

EMPLOYMENT COMMITTEE

THURSDAY 1 DECEMBER 2022
3.30 PM

Bourges/Viersen Room - Town Hall

AGENDA

Page No

- 1. Apologies for Absence**
- 2. Declarations of Interest**

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification " that has been disclosed to the Solicitor to the Council.

- 3. Exclusion of the Public and Press**

To resolve that the press and public be excluded from the meeting on Item 4, The shared service arrangements and proposed leadership structure for the People Services directorate and Item 5 Finance Structure Proposal and Recruitment of Deputy Chief Officers on the grounds that the item contains exempt information under Paragraph 1, 2 and 4 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed (Information relating to an individual and negotiations in connection with a labour relations matter arising between the authority and employees or office holders of the authority).

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|---|---------------|
| 4. People's Services Options Paper and Structure Proposal | 3 - 4 |
| 5. Finance Structure Proposal and Recruitment of Deputy Chief Officers | 5 - 6 |
| 6. Equality Monitoring Report | 7 - 14 |



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<http://democracy.peterborough.gov.uk/documents/s21850/Protocol%20on%20the%20use%20of%20Recording.pdf>

Committee Members:

Councillors: M Jamil (Chair), W Fitzgerald, Wiggan, Allen, Tyler, Jones (Vice Chairman) and Coles

Substitutes: Councillors: Hogg and Hemraj

Further information about this meeting can be obtained from Dan Kalley on telephone 01733 296334 or by email – daniel.kalley@peterborough.gov.uk

EMPLOYMENT COMMITTEE	AGENDA ITEM No. 4
1 December 2022	PUBLIC REPORT This report contains an exempt Annex, not for publication, by virtue of Paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972.

Cabinet Member responsible:	Cllr Ayres, Cabinet Member for Childrens Services, Education, Skills and University Cllr Howard, Cabinet Member for Adult Social Care, Health and Public Health
Contact Officer:	Matt Gladstone (Chief Executive) Tel: 452302

THE SHARED SERVICE ARRANGEMENTS AND PROPOSED LEADERSHIP STRUCTURE FOR THE PEOPLE SERVICES DIRECTORATE

1. ORIGIN OF REPORT

1.1 This report is submitted to the Committee on request from The Chief Executive.

2. PURPOSE AND REASON FOR REPORT

2.1 To set out and discuss the future direction for the shared services arrangements between Peterborough City Council and Cambridgeshire County Council and the proposed new leadership structure for the People Services Directorate

3. REASONS FOR EXEMPTION

3.1 Information relating to this report is NOT FOR PUBLICATION in accordance with paragraph 1,2 and 4 of Schedule 12A of Part 1 of the Local Government Act 1972 in that it contains information relating to contemplated consultations or negotiations in connection with a labour relations matter arising between the authority and employees or office holders of the authority. The public interest test has been applied to the information contained within the exempt report and it is considered that the need to retain the information as exempt outweighs the public interest in disclosing it.

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EMPLOYMENT COMMITTEE	AGENDA ITEM No. 5
1 December 2022	PUBLIC REPORT This report contains an exempt Annex, not for publication, by virtue of Paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972.

Report of:	Cecilie Booth, Executive Director of Corporate Services and s151 Officer	
Cabinet Member(s) responsible:	Cllr Andy Coles, Cabinet Member for Finance and Corporate Governance	
Contact Officer:	Cecilie Booth, Executive Director for Corporate Services and s151 Officer	Tel. 07970 325557

FINANCE STRUCTURE PROPOSAL & RECRUITMENT OF DEPUTY CHIEF OFFICERS

1. ORIGIN OF REPORT

- 1.1 This report is submitted to Employment Committee following the appointment of the Executive Director Corporate Services & s151 Officer and the need to review the Finance structure to ensure it is fit for purpose to support the Council in achieving financial sustainability.

2. PURPOSE AND REASON FOR REPORT

The purpose of this report is to provide Employment Committee with details of the proposed Finance structure and to seek approval to proceed with recruitment to Deputy Chief Officer posts.

This report is for Employment Committee to consider under its Terms of Reference No. 2.3.2.5:

To consider, and recommend appropriate actions where necessary in response to, executive proposals relating to:

changes within a Department's/Division's structure which involve substantial changes in the responsibilities of first and second tier posts;

3. REASONS FOR EXEMPTION

- 3.1 The attached report is NOT FOR PUBLICATION in accordance with paragraph 1,2 and 4 of Schedule 12A of Part 1 of the Local Government Act 1972. As consultation continues, communication with Finance team members must be controlled as part of this proposal. The public interest test has been applied to the information contained within the exempt report and it is considered that the need to retain the information as exempt outweighs the public interest in disclosing it.

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EMPLOYMENT COMMITTEE	AGENDA ITEM No. 6
1 DECEMBER 2022	PUBLIC REPORT

Report of:	Mandy Pullen, Assistant Director HR and Workforce Development	
Cabinet Member(s) responsible:	Cllr Coles, Cabinet Member for Finance and Corporate Governance	
Contact Officer(s):	Lisa Brightey, Policy, Reward and Compliance Manager	Tel. 07773 574408

EQUALITY MONITORING REPORT

RECOMMENDATIONS	
FROM: <i>Mandy Pullen, Assistant Director HR</i>	Deadline date: 2 December 2022
<p>It is recommended that Employment Committee:</p> <ul style="list-style-type: none"> Notes the results of the Equality Monitoring Report 	

1. ORIGIN OF REPORT

- 1.1 This report is submitted to Employment Committee following completion of the annual monitoring report and acceptance of this report at CLT on 12 October 2022.

2. PURPOSE AND REASON FOR REPORT

- 2.1 The purpose of this report is to ensure that members are fully aware of the results of the Equality monitoring report before the results are published on the council's website.
- 2.2 This report is for the Employment Committee to consider under its Terms of Reference No. 2.3.2.6 To promote and pursue a policy of equal opportunities in employment.

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	
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4. BACKGROUND AND KEY ISSUES

- 4.1 The Public Sector Equality Duty (PSED) of the Equality Act 2010 requires public bodies to publish relevant proportionate information which demonstrates due regard to the need to:
- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010
 - advance equality of opportunity between people who share a protected characteristic and people who do not share it

- foster good relations between people who share a protected characteristic and those who do not

The PSED applies to all nine areas of discrimination listed in the Equality Act 2010 (known as protected characteristics). These are:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation
- marriage and civil partnership

In respect of marriage and civil partnership, the PSED only requires us to have due regard to the need to eliminate unlawful discrimination.

Monitoring the workforce enables us to:

- identify trends within employment practices
- investigate trends
- implement change where appropriate

It also enables us to fulfil our commitment to ensuring employment practices are free from discrimination and also to meet our obligations under the Equality Act 2010.

The provision of personal diversity information within the council is voluntary, and employees have the option of choosing not to declare this information. The HR system can be accessed on a self-serve basis which allows employees to manage and amend their personal information.

Where an employee has chosen not to declare ethnicity, disability, religion or belief or sexual orientation, this is shown on the workforce profile as 'unknown'. When employees choose not to declare their personal diversity information, this can affect our ability to meaningfully report and benchmark monitoring information.

The report has been reduced from previous years reports and gives more concise information which is easier to read and ensures accessibility issues are eliminated.

4.2 Current workforce profile

The council employed 1280 people as at 31 March 2022, a decrease of 1.5% over the previous year. There was a decrease in casual and part-time staff, and a significant increase in temporary staff of 44.4% over the previous year. This increase in temporary staff is likely to be due to the Covid-19 pandemic and the increase in workload that this generated for some directorates.

The workforce profile differs within each part of the organisation depending on the roles undertaken and the purpose of the services. This report provides a summary across the council as a whole.

4.3 Racial distribution of the workforce

Although race has a number of components, monitoring by most employers uses the national census categories for ethnicity as a basis for comparison with population data and other organisations.

The percentage of staff that have not provided their data has decreased slightly, although lack of information makes accurate reporting difficult with no data being available for 210 staff at 31 March 2022.

Employees from a mixed and minority ethnic group have increased significantly each year (up to 11.9% on 31 March 2022). The actual number has grown from 113 in March 2018 to 152 in March 2022. The current trend moves towards the local population census 2011 breakdown.

Over this time the size of the organisation and services delivered in house have changed considerably and this has a significant effect on the ratio, in addition to changes due to turnover, restructuring etc.

4.4

Disability

The number of staff with a declared disability at March 2022 has reduced to 30. This group made up a slightly decreased percentage of 3.86% of the workforce, which is higher than the benchmarked average for local authorities of 3.5% (2017/2018). This slight decrease in percentage from March 2021 of 4.61% can be explained as we have had an increase in disabled staff resigning from the council.

Due to the slight decrease in this percentage, the long-term trend seems to be flattening.

Disability unlike many protected characteristics changes over time, and staff that have developed a disability may have chosen not to report it. The council supports employees with short- and long-term disabilities to remain at work. The line manager works closely with the HR Business Partner and the Occupational Health Advisor aiming to make all reasonable adjustments required to ensure the employee can remain at work, obtaining medical advice from the internal and/or external Occupational Health services as necessary.

Unfortunately, the employee does not always want to continue in employment; sometimes it may not actually be possible to accommodate their medical needs or adjust their employment for worsening conditions. There were 9 leavers with a declared disability in 2021/22, an increase on the previous years figure of 2 leavers with a declared disability.

4.5

Religion or Belief

Monitoring in the census and by employers normally focuses on self-identified affiliation by faith group / religion. The protected characteristic also covers genuinely held beliefs (i.e. someone who has a strongly held belief that their behaviour must not impact on the environment and they must live their life in a way that protects the environment for future generations). The table below presents an estimate of the number of staff identifying an attachment to faith groups based on the 2011 census.

Religion	Religion 2011 Census (Peterborough Unitary Authority)	% of Population	Estimate of Religion of PCC Staff as at 31/03/2021 (based on 2011 Census data)
Christian	104202	56.7%	726
No religion	45183	24.6%	315
Muslim	17251	9.4%	120
Religion not stated	12293	6.7%	86
Hindu	2320	1.3%	16
Sikh	1184	0.6%	8
Other religion	591	0.3%	4
Buddhist	463	0.3%	3
Jewish	144	0.1%	1
All	183631	100.0%	1280

The council's aim is to continue to provide equal treatment in employment matters and the development of a diverse workforce reflecting the community. It will seek to accommodate as far as feasible any special requirements for those of different groups, including access to prayer or reflection areas, sympathetic treatment for leave requests for significant religious holidays, no dress code (excluding where safety clothing has to be worn), adjustment to working hours during fasting periods etc.

The council introduced a flexible approach to taking bank holidays during this reporting year. Not yet a common benefit in many UK companies, this was something that really took our interest, particularly given our corporate commitment to creating an inclusive workplace and celebrating diversity. With eight English bank holidays in a typical year, half of these will fall around the time of a recognised Christian festival. We know that having a diverse workforce and an inclusive culture benefits our employees, our organisation and the people of Peterborough. We therefore wanted to enable our staff take days off at alternative times that suited their values, beliefs, caring responsibilities or simply personal circumstances better.

4.6 Gender distribution

71.80% of employees are female, a slight decrease from 72.54% in 2021, and that 28.20% are male, a slight increase from 27.46% in 2021.

In this reporting year, 90.42% of staff working on a permanent contract were female, with 88.92% being male. 3.81% of casual staff were female, lower than male casual workers who made up 4.16% of the workforce. 5.77% of females worked in temporary roles with 6.93% males on temporary contracts.

In this reporting year 33.69% of employees work part-time, 39.35% of which are female. 62.40% of staff worked full time, made up of 56.75% female staff. The figures for casual/relief staff were more even, with 3.90% female versus 3.91% of male staff working this appointment type.

4.7 Age

The council has significantly fewer young people working for it and more in the 45-54 age bands than would be representative of the Peterborough population. The 16-24 age range representation has increased slightly since March 2020. This can be affected by the types of roles in the council which are largely professional posts requiring qualifications and experience. The number of apprenticeships particularly those at the higher levels should impact this figure as we recruit to professional roles through the apprenticeship option.

4.8 Sexual orientation

The Office for National Statistics has started to produce 'experimental' statistics on sexual identity via their Integrated Household Survey. It was not included in the 2011 national census and therefore these estimates are based on limited survey data rather than the census. However, the 2021 national census did include questions relating to sexual orientation and gender identification.

The table below shows the ONS Estimate applied to PCC Staff as of 31 March 2021.

Sexual Orientation	ONS Estimation 2018 (%)	ONS Estimate applied to PCC Staff as at 31/03/2021
Gay or Lesbian	1.40%	18
Bisexual	0.90%	12
Lesbian, Gay or Bisexual (LGB)	2.30%	29

Other	0.60%	8
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4.9 Pregnancy and Maternity

There were 27 new periods of maternity leave recorded in 2021/22. This shows an increase from 19 in the previous year. We have had a 100% return rate, the same as the previous year.

Many staff who request additional flexibility in their working pattern on their return have their requests agreed. Requests are only rejected if there is a very strong business reason to do so. This reflects the council's commitment to supporting flexible working to allow staff to achieve their desired work life balance.

There were no formal grievances or other HR cases related to maternity in the directorates.

While these rates are a reflection of economic conditions and the financial incentives to return, it does also reflect the way in which the council's flexible working policies enable those who have had maternity leave to carry on in employment should they wish to do so.

4.10 Recruitment

The number of recruitment occasions continues to increase for both internal and external adverts. Recruitment to vacancies covers both recruitment from outside of the council and internal career progression. There is no separate 'promotion' internally - all progression is by application for vacancies which occur.

Equality and diversity issues, specifically in relation to recruitment and selection, are included in the recruitment and selection training, which all managers undertaking recruitment are required to attend.

It is well documented that there is an increasing number of older people in the workplace. The number of people over 50 and in work has increased from 31% in 1992 to 42% in 2020. The numbers of older workers in the health and social care workforce is of particular concern and being addressed by various initiatives to encourage younger workers into these types of roles. Our data shows that there are applicants in all age brackets only dropping significantly at ages 55-64 and again at 65 plus.

It is important that we continue to undertake initiatives to attract younger workers to the workforce. The council's drive to recruit apprentices to wide ranging roles will continue to have an impact on this. Apprentice opportunities are being developed for various professional roles (i.e. Social Workers). It is anticipated that this will be attractive to local young people who are looking to go straight into work rather than to university where they can gain higher education level qualifications without leaving home. The opportunities for hybrid working should ensure that older workers and carers are also attracted to vacancies at the council knowing that (in most roles) there are various options for hybrid and part time working.

Of this 16 – 25 years cohort 81.9% reached the shortlist stage and 13.9% interview stage. Further work is required to understand why younger applicants are not converting to interviews but it is likely that the size of the council's workforce has reduced the types of roles available are now mainly commercial, professional and technical roles which on the whole require more experience and qualifications.

Applications by disability

Number of applicants that declared a disability by recruitment stage

Disability	Applicants	Shortlist	Interview
Not Specified	1	0	0
No	2550	1720	618
Prefer not to say	32	17	14

Yes	128	75	46
Total	2711	1812	678

*'Interview' includes Interview/Invite & Interview/status

Offer data was not available for 2021/22 as not in the recruitment system

Through the Disability Confident scheme, the council confirms its commitment to interview all applicants with a disability who demonstrate in their application that they meet the essential criteria specified on the person specification required for the job. The application form provides an opportunity to record if there are any special requirements needed at the interview stage to ensure the applicant is given the best possible chance to prove they are the best applicant for the job. The council is extremely keen to ensure that there are employment opportunities within the council for those with a disability. This may be with or without making reasonable adjustments as necessary.

Applications by ethnic origin

Due to a change in the external recruitment system used, data is not available on actual offers made in 2022, but is available for numbers of applicants, numbers short-listed, and numbers interviewed. It is also provided for actual starters.

This shows that a decreased percentage of candidates from mixed and minority ethnic groups reached the shortlisting stage, down from 83.4% to 71.2%, but that an increased percentage of applicants from these backgrounds reached the interview stage, from 9.2% to 22.4%.

16.7% of successful applicants were from a mixed and minority ethnic group in 2021/2022, slightly above the previous year of 16% in 2020/21. There was a corresponding increase in the number of successful applicants from a white group – up to 80% from 75% in 2020/21.

The number of people who did not disclose their ethnicity has reduced significantly to 3.3% from the previous year's figure of 9%. Data from the Local Government Inform Service suggests that the population in Peterborough in 2018 was made up of 17.5% from a mixed and minority ethnic. Therefore, our figures would indicate that the ethnicity of successful applicants is slightly below the ethnicity of the local population.

Applications by gender

The trend for successful applications has fluctuated over the years. In the last year the % of successful female applicants has remained fairly static as has the % of successful male applicant. Local government has always been an area where, in contrast to the private sector, females constitute a larger proportion of the workforce. However, this reinforces the need to ensure equal treatment of candidates in all recruitment exercises to be sure that male applicants are not disadvantaged in anyway.

4.11

Leavers

There were 218 leavers in this year, an increase from 2020/2021 of 161. Five were due to redundancy, with the biggest group of leavers due to voluntary resignations, and 35 staff retired.

There was a decrease of females leaving in 2021/2022 and an increase in the number of male leavers compared to the figures in previous years. Women remain strongly represented in the workforce.

Leavers from a mixed and minority origin made up 13.77% of all leavers. This was broken down as 12.39% resignation (27 people), 0.92% retirement (2 people) and 0.46% end of contract (1 person). The numbers in respect of those from a white group were 115 resignations, 1 end of contract and 27 retirement.

14.68% of leavers had not declared their ethnicity and therefore data is not available for analysis purposes. This impacts on the results of the % of ethnicity minority for leavers. This equates to 32 leavers out of 218 in the period.

Most dismissals were in the 45-54 age group. There were 11 resignations in the 16-24 age group which is due to various reasons as staff of that age are more likely to move in and out of education, training and alternative work. Unfortunately, there was 1 death in service in the 55-64 age group.

4.12

Disciplinary cases and complaints

The council maintains a case database to manage disciplinary, grievance and ill health cases. It is important that this data is monitored in order to identify the level and type of cases by protected characteristic. This allows the data to be analysed in order that any trends indicating issues with policies and practices can be identified.

The data shows that more grievances were raised by female staff, and more disciplinary action was taken against female staff which reflects the larger population of the council staff for that gender. Females were also more likely to be involved in a disciplinary case and have performance issues during their probation period. There were two employees subject to disciplinary action from a mixed and minority ethnic group and 14 grievances raised, none of which were from a mixed and minority ethnic group.

Formal complaints received via the council's complaints system are logged and reviewed for Human Resources issues. A log is also kept of compliments received.

From 1 January – 8 August 2022, two compliments were recorded. One related to the style and pace of training and the other complemented the support given by OH. No complaints were received.

4.13

Performance indicators and benchmark data

Human Resources takes part in benchmarking with other authorities, which includes some comparisons related to diversity. These measures may vary from other figures in this report, because they have specific definitions which normally exclude casual and short-term temporary staff. The reason for presenting them is to show the latest available comparison to other councils.

In 2021/2022 the percentage of the workforce who are female, the percentage of females in the top 5% of earners, the percentage of staff from a mixed and minority ethnic group, and those with a disability are all above average for similar councils. We have a lower percentage of staff in temporary, fixed term and part-time positions.

4.14

Conclusion

The data in this report sets out in general terms the current diversity profile of the Peterborough City Council workforce, certain changes to the workforce in 2021/2022 and trends over recent years.

The council aims to have a workforce that reflects the community it serves and to be an “employer of choice”. Further initiatives such as a review of our non-contractual benefits and recruitment practices will be carried out to ensure that the council meets this goal.

Information provided in this report both assists the council when undertaking Equality Impact Assessments and provides data for senior managers to review and to measure the performance of the council. Actions are then driven from the data and captured within the EDI action plan which was signed off by the EDI Cabinet Working Group in this reporting year and can be found on the Council website.

5. CORPORATE PRIORITIES

5.1 *The report links to the Council's Corporate Priorities in particular:*

1. *Sustainable Future City Council*

- *How we Work*
- *How we Serve*
- *How we Enable*

6. CONSULTATION

6.1 This recommendation has been considered by the Corporate Leadership Team (CLT)

7. ANTICIPATED OUTCOMES OR IMPACT

7.1 Once members are briefed this information will be published and shared on the council's website.

8. REASON FOR THE RECOMMENDATION

8.1 There is an annual requirement to publish this data.

9. ALTERNATIVE OPTIONS CONSIDERED

9.1 There have not been any alternative options considered as this report is an annual requirement

10. IMPLICATIONS

Financial Implications

10.1 *None*

Legal Implications

10.2 *None*

Equalities Implications

10.3 *None*

11. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

11.1 The Equality Monitoring Report that is published on the council website has been used to prepare this report

12. APPENDICES

12.1 There are none.