

Date of meeting: 24th September 2014		Agenda Item: TBC
Title of report:	Recruitment of Senior Officers	
Lead Director:	Caroline Holland	
Lead Officer:	Dean Shoesmith	
To which strategic theme(s) does this item relate?	Sustainable communities	No
	Safer & Stronger communities	No
	Healthier Communities	No
	Older People	No
	Children & Young People	No
	Corporate Capacity	Yes
Is this item for:	Information only?	No
	Discussion?	Yes
	Decision?	Yes
If this report is for decision, please list the recommendations that you are making to CMT	1. To note the current workforce profile of senior managers in Merton	
	2. To note and agree actions to improve the representation of senior managers who are from a BAME background.	
Is this report intended to...	Come back to CMT?	No
	Go to Leader's Policy Group?	No
	Go to Cabinet?	No
	Go to Council?	No
	Go to Overview & Scrutiny?	No
	Go to the LSP?	No

Joint Consultative Committee for Ethnic Minorities

Date: 24th September 2014

Agenda item:

Subject: Recruitment of senior officers

Lead officer: Dean Shoesmith, Head of Human Resources

Lead member: Cllr Mark Allison.

Recommendations:

- A. To note the profile of the senior workforce of the Council.
 - B. To note and agree actions to ensure the Council is as representative as possible amongst the senior manager workforce.
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1. Purpose of report and executive summary

- 1.1 Members of the Joint Consultative Committee have requested a breakdown of the BAME profile of the Council's senior manager postholders. This report provides data relating to the BAME background of Merton's senior managers and benchmarking with other London Boroughs.
- 1.2 Actions to improve the representation of BAME postholders amongst senior managers are outlined in the main report.

2. Details (high-level overview)

- 2.1 The population of Merton includes a profile of 25% BAME residents and 75% non-BAME residents (source – official Government statistics). It is important that the Council's workforce is representative of the community we serve in order to provide as responsive a service as possible.
- 2.2 Regular workforce data collection is undertaken and monitored using two main methods:
 - (i) The Merton performance information dashboard, and
 - (ii) Monthly HR metrics reporting to the Corporate Management Team (CMT)

In addition, Departmental Management Teams (DMTs) are provided with and review equalities data (amongst other workforce information) on a monthly basis to monitor the profile of the workforce.

- 2.3 Table 1 overleaf provides details of the profile of the Council's senior managers. There is a trend for the lower range of senior manager grades to reflect people from a BAME background – in particular concentrated around the range MGA (the lowest senior manager grade) to MG2. From MG3 and above there are no recorded BAME postholders

as detailed in the table. However, there is some degree of non-reporting ethnic origins and this issue is addressed in the recommended actions at section 2.9 of the report.

2.4 Profile of the Council's senior manager workforce by grade and BAME background

Table 1

Grade	BAME	Non BAME	Not known/Not provided	Grand Total	% Not known/Not provided	% BAME	% Non BAME
Mgt Grade A	2	12		14	0.00%	14.29%	85.71%
Mgt Grade B	5	18	4	27	14.81%	18.52%	66.67%
Mgt Grade C	4	13	4	21	19.05%	19.05%	61.90%
Mgt Grade 1	2	12	1	15	6.67%	13.33%	80.00%
Mgt Grade 2	4	11	1	16	6.25%	25.00%	68.75%
Mgt Grade 3		2	1	3	33.33%	0.00%	66.67%
Mgt Grade 4		3		3	0.00%	0.00%	100.00%
Mgt Grade 5		3	1	4	25.00%	0.00%	75.00%
Director		4		4	0.00%	0.00%	100.00%
CE		1		1	0.00%	0.00%	100.00%
Grand Total	17	79	12	108	11.11%	15.74%	73.15%

2.5 In terms of how Merton's position benchmarks with other London Boroughs, data from London Councils shows that an analysis of the top 5% earners for the proportion of BAME postholders is in a range from 2.9% to 27%. The mean average is 14.7%. Therefore, in terms of Merton's position against the other 32 London Boroughs the Council is slightly higher than the mean at 15.7%; although short of an upper quartile position. The 15.7% proportion of senior managers from a BAME background has increased in the last two years. The position in September 2012 was 11.1 % senior managers were from a BAME background and therefore there has been an increase of 4.6% in the two-year period 2012 to 2014. As the Council has entered into shared service arrangements this has some impact upon the profile of senior managers as well, with TUPE (Transfer of Undertaking Protection of Employment Regulations) applying.

2.6 The Council as a whole has seen a reduction in the overall number of staff employed from a BAME group and is slightly below the desired target for the last 12 months. The total BAME workforce is currently 20% whilst the target is 22%.

2.7 Actions

2.8 Whilst progress has been made to increase the BAME profile amongst senior managers (an increase of 4.6% - see 2.5 above) the percentage is still below that of the whole workforce (20%). Therefore, actions are being taken to address the gap.

2.9 Departments have been asked to remind staff (including senior managers) to review and update their personal details within i-Trent (HR information system) through self-service to ensure that the Council has as full and accurate details of the workforce profile as possible. This will be reviewed monthly to assess if the position has improved through analysis of the data and, if not, further actions and considerations will be taken forward. This to include positive action measures where possible and appropriate.

2.10 Departments (through DMT meetings) were asked to review their actions and targets. Community and Housing and Children, Schools and Families are exceeding the corporate target of 22%. The BAME equality measure has been discussed at Environment and Regeneration (E&R) and Corporate Services DMT meetings to identify how they can improve the targets within these areas. Within both of those departments it is understood that it is harder to achieve movement on equality measures whilst the organisation is subject to workforce reduction but this remains a consideration for the departments when re-organising and recruiting through the use of equality impact assessments and good practice.

2.11 The Council has commissioned a new leadership and management development programme with educational content aligned to the Institute of Leadership and Management (ILM) and at different levels: 3 (A-level equivalent), 5 (degree equivalent) and 7 (post-graduate equivalent). The content includes a range of development measures including: identification of personal development needs, personal development of first line managers, "being a leader", "future leaders" and leading equality and diversity. These development programmes are specifically designed to increase the capacity, knowledge and skills of the workforce to enable them to develop and progress in the Council. In particular, the dedicated "being a future leader" and "future leaders" programmes are designed to nurture workforce talent to become future senior managers, including improving the representation of senior managers from a BAME background. The leading equality and diversity programme is aimed to support the Council's managers to address equalities and diversity, including the representation of BAME staff across the workforce.

2.12 Further development has also been taken at a departmental-level with a BAME managers' development programme in Community and Housing, as an example. Another such example is a Children, Schools and Families coaching and mentoring group led by the director for BAME middle managers with a view to development in preparation for senior manager roles.

2.12 The Council has developed a new Workforce Strategy that also seeks to address workforce equalities issues as one of the key strategic deliverables for the period 2014-

2018, set within the context of local government austerity and the significant financial challenges faced by the Council. A programme of key actions for equality and diversity are being developed as part of the overall strategic plan.

3. Alternative options

3.1 None for the purposes of this report

4. Consultation undertaken or proposed

4.1 CMT and DMT are regularly consulted with regarding workforce profile information and also the contents of leadership, management and diversity development programmes.

4.2 Further consultation, analysis and review also occurs at the corporate equalities group chaired by the director of children's schools and families. This report was reviewed and contribution made to it by the corporate equalities group prior dispatch to this Committee

5. Timetable

5.1 Monthly analysis, monitoring and reporting occurs across the Council as set out in the main body of the report above.

6. Financial, resource and property implications

6.1 The leadership and development programme referred to at paragraph 2.11 of this report is being delivered within the allocated corporate budget for learning and development.

7. Legal and statutory implications

7.1 The Council can lawfully take positive action with the auspices of the Equalities Act 2010 to address shortfall in the representation of the Council's workforce in comparison with the residents served.

8. Human rights, equalities and community cohesion implications

8.1 These are addressed in the main report above

9. Risk management and health and safety implications

9.1 None for the purposes of this report

10. Appendices – the following documents are to be published with this report and form part of the report

10.1 None

11. Background Papers – the following documents have been relied on in drawing up this report but do not form part of the report

11.1 None

12. Report author

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