are calculated in the same way.

Data that cover both BME groups and *White minority groups* is referred to as *All Minority Ethnic groups* in this report.

### **BME**

See *Black and Minority Ethnic*

### **BVPI**

See *Best Value Performance Indicator*

### **Leavers**

All staff who have ceased to be employed by the Council.

### **New Starters**

All staff who have joined the Council. This does not include any persons who have changed jobs within the organisation as a result of secondment, redeployment or promotion etc.

### **Recruitment Rate**

Calculated as the number of new starters divided by the total.

### **Turnover Rate**

Calculated as the number of leavers divided by the total.

### **White Minority Groups**

The White Minority groups in this report are White Irish and White Other. Where data are given for White minority groups, they are compiled from the figures for both of these groups.