Report to:	Corporate Issues Scrutiny Committee
Date:	4th February 2008
Report of:	Assistant Chief Executive **Report No:** 18
Contact Officer:	Martin Dixon **Tele No:** 1043
Report Title:	**Summary of Employment Monitoring results 2006/7**

Confidential / Non Confidential:
(delete as approp)

This report does **not** contain information which warrants its consideration in the absence of the press or members of the public

Purpose:

The purpose of this report is to summarise the results of the Council's employment monitoring for 2006/7 and to show the contribution individual departments made to the overall results

Recommendations:

i) Note and comment on the contents of this report

Decision:

Background Doc(s):

Staff Audit Report 2006/7
Departmental Comparisons Report 2006/7
Exit, Grievance and Disciplinary Report 2006/7

1. Introduction: The employment monitoring cycle

What is this report for?

1.1 The results of the Council's employment monitoring are published in detail in three separate reports, which are attached as Appendices to this report:

- Staff Audit Report
- Recruitment Report
- Exit, Grievance and Disciplinary Report

1.2 This report, the last in the employment monitoring cycle, summarises the main findings and recommendations from all three previous reports and presents them as a coherent picture. It also shows the contribution each department has made to the overall results we see, which allows departments to compare and contrast their staff profiles and recruitment patterns and draw some conclusions about which strategies are effective and which are not, so informing their annual reviews of the fairness components of departmental action plans for the coming year.

1.3 As the earlier reports have explained the Council has now completed a transition between its legacy paper-based systems and the Oracle computerised system. At the same time the Council has undergone a substantial re-structuring. The new structures are reflected in our Audit and Exit monitoring, which dates from a specific day in late March of each year. However, recruitment monitoring goes on all year and so we can't change departmental labels until the recruitment year is completed. This means that the recruitment monitoring data necessarily lags a year behind the Audit data. **The consequence is that for this final year the recruitment data is still based on the previous departmental structures and direct comparisons between recruitment and staff audit data are only partially possible.**

1.4 When looking at these employment monitoring results it is helpful to keep in mind the Council's employment targets for race, gender and disability, which are based on the local economically-active population. These are:

- ❋ **55% of senior staff should be male, and 45% female**
- ❋ **8% of staff should be from minority communities**
- ❋ **7.5% of staff should be disabled people**

2. Executive Summary

2.1 We aspire to a workforce which generally reflects the local population. There are two main drivers in this: we recognise that our ability to meet the needs of our diverse local population is improved by having a diverse workforce which generally reflects that population, and we are determined that our recruitment processes will be fair to everyone. This report shows us how far we have gone towards meeting our aspirations and the overall conclusions are very good indeed. Nonetheless, challenges remain for us in respect of some sections of our workforce and population. The key elements in the overall picture are summarised below.

Gender

2.2 There are two main issues in terms of gender and employment for Bolton Council: the declining number and proportion of male employees driven mainly by discrimination against men in the recruitment process, and the gender pay gap, including the lack of women in senior positions (the Glass Ceiling). What happened in 2006/7?

Balance of men and women in our workforce

- We see a further decline in the number and proportion of men in our workforce. Women now make up 76% of our employees, men 24%
- When we began monitoring in 1995/6, 68% of our workforce was female and 32% male, so the proportion of male employees has fallen by a third in ten years

Men, women and pay

- Looking at the top-paid 5% of our workforce (£35,000+ p.a.), women make up 58% of higher paid staff, up from 55% last year
- Looking at the workforce as a whole there is a majority of women in every pay range up to £55,000. This is 99.46% of our workforce
- The gender balance of staff earning over £55,000 (0.54% of our staff) as of March 2007 was 35% women, 65% men

Exit, Grievance and Disciplinary

- Exit monitoring shows that men are leaving our workforce at a disproportionately high rate, and that this rate is accelerating

- Dismissals of men were 50% higher than their presence in the workforce. Men were also disproportionately likely to face disciplinary action and to declare grievances
- Given the ever-increasing extent to which men are in a minority in our workforce we need to assure ourselves that these findings are not a consequence of an increasingly female organisation which cannot relate readily to male employees

Recruitment

- We see women doing better than they should in our recruitment processes and men doing worse - we appointed 13% fewer men than applied to us and 7% more women.
- The proportion of male applicants was the lowest since 2000, just 34%. We must address the issue of why we are such an unpopular choice of employer amongst men
- The appointment level of 29.8% for men clearly reflects the very low application level, but nonetheless is the worst appointment level for men since 2002

Recommendations:

- Refer the Audit data to the Gender, Sexuality and Caring Group (GSC) to review strategy and deliver recommendations for further action to the EMT VD Sub-set in the context of the imminence of a female majority at all levels
- Continue to work to reduce the disadvantage experienced by men in our recruitment process. In addition, we need to address the issue of low application levels for men by:

  I. Ensuring that our advertising straplines state that applications from men are welcomed as men are generally under-represented in the council's workforce
  II. Tailoring our publicity to attract more male applicants

- Continue to monitor grievance and gender to determine whether there is significance in the recent increase in grievances raised by men
- Refer the data on gender to the Gender, Sexuality and Caring Group (GSC) to be included in GSC's analysis of discrimination against men in the council's recruitment processes
- Continue to address the gender pay gap via Pay and Grading Review

Race

2.2 To reflect the local community in race terms means that 8% of our workforce at all levels should be from ethnic minorities (2001 Census), though we need to remember that the changing nature of our local population means that our old "black/white" model of race and disadvantage is rapidly breaking down. The historic challenges concern the level of applications from different sections of the community and the disadvantage that people from minority communities face in the Council's recruitment processes. The most immediate issues concern the refugee and economic migrant communities who have come to the Borough in recent years. The 2006/7 data shows:

Staff in post

- 7% of our workforce comes from ethnic minorities, 811 people
- This represents a 17% increase since last year and means that **we are now at 86% of our race target.** This is a superb result. However, ethnic minorities are still under-represented in higher-paid posts
- Though still small, numbers of Black Africans – the most identifiable of the new communities - have increased by 40%, making them the fastest growing community in our workforce

Exit, Grievance and Disciplinary

- Two years' worth of Exit monitoring data now show the same result: black staff are less likely to leave the Council than white staff, a very encouraging message in the context of trying to increase numbers of staff from ethnic minorities

Recruitment

- 2005/6 had already delivered the highest levels of application and appointment from ethnic minorities which we have ever recorded but in 2006/7 every figure has improved
- Applications have risen from 19% to 21%, Interviewees have risen from 16% to 17% and Appointees have gone up from 14.6% to 15.4%
- Our target is 8%, so we are at over 260% of target at application and 190% of target at appointment
- Despite all this good news, people from ethnic minorities still fare worse than White UK applicants in our recruitment processes – we appointed proportionately 27% fewer people from ethnic minorities than applied

The new communities

- African people have become the third-largest racial group amongst our applicants in 2006/7, surpassing the Pakistani community

Recommendations:

- Refer the issue of employment of ethnic minorities to the Corporate Race Advisers Group (CRAG) to identify best practice and actions for individual departments in the light of the 2006/7 monitoring reports
- Refer the issue of the position of ethnic minority staff in the organisation to the Corporate Race Advisers Group (CRAG) to identify strategies to improve the representation of ethnic minorities in senior management
- Continue to review our recruitment processes to ensure that they are as free from discrimination as we can make them
- Review the impact of the African Heritage Jobs Fair and determine what other steps we can take to support people from all new communities in identifying the right jobs and competing more successfully for them
- Fairness Team and departments to use the Exit, Grievance and disciplinary data information in positive action in employment initiatives aimed at minority communities

Disability

2.3 Our target is that 7.5% of our workforce should be disabled people against levels which have historically hovered around a third of that. There are really several issues involved: getting disabled people to apply to us, ensuring that our recruitment processes do not discriminate against disabled people, supporting disabled people as candidates and as employees, and persuading staff who are disabled to tell us. 2006/7 showed some substantial improvements over previous years:

Staff in post

- The monitoring data shows a pleasing recovery after a fall in the proportion of disabled staff last year. Numbers of disabled staff have risen from 346 (2.3%) in 2005/6 to 506 (3.5%) in 2006/7. This represents a 46% rise, another excellent result
- Ensure that the extension of the current re-audit to schools is supported by publicity material aimed at disabled staff

Exit, Grievance and Disciplinary

- Data from both years shows that disabled staff are much less likely to leave than non-disabled staff. This is very good news

- However, in both years disabled people faced disciplinary action at a higher rate than their presence in the workforce. 6.8% of those dismissed were disabled. This is close to twice the level of disabled people in the workforce, but numbers were small, so the statistical significance of this is a matter for debate

Recruitment

- The results at all three stages are the best we have ever recorded

- The high application rates recorded over the last two years have increased still further, to 8.8%, some 50% higher than our previous best. This means that we have exceeded our target of 7.5% for the first time. The actual number of disabled applicants increased by 55% and the number of disabled appointees more than doubled

- However, we see 34% fewer disabled people appointed than applied to us. This compares with 21% in 2005/6 and 14% in 2004/5. This directs us towards the possibility of discrimination in our recruitment processes

Recommendations:

- Refer to Advisory Group for Disability and Age (AGDA) and to external consultative bodies such as the Bolton Active Disability Group for Everyone (BADGE) to identify strategies to improve the representation of disabled people in the council's workforce

- Make greater efforts to publicise the reasons why we ask a question about disability and the benefits to disabled people of responding to this question. This will match the current initiative to support the staff audit with more publicity about what it is for

- Use the results arising from the disability employment review to identify the most effective ways to improve the recruitment and retention of disabled people and ensure that they are fed into our employment policy base

- Refer the data on disability, disciplinary action and dismissals to the Advisory Group for Disability and Age (AGDA) to explore whether there is a need for improved support to managers in dealing with disabled staff

Age

2.4 The issue here is simply stated: our workforce is 25% older than the population around us. This opens up questions about our recruitment processes, including our ability to attract younger applicants, as well as the whole challenge of succession planning. We need also to see this in the context of the arrival of age legislation. In 2007 we adopted age targets for the first time, but given the preponderance of older staff and the likelihood that many if not most will stay with us until they retire solutions can be very long term. In many instances the only course of action is to wait for them to go. However, there may be some signs that things are changing. The picture for 2006/7 was:

Staff in post

- 61% of our workforce is now aged over 40, up from 60% from last year - the pattern that we have seen every year since we began monitoring
- Although overall the average age rose, detailed analysis shows that the proportion of staff aged over 40 actually fell for the first time in three departments - Chief Exec's, Children's Services and Legal & Democratic Services. Equally the proportion rose in the other four

Exit, Grievance and Disciplinary

- Under-20s and 20-30s are leaving at a disproportionately high rate whilst 40-50s are leaving at a disproportionately low rate
- Younger staff are under-represented in our Grievance procedures

Recommendations:

- Refer the reports to the Advisory Group for Disability and Age (AGDA) to ensure the data is linked to current workforce planning initiatives based on the newly-adopted Age targets
- Refer the exit data to staff engaged in workforce planning to inform initiatives aimed at recruiting and retaining younger staff
- Refer the data on grievance and age to Corporate HR to determine whether there is a need for support to younger staff in understanding the grievance procedure

Sexuality

2.5　Sexuality is a new issue for us in terms of monitoring information. We began to collect sexuality data last year, making us one of a small number of councils who have successfully taken this step. In the long term we will use this information to determine whether or not LGBT people face discrimination in getting or keeping council jobs, including the way they are treated by colleagues if they choose to be open about their sexuality. Regrettably, the government's decision not to include a question on sexuality in the 2011 Census means that for the forseeable future we cannot expect to get figures for the local population to compare ourselves with. The immediate issue is the response rate for this question, which turns on our ability to give LGBT staff the confidence to provide what many would see as highly confidential personal information for our monitoring system. The 2006/7 results were:

Staff in post

- Around 4,000 staff have now given sexuality data, a response rate of around 32%. This represents an 88% improvement on the initial audit
- We also see a 50% increase in the numbers of gay and lesbian staff prepared to give data about themselves – 67 in total, including bi-sexual staff

Recommendation:

Refer the reports to the Gender, Sexuality and Caring Group (GSC) to:

- Initiate discussion of strategies to improve audit participation rates by all staff, to improve the quality of data in this area
- Ensure that the extension of the current re-audit to schools is supported by publicity material aimed at LGBT staff
- Determine whether there is sigificance in the relatively high rate of audit participation by gay men relative to lesbian women

3.　Recommendations

3.1　The Scrutiny Committee is recommended to:

    i)　　Note the contents of this report; and

    ii)　　Adopt the recommendations summarised in Section 2 above; and

    iii)　　Refer the monitoring data to deparetmental managem,ent teams and HR to inform their efforts to change workforce profiles

Appendix 1: Departmental comparisons

1. Audit participation rates

1.1 The overall corporate audit participation rate was 77% on 31st March 2007, a small rise from the 2006 figure of 76%. The departmental breakdown shows a more varied picture, but the actual results are very similar to last year:

Fig.1: Departmental Audit Participation Rates
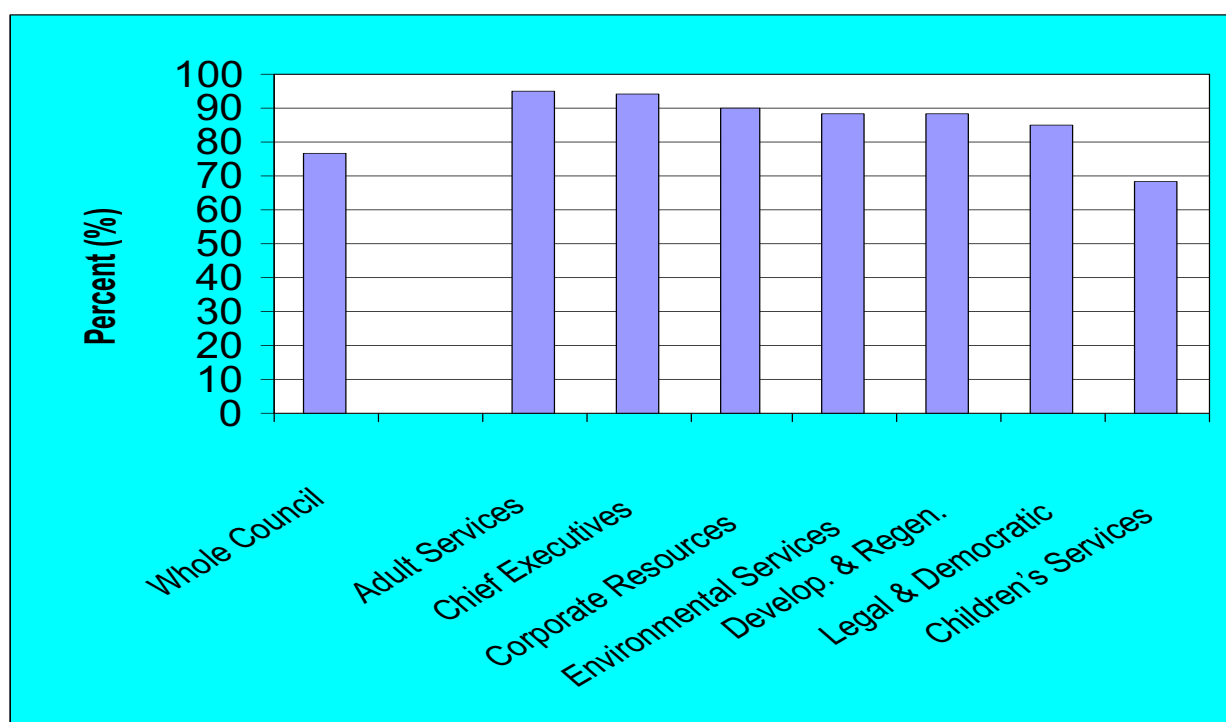
1.2 All departments but one have achieved response rates of at least 85% and three are at 90% or better. Unfortunately the department with the lowest level is Children's Services, which accounts for 66% of all council staff, and that huge departmental workforce brings the overall Council level down to 77%. The main reason for the low participation level is that the periodic full re-audit of staff begun last year has not yet been extended to school-based staff. Only 66% of school-based staff have supplied audit data (versus 73% for the remainder of Children's Services) and this information, whilst updated continuously for arrivals and departures, has not been fully renewed since 2001. By March 2008 this exercise should be substantially completed and we should see a consequent rise in participation rates.

Action: Staff re-audit to be extended to schools in time for the data to be available for next year's monitoring reports

2. Results of Monitoring - Gender

2.1 There are two key issues in gender: the declining number and proportion of male employees driven by discrimination against men in the recruitment process, and the lack of women in senior positions (the Glass Ceiling). Addressing the recruitment issue first, the steady year-on-year increase in the proportion of women in our workforce continues. Overall 76% of our workforce is now female. Part of the reason for this movement has been changes to the organisation such as the departure of what was the Housing DLO, but the mechanism which has driven the steady year-on-year decline has been the fact that every year the Council appoints proportionately more women than apply to it, and fewer men. To get the full picture, let us start with the presence of women in the workforce, by department:

Fig.3: Proportions of female staff, by Department, 2006/2007
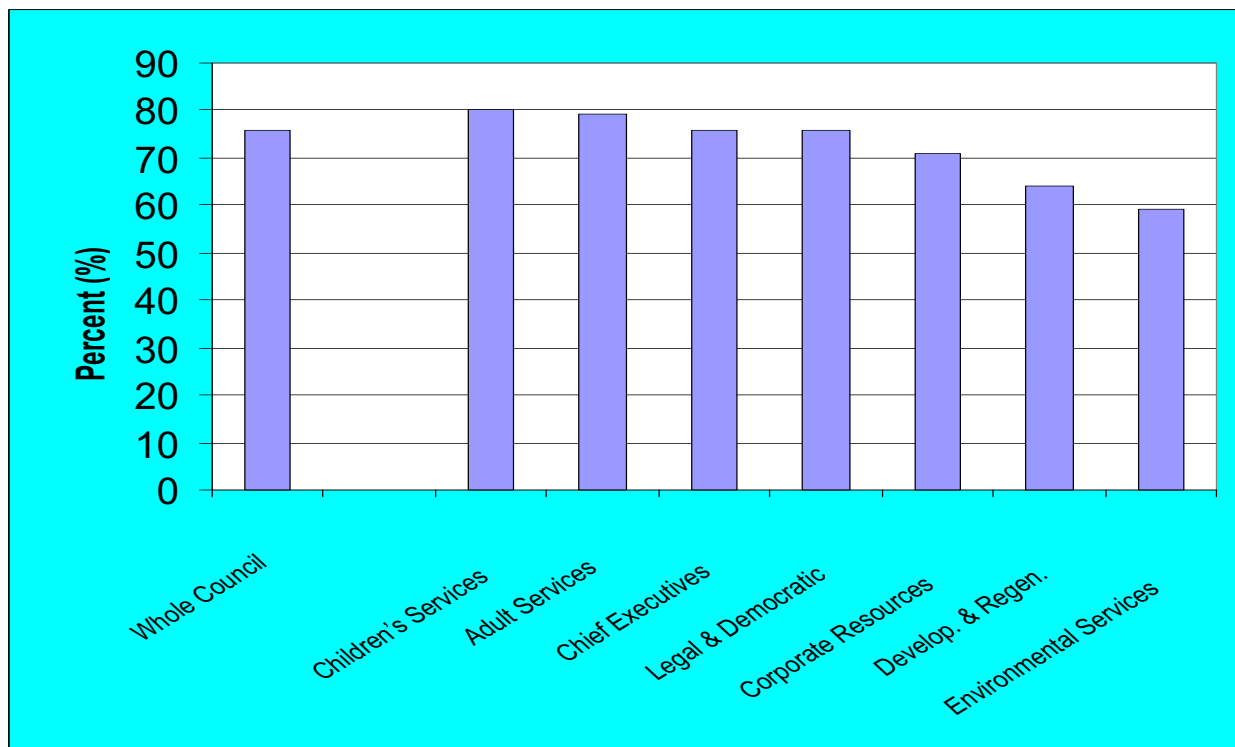
2.2 Despite the large overall majority of women it is clear that the departmental distribution of women still largely reflects traditional views about gender roles – 79% of Adult Services staff are female, but only 59% of the Environmental Services workforce, where one of the last two groups of mainly male staff are to be found, the one-time Tech Services workforce. Last year we noted that the restructuring had evened-out the gender differences between Adult Services and Children's Services with both around 80% female (Social Services was 85% female whilst Education and Arts was around 79% female). Now we see that Adult Services has dropped to 79% female.

Recruitment monitoring

2.3 **Please keep in mind that the Recruitment data is based on the old departmental structures for this year.** Recruitment monitoring shows us the factors which are reducing the proportion of men in the organisation: fewer men applying to us, and the fact that women are far more successful than men in getting Council jobs. Last year 42% of applications were from men but by 2006/7 this had fallen to 34%. Only 30% of appointments went to men, the lowest level for 5 years. The low level of applications is a contributory factor in the appointment rate for men, but nonetheless across the Council as a whole we appointed, proportionately, 18% fewer men than applied to us. Correspondingly we appointed, proportionately, 7% more women than applied to us.

4.4 The table below compares the proportions of men at the application stage with the proportions appointed and shows how individual departments contributed to this outcome:

Fig.4: Recruitment of men, application vs. appointment 2006/2007
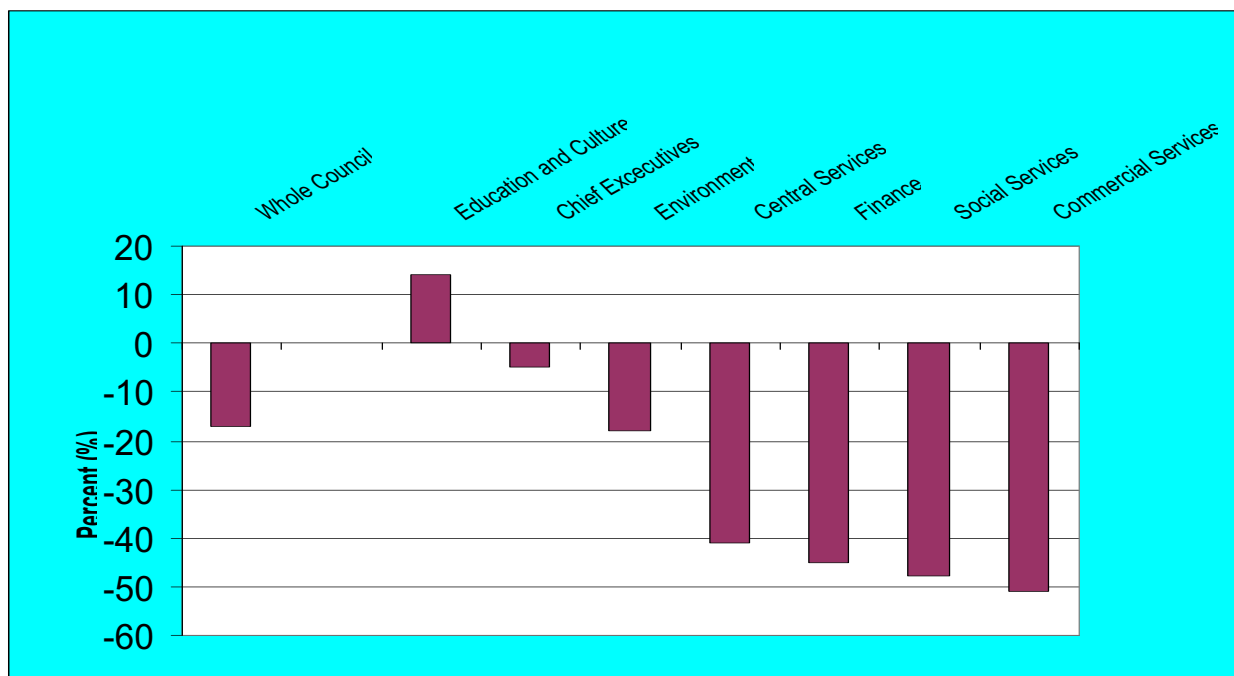
4.5 This table shows how well men fared once they had entered the recruitment process. Positive values – bars extending upwards from the zero line – would show that the recruiter had appointed a higher proportion of men than applied. A zero score indicates a properly fair recruitment process. Negative values – bars extending downwards from the zero line – indicate that the recruiter appointed a lower proportion of men than applied to them.

4.6 One department, the old Education and Culture, appointed a higher proportion of men than applied to it, only the third time that any department has managed this in ten years of monitoring. Last year Environment occupied this position. As we have argued before, the fact that it is rare for any department to under- or over-perform consistently in respect of any social group even over short time periods is actually very encouraging: it suggests that there are no entrenched barriers for any group in any department and that all departments are capable of delivering much fairer results.

The Glass Ceiling: Gender and Pay

4.7 This area looks at the other side of the argument: the under-representation of women in the higher-paid levels of staff. This can be a very complicated argument, because the picture changes substantially depending on what pay level we choose to use to define "higher-paid" and which groups of staff are included.

The BVPI approach

4.8 Until this year the Government has required us to monitor gender and pay in terms of the presence of women and men in the top-paid 5% of staff, but excluding schools. The 5% level equates to staff earning a little less than £35,000 p.a. The figure we reported to the Audit Commission for 2006/7 was 47.6%, i.e. women make up that percentage of the top-paid 5% excluding schools. This is in itself excellent news since it means that even by the BVPI definition we have exceeded our target that 45% of higher-paid staff should be female and 55% male. However, following the review of PIs by government this BVPI has now ceased to exist and this will be the final year in which we quote this figure.

Bolton's Approach

4.9 Our own historic approach looks at all staff including those based in schools, and looks at proportions of men and women earning over an agreed "higher paid" level which is based on the top-paid 5%, which this year equates to a salary of £35,000 p.a. Using this approach women are solidly in the majority, making up 58% of higher paid staff, a significant increase on the 55% we recorded last year. However, there are substantial differences between departments. The next table shows the proportions of men and women earning over £35,000 p.a. in each department.

Fig.5: Proportions of men and women earning more than £35,000, 2006/2007, by department (excluding Casuals)
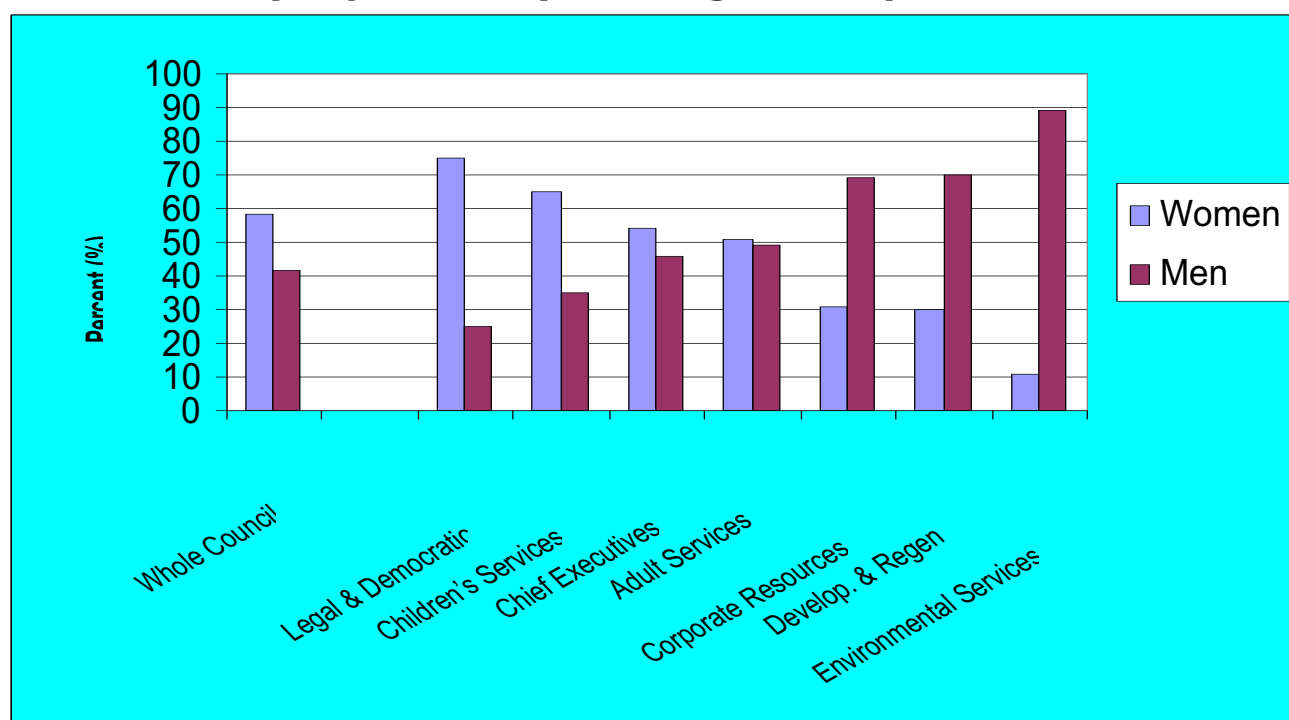
4.10 The table gives us a more accurate representation of the overall situation. In fact women are in the majority amongst higher-paid staff in four departments, men in the remaining three, though we do have to be careful in taking account of actual numbers – Legal and Democratic services employ 12 staff earning over £35,000, whilst Children's Services employ 498 staff earning at this level, for example. This is important because two of the four departments with a female majority over £35K are our two largest, accounting between them for 77% of all staff. This means that they outweigh those department with male majorities and produce the overall council figure of 58% of higher-paid staff being women.

4.11 The result for Legal and Democratic Services is a product of small numbers and an unusual pay structure. In fact the department has no staff at all earning between £40,000 and £60,000, and just four staff earning over £60,000 – of whom three are female and one male.

4.12   It seems likely that we will see a final shake-out in this area over the next ten years. Comparing Age, Gender and Pay, we can see that the age profile for men in the higher pay ranges is noticeably older than for women.   The net effects are hard to calculate definitively, but it is quite clear that far more higher-paid men are likely to retire over the next decade than higher-paid women, and there are around twice as many women as men at the levels

which will supply their replacements.

The Gender Pay Gap

4.13 The Local Government Pay Commission has identified the continuing gender pay gap, i.e. the difference in average FTE pay between men and women, as a key issue and relates this to occupational segregation. The Council is now conducting a full-scale Pay and Grading Review which will re-evaluate all Council jobs against an objective framework and this exercise should begin to address the gender pay gap.

5. Results of Monitoring - Race

How did we do?

5.1 In assessing our performance we look at two main issues: the number/proportion of our staff who are from ethnic minorities, and how applicants from ethnic minority communities fared in our recruitment processes. Our monitoring has shown a steady improvement in both aspects in recent years, with new records being set each year. First, let us look at staff in post.

5.2 The 2006/7 results continue that very satisfactory trend: 7.1% of our staff are from ethnic minorities, 811 people, up from 5.9% (693 people) last year. **This result places the Council as a whole at 86% of our race target** and is a tremendous achievement.   The departmental breakdown was:

Fig.6: % of staff who are Black/Asian, by Department, 2006/2007
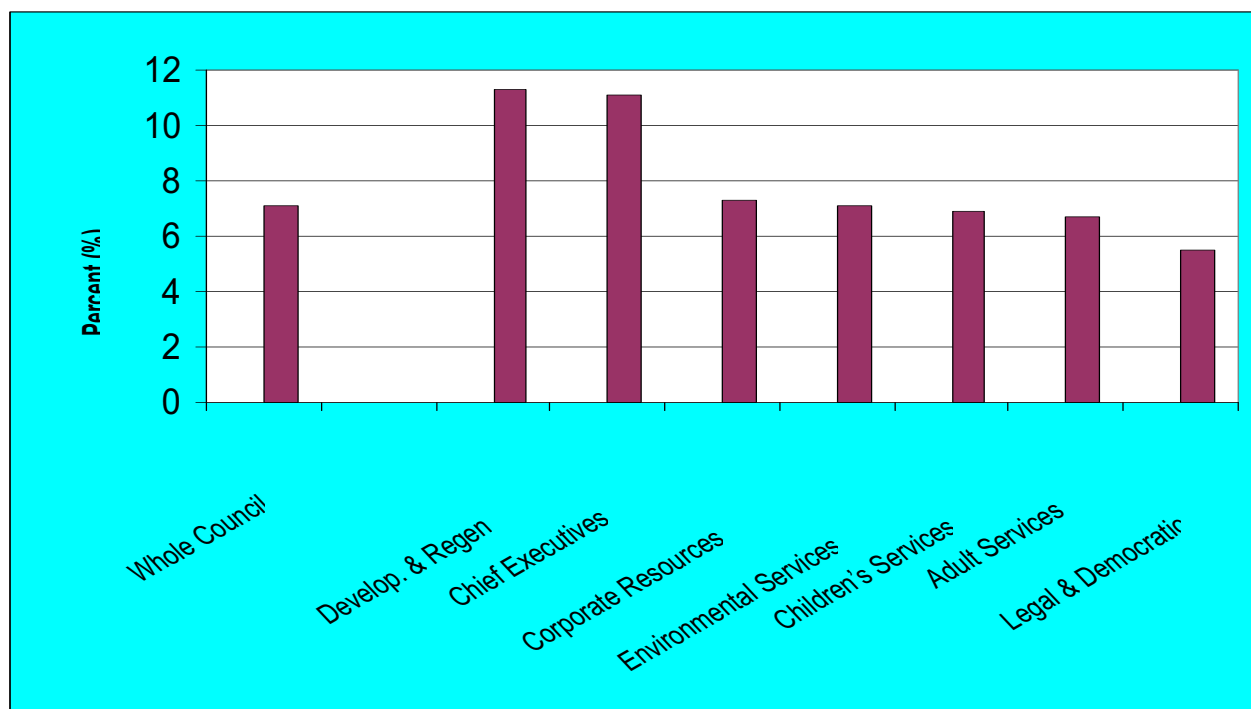
5.2 Two of our departments, Development and Regeneration and Chief Exec's, have exceeded their 8.1% targets. These two departments are well ahead of the rest of the organisation. In the case of Chief Exec's the result is partly because of the presence of the Fairness Team, but the overall achievement is nonetheless welcome. All departments are now above 50% of target. This is excellent progress.

Race and pay

5.3   Staff from ethnic minorities are much less well-represented at senior levels than in the organisation as a whole, but there has been a large improvement in the last year. The following table shows the percentage of staff in each department earning over £35,000 p.a. who are from ethnic minorities:

Fig. 7: Proportions of staff earning over £35,000 who are Black/Asian, by department
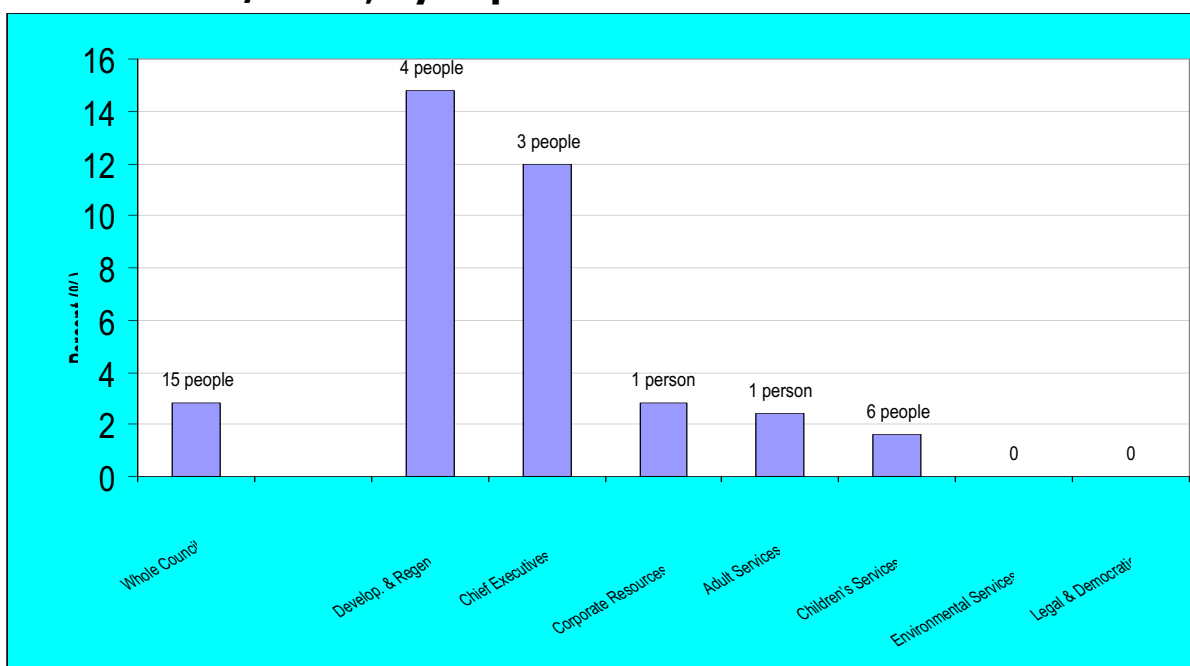

5.6   The table underlines the gap between our aspirations and our performance in this area, but does demonstrate excellent progress. The overall Council figure of 2.8% of high earners coming from ethnic minorities is still some way from our target of 8.1%, but the rate of change is high. Last year only 7 staff from ethnic minorities earned over £35,000 (4 from Children's Services, 1 each from Corporate Resources, Adult Services and Environmental Services) . By 2007 this had risen to 15 and two departments (Development and Regeneration and Chief Executives) have passed the 8% target level. However, as the table shows, numbers are quite small and the high percentages are partly the result of the relatively small number of staff earning at that level in each department.

Recruitment Monitoring

5.8   Let us begin with application rates:

**Fig. 8: % of Black/Asian applicants, 2006/2007, by department**
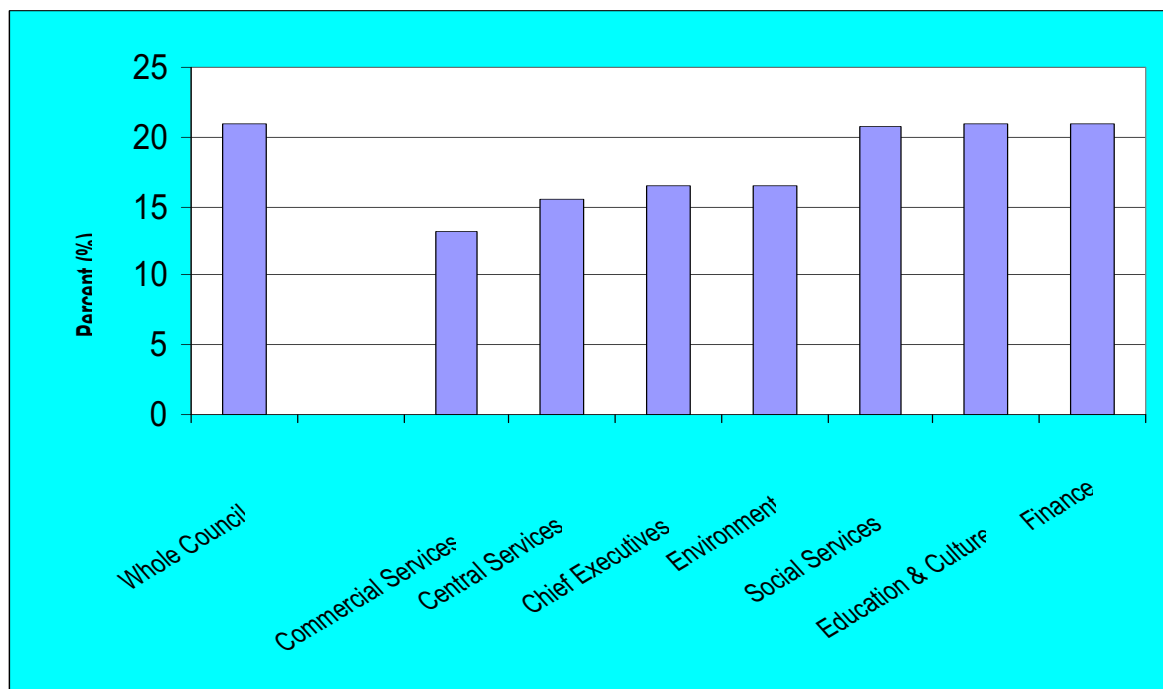
(Please note that though the Council average seems to be the same as that of three departments (21%) it is actually a little lower, as it must be – the difference is disguised by the rounding error and the fact that two of the highest levels were recorded by our two largest departments.)

5.9   Overall we know from the Recruitment Report that the percentage of applications from minorities was 21%, the highest level we have ever recorded. This is 260% of our target. The table above also shows that differences between departments are flattening out. Last year the lowest level of applications (Commercial Services at around 7%) was under a third of the highest (the old Social Services at 23%). In 2006/7 Commercial Services still shows the lowest level of application from ethnic minorities but this is 63% of the highest figure, nearly halving the gap.

5.10   It is clear that the Council is a very popular choice of employer with local minority communities. In the past we have also been able to argue that there were different views about the appeal of working for different services, but this year's data suggests that these differences are eroding over time. This is one trend which we very much hope will continue.

Appointments

5.11 The second part of the equation is what happens to Black/Asian people after they have applied for a Council job. The next table shows the appointments of Black/Asian people as a percentage of all appointments. Once again our target is to achieve **8% appointment rates:**

**Fig.9: Appointment of Black/Asian staff by Department 2006/2007**
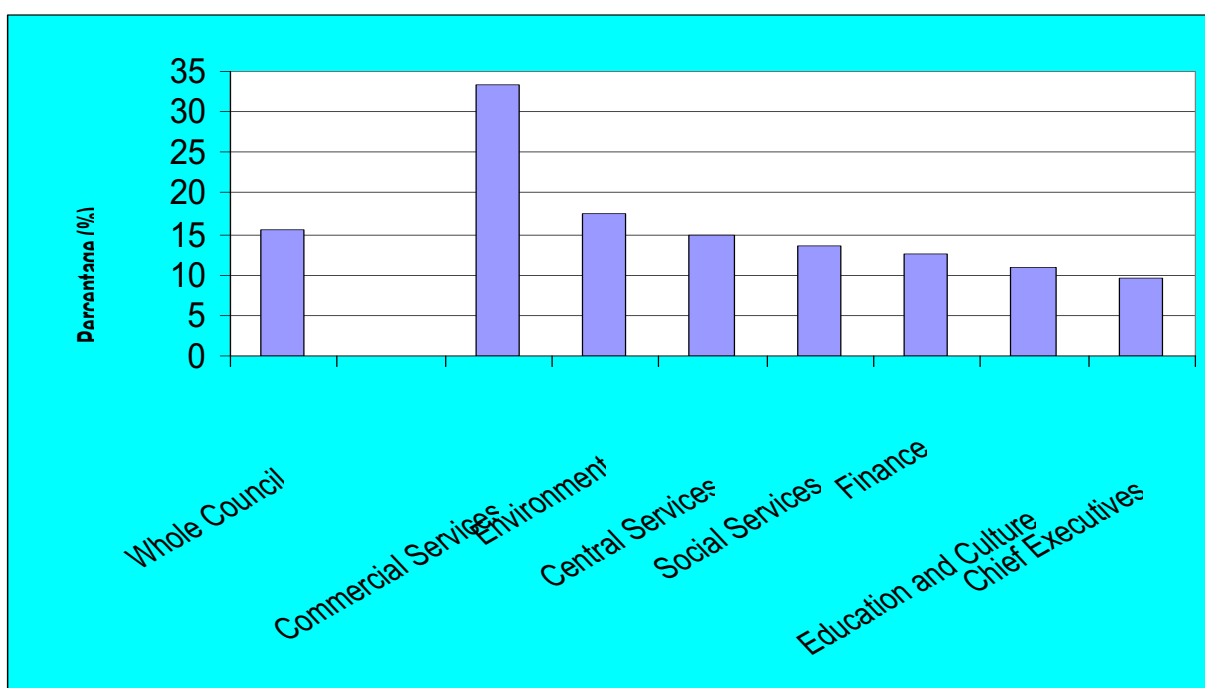
5.12 The percentage of appointments going to members of ethnic minorities has risen overall from 14.9% to 15.4%, again the highest level we have ever recorded. The breakdown above shows that as with applications departmental level results seem to be converging. Last year three departments were over target, three under. This year all departments have exceeded the 8.1% target, another excellent result. The result for Commercial Services seems spectacular but there is some concern that it is at least in part an artifact of the sysem used to collect that department's data, which is different from the rest of the Council because of the very high turnover rates.

Application vs. Appointment

5.13 Now let us look at this issue of the difference between the application and appointment stages in the recruitment process, which is a clearer reflection of departmental performance than the Application and Appointment levels by themselves.

## Fig. 10: Black/Asian Staff, Application vs. Appointment, by department 2006/2007
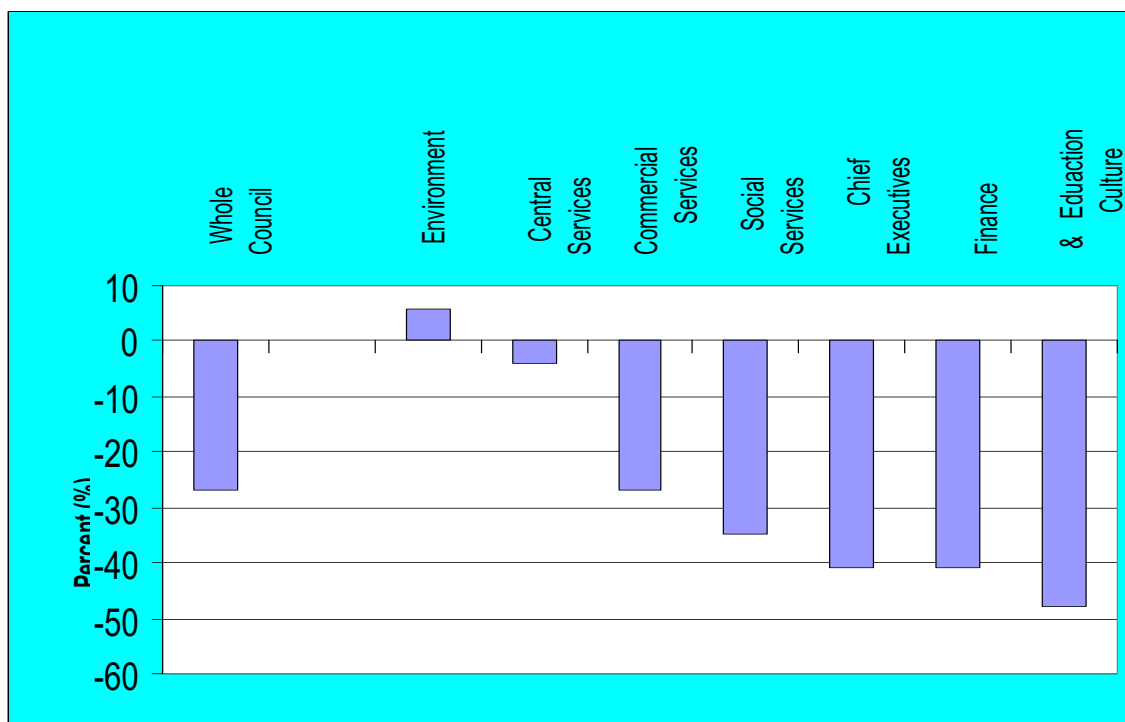
5.14 This table shows how well Black/Asian people fared once they had entered the recruitment process. Positive values – bars above the zero line – show that the recruiter appointed a higher proportion of Black/Asian people than applied. A zero score indicates a properly fair recruitment process. Negative values – bars below the zero line – indicate that the recruiter appointed a lower proportion of Black/Asian people than applied.

5.15 Overall we know that we appointed proportionately 27% fewer people from ethnic minorities than applied to us, a significant drop in performance from last year, when we appointed 21% fewer people than applied. This is not acceptable and we must continue to strive to make our recruitment processes fairer. However, one department, the old Environment, appointed proportionately more black candidates than applied. This is only the 5th time any department has achieved this in ten years.

5.16 It is worth re-stating at this point that our goal is to see perfectly fair recruitment rather than seeing one racial group doing better or worse than another. Having said that, it is pleasing to see us making such satisfactory progress against our targets.

6. Results of Monitoring - Disability

6.1 As the Audit Report showed, 506 people (3.5% of our staff) have told us that they are disabled, against a target of 7.5%. This is a 46% rise in numbers since last year and a 52% increase in the proportion of disabled staff, another excellent result.   As ever, breaking the overall numbers of disabled people down into departmental workforces shows variations between services but here again there seems to be some convergence:

**Fig.11: Proportion of staff who are Disabled, 2006/7, by department**
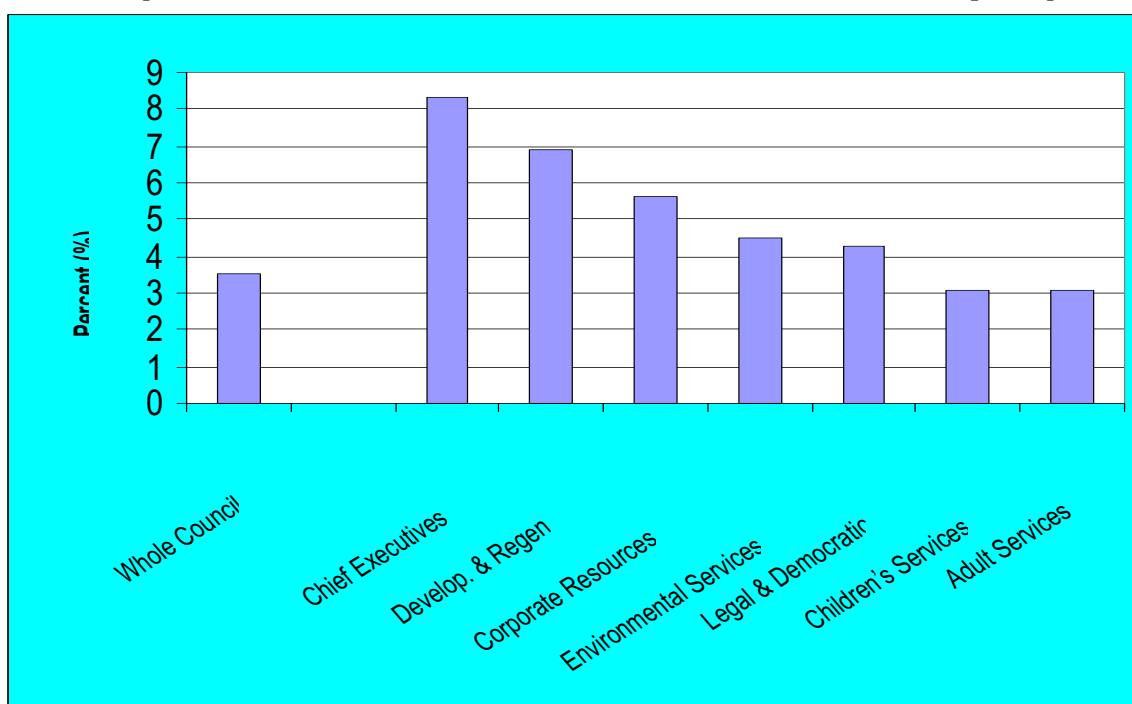
6.2 The key point to register is that all departments have improved their performance since last year. Chief Exec's, which doubled its proportion of disabled employees between 2005 and 2006, remains the most obvious success story, but despite its low position on the table Children's Services may represent a greater achievement. Children's Services (as Education) has always recorded the lowest proportion of disabled staff of any department. In 2007 the number of disabled staff (including staff in schools) recorded by the Audit rose from 139 in 2006 to 256 in 2007. This represents an increase of 84%, the largest by any department in the period, and moves the department off the bottom of the table for the first time.   Again, although it is proportions we must judge by, it helps to understand the actual numbers we are looking at. Chief Exec's figures are based on 11 disabled members of staff.

Recruitment Monitoring

Application rates

6.3   Our overall workforce goal is that 7.5% of staff should be disabled people, and to achieve that our intermediate goals are that 7.5% of applications and 7.5% of appointments should be from and of disabled people. Until now the highest level of applications from disabled people has rarely exceeded 5% and in most years we have recorded application rates of around 4% or less. In 2006/7 **8.8% of applications were from disabled people, so that we have achieved our applications target for the first time.** The news is even better when we look at the departmental breakdown:

**Fig. 12: Applications by Disabled people, by Department 2006/2007****
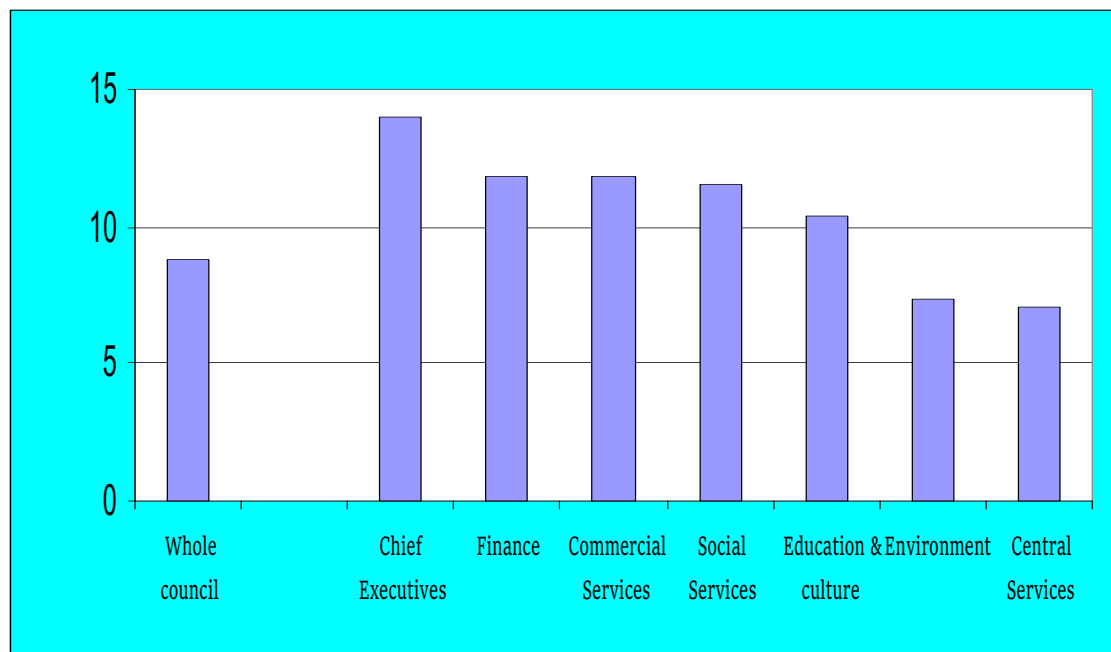
6.4   In fact, 5 departments have exceeded the 7.5% target, and by a large margin – most are over 140% of target and Chief Exec's is at 186% of target. Environment missed the target by a hair - 7.4% - and Central Services achieved 7%, which is 93% of target. However, have these excellent application levels translated themselves into appointments?

(**: Please note that because our data is incomplete there are small differences between Whole Council and Departmental figures in some areas. Calculated separately the Whole Council figure would be around 10% but we have used the 8.8% figure quoted in the Corporate report to avoid confusion. This also applies to the Appointment data below.)

Appointment Rates

6.5 There is some tailing off at the appointment stage but the results are still excellent:

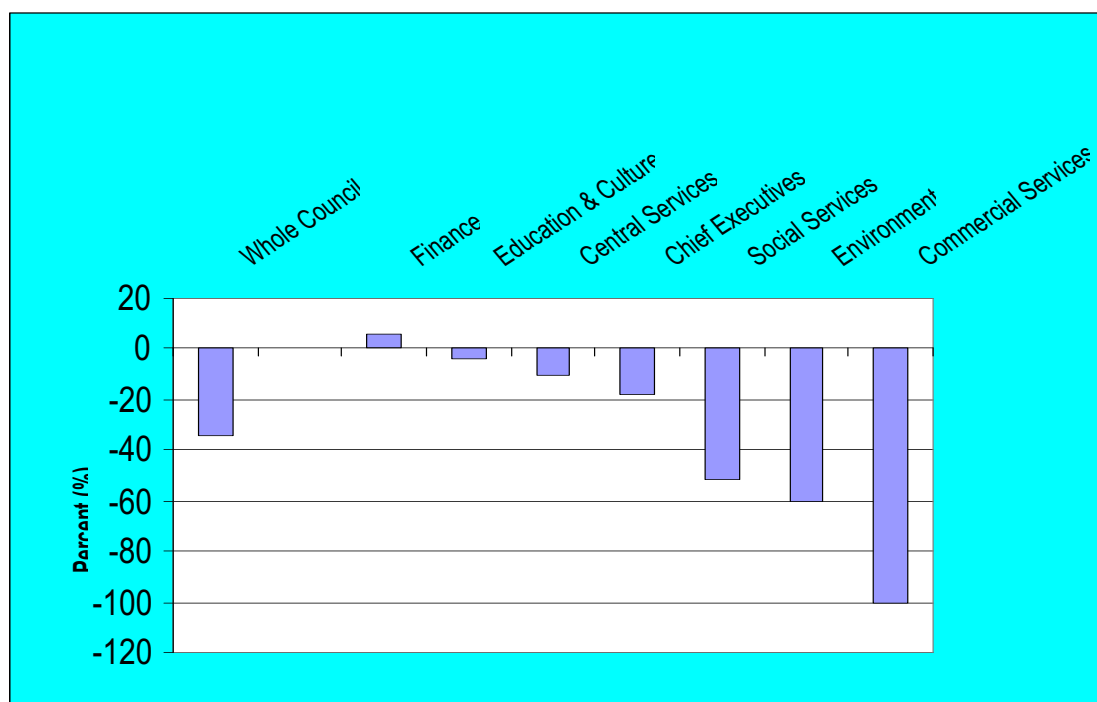**Fig. 13: Appointments of Disabled people, by Department 2006/2007**
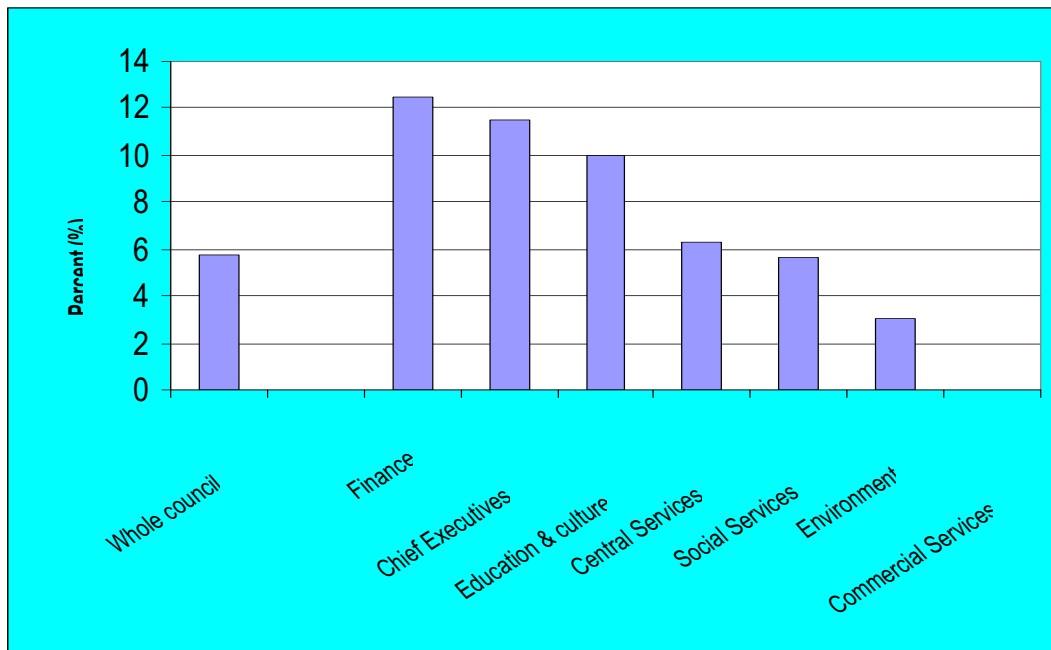
6.6 Three departments, Finance, Chief Exec's and the old Education and Culture have exceeded the 7.5% target. Commercial Services appears to have appointed no disabled people at all, but again this is almost certainly an artifact of the data collection system. The result for Finance is an excellent proportion of rather small numbers – it is based on one appointment.

Application vs Appointment

6.7 The final stage is to look at the comparison of application rates with appointment rates, which is a fairer reflection of departmental performance.

**Fig.14: Disabled staff, Application vs. Appointment 2006/2007**

6.8 The high appointment level for Finance carries through into that department being the only one to appoint a higher percentage of disabled people than applied to it, though as the text above notes this is partly the result of a rather small number of recruitments. The result for Commercial Services reflects the lack of recorded appointments of disabled people.

6.9 In the end this analysis shows that despite the exceptionally good overall figures in terms of the presence of disabled people in our workforce and the high application and appointment levels we continue to appoint far fewer disabled people than apply to us, and addressing this situation must be a focus of our efforts in the year to come.

7. Results of Monitoring - Age

7.1 Our issue of an ageing workforce is partly the result of long tenure, so it is not surprising that we see minimal variation in the departmental age profiles since last year, and as usual the overall number of staff aged over 40 has risen, in this case from 60% to 61%. However, there may at last be some indications that the age of our workforce is beginning to fall:

**Fig.15: Proportions of staff who are aged 40+, 2006/2007**
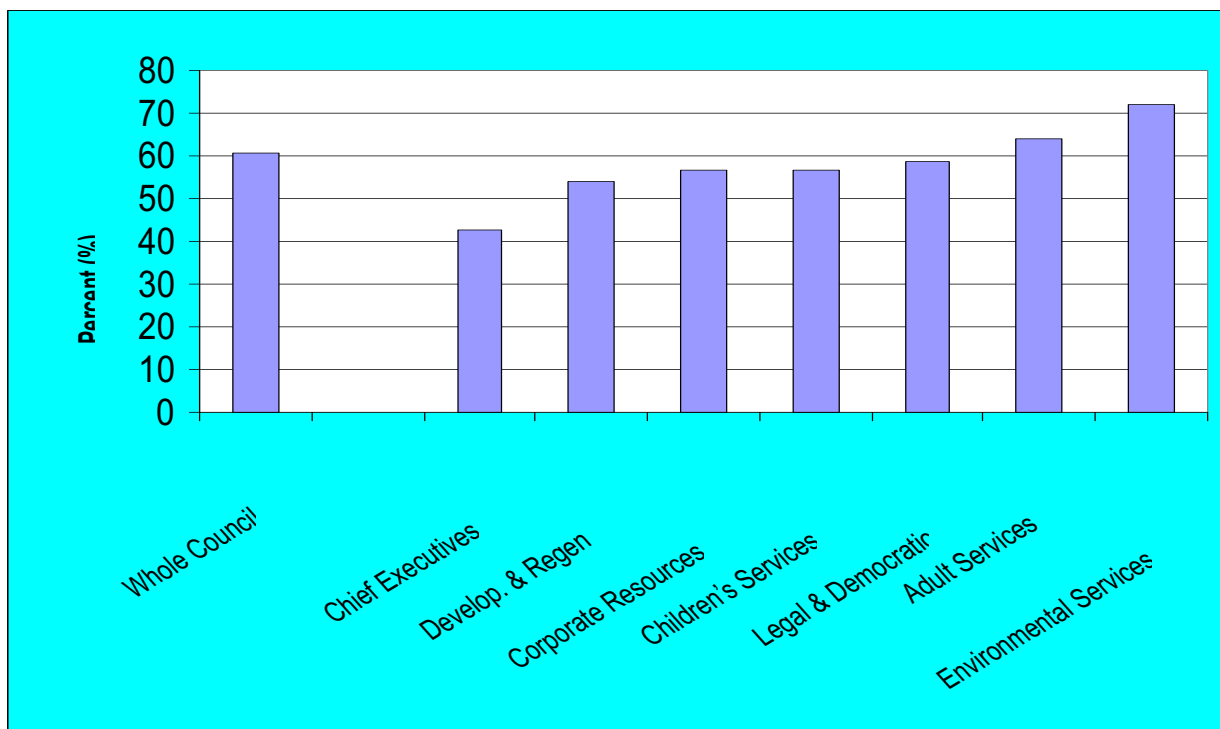
7.2 Corporately 61% of the workforce is now aged over 40, having risen at around 1.6% a year since we began monitoring. In recent years no department has had less than 50% of its staff aged over 40, but last year Chief Exec's showed just 44% of its staff aged over 40, and in 2007 this dropped to 42.5%. In fact, analysis shows that the proportion of staff aged over 40 actually fell in three departments - Chief Exec's, Children's Services and Legal & Democratic Services. Equally the proportion rose in the other four, with the largest rise recorded in Environmental Services – from 65.6% to 72.4%, a rise of over 10%.

7.3 With the arrival of age legislation our age profile may become more of an issue in the political sense, but even now the age profile in some areas may be a cause for concern, with succession planning increasingly becoming an issue for some services. We must be careful to ensure that steps we take to redress the age imbalance do not distort our fairness in employment policies.

8. Results of Monitoring - Previous Employment

8.1 We have become increasingly aware of the issue of the proportion of appointees who already work for us and the fact that they appear to have a huge advantage in getting other Council jobs. Overall we appointed, proportionately, over 160% more of our own staff than applied to us. However, this does represent a slight improvement after two years in which the proportion rose:

Fig.16. Appointees from the Council's own workforce, 2002/3 – 2006/7
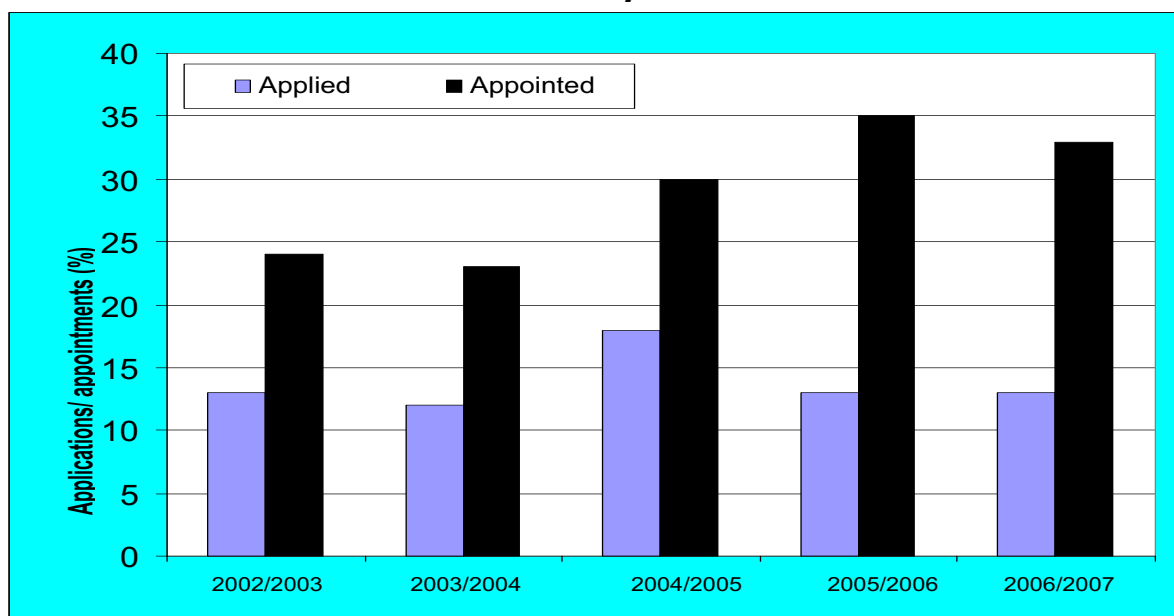
8.2 Up until 2003/4 it seemed that our initiatives were working, with the level of "own staff" appointed reducing each year. In 2004/5 and 2005/6 this trend reversed itself, but we do see a slight improvement in 2006/7. However, breaking these figures down by department serves to emphasise just how big an advantage being an existing employee can be:

Fig.17. Applications vs. Appointments from the Council's own workforce, 2006/2007, Application vs. Appointment
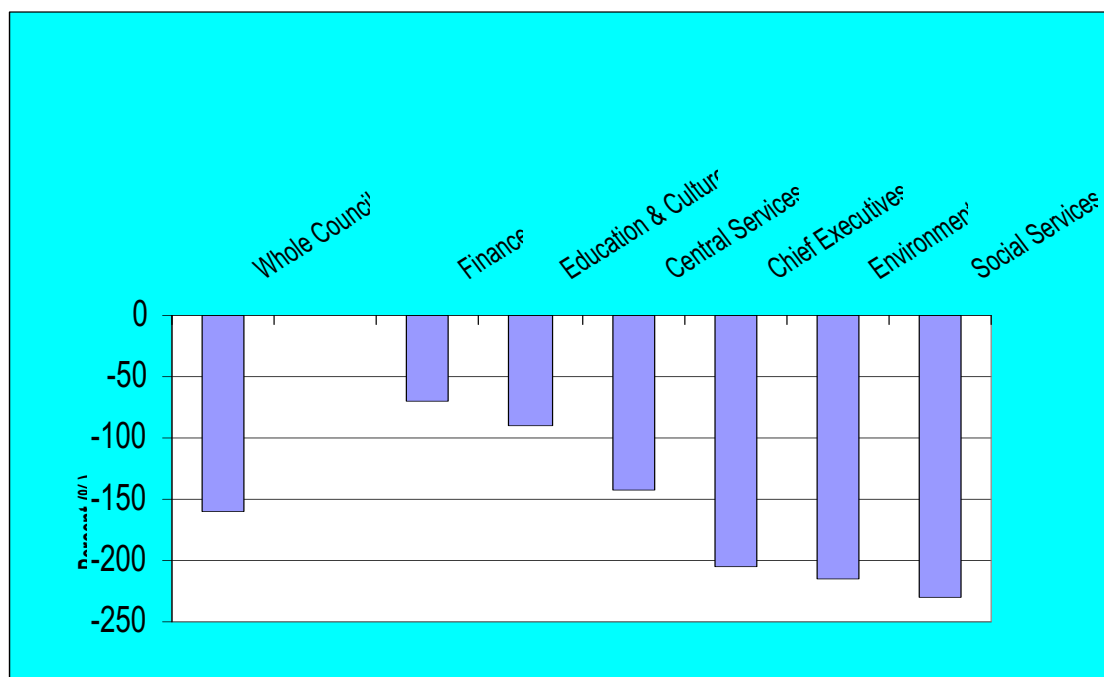
(Please note that because of the data collection problems mentioned earlier we cannot include Commercial Services in this table.)

8.2   This table shows how well our own employees fared once they had entered the recruitment process. It reverses the picture we have come to expect from these diagrams. Positive values – bars above the zero line – show that the recruiter appointed a higher proportion of our own staff than applied. A zero score indicates a properly fair recruitment process. Negative values – bars below the zero line – indicate that the recruiter appointed a lower proportion of our own staff than applied.

Analysis

8.3   Since we began monitoring we have only recorded three occasions when a department appointed a lower proportion of Council staff than applied to it, and no department managed this in 2006/7. Overall we do see a small improvement, with a fall in the level of advantage of in-house appointees (from 164% more appointed than applied to 160%) but this is not evidence of any real change. As usual, the overall council figure also conceals some very substantial differences between departments. What was then Finance appointed 69% more Council staff than applied to it, the old Social Services 230%.

8.4　Let us be quite clear what this means. At the Whole Council level internal candidates had more than two-and-a-half times the chance of getting the job compared with external applicants. In Finance, existing Council employees had a two-thirds better chance. In Social Services as was, existing employees had nearly three-and-a-half times the chance of being successful. Since this was identified as an issue departments have made efforts to understand why existing staff have such an advantage and reduce the disadvantage external applicants apparently encounter, but this year's results suggest that our efforts must be increased.

MWD/FT/2007.12