

BOROUGH COUNCIL OF KING'S LYNN AND WEST NORFOLK

Annual Employment Monitoring 2018/19

Background

The Council has undertaken monitoring of its recruitment and selection procedures since 1996 and of its workforce since 2000, with findings reported to Elected Members and Senior Managers over this period. Over time the reports have taken various formats, as systems for collecting information have been improved, and as guidance and legislation regarding the monitoring that should be undertaken has been revised.

The information is compiled into the annual 'Employment Monitoring' report, which has a particular emphasis on meeting the requirements of relevant equalities legislation which was consolidated in the Equalities Act 2010. Guidance supporting the Equalities Act has reinforced the importance of public authorities monitoring and reporting their staff profile, particularly in relation to recruitment, promotion, training, pay, grievances and disciplinary action.

In addition, the Equality Act 2010 (Specific Duties) Regulations which came into force in September 2011 require public bodies to publish information to demonstrate their compliance with the general equality duty. This includes a requirement to monitor and publish information about their employees. The specific duties are not prescriptive about the information that needs to be published, but this must include information relating to people who share a relevant protected characteristic. The contents of this employment monitoring report therefore demonstrate the Council's compliance with this requirement.

The details of the monitoring exercise also provide evidence of the Council's progress against the employment related objectives it has set, which include ensuring opportunities for promotion and training are available to all employees.

Details of the monitoring undertaken can be found summarised in Appendix 1, which is organised into sections as follows:

- i. The Council's workforce profile (section 1)
- ii. Recruitment activity (section 2)
- iii. Applications for promotion (section 3)
- iv. Training and development activities (section 4)
- v. The number of employees refused training (section 5)
- vi. The impact of performance assessments (section 6)
- vii. Grievance procedures (section 7)
- viii. Disciplinary procedures (section 8)
- ix. Employees leaving the Council's employment (section 9)
- x. Employees experiencing at least one period of sickness absence in the year (section 10)

Where possible, information for the most recent year, plus the five previous years, has been included.

NB. In considering the report it should be noted that the information contained within Appendix 1 for the 2018/19, 2017/18, 2016/17, 2015/16 and 2014/15 years relate only to those employees directly employed by the Council (i.e. the information excludes the employees of Alive West Norfolk since the leisure service was TUPE's out in September 2014). The information for the previous year includes these staff. Where it is felt helpful, additional information has been included for the 14/15 year to enable appropriate comparisons.

When reviewing the 2017/18 Monitoring Report, members of the Corporate Performance Panel requested that additional monitoring in relation to age be included in future reports. Therefore throughout the information provided in Appendix 1 age has been added where the data has been collected and monitored for the first time in 2018/19. In future years it will therefore be possible to compare age related information. Unfortunately we have been unable to provide the age monitoring information for training or sickness, but are working on reports which will collect this information in future years.

Summary of Monitoring Results

i. The Council's Workforce Profile

The Council's workforce profile for the 2018/19 year has remained broadly the same as the past three years. When reviewing the Council's workforce profile a useful comparison is the relevant information on the population of West Norfolk, as compiled via the 2011 Census. This shows that the population within the Council is broadly comparable with the population of West Norfolk as a whole:

| | Council Workforce 2018/19 | Council Workforce 2017/18 | 2011 Census |
|-----------------------|------------------------------|------------------------------|-------------|
| White | 96.17% | 96.40% | 97.2% |
| Other Ethnic Group | 1.01% | 1.00% | 2.8% |
| Undefined | 2.82% | 2.60% | 0% |

| | Council Workforce 2018/19 | Council Workforce 2017/18 | 2011 Census |
|--------|------------------------------|------------------------------|-------------|
| Female | 53.63% | 53.60% | 51% |
| Male | 46.37% | 46.40% | 49% |

ii. Recruitment Activity

The figures for both 2018/19 and 2017/18 show an increase in the number of applicants for job vacancies compared to 2016/17, this was mainly due to an increase in the number of adverts being placed in 2017/18, and an increase in the number of applications applying for vacancies within 2018/19. This includes a small number of harder to recruit positions and seasonal roles which it has been necessary to re-advertise.

During 2016/17 there were 127 adverts placed with an average of 10.48 applicants per vacancy. For 2017/18 there were 207 adverts placed with the average

remaining similar to the previous year at 10.11 applicants per vacancy. During 2018/19 there were 147 adverts placed with an increase in the number of applicants to an average of 16.64 applicants per vacancy.

During the analysis of data for 18/19 one area of concern for further analysis has been the difference between the number of other ethnic group applications shortlisted compared to the number from this group appointed. We have therefore undertaken further investigations into these numbers. This has shown that 17 applicants from the other ethnic group who were shortlisted (57% of those from this group shortlisted) have withdrawn from the recruitment process between being invited to attend and attending an interview. Therefore 13 candidates from other ethnic group have actually been interviewed, with one (7.7%) being successful. This is still a reduction on the % of successful candidates compared to previous years and as such we will need to see if this was due to the specifics of the 18/19 year or whether there are any underlying reasons for this change in performance.

In addition, during 2018/19 there has been a significant increase in the number of males being shortlisted and appointed to roles within the Council. To help understand the reasons for this, we have reviewed the range of vacancies that have been advertised during the year, which has shown that 30% of vacancies were within the Public Open Space team, and 13% of vacancies were within the Seasonal resorts/Civil Enforcement, both of which are services with job roles predominantly held by male employees. Again, we will however to review this data in future years.

iii. Applications for Promotion

During 2018/19 the Council returned to a similar level of internal recruitment as in previous years, however with a higher percentage being shortlisted and achieving the promotion. The Council continues to offer a range of vacancies to existing employees on an “internal only” basis, taking this approach to recruitment in circumstances where it is felt employees with suitable skills are already employed within the organisation. In addition, all employees can of course apply for those positions advertised on a wider basis.

iv. Training and Development Activities

The monitoring information shows that during 2018/19 the number of employees receiving training remained very high. This includes employees receiving training from rolling out of various training programmes and e-learning packages which had a relevance to a broad range of employees for example eLearning in relation to GDPR.

v. The Number of Employees Refused Training

During 2018/19 there were no employees who were refused training, the same response as returned in 2017/18, 2015/16 and 2016/17.

vi. The Impact of Performance Assessments

Following the trial of the revisions to the Council's performance management scheme during 2017/18, the scheme has been updated from 2018/19. Previously the scheme assessed employees against definitions of 'exceeded', 'met' or 'partially met'. For the 2017/18 appraisal year onwards the assessment definitions have been revised to 'exceeded', 'achieved with merit' 'achieved' or 'partially met'. The aim of the revisions were to provide employees who more than met their targets, but not enough to gain an overall rating of exceeded, the ability to gain recognition for their performance during the year. The results from the 2018/19 and 2017/18 appraisal year are reported in appendix 1. This information is shown as the number of staff achieving each grade.

vii. Grievance Procedures

During 2018/19 and 2016/17 there were no grievances, and in all other previous years the number of cases were very low.

viii. Disciplinary Procedures

The number of disciplinary cases progressed during the 2018/19 has slightly increased in comparison to the 2017/18 year, however does remain lower than in previous years.

ix. Employees Leaving the Council's Employment

The number of employees leaving the Council's employment in 2018/19 remains broadly consistent with turnover in previous years.

x. Sickness Absence

When reviewing the information in the 2014/15 monitoring report it was noted that sickness absence was not included as a part of the monitoring process. Therefore an assessment of sickness absence was added to the information in Appendix 1 for the first time in 2015/16. The figures for 2018/19 show a slight fall in the number of sickness absence, when compared to the last four years, with no areas of concern to report.