



REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN RESOURCES

WORKFORCE INFORMATION 2015

Purpose of the Report

1. The purpose of this report is to provide Personnel Committee with an updated summary of the profile of the workforce for Nottinghamshire County Council, including both directly employed staff and staff in NCC controlled schools, as part of a regular annual reporting regime.

Information and Advice

Background

2. Treating People Fairly is one of Nottinghamshire County Councils three strategic values and this extends to the Council's role as a major employer in the County.
3. The County Council values diversity across its workforce and recognises the positive impact this has on its ability to provide services which are representative of the community we serve and our core value of treating people fairly extends to the way in which we recruit, develop, reward, deploy and manage our own direct workforce and the expectation that those organisations who provide services on our behalf will share and model this commitment.
4. Since January 2009 all public sector employers, including local authorities, have had a statutory duty under the Equality Act 2010 to publish information on an annual basis about the profile of their workforce, including school based employees, based on their "Protected Characteristics", in the format contained within the **attached Workforce Information Report 2015**.
5. This has facilitated the Council to undertake a year on year trend analysis, starting in 2010 using comparable data which provides an evidence base to inform how it assesses its equality performance as an employer and to benchmark its performance against other comparable local authorities.
6. The workforce profile information is used to help ensure that the Council's employment practices and services are free from discrimination and prejudice and to identify any necessary remedial action.
7. It is also used to inform the development of actions to support the delivery of Council's wider workforce planning strategy, including succession planning and talent management.

8. The Council has a well-established network of employee support groups for its Black and Minority Ethnic, Lesbian, Gay, Bisexual and Transgender and Disabled employees which are involved in the Council's decision making processes and work with managers, particularly when service teams are carrying out Equality Impact Assessments and need to consult. These groups report into the Council's Corporate Equalities Group (CEG) and have been involved in discussion through CEG about the content of this report.

Basis of reporting

9. The latest annual workforce information for Nottinghamshire County Council (NCC) is **as at April 2015** when the overall workforce headcount of centrally employed permanent and temporary staff, many of whom are part time employees, stood at 8,868 with an additional 9,292 employed in NCC controlled schools, totalling 18,160 overall.
10. Since 2012 the data in this report has been generated through the Council's Business Management System (BMS), and is based on the Full Time Equivalent (FTE) occupancy of posts, rather than headcount.
11. This provides a standard measure to enable the Council to compare our performance with other benchmark local government employers, for example through the CIPFA Value for Money report, and is a better measure of the relative impact of multiple employments which are consolidated, reflecting the complexity of working arrangements across the Council.
12. As at April 2015 this equates to a permanent and temporary workforce FTE of 6,450.43 direct NCC employees, or 12,928.82 FTE when schools are included.
13. The report also shows the degree to which the County Council's centrally employed and school based workforce has changed over the extended period 2010 to 2015 (a period over which organisational change and associated service redesign and restructuring have been a constant), in relation to their protected characteristics.
14. The information from this report will help inform the delivery of County Council's Workforce Strategy for 2015 -18, including workforce planning, to ensure that it has a flexible and diverse workforce which will enable it to deliver its service priorities as set out in its Strategic Plan throughout the organisational transformation arising from its Redesigning Your Council Programme.

Key trends

15. The full Workforce Information Report for 2015 is attached as an **Appendix**.
16. Underpinning the data in the report is the ongoing impact on workforce numbers of service review and redesign in response to organisational transformation and budget pressures including headcount reduction and transfers out to other employers, as well as academy conversions and natural turnover, all of which have led to an incremental reduction in the Full Time Equivalent (FTE) number of people employed by the Council overall.
17. In the 12 month period since the last Workforce Information report the reduction equated to 227.8 FTE excluding schools and 319.5 FTE when schools are included.

18. The report illustrates that this ongoing trend of reduction has not in itself had a direct or negative impact on the overall profile of the remaining workforce and the key points regarding the Council's workforce profile that are evident from the data published in the report are highlighted in the following paragraphs:

19. Age:

- In common with the wider local government sector, the County Council has an ageing workforce. As at 1st April 2015, over 60% of all NCC employees were within the 36-45 and 46 -55 age groups, an increase of 2.55% points since 2010 but 0.68% points less than at the same time in 2014. This is indicative of a trend which would be expected given the ageing demograph of the wider community and the effect of this on the Local Labour Market (LLM).
- The proportion of all employees aged over 55 (who are eligible to receive their Local Government pension if made redundant and therefore more likely to volunteer), has increased by 0.55 % points since 2014, reflecting the relative upward shift in the age profile of the remaining workforce over time.
- The proportion of NCC employees under 25 years of age also remains low despite an improvement of 0.22% points increase to 5.27%, compared to 5.05% in 2014. It continues to be under representative of the 14.24% of the Nottinghamshire population who are aged 16-25. It cannot however be assumed that this cohort of young people will all be active in the local labour market as a significant proportion will be in continuing or further education or engaged in work based learning activity such as apprenticeships.
- The County Council has an apprenticeship scheme for young people aged 16-24 which has a target of 60 placements in each rolling 12 month period. As at 1st April 2015 there were 32 active placements. However, as apprentices are employees of the Council's training agency, Futures, rather than NCC, this is not included in the data set out in the **appendix** unless the apprentices are successful in gaining employment with the Council. To date around 80% of Council apprentices have gone on to employment or further education at the end of their apprenticeship; 64% of these secured jobs with the Council.

20. Disability:

- The proportion of all employees who declare themselves disabled shows an increase on the 2014 figure and is now at 2.95% having risen steadily from 2.63% in 2010 across the whole workforce including schools where it stands at only 0.83%. Overall there is a positive trend showing an increase of 0.08% points since April 2014. The percentage is higher for centrally employed staff only (when schools are excluded), standing at 4.83% a 0.18% point improvement on 2014.
- No comparable data is available for the community as data collected for the Census is not based on the definition of disability adopted by the Council which is that provided by the Equality Act 2010.

- Current Office of National Statistics (ONS) Local Labour Market (LLM) data indicates that 20.10% of the local adult population have a declared disability, however only a proportion of these will be in or actively seeking work.

21. Ethnicity:

- The proportion of all employees declaring themselves as not being White British i.e. they are in the black and minority ethnic groups (BaME), has remained relatively constant since 2010 at around 5.5% overall. As at April 2015 this stood at 5.54% a 0.05% point increase since 2014.
- When schools are excluded BaME employees account for 7.76% of the workforce, 0.05% points higher than in 2014, comparing favourably to 7.36% in the wider Nottinghamshire Community but remaining below the 8.20% in the latest LLM data.
- Among the Council's centrally employed BaME workforce (**see table 2 part 4b of the appendix**), there is a predominance of Black/Black British employees, followed by other employees of Other White ethnic origin and then Asian/Asian British employees.
- In schools the picture differs: Other White employees make up the majority of the BaME representation followed by those of Asian/Asian British origin and mixed race with a relatively low proportion of Black/Black British representation.

22. Gender:

- The gender balance in both the Community of Nottinghamshire and its LLM remains roughly 50/50, with 50.80% currently being female. In 2010 the overall split across the whole NCC workforce between men and women was around 27% male and 73% female; by April 2015 this balance had shifted further toward women with men making up just over 22% of the workforce and women just under 78%.
- The disproportionate representation of women in the NCC workforce reflects the nature of some of the roles with the Council which traditionally have a female bias, also the fact that that, as at April 2015, the authority provided most of its frontline services in-house. Because of the nature of these services the Council has historically attracted a high number of women into the part-time job roles which predominate in these areas.
- This gender balance pattern may shift as some services move into alternative service delivery models from April 2016 onward.
- In addition, the wide range of flexible, family friendly employment provisions available to the NCC workforce attracts job seekers with caring responsibilities to its workforce, many of whom have traditionally been women.
- The picture is different in NCC controlled schools, where the split is just over 13% male to just under 87% female reflecting the fact that it has historically been challenging to recruit male teaching staff in primary schools which now make up the majority of those still under NCC control.

- 23 employees in the overall workforce have declared that as at April 2015 they were of a different gender than that assigned at birth.

23. Sexual Orientation:

- The overall disclosure rate of sexual orientation for direct NCC employees continues to be below 53% and has fallen by 0.08 percentage points for direct NCC employees to 52.86% since April 2014; however it has improved by 3.61% points to 35.50% in schools.
- The overall disclosure rate remains too low for meaningful statistical analysis. Refreshed measures are being taken to address this, see **paragraph 36** below.
- In addition there is no comprehensive comparative national, community or LLM data, the 2011 Census did not collect population information on sexual orientation.
- Of those employees who have disclosed the majority, 96.77% of direct employees and 98.69% of school base employees, have declared themselves to be Heterosexual.
- **Table 3 in section 4b of the appendix** further breaks down declared sexual orientation by category.

24. Religion and Belief:

- The disclosure rate of religion and belief for direct NCC employees continues to be below 57% but has improved by 0.09 percentage points for direct NCC employees since April 2014 and most significantly by 3.52 percentage points in schools.
- However the overall disclosure rate remains too low for meaningful statistical analysis. Refreshed measures are being taken to address this, see **paragraph 36** below.
- Community data is available through the 2011 census; however there is no available LLM comparator data.
- As at 1st April 2015 of those direct NCC employees who declared that they have a religion or belief, 54.45% are Christian and 38.96% have declared they have no religion or belief which is considerably higher than the community comparator of 31.48%.
- In schools, a higher proportion, 65.94%, of those who have declared a religion or belief are Christian and 33.26% have no religion or belief. This higher representation of Christian belief may reflect the fact that the all directly controlled faith schools in Nottinghamshire are Christian in ethos.
- **Table 4 in section 4b of the appendix** further breaks down declared religion or belief by category.

25. Grade:

- The information set out in **section 4c of the appended Workforce Information Report** indicates the following:
 - I. Employees aged 46 to 55 are more likely to be in the most senior posts which would be expected given the career progression and age are intrinsically linked. This falls off at age 55 which is currently the age at which employees can access their LGPS pension if redundant.
 - II. The highest percentage of older workers aged 56 plus are in the lowest paid frontline posts.
 - III. Men are most highly represented in the most senior posts at and above Group Manager level. However the overall representation at this level is approximately 60% female.
 - IV. The highest representation of BaME employees is in mid-graded posts at professional and first line management level.
 - V. Disabled employees are also most highly represented in mid-level professional line management posts and front line posts.
- Declaration rates are too low to undertake a meaningful analysis by grade of employees by sexual orientation or religion/ belief.

Disclosure rate:

26. New employees are requested to declare their protected characteristics on their application forms. Data in respect of the successful candidate is then entered into the Council's Business Management System (BMS) at the point of recruitment.
27. The introduction of the BMS at the end of 2012 (from April 2013 in schools), enabled those individuals with direct access to the system to provide or update their own data direct through the Employee Self Service (ESS) facility on their computer dashboard or through their manager if they do not have day to day access to the ESS facility.
28. Other protected characteristics, including an employee's disability status, may change during the course of their employment and can be updated direct by the employee on the Employee Self Service facility of the BMS system or through their manager for those employees without access to a work based PC.
29. In principle this system development should have increased the accuracy and rate of disclosure of all protected characteristics for both centrally employed staff and those in schools.
30. There continues to be a 100% overall disclosure rate for gender and also for age; the BMS is able to update and report on data relating to age on an automatic basis. However despite these systems improvements whilst disclosure rates characteristics have improved on last year, others have fallen.
31. As at April 2015 the disclosure rate for disability stood at 86.55% a fall of 1.11 percentage points since April 2014. However in schools the disclosure rate for disability improved by 0.18% percentage points to 76.80%.

32. Disclosure rates for ethnicity amongst both direct NCC and school based employees fell slightly between 2014 and 2015; for direct NCC employees by 1.15 percentage points to 88.18% and in schools by 1.13 percentage points to 78.31%.
33. The situation in respect of sexual orientation and religion and belief is set out in paragraphs 23 and 24 above. Both remain too low to enable meaningful statistical analysis
34. Current performance is set out in detail in **chart 1, part 3a** of the **appendix**
35. To seek to address the impact of under reporting, frequent reminders are issued to improve engagement by encouraging individual employees to complete and update their personal information, promoting the positive business reasons for this.
36. Most recently the July 2015 “Why Should I Tell You?” campaign which provides reassurance that the information will be treated with utmost confidentiality and any data produced will not be identifiable to an individual in any way but will be used to improve the Council’s employment practices by making sure all employees are treated fairly at the point of recruitment and during their careers with NCC. A further reminder to staff and managers to encourage staff to complete and update their data was provided through September’s team talk. The impact of this is not reflected in these statistics as they relate to April 2015.

Priorities for improvement:

37. Nottinghamshire County Council continues to change in response to the unprecedented challenges facing it; this includes developing alternative models for delivering services in the face of declining financial resources, changing demographics and legislative changes. The Council’s ongoing transformation programme “*Redefining Your Council*” provides the framework for the Council to focus on its priorities around these challenges.
38. The County Council has an ambition to be a good employer, as set out in its current Strategic Plan, and to model this to encourage other local employers in the County to adopt good employment practice to support economic growth, which includes a commitment to fairness and equality, including in employment. The ongoing review of the Council’s core people policies and procedures will include ensuring that they are inclusive, are fully compliant with the statutory requirements of the Equality Act 2010 and are “equality proofed”.
39. The outcome of this should be a diverse workforce appropriately drawn from across the Local Labour Market which is reflective of the community served. This ambition is critical to the Council’s future workforce planning and the refreshed Workforce Strategy for 2015 -18 which is currently under development reflects this.
40. This ambition is already supported by an increased commitment to providing related learning opportunities for young people aged 16-24 within NCC (as reported to this Committee at its meeting on 1st July 2015), including apprenticeships, work experience placements, graduate and specialist traineeships. Since April 2014 these programmes have been more closely aligned with the Council’s workforce planning priorities and better reflect priorities in the

Strategic Plan and there are plans to extend and further develop these provisions during 2015/16.

41. The Council's existing recruitment, redeployment and redundancy selection policies and procedures take into account the duty of an employer to make reasonable adjustments in relation to disabled employees. Managers will continue to be actively encouraged to make full and creative use of any reasonable adjustments, including redeployment, to support disabled people in work and retain them in employment wherever possible.
42. The Council recognises that disability relating to mental health issues is a significant issue and to support an improved and appropriate managerial response additional information and guidance has been recently developed in conjunction with the trade unions through the Joint Wellbeing and Attendance Management Steering Group which will be launched over the autumn.
43. The majority, nearly 70%, of participants on the Council's Leadership Development Programme are women; this should contribute to beginning to address the underrepresentation of women in the most senior posts in the Council by equipping them for future leadership roles. The priority for improvement will be to assess the level of diversity of background, experience and perspective across the leadership cohort and evaluate and eliminate the barriers to all under-represented groups being in leadership positions to ensure that the Council maximises its people potential and reflects this in the identification and development of its leaders for the future. This will be reflected in a definition of the characteristics of "high potential" to develop criteria for rapid progression to professional and line management leadership positions. This work will be undertaken in conjunction with focus groups of staff, representatives from support groups and trades union colleagues.
44. The County Council subscribes to the annual national Stonewall Workplace Equality Index which measures the efforts of a wide range of public and private sector organisations in tackling discrimination and creating an inclusive workplace for lesbian, gay and bisexual employees. Using Stonewall's criteria as a model for good practice, feedback from the 2014 survey was used to identify actions to improve the Council's engagement with its LGBT workforce resulting in the Council's ranking improving to 94th in the 2015 Stonewall top 100 employers listing, a rise of 213 places on the previous year's rating. Further actions are in the process of being identified with the aim of further improving this ranking in the 2016 survey.
45. In order to improve disclosure rates in future, the facility for employees to update their personal information through the ESS facility in the BMS continues to be promoted to employees who are positively encouraged to disclose and update all of their own protected characteristics. For those front line employees without direct access to BMS managers will be requested to liaise with individuals with due sensitivity to ensure that their personal information is up to date and complete. The latest campaign is described in paragraph 31 above.

Other Options Considered

46. The County Council regularly reviews the way it presents this type of statistical information with the aim to make it as clear and as concise as possible.

Reason for Recommendation

47. The County Council has a statutory duty to publish workforce information on an annual basis. It is important that elected members are aware of this information when determining the strategic direction of the County Council and other related policies.

Statutory and Policy Implications

48. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Implications for Service Users

49. This information is available to Service Users and the general public via the County Council's public website.

Equalities Implications

50. The publication of this Workforce Information Report ensures that the County Council complies with its statutory duty under the Equality Act 2010. Actions undertaken by the Council to address any potential inequalities identified from the data as set in the report would further support compliance with this duty.

51. The equality impact is directly highlighted throughout the report.

Human Resources Implications

52. The human resource implications are implicit within the body of the report. The Corporate Equalities Group considered and commented on the initial draft at their meeting on 13th August 2015. Trades Union colleagues have also been consulted on the information contained within the report at the Central Joint Consultative and Negotiating Panel on 16th September 2015 and have provided their comments. Trades union colleagues are supportive of the measures being taken address the age profile of the workforce and have actively encouraged employees with protected characteristics to register these with the Council.

RECOMMENDATIONS

It is recommended that Members:

1. Note the information contained within this report
2. Note the actions for improvement

3. Approve the publication of the Workforce Information Report 2015 on the Council's public website.

Marjorie Toward
Service Director Customers and Human Resources
Resources department
For any enquiries about this report please contact:

Claire Gollin, Group Manager (HR) on email: claire.gollin@nottsc.gov.uk or 0115 9773837

Constitutional Comments (SMG 24/08/15)

50. The proposals in this report fall within the remit of this Committee.

Financial Comments (CSB 25/08/15)

51. There are no specific financial implications arising directly from this report.

Background Papers

Trades Union side comments dated 10th September 2015

Electoral Division(s) and Member(s) Affected

All