

## **EMPLOYMENT MATTERS COMMITTEE**

**13 OCTOBER 2009**

### **WORKFORCE MONITORING 2008/2009**

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Development

#### **Summary**

To present Members with a report on workforce monitoring for the period 1 April 2008 to 31 March 2009.

#### **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. This is the second annual report to be presented to Members. The first one was considered by this Committee on 4 March 2009.

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

- 3.1 This is the second of regular 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. Originally it was thought that 6 monthly reports would be submitted to the Committee but it is now considered more appropriate for this to be an annual report for comparison purposes.

3.2 The National Indicator set has now replaced Best Value Performance Indicators (BVPIs). These new 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. 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 continue to be 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

The number of people employed on permanent or fixed-term basis fell slightly during 2008/09. As in the previous year, half of the Council's workforce is employed on a part time basis, and 65% of staff are based in schools. Three-quarters of employees live in the Medway area.

##### 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. BME staff are more likely to be subject to formal proceedings, however, an external review confirmed that all cases reviewed were dealt with appropriately.

#### 4.4 **Gender**

Women account for 81.1% of the workforce overall, but only 49% of the top five per cent of earners. They are more likely to work part-time. In total, 713 women and 207 men joined in 2008/09, while 762 women and 199 men left. 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, and seems to be declining. However, the format of the current equal opportunities monitoring form is not helpful in this regard and we are aware that there is a trend of under-reporting nationally.

#### 4.6 **Age**

The Council has an ageing workforce, with one-third of all staff being aged 50+ and an average age of 43.6 years. This has not changed from 2007/08. Nearly 17% of women and over 22% of men are due to retire within the next ten years. However, the success of the apprenticeship scheme is borne out by higher recruitment rates among 16 to 24 year-olds.

#### 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:

- Training and Development (as recorded corporately) – applications and participation rates
- Directorate breakdowns.

### 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. Risk Management**

- 8.1 There are statutory requirements to monitor and publish workforce information under the specific equality in employment duties. The risk of non-compliance with statutory requirements would leave the Council open to legal challenge. A further risk is that if the Council does not monitor its workforce, it cannot plan for future workforce needs.

## **9. Recommendation**

- 9.1 That Members note the report.

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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  
Workforce Monitoring Report to Employment Matters Committee 4 March 2009



## **Appendix 1**

# **WORKFORCE MONITORING**

**1 April 2008 – 31 March 2009**

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## **PART ONE**

### **Analysis of Best Value Performance Indicators**

Best Value Performance Indicators were replaced by the National Indicator Set from April 2008. Indicators monitoring personnel and equality factors in relation to employees are not included in the National Indicator Set and, accordingly, are no longer being collated at the national level. Therefore, from 2008/09 onwards, it will not be possible to compare Medway's performance against other authorities in the same way.

New means of measuring performance in relation to personnel factors may need to be considered, in conjunction with other public sector organisations.

#### **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 given below.

<b>2004/05 Actual</b>	<b>2005/06 Actual</b>	<b>2006/07 Actual</b>	<b>2007/08 Actual</b>	<b>2008/09 Actual</b>
7.44	7.47	8.08	8.77	8.17

The average number of days sickness absence per employee for 2008/09 was 8.17 days, against a council target of 7 days. This is a decrease from the previous year and equates to a reduction of 4,862 days absence due to sickness. This reduction may be attributable to the measures put in place to assist good attendance at work, such as the revised managing sickness procedure and increased attention to the importance of employee well being.

#### **Best Value Performance Indicators 2007/08 and local survey 2008/09.**

The following data compares similar unitary authorities and some local district authorities.

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

<b>Unitary Authority</b>	<b>2007/08</b>	<b>2008/09</b>
Medway	8.77	8.17
Bracknell Forest	7.52	Requested
Luton	8.67	8.80
Milton Keynes	8.68	Requested
Derby	8.77	8.30

Unitary Authority	2007/08	2008/09
South Gloucester	8.87	9.13
Peterborough	9.24	11.11 (excludes schools)
Dover	Not known	9.25
Darlington	9.77	9.46
Swindon	9.79	9.69
Thurrock	9.83	11.33 (excludes schools)
Ashford	Not known	9.75
North Lincolnshire	10.24	10.17
Halton	12.58	11.25

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

**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 2007/08. The CBI survey found that public sector workers took an average of 9 days a year off sick in 2007, compared with 5.8 days for private sector employees. The public sector levels remained at the same level as for 2006, whereas private sector had reduced from 6.3 days. 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 annual IRS survey** reported in May 2009 that the absence rates across the private and public sectors for the calendar year 2008 were as follows:

Sector	Average Days absent per employee
Private	7.3
Public Sector (total)	9.6
Further and Higher Education	8.5
Local Authorities	9.8
NHS bodies	11.4

## 2. Causes of Absence

The ten highest reasons for absence are set out below.

Reason for sickness	2008/09		2007/08		Difference (days)
	Total Days Sick	Percentage	Total Days Sick	Percentage	
Surgery	8,935	13.55%	10,375	14.42%	-1440
Stress / Anxiety	6,363	9.65%	7,471	10.38%	-1108
Cold / Flu	5,355	8.12%	5,185	7.20%	<b>+170</b>
Back Pain	4,472	6.78%	4,039	5.61%	<b>+433</b>
Upset Stomach / Vomiting	2,966	4.50%	3,505	4.87%	-539
Depression	2,764	4.19%	3,498	4.86%	-734
Chest Infection	2,424	3.68%	2,314	3.22%	<b>+110</b>
Broken Bone	2,152	3.26%	2,160	3.00%	-8
Cancer	2,135	3.24%	1,866	2.59%	<b>+269</b>
Limb Injury	2,030	3.08%	2,740	3.81%	-710

These account for over 60% of total sickness absence, with the highest reasons for absence being surgery and stress/anxiety over both years. Over the two years analysed, there has been a decrease of 1,842 days lost due to stress/anxiety and depression.

An occupational health nurse is on-site regularly to give advice to managers and employees to help staff return to work from long-term sickness. Staff can also get help with adjustments to desks and ergonomic chairs to minimise work-related back and muscle injuries.

Free 24-hour freephone counselling is offered to all staff, especially those who work in stressful departments like teaching and social care. Last year, the Council's occupational health provider reported a 4.6% reduction of people being referred with psychological health problems.

The Council works with the NHS Medway (Primary Care Trust) so employees can suggest what can be done to ensure staff are supported and looked after, such as healthy eating, mental wellbeing, promoting physical activities, stop smoking and health and safety. The Council's health and safety team run regular Well-Being days to encourage employees to consider alternative ways

of maintaining a healthy well-being, these include “health MOTs”. E-learning courses on “Stress at work” and “Managing and Handling Stress at Work” is available to staff. There is a dedicated well-being team for those within schools.

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

The information below 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%
2008/09	0.48%	0.20%	No longer available		

There were higher levels of early retirements in 2005/06 due to the Council-wide restructure and in 2007/08 due to the staffing reductions as a result of budget pressures. The figure of 0.48% (47 employees) for 2008/09 is slightly higher than 2007/08 and this was largely due to the closure of the Community Support Scheme in Mental Health Services (18 employees) and school re-organisations (17 employees). If the ex-employees from the Community Support Scheme are excluded, the actual performance for 2008/09 would have been 0.30%.

Employees who are over the age of 50 are automatically entitled to early retirement if their post is redundant.

Apart from in 2005/06, Medway compares well against the Unitary and National averages, but not so well against the National top performers. It is no longer possible to compare Medway’s performance against other authorities, as the Audit Commission no longer collates these indicators nationally.

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.

#### 4. 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. The information overleaf 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%
2008/09	0.08%	0.20%	No longer available		

This information demonstrates that Medway has a lower level of ill-health retirements compared with the Unitary and National averages and indicates that the criteria for ill-health retirement are being applied in a robust manner. The 0.8% equates to 8 people.

It is no longer possible to compare Medway's performance against other authorities, as these Indicators are no longer collected nationally by the Audit Commission.

#### 5. 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%
2008/09	49%	50%	No longer available		

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. It is no longer possible to compare Medway's performance against other authorities, as these Indicators are no longer collected nationally by the Audit Commission.

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 pages 26 to 29).

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

The information overleaf 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%
2008/09	6.00%	5.50%	No longer available		

The performance has improved since 2005/06 and compares favourably to the Unitary and National averages, up to the point of this data being available. In 2007/08, Medway's performance matched that of the National top performers. It is no longer possible to compare Medway's performance against other authorities, as these Indicators are no longer collected nationally by the Audit Commission.

It should be noted that this data could be distorted due to small numbers.

The race/ethnicity section in Part Two of this report gives more information about the ethnic diversity of the workforce (see pages 20 to 25).

## 7. Percentage of top 5% earners declaring a disability (BVPI 11c)

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

Year	Medway Council		Performance Comparisons		
	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%
2008/09	4.00%	5.00%	No longer available		

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 2006/07 figure to 157 for the 2007/08 figure.

Monitoring of this BVPI was only introduced in 2005/06 so it is difficult at this stage to comment on trends. With numbers so low (i.e. for 2007/08, only five employees declared a disability in the top 5% of earners), one person can make a significant difference. Indeed, the increase over the last year is due to only one additional person falling into this category.

It is no longer possible to compare Medway's performance against other authorities, as the Audit Commission no longer collates these indicators nationally.

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

Year	Medway Council		Performance Comparisons		
	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%
2008/09	3.76%	3.50%	No longer available		

Whilst the information shows that the Council's target has been met, that Medway compared favourably with the Unitary and National averages and was 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 below). The reduction over the past year equates to 8 fewer employees in 2008/09 than in 2007/08.

An employee census will be undertaken in 2009/10, once a revised approach to equality monitoring has been agreed. It is possible that that this figure may increase to reflect further disclosures (eg due to impairments that have been acquired since joining Medway or due to staff feeling more able to disclose).

It is no longer possible to compare Medway's performance against other authorities, as the Audit Commission no longer collates these indicators nationally.

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 pages 30 to 33).

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

<b>2002/03 to date</b>
12.92%

Census 2001 data has been used to calculate this figure. 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 have recently been released and the Council will be undertaking a full analysis of that data.

**10. 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%
2008/09	5.36%	6.50%	No longer available		

Whilst the Council target has not been reached, Medway did compare well with the Unitary and National averages and was close to the average for top performers in 2007/08. 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 11 below).

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

2002/03 to date
5.43%

Census 2001 data has been used to calculate this figure. 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 have recently been released and the Council will be undertaking a full analysis of that data.

## PART TWO Equalities Data

### Notes

1. Only limited comparisons with the 2007/08 data are possible. The development of this report for 2008/09 has involved further refinements to data analysis to improve accuracy, in particular the inclusion of all posts held by employees for 2008/09. The report for 2007/08 was based solely on each employee's primary post. More year-on-year comparison will be possible from the report for 2009/10 onwards.
2. With regard to the data provided in Part Two of this report, please note that all the data provided include schools-based staff, but exclude all casual staff.
3. All full-time equivalent (FTE) figures are given to the nearest whole number.
4. Figures may not always add up exactly (eg to 100 %), due to the effects of rounding.
5. Where directorate figures are given, Public Health has been included with Children & Adults and the Chief Executive has been included with Business Support.

### Workforce Profile

The numbers of staff employed by the Council at 31 March 2009 was as follows.

	31 March 2009	Change from 2007/08 *
Headcount	8,217	-41 (-0.5%)

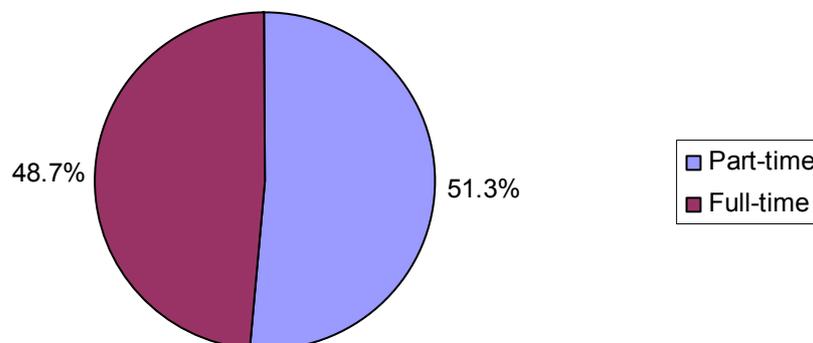
Source: ResourceLink (31 March 2009)

\* Based on reworked figure for 2007/08 in line with the analytical methodology used for 2008/09 data.

These figures include schools-based staff, but exclude all casual staff.

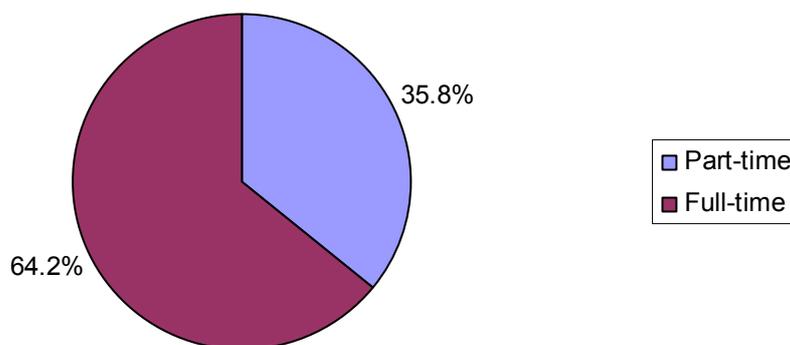
The full-time equivalent (FTE) figure for 2008/09 was 6,348. This is based on all council posts held by staff.

The breakdown of staff contracted to work full-time and part-time, by headcount, is provided below. This includes all posts held by non-casual employees, including those based in schools. The proportion employed on a part-time basis is the same as in 2007/08.



Source: ResourceLink (31 March 2009)

The equivalent breakdown of staff by FTE is also provided overleaf.



Source: ResourceLink (31 March 2009)

Although just over one-third of all the Council's posts are part-time positions, staff employed on a part-time basis account for just over half of all employees.

The workforce composition by directorate is as follows. Breakdowns by both headcount and FTE are given.

2008/09	Headcount	%	FTE	%
Business Support	810	9.9%	713	11.2%
Children & Adults: non-school-based	1,391	16.9%	1,110	17.5%
Children & Adults: Schools	5,332	64.9%	3,940	62.1%
Regeneration, Community & Culture	684	8.3%	584	9.2%
<b>TOTAL</b>	<b>8,217</b>	<b>100.0%</b>	<b>6,348</b>	<b>100.0%</b>

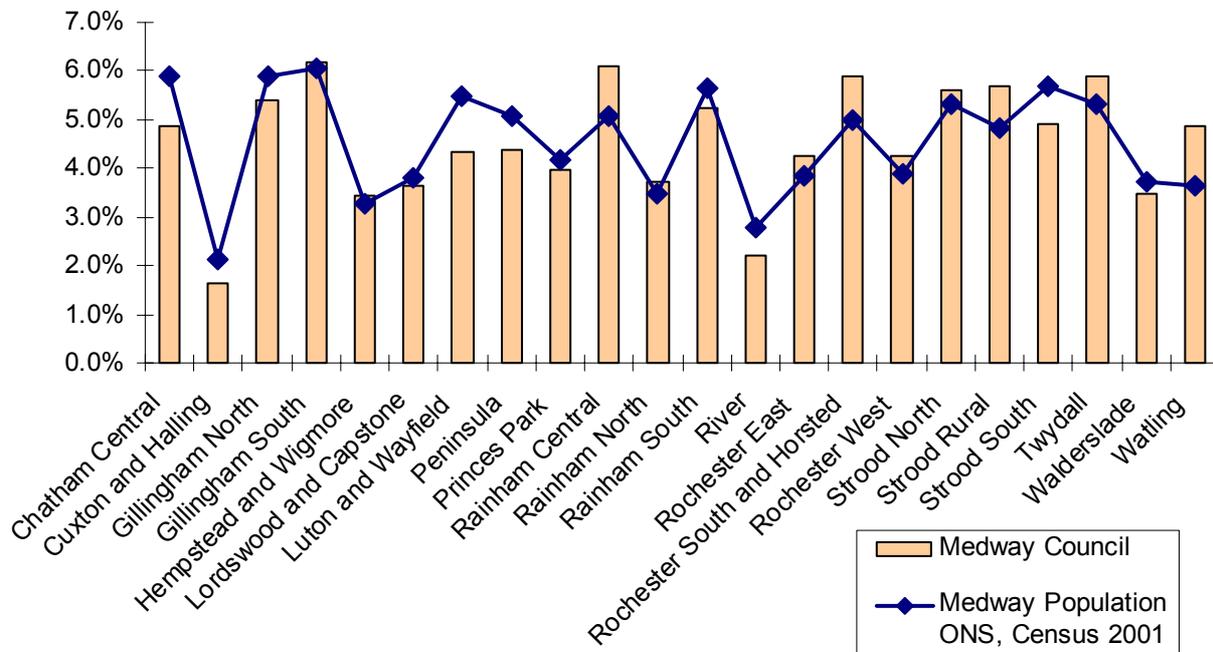
Source: ResourceLink (31 March 2009)

For the purposes of this report, the Public Health division is included with the Children & Adults directorate (non-school-based) and the Chief Executive is included with Business Support. It can be seen that approximately two-thirds of all staff are based in schools.

### Workforce Catchment Area

Three-quarters of employees live in Medway.

The distribution of staff across Medway wards is shown overleaf. A comparison with the distribution of the local population is also provided.



Source: ResourceLink (31 March 2009)

## 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 stage by local management.

Over the past five years, the total number of cases reaching the formal stage were:

- 2004/05 = 38
- 2005/06 = 39
- 2006/07 = 37
- 2007/08 = 41
- 2008/09 = 46

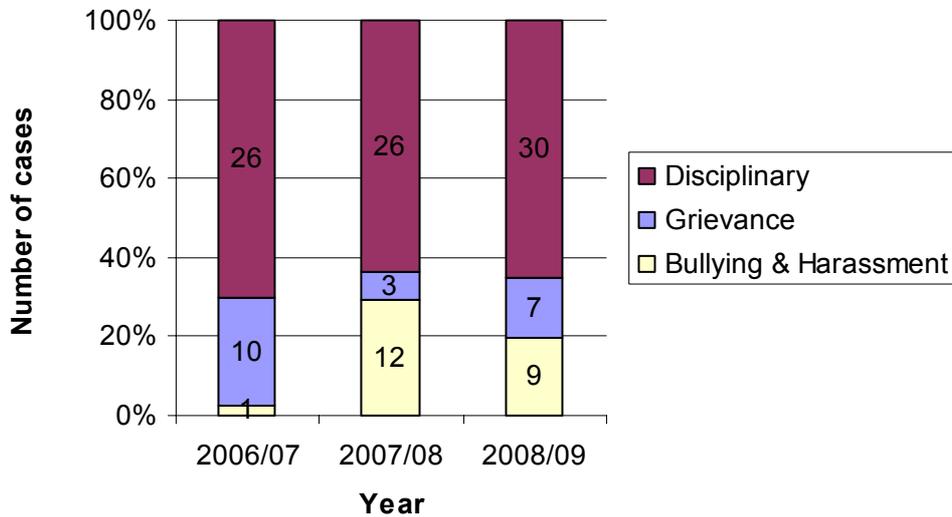
Source of 2004/05 & 2005/06 data: Race Equality Review Report (September 2006)

Source of 2006/07 to 2008/09 data: HR Services database

NB: Figures exclude grievances raised against Trust staff or a group.

Since 2004/05, the number of cases that have reached the formal stage is broadly similar. However, the trend does show an increase over the past few years. This is due in part to ongoing improvements in the reporting and recording of cases.

Breakdowns of the different types of cases, involving non-school-based staff, are shown overleaf.



Source: HR Services database

Disciplinary cases continue to form the majority of the employee relations cases known to have reached a formal stage.

### Starters and Leavers

During 2008/09, 920 new individuals joined the Council; this equates to 659 FTE. Over the same period, 961 members of staff left the Council; this equates to 649 FTE. The ratios of both new starters and leavers between schools and non-schools were approximately 2:1. This mirrors the overall split between schools and the rest of the workforce.

Staff recruitment levels for the twelve months to 31 March 2009 are given below.

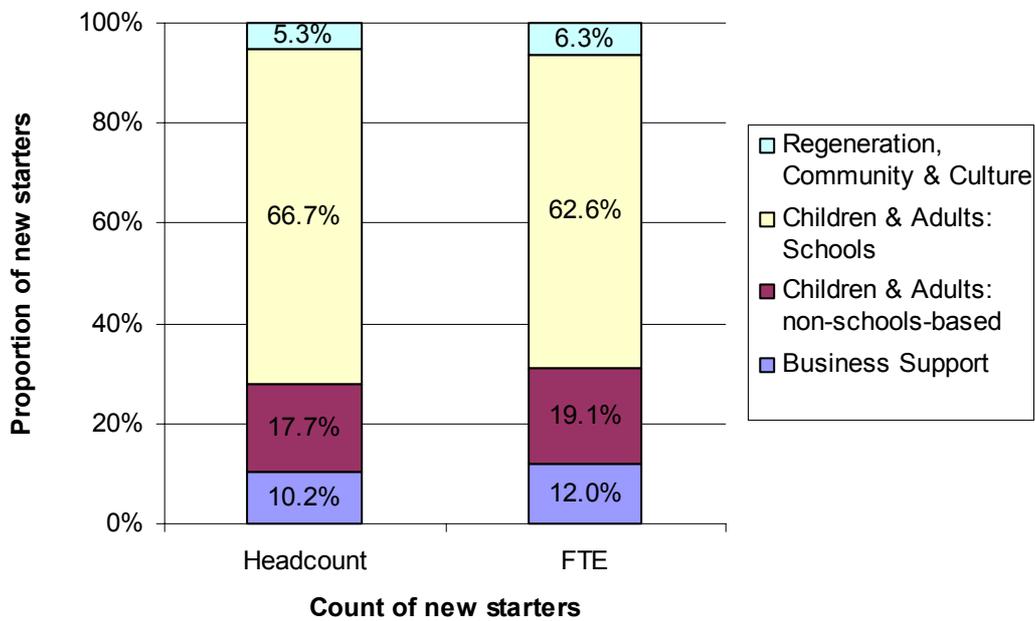
Recruitment Rates	2008/09	
	Headcount	FTE
Total (authority-wide)	11.2%	10.4%
Non-school-based staff	10.6%	10.2%
Schools-based staff	11.5%	10.5%

Source: ResourceLink (31 March 2009)

\* Not calculated for 2007/08

The rate of recruitment was higher in schools than in the rest of the Council.

The breakdown of new starters by directorate is given overleaf.



Source: ResourceLink (31 March 2009)

Staff turnover levels for the twelve months to 31 March 2009 are given below.

Turnover Rates	2008/09	
	Headcount	FTE
Total (authority-wide)	11.7%	10.2%
Non-school-based staff	10.2%	9.5%
Schools-based staff	12.5%	10.6%

Source: ResourceLink (31 March 2009)

\* Not calculated for 2007/08

The rate of turnover was higher in schools than in the rest of the Council.

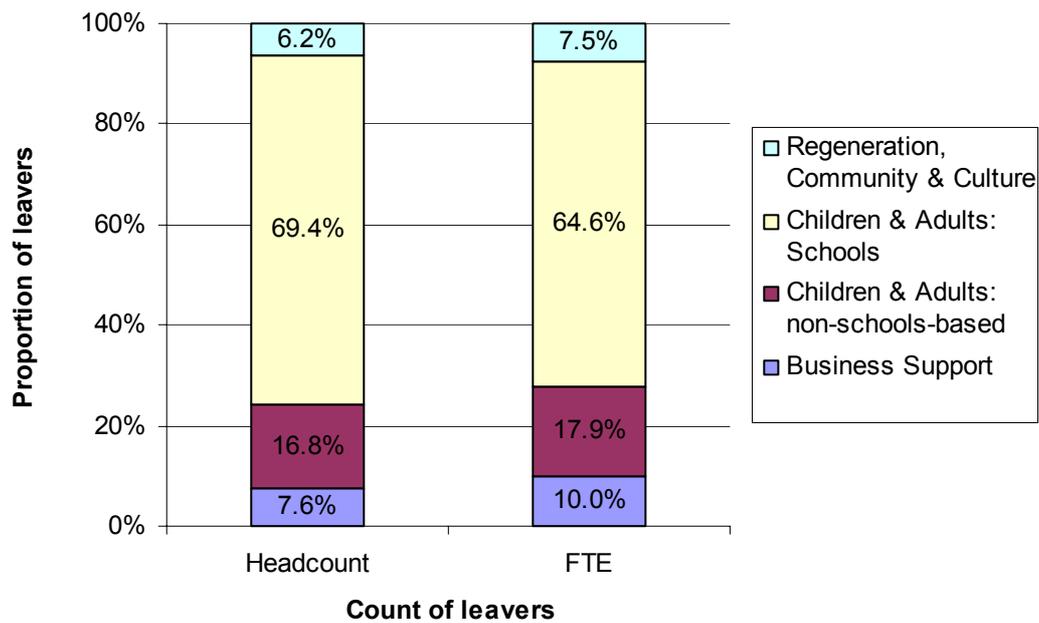
However, when compared with the recruitment figures above, it can be seen that the proportion of school staff leaving was greater than the proportion joining. The opposite was true in the rest of the authority.

The top five departure classifications over the past two years are given below.

Ranking	2007/08	2008/09
First	• Resignation	• Resignation
Second	• Redundancy • TUPE transfer	• Natural retirement
Third	-	• End of contract
Fourth	• End of contract	• Redundancy
Fifth	• Natural retirement	• Early retirement
Proportion of leavers covered	91%	85%

Source: Exit Surveys database

The breakdown of leavers by directorate is provided below.



Source: ResourceLink (31 March 2009)

The difference between starters and leavers was as follows.

2008/09	Headcount		FTE	
	Difference	Net effect	Difference	Net effect
Total (authority-wide)	-41	-0.5%	<b>+10</b>	<b>+0.2%</b>
Non-school-based staff	<b>+12</b>	<b>+0.4%</b>	<b>+16</b>	<b>+0.7%</b>
Schools-based staff	-53	-1.0%	-6	-0.2%

Source: ResourceLink (31 March 2009)

Overall, the workforce has seen a small decline in the number of employees during 2008/09, with a slight corresponding rise in FTE. This is due to more part-time staff leaving than joining; part-time leavers tending to work fewer hours than part-time starters; and the number of new starters working full-time being greater than the number of full-time leavers.

While non-school-based areas are showing an increase, the net effects are very small. Changes less than  $\pm 5\%$  are not considered significant, but ongoing monitoring is recommended.

## Exit Surveys

The corporate exit survey process applies primarily to non-school-based staff who have resigned. However, staff who have left as a result of retirement, redundancy, transfer, secondment etc are still able to complete an exit survey if they so wish.

A key outcome of the Race Equality Review (Employment) was the introduction of a revised arrangements. These were introduced from February 2009. The aim has been to encourage higher response rates; collate better data to inform recruitment and retention strategies; and thereby, reduce disparities in turnover rates across groups the workforce.

For the period 1 April 2008 to 31 January 2009, 227 exit questionnaires were sent out to staff who resigned. Only 31 completed forms were received, making the response rate 13%.

For the period 1 February 2009 to 31 March 2009, 18 exit questionnaires were sent out to leavers. Of these 7 were returned; 6 were resignations and 1 was natural retirement, making the response rate 38%.

The overall response rate for 1 April 2008 to 31 March 2009 was 15% compared with 15.2% in 2007/08. However, following the changes that have been implemented, it is anticipated that the return rate will increase for 2009/10. It will also be possible to provide equality breakdowns in the future.

The top three reasons given by leavers over the past two years are listed below.

Ranking	2007/08	2008/09
First	<ul style="list-style-type: none"> <li>• Career progression</li> </ul>	<ul style="list-style-type: none"> <li>• Career development</li> </ul>
Second	<ul style="list-style-type: none"> <li>• Concerns regarding management</li> </ul>	<ul style="list-style-type: none"> <li>• Moved out of area</li> <li>• No reason given</li> </ul>
Third	<ul style="list-style-type: none"> <li>• Family issues</li> <li>• Resources</li> <li>• Working conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Caring responsibilities</li> <li>• Work closer to home</li> <li>• Emigrated</li> <li>• End of contract</li> </ul>

Source: Exit Surveys database (May 2009)

Due to the small numbers involved, these findings should be treated with caution. That notwithstanding, career progression and family/caring matters have been sited as key reasons for leaving for two consecutive years. Succession planning and talent management have been identified as priorities for action in the Workforce Strategy for 2009-11 and continued monitoring of access to and take-up of flexible working options is recommended.

## Learning and Development

Medway Council offers a range of learning and development opportunities for staff, including (but not limited to) open and bespoke training courses; e-learning programmes; NVQs and professional qualifications and mentoring.

The following data relate to non-school-based staff only, and is based on learning and development known to the corporate Workforce Development team, which is recorded on employees' records on the Council's

payroll/personnel system (ResourceLink). Schools hold their own training records for schools-based staff.

It is not possible to report the full range of learning and development activities currently, but user statistics are provided for e-learning.

There are 194 different e-learning courses available via the IvySoft system. These are split across five different categories. The proportions of people accessing courses over the past two years were as follows.

	<b>2007/08</b>	<b>2008/09</b>
Health & Safety	21.2%	33.6%
Human Relations	10.9%	10.4%
ICT	34.3%	29.7%
Legislation	6.5%	10.8%
Personal Effectiveness	27.1%	15.5%
<b>TOTAL</b>	<b>100.0%</b>	<b>100.0%</b>

Source: IvySoft (April 2009)

Human relations courses cover appraisal, performance management, recruitment and selection. Legislation courses cover equality and diversity and information management. Personal effectiveness covers a broad range of activities from leadership, coaching and mentoring to effective meetings, listening and time management to confidence and self-esteem.

The increase in take-up of Health & Safety courses was largely due to those staff who staff being encouraged to complete VDU assessments using the e-learning tool, following the move to the Council's new offices at Gun Wharf.

Primarily, take-up of ICT courses was by those staff undertaking the European Computer Driving Licence (ECDL) qualification.

In its existing form, the e-learning system captures only limited information and is not linked to ResourceLink, so it is not possible provide more detailed breakdowns by equality strands or directorate at this time.

### **Personal Development Reviews**

The Personal Development Review (PDR) is the Council's appraisal mechanism. In 2008/09, a survey of senior managers found that 83.4% of all PDRs were undertaken, based on a response rate of 86.2%. This is an area requiring improvement, and ongoing monitoring is being integrated into the Council's performance reporting process. It is hoped that this will also enable disaggregation by equality strands.

## 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.

2008/09	Council workforce				Medway population 2001
	FTE	%	Headcount	%	Headcount
Asian or Asian British	134	1.63%	183	2.23%	2.94%
Black or Black British	98	1.19%	113	1.38%	0.69%
Chinese or Other	23	0.28%	30	0.37%	0.66%
Multi-Ethnic	50	0.60%	59	0.72%	1.09%
White (White British, White Irish or White Other)	5957	72.49%	7710	93.83%	94.62%
Not Given or Refused	87	1.06%	122	1.48%	-
<b>TOTAL</b>	<b>6,348</b>	<b>100.0%</b>	<b>8,217</b>	<b>100.0%</b>	<b>100.00%</b>

Source of Council workforce data: ResourceLink (31 March 2009)

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 2008/09 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 proportions of council staff and Medway residents from Minority Ethnic communities are given overleaf.

2008/09		BME ( <u>NOT</u> White British, White Irish or White Other)	All Minority Ethnic groups (White Irish & White Other also included but <u>NOT</u> White British)
Council workforce	FTE	4.79%	9.06%
	Headcount	4.69%	8.66%
Medway population (2001)	Headcount	5.43%	7.76%

Source of Council workforce data: ResourceLink (31 March 2009)

Source of Medway population data: ONS, Census 2001

\* Not calculated for 2007/08

NB: The BME (headcount) figure for the Council workforce above differs from the return for BVPI 17a (see page 11) as it excludes long-term temps employed through the Council's Internal Supply Pool, whereas the BVPI definition includes them.

## Employee Relations Cases

The ethnicity shown is that of the individual against whom a complaint or allegation has 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).

	2006/07		2007/08		2008/09	
	No. of cases	%	No. of cases	%	No. of cases	%
BME ( <u>NOT</u> White British, White Irish or White Other)	7	18.9%	5	12.2%	8	17.4%
White Minority groups (White Irish & White Other combined)	-	-	1	2.4%	2	4.3%
White British	30	81.1%	35	85.4%	35	76.1%
Not Given or Refused	-	-	-	-	1	2.2%

Source: HR Services database

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

Breakdowns of the different types of cases are provided. In the following tables, 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	Disciplinary		Grievance		Bullying & Harassment	
	No. of cases	%	No. of cases	%	No. of cases	%
BME (NOT White British, White Irish or White Other)	5	19.2%	1	100%	1	100%
White Minority groups (White Irish & White Other combined)	-	-	-	-	-	-
White British	21	80.8%	9	90%	-	-
Not Given or Refused	-	-	-	-	-	-

Source: HR Services database

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

Source: HR Services database

2008/09	Disciplinary		Grievance		Bullying & Harassment	
	No. of cases	%	No. of cases	%	No. of cases	%
BME (NOT White British, White Irish or White Other)	6	20%	-	-	2	22.2%
White Minority groups (White Irish & White Other combined)	1	3.3%	1	14.3%	-	-
White British	22	73.3%	6	85.7%	7	77.8%
Not Given or Refused	1	3.3%	-	-	-	-

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 emerging pattern in relation to ethnicity by 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, potentially masking any trends or presenting a misleading picture. As part of the Race

Equality Review (Employment), cases involving BME staff from 2001/02 to September 2006 were independently reviewed and all were found to have been dealt with appropriately.

## Recruitment

The following data relates to vacancies, in 2008/09, for permanent posts where the recruitment and selection process involved application and interview. The proportions of applicants, broken down by race/ethnicity, are given at each key stage of the process.

2008/09	Applied	Invited to Interview	Job Offered	Accepted	Council workforce (headcount)
BME (NOT White British, White Irish or White Other)	8.2%	7.4%	7.7%	8.9%	4.69%
White Minority groups (White Irish & White Other combined)	3.3%	3.4%	3.0%	3.9%	3.98%
White British	87.5%	88.3%	88.5%	86.4%	89.85%
Not Given or Refused	1.1%	0.9%	0.9%	0.8%	1.48%

Source: Recruitment database

NB: The recruitment process is continuous across financial years and the numbers recorded within the whole process will not necessarily match within the same reporting period.

Overall, the prevalence of each group was fairly consistent across the different stages of the recruitment and selection process. The percentages of White British and White Minority candidates at each stage were broadly in line with the breakdown of those groups within the workforce.

In contrast, the percentages of BME candidates were significantly higher than would be expected based on the composition of the workforce. Within that, however, some groups fared better than others. The proportions of Black/Black British candidates fell over the stages, but improved for those of Multi-Ethnic ethnicity.

## Starters and Leavers

Comparative data for the recruitment and turnover rates by race/ethnicity, for the twelve months to 31 March 2009, are given overleaf. 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.

2008/09	Recruitment Rates *		Turnover Rates *		Net effect (Starters minus Leavers)	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Overall	11.2%	10.4%	11.7%	10.2%	-0.5%	<b>+0.2%</b>
BME (NOT White British, White Irish or White Other)	0.8%	0.8%	0.7%	0.7%	<b>+0.1%</b>	<b>+0.1%</b>
White Minority groups (White Irish & White Other combined)	0.9%	1.0%	1.0%	1.1%	-0.1%	-0.1%
White British	9.1%	8.2%	9.7%	8.3%	-0.7%	-0.1%
Not Given or Refused	0.4%	0.3%	0.2%	0.1%	<b>+0.2%</b>	<b>+0.2%</b>

Source: ResourceLink (April 2008 - March 2009)

\* As a proportion of the whole workforce

In 2008/09, BME communities within the workforce showed a very slight increase, whereas White Minority and White British groups showed a very slight decrease. As these changes were so small, it can be said that, overall, the breakdown of all staff groups remained fairly static in comparison with the previous year.

The findings below provide indicative trends, but they should be treated with caution. The numbers involved are small, so a few individuals can produce a significant effect.

In 2008/9, 17% of all BME staff and 23% of staff from White Minority groups were new starters. These intra-group figures are significantly above the recruitment rate for the Council as a whole, and were highest for White Other, Asian/Asian British and Black/Black British employees. The proportion of White British staffs who were new starters was slightly lower than the overall rate at approximately one-in-ten.

A proportion of new starters not stating their race/ethnicity is not unusual, but has increased from 2007/08. Part of the purpose of the Workforce Census is to encourage staff to declare, so that monitoring is as accurate as possible. A Census was not carried out in 2008 due to the council-wide restructure. All staff are due to be surveyed before the end of 2009/10 to update records in line with revised equality monitoring arrangements (currently being developed).

The proportion of leavers among BME staff, at 15%, is higher than for the organisation overall. 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 2008/09

data do indicate that proportion of leavers was highest for Black/Black British staff and lowest among Chinese/Other staff.

As in the previous year, turnover of staff within White Minority groups was significantly above the authority rate, at just over 25%, and the highest for any group of staff by far. This may be due to White Irish teachers preferring 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. Further analysis is recommended.

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

Taken together, the recruitment and turnover data in 2008/09 show that the Council is recruiting and losing BME and White Minority staff in similar proportions. Accordingly, the overall representation of those groups within the workforce remains stable. The proportion of BME employees continues to be lower than expected when compared with the profile of the local population.

### 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.

2008/09	Council workforce				Medway population	
					2001	2007
Gender	FTE	%	Headcount	%	%	%
Female	4,931	77.7%	6,661	81.1%	48.6%	48.8%
Male	1,417	22.3%	1,556	18.9%	51.4%	51.2%
TOTAL	6,348	100.0%	8,217	100.0%	100.0%	100.0%

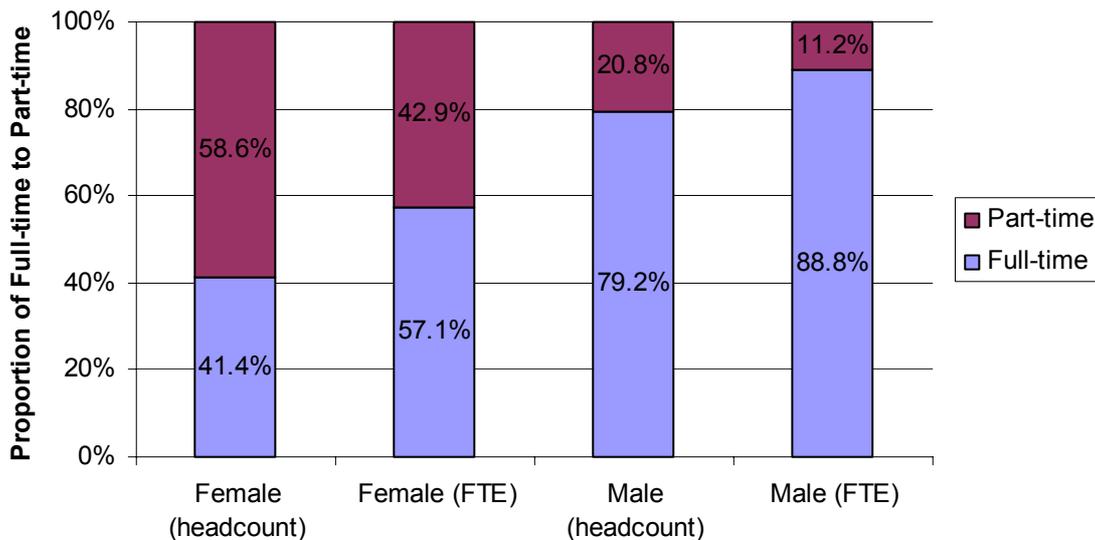
Source of Council workforce data: ResourceLink (31 March 2009)

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

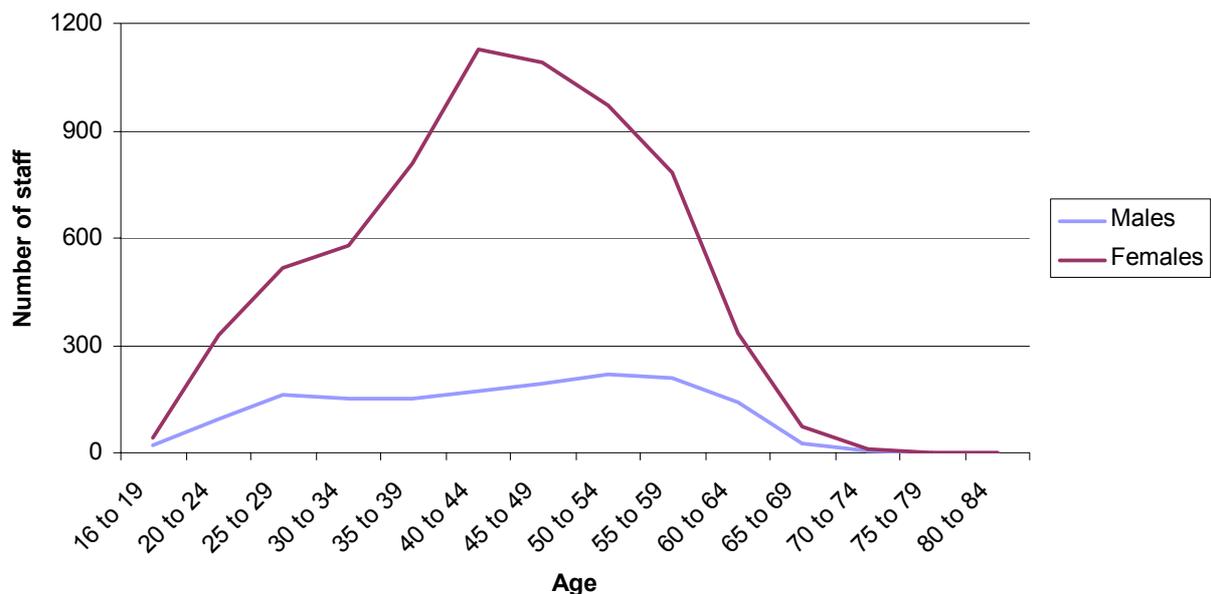
NB: FTE figures rounded up to nearest whole number

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 pages 34 to 38). However, this not the case at the most senior grades. As the return for BVPI 11a demonstrates (see page 8), men account for half of the top 5% of earners. This indicates the potential for a 'glass-ceiling' effect in the organisation.

The split between full-time and part-time working is different for men and women. The chart below shows that female staff are over-represented, particularly among part-time staff.



Source: ResourceLink (31 March 2009)



Source: ResourceLink (31 March 2009)

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 30-49 age range particularly. This finding is similarly evident in the age profile chart for the authority (see pages 34 to 38).

### 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		2008/09	
	No. of cases	%	No. of cases	%	No. of cases	%
Female	19	51.4%	25	61.0%	20	43.5%
Male	18	48.6%	16	39.0%	26	56.5%

Source: HR Services database

The numbers of cases reaching the formal stage is relatively small. Trends should be treated cautiously, as a small change in the number of people can produce a marked effect. 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	%
Female	-	-	12	46.2%	7	70%
Male	1	100%	14	53.8%	3	30%

Source: HR Services database

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

Source: HR Services database

2008/09	Bullying & Harassment		Disciplinary		Grievance	
	No. of cases	%	No. of cases	%	No. of cases	%
Female	7	77.8%			3	57.1%
Male	2	22.2%			4	42.9%

Source: HR Services database

It is difficult to come to any firm conclusions, although the numbers of men and women subject to the Disciplinary Procedure were broadly consistent across the three years. The rise in bullying and harassment cases since 2007/08 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. However, it is worth noting that, in 2008/09, the number of formal grievance cases returned to similar levels as in 2006/07. Further monitoring is recommended to determine if this is a return to a prior trend or an anomaly.

## Recruitment

The following data relates to vacancies, in 2008/09, for permanent posts where the recruitment and selection process involved application and interview. The proportions of applicants, broken down by gender, are given at each key stage of the process.

2008/09	Applied	Invited to Interview	Job Offered	Accepted	Council workforce (headcount)
Female	73.9%	75.1%	73.6%	73.2%	81.1%
Male	26.1%	24.9%	26.4%	26.8%	18.9%

Source: Recruitment database

NB: The recruitment process is continuous across financial years and the numbers recorded within the whole process will not necessarily match within the same reporting period.

Overall, the percentages of each gender were fairly consistent across the different stages of the recruitment and selection process. However, it is interesting to note that the male to female ratio at each stage was higher than in the workforce overall. It may be that this the application and interview approach to recruitment and selection better suits men.

### Starters and Leavers

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

2008/09	Recruitment Rates *		Turnover Rates *		Net effect (Starters minus Leavers)	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Overall	11.2%	10.4%	11.7%	10.2%	-0.5%	<b>+0.2%</b>
Female	8.7%	7.7%	9.3%	7.6%	-0.6%	<b>+0.2%</b>
Male	2.5%	2.6%	2.4%	2.7%	<b>+0.1%</b>	0.0%

Source: ResourceLink (April 2008 - March 2009)

\* As a proportion of the whole workforce

In 2008/09, male staff showed a very slight increase in terms of headcount but this was outweighed by the decrease in headcount for female staff.

It is possible that, while the formal recruitment process may suit men better, the proportion of female candidates who join after accepting a job offer is higher than for their male counterparts. Alternatively, it may be that staff gaining permanent or fixed-term roles after filling posts via the Internal Supply Pool are more likely to be female than male. Further analysis is recommended.

The findings provide indicative trends, but they should be treated with caution. The numbers involved are small, so a few individuals can produce a significant effect.

In 2008/9, 11% of female staff and 13% of male staff were new starters. The figure for men exceeds the recruitment rate for the Council as a whole. Men accounted for 24% of new starters, but approximately 23% of leavers. The balance between male recruitment and turnover rates has improved since 2007/08 when, for every two men who joined the Council, three left.

## 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.

2008/09	Council workforce				Medway population 2001
	FTE	%	Headcount	%	Headcount
Yes	136	2.14%	178	2.17%	12.92%
No	6095	96.01%	7885	95.96%	87.08%
Not Given or Refused	117	1.84%	154	1.87%	-
TOTAL	6,348	100.0%	8,217	100.0%	100.00%

Source of Council workforce data: ResourceLink (31 March 2009)

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

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

The return for BVPI 16a (see pages 9 to 10) is higher than the headcount 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, as at 31 March 2009. 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, and has successfully retained this kitemark every year since. 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		2008/09	
	No. of cases	%	No. of cases	%	No. of cases	%
Yes	3	8.1%	3	7.3%	0	0%
No	34	91.9%	38	92.7%	46	100%

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 2006/07 and 2007/08 and, proportionately, they were over-represented in comparison with the level of declared disabilities across the organisation.

However, in the past year, no one with a declared impairment has been involved in any employee relations cases. Ongoing monitoring is recommended to determine whether or not this is an anomaly.

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

2008/09	Bullying & Harassment		Disciplinary		Grievance	
	No. of cases	%	No. of cases	%	No. of cases	%
Yes	9	100%	30	100%	7	100%
No	0	0%	0	0%	0	0%

Source: HR Services database

Despite the small numbers, and excluding 2008/09, it appears that people with impairments are more likely to be subject to the Disciplinary Procedure than any other type of employee relations case.

## Recruitment

The following data relates to vacancies, in 2008/09, for permanent posts where the recruitment and selection process involved application and interview. The proportions of applicants, broken down by disability, are given at each key stage of the process.

2008/09	Applied	Invited to Interview	Job Offered	Accepted	Council workforce (headcount)
Yes	1.1%	1.2%	0.4%	0.8%	1.9%
No	0.1%	0.1%	0.0%	0.0%	2.2%
Not Given or Refused	98.8%	98.7%	99.6%	99.2%	96.0%

Source: Recruitment database

NB: The recruitment process is continuous across financial years and the numbers recorded within the whole process will not necessarily match within the same reporting period.

The findings above are the result of the way the disability question is phrased on the current equal opportunities monitoring form. An improved question is being devised in conjunction with other public authorities in Kent and Medway as part of the development of a revised equality-monitoring form. Once approved, this will be used for recruitment in addition to the workforce census.

That notwithstanding, the percentages of people declaring a disability fell between the application and acceptance stages and are, in any case, lower than the proportion within the workforce overall. It may be that, once in post, staff feel more comfortable declaring impairments, which is picked up through the workforce census. Evidence supporting the Valuing People Now and Getting a Life initiatives shows that, in general, disabled people are less able to access formal recruitment processes and are more likely to be disadvantaged by them. It is recommended that this is closely monitored once the new equality monitoring form is implemented.

## Starters and Leavers

Comparative data for the recruitment and turnover rates by disability, for the twelve months to 31 March 2009, are given below. 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.

2008/09	Recruitment Rates *		Turnover Rates *		Net effect (Starters minus Leavers)	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Overall	11.2%	10.4%	11.7%	10.2%	-0.5%	<b>+0.2%</b>
Yes	0.2%	0.2%	0.4%	0.4%	-0.1%	-0.1%
No	10.7%	9.9%	11.1%	9.7%	-0.4%	<b>+0.3%</b>
Not Given or Refused	0.2%	0.2%	0.2%	0.2%	0.0%	0.0%

Source: ResourceLink (April 2008 - March 2009)

\* As a proportion of the whole workforce

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. Taken together, the starter and leaver data indicate that double the proportion of employees with impairments are leaving than joining and, therefore, that the overall representation of disabled staff is declining significantly. However, as stated earlier, the decrease is due to a difference eight individuals. Nevertheless, ongoing monitoring is necessary.

## 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.

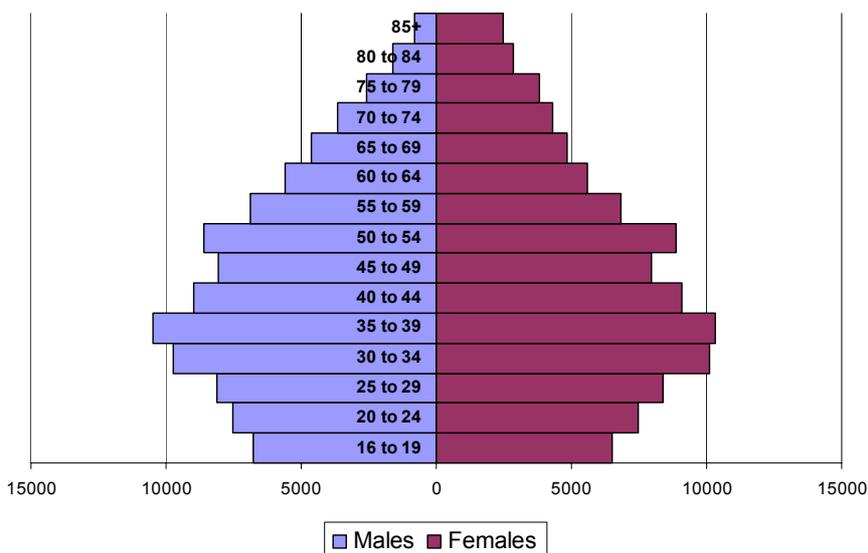
As well as the majority of staff being female (see pages 26 to 29), the chart shows an ageing workforce. As at 31 March 2009, one third of all staff were aged 50+, with the average age being 43.6 years. This is almost identical to 2007/08.

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 34.8%, compared with 63.7% aged 40-64. In 2007/08, the equivalent figures were 34.7% and 61.7% respectively.

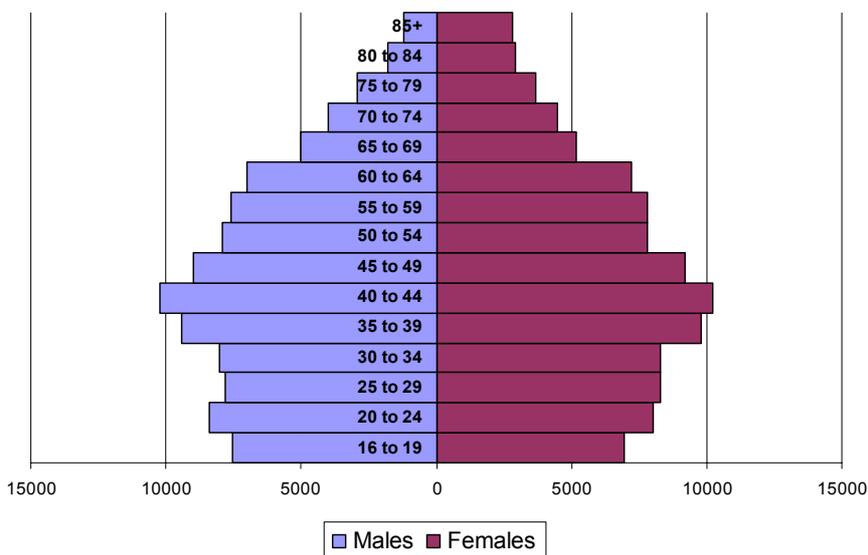
Many acquired impairments are associated with age. An ageing workforce has implications in terms of reasonable adjustments and caring responsibilities.

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. But this is not necessarily unexpected as many young people take advantage of further and higher education opportunities. 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).

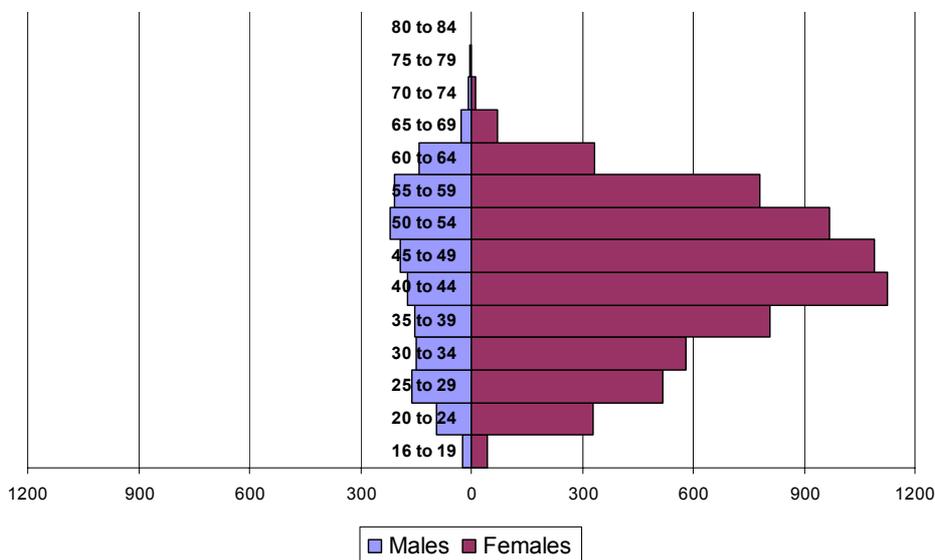
### Age Population in Medway: 2001 Census



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



### Council workforce (Headcount)



2008/09	Aged 16-39	Aged 40-64	Aged 65+	Due to retire in next 5 years	Due to retire in next 10 years
Overall	34.8%	63.7%	1.46%	5.79%	17.84%
Women	34.2%	64.6%	1.25%	5.00%	16.72%
Men	37.4%	60.2%	2.38%	9.19%	22.62%

Source: ResourceLink (31 March 2009)

One-third of the workforce is aged 50+. The Council's normal retirement age is 65 years. The data above show that over one-sixth of all staff are due to retire within 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.

### Recruitment

The following data relates to vacancies, in 2008/09, for permanent posts where the recruitment and selection process involved application and interview. The proportions of applicants, broken down into age bands, are given at each key stage of the process.

2008/09	Applied	Invited to Interview	Job Offered	Accepted	Council workforce (headcount)
16 to 19	3.0%	3.0%	2.6%	5.1%	0.8%
20 to 24	11.7%	11.0%	10.2%	10.9%	5.2%
25 to 29	12.4%	12.8%	14.0%	14.0%	8.3%
30 to 34	12.5%	12.2%	16.6%	14.8%	8.9%
35 to 39	10.5%	9.9%	9.4%	8.9%	11.7%
40 to 44	14.4%	14.1%	13.2%	13.6%	15.8%
45 to 49	14.1%	14.1%	11.9%	11.7%	15.6%
50 to 54	8.2%	9.0%	7.2%	8.2%	14.5%
55 to 59	10.1%	10.6%	12.3%	9.3%	12.0%
60 to 64	2.7%	2.7%	2.6%	2.7%	5.8%
65+	1.4%	1.4%	0.0%	0.8%	1.5%

Source: Recruitment database

NB: The recruitment process is continuous across financial years and the numbers recorded within the whole process will not necessarily match within the same reporting period.

In 2008/09, the age groups most likely to apply for a council vacancy and be invited to interview was 40-44 and 45-49 years. More successful candidates came from the 30-34 age group than any other. Those most likely to accept a job offer were aged 25 to 34 years. It is difficult to make any assessment of trends based only on a single year, so ongoing monitoring is advised.

While operating a normal retirement age, and encouraging younger people to consider a career in local government, it should be noted that the Council is open to applications from those aged 65 and over.

### Starters and Leavers

Comparative data for the recruitment and turnover rates by age, for the twelve months to 31 March 2009, are given below. It has not been possible to include FTE data at this time.

2008/09	Recruitment Rates *	Turnover Rates *	Net effect (Starters minus Leavers)
	Headcount	Headcount	Headcount
Overall	11.2%	11.7%	-0.5%
16 to 19	0.9%	0.4%	<b>+0.5%</b>
20 to 24	1.8%	0.9%	<b>+0.9%</b>
25 to 29	1.4%	1.5%	-0.1%
30 to 34	1.4%	1.0%	<b>+0.4%</b>
35 to 39	1.7%	1.5%	<b>+0.2%</b>
40 to 44	1.9%	1.4%	<b>+0.4%</b>
45 to 49	0.9%	1.2%	-0.4%
50 to 54	0.6%	1.0%	-0.4%
55 to 59	0.4%	1.1%	-0.7%
60 to 64	0.2%	1.1%	-0.9%
65+	0.1%	0.5%	-0.5%

Source: ResourceLink (April 2008 - March 2009)

\* As a proportion of the whole workforce

The age ranges showing a net increase during 2008/09 were 16 to 24 years and 30 to 44 years. The rise among younger people is mainly due to the success of the Council's apprenticeship scheme. The recruitment rate within the 16-19 age group

was over 100%. However, it should be remembered that this age group only accounts for a small number of staff, so a few individuals can produce a significant effect.

The age group that the Council has found most difficult to retain is 25-29. Of all the groups between 16 and 44 years, this was the only one that showed a decline, albeit a small one.

As in 2007/08, more staff aged 45+ are leaving than joining. Of those aged 45-59, the majority left due to resignation or redundancy. Aged 60 and over, retirement became the primary reason for leaving.

## **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 in conjunction with other public authorities in Kent and Medway. Subject to approval of that form by the Council, it will become possible to report workforce statistics against additional equality strands following the completion of a workforce census, which should be finished by the end of 2009/10.

## **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 (BVPI)**

The Government introduced Best Value Performance Indicators 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 (BME)**

There is no one standard definition of Black and Minority Ethnic.

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* are referred to as *All Minority Ethnic groups* in this report.

### **Full-Time Equivalent (FTE)**

Calculated as the number of contracted hours as a proportion of full-time hours for that post.

### **Leavers**

All staff who cease to be employed by the Council.

### **Net Effect**

Calculated as the difference between the numbers of new starters and leavers, divided by the total number of staff.

### **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.

### **Race Equality Review (Employment)**

The Council commissioned a review of race equality in employment to address concerns that had been highlighted through anecdotal evidence. The Review was conducted by an independent diversity consultant, an HR Services manager and the Chair of the Black Workers Forum between June and September 2006, and covered all employees of the Council.

### **Recruitment Rate**

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

### **Turnover Rate**

Calculated as the number of leavers divided by the total number of staff.

### **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.