

**THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA
CABINET AND CORPORATE SERVICES SCRUTINY COMMITTEE**

15 September 2014

**REPORT BY THE BI-BOROUGH DIRECTOR FOR HUMAN
RESOURCES**

PEOPLE PROFILE – April 2013 – March 2014

SUMMARY

The report at Appendix A contains information on the Council's employees, and provides data on a number of areas as indicators of corporate health.

For Discussion

1. Introduction

- 1.1 The Council publishes an annual employee report covering a number of key indicators. As well as informing the Committee the report complies with the legal duty arising from the Equality Act 2010 to publish data and information on a range of diversity indicators.
- 1.2 Under the Act the Council is under a duty to eliminate discrimination, harassment and victimisation, promote equality of opportunity and foster good relations between groups. In meeting this duty the act names nine characteristics that need to be considered; age, disability, gender reassignment, pregnancy and maternity, ethnicity, religion or belief, gender, sexual orientation and (in relation to discrimination) marriage and civil partnership.
- 1.3 The Council has published data for a number of years on the representation of personal characteristics within the workforce. This year in addition to previously presented information on age, disability, ethnicity and gender in employment, the report also includes limited data on religion and belief, sexuality and marital status.

- 1.4 The report excludes casual staff and staff employed in Schools. Casual staff are typically employed where there is a requirement for seasonal workers who are not part of the permanent establishment. Electoral canvassers, Opera Holland Park seasonal workers and seasonal play workers are examples.
- 1.5 Since October 2010 the Council has been engaged in Tri-borough working. In order to reduce management costs, a number of Kensington and Chelsea staff are managed by managers employed by the London Borough of Hammersmith and Fulham or Westminster City Council. This report includes only employees that are contracted to the Royal Borough of Kensington and Chelsea (e.g. the 3 employees shown at band 8 on page 7 of the report). There has been a small increase in the number of staff in band 6 compared to last year (27). The largest increase was in the new tri-borough client side team managing Amey, the outsourced Total Facilities Management contract, for which RBKC is the host borough. Other increases are largely as a result of departmental restructures and changes to the way staff are categorised rather than an increase in overall numbers.
- 1.6 The People Profile report will be published on the Council's website after being presented at the Cabinet and Corporate Services Scrutiny Committee on 15 September 2014

2.0 Key Areas to report 2013-14

2.1 Sickness

- 2.1.1 At the Committee last year it was requested that a comparison between the Council and other London Authorities be provided. The chart on page 19 of this report shows the benchmark data at 31 March 2014.
- 2.1.2 The Council has experienced significant fluctuation in the recorded sickness levels in the last 3 years. The lowest recorded level excluding schools, (7.5 days per full time equivalent (FTE)) was in December 2011. In September 2012 the sickness level exceeded 8.0 days per FTE and in December 2012 exceeded 9.0 days per FTE. Since the peak in June 2013 (9.72 days per FTE) we have seen the level fall to 8.3 days per FTE by 31 March 2014. The increase in sickness levels in 2013 was in part due to an increase in sickness linked to mental health. Whilst it is difficult to attribute increases in overall sickness to a specific reason it seems likely that the high level of organisational change in

2012 and the first half of 2013 contributed to an increase in sickness absence especially linked to mental health. As the level of change, especially to tri borough services has peaked and new structures start to stabilise, sickness levels are beginning to reduce.

2.1.3 The 'Your Voice' staff survey results would seem to be consistent with this, with the 2013 findings being noticeably more positive than those a year earlier. For example, more people (63% in 2013, 58% in 2012) agreed with the statement "I am comfortable with the pressure placed on me in my job". Similarly, 67% agreed in 2013 with the statement "I am able to strike the right balance between my work and home life", compared to 60% in 2012. If this interpretation is correct, then it seems the Council has come through a period of very significant change, which had a damaging effect on the workforce which could be seen in sickness absence statistics as well as in the 'Your Voice' results. The 2014 staff survey is launched in September and we will be in a position to see if the results this year continue in a positive direction.

2.1.4 In comparison to other London Council's the Council still has a relatively high level of sickness but has improved in comparison to March 2012 and is now in the third quartile range.

2.1.5 The latest Chartered Institute of Personnel and Development Absence Management Review 2013 indicated that absence for reason of sickness had increased in 2013 to 7.6 days per employee with 8.7 days per employee in the public sector.

2.1.6 An additional issue noted by the Committee on last year's report was the number of day's sickness for reason of a mental health condition. The comparison with other London Council's is again shown on page 19 of the report. While the Council's level is again in the third quartile range, there has been an improvement since March 2013. The total number of days lost for reason of mental health has reduced from 4420 to 2958 days in the year to March 2014. Using the days per FTE comparison this is a reduction from 2.1 to 1.6. Based on the current FTE of 2000 staff this is equivalent to an additional 1,000 days work.

2.1.7 Sickness continues to be managed proactively with a 10 day sickness trigger for management action, support from the Occupational Health department, trained mediation support and training workshops provided by MIND to support staff and

managers on health and wellbeing issues. Responsibility for the management of sickness rests with line managers in each department with HR assistance and support as required.

2.2 Additional personal characteristics

2.2.1 The Committee in 2012 requested that the protected characteristics that the Council recorded were extended (to include those described in paragraph 1.2). The Council has an HR System which allows all employees access to amend some of their personal characteristics. The characteristics of gender and age can only be amended with supporting documentation.

2.2.2 Since September 2012 when employees have been able to amend their details there have been a number of promotions and reminders to all staff. Take up has been extremely low and to date only 3% of staff have indicated one or more of the added characteristics. Data is shown on page 13 of the report.

2.2.3 The Council also collects data on the 9 protected characteristics of staff through the annual staff survey. Last year there were 1461 respondents to the survey that indicated they worked for RBKC.

2.3 Reduction in staff numbers

2.3.1 Between 2003 and 2009 the Councils workforce as measured by the full time equivalent was relatively stable around 2500 FTE. By December 2010 the FTE had just fallen below 2500 and by March 2014 the figure has reached 2000 FTE.

2.3.2 At March 2012 the FTE had reduced by 4.9 per cent compared with the previous year. By March 2013 the FTE had reduced by 4.1 per cent compared with the previous year. And by March 2014 the FTE had reduced by 6.7 per cent compared with the previous year. This represents a 15 per cent reduction of staff at March 2014 compared with March 2011.

2.3.3 The reduction in FTE has had a consequent impact on leavers with 323 leavers in the year. While 43 per cent of staff resigned, 29 per cent of staff left for reason of a Transfer of Undertaking (TUPE) and 10 per cent of staff were made redundant. Despite the continuing reductions to the number (FTE) of staff, the number of staff being made redundant in the last 3 years has fallen with 33 this year, 78 in 2012-13 and 126 in 2011-12.

2.4 Comparison with Hammersmith and Fulham

2.4.1 Hammersmith and Fulham have similarly produced an annual report on the Employment Profile to review the impact of the Council's workforce and employment activities on its diverse staff groups.

2.4.2 Following the formation of the bi-borough Human Resources Department both reports have been adapted to create greater alignment and enable comparisons where these are helpful. Initially we have provided a basic summary of key figures on page 5 of the report.

2.5 Equality representation at senior levels of management

2.5.1 There is a significant gap between the representation of protected characteristics in the whole workforce and the representation within the top 3 pay bands for gender, ethnicity and age.

2.5.2 On disability, while there are no staff recording a disability in the top 2 pay bands, for the top 3 pay bands the representation is 4.4 per cent, in line with the whole workforce at 4 per cent.

2.6 Overall characteristics, structure and length of service of staff

2.6.1 Diversity has remained largely unchanged across the Council with around 60 per cent of staff being women and 30 per cent of staff from black, Asian and minority ethnic groups. The average age is 45 years an increase of 1 year on 2013 and the recorded disability is 4 per cent, an increase of half a per cent.

2.6.2 Since 2007 this annual report has presented the number of staff at each of 8 pay bands. This provides an indication of the Council's structure and can be reviewed to show how it has changed over time. The greatest changes for staff employed by the Council have been at the top and bottom of the bands (although this does not account for managers employed by other Council's) while pay band 5 has had the least change. Pay band 5 represents a middle management and senior professional level.

2.6.3 The average length of service has remained unchanged at 8 years. Length of service by personal characteristic is shown on page 14 of the report. Perhaps unsurprisingly, younger people are over represented in staff with less service and older staff over represented in staff with more service.

2.6.4 Staff with a recorded disability are more likely to have 6 to 20 years service, indicating that disability can be acquired, is more represented in older staff and may indicate that staff with a disability are more likely to remain with an employee and may not have equal access to alternative employment.

2.6.5 Length of service by pay band is represented on page 15 of the report and indicates that in most instances longevity is evenly spread across the pay bands, showing that at all levels of the organisation, there is a mix of long service with new blood.

3. CONCLUSION

3.1 The Committee is invited to discuss and review the content of this Report.

FOR INFORMATION

Debbie Morris
BI-BOROUGH DIRECTOR FOR HUMAN RESOURCES

Background papers: NONE

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THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

The Royal Borough of Kensington and Chelsea People Profile

1 April 2013 to 31 March 2014

Report by the Bi-borough Director for Human Resources Debbie Morris

Introduction	page 3
Key Highlights	page 4
Key Figure Comparison – bi-borough	page 5
Personal Characteristic Summaries	page 6
Employees, Starters and Leavers by Pay Band	page 7
Gender by Pay Band	page 8
Ethnicity by Pay Band	page 9
Age by Pay Band	page 10
Disability by Pay Band	page 11
Disability Profile	page 12
Other Protected Characteristics	page 13
Length of Service information	page 14
Leaving Reasons	page 16
Sickness across the Protected Characteristics	page 17
Sickness – Working Days Lost	page 18
Sickness – Working Days Lost – London Borough Comparison	page 19
Learning and Development information	page 20
Pay Band Definitions	page 21

Introduction

- 1.1 The Council publishes an annual workforce report covering a number of key workforce indicators. As well as informing the Committee the report complies with the legal duty arising from the Equality Act 2010 to publish data and information on a range of diversity indicators.
- 1.2 Under the Act, the Council is under a duty to eliminate discrimination, harassment and victimisation, promote equality of opportunity and foster good relations between groups. In meeting this duty the act names nine characteristics that need to be considered; age, disability, gender reassignment, pregnancy and maternity, ethnicity, religion or belief, gender, sexual orientation and (in relation to discrimination) marriage and civil partnership.
- 1.3 The Council has published data for a number of years on the representation of personal characteristics within the workforce. This report presents information on age, disability, ethnicity and gender in employment, as well as including some contextual information about the Council as an employer. The report does not include casual staff or staff employed in Schools. Casual staff are typically employed where there is a requirement for seasonal workers who are not part of the permanent establishment. Electoral canvassers, Opera Holland Park seasonal workers and seasonal play workers are examples.
- 1.4 Since October 2010 the Council has been engaged in Tri-borough working. In order to reduce management costs, a number of Kensington and Chelsea staff are managed by managers employed by Hammersmith and Fulham or Westminster City Council. This report includes only employees that are contracted to the Royal Borough of Kensington and Chelsea (e.g. the employees shown at band 8 on the report, are the RBKC contracted members of the Joint Management Team).
- 1.5 The workforce report is published on the Council's website, after being presented at the Cabinet and Corporate Services Scrutiny Committee.
- 1.6 From September 2012, staff have been able to add information on their sexual orientation, marital status and religion or belief, through their employee record via the self service system. This was in addition to the existing facility to amend disability and ethnic origin details. Approximately three per cent of staff have provided information against one or more of these characteristics. That information is presented in this report but may not represent the Council as a whole.
- 1.7 All figures in this report are FTE unless otherwise stated. Averages use the median figure.

Key Highlights

- ↓ The Council employs 2,216 staff (2,000 FTE), down from 2,373 (2,144 FTE) in the previous year.
- ↑ 220 people joined the Council in 2013/14 (210 FTE), up from 167 (156 FTE) in the previous year.
- ↑ 354 staff left the Council during the same period (323 FTE), up from 296 (266 FTE) in the previous year.
- ↔ 61 per cent of the workforce is female, whilst 44 per cent of the top three pay bands are women. No significant change from the previous year.
- ↔ 32 per cent of the workforce are from black, Asian and minority ethnic (BAME) groups, whilst 11 per cent of the top three pay bands are from BAME groups. No significant change from the previous year.
- ↔ The average age of the workforce is 45.
61 per cent of starters were aged under 40 whilst the largest percentage of leavers were also in the under 40 age bracket (43 per cent). No significant change from the previous year.
- ↔ The average length of Service is eight years. No change from the previous year.
- ↑ Four per cent of staff have recorded a disability. A slight increase from the previous year (3.5 per cent).
- ↓ The average number of days lost to sickness per FTE is 8.3 days. A reduction from the previous year's figure of 9.4.

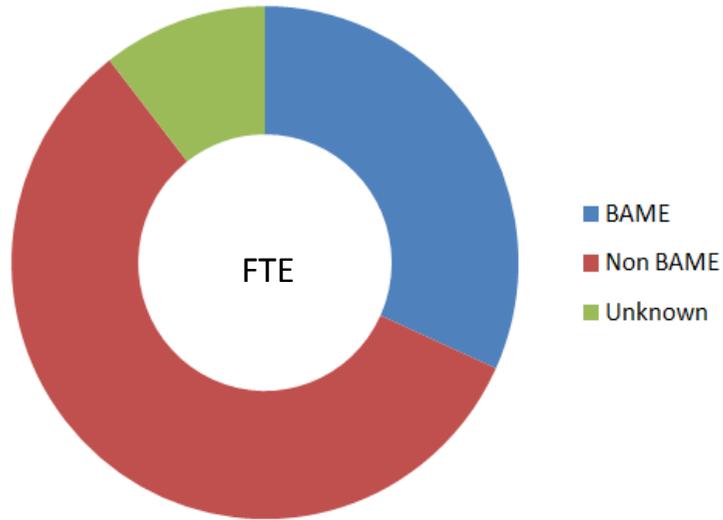
Key Figure Comparison – bi-borough

	<i>RBKC</i>	<i>LBHF</i>
<i>Total Staff (FTE)</i>	2000	2111
<i>Total Staff (Headcount)</i>	2216	2261
<i>Starters (FTE)</i>	210	142
<i>Leavers (FTE)</i>	323	461

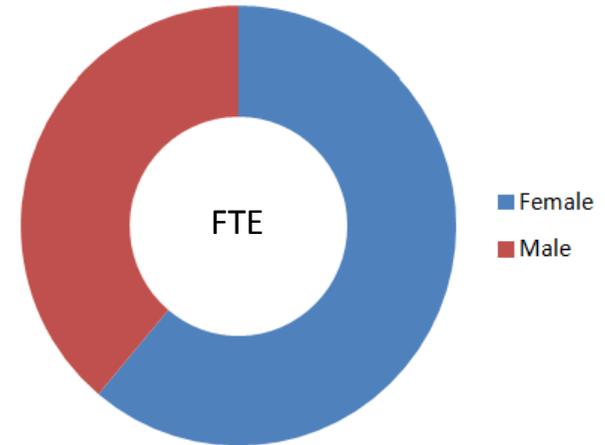
	<i>RBKC</i>	<i>LBHF</i>
<i>Recorded Disabled</i>	80	77
<i>Not Recorded Disabled</i>	1920	2034
<i>Female</i>	1222	1189
<i>Male</i>	778	922
<i>BAME</i>	635	854
<i>Non BAME</i>	1155	1207
<i>Unknown</i>	210	49
<i>Under 40</i>	704	600
<i>40 to 55</i>	940	1106
<i>55 and Over</i>	356	405

Personal Characteristic Summaries

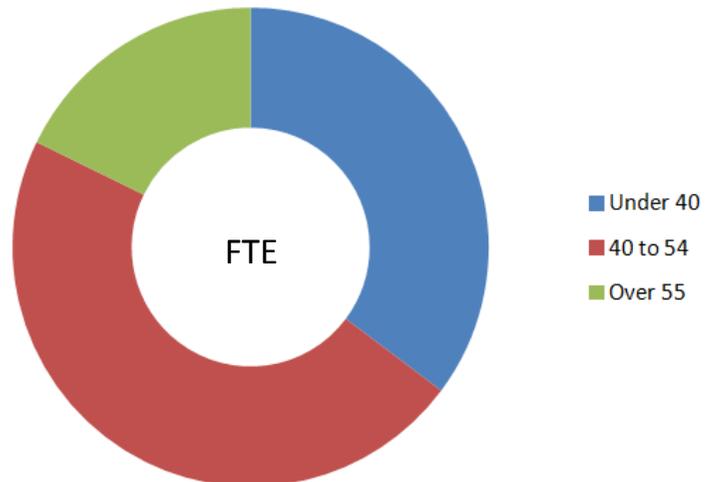
<i>BAME</i>	635
<i>Non BAME</i>	1155
<i>Unknown</i>	210



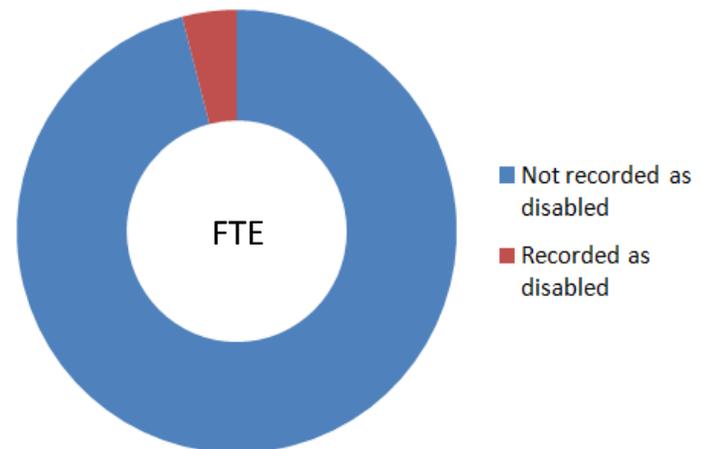
<i>Female</i>	1222
<i>Male</i>	778



<i>Under 40</i>	704
<i>40 to 54</i>	940
<i>Over 55</i>	356



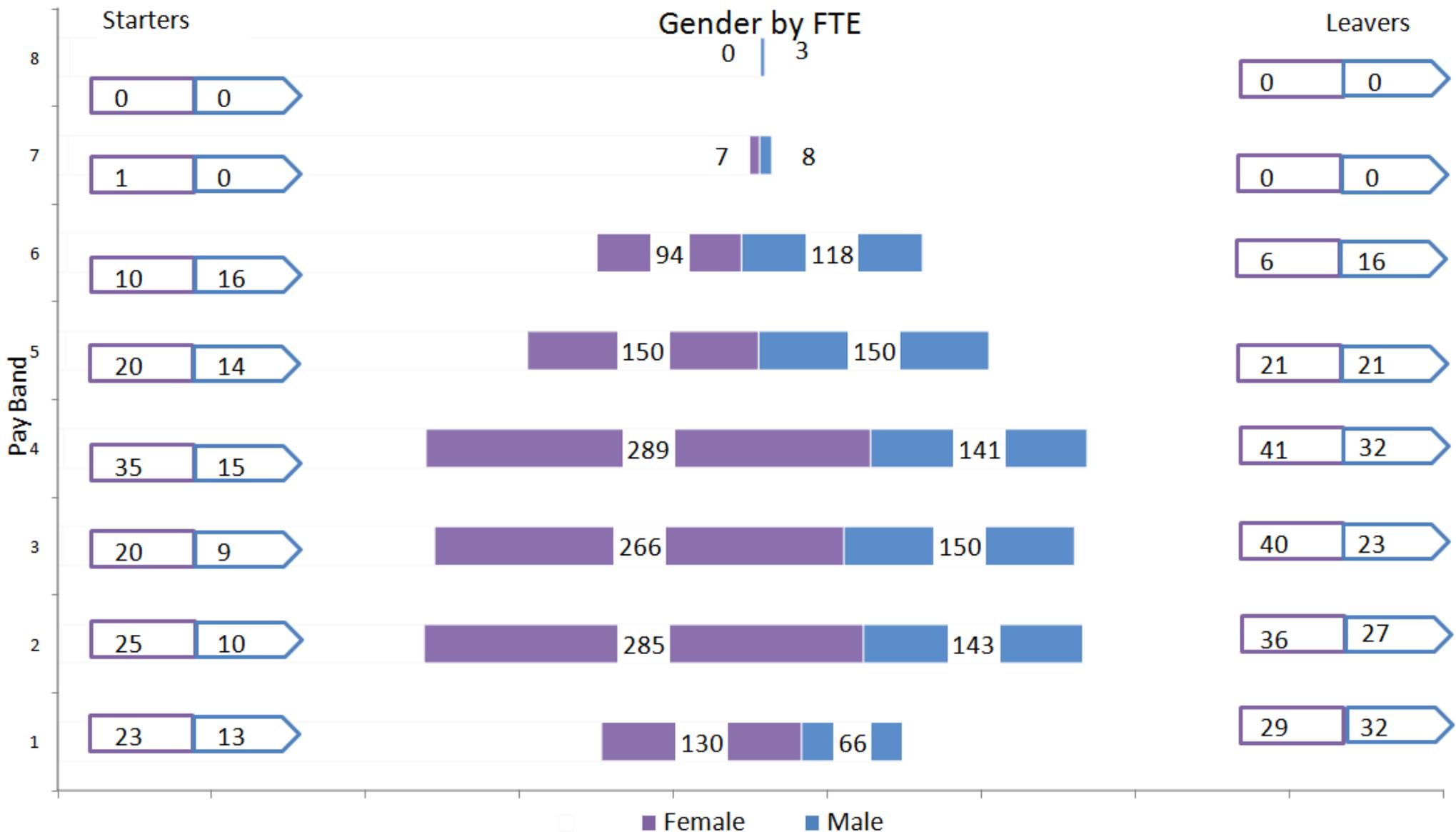
<i>Not recorded as disabled</i>	1920
<i>Recorded as disabled</i>	80



Employees, Starters and Leavers across the Pay Bands



Gender across the Pay Bands



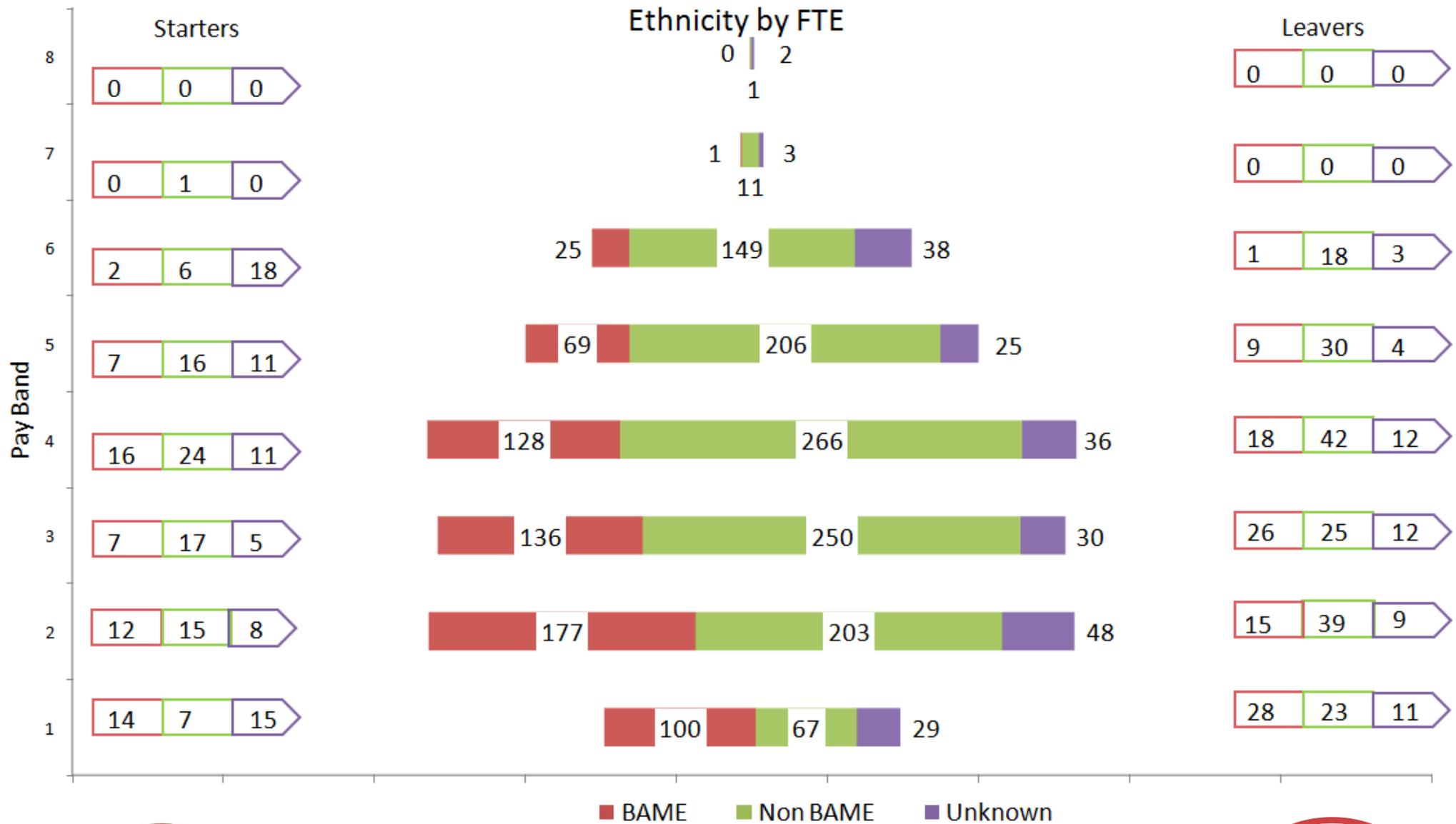
61%

Percentage of the workforce that is female.

Percentage of staff in the top three pay bands that are female.

44%

Ethnicity across the Pay Bands



32%

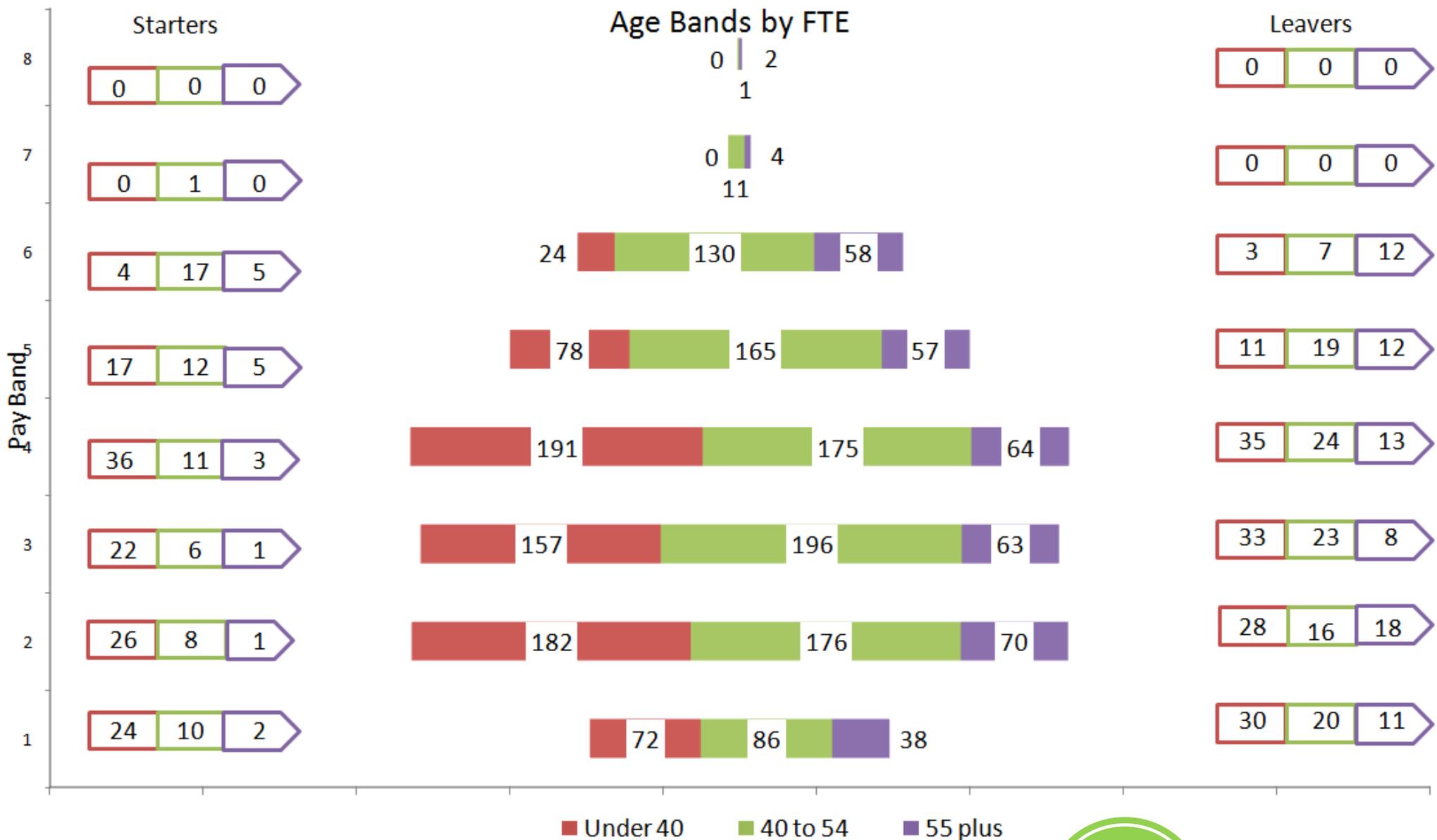
Percentage of the workforce that are from black, Asian and minority ethnic groups.

Percentage of staff in the top three pay bands that are from black, Asian and minority ethnic

11%

Age across the Pay Bands

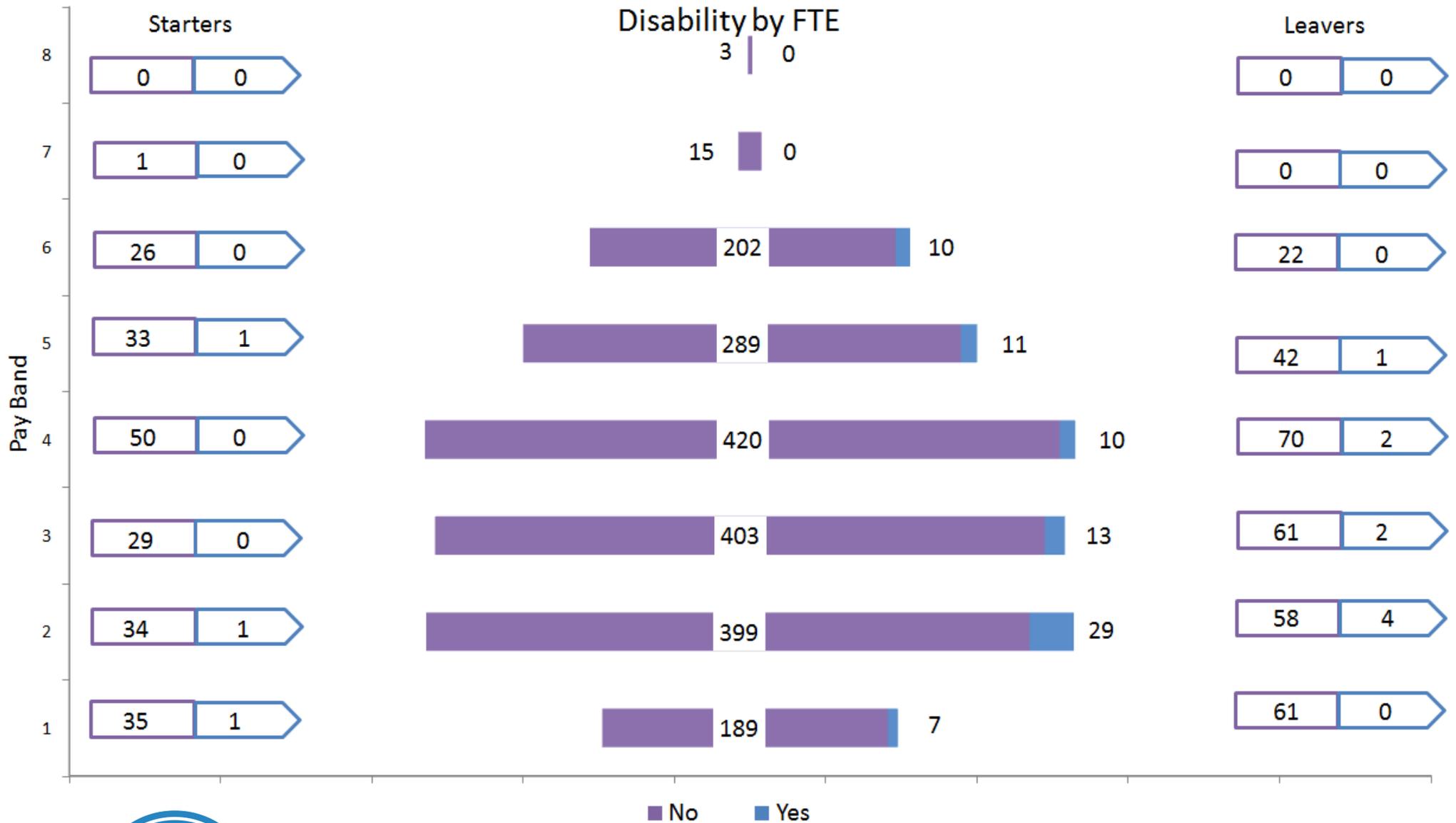
Age Bands by FTE



45

The average age of the workforce.

Disability across the Pay Bands



80

The number of staff with a recorded disability (94 headcount)

Disability Profile

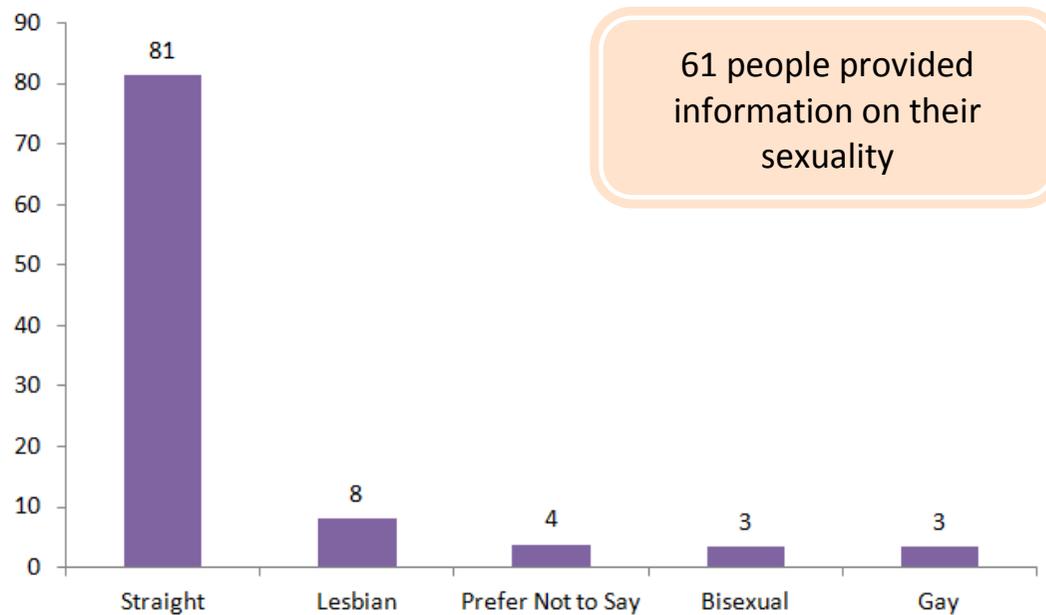
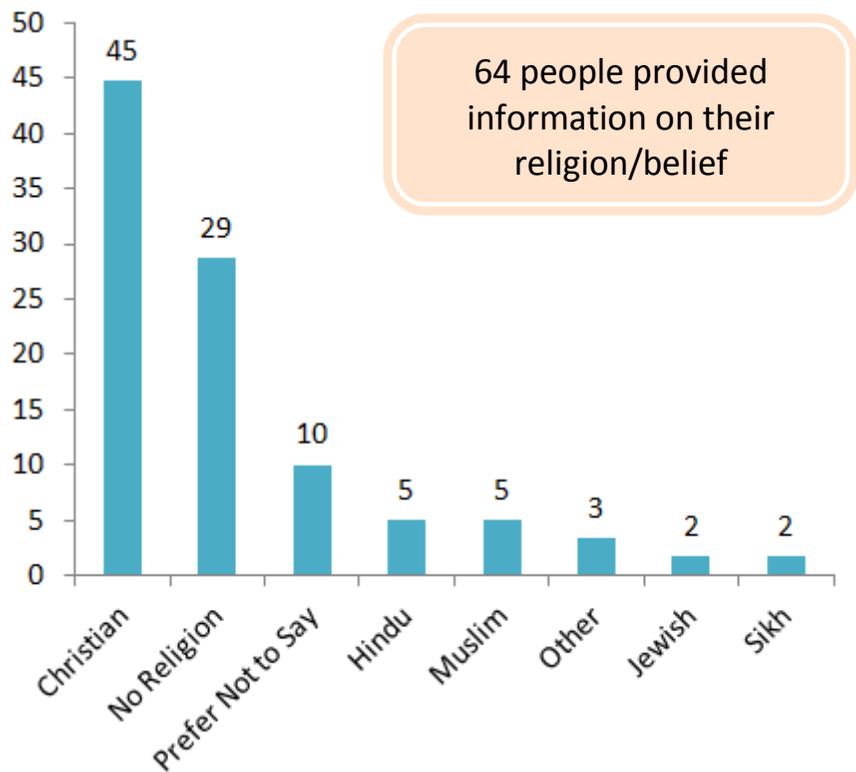
The tables below show the characteristics of our disabled staff. The percentages in bold represent disabled staff and the figures below those represent the Council as a whole.

In the service group breakdown, the bold figure shows how many of our disabled staff work in that area (i.e. over a third of all disabled staff work in Children’s Services, not a third of Children’s Services staff are disabled).

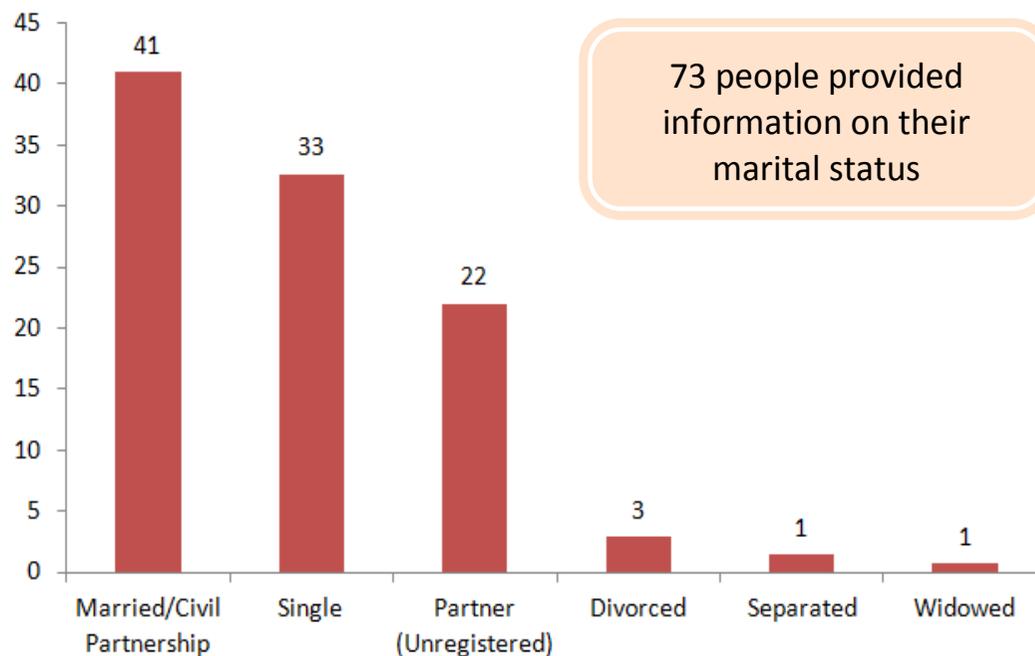
Gender	Female	69%		Male	31%	
		61%			39%	
Age	<40	17%	40-54	50%	55+	33%
		35%		47%		18%
Ethnicity	BAME	34%	Non BAME	61%	Unknown	5%
		32%		58%		11%
Full/Part Time	Full Time	80%		Part Time	20%	
		86%			14%	

Breakdown	CS	Corp	ELRS	Hous	PBD	TTS	ASC	Lib
	34%	21%	2%	2%	1%	9%	25%	5%
27%	28%	6%	5%	5%	9%	16%	4%	

Other Protected Characteristics



All figures in these charts are a percentage of the total response rate for each characteristic and are for indicative purposes only. They may not represent a true breakdown of Council employees.



Length of Service Information

8 years

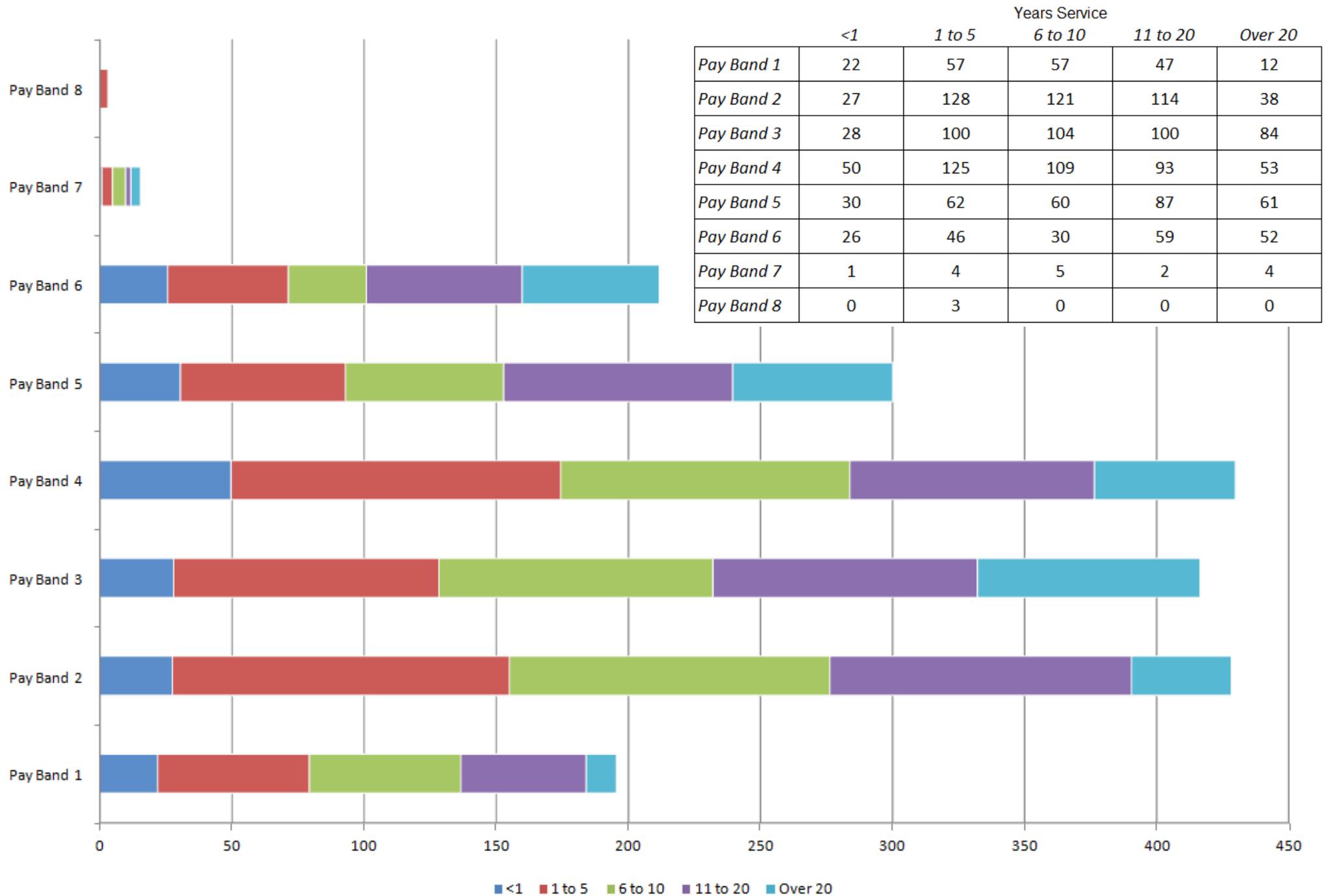
The average length of service is eight years.

This table shows the length of service across the protected characteristics, broken down into percentages of each criteria. For example, 13.1% of people with a disability have worked for the Council for over 20 years.

Figures highlighted yellow signify a notable (more than five per cent) difference compared to the overall workforce figure.

		Years Service				
		<1	1 to 5	6 to 10	11 to 20	Over 20
Disability	<i>Not Recorded as Disabled</i>	9.4%	26.8%	24.1%	24.4%	15.3%
	<i>Recorded Disabled</i>	2.5%	13.0%	29.4%	42.0%	13.1%
Gender	<i>Female</i>	9.8%	28.6%	23.6%	24.7%	13.3%
	<i>Male</i>	8.1%	22.5%	25.4%	25.8%	18.2%
Ethnicity	<i>BAME</i>	7.5%	25.0%	28.1%	27.7%	11.6%
	<i>Non BAME</i>	6.8%	22.9%	23.9%	27.1%	19.3%
	<i>Unknown</i>	27.1%	48.6%	14.9%	6.1%	3.3%
Age	<i>Under 40</i>	15.7%	44.1%	29.1%	10.9%	0.1%
	<i>40 to 54</i>	6.0%	17.5%	22.6%	33.2%	20.7%
	<i>55+</i>	4.7%	14.2%	19.3%	31.6%	30.2%
<i>All workforce</i>		9.2%	26.3%	24.3%	25.1%	15.2%

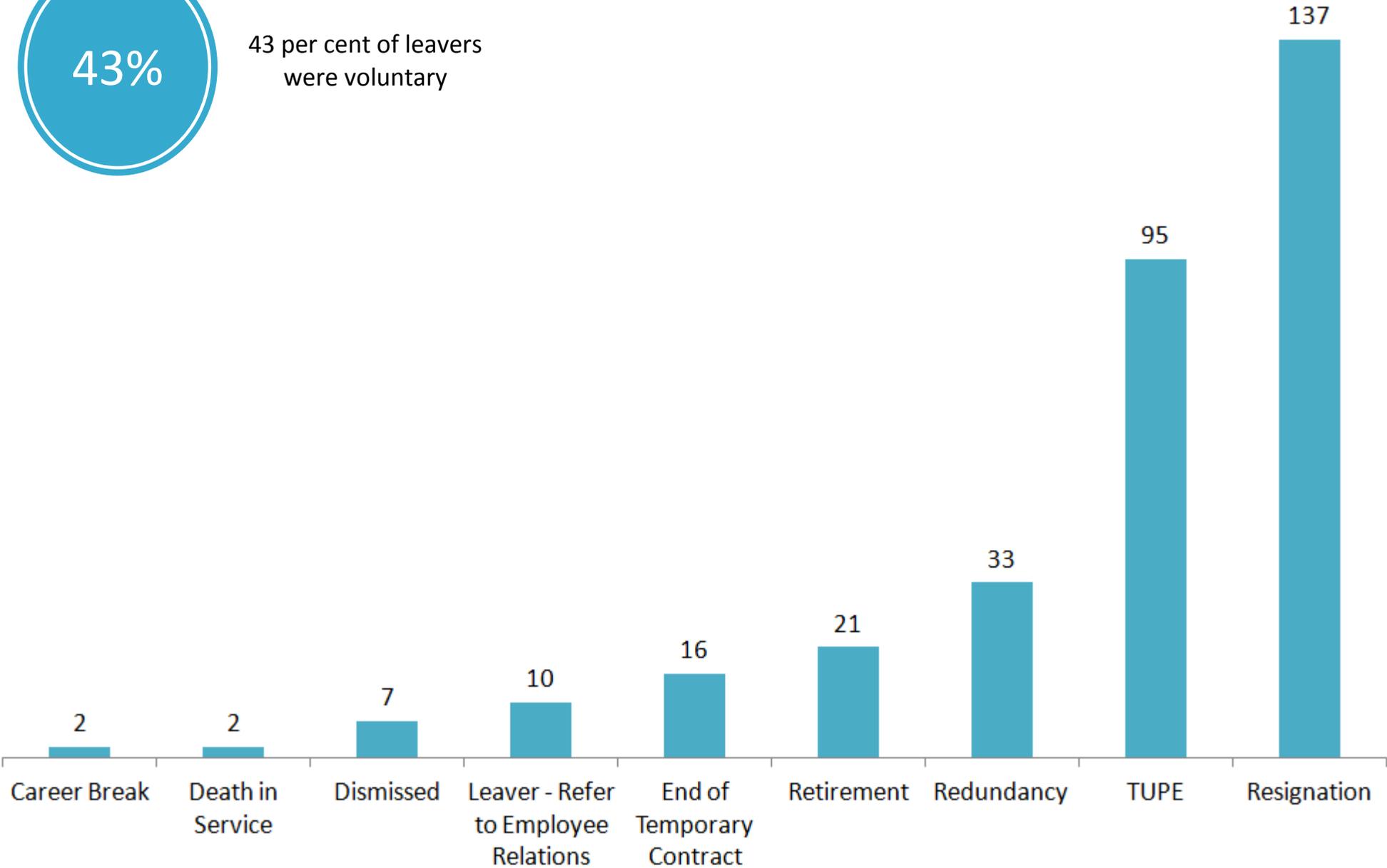
Length of Service Information



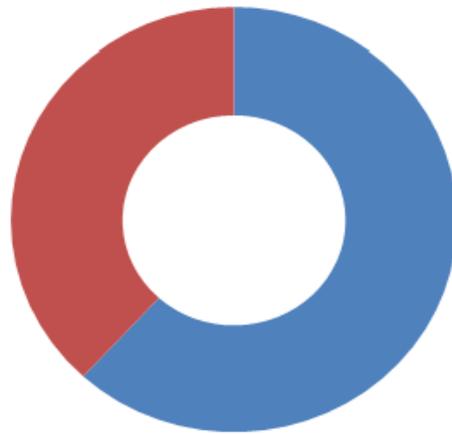
Leaving Reasons

43%

43 per cent of leavers were voluntary



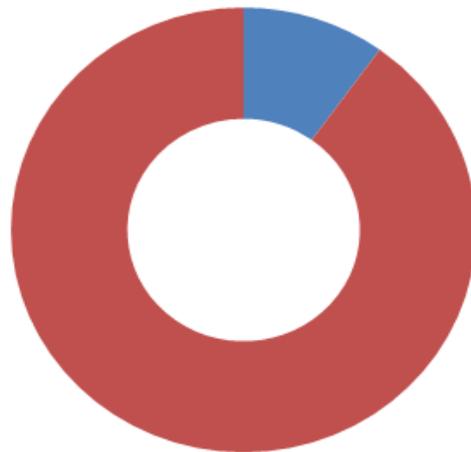
Sickness across the Protected Characteristics



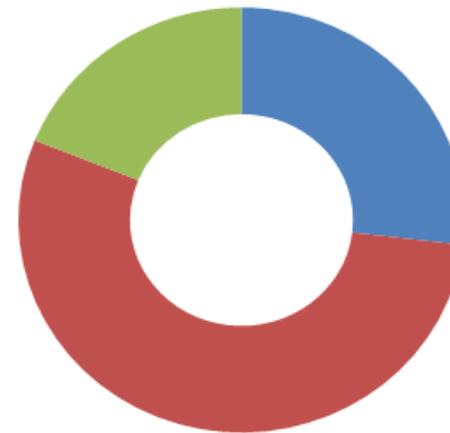
Female
Male



Bame
Non Bame
Unknown



Registered Disabled
Not Registered Disabled



Under 40
40 to 55
Over 55

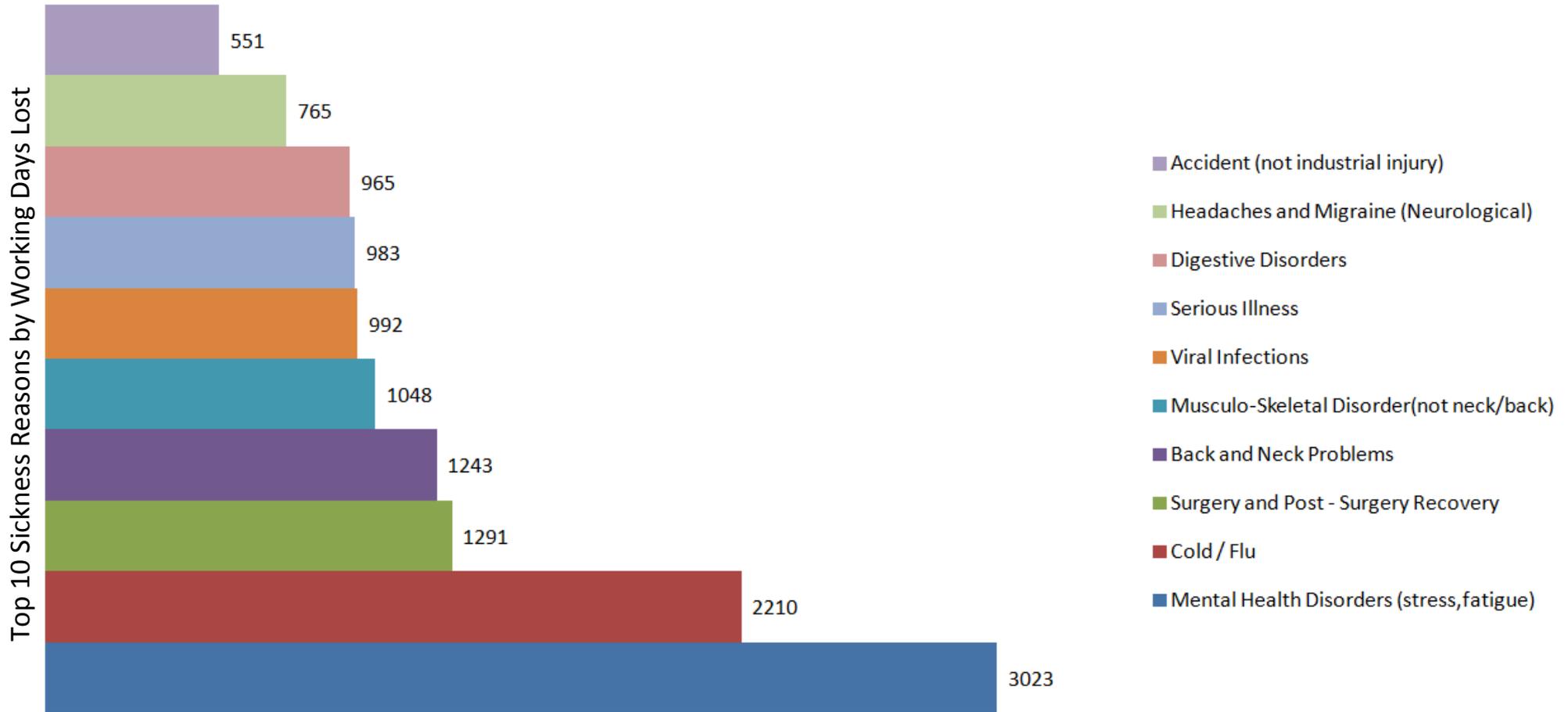
Female	62%
Male	38%

Recorded Disabled	10%
Not Recorded Disabled	90%

Bame	38%
Non Bame	51%
Unknown	10%

Under 40	27%
40 to 55	54%
Over 55	19%

Sickness – Working Days Lost

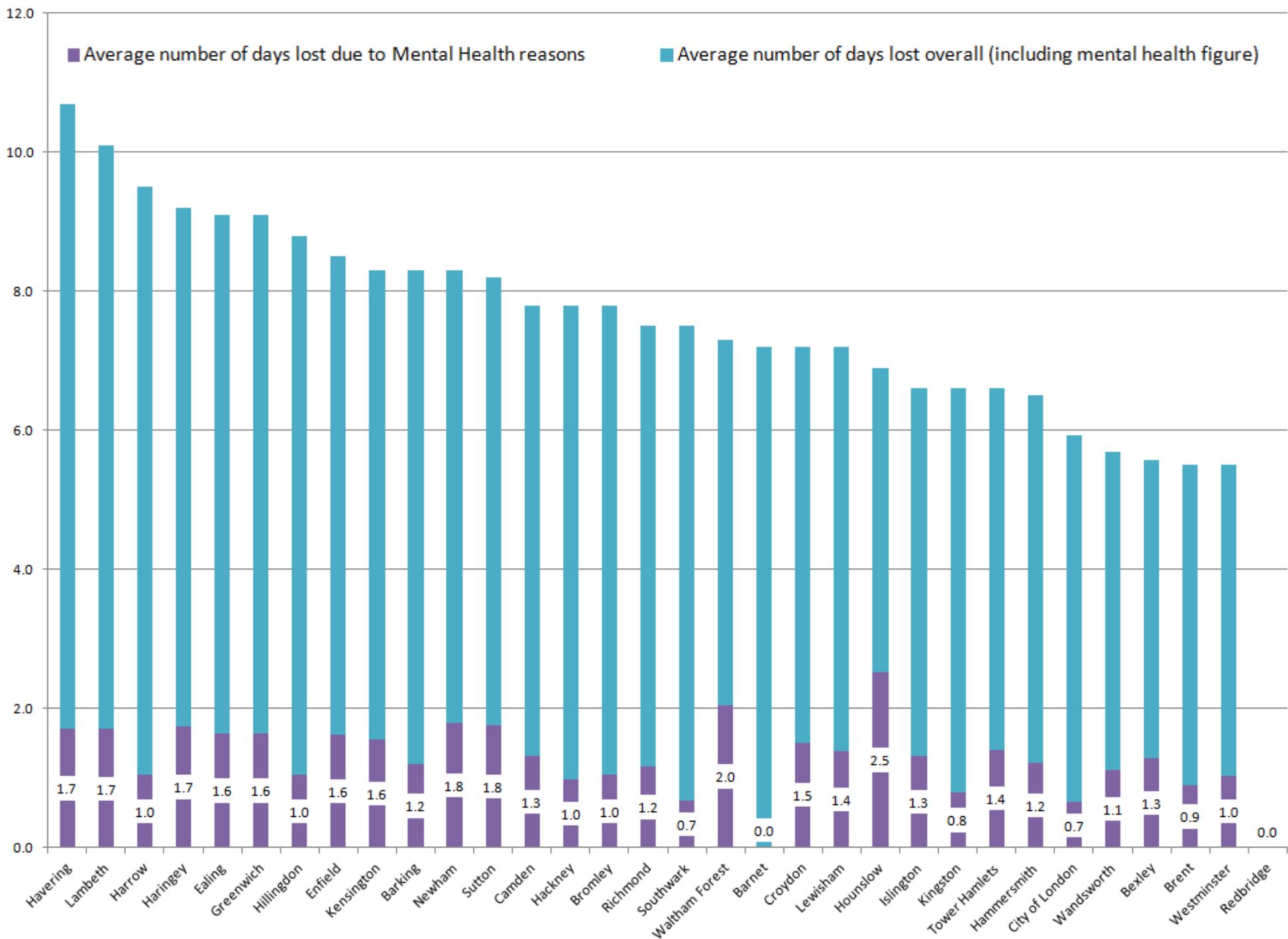


Average days lost per FTE



Average days lost per FTE due to Mental Health reasons

Sickness – Working Days Lost – London Borough Comparison



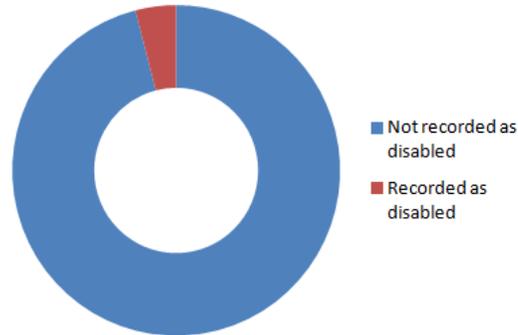
Learning and Development information

Face to face courses

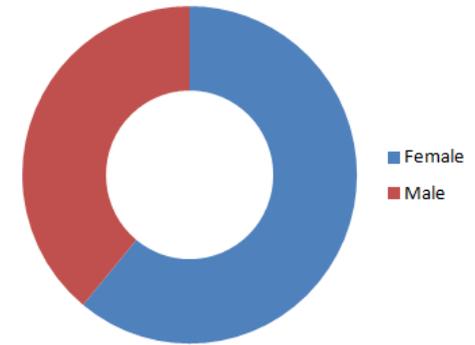
<i>Training days</i>	2757
<i>Staff attending</i>	1266
<i>Average</i>	2.2

Face-to-Face training across the protected characteristics

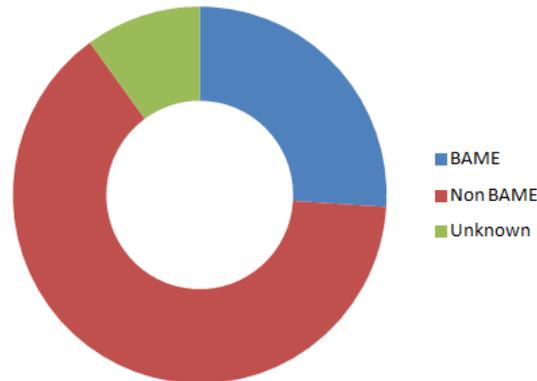
<i>Not recorded as disabled</i>	96%
<i>Recorded as disabled</i>	4%



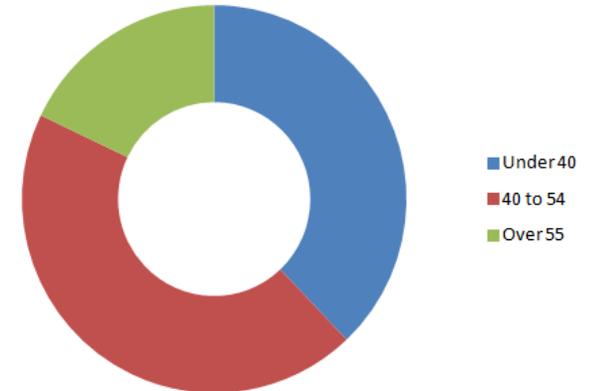
<i>Female</i>	61%
<i>Male</i>	39%



<i>BAME</i>	26%
<i>Non BAME</i>	64%
<i>Unknown</i>	10%



<i>Under 40</i>	38%
<i>40 to 54</i>	44%
<i>Over 55</i>	18%



Online Activity (forums, e-learning etc)

<i>Unique Users</i>	1620
<i>Total days usage</i>	406
<i>Average</i>	4.0

Pay Band Definitions

Pay Band	Definition
1	<ul style="list-style-type: none"> • All posts normally identified as Range A for reports • Level 1 Youth Workers
2	<ul style="list-style-type: none"> • All posts normally identified as Range B for reports • Level 2 Youth Workers • Hay Manager scales with a mid-point of the range below the starting salary of Range C
3	<ul style="list-style-type: none"> • All posts normally identified as Range C for reports • Youth and Community Professional Workers on a pay scale within Range C • Hay Manager scales with a mid-point of the range below the starting salary of Range D
4	<ul style="list-style-type: none"> • All posts normally identified as Range D for reports. • Youth and Community Professional Workers on a pay scale within Range D • Hay Managers scales with a mid-point of the range below the starting salary for Range E. • Teacher posts (not working in a school) on a Qualified Teacher grade (W00)
5	<ul style="list-style-type: none"> • All posts normally identified as Range E for reports. • All posts normally identified as Hay Managers for reports (not identified in other groups) • Teacher posts (not working in a school) on a Post Threshold Teacher grade (P00)
6	<ul style="list-style-type: none"> • All posts normally identified as Top 200 Managers for reports. • Teacher posts (not working in a school) on a Leadership (L00) or Headteacher grade
7	<ul style="list-style-type: none"> • All posts normally identified as BG Management Team for reports.
8	<ul style="list-style-type: none"> • All posts normally identified as Management Board posts for reports.