

# Annual Workforce Equality Monitoring Report

October 2016 – March 2017



## **Context**

In October 2016 the London Borough of Richmond upon Thames and Wandsworth Borough Council entered into an innovative shared staffing arrangement (SSA). At the core are two councils, each with its own distinct identity, local decision-making and programmes. Supporting them both is a single shared staffing group that will deliver these different agendas and help us to lift our already high standards to the next level. Our organisation is a new way of doing things that will combine the best of both.

We are proud of the quality of services that both councils provide and, while our first step is to assure those high standards as we work together, we will do more. We will seize the opportunity that working together provides to achieve even better outcomes for residents, and even better opportunities for our people.

We want the SSA to incorporate the talents, experiences and insights of the whole staff group – whether they work across two boroughs or wholly in a single borough. Better outcomes depend on all our talented and committed people. We are determined that the SSA will soon become a renowned organisation of choice for people to work in, retaining and attracting the best people, and developing the skills and expertise for the future. We want to create an environment where there will be more opportunity for people to make changes, shape new ideas and develop their skills and careers.

Richmond and Wandsworth have previously produced separate Annual Workforce Equality Monitoring Reports. As the Councils now have a combined staffing group that serve both boroughs, it is appropriate to produce a single report in line with the Public Sector Equality Duty, which requires public bodies to publish information on their staff in relation to protected characteristics, recruitment, retention and other organisations within its remit (i.e. Schools).

The SSA is a relatively new organisation, thus the report will cover the six month period of October 2016 - March 2017. Going forward the report will cover an annual period following the financial year. Two previous reports for Richmond and Wandsworth leading up to October 2016 can also be accessed online.

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## 1. ONS census demographic data (2011 census)<sup>1</sup>

It is useful to use borough demographic statistics as a point of reference and comparison to the SSA staff analysis. London is also a useful comparison as it forms the base for much of the councils' recruitment. This data has been taken from the 2011 ONS census which is considered to be the most accurate.

Richmond population: 186,990

Wandsworth population: 306,995

London population: 8,416,543

Gender	Female	Male
Richmond	52%	48%
Wandsworth	51%	49%
London	51%	49%

Age	Median
Richmond	38
Wandsworth	32
London	34

Race	White	BME
Richmond	86%	14%
Wandsworth	71%	29%
London	60%	40%

Disability	Declared
Richmond	11.5%
Wandsworth	13.9%
London	10.0%

In regards to age, it should be noted that whilst Wandsworth ranked the highest nationally in terms of the proportion of the population aged 30-44, Richmond is proportionally getting older, with a 49% increase of the population aged 61-65.

The 2011 census did not collect information on **gender reassignment** or **sexual orientation**. The ONS Integrated Household Survey (2011) estimates 1.7% adults identify as Lesbian, Gay or Bisexual (LGB). This is considered to be a conservative estimate, particularly in areas such

<sup>1</sup> [http://www.wandsworth.gov.uk/downloads/file/7712/key\\_statistics\\_summary\\_census\\_2011](http://www.wandsworth.gov.uk/downloads/file/7712/key_statistics_summary_census_2011);  
[http://www.richmond.gov.uk/borough\\_demographics\\_equality\\_analysis\\_jan\\_2014.pdf](http://www.richmond.gov.uk/borough_demographics_equality_analysis_jan_2014.pdf); <https://data.london.gov.uk/demography/>

as London with higher LGB populations. There is no official estimate of the transgender population in Richmond and Wandsworth. However, it is estimated there are 300,000-500,000 trans people living in the UK. This is approximately 1% of the population.

Statistics on religious beliefs were collected in the 2011 ONS census. This found that 59% of the UK population identified as Christian, 4.8% identified as Muslim, 1.5% as Hindu, 0.8% as Sikh, 0.5% as Jewish, 0.4% as Buddhist and 0.4% as 'other' religion. 25% of the population declared 'No religion' and 7.2% did not state their religious beliefs.

**Combined ONS statistics**

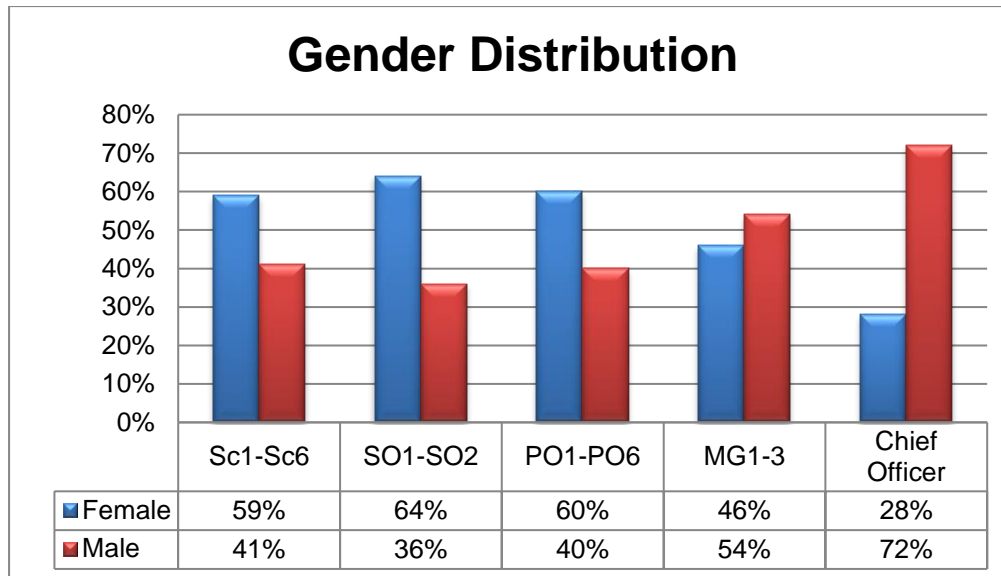
To help enable further analysis of the SSA we have also produced a **combined table of ONS data**. This shows the combined % of both boroughs in relation to gender, race and disability.

Gender Race Disability	Combined ONS Data for Richmond and Wandsworth					
	Female	Male	BME	White	Disabled	Age
	52%	49%	22%	79%	12.70%	35

## 2. Workforce and protected characteristics of SSA

This section will present and analyse point in time data taken from the end of March 2017. These figures include permanent and fixed term staff working for the SSA and how they are distributed by gender, race, disability and age by pay grade and directorate. The same number of staff is analysed consistently in this section. At this time information on sexual orientation and religion or belief are not available as a high percentage of staff had not responded to these questions. Work is underway to encourage staff to provide this information on a voluntary basis.

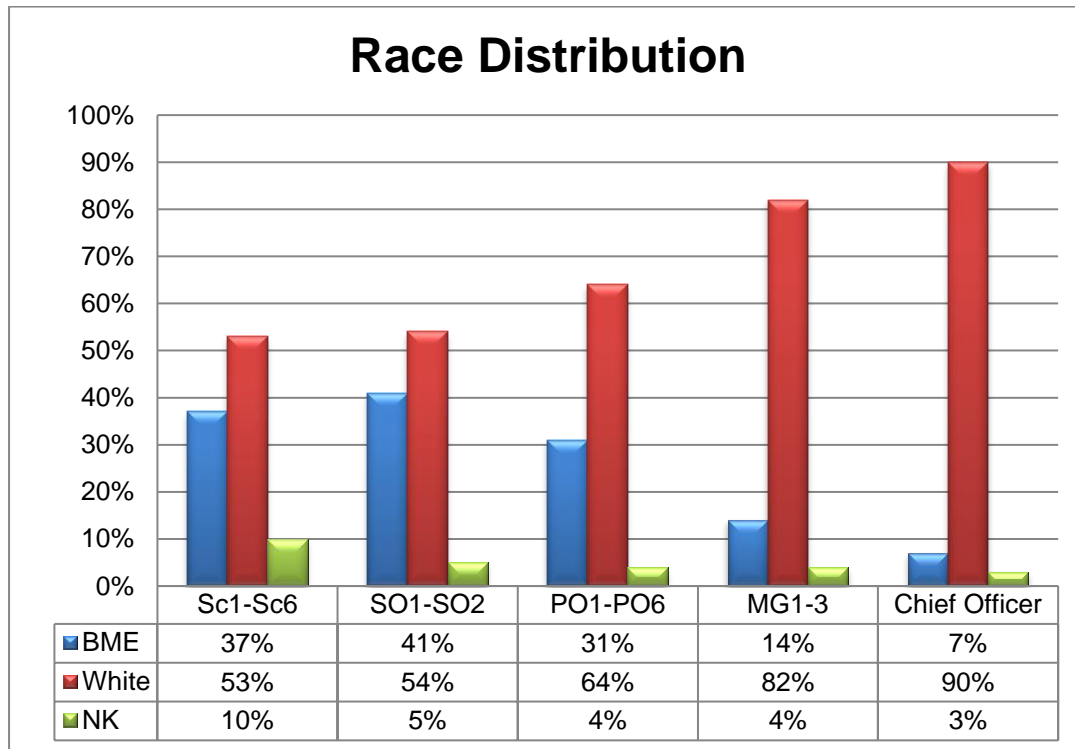
### 2a. Gender



#### 2a. Analysis of Gender

- The split between genders across the SSA is 59% women - 41% men. This is repeated across Sc1-6, SO1-2 and PO1-6, where women comprise roughly 60% of staff at these grades.
- At the two higher levels, women's representation decreases in comparison to men: MG1-3 (46%) and Chief Officer (28%).
- In comparison to the local and London population there are more women working in the SSA. The combined demographic data for Richmond and Wandsworth shows the boroughs are 52% female compared to 49% male.

**2b. Race**

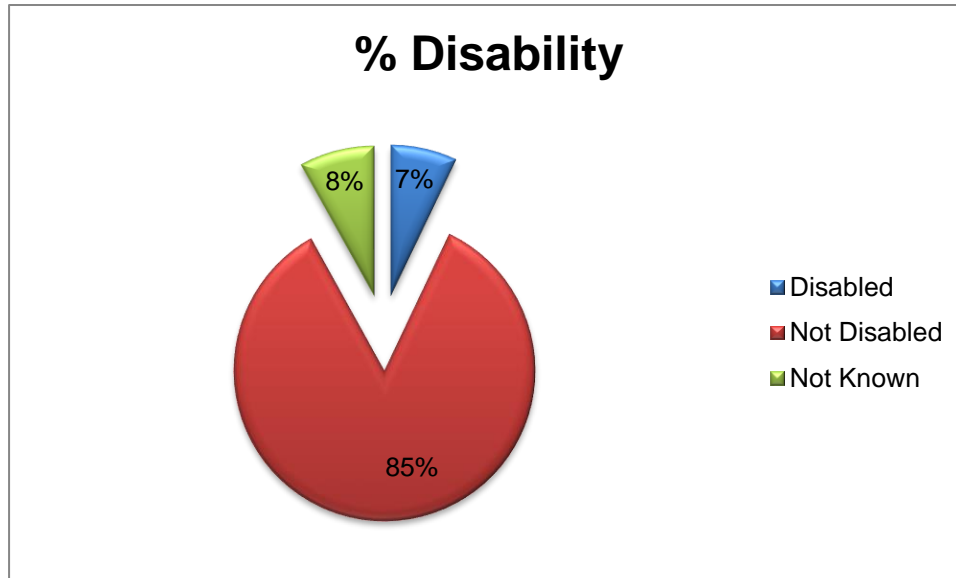


2b. Analysis of Race

Ethnicities have been grouped together to enable a clearer analysis of staff, this is represented as BME (Black Minority Ethnic) and white.

- Overall, BME staff represent 34% of SSA staff compared to 60% white staff (6% not known).
- The proportion of BME staff in the SSA is higher than the combined borough average of the BME population (22%).
- Across the SSA, BME staff are underrepresented in higher levels. This is demonstrated at MG1-3 and Chief Officer, where BME representation falls to just 14% and 7% respectively.
- A training programme aimed at progressing BME staff into higher grades is being developed as a result of these findings.

## 2c. Disability

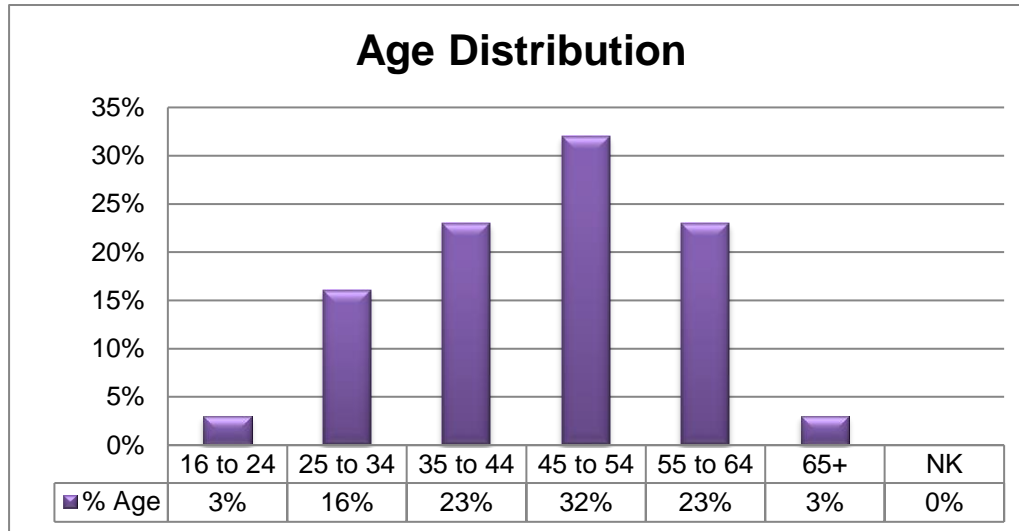


### 2c. Analysis of Disability

- Disability includes having a physical, mental or health condition that limits movement, senses or ability to carry out everyday activities.
- Approximately 7% of staff have declared a disability.
- The divide between women and men who declare a disability (64%-36%) roughly matches the overall gender split in the SSA.
- The number of disabled staff is too small to gain any clarity by analysing them by grade, age, directorate or ethnicity; it would risk staff being identified.
- The number of staff with a disability may be higher than reported, as many people choose not to declare their disability for fear of stigma, discrimination and unawareness of what the term includes. Work is underway with staff to address these issues.
- The combined borough average for those with a disability is 12.7%.
- We are working towards achieving Level 2 of the Disability Confident scheme, which will replace our previous commitment as a '2 ticks' employer.

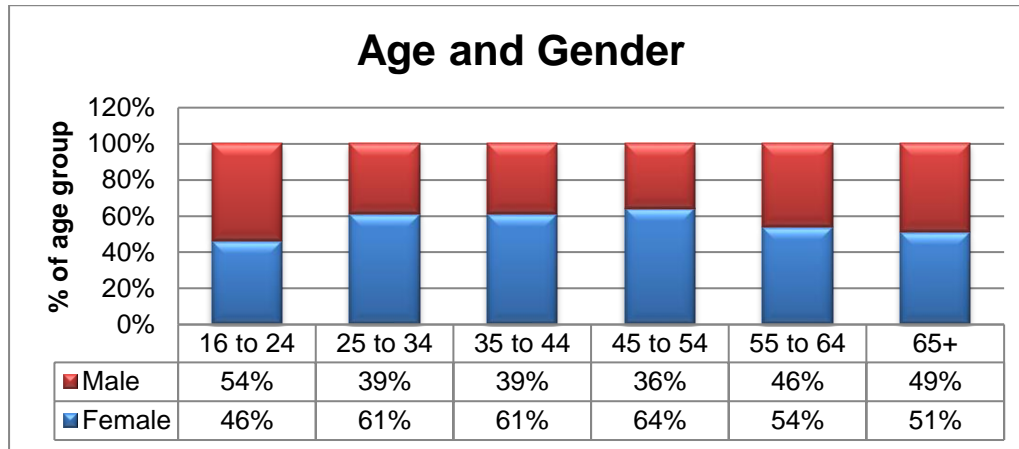


2d. Age

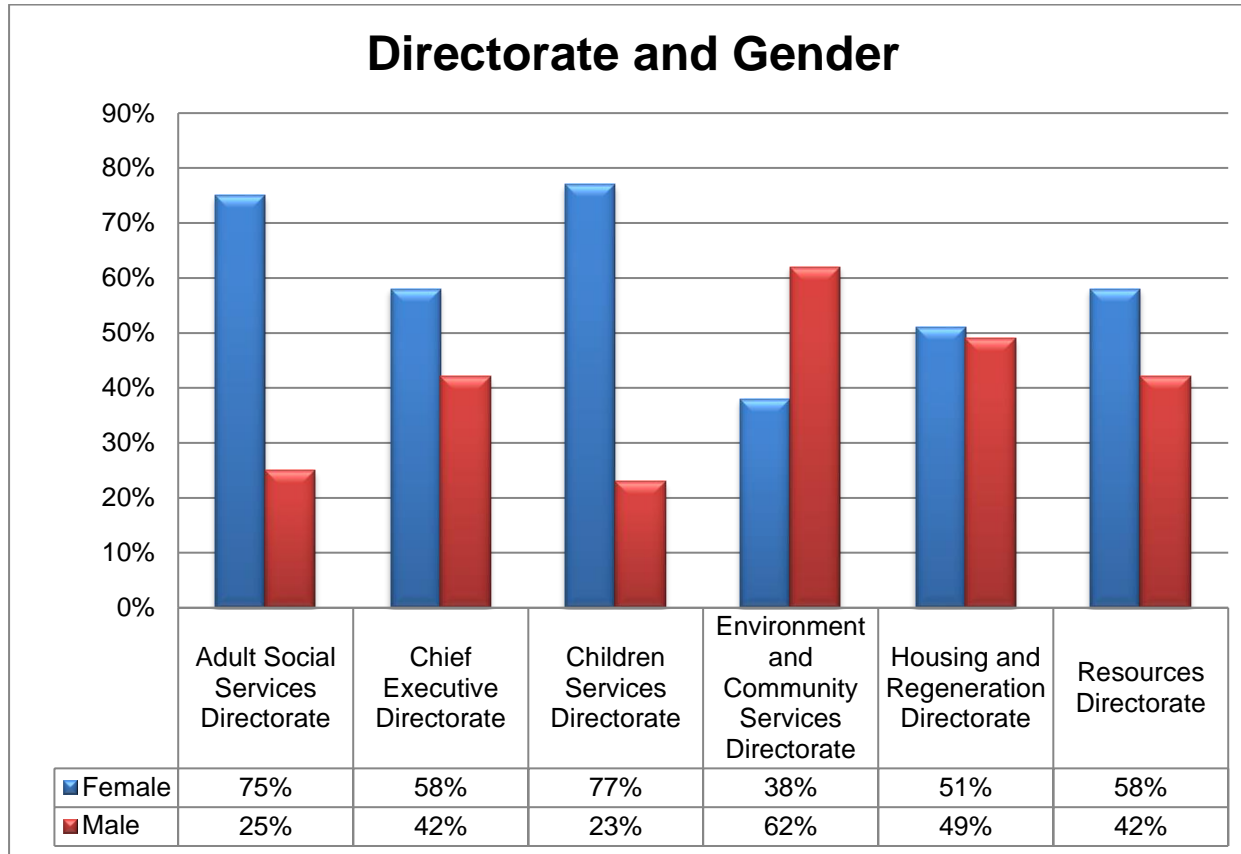


2d. Analysis of Age

- The largest staff group by age in the SSA is 45-54 (32%). This is followed by 35-44 and 55-64 (both 23% each).
- The age of SSA staff is higher than the borough and London median ages of 35 (Richmond and Wandsworth) and 34 (London).
- The distribution across age and gender for permanent and fixed term staff mostly follows the overall gender distribution in the SSA.



**2e. Directorate and Gender**



2e. Analysis of Directorate and Gender

- Women are represented more in Adult Social Services (75%) and Children Services (77%).
- Men are represented more in Environment and Community Services [ECS] (62%).
- The distribution of gender in Chief Executive and Resources Directorates is similar to the overall gender split of the SSA (60% female, 40% male).

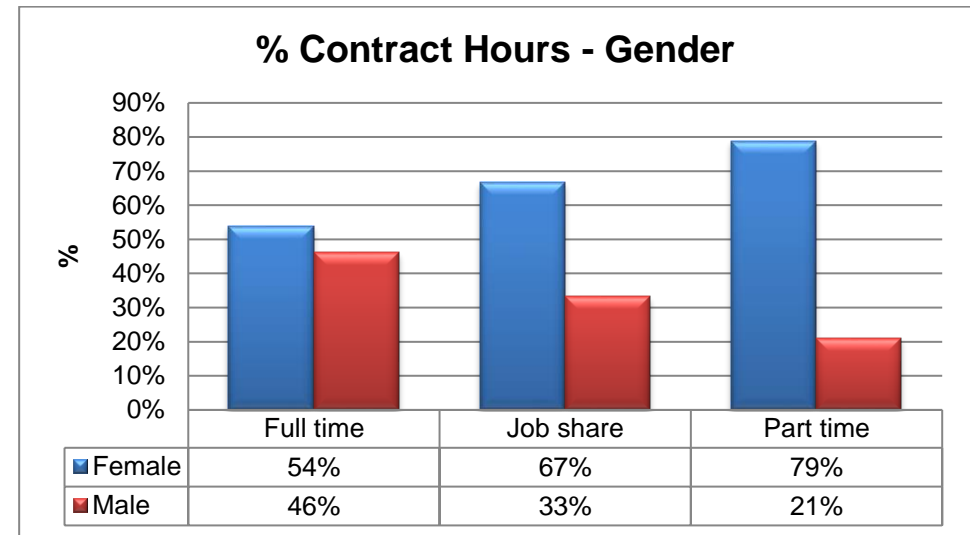
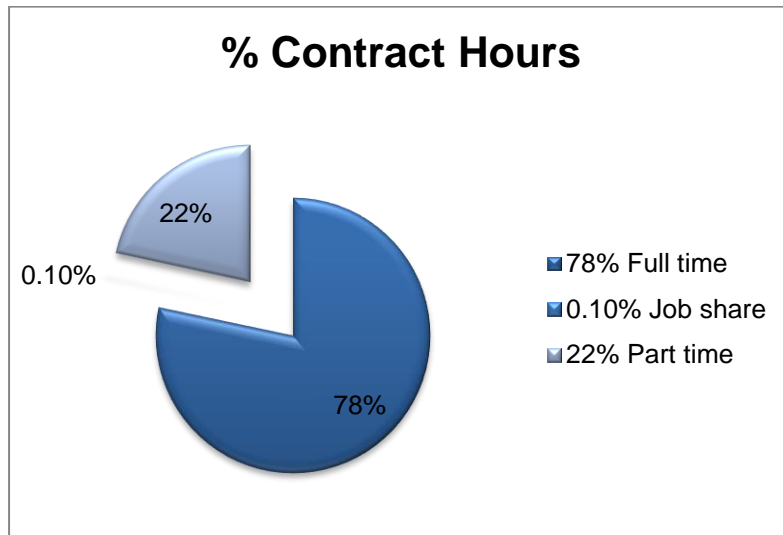
**2f. Contract Hours: Full Time, Part Time and Job Share**

Contract	Total Staff	% of Staff
Full time	2436	78%
Job share	3	0.10%
Part time	672	22%
Grand Total	3111	100%

Contract	Female	Male	Total
Full time	1314	1122	2436
Job share	2	1	3
Part time	530	142	672
Grand Total	1846	1265	3111

2f. Analysis of Contract Hours

- The majority of SSA staff (78%) work full time hours, while 22% have part time hours.
- Job shares comprise less than 1% of contract hour arrangements in the SSA.
- Women make up a large proportion of part-time workers at nearly 80%.
- The split between women and men in full time hours is slightly closer than the overall gender split in the SSA.



## 2g. Flexible working

Flexible working is key to the success of the SSA and is supported and encouraged. Flexible working encompasses a number of different arrangements including flexi time, part-time working, compacted fortnights, flexible retirement, working from home and working on the move and in the field. Different arrangements will suit different service areas and different employee circumstances. Staff are encouraged to discuss their needs with their line managers to find a solution that works for them and the service. This approach ensures staff are well supported to find a working pattern that suits their needs.

## 2h. Learning and Development

Training attended	Female	Male	Unknown	Total
	1953	945	2	2900
%	67%	33%	0%	100%

Training attended	BME	Non-BME	Unknown	Total
	1136	1609	155	2900
%	39%	55%	5%	100%

Training attended	Disabled	Not Disabled	Unknown	Total
	229	2486	185	2900
%	8%	86%	6%	100%

### 2h. Analysis of Learning and Development

- More women attended training (67%) in comparison to men.
- A slightly higher number of BME staff attended training (39%) compared to the overall proportion of BME staff in the SSA.
- The proportion of disabled staff that attended training (8%) is similar to the overall % of disabled staff in the SSA overall.

### 3. Recruitment and Retention of SSA Workforce

#### 3a. Leavers by Directorate

EINAs were carried out on all staffing changes in relation to the SSA restructures and no significant issues arose. Support and advice was offered on an individual basis to staff.

Directorate	Number of Leavers Oct16-Mar17	%
Adult Social Services Directorate	36	13%
Chief Executive Directorate	25	9%
Children Services Directorate	108	38%
Environment and Community Services	74	26%
Housing and Regeneration Directorate	9	3%
Resources Directorate	35	12%
<b>TOTAL</b>	<b>287</b>	

#### 3a. Analysis of leavers

- In total 287 members of staff left the SSA from October 2016-March 2017.
- The highest % of staff that left were from Children Services. This could be due to the poor Ofsted rating which led to a period of transition and change within this Directorate.

#### Leavers by Gender and Directorate

Directorate	Female	Male	Total
Adult Social Services Directorate	28	8	36
Chief Executive Directorate	15	10	25
Children Services Directorate	87	21	108
Environment and Community Services Directorate	35	39	74
Housing and Regeneration Directorate	4	5	9
Resources Directorate	17	18	35
Total	186	101	287

#### Analysis of leavers by gender and directorate

- More women left the SSA from October 2016-March 2017.
- The overall % of female leavers is slightly higher than the gender split of the organisation.
- In Directorates such as Adults and Children the % of women leaving is higher, this is partly due to more women working in this area overall.

**% of Leavers by Gender and Directorate**

Directorate	Female	Male	Total
Adult Social Services Directorate	78%	22%	13%
Chief Executive Directorate	60%	40%	9%
Children Services Directorate	81%	19%	38%
Environment and Community Services	47%	53%	26%
Housing and Regeneration Directorate	44%	56%	3%
Resources Directorate	49%	51%	12%
Total	65%	35%	100%

**Leavers by Race and Directorate**

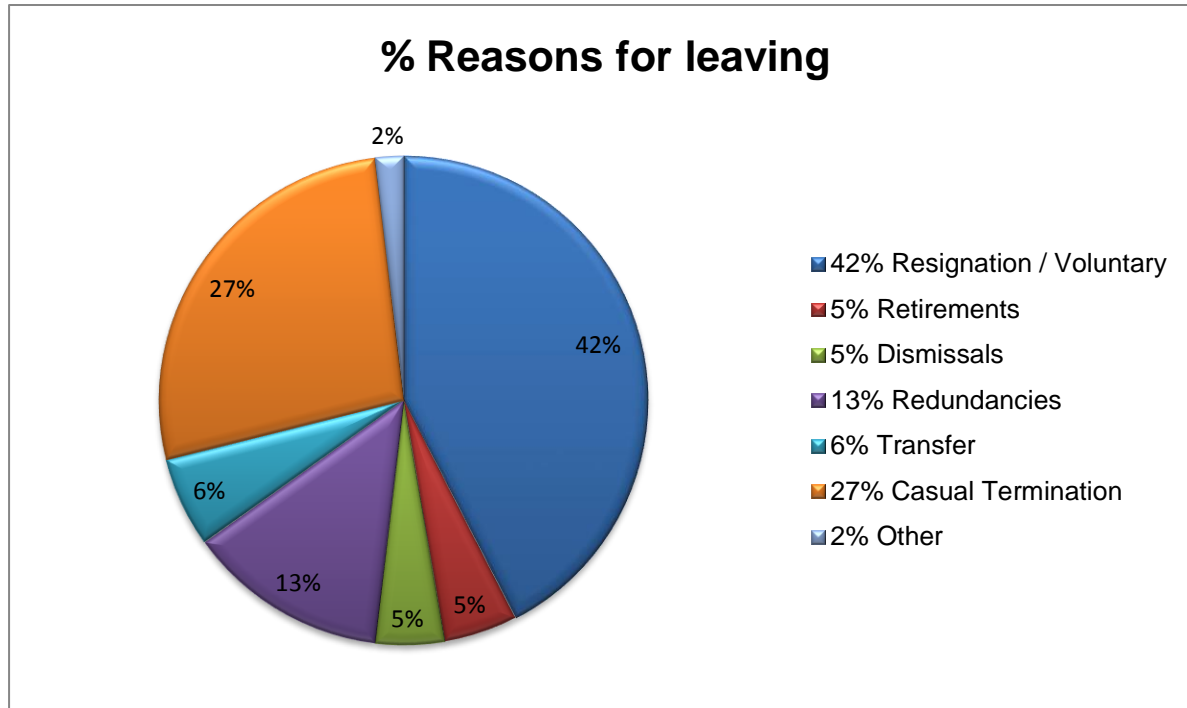
Directorate	Non-BME	BME	Not known	Total
Adult Social Services Directorate	16	17	3	36
Chief Executive Directorate	16	6	3	25
Children Services Directorate	43	53	12	108
Environment and Community Services	44	10	20	74
Housing and Regeneration Directorate	6	2	1	9
Resources Directorate	15	16	4	35
Total	140	104	43	287

Directorate	Non-BME	BME	Not known	Total
Adult Social Services Directorate	44%	47%	8%	13%
Chief Executive Directorate	64%	24%	12%	9%
Children Services Directorate	40%	49%	11%	38%
Environment and Community Services	59%	14%	27%	26%
Housing and Regeneration Directorate	67%	22%	11%	3%
Resources Directorate	43%	46%	11%	12%
Total	49%	36%	15%	100%

Analysis of leavers by race and directorate

- The % of BME (36%) and non-BME staff (49%) that left the SSA roughly matches the overall ethnic distribution of the organisation.
- More BME staff left Children Services, Adult Services and Resources in comparison to non-BME staff members.
- This could partly be accounted by Children and Adult Services having higher proportions of BME staff overall.
- More non-BME staff left Housing and Regeneration (67%) in comparison to BME staff.

### 3b. Reasons for Leaving



#### 3b. Analysis of reasons for leaving

- During the period of October 2016 – March 2017 a total of 370 members of staff left the organisation.
- The majority of staff (42%) resigned voluntarily, while 27% left due to casual termination of contracts.
- Retirements and Dismissals account for only 5% of reasons for leaving each.
- Redundancies account for 13% of reasons for leaving. This is likely due to the significant restructures for the SSA.

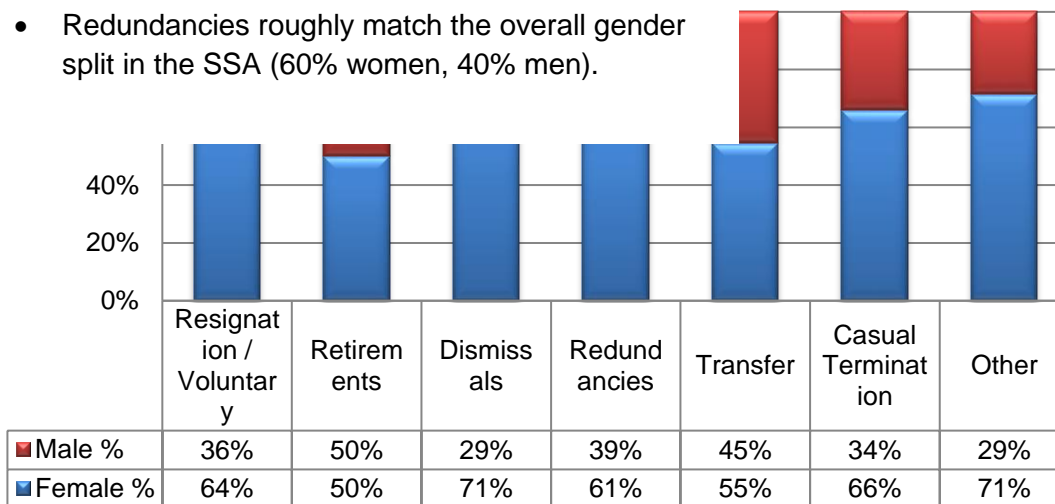
Reasons for Leaving - Gender

**L** Analysis of reasons for leaving - Gender  
**R**  
**R** • Analysing reasons for leaving by gender shows  
**D** that more women (71%) were dismissed from the  
**R** organisation in comparison to men (29%). This  
**T** percentage is slightly higher than the overall  
**C** gender split of the SSA.  
**C** • However, it should be noted that Dismissals  
**T** account for only 5% of reasons for leaving.

	Male	Total
	57	157
	9	18
	5	17
	19	49
	10	22
	34	100
	2	7
	136	370

- Slightly more women resigned voluntarily from the organisation or had contracts terminated casually.
- The same amount of women and men retired from the organisation, and a similar number transferred to another role.
- Redundancies roughly match the overall gender split in the SSA (60% women, 40% men).

**Gender %**



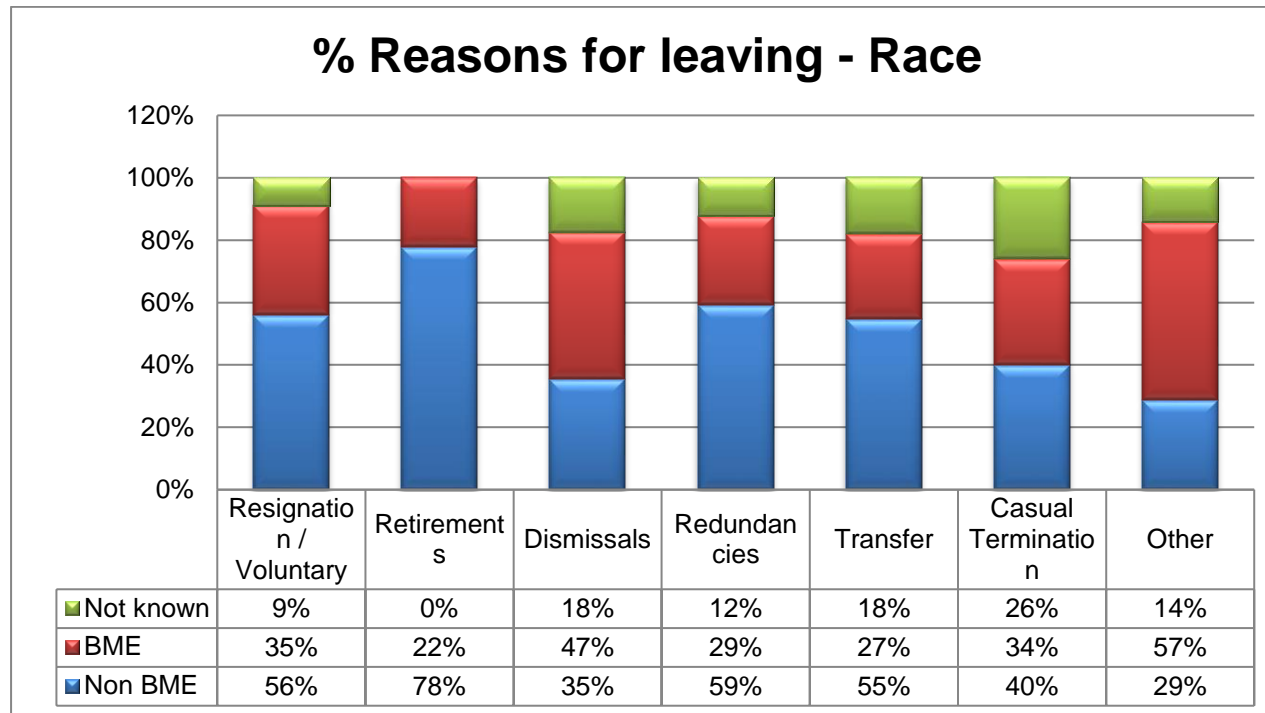


Reasons for Leaving - Race

Leaving reason	Non BME	BME	Not known	Total
Resignation / Voluntary	88	55	14	157
Retirements	14	4	0	18
Dismissals	6	8	3	17
Redundancies	29	14	6	49
Transfer	12	6	4	22
Casual Termination	40	34	26	100
Other	2	4	1	7
<b>Total</b>	<b>191</b>	<b>125</b>	<b>54</b>	<b>370</b>

Analysis of reasons for leaving - Race

- More BME members of staff were dismissed (47%) in comparison to non-BME staff (35%). As BME staff comprise roughly 34% of staff in the SSA overall this is higher than would be expected.
- More non-BME members of staff retired from the organisation (78%).
- Slightly more non-BME staff left due to redundancies and transfers.
- The % of staff who voluntarily resigned roughly matches the overall racial distribution of the SSA.

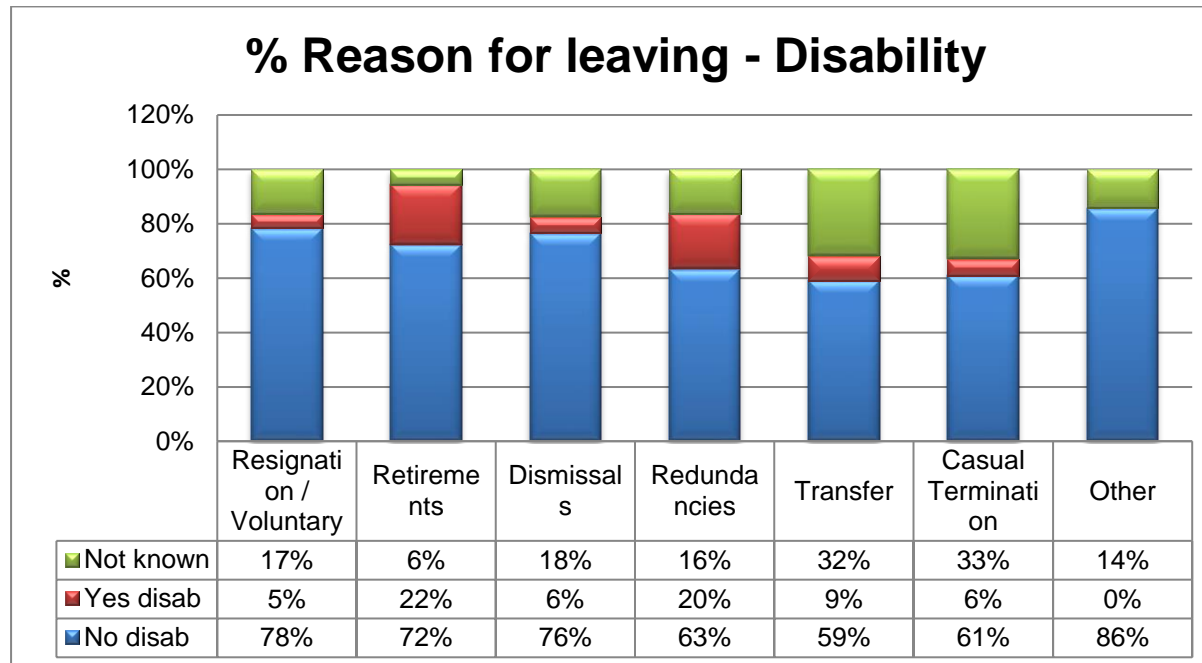


Reasons for leaving – Disability

Leaving reason	No disab	Yes disab	Not known	Total
Resignation / Voluntary	123	8	26	157
Retirements	13	4	1	18
Dismissals	13	1	3	17
Redundancies	31	10	8	49
Transfer	13	2	7	22
Casual Termination	61	6	33	100
Other	6		1	7
<b>Total</b>	<b>260</b>	<b>31</b>	<b>79</b>	<b>370</b>

Analysis of reasons for leaving – Disability

- 7% of staff in the SSA have declared a disability.
- The % of staff with a declared disability that have left the organisation due to voluntary resignation, dismissal, transfer and casual termination is similar to the overall proportion of disabled staff within the SSA.
- A high number of disabled staff retired (22%) and were made redundant (20%).
- There is a relatively high number of staff who left the organisation where it is not known if they had a disability or not.



### 3c. New Starters

Recruitment of SSA staff began in July 2016 in preparation for an official SSA start date of October 2016. There is currently a recruitment review taking place which aims to make the process more inclusive to candidates with additional barriers due to protected characteristics.

Stage	Total	Ethnicity		Gender		Disability	
		Total BME	% BME	Total Female	% Female	Total Disabled	% Disabled
Applied	5202	2703	52%	2640	51%	271	5%
Shortlisted	1310	582	44%	683	52%	71	5%
Appointed	210	66	31%	117	56%	6	3%

Stage - Race	BME	Non-BME	Unknown
Applied	52%	35%	13%
Shortlisted	44%	40%	15%
Appointed	31%	48%	21%

Stage - Gender	Female	Male	Unknown
Applied	51%	41%	8%
Shortlisted	52%	37%	11%
Appointed	56%	34%	10%

Stage - Disability	No disability	Disability	Unknown
Applied	78%	5%	17%
Shortlisted	75%	5%	20%
Appointed	74%	3%	23%

### 3c. Analysis of new starters

- A relatively high proportion of BME candidates applied to work in the SSA (52%), while 31% were appointed to positions. This is similar to the proportion of BME staff in the council overall (34%). At each stage of the recruitment process the proportion of BME candidates decreases.
- The proportion of women at each stage of the application process is similar (between 51-56%). This is slightly less than the proportion of women overall in the SSA and is similar to the borough averages.
- The amount of disabled staff appointed is less than the borough and SSA percentages. However, it should be noted that there is a relatively high amount of candidates that have not declared their protected characteristics, so figures could be higher than reported.

### 3d. Returning to Work Post Maternity Leave

Directorate	Number of Women Returners from Maternity Leave	Resignations (non-returners from Maternity Leave)
Adult Social Services Directorate	3	
Chief Executive Directorate	5	
Children Services Directorate	7	2
Education and Social Services Department	1	
Environment and Community Services	3	
Housing and Regeneration Directorate	5	
Resources Directorate	6	
TOTAL	30	2

3d. Analysis of staff returning to work post maternity leave

- The majority of staff who take maternity leave return to work afterwards. This highlights a positive trend and indicates that women feel supported to return to work.

### 3e. Returning to Work with a Disability

Occupational Health do not have figures available re. the number of disabled employees returning to work following sick leave. This is partly due to the fact that Occupational Health do not see all the staff returning from sick leave to record this information. Also as the Equality Act 2010 has broadened the categories for those who would be considered as disabled including many chronic illnesses, the number are likely to be high. However Richmond and Wandsworth Councils take a positive, proactive approach to supporting staff with a registered disability or those who may be considered as disabled under the Act (the decision ultimately being a legal one) by supporting these individuals back to work through adjusted duties, phased returns, adaptations and adjustments to sickness absence triggers going forward, to take into account possible higher sickness levels due to a disability.

### 3f. Sickness

Averages Oct 16 - Mar 17

Directorate	FTE Days lost	Average days lost per employee
Adult Social Services	1436.4	3.13
Chief Executive	991.3	3.63
Children's Services	1733.3	3.12
Environment and Community Services	1893	3.41
Housing & Regeneration	1982.2	4.28
Resources	2094.9	3.56
<b>TOTAL</b>	<b>10131.1</b>	<b>3.5</b>

### 3g. Disciplinary and Grievances

There were 10 Disciplinary during the period of October 2016 – March 2017. Of these, more women and BME staff were subject to disciplinarys.

Disciplinary	Male	Female	BME	Non-BME
	3	7	6	4
%	30%	70%	60%	40%

During the period of October 2016 – March 2017 no grievance were raised.

## 4. Schools Data and Profile

### 4a. Distribution of School based employees by race and gender within grades

Grade	Total employees	Race		Gender		
		% BME	Total BME	% Women	Total Women	Total Men
	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17
Chief Officer Hay bands 1-5						
Head teachers	56	9%	5	79%	44	12
PO 6-8	15	7%	1	73%	11	4
PO 1-5	101	25%	25	75%	76	25
Teaching Staff	1319	13%	176	81%	1073	246
NHS						
Nursery Staff	1	100%	1	100%	1	0
OS						
Residential Staff	97	10%	10	59%	57	40
SO1-2	95	19%	18	78%	74	21
SC1-6	2470	27%	675	88%	2182	288
Apprentices	5	80%	4	100%	5	0
Other grades	1	0%	0	0%	0	1
Total	4160	22%	915	85%	3523	637

### 4a. Analysis of School profile

- This profile examines only Wandsworth Schools. Schools in Richmond are monitored by [Achieving for Children](#).
- In Wandsworth, there are less BME members of staff working within schools compared to the SSA.
- The majority of staff working within Wandsworth schools are women (85%). This follows a national and historical trend.
- BME representation decreases in higher grades, particularly in PO6-8 and Head teachers.
- The majority of part time school employees are women.

Part time working – Schools

	Male	Female	Total	BME	Disabled	Total employees
School based staff/Teachers	2017	2017	2017	2017	2017	2017
<b>Total</b>	26	265	291	32	10	1319

## 5. Promoting Equality and Diversity in the SSA

The creation of the shared staffing arrangement (SSA) between Richmond and Wandsworth Councils in October 2016 was in response to the financial challenges facing both councils. Over a period of nearly two years, significant work went into creating an organisation that can serve the residents of both boroughs to the same high standards they are used to and expect. At the centre of this and driving our organisational goals are our staff, who are critical to the delivery of the services that we know residents rely on. As such, we recognise the importance in continuing to support and investing in our staff. We also realise that some staff may face additional barriers to achieving their full potential within our organisation. These challenges are highlighted in this report, particularly in relation to staff with one or more protected characteristics and the difficulties they face in progressing to higher grades.

The SSA is committed to promoting equality and diversity and developing a culture that values differences, recognising that employees from a variety of different backgrounds bring important and positive contributions to the Council and can improve the way we deliver services. Our aim is that our workforce reflects the people we serve and is representative of all sections of society. We aim to achieve a working environment where each employee feels respected, treated fairly and able to perform to the best of their abilities.

### **The actions we are taking**

We have taken several steps to monitor our actions and improve the organisation for our staff. These have been outlined in the report and include a recruitment review to make processes more accessible and inclusive; developing training for BME staff to progress into higher grades; achieving Level 2 of the Disability Confident scheme; promotion of flexible working and conducting EINAs to assess the impact of workforce related changes and how problems might be mediated.

Supporting this work is the Equality and Diversity Forum. This group is chaired by the Chief Executive and comprised of Chief Officers from across Directorates, Union representatives, Staff Equality Group Chairs and HR representatives. It is an action-taking Forum which drives the overall direction of internal Equality and Diversity policy. Staff Equality Groups also make a positive contribution towards addressing the issues highlighted in the report. Currently operating are the Staff Disability Action Group, the Race Equality Network and The LGBT Equality & Ally Group. A Women's Network is also in the process of being re-launched. As well as supporting staff these groups provide scrutiny, oversight and advice on Richmond and Wandsworth Councils' policies and actions.



With the SSA we have accomplished a great deal in a relatively short space of time, but the journey has really only just begun. Combining staff groups from two different boroughs posed many challenges. We have created a whole new internal identity to ensure our staff feel they are part of one organisation. There is no plan or intention to make Richmond more like Wandsworth, or Wandsworth more like Richmond. Rather, our organisation is a new way of doing things that will combine the best of both.

### **Next Steps**

While progress has been made it is important to recognise there are still challenges we need to respond to. Our ultimate aim is for our workforce to better represent the communities we serve. This means increasing the representation of marginalised groups particularly in higher levels of the organisation, in management and decision-making positions. This will improve the opportunities for many of our staff as well as help to ensure that the services we deliver are as responsive to local communities as they can be.