



## **WORKFORCE MONITORING REPORT**

**OCTOBER 2016**



## 1. Introduction

**1.1.** Three Rivers District Council is committed to identify and eradicate any form of discrimination, direct or indirect, institutional or other, both in employment and in the procurement and delivery of services. This commitment is articulated in Comprehensive Equality Policy and its published equalities objectives.

**1.2.** As part of the regulations of the Public Sector Equality Duty the Council is required to publish relevant, proportionate information demonstrating our compliance with the Equality Duty. This statement details the information of Three Rivers District Council in relation to its workforce as at 31 March 2016.

## 2. Legislative Framework

2.1. Statutory duties are governed by the Public Sector Equality Duty in the Equality Act 2010 and related regulations. Under the Act, public sector organisations with over 150 employees are required to report at least annually on how their policies and practices affect staff with different “protected characteristics”.

2.2. Under the Equality Act there is also a general equality duty, meaning the Council must have due regards to the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups

2.3. Due regard involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics
- Taking steps to meet the needs of people from protected groups, where there are different needs of other people.

2.4. This general equality duty replaces all previous duties specified under previous equality legislation and applies to the Council as an employer as well as a provider and enabler of services.

## 3. Monitoring

3.1. Three Rivers District Council collects data from its workforce on the following protected characteristics:

- Age
- Disability
- Gender
- Gender reassignment

- Pregnancy and maternity
- Race
- Religion or belief
- Sexual orientation
- Marriage and civil partnership

3.2. The statistics are taken from the Human Resources and Payroll information system, Resource link. Resource link provides us with comprehensive reporting allowing a full analysis of our workforce data to be undertaken.

3.3. We are dependent on individuals disclosing their personal information to us. So that meaningful reporting can be undertaken. Where employees have chosen not to disclose this information, there are gaps in our data. We continue to make efforts to address this by ongoing requests to our employees to update their records.

#### **4. Corporate monitoring**

4.1. The Council is committed to ensuring it achieves equalities objectives and relevant performance indicators. The Council's Management Board oversees monitoring of corporate and service performance indicators. Information on the Council's strategic performance indicators can be found in the Strategic plan at: <http://www.threerivers.gov.uk/egcl-page/council-performance> . Further information on the Council's work on equality and diversity can be found at: <http://www.threerivers.gov.uk/egcl-page/equality-and-diversity>

#### **5. Three Rivers District Population Statistics**

5.1. The Council receives local population details and projected local population growth through government released population data and Census information.

5.2. This report identifies the Council's current employee profile and how that profile matches local population statistics taken from Census data. The report also indicates the targets the Council sets through a series of Human Resources Performance Indicators.

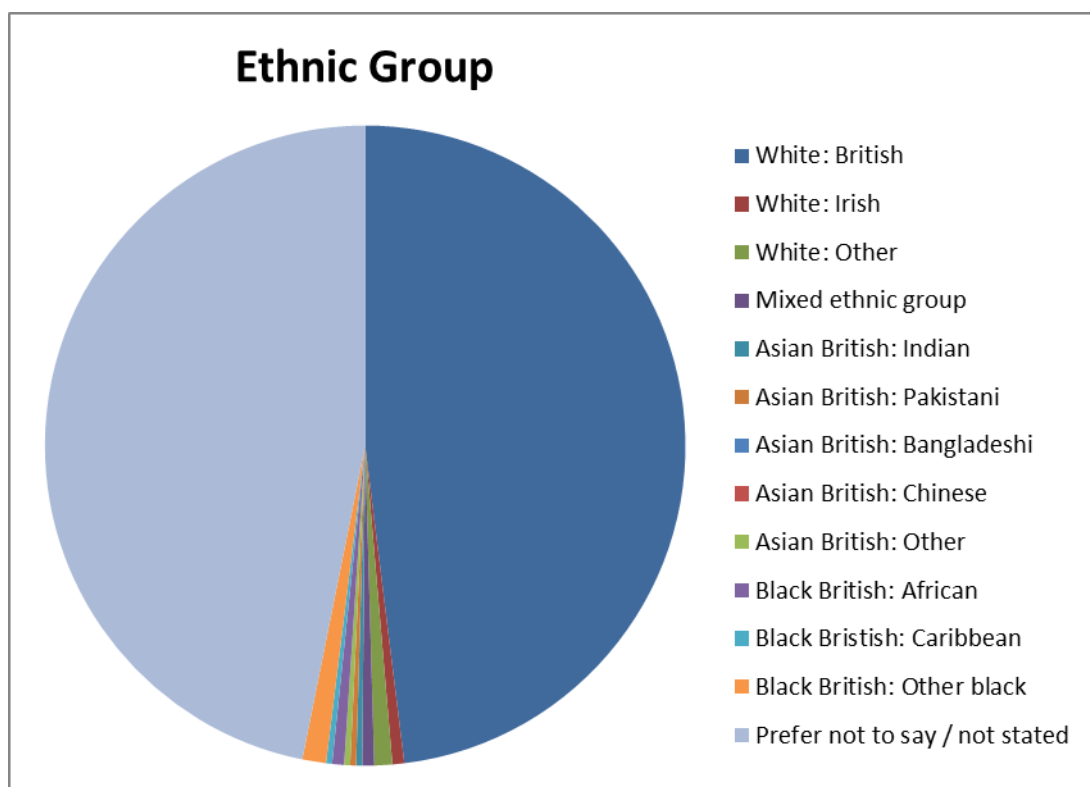
#### **6. Workforce Analysis**

##### **6.1. Analysis by Ethnicity**

The ethnic composition of Council employees at 31 March 2016:

Table 1:

Ethnic Group	Total number of employees	% of employees
White: British	160	48.05%
White: Irish	2	0.60%
White: Other	3	0.90%
Mixed ethnic group	2	0.60%
Asian British: Indian	1	0.30%
Asian British: Pakistani	1	0.30%
Asian British: Bangladeshi	0	0.00%
Asian British: Chinese	0	0.00%
Asian British: Other	1	0.30%
Black British: African	2	0.60%
Black British: Caribbean	1	0.30%
Black British: Other black	4	1.20%
Prefer not to say / not stated	156	46.85%
<b>Total</b>	<b>333</b>	<b>100.00%</b>



## Black or Minority Ethnic Group (BME)

Table 1a

BME	Total number of employees	% of employees
BME	12	3.60%
Non-BME	165	49.55%
Not stated	156	46.85%
Total	333	100.00%

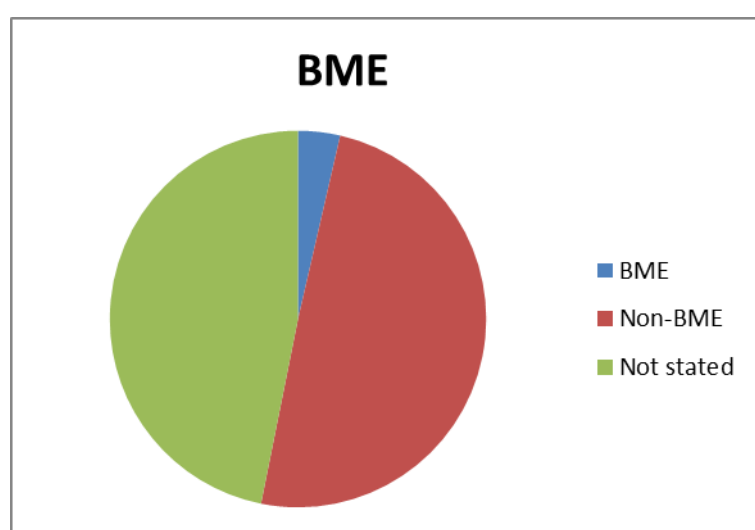


Table 2 breaks down the number of known Black and Minority ethnic staff by pay band.

Pay Scale / GRADE	Broad Description	Total no of employees	No of BME	% of BME
Scale 6 / Band 5 and below	Most front line jobs	182	5	2.75%
SO1 to MG1	Senior officers, team leaders, supervisors/ technical specialist	114	6	5.26%
MG2 - MG3	Professionals grades/managers/Service Heads	28	0	0.00%
MG4	Service Heads	4	1	25.00%
MG5 to Director	Service Heads with a wide range of major council services / Directors	4	0	0.00%
Head of Paid Service	Chief Executive	1	0	0.00%
Total		333	12	3.60%

6.2. The total number of employees from a Black or Minority Ethnic (BME) background for 2015-2016 was 12 or 3.60 % of the workforce. This is under the Council target of 13.6%. However given the number of staff for whom ethnic origin is not recorded, the Council needs to address data gaps in order to interpret this data.

6.3. The target percentage for top 10% of earners being from the BME group was 13.6%. Only 3.23% of the top 10% earners are from Black or Minority Ethnic (BME) background (1 of the 33 most senior posts in the Council are occupied by employees from a BME group).

6.4. The majority of the BME ethnic population are employed in front line or Senior Officer / supervisory roles in the Council. Small fluctuations will have a disproportionate effect on percentages due to small numbers of staff.

#### 6.5. Analysis by Gender

6.6. The council's gender profile at 31 March 2016 is shown in Table 3 and shows that 44.74% of the workforce is female.

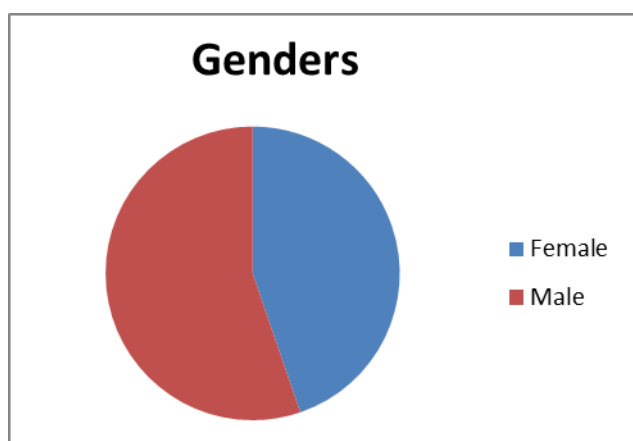
6.7. The target for the top 10% of high earners was 50% for females. The actual total was 33.33% (11 of the 33 most senior post is held by females).

6.8. The Council uses the National Joint Council (NJC) Job Evaluation Scheme to ensure equality of pay between genders. An equal pay audit was undertaken this year to externally verify the Council's continued robustness on all aspects of "equal pay for work of equal value" principles.

6.9. The analysis of female post-holders within the Council's grading structure demonstrates the Council is better at employing women in higher grade posts than manual lower grade posts.

Table 3:

Gender	Total no of employees	% of employees
Female	149	44.74%
Male	184	55.26%
Total	333	100.00%



GRADE	Total no of employees	Total no of female employees	% of female employees
Scale 6 / Band 5 and below	182	59	32.42%
SO1 to MG1	114	77	67.54%
MG2 - MG3	28	11	39.29%
MG4	4	1	25.00%
MG5 to Director	4	1	25.00%
Head of Paid service	1	0	0.00%
<b>Total</b>	<b>333</b>	<b>149</b>	<b>44.74%</b>

#### 6.10. Analysis by Disability

A disability is defined as a physical or mental impairment that has a substantial and long-term adverse effect on ability to perform normal day-to-day activities. 'Substantial' means more than minor or trivial and the effect of the impairment will have lasted or is likely to last for at least twelve months.

6.11. The council fully supports the Job Centre Plus "Two Ticks" standard. This means that all applicants who declare a disability and demonstrate in their application form that they meet the criteria detailed in the person specification are guaranteed an interview.

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

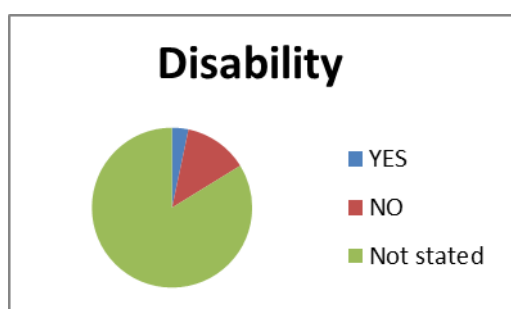
6.13. The target percentage of all employees declaring that they had a disability is 9.2%, but the actual figure for 2015-2016 is 3.30% (11 out of

333). This is compared against a population figure of 14.46% of the 2011 Census population having a long-term illness or Disability. It is also useful to note that a large number of employees have not stated if they are disabled or not (279 out of 333 employees).

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

**Table 4:**

DISABILITY	Total no of employees	% of employees
YES	11	3.30%
NO	43	12.91%
Not stated	279	83.78%
Total	333	100.00%



6.15. A high percentage of employees have not stated whether they have a disability or not, limiting a detailed analysis. This has been a historical issue at the council and steps have been taken to reassure and encourage employees to provide this information via the My View system, including revised guidance on why we need this information.

6.16. An Employee Disability Forum, facilitated by Human Resources, meets twice a year. The aim is to improve disability awareness across the Council and to support us to review and improve on our employment practices.

6.17. In addition to the Employee Forum, managers are also provided with training on disability awareness, including Mental Health Lite (a 3.5 hour course to raise Mental Health Awareness and support employees). Our Health and Wellbeing Strategy also focuses on raising awareness of certain disabilities across the organisation through the periodical organisation of campaigns on set topics



6.18. Analysis by Age

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

Table 6 further breaks down this data by pay grade groups.

Table 5:

Age group	Total no of employees	% of employees	% working age population (mid 2014 projection)
16 - 24	14	4.20%	17.13%
25 - 34	58	17.42%	18.18%
35 - 44	56	16.82%	22.38%
45 - 54	114	34.23%	24.13%
55 - 64	74	22.22%	18.18%
65+	17	5.11%	N/A
Total	333	100.00%	

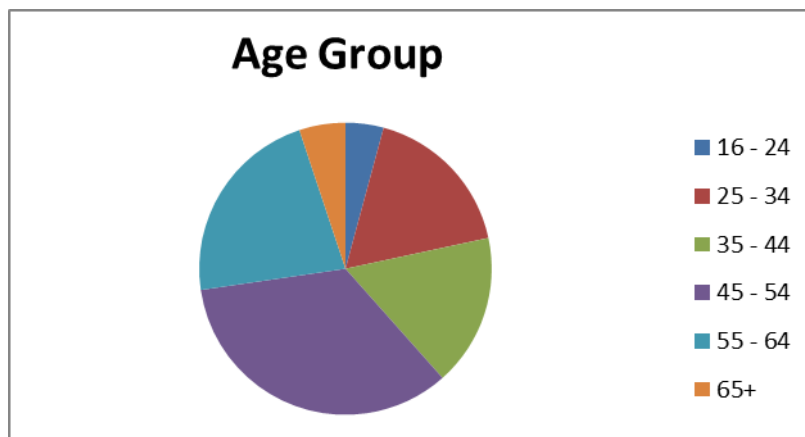


Table 6

Grade	Age (16-24)	% of employees 16 -24	Age (25 - 34)	% of employees 25 - 34	Age (35 - 44)	% of employees 35 - 44
	16 - 24		25 - 34		35 - 44	
Scale 6 / Band 5 and below	14	4.20%	34	10.21%	22	6.61%
SO1 to MG1	0	0.00%	22	6.61%	30	9.01%
MG2 - MG3	0	0.00%	2	0.60%	4	1.20%
MG4	0	0.00%	0	0.00%	0	0.00%
MG5 to Director	0	0.00%	0	0.00%	0	0.00%
Head of Paid Service	0	0.00%	0	0.00%	0	0.00%
Grand Total	14	4.20%	58	17.42%	56	16.82%

Grade	Age (45 - 54)	% of employees 45 -54	Age (55 - 64)	% of employees 55 - 64	Age (65+)	% of employees 65 +	Grand Total
	45 - 54		55 - 64		65+		
Scale 6 / Band 5 and below	56	16.82%	41	12.31%	15	4.50%	182
SO1 to MG1	39	11.71%	23	6.91%	0	0.00%	114
MG2 - MG3	13	3.90%	7	2.10%	2	0.60%	28
MG4	3	0.90%	1	0.30%	0	0.00%	4
MG5 to Director	3	0.90%	1	0.30%	0	0.00%	4
Head of Paid Service	0	0.00%	1	0.30%	0	0.00%	1
Grand Total	114	34.23%	74	22.22%	17	5.11%	333

6.19. The age statistics at March 2016 show a median age of Council employees is between 45 and 54 years old.

6.20. A range of initiatives have been put in place over the past 12 months including the outcome of a recruitment review, all of which should continue to demonstrate effectiveness in increasing the number of young people coming to work at the Council. These include the appointment of an increasing number of apprentices, the setting up of a more formal work experience program and the introduction of a Graduate Training program.

6.21. Pregnancy and maternity

During 2015 – 2016, five female members of staff took maternity leave.

6.22. Sexual Orientation

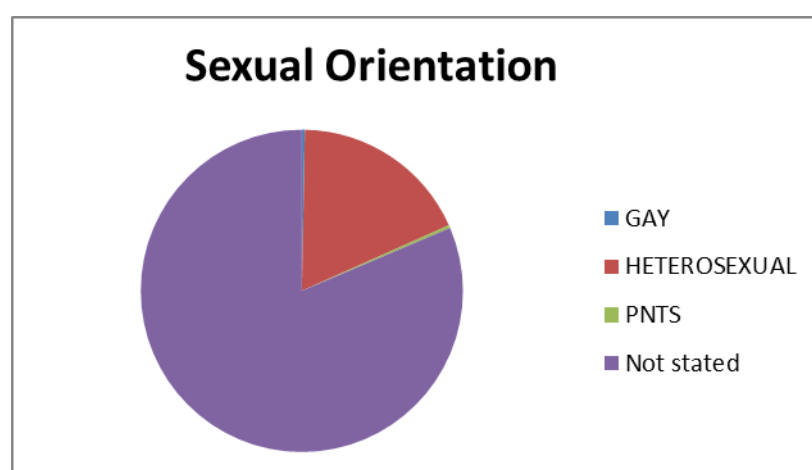
The breakdown of staff sexual orientation is show in Table 7. It is noted that the majority of employees (81.38%) have not completed this section of the

Equality Monitoring form. We therefore need to work with employees to increase the collation of this data, to help inform our practice. A recent revision of the Equality Monitoring form with additional explanatory text will hopefully go some way to address this.

- 6.23. We currently promote access to the County-wide LGBT network, advertising events on the Intranet. More collaborative work is planned.

Table 7

Sexual Orientation	Total no employees	% of employees
GAY	1	0.30%
HETEROSEXUAL	60	18.02%
PNTS	1	0.30%
Not stated	271	81.38%
Total	333	100.00%



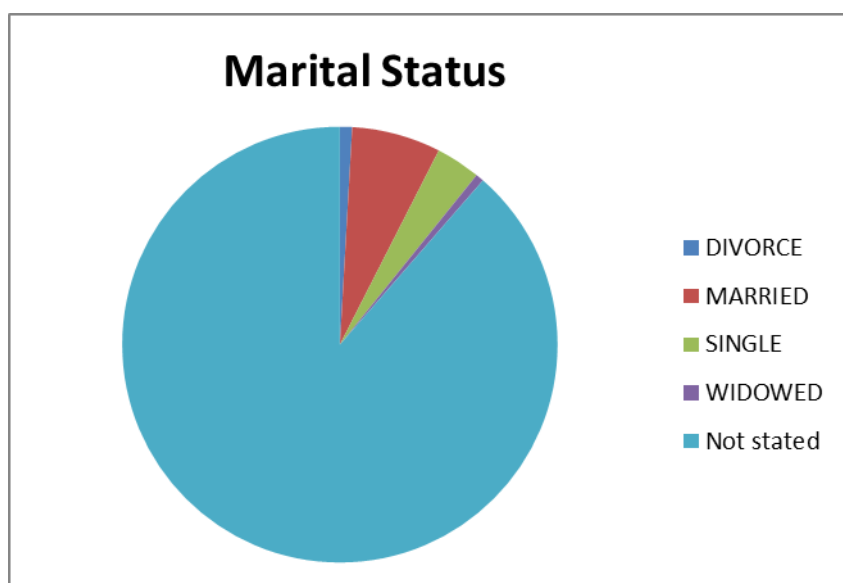
- 6.24. Transgender staff – No staff currently identifies as being transgender.

6.25. Marriage and Civil Partnership

Marital or civil partnership status is shown in table 8. It is noted that the majority of employees (88.59%) have not completed this section of the Equality Monitoring form. We therefore need to work with employees to increase the collation of this data, to help inform our practice. A recent revision of the Equality Monitoring form with additional explanatory text will hopefully go some way to address this.

Table 8:

Marital Status	Total no of employees	% of employees
DIVORCE	3	0.90%
MARRIED	22	6.61%
SINGLE	11	3.30%
WIDOWED	2	0.60%
Not stated	295	88.59%
Total	333	100.00%

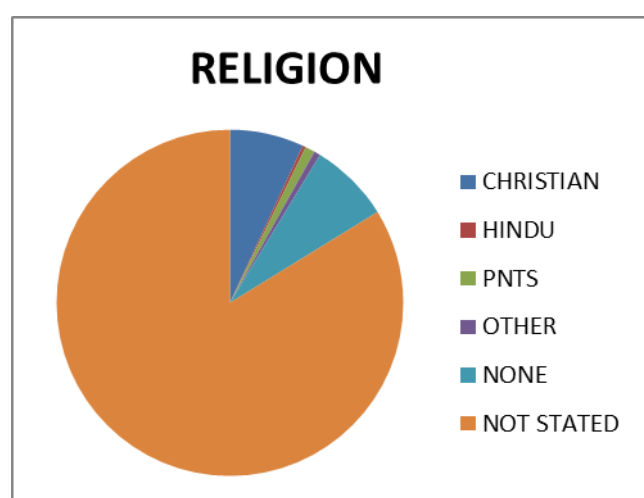


#### 6.26. Analysis by Religion

Religious belief is shown in table 9. It is noted that the majority of employees (83.78%) have not completed this section of the Equality Monitoring form. We therefore need to work with employees to increase the collation of this data, to help inform our practice. A recent revision of the Equality Monitoring form with additional explanatory text will hopefully go some way to address this.

Table 9

RELIGION	Total no of employees	% of employees
CHRISTIAN	23	6.91%
HINDU	1	0.30%
PNTS	3	0.90%
OTHER	2	0.60%
NONE	25	7.51%
NOT STATED	279	83.78%
Total	333	100.00%



## 7. Training

**7.1.** The Council has a strong commitment to developing staff within the resources available and the training budget for 2015 – 2016 was £110,000. This budget is shared with Watford Borough Council.

**7.2.** 596 days of training were provided to staff (this equates to the number of people attending specific courses). For example 10 people attending a half day training course = 5 days of training delivered.

**7.3.** Of the training sessions delivered, 49.41% were attended by female employees.

**7.4.** The mean average age of attendees was 44.52.

**7.5.** 29 of attendees were BME; however 43.12% of staff who attended training did not state their ethnic origin.

**7.6.** 28 of attendees declare a disability, however 81.04% of staff did not state whether or not they had a disability.

### 7.7. Religion

Religion	No of applicants	% of applicants
CHRISTIAN	51	8.56%
HINDU	2	0.34%
NONE	38	6.38%
OTHER	4	0.67%
PNTS	7	1.17%
NOT STATED	494	82.89%
Total	596	100.00%

### 7.8. Sexual orientation

Sexual Orientation	No of applicants	% of applicants
GAY	1	0.17%
HETERO	127	21.31%
PNTS	2	0.34%
Not stated	466	78.19%
Total	596	100.00%

**7.9.** Educational qualification support was provided to six employees. Two of the employees are male and four are females. 2 of the six employees are from BME background.

## 8. Recruitment

8.1. The Council operates fair recruitment practices, ensuring equality of opportunity in employment. The following measures are in place:

- All the Council's vacancies are advertised in relevant on line publications and on the council's web site. A positive statement about the Council's commitment to equalities appears in all job adverts.
- All the Council's jobs have an up to date job description that identifies the range of essential criteria necessary to undertake the role
- All jobs are evaluated by an analytical job evaluation scheme, which ensures they are graded relative to all other jobs within the Council.
- Selection is made on merit and is on the basis of meeting the essential requirements of the job. This is assessed by a panel who conduct shortlisting and the selection interviews, relevant exercises and assessment centres.
- If the Council engages temporary workers via a recruitment agency, the agency is required to comply with the Council's equalities requirements. The Council operates in accordance with the requirements of the Agency Workers Regulations and the majority of temporary assignments are made via our vendor neutral supplier, Comensura.

- All new employees undergo an induction programme where they are informed of their responsibilities under the Council's 'Code of Conduct' and Disciplinary Policy.
- If an external job applicant believed that their application had not been considered fairly, they may register their dissatisfaction using the Council's corporate complaints procedure.
- The Council is accredited with the 'Two Ticks' symbol for employment practices to support those with a disability in the work place.
- The Council encourages applications from applicants in the protected characteristics groups, where these groups are under-represented.
- The Council sets equalities targets and reviews them on an annual basis.

## 8.2. Job Applicants

8.3. During 2015 – 2016, 49 roles were advertised. The response rate to advertisements was very high and a total of 427 applications were received.

8.4. 11.24% of applicants who submitted an Equality Monitoring Form were from the BME population.

Table 10 – Ethnicity of Job applicants

Ethnicity	Number of applications	% of applications	% of Census
Asian	19	4.45%	1.61%
Bangladeshi	0	0.00%	0.18%
Black African	10	2.34%	0.99%
Black British	4	0.94%	1.84%
Black Caribbean	2	0.47%	0.68%
Indian	5	1.17%	5.99%
Mixed Ethnic	1	0.23%	2.30%
Pakistani	6	1.41%	0.69%
White Other	6	1.41%	4.49%
White Scottish	1	0.23%	N/A
White Welsh	3	0.70%	N/A
White British	154	36.07%	79.65%
White Irish	6	1.41%	N/A
Other	1	0.23%	N/A
PNTS	4	0.94%	N/A
NO EO FORMS	205	48.01%	
Total	427	100.00%	

BME / NON-BME	No of applications	% of applications
BME	48	11.24%
Non-BME	170	39.81%
Not stated	4	0.94%
No EO Form	205	48.01%
Total	427	100.00%

8.5. Table 11 displays the other protected characteristic statistics for the 222 EO Forms received. 205 of the applicants did not submit the EO form.

**Table 11:** Other protected characteristics

Gender	No of applications	% of application
Female	124	29.04%
Male	97	22.72%
PNTS	1	0.23%
No EO Form	205	48.01%
Total	427	100.00%
Disability	No of applications	% of application
No	202	47.31%
Yes	15	3.51%
PNTS	2	0.47%
Not stated	3	0.70%
No EO Form	205	48.01%
Total	427	100.00%
Religion	No of applications	% of application
Buddhist	1	0.23%
Christian	100	23.42%
Christian	1	0.23%
Hindu	9	2.11%
Jewish	4	0.94%
Muslim	11	2.58%
Roman Catholic	2	0.47%
None	72	16.86%
Other	5	1.17%
PNTS	14	3.28%
Not stated	3	0.70%
No EO Form	205	48.01%
Total	427	100.00%



Sexual Orientation	No of applications	% of applications
Bisexual	1	0.23%
Gay man	2	0.47%
Gay Woman	1	0.23%
Heterosexual	203	47.54%
Other	1	0.23%
PNTS	10	2.34%
Not stated	4	0.94%
No EO Form	205	48.01%
Total	427	100.00%
Age group	No of applications	% of applications
16-24	34	7.96%
25-34	45	10.54%
35-44	47	11.01%
45-54	61	14.29%
45-54	2	0.47%
55-64	31	7.26%
Not stated	1	0.23%
PNTS	1	0.23%
No EO Form	205	48.01%
Total	427	100.00%

8.6. There remain a significant proportion of job applicants who choose not to disclose their personal details. Age and the newer protected characteristics receive a particularly low response rate, limiting a detailed analysis.

**Table 12**

Protected Characteristics	Not disclosed	% of applicants
Gender	1	0.23%
Ethnicity	4	0.94%
Disability	5	1.17%
Religion	17	3.98%
Sexual Orientation	14	3.28%
Age	2	0.47%
NO EO Form	205	48.01%

8.7. 3.51% of applications received in 2015-2016 were from people with a declared disability. However, none of those who applied were successfully appointed. More work is needed to ensure we are collating sufficient data to provide a more detailed analysis on why this may be occurring. We can then identify appropriate steps to address this.

## **9. The Way Forward**

- 9.1 The Council is fully committed to equalities and performing strongly as an employer of choice in representing staff with all protected characteristics at all levels in the organisation.
- 9.2 In an effort to improve representation in our workforce for those who have a disability the Council will continue to participate in the Two Ticks Scheme.
- 9.3 The Council facilitates an Employee Disability Forum. The Forum will work with employees, to identify how we can further encourage disclosure of a disability, and to provide more support to employees with a disability. We will work to promote further participation by our employees in this Forum, and to publicise the work they do and the provisions available in the 'Employees with a Disability' Policy.
- 9.4 We have arranged for an advert promoting the Council as an employer of choice to be published in a disability related publication and will continue to do similar activities going forward.
- 9.5 An Employee Development Strategy incorporating succession planning and talent management has been developed, in part to ensure we are forward planning to address the aging workforce profile we currently have, to avoid a potential exodus of key knowledge and skills which might impact on corporate and service delivery. We will continue to review our strategy and ensure corporate training needs are revised annually to reflect the organisation's needs.
- 9.6 The Council will seek to encourage younger people to join the organisation, by building on the existing apprenticeship schemes and work experience placements offered - including a scheme working closely with local schools. We will further explore the potential of providing a graduate scheme at the Council, subject to available funding.