
Cabinet Member for Strategic Finance and Resources

7 December 2015

Name of Cabinet Member:

Cabinet Member for Strategic Finance and Resources – Councillor Gannon

Director Approving Submission of the report:

Executive Director of Resources

Ward(s) affected:

none

Title:

Coventry City Councils 2014/15 Report on Workforce Profile Information

Is this a key decision?

No

Executive Summary:

The purpose of this report is to provide information on the Council's workforce profile for 2014-2015. This information will be used to inform equality action planning. The report enables the City Council to fulfil its responsibilities under the Equality Act 2010 and as set out within the Council's Equality Strategy.

Recommendations:

The Cabinet Member for Strategic Finance and Resources is asked to:

- Note the workforce profile information for 2014/2015 included within **Appendix 1**.
- Approve the Action Plan set out in **Appendix 2**.

List of Appendices included:

Appendix 1 – Workforce Profile Statistical Information 2014/2015
Appendix 2 – Workforce Profile Report Action Plan 2014/15

Other useful background papers:

None

Has it been or will it be considered by Scrutiny?

No

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No.

Report title:

Coventry City Council's Annual Workforce Profile Information 2014 – 2015.

1. Context (or background)

1.1 The purpose of this report is to provide information on the City Council's workforce profile for 2014/2015. The report enables the Council to fulfil its responsibility under the Equality Act 2010 as set out within the Council's Equality Strategy.

2. Options considered and recommended proposal

2.1 Summary of Workforce Profile 2014 - 2015

The headline workforce profile data for the year 1st April 2014 to 31st March 2015, taken from a snapshot of data on 31st March 2015 is included at Appendix 1.

This report provides a detailed analysis of Core Council employees only. It excludes schools as Governing Bodies are responsible for their own recruitment and employment practices which in turn affect their equalities data.

The reference sources for Coventry are the current NOMIS – Official Labour Market Statistics, Census 2011 data produced by the Office for National Statistics (ONS), Annual Population Survey (Jan – Dec 2014) and Coventry City Council Referrals and Packages of Care Statutory Return 13/14

The report excludes casual workers on the basis that they are not 'employees' in law and hence are not considered to be part of the Council's workforce.

CORE COUNCIL HEADCOUNT

| | Employee Headcount | Contract Count | FTE |
|-----------------------------|--------------------|----------------|-------------|
| 31 st March 2014 | 6016 | 6270 | 4834 |
| 31 st March 2015 | 5538 | 5778 | 4506 |
| DIFFERENCE | -478 | -492 | -328 |

Summary Core Council Equality Data

- Just under half of the Council's workforce is employed on a part-time basis (47.46%).
- The labour turnover from 1st April 2014 to 31st March 2015 is 15% and this includes employees leaving within the ER/VR programme.
- 70% of the workforce is female.
- There is a 47% male / 53% female representation at Senior Management Level.
- Black and Minority Ethnic (BME) representation in the workforce is 16.36%.
- The number of employees who have declared a disability is 6%.
- The largest age group (48.9%) in the Council's workforce is aged between 45-59 years. The representation of young people (16-24) in the Council remains low at 4.31%.

2.2 Conclusion

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

An Action Plan has been developed for 2014/15 with the purpose of improving the diversity of the workforce. Headline actions are detailed in **Appendix 2**.

3. Results of consultation undertaken

No consultation undertaken

4. Timetable for implementing this decision

No implementation required

5. Comments from Executive Director of Resources

5.1 Financial implications

The overall decrease in employee numbers reflects recent trends. It is essential that the Council continues to achieve reductions in its workforce as its level of Government resources reduces over the next couple of years.

5.2 Legal implications

The report fulfils the Council's responsibilities under the Equality Act 2010.

6. Other implications

Any other specific implications

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

The Council relies on its workforce in the delivery of its objectives. The information contained in this report assists with effective workforce planning.

6.2 How is risk being managed?

No significant risks identified.

6.3 What is the impact on the organisation?

The data contained in this report supports the Council in its workforce planning activities.

6.4 Equalities / EIA

The Equality Act requires public bodies like the Council to produce a workforce profile on the gender pay gap, the percentage of the workforce from an ethnic minority and the percentage of the workforce who have a disability. The workforce profile provides statistical data that can be used for carrying out an analysis of the impact on equalities of workforce related services and policies.

6.5 Implications for (or impact on) the environment

None

6.6 Implications for partner organisations?

None

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| Legal: Gill Carter | Commercial Team Manager | Finance & legal | 16.11.2015 | 17.11.2015 |
| Assistant Director: Shokat Lal | | | | |
| Members: Cllr Gannon | Cabinet Member for Strategic Finance and Resources | | 20.11.2015 | 23.11.2015 |
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www.coventry.gov.uk/meetings

APPENDIX 1

Core Council Workforce Profile Statistical Information 2014/15

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, excluding schools.

Black and Minority Ethnic (BME) – visible minority (non-white) definition used

1.1 Overall workforce

CORE COUNCIL

| | Employee Headcount | Contract Count | FTE |
|-----------------------------|--------------------|----------------|-------------|
| 31 st March 2014 | 6016 | 6270 | 4834 |
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The above data shows an overall reduction of 7.9% in employee headcount between 31st March 2014 and 31st March 2015.

Directorate analysis

The following diagram shows the proportion of the Council's workforce in each Directorate.

| DIRECTORATE | Distinct Contract Count | Percentage |
|-------------------------------|-----------------------------------|-----------------|
| Chief Executive's Directorate | 63 (68 in 2013-2014) | 1.09 % (1.08%) |
| People Directorate | 2,804 (3,225 in 2013-2014) | 48.53 % (51.4%) |
| Place Directorate | 1,576 (1,527 in 2013-014) | 27.28 % (24.3%) |
| Resources Directorate | 1,332 (1,439 in 2013-2014) | 23.05 % (22.9%) |
| Not linked to Hierarchy | 3 (9 in 2013-2014) | 0.05 % (0.14%) |
| Sum: | 5,778 (6,270 in 2013-2014) | |

Status

52.54% of the Council's workforce are employed on a full-time basis and **47.46%** are part-time which shows a variation in the figures for 2014 which were 50.2% (+2.34%) and 49.8% (-2.34%) respectively. Currently, **32%** of the city's population in employment work on a part-time basis, showing that the Council employs a comparatively high number of part-time workers.

Leaver Rate

The Council's labour turnover (the number of leavers as a percentage of the average workforce over the period) is **15%**.

1.2 Gender

Gender in the workforce

The Council employs a much higher proportion of females in comparison to the proportion of females employed in the City as a whole, 70% of Council employees are female compared to 50% of Coventry's working age population in employment.

| | Council Workforce | Coventry Workforce |
|--------|-------------------|--------------------|
| Male | 30% | 50% |
| Female | 70% | 50% |

Sources: ONS Annual Population Survey (Jan 2014-Dec 2014) and Coventry City Council Workforce Profile – Management Information Report (March 2015)

Gender and employment status

The data shows that female employees are more likely to work on a part-time basis in the Council, with 58% of the Council's female workforce working part-time compared to 23% of the male workforce.

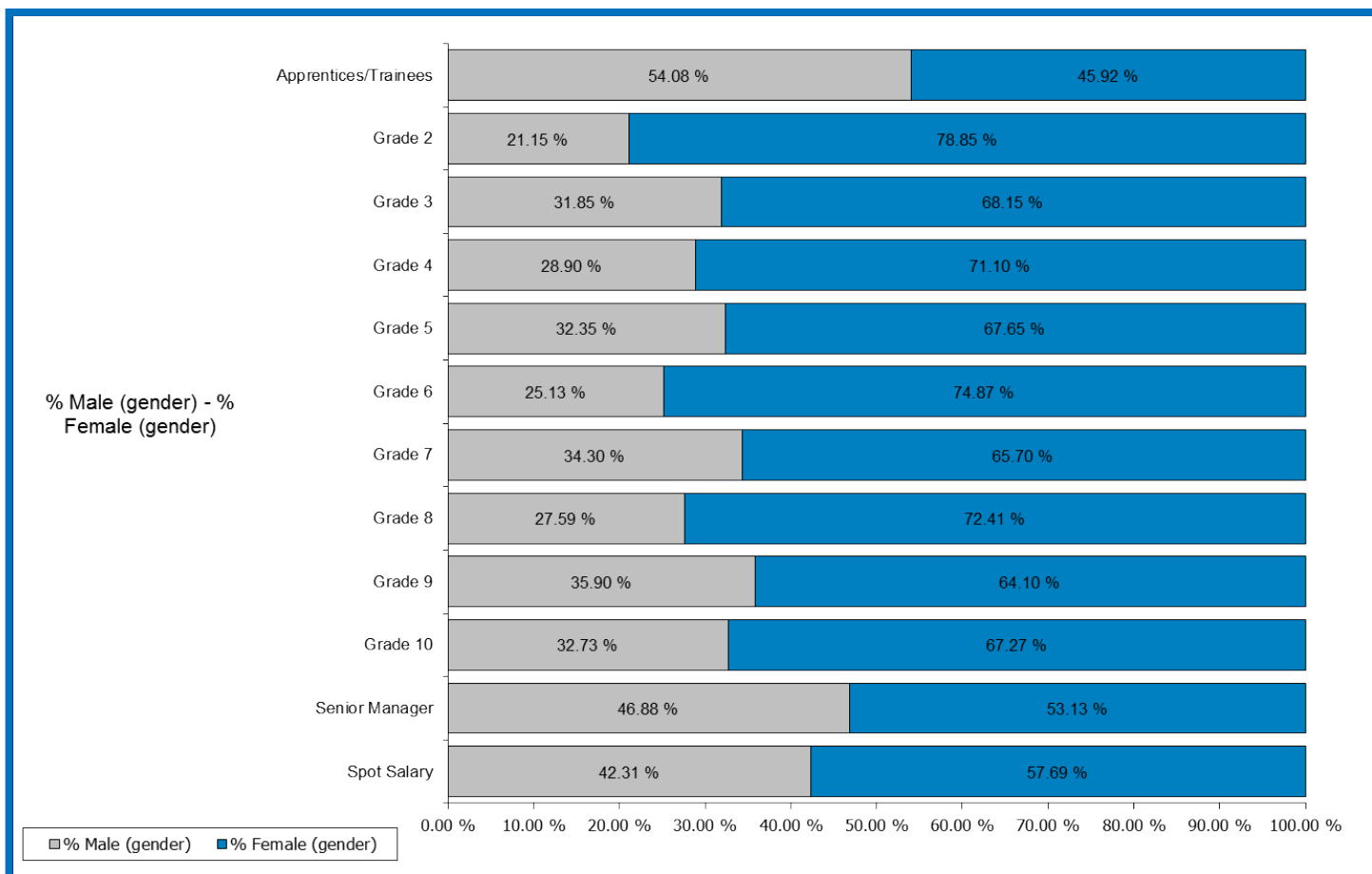
Out of the city's working age population in employment, there is also a large gap between the proportion of males and females that work on a part-time basis, 31.5% of employed, working age females work part-time compared to only 9.2% of employed, working age males.

| | Council Workforce | | Coventry Workforce | |
|-------------------|-------------------|-----------|--------------------|-----------|
| | Full-time | Part-time | Full-time | Part-time |
| Male | 77.26% | 22.74% | 66.8% | 9.2% |
| Female | 42.03% | 57.97% | 46.9% | 31.5% |
| Overall Workforce | 52.54% | 47.46% | 70.8% | 29.2% |

Source: ONS Annual Population Survey – Economic Activity (2011) and CCC Workforce Profile 2015

Gender and pay

The diagram below provides an analysis of the Council's workforce by gender against each of the Council's pay bandings. Although the percentage of females reduces at the higher bandings, all demonstrate over 50% representation with the exception of Apprentices and Trainees. Proportionately however, women remain more prevalent in the lower pay bands. There is a 47% male / 53% female representation at Senior Management Level.



The introduction of the living wage (minimum of £7.85 per hour) has improved the income levels of a substantial number of lower paid employees in the Council; the majority of whom are female. Currently 645 females and 173 males receive the living wage.

Gender and leavers

29.6% of leavers were male, and 70.4% were female, which broadly reflects the gender breakdown within the workforce.

1.3 Ethnicity

Ethnicity in the workforce

Using the government's 'best value' definition of visible minority groups, 16.36% (945 contracts) of the Council's workforce come from a black or minority ethnic background. When using a broader definition, which includes white Irish and white other groups, this percentage rises to 20.5%. This represents a small increase in the 2014 ethnicity statistics.

The Council has identified a number of employees for whom it had no record of ethnicity, or who have chosen not to declare it. This percentage was 5.59% in 2013/14 but has now increased to 8.7%, an increase of 3.11%. This will be kept under review and further consideration given as to how this can be reduced.

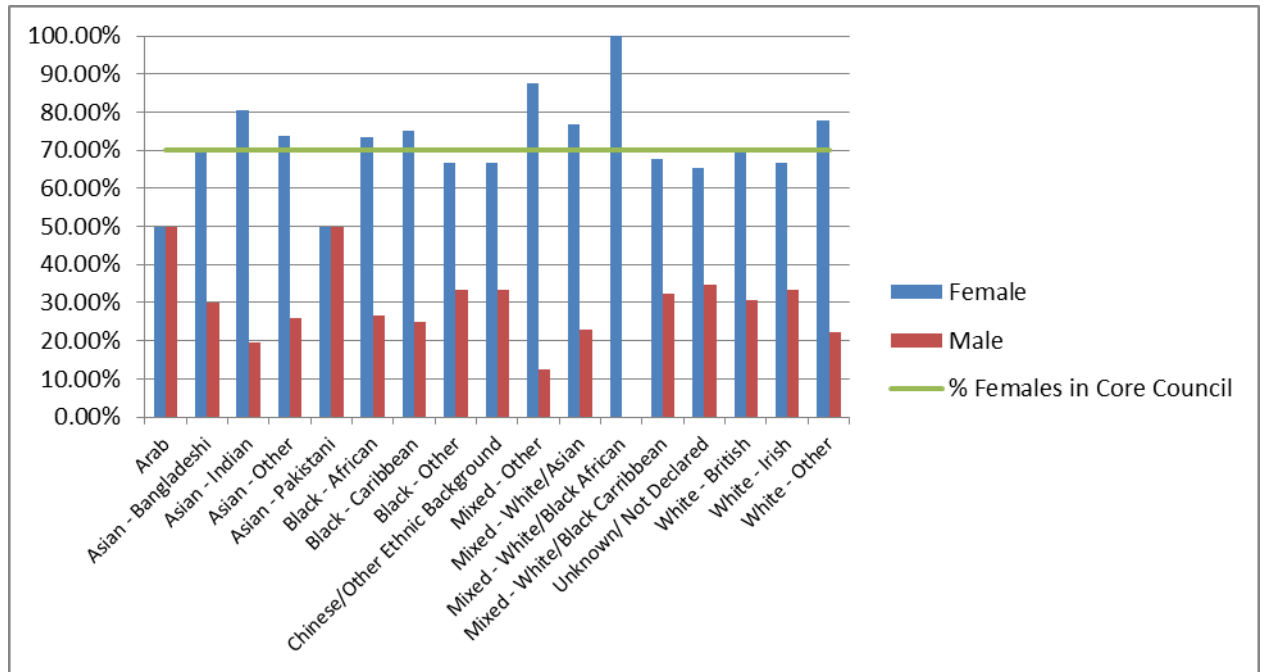
When looking at the proportions of working age employed people by their ethnicity, the Council workforce statistics have been compared to the workforce statistics in the City as a whole. The percentage of 'White' employees is slightly higher in the Council at 74.3% compared to 73.8% in the City as a whole (-0.5%). Other ethnicities are underrepresented in the Council workforce in comparison to the City as a whole. The percentage of 'Asian/Asian British' employees within the Council is 12.09% compared to 16.3% in the City (an increase on 2013 by 1.3%) and the percentage of Black/Black British employees within the Council is 4% compared to 5.6% within the City.

% of employed, working age people by ethnicity in Council and City Workforce

| | Council Workforce | Coventry Workforce |
|-----------------------------|--------------------------|---------------------------|
| White | 74.97% | 73.8% |
| Asian/Asian British | 11.02% | 16.3% |
| Black/Black British | 3.79% | 5.6% |
| Mixed | 0.97% | 2.6% |
| Other (inc. Chinese) | 0.57% | 1.7% |
| Undeclared | 8.7% | |

Sources: ONS Annual Population Survey 2011 and Workforce Profile 2014

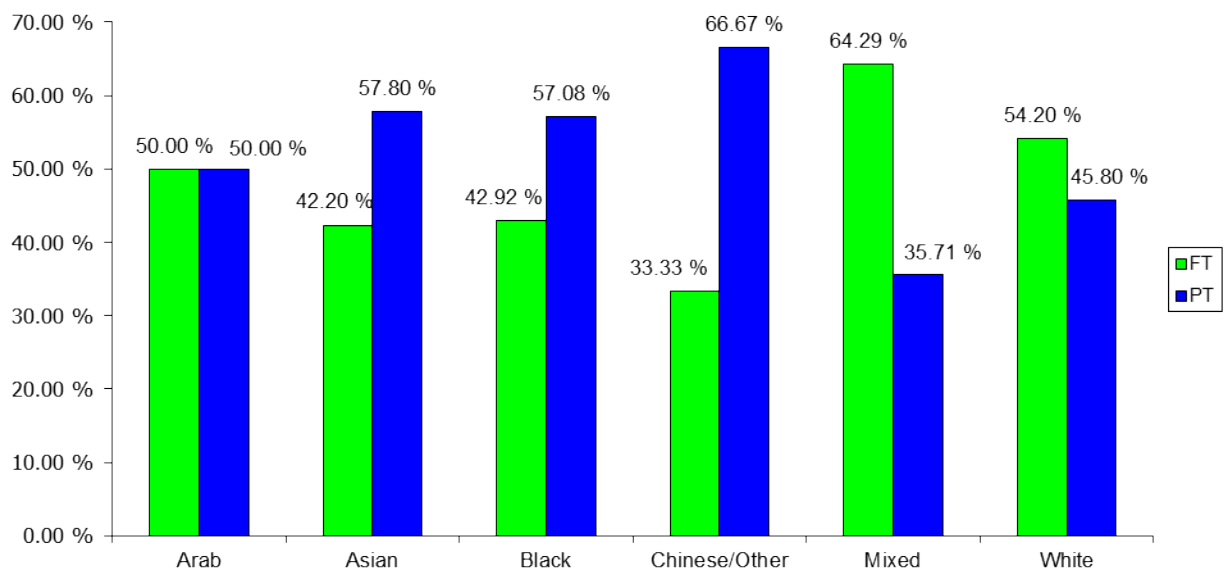
Ethnicity and gender



The gender of the Council's workforce, by ethnicity, is broadly reflective of the wider organisational trend, with all ethnic groups having a majority female workforce. The exceptions are 'Arab' and 'Asian (Pakistani)' which have a 50/50 make-up of male and female workers.

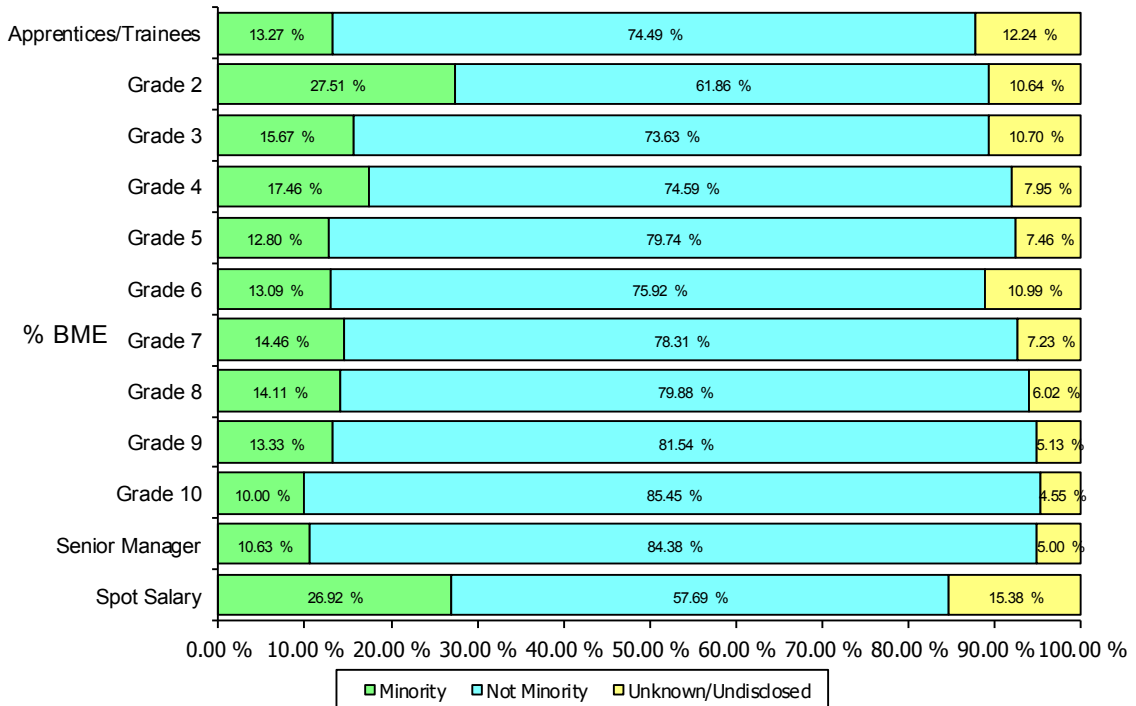
Ethnicity and employment status

Over half (56.61%) (535 contracts) of the minority ethnic workforce are employed on a part-time basis. The following diagram compares employment status and ethnicity. Part-time and full-time working appears to be less influenced by ethnicity than by gender.



Ethnicity and pay

The diagram below provides an analysis of the Council's ethnicity pay differential and shows that the representation of the black and minority ethnic workforce in some pay bands is broadly equivalent to their representation in the workforce. However, at salaries equivalent to pay bands Grade 9 and above, black and minority ethnic representation does reduce slightly. There are still fewer senior managers (Grade 10 and above) from a minority ethnic group than is representative. There also continues to be a high percentage of minority ethnic employees at lower grades within the pay scale specifically at grade 2.



Whole workforce, based on Single Status pay band or equivalent

Ethnicity and leavers

15.39% of leavers come from a black or minority ethnic background and the leaver rate as a percentage of the minority ethnic workforce is 12.41%. This figure is slightly lower than the leaver rate for the whole workforce which is 15%.

1.4 Disability

6% of the workforce has declared a disability. This number reflects those employees that have chosen to declare their disability. Many employees choose not to declare so this may not be an accurate reflection of the workforce.

Records show that 19.16% of the workforce has had reasonable adjustments made to their post, although some reasonable adjustments are made informally at a local level and so they may not always be recorded.

When comparing the percentage of the Council's workforce that have a disability (6%) to the percentage of employed, working age people with a disability within Coventry (13%), the proportion is more than double.

% of employed, working age people by disability

| | Council Workforce | Coventry Workforce |
|------------------------|-------------------|--------------------|
| Disabled | 6% | 13% |
| Non-disabled | 79% | 87% |
| Non declared / Unknown | 15% | |

Sources: ONS Annual Population Survey (Jan 2012 – Dec 2012) and Workforce Profile 2013-2014

Increasing employment and improving access to employment are key priorities for the Council and are reflected in one of its Council Plan Objectives "help more local residents get jobs" which is fundamental to the Council's approach to poverty and reducing income inequality. As part of its work to promote equality of opportunity the Council will continue to analyse employment; unemployment and underemployment and will aim to address inequalities faced by different groups including disabled people.

Disability and gender

The majority (63%) of employees with a disability are female. This is higher than the wider Coventry workforce which is 49%.

Source: Coventry City Council, Referrals and Packages of care statutory Return 13/14

Disability and ethnicity

13.7% of the Council's workforce with a disability come from an ethnic minority background. This is broadly reflective of the percentage of the wider workforce with a disability from an ethnic minority background (16%).

Source: Coventry City Council, Referrals and Packages of care statutory Return 13/14

Disability and status

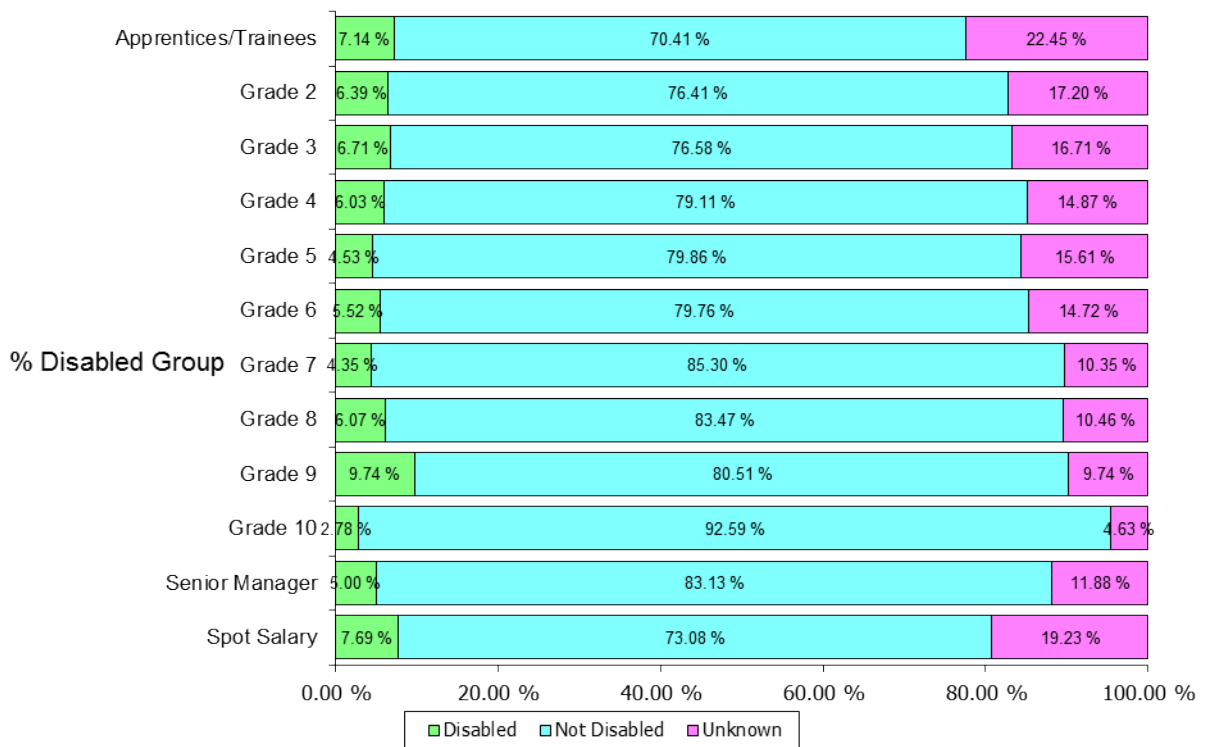
52.10% of the workforce with a disability is employed on a full-time basis, which is comparable to the percentage of full time employees within the overall workforce (52.54%). This is a positive reflection on the Council's policies that have been developed in order to support employees with a disability in the workplace and the reasonable adjustments that have been made to meet individual needs.

Disability and leavers

6% of all employees that left the Council had a disability which represents a leaver rate of 7.25% of all disabled employees.

Disability and pay/grading

The diagram below shows an analysis of disability within the organisation by single status grade or equivalent and highlights a relatively even distribution of employees with a disability across all pay scales with the exception of Apprentices / Trainees.



'Unknown' Disability

Coventry City Council continues to have difficulties persuading individuals to record their disability status. 14.9% (833 contracts) of the Council's workforce have 'unknown' or 'refused' recorded against their disability record on Resourcelink.

1.5 Age

The largest age group in the Council's workforce are employees aged between 45-59 years which equates to 49%. A contributory factor to an older workforce may be the Flexible Retirement Policy which allows employees to continue working (with a reduction in hours or in a lower graded post) and have access to their pension.

The Council's workforce is under-represented by younger age groups, age 16-24 and age 25-29, compared to the Coventry workforce as a whole (4.3% compared to 16% and 6.6% compared to 8.4% respectively), although it is noted that the Coventry figures may be high because of the two universities located in the city. However, there is a larger proportion of employees between the age of 60 and 64 working for the Council compared to Coventry as a whole.

% of employed people by age

| | Council Workforce | Age Structure of Coventry Residents** |
|-------------|--------------------------|--|
| Age 16-24 | 4.31% | 16% |
| Age 25-29 | 6.61% | 8.4% |
| Age 30-44 | 29.6% | 19.7% |
| Age 45-59 | 48.93% | 16.9% |
| Age 60 – 64 | 7.58% | 4.4% |
| Age 65 + | 2.68% | 14.6% |

Sources: 2013 Office for National Statistics (ONS) Population Estimates and Workforce Profile Report 2014-2015.

** Excludes children under 16 years of age.

Age and gender

The graph above demonstrates that a higher percentage of the male workforce are aged 60 and over (12.47%) compared with the female workforce that are aged 60 and over (9.74%). This may be reflective of current state pension ages.

Age and ethnicity

The largest group (49.42%) of ethnic minority staff employed by the Council is aged 45-59 years, which is comparative to non-minority staff (50.81%). Older workers tend to be from a white background; for example, 83.61% of employees aged 60 and over are white.

Age and disability

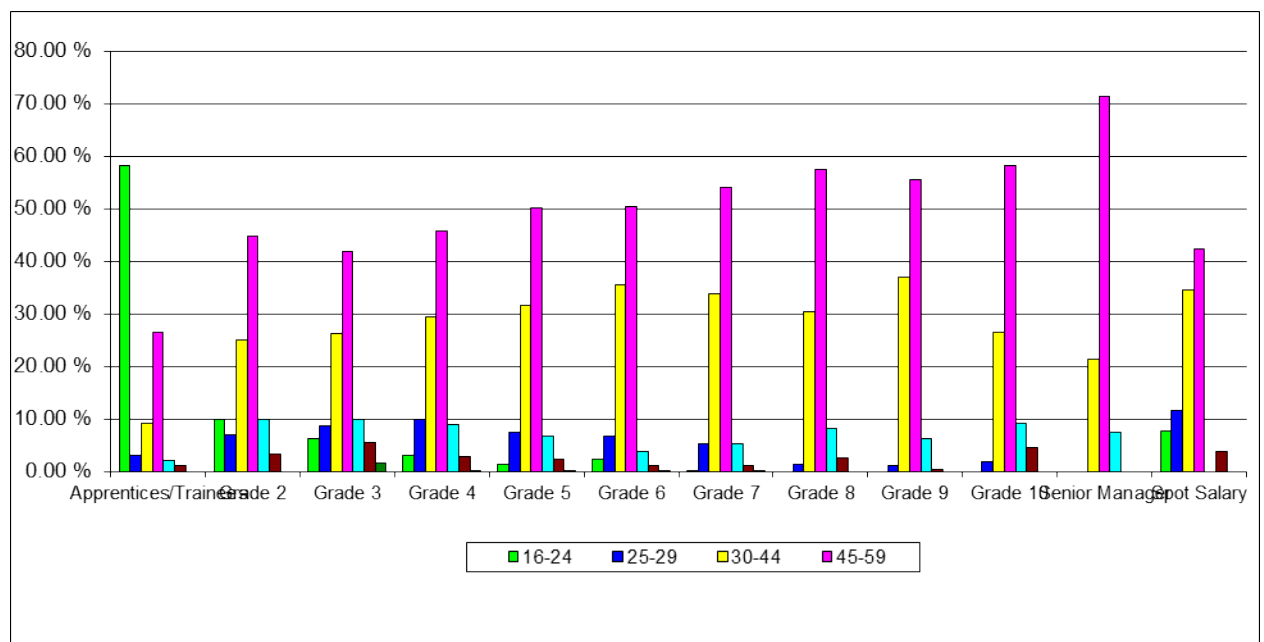
The majority of disabled employees are aged between 45-59 (54.49%). 13.18% of all disabled workers are aged 60 and above which is a 1% increase on the 13/14 statistics.

Age and leavers

62.42% of all leavers are aged 30-59, which is a decrease of just over 4% on the 2013/14 statistics.. There continues to be proportionately higher numbers of young leavers compared to their number in the workforce (17% of leavers are aged 16-29 compared to 10% of the workforce being of this age).

Age and pay

The following diagram 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 and the majority of those working at Grade 9 and above are aged 30 – 64. The higher number of 16 – 24 year olds in lower grade posts includes those that are currently on an apprenticeship or trainee scheme.



APPENDIX 2

Workforce Profile Report – Action Plan 2014/2015

| Headline Actions | Timescale | Lead Officers |
|--|----------------------------------|---|
| Review and revise our recruitment and selection procedures to incorporate greater emphasis on workforce planning and equality & diversity monitoring. Monitoring will specifically focus on applications, shortlisting and appointments. Action plans will be produced so that the Council can work towards having a workforce which better reflects the diverse population of the City. | March 2015/June 2016 | Shokat Lal / Recruitment Team |
| Develop and implement a Succession/Talent Strategy and Career Pathway for employees. | February 2015/ September 2016 | Grace Haynes & Organisational Development Adviser |
| Develop and launch an Aspiring Leader Programme. | November 2015 / March 2016 | Grace Haynes |
| Introduce a revised Apprenticeship Strategy to increase representation of young people within the organisation. Focus specifically on under-represented groups such as LAC, NEET, and young people from BME backgrounds. | March 2016 | Grace Haynes & Apprenticeship/Employment Team |
| Review and revise how equality statistics and information are produced and presented both within and outside the organisation. | January 2016 / April 2016 | Karen Mihajlovic / Helen Shankster |
| As the workforce reduces, monitor the equality impact of service reviews and restructures | Throughout 2016 | Change Management Team |