



**BLACKBURN**  
*with*  
**DARWEN**  
BOROUGH COUNCIL

Blackburn with Darwen

# Equality Watch Report 2017/18



**ONE COUNCIL ONE TEAM**



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# Equality Watch 2017/18

## Introduction

We are proud to publish our annual Equality Watch Report 2017/18 which provides information on our workforce in accordance with the Equality Acts (2010) Public Sector Equality Duty which came into force in April 2011. The aim of the duty is to help embed equality considerations (which are central to delivering fair and efficient public services) into the day to day activities of public bodies. It encourages public bodies to engage with the diverse communities that are affected by their activities so that policies and services are appropriate and accessible to all.

This report helps monitor our progress on achieving a workforce that is representative of the borough's resident population. The statistical analysis also provides information on the areas where under-representation is apparent and helps us to identify positive actions.

The report is designed to offer a snapshot on our workforce information, more detailed information around equality and diversity and the Council's commitment can be found in our Equality Strategy [www.blackburn.gov.uk/Pages/Equality-and-diversity.aspx](http://www.blackburn.gov.uk/Pages/Equality-and-diversity.aspx)

During the past couple of years, we have continued to find ways to manage the unprecedented reduction in our financial budget. We have had to make significant reductions to job roles, reduce service provision and in some cases discontinue services in order to achieve savings. Every part of the Council has been affected.

### Our priorities

We continue to focus on spending the money left on the things people value and need the most - in other words, our priorities, which are:

1. Creating more jobs and supporting business
2. Improving housing quality and building more houses
3. Improving health and well-being
4. Improving outcomes for young people
5. Safeguarding the most vulnerable people
6. Making your money go further

Increased effort is also going into helping people play a greater role in improving things for us all and shaping our towns and improving community life through the Your Call campaign.

We remain one of the biggest employers in the borough with 69% of our employees living in the borough. We will be launching our new Recruitment Strategy in February 2018 which sets out themes to drive our recruitment activity in a timely fashion, undertaking less reactive and more pro-active recruitment. It also sets out how we will maximise available technology to make the best use of the limited resources available, outlines our intention to start to advertise more of our vacancies externally and further endorses our commitment to valuing diversity and inclusivity.



Harry Catherall  
Chief Executive

# Organisational context

We continue to find ways to manage the unprecedented reduction in the financial budget allocated to the authority by Central Government. Subsequently, the last twelve months have again limited our ability to increase areas of under-represented groups in the organisations workforce profile as identified in previous Equality Watch Reports.

We have continued to manage a downsizing programme which has meant:

- Limited opportunities to impact the workforce profile of the organisation in terms of under-represented protected characteristics, with external recruitment limited owing to the organisations priority to identify alternative employment for employees affected by downsizing.
- A reduction in the amount of internal movement within the organisation

There are still gaps in the information relating to our employees ethnicity and disability status as employees have not chosen to provide this information however, our HR and Payroll system does enable employees to update their own records through a self-service approach, which should provide more robust and inclusive information about our workforce demographics.

We continue to be committed to ensuring a fair and diverse workforce, with equality for everyone. This commitment is underpinned by our Equality Strategy, Code of Practice and supported by current government legislation.

An important part of quantifying our equality commitment is to monitor our workforce profile. Monitoring and analysing workforce data in this way is crucial as it enables us to compare our workforce to our local population, identifying gaps which may need positive action, which can then influence our Recruitment Strategy. Our commitment to ensuring we operate fairly and equitably extends beyond our workforce and also includes service delivery. The information collected is used to:

- inform and develop equality objectives
- inform and evolve the Council's Recruitment Strategy
- inform the work of Management Board and our associated organisational development objectives
- inform employment policy and practices
- support departmental polices and service areas

# Organisational context

**Two key strategies which underpin our approach to equality and diversity**



Our People Strategy – ‘The Workforce Wheel’, continues to outline what we expect of our employees and what they can expect from us. Ensuring equality for all employees and embracing the diversity of our workforce is a key element of the Strategy and inherent in all segments of the Workforce Wheel.



## Recruitment Strategy 2018 and beyond.....



Our Vision: "Ensuring we get our attraction, assessment and selection right – recruiting to our roles first time, every time"



In addition, we are in the process of launching our new Recruitment Strategy which clearly sets out our aspirations for 2018 and beyond in terms of filling roles we have available. A key part of this strategy is to start opening our doors and recruiting externally where we cannot fill internally, which will allow us the opportunity to influence our workforce diversity.

# Workforce profile

## Reduction of workforce numbers 2010 - 2017

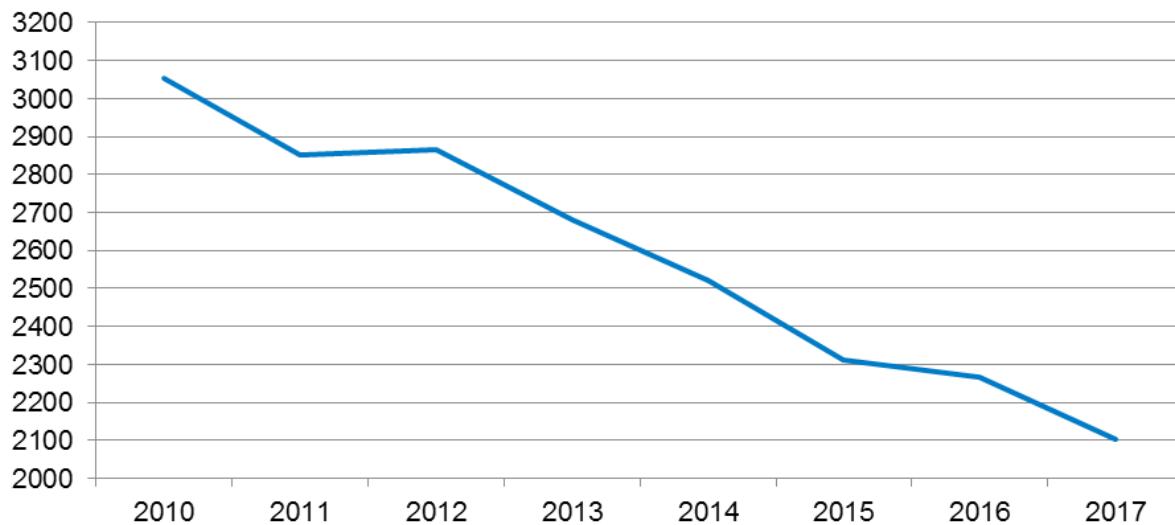
The workforce and departmental distribution continues to be determined by the reduction in funding meaning political drive and decision making is re-shaping the organisations service offer and changing our priorities.

Accordingly, the organisational headcount has continued to decrease year on year which is outlined in the table below as an overall organisational picture – from 3052 employees in 2010 to 2104 employees in 2017.

Year	2010	2011	2012	2013	2014	2015	2016	2017	Overall reduction
No. of employees	3052	2850	2864	2680	2520	2312	2265	2104	948

The Council has continued to make efforts to prioritise the redeployment of employees at risk of redundancy so the number of vacancies recruited to externally has been kept to a minimum. However, we acknowledge that it is also crucial we have people with the right skills, attributes and experience in the right roles, so where we cannot fill roles internally, our new Recruitment Strategy facilitates opportunities for us to advertise and appoint externally.

**Employee Numbers by Year  
2010 to 2017**



# Workforce profile

## Headcount

As at 30 November 2017, our workforce was made up of employees on permanent, fixed term or seasonal contracts, including multiple contracts, the total headcount within the Council was 2104. This is the total used throughout the Equality Watch Report 2017/18.

(These figures do not include school employees, Councillors, Partnership posts or casual posts).

Our functions are split into three Programme areas: People, Place, Resources and then further split into Departments, each of which delivers a specific type of service, either directly or indirectly to residents of the Borough. The headcount per department is shown in the table below:

Programme Area	Department	Total
<b>People</b>	Adult Services	253
	Children's Services	542
	Housing & Localities	125
	Public Health	19
	Schools & Education	101
	<b>People total</b>	<b>1040</b>
<b>Place</b>	Environment & Leisure	391
	Growth & Development	242
	Growth Lancashire Ltd	18
	Strategy & Funding	8
	<b>Place total</b>	<b>659</b>
<b>Resources</b>	Chief Executives	17
	Finance & IT	215
	HR, Legal & Corporate Services	173
	<b>Resources total</b>	<b>405</b>
<b>Grand Total</b>		<b>2104</b>

# Workforce profile

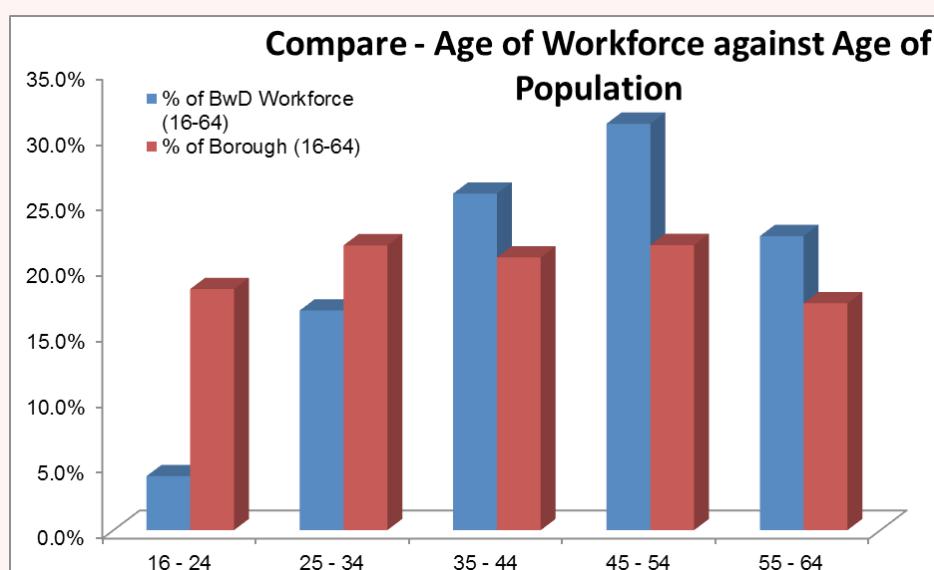
## Age profile

The table and graph below shows the age profile of our employees in comparison to the local population figures. The breakdown remains broadly consistent across all age categories as in previous years. The average age of an employee here is 43.8 years.

The number of employees aged 16 – 24 is still very low when compared with the local working age population. We remain committed to our Annual Apprenticeship Scheme and have started planning for our 2018 intake.

Employees of BwD Council			Estimated Population of BwD Borough*		
Age Range	Total No. of Employees	% Workforce (16 - 64)	Mid - 2016 (Working Age Only)*	% Of Borough (16 - 64)	Difference
16 - 24	85	4.1%	16,863	18.4%	-14.3%
25 - 34	346	16.8%	19,918	21.7%	-5.0%
35 - 44	530	25.7%	19,073	20.8%	4.9%
45 - 54	640	31.0%	19,936	21.8%	9.3%
55 - 64	463	22.4%	15,864	17.3%	5.1%
<b>Total</b>	<b>2064</b>		<b>91,654</b>		
65+	40				
<b>Grand Total</b>	<b>2104</b>				

\*Source - [www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforkenglandandwalesscotlandandnorthernireland](http://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforkenglandandwalesscotlandandnorthernireland)



# Workforce profile

## Ethnicity profile

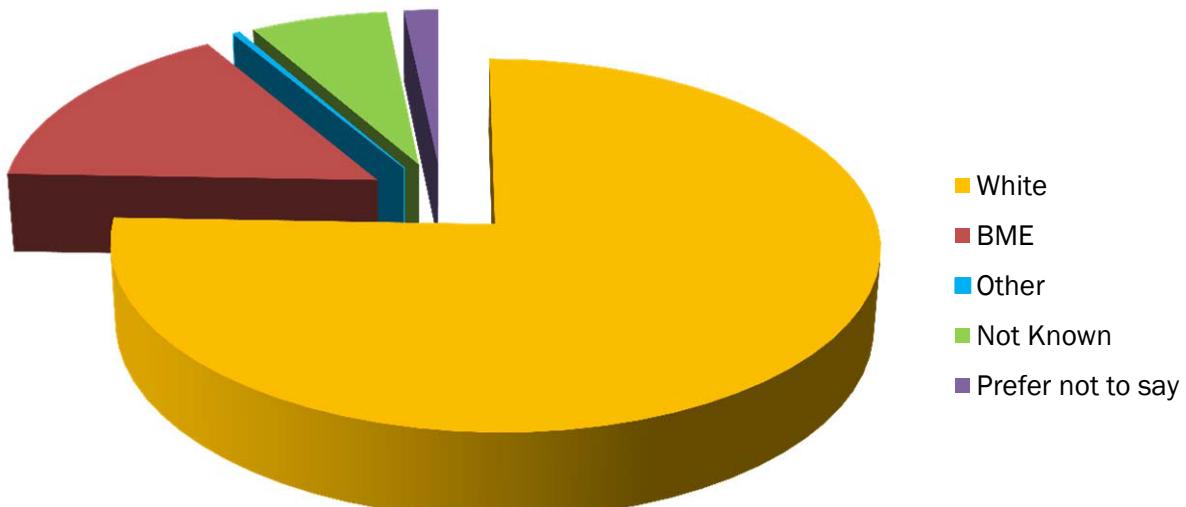
The tables below show the breakdown of headcount by ethnicity. Three quarters of the workforce are from a white ethnic background and a further 15.8% are from a BME (Black and Minority Ethnic) background which is an increase of 0.6% from the following year.

The figures compared with the local population profile in relation to ethnicity, demonstrate an under-representation of the workforce with regards to ethnicity, as almost 15.8% of the workforce have stated their ethnicity to be BME compared to 30% of the working age population estimates.

8.4% of employees have either chosen not to disclose their ethnicity by selecting 'prefer not to say' or have not updated their personal record yet so the ethnicity field remains blank. The HR and Payroll system has self-service functionality which allows employees to update their personal records accordingly and we are keen to understand the ethnicity of all employees so are encouraging completion of this field. The field is mandatory for all new starters.

	Total No. of Employees		BwD Population (Census 2011)	Difference
Ethnicity	No.	%	%	%
White (British)	1590	75.6%	69.2%	6.4%
BME	332	15.8%	30.0%	-14.2%
Other	7	0.3%	0.8%	-0.5%
Not Known	140	6.7%	/	/
Prefer not to say	35	1.7%	/	/
<b>Grand Total</b>	<b>2104</b>			

**% of Workforce by Ethnicity**



# Workforce profile

## Ethnicity profile

### Ethnicity breakdown for the organisation

Ethnicity	Total No. of Employees		BwD Population (Census 2011)	Difference
	No.	%	%	%
Asian or Asian British	9	0.4%	1.10%	-0.7%
Bangladeshi	2	0.1%	1.00%	-0.9%
Black	12	0.6%	0.60%	0.0%
Chinese	1	0.0%	0.50%	-0.5%
Indian	196	9.3%	13.40%	-4.1%
Mixed	9	0.4%	1.20%	-0.8%
Pakistani	103	4.9%	12.10%	-7.2%
White	1590	75.6%	69.20%	6.4%
Other	7	0.3%	0.80%	-0.5%
Not Known	140	6.7%	/	/
Prefer not to say	35	1.7%	/	/
<b>Grand Total</b>	<b>2104</b>			

Over recent years there has been limited opportunity to influence the workforce demographics with regards to ethnicity as the majority of recruitment has been internally from our own employees – however, as we launch the new Recruitment Strategy, where we advertise externally we will be working to raise applications from all sections of our community, working with partner organisations to raise awareness and encouraging interested applicants to sign up to our email alerts for vacancies to ensure we retain interest.

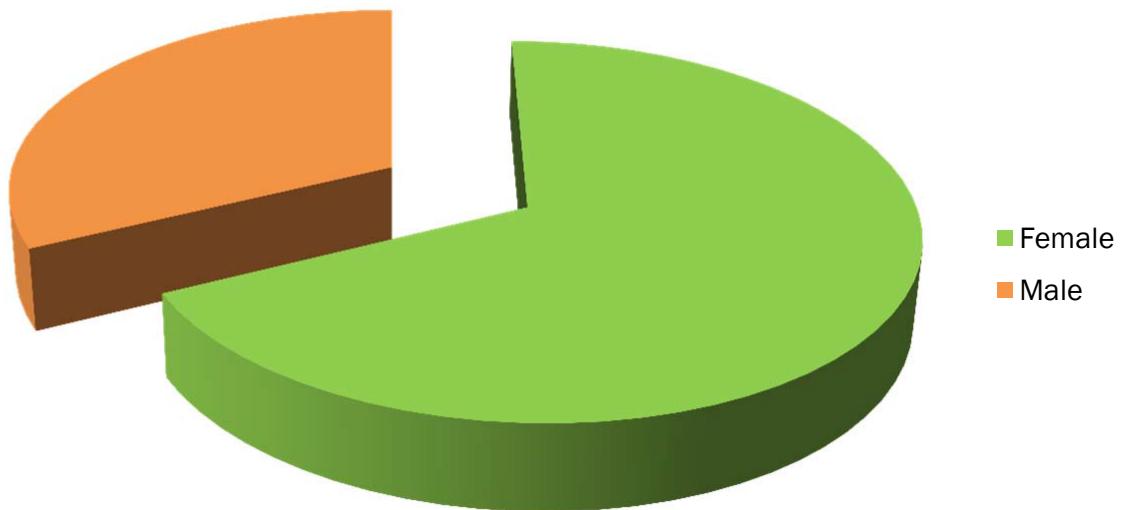
# Workforce profile

## Gender profile

The table below shows that the Council has a predominantly female workforce (two thirds) and this has remained consistently the case for many years.

Gender	Total No. of Employees	% of Workforce
Female	1428	67.9%
Male	676	32.1%
<b>Grand Total</b>	<b>2104</b>	

**% of Workforce by Gender**



# Workforce profile

## Gender Pay Report

The Equality Act 2010 (Gender Pay Gap Information) Regulations came into effect in March 2017. They require that organisations with 250 employees or more publish a series of statistics covering a number of different measures of the gap between the total pay of male and female employees.

These measures must be published, no later than 30 March 2018 for Public Authorities, and every 12 months thereafter. However, we have prepared ours in advance and decided to include it below:

We were very pro-active in ensuring that a review of pay and reward was undertaken at a very early stage over ten years ago and we have continued to monitor the impact of this on our workforce. Men and women in the same role, performing equal work are paid equally, '**same job – same pay**'. We actively support the progression of both men and women within the organisation and all employees progress proportionately.

We are proud to acknowledge that following the analysis of our gender pay gap, we are one of the best Local Authority performers having one of the lowest gaps within the North West.

The Equality and Human Rights Commission reports that in the Britain, there is an overall gender pay gap of 18.1%

Source:

[www.equalityhumanrights.com/en/advice-and-guidance/what-difference-between-gender-pay-gap-and-equal-pay](http://www.equalityhumanrights.com/en/advice-and-guidance/what-difference-between-gender-pay-gap-and-equal-pay)

# Workforce profile

## Gender Pay Report

Mean and Median average total female pay as a % of total male pay:

Gender	Hourly Rate - Mean
Female	£13.51
Male	£13.60
% Difference	0.7

Gender	Hourly Rate - Median
Female	£12.10
Male	£11.77
% Difference	-2.8

Mean average total female bonus pay as a % of total male bonus pay:

Gender	Bonus
Female	103.57
Male	100.00
% Difference	-3.6

Gender	Proportion No	Proportion %
Female	28	73.7 %
Male	10	26.3 %
Total	38	100 %

The only bonus payments paid by the Council (as defined as a bonus within the ACAS Gender Pay Reporting Guidance) are our long service award where we award £100 after 20 years service and £200 after 40 years service. These are paid in vouchers for the local shopping centre.

The proportion of males and females (of those who were eligible) who received bonus pay in each pay quartile:

Gender	Median
Female	100 %
Male	100 %
% Difference	0

The proportion of males and females who received bonus pay in 2016/17 (i.e. Long Service Award)

Gender	Percentage
Female	1.8 %
Male	1.3 %

The proportion of male and female employees in each quartile of the organisations pay structure:

Quartile	Female	Male	Grand Total
1	67.8%	32.2%	100.00%
2	61.6%	38.4%	100.00%
3	69.7%	30.3%	100.00%
4	65.7%	34.3%	100.00%
<b>Grand Total</b>	<b>66.2%</b>	<b>33.8%</b>	<b>100.00%</b>

# Workforce profile

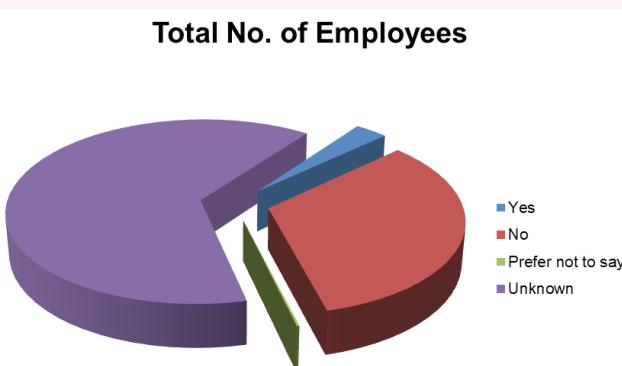
## Disability profile



The table below shows the number of employees who state they have a disability.

As at 30 November 2017, 65 employees, or 3.1% of the total workforce, had declared they have a disability. Employees are asked at their point of entry into the organisation i.e. application form stage, to disclose whether they feel they have a disability. During the course of their employment, employees are not asked to redefine their disability status at any stage even if there have been any changes. We are keen to enable employees who become disabled to remain in work by providing reasonable adjustments to their working environment or how they carry out their duties.

The 2011 census found that 18.1% of the local population described themselves as having a limiting long-term illness. Organisationally, we have limited data on the disability status of employees as 64% of employees have either chosen not to say or not updated their employee record. We are committed to continue to improve the quality of data collection for disability so this is being addressed as part of the continued implementation of the HR and Payroll system and self-service functionality. Employees are actively encouraged to update their disability status in the personal records section



In December 2017 we were successful in being re-awarded our Level 2 Disability Confident employer status owing to our ability to demonstrate how we met our disability commitments and this includes where an applicant who declares they have a disability and meet the minimum selection criteria for a job, they will be invited to interview. Disability Confident replaces the Two Ticks symbol which has now been phased out.

It is important to acknowledge that the provision of data on disability will always be a sensitive one, and employees may decide not to share their disability status if they do not feel they need any support or reasonable adjustments to help them. We are confident that all our policies and procedures are equitable and fair for everyone.

Disabled	Total No. of Employees	% of Workforce
Yes	65	3.1%
No	694	33.0%
Prefer not to say	4	0.2%
Unknown	1341	63.7%
<b>Grand Total</b>	<b>2104</b>	

# Workforce profile

## Employee Relations cases

The tables below show the Grievance and Disciplinary cases undertaken within the organisation broken down by gender, age and ethnicity. These cases represent a very small number as a proportion of the total workforce and are consistent with the number of cases over previous years.

There were no cases involving employees who have indicated they have a disability.

Gender	Disciplinary	Grievance	Grand Total	% Disciplinary	% Grievance	% of Workforce
Female	23	5	28	54.8%	71.4%	67.9%
Male	19	2	21	45.2%	28.6%	32.1%
<b>Grand Total</b>	<b>42</b>	<b>7</b>	<b>49</b>			

Age Range	Disciplinary	Grievance	Grand Total	% Disciplinary	% Grievance	% of Workforce
16 - 24	1	1	2	2.4%	14.3%	4.1%
25 - 34	10	1	11	23.8%	14.3%	16.8%
35 - 44	11	0	11	26.2%	0.0%	25.7%
45 - 54	12	2	14	28.6%	28.6%	31.0%
55 - 64	8	3	11	19.0%	42.9%	22.4%
<b>Grand Total</b>	<b>42</b>	<b>7</b>	<b>49</b>		Note: no results for 65+	

Ethnicity	Disciplinary	Grievance	Grand Total	% Disciplinary	% Grievance	% of Workforce
BME	3	0	3	7.1%	0.0%	15.8%
Not Known	4	0	4	9.5%	0.0%	6.7%
White	35	7	42	83.3%	100.0%	75.6%
<b>Grand Total</b>	<b>42</b>	<b>7</b>	<b>49</b>		Note: no results for 'Prefer not to say' or 'Other'	

# Equality Improvement

## Comparison with local demographical data

The summary table below compares the profile of the local population and our workforce with respect to four of the nine protected characteristic groups as recorded in the Equality Act (2010).

Equality Group	Local working age population (16 - 64)	BwD Workforce	Comparison
Age	37.1% of the working age population in the Borough are aged between 45-64	Largest employee age band is 45-54 which represents nearly a third of the workforce (31.0%)	16-24 significantly under represented
Disability	18.1% have limiting long term illness	3.1% declared disability low levels of data	No clear picture
Ethnicity	30.4% BME	15.8% BME	Under represented but a consistent positive increase
Gender	49.5% female	67.9% female	No overt concern but requires further analysis

From previous experience and feedback, we recognise that it can be inappropriate to ask personal and intrusive questions to employees and this explains why for some protected characteristics we hold no information or low levels of employee data.

Nevertheless, we recognise the importance of ensuring the views of protected characteristic groups are captured where possible to help inform employment policies and practice.

# Equality Improvement

## Summary Action Plan

Action	Activity	Timescale
Improve data quality to address areas where little or no data is held	<p>Continue to encourage employees to complete gaps where no data is held using self-serve modules and take responsibility for ensuring accurate and timely personal information.</p> <ul style="list-style-type: none"> <li>• Ensure effective collection of data at source ie online application process, new starter process, internal starter process</li> <li>• Process to be developed where any changes made my MyView means they mandatorily have to re-asses their disability status and also complete ethnicity if it is blank</li> </ul> <p>Regular reports to be run to check progress and feed information into E&amp;D Group.</p>	Ongoing during 2018
Continue to commit resources to our annual intake of Apprentices	Particularly targeting the 16 – 24 age group, we will continue to resource and invest in an annual intake of Apprentices of circa 20 roles, in services across the organisation to maximise interest and ensure diversity of opportunity.	September 2018
Launch new Recruitment Strategy	<p>As part of the roll-out of the new organisational Recruitment Strategy – ensure that we utilise all mediums to attract applicants from all backgrounds, ages etc from all four corners of the Borough.</p> <p>Use management information to analyse application sources, and work with appropriate partner organisations to do more direct targeting as necessary.</p> <p>Continue to feed information into the Borough wide Employment and Skills Board and associated Council action plan around the diversity of our workforce, associated employment opportunities and areas of under-representation so a Borough wide approach can continue to be embedded.</p>	

# Workforce data sources

## Data Collection and Definitions

All information contained in this report is compiled from the information held within Human Resources on our employee data management HR and Payroll system.

### Data Collection and Definitions

#### **Who's included:**

All employees on Permanent or Fixed term contracts, unless otherwise stated.

#### **Who's not included:**

School employees are excluded from all statistics as schools have a duty to publish their own data. Councillors are also excluded as are partnership posts and casual employees.

#### **Reporting periods:**

These statistics represent a “snapshot” of the workforce based on a point in time date (as at 30th November 2017) and a 12 month period covering (1st December 2016 to 30th November 2017). Except for the Gender Pay data which was taken as at 31 March 2017

The following categories have been used in the employment data:

#### **Age**

Age is broken down into the following categories: 16-24, 25-34, 35-44, 45-54, 55-64 and 65+.

This is a derived field calculated using date as at 30th November 2017 and a person’s date of birth.

#### **Gender**

Gender is recorded as male or female.

#### **Ethnicity**

Ethnicity is self-defined - employees are asked this at point of application in the recruitment process and all employees have been asked to confirm their ethnicity on the employee record on the HR and Payroll system.

The classifications are as follows:

- A. **White** – British; Irish or any other White background.
- B. **Mixed** – White and Black Caribbean; White and Black African; White and Asian or any other Mixed background.
- C. **Asian or Asian British** – Indian; Pakistani; Bangladeshi or any other Asian background.
- D. **Black or Black British** – Caribbean; African or any other Black background.
- E. **Chinese or other Ethnic group** – Chinese or any other Ethnic Group.

In the current report the classifications used are based on the 2011 Census.

#### **Disability**

Employees are asked whether they considered themselves to be disabled under the definitions of the Disability Discrimination Act 2005 – they are asked this at point of application in the recruitment process and all employees have been asked to confirm their status with regards to disability on the employee record on the HR and Payroll system.

If you require a summary of this information in an alternative version such as large/giant print, braille or audio please contact the Equalities Team:

Telephone: 01254 585890  
Email: [Equality@blackburn.gov.uk](mailto:Equality@blackburn.gov.uk)

Produced by the Corporate Equality and Diversity Group

