
Report to
Cabinet Member for Corporate and Neighbourhood Services

17th June, 2010

Report of
Assistant Director of Human Resources

Title
Coventry City Council's 2010/11 Workforce Plan including Annual Workforce Profile Information 2009-2010

1 Purpose of the Report

- 1.1** The purpose of this report is to set out a Workforce Plan for Coventry City Council for 2010/11 and to provide information on the Council's workforce profile for 2009/10. The report enables us to fulfil our obligations as set out within the Council's Race, Gender and Disability Equality Schemes.

2 Recommendations

- 2.1** The Cabinet Member for Customer and Workforce Services is asked to:
- Note the workforce profile information for 2009/10 included within **Appendix 1**
 - Agree the Workforce Plan for 2010/11 at **Appendix 2**

3 Information/Background

- 3.1** Over recent years, Coventry City Council has gone through a period of change and improvement culminating in the transformation from a 'poor' council to a four star council that's 'improving well'. However, in order to respond to the challenges the council now faces, including a harsh financial climate and increased customer expectations, there is further impetus to deliver lasting service improvements which align our organisation to respond to the needs of our customers.

The economic climate, pressure on public sector spending and our own ambitions for Coventry mean that enormous changes across the council must be made so we can face the future with confidence. This means we must further improve our services for residents, ensure we provide value for money and that we can meet the challenges ahead. All of these changes have been brought together under our transformational **abc** programme to create a better Council and a bolder Coventry. We know there are no quick fixes but we are clear, that Coventry City Council will be a very different place in five years time - it will be:

- Smaller in size
- More flexible and fleet of foot
- At the forefront of public services
- Nationally respected for innovation, excellent services and talented workforce

This Transformation Programme is underpinned by our People Management Strategy 2009-2012 but we must ensure that we understand our future workforce requirements and the nature and sources of existing and potential employees who could meet that demand. We must ensure that we have the right number of people, with the right skills, in the right place, at the right time - this is the object of our annual workforce planning exercise.

Many of our services will undergo a fundamental review as part of the Transformation Programme which makes it hard to anticipate what may come out of those reviews - some services may move into private sector partnerships and some may become shared services with other public sector organisations. At this stage, therefore, we must base our workforce planning on what we know now - in any event, for roles such as those in social care, we must ensure for commissioning purposes a supply of suitably qualified staff in the external environment. Effective workforce planning and development is key to our Transformation Programme and our workforce planning strategy focuses on six themes:

1. The availability of accurate workforce information
2. How we develop our workforce using a range of approaches
3. Promoting the Council as an employer
4. Developing approaches to encourage a diverse range of people to work for us and responding to the Local Area Agreement priorities to reduce the numbers of school leavers not in education, employment or training, reduce the number of people claiming Job Seekers Allowance and other worklessness benefits and to retain new graduates within the City.
5. Provision of active support to critical areas of key services with recruitment and retention problems
6. Developing and supporting joint approaches to workforce development within the Council, across the local area and regionally

This strategy and the action plan at Appendix 2 outline our current position and the outcomes required against these themes.

This Workforce Plan is supported by the following documents:

- People Management Strategy 2009-2012
- Total Reward Strategy
- Equality Strategy 2007 – 2010
- Learning and Development Strategy
- Flexible Working/Family Friendly policies

3.2 Summary of Workforce Profile 2009/10

Headline workforce profile data for the year 1st April 2009 to 31st March 2010, taken from a snapshot of data on 28th February 2010. The detail behind this headline information is contained within Appendix 1.

UUHeadcount

This is a total count of the number of employees working for the Council as at 28th February 2010, and does not take into account the number of job each employee holds. This count is a new section for this year but comparable data for 2008/09 has been used in the analysis below.

The Council's headcount 09/10 is **15617**, of which **7966** (51.01%) are school based staff. This is a net **decrease** of **236** employees on the Council's headcount for 08/09.

Analysis of this net decrease demonstrates that there has been a **decrease** of **2** teachers and a **decrease** of **231** non-teachers across the Council (**225** of the **231** non-teachers are core Council employees i.e. not employed in schools).

Contract Count

This is a TOTAL count of the number of contracts the Council has in place, and therefore is not a straight count of the number of employees employed (as some employees have more than one 'job' with the Council). This definition is used throughout this report and is directly comparable to that used in previous years.

The Council's contract count 09/10 is **17,387**, of which **9078** (52.2%) are school based staff. There is a net **decrease** of **818** contracts (4.70%) this year compared to last. Analysis of this decrease demonstrates that **770** of the 818 are due to casual workers being taken off of the system where they haven't worked for the Council in over 12 months. Therefore, the true decrease in contracts across the council is actually **48**.

The net decrease of 48 is explained by an **increase** of **37** teacher contracts, and a **decrease** of **84** non-teacher contracts. The net decrease of 84 non-teachers is due to an **increase** of **93** school based non-teacher contracts and a **decrease** of **165** Council based non-teacher contracts.

Full Time Equivalent

The Council's FTE count 09/10 is **11,455**, an **increase** of 0.16% (**18 FTE**) on the previous year (11,437FTE). Of these, **5,638** (49.22%) are employed within schools. In direct correlation to the head/contract count increase above, an analysis of the net increase of **18 FTE** is due to an increase of **26** teacher FTE, and a decrease of **8** non-teacher FTE. The net decrease in non-teacher FTE of 8 is due to an **increase** of **77** school based non-teacher FTE and a **decrease** of **85** Council based non-teacher FTE.

Summary of Non-Teacher, Non-School Information

What could be described as the core council workforce has decreased in size by **231** employees, **165** contracts and **85** FTE since 31st March 2009 (excluding casual contracts).

Summary Equality Data

- More than half of the Council's workforce is employed on a part-time basis (58%)
- The leaver rate for all employees is 13.13% and has decreased from that reported last year (14.95%)
- 76.77% of the workforce is female
- The gender pay gap has improved again this year compared to last, with a more representative number of women in senior level jobs.
- Ethnic minority representation in the workforce has decreased by 0.2%, from 12.8% to 12.78%
- The number of employees who have declared a disability has stayed the same as that for 2008/09 at 4.4% (This is an area however, that is potentially under-reported and this under-reporting could hinder the Council's ability to meaningfully address issues for disabled staff).

- The largest age group (39.79%) in the Council's workforce is 45-59 years and the representation of young people (16-24) in the Council remains low at 6.05%, although is in keeping with the industry norm.

4 Developing Our Workforce

The Council is proud of its commitment to developing its workforce. Workforce development is embedded in Directorates' Operational Plans which determine organisational priorities. Managers undertake annual Performance Development Reviews (PDR's) with employees to agree objectives and individual training requirements and training needs are collated by directorate Training Co-Ordinators to inform the Corporate Training Calendar.

Key Training Initiatives include:

- Management Development Courses
- Corporate Core Skills Training Programme
- Comprehensive suite of health and safety training courses
- NVQ Training
- Executive Coaching and Mentoring
- Aspire Programme – to provide work experience for disabled people
- Modern Apprenticeship Programme
- E-learning
- Institute of Customer Service awards
- Talent Management Strategy to be launched as part of the Culture Change Programme.
- Coaching
- Equality and Diversity Training Programme

The council's transformation programme is underpinned by a cultural change programme to ensure our values support our objectives and that employees have the skills and confidence to deliver lasting change. The cultural change programme will cover the following aspects of organisational life:

- The role of the manager (The Coventry Manager)
- Customer Service expectations
- Leadership
- Systems and processes

5 Promoting the Council as the Employer of Choice

The Total Reward Strategy is the vehicle through which we promote the council as 'an employer of choice'. It aims to improve our ability to recruit high performing employees from diverse backgrounds, be a powerful marketing tool and enable us to set out to existing employees the benefits of working for the council.

We have an ageing workforce – almost 40% are aged between 45-59 years with only 6% of young people aged between 16-24 so it is important that we challenge the perception that local authorities are not 'an employer of choice' for young people.

The Total Reward Strategy:

- uses the West Midlands Recruitment Portal to communicate our employer brand and rewards and emphasise the strengths of the council as an employer
- communicates the concept of the council's overall employment package internally
- sets out to develop more career pathways to provide employees with a route map for potential career progression

In addition, we will:

- develop entry level posts for young people
- raise awareness in schools, colleges and universities
- continue with our modern apprenticeship programme
- promote non pay benefits to existing and potential employees
- involve employees and members in promoting the council as an employer
- use articles and features to raise the profile nationally, regionally and locally
- provide work placements

6 Recruiting a Diverse Workforce

The council works hard to try to ensure that its workforce is representative of communities in Coventry so it can reflect customer views and needs accordingly. The council's Equality Strategy 2007 – 2010 brings together all our equalities policies and activities in one place and is designed to ensure a consistent approach across the council to all areas of equalities work.

Over the last three years we have:

- moved to on-line recruitment applications to provide wider access to the Council's employment opportunities,
- signed a Local Employment Agreement with Job Centre Plus to bring long term unemployed people into employment and reduce worklessness
- established a Disabled People's Strategic Forum to focus on policy and operational issues for disabled people
- moved to 'bulk' recruitment in partnership with Job Centre Plus and Remploy for specific large job family groups which enables the targeting of employment opportunities to those who find it most difficult to gain employment
- developed the Aspire Programme to bring disabled people into employment
- targeted employment in specific communities
- developed a modern apprenticeship system

The main issues for future consideration are to:

- ensure the recruitment process is as accessible and customer centred as possible
- equip employees with the skills to interview candidates effectively
- continue to seek out opportunities to recruit staff by targeted recruitment approaches
- continue to develop 'bulk' recruitment programmes in conjunction with our partners in Job Centre Plus and Remploy
- review/develop approaches to recruiting and retaining employees
- raise awareness in schools, colleges and universities of the council as a place to work
- maximise the use of the talent pool facilities which will become available through the West Midlands Recruitment Portal and the Schools Recruitment Service

7 Providing Support to 'service critical' areas

Some areas of the Council experience recruitment and/or retention difficulties. The key indicators are:

- inability to recruit or retain staff (based on posts being unsuccessfully advertised on 2 occasions and an unsustainable annual turnover)
- negative impact on ability to deliver and maintain key services
- prolonged use of agency staff
- negative impact on customer satisfaction
- negative influence on performance indicators

These critical service areas will be reviewed annually to check whether problems are persistent – these critical areas will of course change over time.

In the coming year, work needs to focus on the outcomes required to ensure that we deliver high quality cost effective services. This Workforce Plan is a live document that will change in response to internal and external influences. Using the criteria above, we have identified a number of service critical areas as follows:

- Child Protection Social Workers
- Head Teachers
- Educational Psychologists
- Education and Senior Education Advisors
- Social Care Commissioning staff
- Child and Adult Specialist Lawyers
- Governance Services staff
- Revenue and Benefits Fraud Officers
- Qualified Finance and Legal staff

Examples of workforce planning and development activities within these areas include an ongoing Child Protection Social Worker advertising campaign and the introduction of career pathways in social work, social care work, accountancy and refuse collection. However, further work will be undertaken with a view to:

- Supporting Managers to develop further career pathways where appropriate
- Monitoring and taking appropriate action on any service critical job vacancies
- Monitoring and taking appropriate action on competitiveness of pay and non pay conditions of service

8 Developing Joint Approaches with Partners

The Council has an excellent record of working in partnership and there are many examples of good practice including:

- A joint Head of Procurement shared with Solihull MBC
- The 'Total Place' Project – a Coventry, Solihull and Warwickshire pilot focused on delivery of services to young people to deliver more sustainable solutions and ensure expedient implementation. There are five work streams - Young People not in Education, Employment or Training, Child Health, Bullying, School Improvement Support Re-design, Delivering Efficiencies through lean working and shared services.

- The Local Employment Partnership with Job Centre Plus
- Training Academy of Excellence with stakeholders from across the sub-region
- Work with West Midlands Strategic Heads of HR and West Midlands Leaders Board to develop a 'simulation' tool based on different shared service models' people implications
- Membership of the Sub-Region's Shared Services Board consisting of Chief Executives from Coventry, Solihull and Warwickshire and Districts. A sub-regional HR representatives' project team are focusing on areas of prioritisation for the HR Shared Services Theme.
- The implementation of the West Midlands Recruitment Portal will lead to greater consistency of recruitment processes and increased functionalities such as talent pool management and automated CRB checks in Local Authorities across the region.

Central to this agenda is our commitment to working effectively across the council, with Members, Trade Unions and with our partner organisations.

9 Conclusion

The information in the report and the statistical information at Appendix 1 will be used to support our workforce planning objectives over the coming year.

We will work with our partners to define clear and attractive routes across and through the organisation, recognising transferable skills and creating different roles where appropriate.

The building blocks are well established, best practice exists and good progress has already been made. This Workforce Plan will now be used to drive forward the further achievement of workforce planning to support our **abc** Transformation Programme objectives.

10 Other specific implications

10.1

	Implications (See below)	No Implications
Best Value	√	
Children and Young People		√
Climate Change & Sustainable Development		√
Comparable Benchmark Data	√	
Corporate Parenting	√	
Coventry Community Plan	√	
Crime and Disorder		√
Equal Opportunities	√	
Finance		√

	Implications (See below)	No Implications
Health and Safety		√
Human Resources	√	
Human Rights Act	√	
Impact on Partner Organisations	√	
Information and Communications Technology		√
Legal Implications	√	
Neighbourhood Management	√	
Property Implications		√
Race Equality Scheme	√	
Risk Management		√
Trade Union Consultation	√	
Voluntary Sector – The Coventry Compact		√

10.2 Best Value

The Corporate Health Indicators outlined in the report form part of the Best Value reporting requirements.

10.3 Comparable Benchmark Data

The new Resourcelink system will lead to improved management information in this area and support regional benchmarking activity.

10.4 Corporate Parenting

The Achieving Equalities in Employment programme will link to the needs of Looked After Children for education and employment opportunities.

10.5 Coventry Community Plan

The employment and training aspect of the Equality Strategy Action Plan supports activity within the Community Plan.

10.6 Equal Opportunities

This report supports the Council in meeting its legislative requirements in respect of Equal Opportunities.

10.7 Human Resources

The specific activities the HR Service will undertake to address equality and diversity issues are included in the Achieving Equalities Action Plan.

10.8 Impact on Partner Organisations

Partnership working, in particular with Remploy, Tribal Resourcing , Comensura and JobCentre Plus will be vital to support proposed activity.

10.9 Legal Implications

See 11.6 and 11.8

10.10 Neighbourhood Management

The work of the Recruitment and Entry to Employment teams will have an impact on the Community and closer links with the Neighbourhood Management service will be important to ensure their success.

10.11 Race Equality Scheme

See 11.8

10.12 Trade Union Consultation

Trade Unions are involved on an ongoing basis on specific activities highlighted within the report.

11 Monitoring

11.1 Monitoring of the Workforce Planning Action Plan 2010/11 will take place on a quarterly basis.

12 Timescale and expected outcomes

12.1

	Yes	No
Key Decision		√
Scrutiny Consideration (if yes, which Scrutiny meeting and date)	√ Scrutiny Board 1 Date to be Confirmed	
Council Consideration (if yes, date of Council meeting)		√

List of background papers

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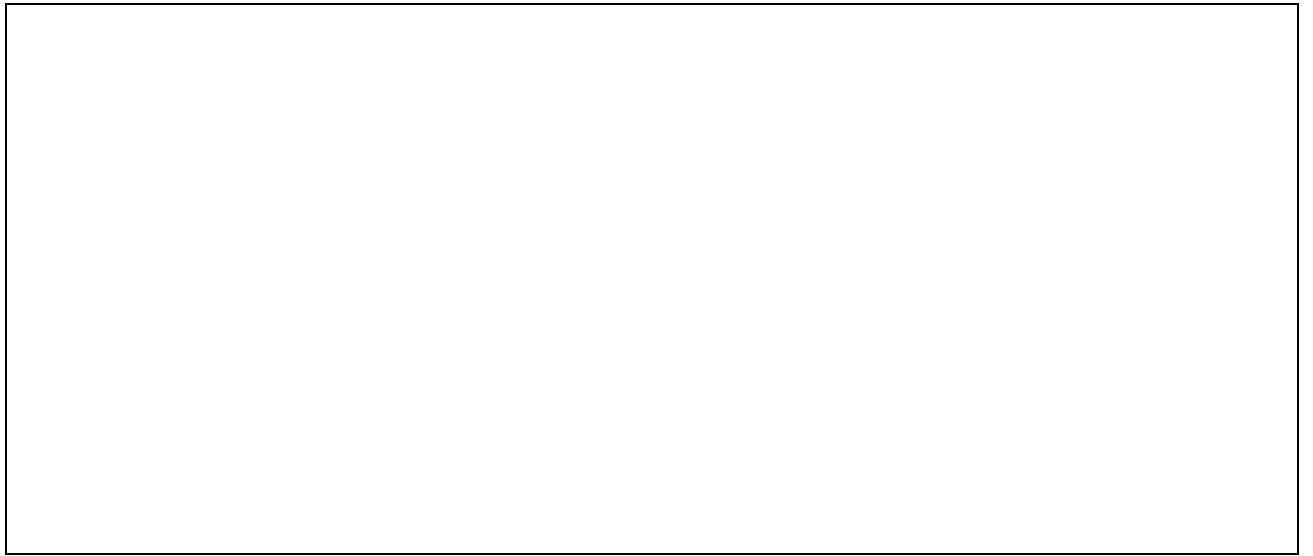
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Papers open to Public Inspection

Description of paper

Location



Workforce Profile Statistical Information 2009/10

1 Workforce Profile data analysis

This section provides an analysis of the Council's workforce.

The following definitions are used:

- **Whole Workforce** – all employees. Whole workforce figures are used, unless otherwise stated.
- **Short-term temporary workforce** – employees on temporary contracts of less than twelve months or employed on a casual basis.
- **Ethnic Minority** – visible minority (non-white) definition used
- Teaching staff are included in analysis unless otherwise stated.

1.1 Overall workforce

Number in workforce

In previous years the Council has viewed the overall workforce in a number of different ways, including total headcount, full time equivalent and the government's 'best value' classification (permanent and long term (12 months and over) temporary). With changes in Government-led performance management, effective from April 2008, and in particular, the move away from best value analysis, this report will not include best value workforce statistics and will therefore only undertake analysis on whole workforce and full-time equivalent employees.

Headcount

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Full Time Equivalent

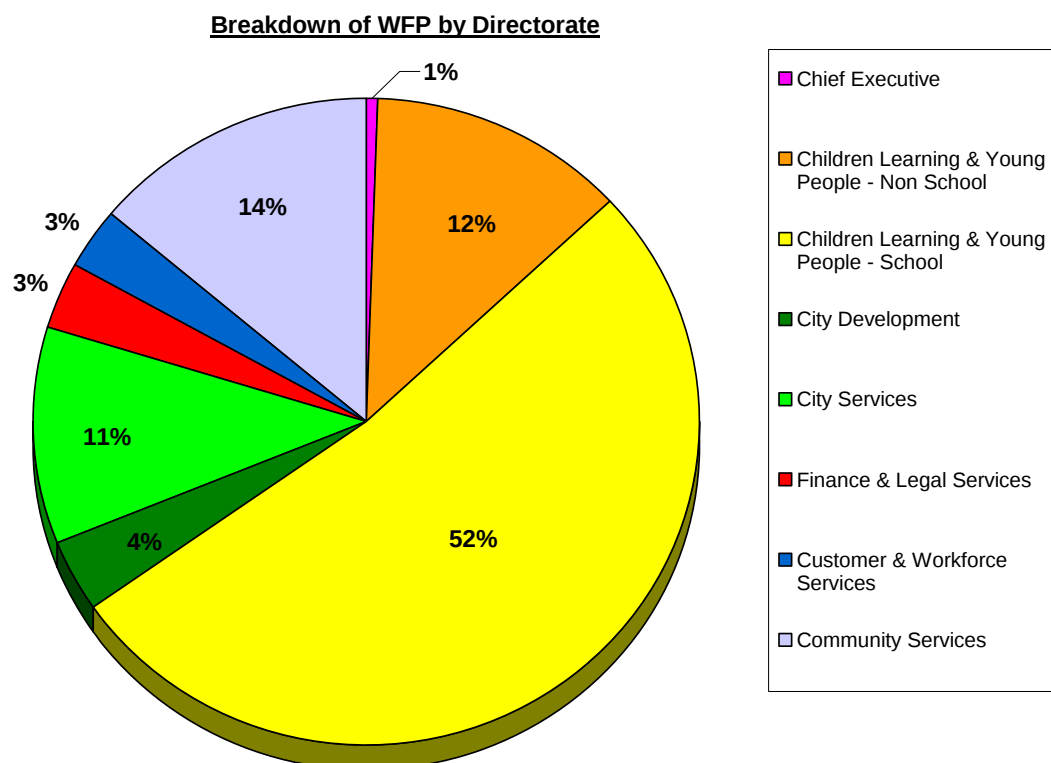
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Summary of Non-Teacher, Non-School Information

What could be described as the core council workforce has decreased in size by **165** contracts and **85** FTE since 31st March 2009 (excluding casual contracts).

Directorate analysis

The following diagram shows the proportion of the Council's workforce in each Directorate. Due to organisational restructuring in the previous year, direct comparisons on changes in directorate workforce are not possible.



Status

42% of the Council's workforce is employed on a full-time basis and 58% are part-time. Currently, 25.04%¹ of the city's working age population, in employment, work on a part-time basis, showing that the Council employs a comparatively high number of part-time workers.

¹ Annual Population Survey July '08 - June 09, Office for National Statistics

Leavers

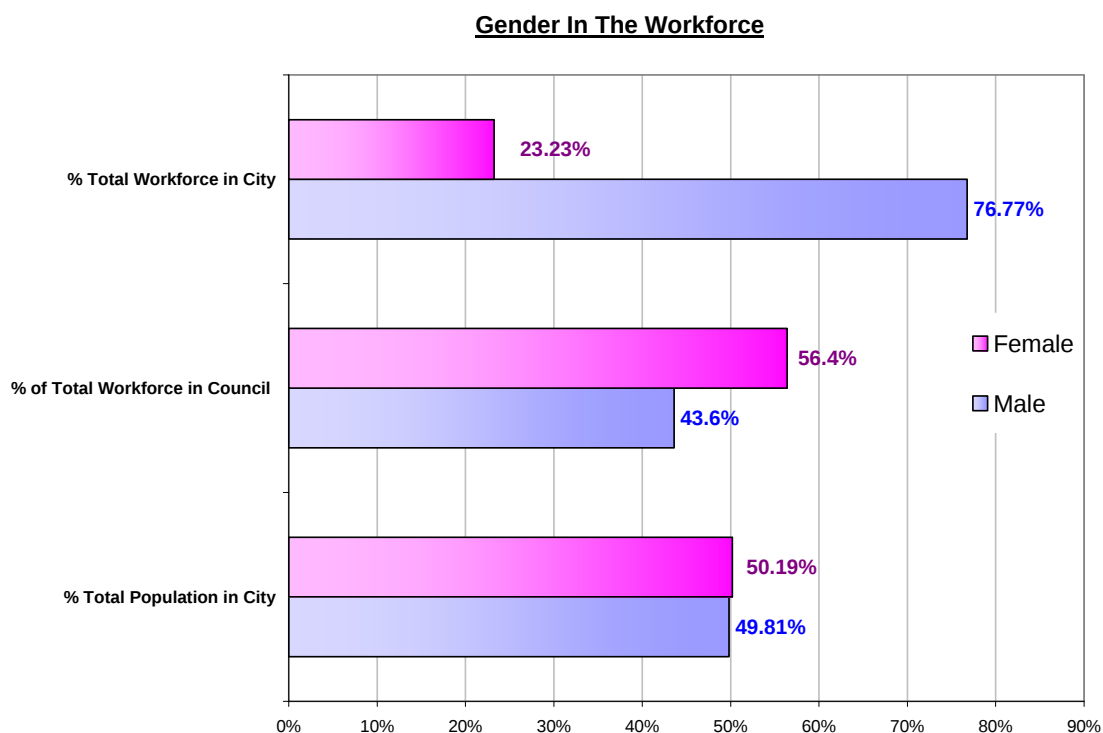
The Council's leaver rate is lower in 2009/10 than in the previous year, with the rate now standing at 13.13%, compared to 14.95% previously. Using the CIPD *Recruitment, Retention and Turnover Survey 2009* as a comparator, the Council's turnover rate is lower than the UK average, which stands at 15.7% but higher than the public sector average, which stands at 12.6%. The Council's turnover seems to be in keeping with national trends as both the overall *and* public sector rates are showing downturns from the previous year.

72.64 of leavers had less than 5 years service and 42.59% have less than 2 years service. The continued use of exit interviews will provide more detail on reasons for leaving and these will be analysed to determine any trends or areas for improvement.

1.2 Gender

Gender in the workforce

76.77% of the Council's workforce are female, which broadly equates to the previous year's figure (76.9%). This figure is reflective of local Government employment. The Council continues to employ a much higher proportion of women compared to the city-wide labour market, with the Annual Population Survey July '08 - June '09 (Office for National Statistics) 'Population in employment estimates showing that 43.6% of the city's residents in employment are female and, overall, the female population stands at 49.8%.



Gender and employment status

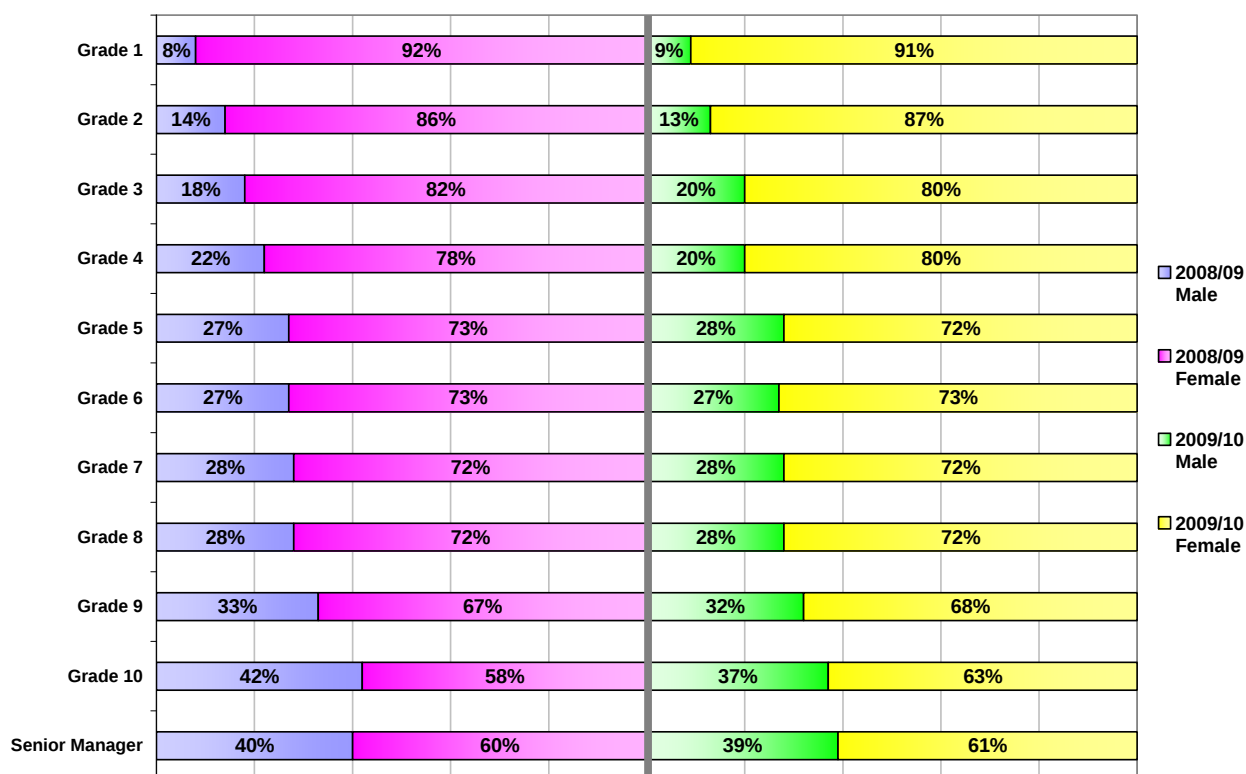
Female employees are more likely to be working on a part-time basis in the Council, with 64.9% of the Council's 13,349 female workforce working part-time. This figure is

much higher than the city average, where 43.95% of females in employment in the city work on a part-time basis². 35.07% of the Council's male workforce work part-time, which is much higher than the city average, where 8.5% of males in employment in the city work part-time. These statistics would suggest that Coventry City Council is a flexible employer.

Gender and pay

The diagram below³ provides an analysis of the Council's workforce by gender against each of the Council's pay bandings and demonstrates a higher representation of women across all management grades compared with last year. In particular, female representation at Grade 10 has increased significantly compared with 2008/09 (however, with only 203 employees at that grade, small variances are likely to result in large percentage differences).

However, proportionately, women remain more prevalent in the lower pay bands.



Gender and leavers

28.06% of leavers were male, and 71.94% were female, which broadly reflects the gender division in the workforce.

Gender Summary: This year has seen an improvement in the number of women occupying senior level jobs and particularly at Grade 10. Just over half of the Council's senior managers are female. The Council continues to employ a majority female workforce which, whilst disproportionate to the percentage of the city's population in employment who are women, is in keeping with local government employment trends. Most women work on a part-time basis and are disproportionately employed in lower graded jobs.

² Annual Population Survey July '08 - June 09, Office for National Statistics

³ Whole workforce, based on Single Status pay band or equivalent

1.3 **Ethnicity**

Ethnicity in the workforce

Using the government's 'best value' definition (visible minority groups), 12.79% (2,222 employees) of the Council's workforce comes from a minority ethnic background, a 0.01% decrease from the previous year (12.8%). When using a broader definition, which includes white Irish and white other groups, this percentage rises to 16.79% (a decrease of 0.21% from the previous year's figure of 17%).

This year's figure of 12.79% represents a slight decrease of 0.01% on the previous year. As with the previous year, it is lower than the percentage of the estimated population in employment who come from a minority ethnic background, which, based on the 2007 mid year population estimates, stands at 18% of the estimated total population in employment.

Looking at specific minority groups, the Council has an under-representation of Asian/Asian British workers, with the 2007 mid year population in employment estimates showing that 12.1% of Coventry's population are Asian/Asian British, compared to 8.82% of the workforce

Statistics also indicate a similar position with the Council's black/black British workforce with 3.3% of the population being black/black British and in employment, compared to 2.57% of the workforce.

Analysis of other ethnic groups becomes difficult, as the figures are comparatively small. However, we can conclude that there is a marginal under-representation of workers from Chinese/other ethnic communities, with 2.6% of the population (this group is not measured 'standalone' within the 'population in employment' statistics) coming from these minority backgrounds, compared to 0.66% of the workforce; with the majority of this under-representation being from the Chinese community.

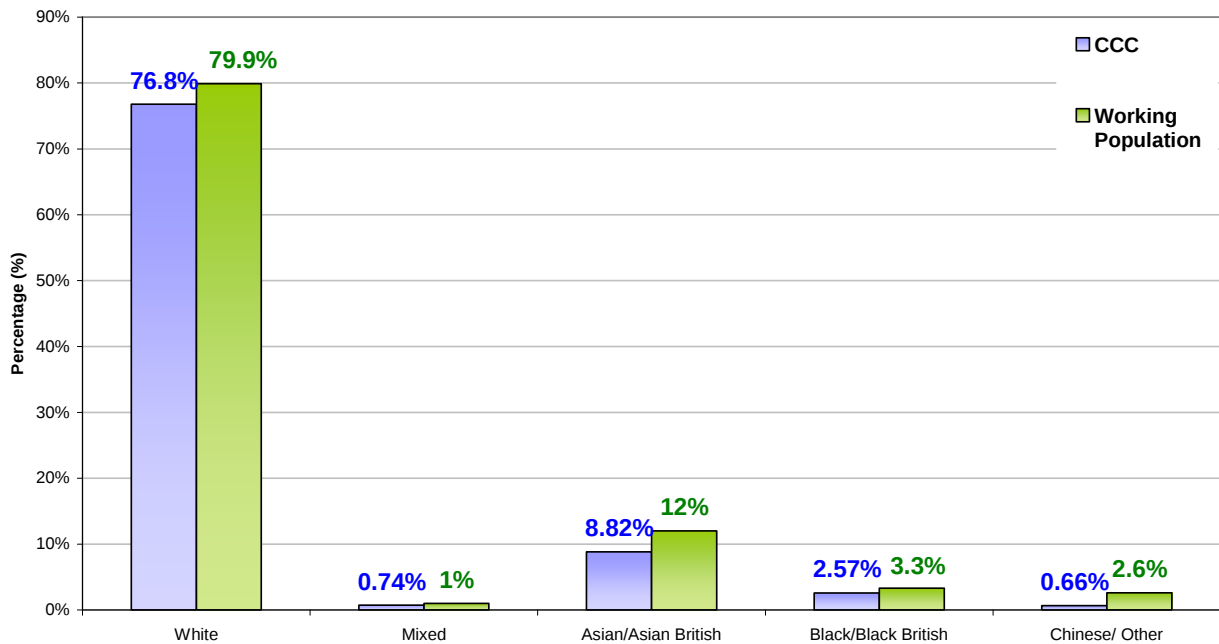
However, when comparing the population in employment statistics for mixed race groups, the Council has a broadly comparable percentage of mixed race workers. 1.0% of the city's population in employment comes from these ethnic backgrounds, compared to 0.74% of the workforce.

Of the Council's white workforce (76.80%), 2.08% come from an Irish background and 2.03% are defined as white other. Based on the 2007 mid year population estimates (the ethnic grouping 'White' is not broken down for the population in employment and hence a direct comparison cannot be achieved), 2.6% of the city's population are from an Irish background and 3.1% define themselves as white other.

The following diagram⁴ compares the Council's workforce, by ethnicity, to the city's estimated working population, as according to the 2007 mid year population estimates.

⁴ 2007 Mid Year Population Estimates, Office for National Statistics

Workforce Ethnicity compared to City Population



Ethnicity and gender

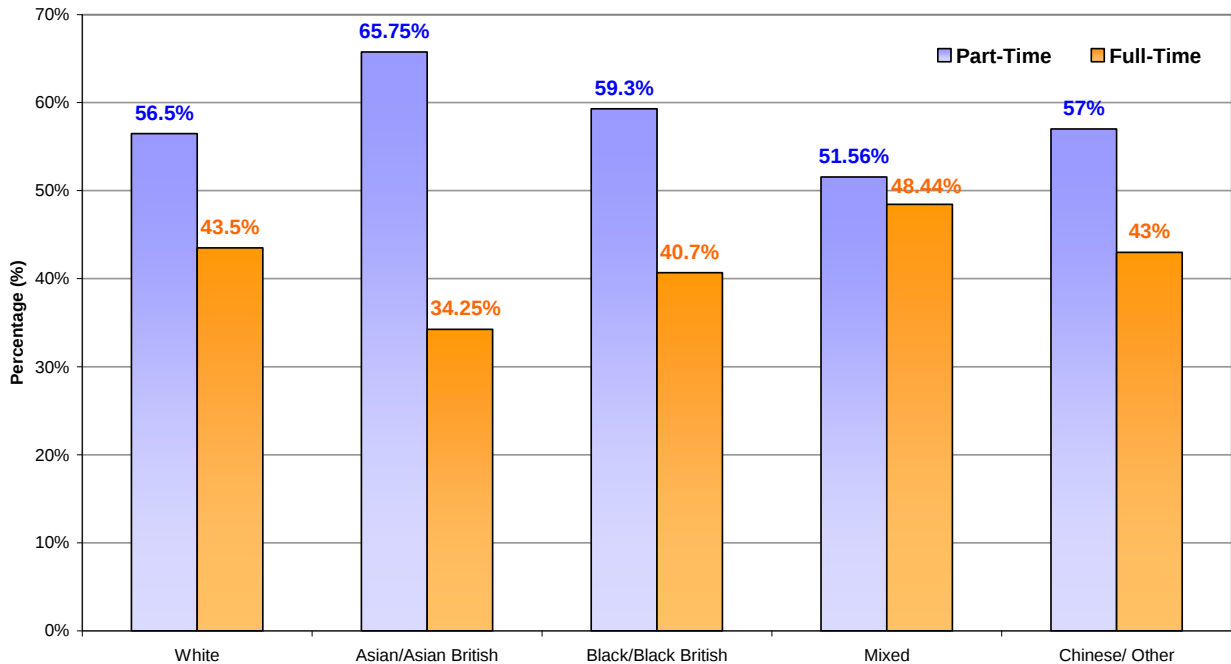
The gender of the Council's workforce, by ethnicity, is broadly reflective of wider organisational trends, with all ethnic groups having a majority female workforce. However, there is an ethnic group that shows a disproportionate percentage. 84.9% of the Asian Indian workforce (total of 1216) are female compared with 76.8% of the total workforce. Further investigations will be undertaken to determine whether the reasons for this are potentially job specific or age related issues.

Ethnicity and employment status

The majority (63.20%) of minority ethnic staff is employed on a part-time basis. This trend is most prevalent amongst Asian employees, where 65.75% are part-time.

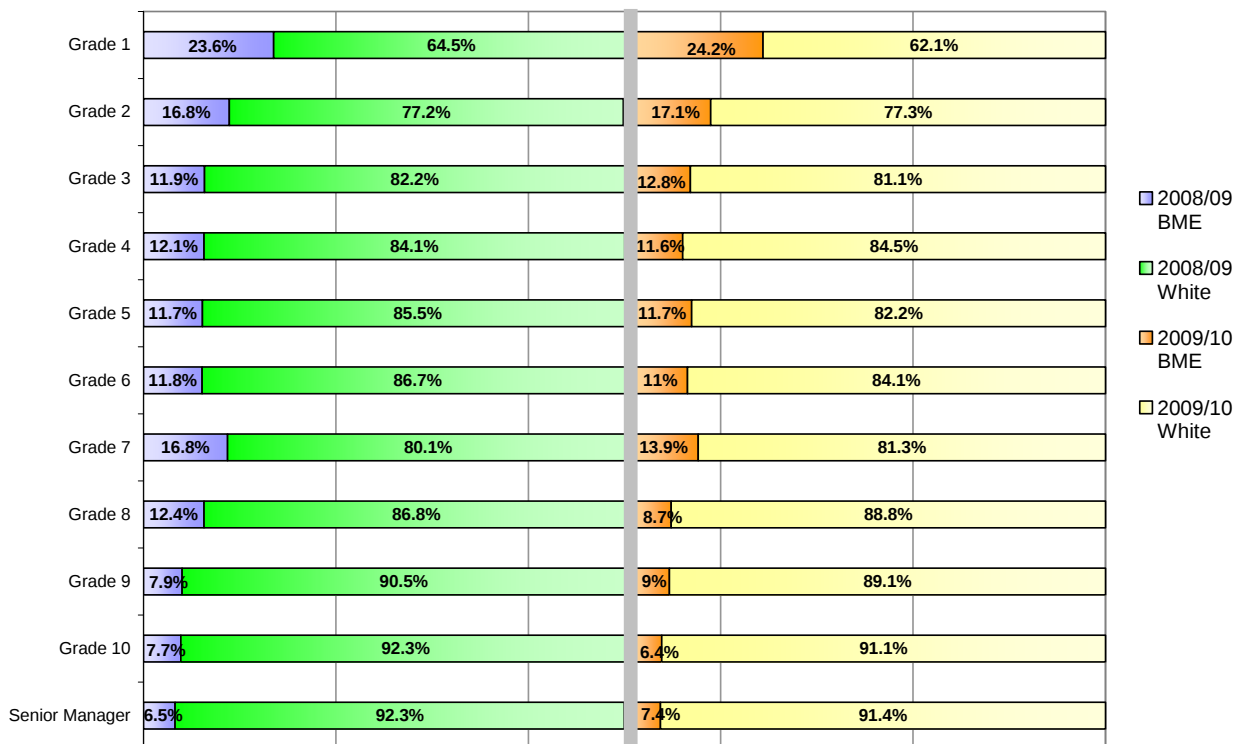
The following diagram compares the part-time and full-time workforces by ethnic group and shows that Asian/Asian British staff are more likely to be working on a part-time basis than employees from other ethnic groups. This may be attributable to the fact that there are more female workers from this ethnic background than any other. However, part-time and full-time working would seem to be less influenced by ethnicity than by gender.

Ethnicity & Employment Status



Ethnicity and pay

The diagram below⁵ provides an analysis of the Council's ethnicity pay differential and shows that the representation of ethnic minority staff in the pay bands is broadly equivalent to their representation in the workforce in all grades up to grade 8. However, there are still fewer senior managers from a minority ethnic group than is representative. The high percentage of minority ethnic employees at Grade 1 suggests that more minority ethnic staff occupy lower paid jobs than is representative.



⁵ Whole workforce, based on Single Status pay band or equivalent

Ethnicity and leavers

11.39% of leavers come from a minority ethnic background and the leaver rate for minority ethnic staff is 11.99%. This figure is lower than the turnover rate for the whole workforce (13.13%) and therefore shows no ethnicity bias in employees leaving the Council.

Ethnicity Summary: The percentage of minority ethnic staff employed by the Council has shown a very slight decrease this year and continues to be lower than the percentage of minority ethnic residents within the city and in employment.

Minority ethnic staff are more likely to be younger than white employees, with the majority of minority ethnic staff aged 30 – 44.

There are more part-time staff from a minority ethnic background than is representative; and fewer minority ethnic staff occupy higher graded posts (Grade 9 and above) than is representative of their number in the workforce. There may be a link to this and the age profile of minority ethnic staff in the workforce, as younger workers tend to be on lower grades.

The minority ethnic leaver rate compares favourably to the overall Council rate and is lower than the UK and public sector averages.

1.4 Disability

4.4% of the workforce have declared a disability, the same figures as in the previous year. This number reflects only those members of staff that have opted to declare their disability and does not, in all probability, reflect the true picture.

Records show that 36.5% of the disabled workforce have had reasonable adjustments made to their post, although this may not be a complete picture as some reasonable adjustments are made informally at a local level and may not be recorded. The Council is currently looking at practical ways to enable managers to record locally managed reasonable adjustments which will facilitate more accurate reporting.

A workforce survey carried out in February 2008 and repeated in November 2008 found that 20.6% of the Council's workforce have either refused to declare a disability, or have left their status blank. This is an increase on the previous year when 18.4% of the workforce did not declare whether or not they had a disability. No further workforce survey has been undertaken since the February and November 2008 surveys.

It is possible that a number of employees may have a disability which they are choosing not to declare. Non-disclosure can impact upon the Council's ability to meaningfully address issues for disabled staff. Further research is needed to determine what may prompt an individual into non-disclosure, including whether it relates to an uncertainty about definitions of disability, whether it is based upon organisational culture or whether some disabled employees simply prefer not to self-declare.

A disabled people's strategic forum has been established, chaired by the Director of Community Services and assisted by the Assistant Director of Human Resources, to try and address some of these issues.

We can compare the number of disabled staff in our workforce to the number of people of working age estimated as disabled by the Annual Population Survey 2008-09. This figure stands at 33,400, or 17.1% of the population and this indicates that Coventry is employing fewer disabled staff than may be proportionate. However, when we look at the number of disabled residents that are in employment the figure is 15,000, or 11.3% of the working population which still indicates that we have a disproportionate figure in

the Council - although, as previously stated, we only know the number of disabled employees who choose to declare a disability.

Disability and gender

The majority (73%) of disabled staff are female, and this reflects the overall workforce.

Disability and ethnicity

10.3% of the Council's disabled workforce comes from an ethnic minority background. This is lower than the wider workforce figure, and may be attributable to age, as disabled employees tend to be older, and ethnic minority staff tend to be younger.

Disability and status

48% of the disabled workforce work on a full-time basis, which is a higher percentage than the overall workforce figure. This is a positive reflection on the Council's policies developed in order to support disabled employees in the workplace e.g. the Disability Leave Policy that enables employees to remain in full-time employment whilst being supported to undergo treatment for their disability.

Disability and leavers

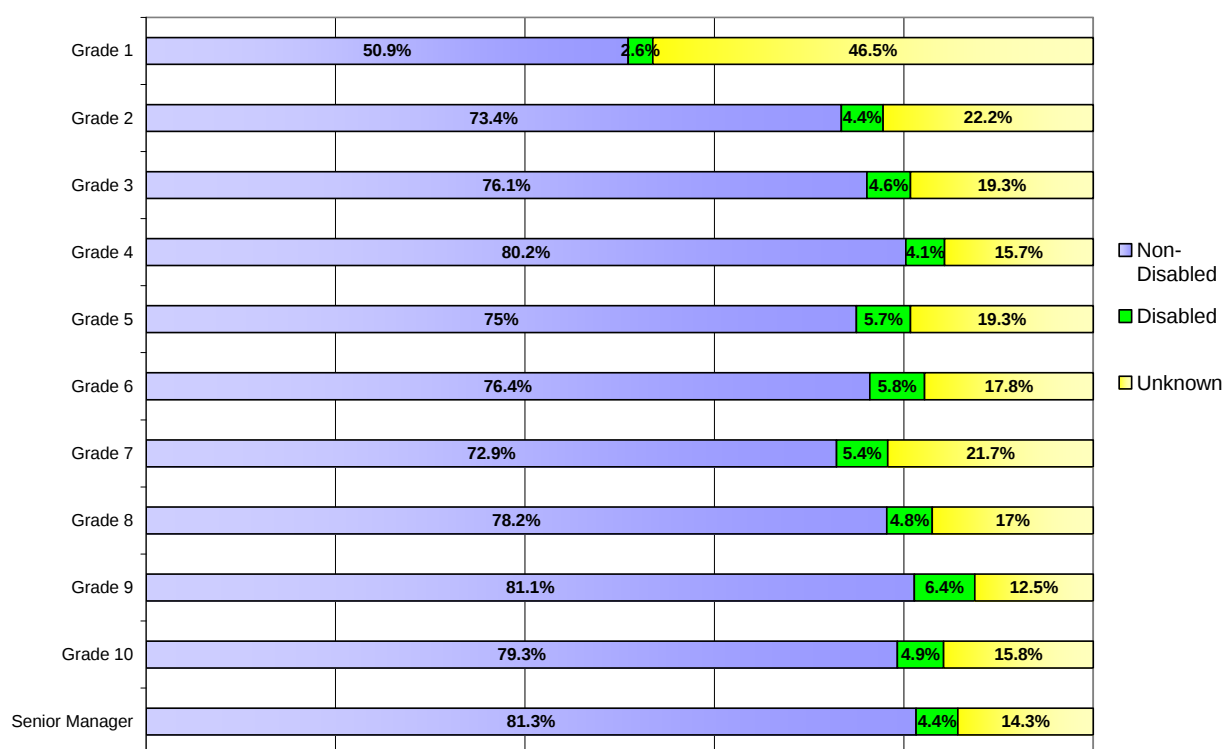
3.6% of all leavers were disabled which is lower than the figure for last year (4.9%). The leaver rate was 9.5% of all disabled employees which is considerably higher than that for last year (3.75%). However, as the number of disabled employees in the workforce is so small it may only take a few retirements/resignations in a particular year to cause such a peak in the figure. Most disabled leavers (31.5%) have 15 years or more service, which could indicate that a high proportion of disabled leavers retire.

Disability and pay/grading

7.9% of all employees Grade 8 and above have declared a disability, a figure which is proportionately higher than the number of disabled people in the workforce. This shows that we have a higher representation of disabled employees across the higher pay scales. This may be due to employees at higher grades feeling more confident in declaring a disability compared to those at lower grades or that they simply choose to do so.

The diagram over page⁶ shows an analysis of disability within the organisation by single status grade or equivalent and highlights a relatively even distribution of disabled staff across all pay scales. The lowest percentage of disabled staff falls within the grade 1 band, which is also the band with the highest level of unknown data (over 45%).

⁶ Whole workforce, based on Single Status pay band or equivalent



Disability summary: The number of disabled people employed by the Council who have declared a disability has stayed the same this year compared to last, 4.4%. Disabled people in the Council are more likely to be female, white British, aged 45 to 59 and employed on a part-time basis. There are very few young disabled people working in the Council (only 2% of the 16-24 Age Group are Disabled).

1.5 Age

The largest group in the Council's workforce is aged 45-59 years and equates to 39.79% of the workforce. This figure is broadly representative of the city's population⁷ who are within the age range (26.5%). It would appear that the Council continues to attract an older workforce however, it is known that a number of older staff have stayed with the Council and opted to take flexible retirement (whereby employees can, at the age of 50 (55 with effect from 1st April 2010) request to receive their pension and continue to work in a post that is a 20% reduction in hours or grade of their original one).

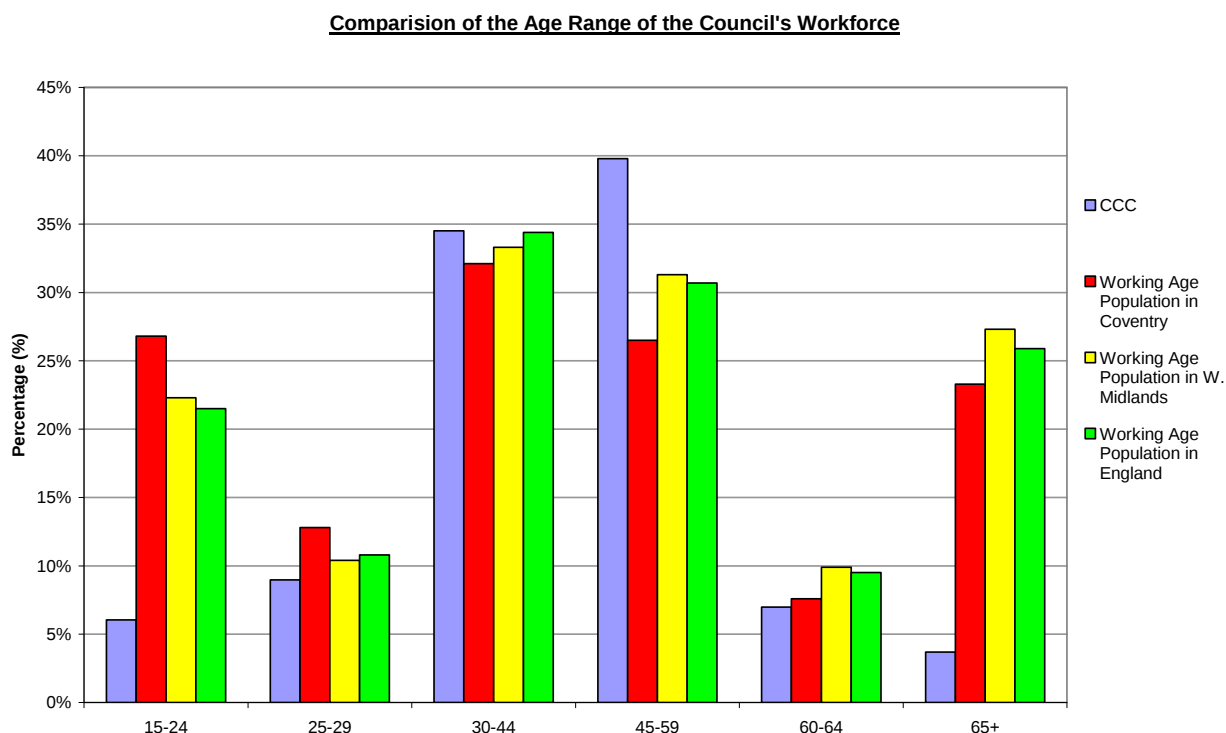
A similar trend can be seen for workers aged 30-44, where there are 34.5% of the Council's workforce (this is the same figure as the previous year) compared to 32.1% of the city's population. There is a slight reduction in the number of older workers (aged 60+) this year (10.67% of the workforce are from this age group, compared to 11% in the previous year).

The percentage of the Council's young workforce has slightly decreased this year, with 15.03% of the workforce aged 16-29, compared to 15.1% last year and 15.0% the year before. This figure, however, is still significantly lower than the number in the city's population who are from this age bracket (39.6%), although it is noted that this figure may be high because of the two universities located in the city. This trend is also in keeping with wider local Government employment patterns. It is the Council's continuing

⁷ 2008 Mid Year Population Estimates, Office for National Statistics

policy to address this trend and to that end, has a partnership in place with the West Midlands LCS to bring more young people into local government employment.

The diagram below⁸ compares the age of the Council's workforce to the working age population of the city, the region and the country, and confirms that the Council continues to employ disproportionately more 30-44 and 45-59 year olds and disproportionately fewer 15-24 year olds and 65+ than would be representative of the population.



Age and gender

As with previous years there are more older males working in the Council than females (14.93% of males are over 60 compared to 9.38% of females)

The significant majority of males and females are aged between 30 and 59, in keeping with the overall workforce pattern.

Age and ethnicity

The largest group (45%) of ethnic minority staff employed by the Council is aged 30-44 years. The majority (41.90%) of white staff are 45 - 59. Older workers tend to be from a white background, for example, over 93% of employees aged 60 and over are white.

Age and disability

The majority of disabled people are aged 45-59 (49.80%). In comparison to last year where the number of disabled young staff was 2.2%, this year the figure has rose to 3.0%. Of the whole workforce 4.4% of staff are disabled and this figure has remained stable.

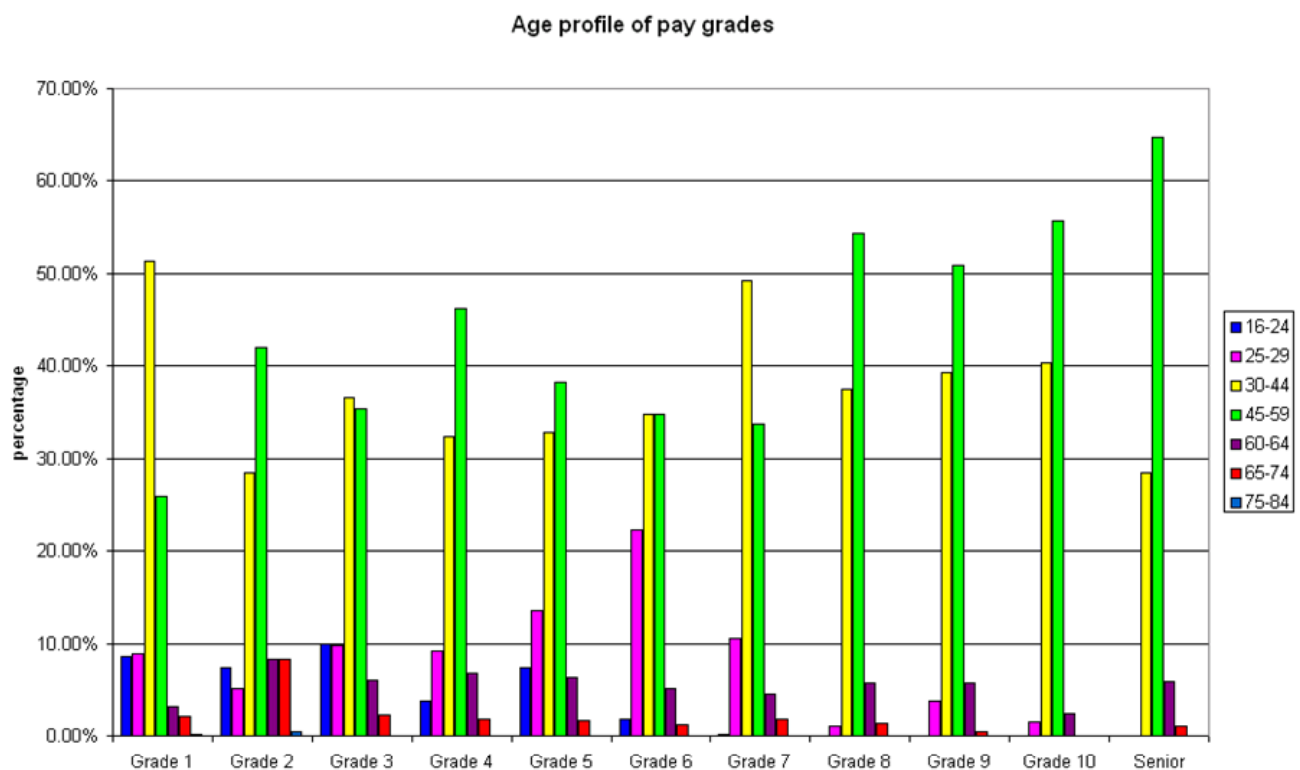
⁸ 2008 Mid Year Population Estimates, Office for National Statistics

Age and leavers

As with the previous year, the majority (27.86%) of leavers are aged 30-44. There are however, proportionately higher numbers of young leavers compared to their number in the workforce (33% of leavers are aged 16-29 compared to 15.03% of the workforce being of this age). This figure has increased in comparison to last year's figure of 28.49%.

Age and pay

The following diagram⁹ shows an analysis of the age profile within single status and equivalent grade bands. This chart highlights that there are fewer younger workers in the higher pay scales; a reflection of the levels of knowledge and experience required for higher paid posts.



Age summary: The Council continues to employ an older workforce, which is inconsistent with the city's population. This is compounded by the increased turnover rate for younger workers, which could be attributable to the transient population of young residents in the City.

1.6 Teachers

The Council employs 3,973 teachers, which is a decrease of 145 on the previous year. 75.06% of teachers are female and 24.94% are male. Of those teachers who work part-time, 80.65% are female. 8.04% of teachers are from an ethnic minority background, which breaks down as follows:

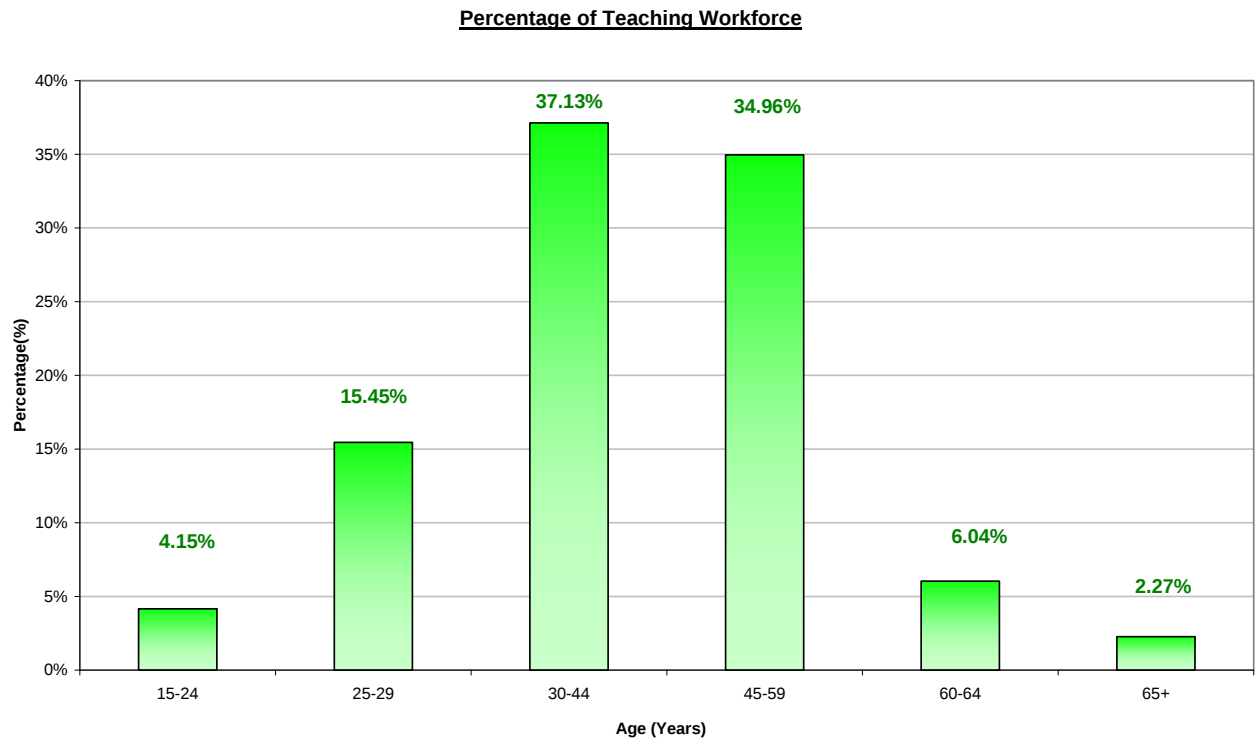
- 5.18% Asian/Asian British
- 1.23% black/black British

⁹ Whole workforce, based on Single Status pay band or equivalent

- 0.50% mixed
- 1.13% Chinese and other ethnicity

There has been a 0.26% decrease in the number of teaching staff who are disabled with this years figure standing at 2.54% in comparison to last year's figure of 2.8%.

The age breakdown of the teaching workforce is as follows:



Appendix 2

Workforce Plan Action Plan 2010/11

Action	Lead Officer	Timescale	Associated Strategies/Groups
1. Accurate Workforce Information - Continued development of a suite of management information reports to enable manager self service - Encourage declaration of disability where appropriate via Corporate Disability Employee's Forum and the Disabled Employees Network	- Kray Dhillon - Sue Iannantuoni	By end March 2011 Throughout 2010/11	People Management Strategy 2009-2010 Disabled Peoples Strategic Forum
2. Developing the Workforce - Continue Culture Change Programme to include work on systems/processes, leadership and customer service expectations - Embed The Coventry Manager Actions/Behaviours - Launch Talent Management Strategy - Continue with and expand where required existing Training Programme/s	- Bev Messinger/CMT - Sue Iannantuoni - Sue Iannantuoni/Shokat Lal - Shokat Lal/Veronica Nesbitt	Throughout 2010/11 By end March 2011 By end March 2011 Throughout 2010/11	)) People Management Strategy)2009-2010) Talent Management Strategy
3. Promoting the Council as the Employer of Choice - Develop entry level clerical/administration posts requiring less experience via the Administration & Business Support Services Review - Raise awareness in schools, colleges and universities - Continue with the modern apprenticeship programme - Promote non pay benefits to existing employees - Use articles and features to raise the profile nationally, regionally and locally - Provide work placements	- Sue Iannantuoni/Marion O'Brian - HR Managers/Directorate Mgrs - Veronica Nisbett - Jon Venn/Fran Collingham - Fran Collingham/Sue Iannantuoni - All Directorates	By end March 2011 Throughout 2010 Throughout 2010/11 Throughout 2010/11 Throughout 2010/11 By end March 2011	Admin & Business Support Services Review Learning & Development Strategy Total Reward Strategy

Action	Lead Officer	Timescale	Associated Strategies/Groups
4. Recruiting a Diverse Workforce - Extend creative recruitment practices - Ensure the recruitment process is as customer centred as possible - Equip employees with the skills to interview effectively - Continue to seek out opportunities to recruit staff by targeted recruitment approaches - Continue to develop 'bulk' recruitment programmes - Work in partnership with Job Centre Plus and Remploy to achieve Local Employment Partnership targets - Launch the Talent Management Strategy which includes the development of a positive action programme	- Jane Crawley - Jane Crawley - Siobhan Roberson - Jane Crawley - Jane Crawley - Jane Crawley - Sue Iannantuoni/Shokat Lal	- By end March 2011 - By end March 2011 - Throughout 2010/11 - Throughout 2010/11 - Throughout 2010/11 - Throughout 2010/11 - By end March 2011	))))) People Management Strategy 2009-2010))))) - Talent Management Strategy
5. Disability Issues The Disabled People's Strategic Forum will continue its work plan throughout 2010/11 including work to better understand the reasons some employees who could declare a disability prefer not to do so	Disabled People's Strategic Forum	Throughout 2010/11	Disabled People's Strategic Forum People Management Strategy 2009-2010
6. Support to Service Critical Areas - Develop further career pathways - Monitor/take appropriate action on any service critical job vacancies - Monitoring and taking appropriate action on competitiveness of pay and non pay conditions of service - Review current Hay pay progression processes	- Directorate HR Managers/Managers - Directorate HR Managers/Managers - Directorate HR Managers/Managers - Sue Iannantuoni	- By end March 2011 - Throughout 2010/11 - Throughout 2010/11 End June 2010	People Management Strategy 2009-2010

Action	Lead Officer	Timescale	Associated Strategies/Groups
7. Developing Joint Approaches with Partners Continue with current shared services work	Directorate Management Teams	Throughout 2010/11	People Management Strategy 2009-2010