

## **EMPLOYMENT MATTERS COMMITTEE**

**16 SEPTEMBER 2010**

### **WORKFORCE MONITORING AND STRATEGY UPDATE**

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#### **Summary**

To update Members on the Workforce Strategy and report on workforce monitoring for the period 1 April 2009 to 31 March 2010.

#### **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. The workforce strategy, agreed by Employment Matters Committee in 2009 identified four workforce priority areas for the Council over three years:

- Build a workforce that reflects the community we serve through better workforce planning, recruitment and retention.
- Improve employment opportunities within Medway.
- Improve leadership and management skills across the organisation.
- Train and develop individuals and teams to deliver effective and improving services.

2.2. These four priority areas address the key challenges facing Medway Council alongside other local authorities when planning its future workforce requirements including:

- An increase in demand for services for older people due to an ageing population.
- A Children's Workforce that better meets the needs of our children.
- A changing balance of competition between and within sectors due to economic changes. This is most keenly felt in authorities close to London.

- Innovation in technology and partnership working reducing demand for some skills and increasing demand for others.
- Pressure for a more diverse workforce to respond to the needs of an increasingly diverse society.
- An increasingly tight fiscal environment.

- 2.3. The announcements made in June 2010 by the Chancellor of the Exchequer in respect of the emergency budget reductions have resulted in mid-year reductions in Medway of £6m which covers both capital and revenue expenditure. This has meant that it has been necessary to reduce the workforce by 54 posts. The posts have come out of all the directorates and the process of selection for redundancy is continuing and so far 5 individuals have been redeployed into new roles. Clearly the budget difficulties will be continuing and therefore a new approach to the deployment of staff needs to be implemented. Where appropriate the council has slowed down recruitment and will endeavour to place at risk employees. The current development programme focuses on skills development and further work is needed to ensure that employees have the flexibility to move across roles. The competency work will assist this.
- 2.4. This report updates the Committee on the progress made over the last year against the actions set out in the strategy.

### **3. Analysis and Advice**

- 3.1. 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.
- 3.2. Unlike previous years, there is no longer a requirement to report on Best Value Performance Indicators. We continue to use them locally to help benchmark the state of our workforce against other authorities that similarly retain them. We have also introduced a number of additional datasets to help measure the effectiveness of the strategy in ensuring that the Council continues to attract and retain the key skills and talents needed to face the challenging times ahead and continues to provide high quality services to our customers whilst ensuring that these services provide value for money.

### **4. Build a workforce that reflects the community we serve through better workforce planning, recruitment and retention.**

- 4.1. The Council workforce, is made up of 6,340 full time equivalents (fte) or 8,178 headcount with part time staff making up 37.2% of the total fte workforce. These figures include school staff of 3,792 fte (5,185 headcount).
- 4.2. The workforce is predominantly local to the area with 75% of staff residing within Medway. This may be explained by the imbalance between the number of men and women employees. Traditionally men have been motivated to seek higher paid work and take jobs further a field, especially London whereas women have tended to work more locally in response to traditional caring roles.

- 4.3. There continues to be a disproportionate number of women employees and also the age profile of the workforce compared to that of the local population shows that younger people are under-represented whilst the over 40's are over represented. The apprenticeship scheme, graduate placements and work experience programme have all been designed to generate greater interest amongst younger people to pursue a career within the Council.
- 4.4. The following extract from the recruitment age profile (Appendix A - table 10) shows a big increase in applications from people aged under 24 for jobs within the Council compared to the make up of the current workforce. The percentage of staff from these groups has increased from 2008/09. The actions resulting from the workforce strategy should continue and be monitored to build on this promising early success.

Age	2008/09 workforce	2009/10 workforce	Applied during 2009/10
<b>Regeneration, Community and Culture</b>			
16 to 19	1.2%	1.9%	14.7%
20 to 24	7.5%	8.1%	21.1%
<b>Business Support</b>			
16 to 19	2.6%	2.6%	6.3%
20 to 24	5.9%	7.0%	21.9%
<b>Children's and Adult's Services</b>			
16 to 19	0.2%	0.9%	4.5%
20 to 24	5.0%	5.9%	15.8%

- 4.5. There are also improvements in ethnicity and gender recruitment with applicants being more representative of the Medway population than the current workforce.
- 4.6. The workforce continues to have fewer disabled people than the general population and further analysis of recruitment shows no improvement in the number of people applying for jobs with a declared disability. The reason often given for this has been one of applicants not wishing to declare a disability. The work experience initiative outlined below encourages a more flexible way into work with disabled people securing unpaid work experience with a gradual increase in hours, building self confidence before transferring into vacancies through a job trial. Whilst the number securing paid employment may seem small, it shows that the initiative is working well with 9% of applicants declaring a disability compared to 2.1% through the normal recruitment process. The trend to increase the number of suitable placements is encouraging year on year. Also more flexible recruitment arrangements are supporting this process.

#### Improve recruitment

- 4.7. We have previously had difficulties in recruiting to a number of key roles and service areas, some of which had been caused by national shortages of skilled and professional staff and competing with neighbouring authorities and partners. Our previous recruitment and selection policy sometimes failed to give us the flexibility that was required to meet the key strands of the workforce strategy. As a direct result, the policy has been replaced with a revised recruitment and selection framework. There have been some key changes to the process including

removing the need to advertise posts internally and externally simultaneously, changes to the way in which pre-employment health checks are carried out and the removal of the application form. These changes have made it a much more proactive process and enables us to manage the talent that is already within the authority more effectively as well as taking positive action to ensure the workforce becomes more representative of the population we serve.

### Apprenticeships

- 4.8. Medway Council started its apprenticeship scheme in September 2008 to introduce young people into the workforce and to develop the workforce to meet its future needs.
- 4.9. The number of apprenticeships continues to grow with 75 placements completed, active or identified within the Council itself. Our recent introduction of a new service to Medway businesses that provides them with an easy way into employing apprentices, especially for micro and small businesses, has delivered positive results with potential employment for 20 young people within this sector.

Apprenticeship Stage	Council Placements	External Placements
Completed	16	
Current	31	2
Out to advert	5	8
Identified placements	23	10
Total	75	20
	Total	95

- 4.10. As the largest employer in the area, the council offers a diverse range of career and development opportunities within its many service areas such as the legal profession, health and social care, democratic services, finance, enforcement, leisure and green spaces. The apprenticeship scheme allows the council to 'grow its own' workforce in answer to the challenges it will face over recruitment shortages.
- 4.11. The Apprenticeship scheme is now well established and forms part of the normal recruitment processes. Apprentices receive their training alongside existing staff as part of the council's learning and development programme.

### Work experience

- 4.12. We actively support work experience placements for school students, young people at college/university or local training providers, adults returning to work or retraining and people with learning and/or physical disabilities. In the year 2009/2010, 277 placements were completed. Our Work Experience Co-ordinator has worked hard to highlight to managers the benefits of using work experience students to enhance the services they can offer and has put measures into place to ensure that students will only be accommodated if they have shown a keen interest in the particular area to which they are applying. This has meant that managers are only receiving students who are motivated to work within, and learn more about, the areas they are working in. This can be especially important to managers who work in the areas experiencing recruitment difficulties and a

successful work experience placement can inspire a student into looking at Medway Council as an employer of choice, in the future.

- 4.13. During 2009/10, eight work experience students gained employment with the Council once their placement had completed. Four of these had learning and/or physical disabilities, three of whom had never had paid employment before their work experience placements.

<b>Diversity breakdown for 2009/10 Work placements</b>		
No of Placements	277	100%
Of which:		
Female	134	48%
Male	143	52%
White British	181	65%
Asian	8	3%
Black	20	7%
Other	65	23%
Disabled	24	9%
Under 18	196	71%
Over 18	80	29%

#### Graduate placements

- 4.14. The Council supported 19 university student or graduate placements during 2009/10, varying in length from one week to 2 days a week for a year. These placements offer great benefits to both the students and the council managers who support them - the students get the opportunity to put their theoretical learning into practice, gain key employability skills and a current work-based reference to add to their CV. The managers gain an extra member of staff, at no financial cost, which can enhance the service their team are able to deliver; especially important during the current financial and staffing constraints.
- 4.15. The Council is happy to accept applications from graduates who studied/are studying at the four Medway universities as well as from those who are studying elsewhere but returning to their family homes in Medway for their holiday periods.

#### Induction and retention

- 4.16. The current recruitment and selection practices have been revised and now use the competency frameworks to test the skills, knowledge and behaviours of prospective employees. This will enable us to recruit a workforce that is adaptable, motivated and able to deliver high quality public services to meet the ever changing needs of the local community. Induction packs have been designed for each directorate and business support and is being tailor made to each service area. Probation is also being monitored at the three and six month stages.

#### Talent management and Succession planning

- 4.17. The idea of talent management is relatively new and describes the processes involved in identifying existing and future staff that can be developed to fulfil the

roles we traditionally find hard to recruit. There is still a need to develop a talent management and succession planning strategy that encompasses current best practice (CIPD, 2009).

- 4.18. The redeployment process has provided us with an opportunity to put talent management into practice. Through identifying the skills, knowledge, experience and competence of those staff in the redeployment pool we have matched several employees to opportunities in other areas of the council, retaining talent and reducing the numbers of redundancies.

#### Total rewards approach to pay and benefits

- 4.19. Progress so far toward a total reward approach is the implementation of the More4you reward branding. By creating this branding the council is able to promote all the tools available that may be used to attract, motivate and retain employees. This is the first step toward the total reward approach which will eventually include everything the employee perceives to be of value resulting from their employment relationship with the council. This not only includes pay but also:
- Generous terms and conditions of employment
  - Voluntary benefits such as the Vectis discount scheme
  - The Local Government and Teachers' Pension schemes
  - Learning and development opportunities
  - Support mechanisms such as Care First and staff forums
  - In-house discount schemes
  - Well-being initiatives.
- 4.20. This total reward approach will help to develop the council's reward strategy encompassing pay, career development and benefits.
- 4.21. From June 2010 employees have been able to access details of all the rewards and benefits available to them in one place. This information is accessible from a bespoke website ([www.vectisonline.co.uk](http://www.vectisonline.co.uk)) and also a More4you directory which has been distributed to all employees.
- 4.22. In addition a More4you information pack has been produced for new employees and a More4you leaflet produced for general promotion and induction.
- 4.23. The More4you branding will be accessible on the [medway.gov.uk](http://medway.gov.uk) website from October 2010. It is envisaged that this will aid recruitment.
- 4.24. The physical and mental wellbeing of the workforce is of paramount importance in relation to providing high quality consistent services to the community. A workforce that is fit and healthy will be able to perform at its highest level and be absent from work due to sickness less frequently.
- 4.25. It is now nationally recognised that employers who invest in wellbeing programmes and support for their workforce achieve greater motivation and loyalty from the workforce, which directly impacts on the quality of the service. Such employers become "Employers of Choice" who people want to work for and remain working for.

- 4.26. The Council already has a number of provisions, which will assist with its goal to become an Employer of Choice.
- 4.27. The Council's aim is to develop these provisions into a more holistic Employee Wellbeing Programme, which will include:
- Developing and improving the Occupational Health Service
  - Increased preventative work such as health screening and advice on healthy living
  - Reaching those employees in outside units, who often work shifts and cannot always access the existing provisions
  - Increase management awareness of the importance of employee wellbeing and undertaking risk assessments
  - Improved communication with all employees.
- 4.28. Arrangements have been finalised for a new occupational health provider from October 2010. The move to a new provider involves the provision of an on-site Occupational Health Adviser (OHA) to be based at the council headquarters, Gun Wharf for three days per week. It is envisaged that the on-site OHA will improve turn around times for occupational health referrals and management advice and also provide an additional service for undertaking pro-active well-being activities such as individual employee health checks and well-being workshops.
- 4.29. Representatives from HR Services regularly attend the joint Public Health/Medway Council steering group to discuss best practice and share joint well being measures and a commitment has been made to include a public health article in each edition of The Headlines corporate newsletter to promote health and wellbeing initiatives.

#### Equality Framework for Local Government

- 4.30. The Equality Framework for Local Government replaced the Equality Standard for Local Government in April 2009. Like the standard, the framework continues to provide a structure to help local authorities mainstream equality and diversity into service delivery and employment. This builds on the public sector legal duties to produce equality schemes, currently there are separate requirements for race, disability and gender. The new Equality Act 2010 will extend the requirements to the 'protected characteristic' covered by the Act with the majority of its provisions coming into force from October 2010 and the public sector equality duties coming into force from April 2011. (The 'protected characteristics' for the public sector equality duty are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.)
- 4.31. Prior to April 2009, Medway Council assessed itself as being at level 2 of the standard, with a commitment to achieving level 3. Level 3 equates to the 'Achieving' level under the equality framework. In order to be accredited as being at the 'Achieving' level the council will have to undergo an assessment in the form of a peer review against the requirements of the framework. It is intended that the assessment will be undertaken during 2011/12.

- 4.32. As well as a shift in focus from process to impact and outcomes, the framework has revised the four themes under the standard and has introduced a fifth – a modern and diverse workforce:
- Knowing your community – equality mapping (new)
  - Place shaping, leadership, partnership and organisational commitment
  - Community engagement and satisfaction
  - Responsive services and customer care
  - A modern and diverse workforce.
- 4.33. The council's ability to meet the requirements of the 'Achieving' level of the framework will be supported by the delivery of responsive, personalised services to all parts of the Medway community. It will also depend in part on the composition, skills, understanding and commitment to equality and diversity of the workforce.

#### Transform Adult Social Care

- 4.34. Work continues to transform the adult social care workforce in response to 'Putting People First' (DH, 2008).
- 4.35. The transformation programme board recognises the increasing role that partners within the voluntary sector will play in offering a more flexible and creative response to the needs of clients and their families and the need to continue to improve the skills and knowledge within the social care sector through the Medway Social Care College.
- 4.36. The vision is for a highly skilled, supported, valued and accountable workforce drawn from all sectors of the community both paid and unpaid. People caring for others will be trusted and trained and will provide imaginative and innovative services which will meet the outcomes of individuals in their personal, family and community context. This inclusive workforce will make a difference contributing to individuals' health, happiness and well-being.
- 4.37. The draft Adult Social Care Workforce plan identifies a number of key priorities for transformation:
- Create a more confident, competent, empowered and diverse workforce with increasingly sophisticated skills to secure the quality of services and dignity of those people receiving social care.
  - Deliver effective leadership, management and commissioning skills, improve supervision and decision making, innovation and encourage a closer value for money approach.
  - Remodel and commission differently the workforce across sectors in Medway. Much of the remodelling needs to be undertaken by service providers to shape the workforce so that the right people with the right skills undertake the roles and tasks which people using services want.
  - Equip our social workers through the preparation and training they receive prior to qualification and through continuous professional development to work in a



pressured, complex and rapidly changing environment where the requirements of technology and the demands for visibility, accountability and inspection, challenge the traditional view of the autonomous professional. As social care itself becomes more fragmented, where service users become more in control of their own assessment and care the role of the qualified social work professional will come to the fore helping to inform innovative care plans that are safe, rooted in sound practice principals and with evidence based outcomes.

- Continue to improve safeguarding of vulnerable adults, especially in the more diverse environment resulting from increased personalisation which encourages service users to take more control over their assessment, service planning and support. The adult social care workforce must strike a new balance between creativity and innovation and proportionate risk management.

## **5. Improve employment opportunities within Medway.**

- 5.1. The workforce strategy recognised Medway Council's commitment to improve, where it could, the employability and opportunities available to its local residents, especially during the economic downturn. Also it is important to note that 75% of the Council's workforce is made up of people who live locally. In order to ensure a ready supply of future workers the initiatives below, whilst improving local employment and the economy also helps to ensure a continued supply of skilled workers for the Council.
- 5.2. The Employ Medway programme runs a series of employment support programmes in association with local partners from the community and voluntary sector. Under the umbrella of Employ Medway are four main programmes these include the central Employ Medway Advice Centre service, Future Jobs Fund, Flexible New Deal (Stage 4), and the new SUCCES project (building upon the REIGNITE service).

### Employ Medway Advice Centre

- 5.3. The Employ Medway Advice centre, which was opened last year in August 2009 has been a flagship service for Medway responding to customer needs whether they are unemployed, redundant graduates or looking for a career change. The centre provides an information, advice and signposting service to listen to any customer and provide options for them to access the services provided directly by Employ Medway and / or other local partners through referral to their services. In addition, Employ Medway directly delivers training workshops around CV, interviews and IT to enable local people to progress back into employment. Already we have seen over 6,000 customers enter the centre, approx between 60-70 per week. Already we have achieved over 100 people back into work.

### Future Jobs Fund

- 5.4. The Future Jobs Fund is set up to provide additional job opportunities to jobseekers and other people on out of work benefits who would otherwise be unable to find work, by ensuring a significant number of people, particularly those aged 18 – 24 who have been unemployed for around 12 months, are able to take

up these new jobs. This programme is funded by the Department for Work and Pensions.

- 5.5. The Future Jobs Fund Programme has provided significant added value and savings to the council services as the government pays fully for 6 month work placements ranging between 25-30 hrs depending upon the age of the person being paid at national minimum wage. Up to 31st March 2010 – 63 employees were placed within the council in a variety of positions covering administration posts to front line services (i.e. leisure services). From 1st April 2010 to March 2011 the council has the opportunity to take up a minimum of a further 120 six-month work placements. The quality and experience of these placements have ranged from graduates to those harder to reach and covered over 30 different services across the Council.

#### Flexible New Deal (Stage 4)

- 5.6. Medway council in close partnership with local community and voluntary sector partners in Medway and Swale are a main subcontractor to the prime contractor Skills Training UK limited in the delivery of employment support to those longer term unemployed customers (12 months and over). Medway Council works in partnership with the All Saints Community project and Strood Community projects in Medway and Hope Street in Sheerness to directly support customers. By end of March 2010, Medway was serving over 300 customers. This programme is funded by the Department for Work and Pensions and our remit is to provide regular 1-2-1 review meetings with customers on a fortnightly basis, to identify and source appropriate training, to address any multiple barriers to employment (financial, social, personal, transport etc), provide 4 week work placements and identify and secure job opportunities and provide post employment support to the customer when they are in employment.

#### SUCCES Programme

- 5.7. Our new SUCCES programme again works with council services and local community and voluntary sector partners in Medway including All Saints Community project, Strood community project, Citizens Advice Bureau and Council for Voluntary Service / North Kent Training Service and Medway Adult Community Learning Service to provide local accessible employment support services within key target neighbourhoods. Anyone can access these services from people who are unemployed, economically inactive and those that are on low incomes/low skills. The service provided is information, advice and guidance on a 1-2-1 basis with support in developing an action plan, addressing their multiple barriers to employment, identifying and sourcing training needs locally and support the customer in progressing back into employment. This project is being developed at present and will be in full operation from end of Sept 2010 until end of Dec 2012. The programme is financed by European Union's Interreg IVA Two Seas programme under the European Regional Development Fund.

#### Getting a Life

- 5.8. Officers have successfully scoped the research evidence of successful paid employment for adults with learning disabilities and shared this evidence across the Council and with other agencies in Medway. Based on this research

evidence, Medway Council has successfully piloted the employment of a person with learning disabilities as a Support Services Assistant position, for 16 hours a week. This employment has provided the Council with a valuable learning experience about its employment systems and processes.

- 5.9. In order to support the individual with learning disabilities in successful, meaningful employment the Council has used the national Access to Work fund, that is designated for disabled people employment support. The Access to Work fund was used to pay for a travel buddy/job coach for the individual and it is the first time that the Council has used the Access to Work fund successfully in this way. Feedback on the consistent difficulties for a person with learning disabilities to obtain Access to Work funding to which they are entitled has been reported nationally and directly led to the Access to Work funding process being clarified nationally and a quicker process locally for all Access to Work funding applications. For the individual who has been successful in their first paid employment the benefits financially and personally have been overwhelming - for example within four months the individual had learnt to confidently travel independently on public buses, and now no longer requires a travel buddy or a taxi, the individual is now financially better off.
- 5.10. Medway Council was celebrated for its best practice employment practice of this individual at a regional conference where the individual shared their positive experiences to other South East local authorities.
- 5.11. The Getting A Life project, which centres around improving the paid employment of adults with a learning disability in Medway has also regularly reported to the Children and Adults Directorate Management Team to ensure that learning is shared from this project and that the issue of the paid employment of adults with a learning disability remains a priority issue for the Council, particularly in this economic climate.

## **6. Improve leadership and management skills across the organisation.**

### Develop workforce information

- 6.1. For the first time this year, following a comprehensive data validation exercise undertaken by individual schools, we have submitted detailed information on all of our school staff through the School Workforce Census (DCSF, 2008). Similarly, detailed information on individual staff employed within a social care setting for both adult and children's services has also been supplied through the National Minimum Data Set (Skills for Care, 2009).
- 6.2. We will continue to develop our reporting of absence, recruitment, workforce profile, discipline, grievances, harassment and bullying at divisional or service level. This level of data will provide greater corporate awareness of areas of concern at an early stage and improve targeting of service improvement.
- 6.3. We will also improve the recording of qualifications and learning activities to target personal and team development more effectively, evaluate the investment made in development and ensure the needs of our organisation are clearly identified and met.

- 6.4. We will respond to the additional requirements placed upon all local authorities under the new Equality Act 2010 to incorporate further levels of equality monitoring.
- 6.5. Although there is no longer a requirement to report on Best Value Performance Indicators, we, along with many other authorities continue to record them to help provide trend and comparative analysis. The BVPI data is reproduced below.

Indicator	Description	2009/10	2008/09
BV 11a	Top 5% of employees who are female:	48%	49%
BV 11b	Top 5% of employees who are BME:	8%	6%
BV 11c	Top 5% of employees declaring a disability:	3.70%	4%
BV 12	Number of (working) day sickness absence per employee:	7.66 days	8.17 days
BV 14	Number of staff leaving due to early retirement:	0.45%	0.48%
BV 15	Number of staff leaving due to ill-health:	0.10%	0.08%
BV 16a	Number of staff declaring a disability:	4.06%	3.76%
BV 17a	Total number of BME staff:	5.63%	5.36%

- 6.6. We continue to see improvements in a number of areas including a reduction in the average number of sick days recorded from 8.17 days in 2008/09 to 7.66 days in 2009/10.

#### Leadership and management development

- 6.7. Medway Council was first recognised as an Investor in People (IIP) in 2002/2003 and has been renewed on a regular basis to maintain the standard.
- 6.8. We will renew our IIP accreditation again in September 2010 and aim to attain the highest level of IIP accreditation (Gold) under the new IIP Choices framework. The Council has trained 24 internal assessors, who will undertake the majority of interviews to reduce the time the external managing assessor spends on site to keep costs to a minimum. The council aims to continue the internal review approach by embedding these IIP standards into its performance management framework.
- 6.9. Inspirational leadership is one of the competencies identified by our managers as being crucial to their development and is key to moving the council forward in these challenging times. In the past there have been leadership programmes rolled out on a regular basis. These standard programmes have not suited everyone. There has been feedback in the past that our managers have not responded well to a 'sheep dip' approach to training and development, which is both expensive and not the most effective approach. The new leadership programme is designed to meet each managers' personal need in a more cost effective and tailored way.
- 6.10. The Leadership Programme was launched in September 2009 with the LGC Challenge, where nine teams pitted their skills and knowledge to develop strategies for a fictitious unitary authority. Members were asked to play external roles in the challenge along with other senior officers who made the event more authentic. Although the day was enjoyable the teams found it challenging and

helped them to begin to identify development needs for themselves and their teams.

- 6.11. There is a variety of tailored training and qualifications available to all our team leaders and managers. Ranging from, hands on practical skills for new managers, certificate and diplomas for junior to middle managers and postgraduate qualifications for more senior grades. We have introduced Espresso shots which are a wide selection of short one to two hour training sessions that managers can attend to fill gaps or reinforce their knowledge on core management competencies such as: managing the appraisal interview, time management, motivating the team, performance management, financial management, innovation etc. These short learning sessions equip our managers with a comprehensive set of skills and knowledge to develop the competent managers the organisation requires to move forward.

## **7. Train and develop individuals and teams to deliver effective and improving services.**

- 7.1. Training continues to focus on key skills and knowledge for staff and partners. Attendance at keeping children safe, protecting vulnerable adults from abuse, disability awareness, equalities and good customer care, health and safety and induction courses have been a priority. The use of blended learning such as mixing classroom based teaching with e-learning has been increased to ensure that all staff have a consistent and effective understanding of these key areas whilst offering value for money.
- 7.2. A review of delivering the training to support the Adult Services training plan has been implemented, with a Service Manager being identified to advise Workforce Development on priorities. The essential care standards training, including safeguarding and Mental Capacity Act/Deprivation of Liberty, will continue to be made available as a rolling programme ensuring that care staff, receive mandatory training.
- 7.3. The support to provide professionals with continuous professional development, in Adults and Children's services, is on going with further commitment to allow eligible staff access to Post Qualifying training. Commitment to develop staff to become Social Workers, via a "home grown" scheme, continues with a further ten places on the Degree in Social work being made available again this year.

### i-Share

- 7.4. The i-share training and development website is a Kent and Medway partnership venture that combines an on-line training portal with a community social networking site allowing Public Sector partners to access and book training and development activity on offer across Kent.
- 7.5. The website, [www.i-share.org.uk](http://www.i-share.org.uk) is a collaboration between all the 14 councils, together with Kent Fire and Rescue and NHS with the initial development funded by Improvement and Efficiency South East.
- 7.6. It improves the skills of the county's public sector workforce by offering users wider access to training opportunities resulting in a more cohesive workforce plus

realising efficiency gains through economies of scale and joint procurement. Currently 1,950 people across Kent are registered with I-share, of which 1,501 are Medway Council staff. Medway courses account for 56% (381 out of 678) of all courses on offer. To date, Medway-run courses have been attended by 874 Medway staff and have also attracted 204 employees from other Kent Authorities.

- 7.7. The second phase, released in July, includes secondment and mentoring opportunities across authorities, the sharing of policies and procedures and the eventual roll out to other South East authorities.

#### The Medway College of Social Care

- 7.8. The Medway College of Social Care is an innovative project developed as a partnership between Medway Council and Avante Partnership. Serving the entire Medway social care sector, the 'virtual' College provides a one-stop shop for easy access to funded, high quality social care training. The College is a dedicated Medway centre for social care learning, recruitment and resource gathering. From April 2010 the service will operate as part of the Medway Adult and Community Learning Service and Medway Council will adopt the Medway College for Social Care as its main provider of Social Care training for those services it provides directly to users. The College will play a key role in developing the skills of the care provider workforce across the public, private and voluntary sectors.

#### Union Learning Agreement

- 7.9. Medway Council, through a Learning Agreement with the unions, is committed to promoting learning opportunities for employees with the aim of raising achievement and encouraging life-long learning so that every individual, whatever their age or starting point, can realise their full potential. The unions can play a major role in encouraging staff either back into learning or to continue learning.
- 7.10. Progress has been slow in this area due to limited engagement. The agreement is being re-focussed with the help of the Medway Adult and Community Learning Service to provide a more direct access to Life Long Learning, either through workplace learning or through external provision and the unions involved will continue to promote and support staff to come forward.

#### Develop our skills

- 7.11. From April 2010 workforce development has worked in partnership with our Adult Learning Centre to provide NVQs at levels 2, 3 and 4 to staff.
- 7.12. Medway Adult and Community Learning Service, through its Vocational Centre based at Gillingham delivers NVQ qualifications funded by the Skills Funding Agency at levels 2, 3 and 4 in: Customer Service, Business Administration, Management, Supporting Teaching and Learning in Schools, Youth Work Award, Professional Cookery and Childcare, Learning and Development. The external funding allows Medway Council to maintain a vocational qualifications programme to supplement the shorter courses offered through the main training budget, thereby creating cost effective career development pathways from intake levels through to higher management levels within the organisation.

7.13. In order to meet the demands of the organisation, and to cater for the diverse range of careers throughout, the Post-16 Professional Development Centre, run by Medway Adult and Community Learning Service at Rochester, can also support members of staff to become qualified trainers, assessors and internal verifiers within their areas of expertise. This allows Medway to deliver high quality vocational qualifications which ensures continuous professional development for its workforce. Medway Adult and Community Learning Service also offers a range of short, practical courses through the i-share website.

## **8. 8. Financial and legal implications**

8.1. There are no direct financial implications arising from this report. 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.

## **9. Risk Management**

9.1. 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.

## **10. Recommendation**

10.1. That Members note the report.

### **Lead Officer**

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### **Background Papers**

Workforce Strategy to Employment Matters Committee September 2009

Workforce Monitoring Report to Employment Matters Committee 4 March 2009

Workforce Equality Monitoring Report to Employment Matters Committee 12 November 2008

Review of Managing Sickness Absence Policy Report to Employment Matters Committee 14 October 2008

## Appendix A – Statistical Tables

This appendix contains a number of reference tables on collected and reportable areas of workforce data.

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### Notes

1. All full-time equivalent (FTE) figures are given to the nearest whole number.
2. Figures may not always add up exactly (eg to 100 %), due to the effects of rounding.
3. All percentages rounded to 1 decimal place.
4. Where directorate figures are given, Public Health has been included with Children's and Adult's Services Directorate and the Chief Executive has been included within Business Support Department.
5. Data has been derived from Medway Council's Resourcelink HR System unless otherwise stated.



## Workforce Profile

The number of non-schools based staff are split across three directorates with those employed within Children's and Adult's Services accounting for just under half the total workforce.

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.

**Table 1 - Workforce breakdown by division**

2009/10	Headcount	%	FTE	%
<b>Business Support</b>				
Communications Performance & Partnership	67	0.8	61.3	1.0
Customer First Democracy & Governance	267	3.3	209.5	3.3
Finance	170	2.1	157.7	2.5
Housing and Corporate Services	200	2.4	188.4	3.0
Organisational Services	150	1.8	139.5	2.2
Management Team	1	0.0	1.0	0.0
<b>Business Support Total</b>	<b>*855</b>	<b>10.5</b>	<b>757.4</b>	<b>11.9</b>
<b>Children's and Adult's Services</b>				
Public Health	16	0.2	14.0	0.2
Children's Care	310	3.8	278.8	4.4
Commissioning	36	0.4	34.8	0.5
Inclusion	274	3.4	213.9	3.4
Learning and Achievement	329	4.0	245.0	3.9
Social Care	495	6.1	412.6	6.5
Management Team	1	0.0	1.0	0.0
Medway Schools	5,185	63.4	3,792.7	59.8
<b>Children's and Adult's Services Total (exl schools)</b>	<b>1,461</b>	<b>17.9</b>	<b>1,200.0</b>	<b>18.9</b>
<b>Regeneration, Community and Culture</b>				
Business and Service Quality	4	0.0	4.0	0.1
Development Economy and Transport	190	2.3	165.5	2.6
Frontline Services	203	2.5	192.9	3.0
Leisure and Culture	257	3.1	204.9	3.2
Medway Park and 2012	6	0.1	6.0	0.1
Medway Renaissance	16	0.2	16.0	0.3
Management Team	1	0.0	1.0	0.0
RCC	677	8.3	590.3	9.3
<b>Total</b>	<b>8178</b>	<b>100.0</b>	<b>6340.4</b>	<b>100.0</b>
<b>Total Excluding Schools</b>	<b>2993</b>	<b>36.6</b>	<b>2547.7</b>	<b>40.2</b>

\* Over 70% of Business Support provides frontline services such as Customer First, Libraries, Housing, Revenues and Benefits, schools HR and Payroll and now Adult and Community Learning as well as income generating services such as communications which in total account for over 600 FTEs (2010/11).

## 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 better represented.

## Gender

Women account for 81.4% of the workforce overall, and 48% 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 men are over-represented, when compared with the current workforce profile.

### Disability

The Council should 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. The current recruitment figures do not show an improvement in the number of people declaring a disability. The work experience and job trials initiative together with more flexible recruitment policies is showing promising signs of addressing this. Amongst leavers, the second highest rank reason for leaving the Council amongst disabled people is dismissal although these number are low (3 out of 17 leavers) they are significant when compared to only 7 dismissals amongst 823 non disabled leavers.

### Age

The Council has an ageing workforce, with one-third of all staff being aged 50+ and an average age of 43.6 years. Changes to these figures will be slow. Nearly 21% of women and over 26% of men are due to retire within the next ten years compared to 17% and 22% respectively for last year and 4% of staff are already over 65 years of age. However, the success of the apprenticeship scheme is borne out by higher recruitment rates among 16 to 24 year-olds.

### Other Equality Strands

The Council does not monitor routinely for religion/belief, sexual orientation, gender identity or other factors, such as caring responsibilities. The new Equality Act 2010 will extend the requirements to the 'protected characteristic' covered by the Act with the majority of its provisions coming into force from October 2010 and the public sector equality duties coming into force from April 2011. (The 'protected characteristics' for the public sector equality duty are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.)

**Table 2 - Age, Gender Breakdown by Directorate**

2009/10	Business Support			C&A: Non Schools			C&A: Schools			Regeneration, Community and Culture		
	Female	Male	All	Female	Male	All	Female	Male	All	Female	Male	All
16-19	17	5	22	9	4	13	25	8	33	11	2	13
20-24	38	22	60	67	19	86	199	43	242	30	25	55
25-29	51	29	80	88	20	108	357	76	433	32	29	61
30-34	43	19	62	89	20	109	410	81	491	40	31	71
35-39	54	42	96	119	20	139	566	78	644	41	23	64
40-44	82	23	105	173	24	197	810	60	870	44	35	79
45-49	94	39	133	193	29	222	781	82	863	34	48	82
50-54	84	40	124	197	34	231	632	83	715	48	42	90
55-59	85	31	116	175	34	209	487	97	584	36	49	85
60-64	30	18	48	96	29	125	189	48	237	15	38	53
65+	4	5	9	14	8	22	60	11	73	10	14	24
TOTAL	582	273	855	1,220	241	1,461	4,516	669	5,185	341	336	677

**Table 3 - Gender breakdown by Directorate**

Gender	Headcount	%	FTE	%
<b>Business Support</b>				
Female	582	68.1%	497	65.7%
Male	273	31.9%	260	34.3%
Sub-total	855	100.0%	757	100.0%
<b>Children's and Adult's Services - Non-Schools</b>				
Female	1,220	83.5%	1,004	83.7%
Male	241	16.5%	196	16.3%
Sub-total	1,461	100.0%	1,200	100.0%
<b>Children's and Adult's Services – Schools</b>				
Female	4,516	87.1%	3,182	83.9%
Male	669	12.9%	611	16.1%
Sub-total	5,185	100.0%	3,793	100.0%
<b>Regeneration Community and Culture</b>				
Female	341	50.4%	276	46.8%
Male	336	49.6%	315	53.4%
Sub-total	677	100.0%	590	100.0%
<b>TOTAL</b>	<b>8,178</b>		<b>6,340</b>	

**Table 4 - Proportion of fulltime to parttime breakdown by gender**

Status	Female (Headcount)	Female (FTE)	Male (Headcount)	Male (FTE)
Full-time	2,789	2,790	1,189	1,189
	41.9%	56.3%	78.3%	86.0%
Part-time	3,870	2,168	330	193
	58.1%	43.7%	21.7%	14.0%
Sub-total	6,659	4,958	1,519	1,382

**Table 5 - Disability breakdown by directorate**

2009/10	Headcount	%	FTE	%
<b>Business Support</b>				
Yes	31	3.6%	27	3.6%
No	814	95.2%	721	95.2%
Not Given or Refused	10	1.2%	10	1.3%
Sub-total	855	100.0%	757	100.0%
<b>Children's and Adult's Services - Non-Schools</b>				
Yes	52	3.6%	36	3.0%
No	1,389	95.1%	1,150	95.8%
Not Given or Refused	20	1.4%	14	1.2%
Sub-total	1,461	100.0%	1,200	100.0%
<b>Children's and Adult's Services – Schools</b>				
Yes	68	1.3%	48	1.3%
No	4,993	96.3%	3,651	96.3%
Not Given or Refused	124	2.4%	93	2.5%
Sub-total	5,185	100.0%	3,793	100.0%
<b>Regeneration Community and Culture</b>				
Yes	21	3.1%	20	3.4%
No	650	96.0%	566	95.9%
Not Given or Refused	6	0.9%	5	0.8%
Sub-total	677	100.0%	590	100.0%
<b>TOTAL</b>	<b>8,178</b>		<b>6,340</b>	

**Table 6 - Ethnicity breakdown by directorate**

2009/10	Headcount	%	FTE	%
<b>Business Support</b>				
Asian or Asian British	31	3.6%	28	3.7%
Black or Black British	26	3.0%	24	3.2%
Chinese or Other	2	0.2%	2	0.3%
Multi-Ethnic	11	1.3%	10	1.3%
White (White British, White Irish, or White Other)	778	91.0%	687	90.8%
Not Given or Refused	7	0.8%	6	0.8%
Sub-total	855	100.0%	757	100.0%
<b>Children's and Adult's Services - Non-Schools</b>				
Asian or Asian British	36	2.5%	27	2.3%
Black or Black British	45	3.1%	38	3.2%
Chinese or Other	8	0.5%	6	0.5%
Multi-Ethnic	14	1.0%	11	0.9%
White (White British, White Irish, or White Other)	1,341	91.8%	1,105	92.1%
Not Given or Refused	17	1.2%	14	1.2%
Sub-total	1,461	100.0%	1,200	100.0%
<b>Children's and Adult's Services – Schools</b>				
Asian or Asian British	105	2.0%	73	1.9%
Black or Black British	35	0.7%	28	0.7%
Chinese or Other	18	0.3%	14	0.4%
Multi-Ethnic	37	0.7%	29	0.8%
White (White British, White Irish, or White Other)	4,892	94.3%	3,586	94.5%
Not Given or Refused	98	1.9%	63	1.7%
Sub-total	5,185	100.0%	3,793	100.0%
<b>Regeneration Community and Culture</b>				
Asian or Asian British	11	1.6%	10	1.7%
Black or Black British	5	0.7%	5	0.8%
Chinese or Other	4	0.6%	4	0.7%
Multi-Ethnic	5	0.7%	4	0.7%
White (White British, White Irish, or White Other)	640	94.5%	558	94.6%
Not Given or Refused	12	1.8%	9	1.5%
Sub-total	677	100.0%	590	100.0%
<b>TOTAL</b>	<b>8,178</b>		<b>6,340</b>	

**Table 7 - Residential area of staff by ward**

Ward	Staff Count	%	Population	%
Chatham Central	308	3.8%	14,663	5.9%
Cuxton and Halling	103	1.3%	5,268	2.1%
Gillingham North	337	4.1%	14,756	5.9%
Gillingham South	387	4.7%	15,074	6.0%
Hempstead and Wigmore	212	2.6%	8,215	3.3%
Lordswood and Capstone	224	2.7%	9,495	3.8%
Luton and Wayfield	266	3.3%	13,640	5.5%
Peninsula	273	3.3%	12,697	5.1%
Princes Park	257	3.1%	10,391	4.2%
Rainham Central	369	4.5%	12,649	5.1%
Rainham North	209	2.6%	8,677	3.5%
Rainham South	333	4.1%	14,076	5.6%

Ward	Staff Count	%	Population	%
River	151	1.8%	6,972	2.8%
Rochester East	257	3.1%	9,592	3.8%
Rochester South and Horsted	368	4.5%	12,410	5.0%
Rochester West	255	3.1%	9,702	3.9%
Strood North	315	3.9%	13,292	5.3%
Strood Rural	343	4.2%	12,092	4.8%
Strood South	283	3.5%	14,221	5.7%
Twydall	364	4.5%	13,282	5.3%
Walderslade	223	2.7%	9,280	3.7%
Watling	298	3.6%	9,044	3.6%
Non-resident	2,043	25.0%		
	8,178	100.0%		

## Recruitment

The recruitment tables below may show figures of those applying for jobs and those being invited to interview, offered and accepted. The statistics are collected from 1/4/2009 to 31/3/2010 whilst many recruitment episodes fit within these strict time periods the number of offers made and accepted may not correspond to the same recruitment episodes recorded against applications.

The recruitment tables show progress towards building a more representative workforce by addressing some of the imbalances that previously existed when compared to the local population. Apprenticeships, work experience, future jobs fund, graduate placements have all helped to bring younger people into the council. More men are applying and being offered jobs than before and the recruitment process has attracted a more representative mix of ethnicity than the current workforce. Under-representation of disability remains. Whilst work experience has helped to bring people with disabilities into paid work the numbers remain low when compared to the population as a whole.

**Table 8 - Recruitment breakdown by gender**

2009/10	Current workforce	Applied	Invited to Interview	Job Offered	Accepted
Regeneration, Community and Culture					
Female	50.4%	60.6%	58.6%	58.6%	56.5%
Male	49.6%	39.4%	39.4%	41.4%	43.5%
Children's and Adult's – Non-Schools					
Female	83.5%	81.9%	81.0%	81.0%	81.8%
Male	16.5%	18.1%	18.1%	19.0%	18.2%
Business Support					
Female	68.1%	63.0%	63.7%	63.7%	67.2%
Male	31.9%	37.0%	37.0%	36.3%	32.8%

**Table 9 - Recruitment breakdown by ethnicity**

2009/10	Current workforce	Applied	Invited to Interview	Job Offered	Accepted
Regeneration, Community and Culture					
White (White British, White Irish, or White Other)	94.5%	95.5%	94.6%	95.7%	95.7%
Asian or Asian British	1.6%	0%	0.9%	2.2%	2.2%
Black or Black British	0.7%	0.9%	0.9%	0%	0%
Chinese or Other	0.6%	0%	0%	0%	0%

2009/10	Current workforce	Applied	Invited to Interview	Job Offered	Accepted
Multi-Ethnic	0.7%	2.8%	2.7%	2.2%	2.2%
Not Given or Refused	1.8%	0.9%	0.9%	0%	0%
<b>Business Support</b>					
White (White British, White Irish, or White Other)	91%	82.7%	83%	77%	77%
Asian or Asian British	3.6%	5.6%	6%	8.2%	8.2%
Black or Black British	3%	3.7%	3.3%	6.6%	6.6%
Chinese or Other	0.2%	1.2%	1.1%	3.3%	3.3%
Multi-Ethnic	1.3%	4.9%	4.4%	3.3%	3.3%
Not Given or Refused	0.8%	1.9%	2.2%	1.6%	1.6%
<b>Children's and Adult's – Non-Schools</b>					
White (White British, White Irish, or White Other)	91.8%	88.8%	88.6%	88.6%	88.5%
Asian or Asian British	2.5%	9.1%	9.6%	9.7%	2.1%
Black or Black British	3.1%	5.1%	5.8%	6.4%	6.4%
Chinese or Other	0.6%	0.4%	0.4%	0.4%	0.4%
Multi-Ethnic	1%	0.6%	0.6%	0.8%	0.9%
Not Given or Refused	1.1%	2%	1.8%	1.7%	1.7%

**Table 10 - Recruitment breakdown by age**

2009/10	Current workforce	Applied	Invited to Interview	Job Offered	Accepted
<b>Regeneration, Community and Culture</b>					
16 to 19	1.9%	14.7%	14.4%	13.0%	13.0%
20 to 24	8.1%	21.1%	20.7%	17.4%	17.4%
25 to 29	9.0%	8.3%	9.0%	17.4%	17.4%
30 to 43	10.5%	10.1%	11.7%	13.0%	13.0%
35 to 39	9.5%	8.3%	6.3%	6.5%	6.5%
40 to 44	11.7%	11.0%	12.6%	13.0%	13.0%
45 to 49	12.1%	12.8%	12.6%	10.9%	10.9%
50 to 54	13.3%	8.3%	6.3%	4.3%	4.3%
55 to 59	12.6%	5.5%	6.3%	2.2%	2.2%
60 to 64	7.8%	0.0%	0.0%	2.2%	2.2%
65 and above	3.5%	0.0%	0.0%	0.0%	0.0%
<b>Business Support</b>					
16 to 19	2.6%	6.3%	3.8%	9.8%	9.8%
20 to 24	7.0%	21.9%	21.4%	16.4%	16.4%
25 to 29	9.4%	18.1%	18.1%	14.8%	14.8%
30 to 43	7.3%	8.1%	8.8%	9.8%	9.8%
35 to 39	11.2%	6.3%	7.1%	8.2%	8.2%
40 to 44	12.3%	15.6%	14.3%	13.1%	13.1%
45 to 49	15.6%	5.6%	8.8%	6.6%	6.6%
50 to 54	14.5%	9.4%	8.8%	13.1%	13.1%
55 to 59	13.6%	7.5%	7.7%	8.2%	8.2%
60 to 64	5.6%	1.3%	1.1%	0.0%	0.0%
65 and above	1.0%	0.0%	0.0%	0.0%	0.0%
<b>Children's and Adult's</b>					
16 to 19	0.9%	4.5%	4.4%	2.5%	2.6%
20 to 24	5.9%	15.8%	15.0%	15.3%	15.3%
25 to 29	7.4%	12.6%	12.2%	10.2%	10.2%
30 to 43	7.5%	8.9%	8.8%	11.9%	11.5%
35 to 39	9.5%	11.2%	11.4%	14.0%	14.0%
40 to 44	13.5%	15.0%	15.2%	12.3%	12.3%
45 to 49	15.2%	13.2%	14.6%	18.2%	18.3%
50 to 54	15.8%	11.6%	11.8%	10.6%	10.6%

2009/10	Current workforce	Applied	Invited to Interview	Job Offered	Accepted
55 to 59	14.3%	5.9%	5.4%	4.7%	4.7%
60 to 64	8.6%	1.4%	1.2%	0.4%	0.4%
65 and above	1.5%	0.0%	0.0%	0.0%	0.0%

**Table 11 - Recruitment breakdown by disability**

2009/10	Current workforce	Applied	Invited to Interview	Job Offered	Accepted
<b>Regeneration, Community and Culture</b>					
No	96.0%	97.2%	97.3%	100.0%	100.0%
Not Stated	0.9%	0.0%	0.0%	0.0%	0.0%
Yes	3.1%	2.8%	2.7%	0.0%	0.0%
<b>Business Support</b>					
No	95.2%	96.9%	96.7%	98.4%	98.4%
Not Stated	1.2%	0.0%	0.0%	0.0%	0.0%
Yes	3.6%	3.1%	3.3%	1.6%	1.6%
<b>Children's and Adult's</b>					
No	95.1%	95.3%	95.4%	97.5%	97.4%
Not Stated	1.4%	0.0%	0.0%	0.0%	0.0%
Yes	3.6%	4.7%	4.6%	2.5%	2.6%

## Training and Development

The following tables show the attendance at various types of training broken down by age, gender, disability and ethnicity. It also compares attendance to the profile of the current workforce.

**Table 12 - Training attended breakdown by ethnicity**

	BME groups		White Minority groups		White British		Not Given or Refused	
	Numbers	%	Numbers	%	Numbers	%	Numbers	%
Apprenticeship Programme	1	3.2%	0	0.0%	30	96.8%	0	0.0%
Children's and Adults Social Care (internal)	53	8.3%	24	3.8%	538	84.1%	25	3.9%
Service Delivery	81	8.7%	23	2.5%	820	87.7%	11	1.2%
Health and Safety	103	6.9%	22	1.5%	1,347	90.7%	13	0.9%
Management Development	66	20.6%	4	1.3%	249	77.8%	1	0.3%
Total attendance	304	8.9%	73	2.1%	2,984	87.5%	50	1.5%
Current Workforce		4.8%		3.8%		89.9%		1.5%

Attendance at training by ethnicity is broadly comparable to the workforce profile. White minority ethnicity is slightly under-represented while Black minority ethnicity is over represented when compared with the current workforce profile.

**Table 13 - Training attended breakdown by gender**

	Female		Male	
	Numbers	%	Numbers	%
Apprenticeship Programme	21	67.7%	10	32.3%
Children's and Adults Social Care (internal)	544	85.0%	96	15.0%
Service Delivery	654	70.0%	281	30.1%
Health and Safety	1,038	70.0%	447	30.1%
Management Development	223	70.0%	97	30.3%
Total attendance	2,480	72.7%	931	27.3%
Current Workforce		81.4%		18.6%

The breakdown of attendance at training events by gender shows that training is attended by more men than women when compared with the current workforce profile. This may be explained by the different job roles traditionally associated with gender. The table above shows that Social Care training was better represented by women whilst at all other training types, women were under-represented.

**Table 14 - Training attended breakdown by age**

2009/10	16 – 19		20 - 24		25 - 29		30 - 34		35 - 39	
	Number	%	Number	%	Number	%	Number	%	Number	%
Apprenticeship Programme	25	80.6%	6	19.4%	0	0.0%	0	0.0%	0	0.0%
Children's and Adults Social Care	2	0.3%	22	3.5%	57	8.9%	50	7.8%	56	8.8%
Service Delivery	72	7.7%	92	9.8%	79	8.4%	88	9.4%	84	9.0%
Health and Safety	14	0.9%	69	4.6%	108	7.3%	92	6.2%	124	8.4%
Management Development	1	0.3%	8	2.5%	56	17.5%	16	5.0%	49	15.3%
Total attendance	114	3.3%	197	5.8%	300	8.8%	246	7.2%	313	9.2%
Current Workforce		1%		5%		8%		9%		12%

2009/10	40 - 44		45 - 49		50 - 54		55 - 59		60 - 64		65+	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Apprenticeship Programme	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Children's and Adults Social Care	102	16.0%	95	14.9%	91	14.3%	91	14.3%	58	9.1%	13	2.0%
Service Delivery	122	13.0%	124	13.3%	106	11.3%	112	12.0%	42	4.5%	14	1.5%
Health and Safety	213	14.3%	237	16.0%	255	17.2%	213	14.3%	128	8.6%	32	2.2%
Management Development	59	18.4%	30	9.4%	41	12.8%	46	14.4%	12	3.8%	2	0.6%
Total attendance	496	14.6%	486	14.3%	493	14.5%	462	13.6%	240	7.0%	61	1.8%
Current Workforce		15%		16%		14%		12%		6%		1%



All age groups are fairly represented at training events. Those staff under 25 include apprentices that receive additional training.

**Table 15 - Training attended breakdown by disability**

	Yes		No		Not Given or Refused	
	Number	%	Number	%	Number	%
Apprenticeship Programme	1	3%	30	97%	0	0%
Children's and Adults Social Care (internal)	20	3%	576	90%	44	7%
Service Delivery	32	3%	885	95%	18	2%
Health and Safety	29	2%	1427	96%	29	2%
Management Development	6	2%	312	98%	2	1%
Total attendance	88	3%	3230	95%	93	3%
Current workforce		2%		96%		2%

Training courses are accessed by people with a disability slightly more often than the current workforce profile would expect.

### Starters and Leavers

During 2008/09, 928 new individuals joined the Council; this equates to 706 FTE. Over the same period, 854 members of staff left the Council; this equates to 650 FTE. Increases in staff numbers within Children's and Adults Services Directorate and Regeneration, Community and Culture Directorate have been offset to some degree by a decrease in staff numbers within Business Support and schools. The increase in fte includes 60 temporary staff funded through the Future Jobs Fund which gives unemployed young people and those from local unemployment hotspots to undertake six months work at no cost to the Council.

The reasons for leaving are unremarkable except for people with disabilities that show a much higher than expected number of dismissals when compared to those who have no declared disability.

**Table 16 - Starters and leavers breakdown by division**

2009/10	Starters				Leavers			
	Headcount	%	FTE	%	Headcount	%	FTE	%
Business Support	111	12.0%	99	14.0%	71	8.3%	56	8.6%
Children & Adults: Non-Schools	194	20.9%	164	23.2%	147	17.2%	127	19.5%
Children & Adults: Schools	530	57.1%	368	52.1%	583	68.3%	422	64.9%
Regeneration, Community & Culture	93	10.0%	75	10.6%	53	6.2%	45	7.0%
Total	928	100.0%	706	100.0%	854	100.0%	650	100.0%

**Table 17 - Starters and leavers breakdown by ethnicity, gender, disability and age**

Ethnicity	Starters				Leavers			
	Headcount	%	FTE	%	Headcount	%	FTE	%
Asian or Asian British	23	2.5%	19	2.8%	28	3.3%	23	3.6%
Black or Black British	30	3.2%	24	3.3%	25	2.9%	22	3.4%

Ethnicity	Starters				Leavers			
	Headcount	%	FTE	%	Headcount	%	FTE	%
Chinese or Other	8	0.9%	7	1.0%	6	0.7%	5	0.7%
Multi-Ethnic	20	2.2%	15	2.1%	8	0.9%	7	1.1%
White (White British, White Irish, or White Other)	809	87.2%	616	87.2%	765	89.6%	580	89.3%
Not Given or Refused	38	4.1%	26	3.6%	22	2.6%	13	2.0%
<b>TOTAL</b>	<b>928</b>	<b>100%</b>	<b>706</b>	<b>100%</b>	<b>854</b>	<b>100%</b>	<b>650</b>	<b>100%</b>

Gender	Headcount	%	FTE	%	Headcount	%	FTE	%
	Female	719	77.5%	534	75.6%	681	79.7%	497
Male	209	22.5%	173	24.4%	173	20.3%	154	23.6%
<b>TOTAL</b>	<b>928</b>	<b>100%</b>	<b>706</b>	<b>100%</b>	<b>854</b>	<b>100%</b>	<b>650</b>	<b>100%</b>

Disability	Headcount	%	FTE	%	Headcount	%	FTE	%
	Yes	16	1.7%	13	1.8%	17	2.0%	14
No	881	94.9%	663	94.0%	823	96.4%	625	96.1%
Not Given or Refused	31	3.3%	30	4.2%	14	1.6%	11	1.7%
<b>TOTAL</b>	<b>928</b>	<b>100%</b>	<b>706</b>	<b>100%</b>	<b>854</b>	<b>100%</b>	<b>650</b>	<b>100%</b>

**Table 18 - Reason for leaving breakdown by ethnicity, gender, disability and age**

2009/10	Number of Leavers	% of leavers	% of current workforce	Top three ranked reasons for leaving		
				First	Second	Third
<b>Ethnicity</b>						
Asian or Asian British	28	3.30%	2.2%	Resignation	End of Contract	Natural retirement
Black or Black British	25	2.9%	1.4%	Resignation	End of Contract	Transferred
Chinese or Other	6	0.7%	0.4%	Resignation	End of Contract	
Multi-Ethnic	8	0.9%	0.8%	Resignation	= Dismissed, End of Contract, Redundancy	
White (White British, White Irish, or White Other)	765	89.6%	93.6%	Resignation	Natural retirement	End of Contract
Not Given or Refused	22	2.6%	1.6%	Resignation	End of Contract, Redundancy	
<b>Gender</b>						
Female	681	79.7%	81.4%	Resignation	Natural retirement	End of Contract
Male	173	20.3%	18.6%	Resignation	End of Contract	Natural retirement
<b>Disability</b>						
Yes	17	2.0%	2.1%	Resignation	Dismissed	= Incapacity due to Ill health, Early Retirement due to Ill health
No	823	96.4%	95.9%	Resignation	= End of Contract, Natural Retirement	

2009/10	Number of Leavers	% of leavers	% of current workforce	Top three ranked reasons for leaving		
				First	Second	Third
Not Given or Refused	14	1.6%	2.0%	Resignation	= Did not Start, Redundancy	
Age						
16-24	79	9.3%	6.4%	Resignation	End of Contract	Dismissed
25-39	283	33.1%	28.8%	Resignation	End of Contract	Redundancy
40-54	267	31.3%	45.4%	Resignation	Redundancy	
55-64	191	22.4%	17.8%	Resignation	Natural retirement	End of Contract
65+	34	4.0%	1.6%	Natural retirement	Resignation	End of Contract

**Table 19 - Predicted retirement rates**

Retirement	M	F	Overall
Due to retire in next 5 years	17.3%	10.3%	11.7%
Due to retire in next 10 years	26.6%	21.3%	22.4%
Already above council retirement age (65)	5.2%	3.7%	4.0%

## Sickness

The overall sickness rate per employee has shown an improvement on last year. The average number of day's sickness absence per employee for 2009/10 was 7.66 days, against a Council target of 7 days. This is a decrease from the previous year and equates to a reduction of 6,079 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.

The following tables breakdown sickness rates by various equality strands. It should be noted that these figures are based on average calendar days whereas the BVPI figures are based on average working days.

**Table 20 - Sickness breakdown by directorate**

2009/10	Total calendar days Sick	Average calendar days sick
Business Support	11,276	6.68
Children's and Adult's Services - Non-Schools	19,214	7.42
Children's and Adult's Services - Schools	51,638	6.27
Regeneration Community and Culture	10,404	9.15
Public Health	93	2.73
TOTAL	92,625	6.77

The data in Table 20 shows higher levels of absence in the Regeneration, Culture and Community Directorate. The Director and the Management Team are aware of this and greater attention is being given by both managers and HR Services to managing sickness in this area and analysing causes of absences.

**Table 21 - Sickness breakdown by ethnicity**

2009/10	Total calendar days Sick	Average calendar days Sick
Asian or Asian British	1,589	5.23
Black or Black British	1,644	7.37
Chinese or Other	331	6.12
Multi-Ethnic	712	5.57
White (White British, White Irish, or White Other)	86,600	6.81
Not Given or Refused	1,749	7.00
Total	92,625	6.77

Whilst the data in Table 21 indicates a higher level of absence in one particular group it should be noted that due to the smaller number of employees in this group (1.35% of the workforce), the data could be distorted by the small numbers and one or two long term sickness would account for this difference.

**Table 22 - Sickness breakdown by gender**

2009/10	Total calendar days sick	Average calendar days sick
Female	75,141	6.59
Male	17,484	7.64
TOTAL	92,625	6.77

Table 22 shows a higher level of absence for male employees and this is due to the higher levels of absence in the Regeneration, Culture and Community Directorate, where half of the workforce is male.

**Table 23 - Sickness breakdown by disability**

2009/10	Total calendar days sick	Average calendar days sick
Yes	3,926	10.02
No	86,304	6.65
Not Given or Refused	2,395	7.70
TOTAL	92,625	6.77

Sickness breakdown by disability is shown in Table 23 and indicates a higher level of absence for employees declaring a disability. However, the data could be distorted by the small number of employees involved and the fact that some employees with a disability will require more time off work due to their disability. This is an acceptable reasonable adjustment under the Disability Discrimination Act.

**Table 24 - Sickness breakdown by age**

2009/10	Total calendar days sick	Average calendar days sick
16-19	261	2.56
20-24	3,262	4.52
25-29	5,864	4.55
30-34	4,915	4.24
35-39	8,341	5.49
40-44	14,197	6.75

2009/10	Total calendar days sick	Average calendar days sick
45-49	14,481	6.68
50-54	14,935	7.63
55-59	14,578	8.70
60-64	9,278	11.77
65+	2,513	12.52
<b>TOTAL</b>	<b>92,625</b>	<b>6.77</b>

Table 24 shows sickness breakdown by age and indicates that sickness levels increase with age. This detail has not previously been analysed so there is no comparative data at present. It is an issue that requires further attention and HR Services will be working with the on site Occupational Health Adviser, who commences on 1 October 2010, to analyse this further and identify appropriate interventions.

### 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.

The period 2009/10 has seen a similar number of disciplinaries performed whilst the number of bullying and harassment cases continue to reduce year on year, the number of grievances have doubled from last year. The figures for schools show a similar trend as far as disciplinary cases go but the number of bullying and harassment cases have increased where grievances have declined.

**Table 25 - Employee relations cases between 2006 and 2010**

	2006/07	2007/08	2008/09	2009/10
<b>Non Schools</b>				
Disciplinary	26	26	30	28
Grievance	10	3	7	14
Bullying & Harassment	1	12	9	3
Capability				1
<b>Schools</b>				
Disciplinary		6	17	23
Grievance		1	5	1
Bullying & Harassment		1	1	6
Capability				14

**Table 26 - Employee Relations Cases by ethnicity against whom the complaint/allegation was made**

2009/10	Disciplinary		Grievances		Bullying & Harassment		Capability	
	No. of cases	%	No. of cases	%	No. of cases	%	No. of cases	%
<b>Non Schools</b>								
BME groups	2	7.1%	1	7.1%	0	0.0%	0	0.0%
White Minority groups	0	0.0%	0	0.0%	0	0.0%	0	0.0%
White British	26	92.9%	7	50.0%	1	33.3%	1	100.0%
Not Given or Refused	0	0.0%	1	7.1%	0	0.0%	0	0.0%
N/A - made against a group of staff	0	0.0%	5	35.7%	2	66.7%	0	0.0%

2009/10	Disciplinary		Grievances		Bullying & Harassment		Capability	
	No. of cases	%	No. of cases	%	No. of cases	%	No. of cases	%
<b>Schools</b>								
BME groups	2	9.1%		0.0%	0	0.0%	3	21.4%
White Other	2	9.1%		0.0%	0	0.0%	0	0.0%
White British	17	77.3%		0.0%	5	83.3%	8	57.1%
Not Given or Refused	1	4.5%		0.0%	1	16.7%	3	21.4%
N/A - made against a group of staff	0	0.0%	1	100.0%	0	0.0%	0	0.0%

**Table 27 - Employee Relations Cases by ethnicity of complainant**

2009/10	Grievances		Bullying & Harassment	
	No. of cases	%	No. of cases	%
<b>Non Schools</b>				
BME groups	0	0.0%	2	66.7%
White Minority groups	0	0.0%	0	0.0%
White British	13	92.9%	1	33.3%
Not Given or Refused	0	0.0%	0	0.0%
N/A - made by a group of staff	1	7.1%	0	0.0%
<b>Schools</b>				
BME groups	0	0.0%	0	0.0%
White Other	1	100.0%	0	0.0%
White British	0	0.0%	5	83.3%
Not Given or Refused	0	0.0%	0	0.0%
N/A - made by a group of staff	0	0.0%	1	16.7%

**Table 28 - Employee Relations Cases by gender against whom the complaint/allegation was made**

2009/10	Disciplinary		Grievances		Bullying & Harassment		Capability	
	No. of cases	%	No. of cases	%	No. of cases	%	No. of cases	%
<b>Non Schools</b>								
Female	11	39.3%	2	14.3%	0	0.0%	1	100.0%
Male	17	60.7%	7	50.0%	1	33.3%	0	0.0%
N/A - made against a group of staff	0	0.0%	5	35.7%	2	66.7%	0	0.0%
<b>Schools</b>								
Female	14	60.9%	0	0.0%	3	60.0%	8	57.1%
Male	9	39.1%	0	0.0%	2	40.0%	6	42.9%
N/A - made against a group of staff	0	0.0%	1	100.0%	0	0.0%	0	0.0%

**Table 29 - Employee Relations Cases by gender of complainant**

2009/10	Grievances		Bullying & Harassment	
	No. of cases	%	No. of cases	%
<b>Non Schools</b>				
Female	6	42.9%	1	33.3%
Male	7	50.0%	2	66.7%
N/A - made by a group of staff	1	7.1%	0	0.0%
<b>Schools</b>				
Female	0	0.0%	3	300.0%
Male	0	0.0%	2	200.0%
N/A - made by a group of staff	1	100.0%	1	100.0%

**Table 30 - Employee Relations Cases by disability against whom the complaint/allegation was made**

2009/10	Disciplinary		Grievances		Bullying & Harassment		Capability	
	No. of cases	%	No. of cases	%	No. of cases	%	No. of cases	%
<b>Non Schools</b>								
Yes	2	7.1%	0	0.0%	0	0.0%	0	0.0%
No	26	92.9%	9	64.3%	1	33.3%	1	100.0%
Not Given or Refused	0	0.0%	0	0.0%	0	0.0%	0	0.0%
N/A - made against a group of staff	0	0.0%	5	35.7%	2	66.7%	0	0.0%
<b>Schools</b>								
Yes	0	0.0%	0	0.0%	0	0.0%	0	0.0%
No	23	100.0%	0	0.0%	5	83.3%	11	84.6%
Not Given or Refused	0	0.0%	1	100.0%	1	16.7%	2	15.4%
N/A - made against a group of staff	0	0.0%	0	0.0%	0	0.0%	0	0.0%

**Table 31 - Employee Relations Cases by disability of complainant**

2009/10	Grievances		Bullying & Harassment	
	No. of cases	%	No. of cases	%
<b>Non Schools</b>				
Yes	2	14.3%	0	0.0%
No	11	78.6%	3	100.0%
Not Given or Refused	0	0.0%	0	0.0%
N/A - made by a group of staff	1	7.1%	0	0.0%
<b>Schools</b>				
Yes	0	0.0%	2	33.3%
No	1	100.0%	3	50.0%
Not Given or Refused	0	0.0%	1	16.7%
N/A - made by a group of staff	0	0.0%	0	0.0%

**Table 32 - Employee Relations Cases by age against whom the complaint/allegation was made**

2009/10	Disciplinary		Grievances		Bullying & Harassment		Capability	
	No. of cases	%	No. of cases	%	No. of cases	%	No. of cases	%
<b>Non Schools</b>								
16 to 19	0	0.0%	0	0.0%	0	0.0%	0	0.0%
20 to 24	1	3.8%	0	0.0%	0	0.0%	0	0.0%
25 to 29	1	3.8%	0	0.0%	0	0.0%	0	0.0%
30 to 34	4	15.4%	0	0.0%	0	0.0%	0	0.0%
35 to 39	2	7.7%	2	16.7%	0	0.0%	0	0.0%
40 to 44	5	19.2%	1	8.3%	0	0.0%	0	0.0%
45 to 49	2	7.7%	2	16.7%	0	0.0%	0	0.0%
50 to 54	5	19.2%	1	8.3%	0	0.0%	0	0.0%
55 to 59	3	11.5%	0	0.0%	1	33.3%	1	100.0%
60 to 64	3	11.5%	1	8.3%	0	0.0%	0	0.0%
65+	0	0.0%	0	0.0%	0	0.0%	0	0.0%
N/A - made against a group of staff	0	0.0%	5	41.7%	2	66.7%	0	0.0%
<b>Schools</b>								
16 to 19	0	0.0%	0	0.0%	0	0.0%	0	0.0%
20 to 24	2	10.0%	0	0.0%	0	0.0%	1	8.3%
25 to 29	3	15.0%	0	0.0%	0	0.0%	1	8.3%
30 to 34	3	15.0%	0	0.0%	0	0.0%	1	8.3%
35 to 39	4	20.0%	0	0.0%	0	0.0%	1	8.3%
40 to 44	0	0.0%	0	0.0%	0	0.0%	1	8.3%
45 to 49	4	20.0%	0	0.0%	0	0.0%	2	16.7%
50 to 54	1	5.0%	0	0.0%	1	25.0%	2	16.7%
55 to 59	3	15.0%	0	0.0%	3	75.0%	2	16.7%
60 to 64	0	0.0%	0	0.0%	0	0.0%	1	8.3%
65+	0	0.0%	0	0.0%	0	0.0%	0	0.0%
N/A - made against a group of staff	0	0.0%	1	100.0%	0	0.0%	0	0.0%

**Table 33 - Employee Relations Cases by age of complainant**

2009/10	Grievances		Bullying & Harassment	
	No. of cases	%	No. of cases	%
<b>Non Schools</b>				
16 to 19	0	0.0%	0	0.0%
20 to 24	0	0.0%	0	0.0%
25 to 29	1	7.1%	0	0.0%
30 to 34	0	0.0%	0	0.0%
35 to 39	1	7.1%	2	66.7%
40 to 44	1	7.1%	0	0.0%
45 to 49	2	14.3%	1	33.3%
50 to 54	4	28.6%	0	0.0%
55 to 59	1	7.1%	0	0.0%
60 to 64	1	7.1%	0	0.0%
65+	2	14.3%	0	0.0%
N/A - made by a group of staff	1	7.1%	0	0.0%
<b>Schools</b>				
16 to 19	0	0.0%	0	0.0%
20 to 24	0	0.0%	1	16.7%
25 to 29	0	0.0%	0	0.0%
30 to 34	0	0.0%	0	0.0%
35 to 39	0	0.0%	1	16.7%
40 to 44	0	0.0%	2	33.3%



2009/10	Grievances		Bullying & Harassment	
	No. of cases	%	No. of cases	%
45 to 49	0	0.0%	0	0.0%
50 to 54	1	100.0%	0	0.0%
55 to 59	0	0.0%	0	0.0%
60 to 64	0	0.0%	1	16.7%
65+	0	0.0%	0	0.0%
N/A - made by a group of staff	0	0.0%	1	16.7%