

CORMAC



Public Sector Equality Duty | 2020

Report



PART OF THE
CORSERV GROUP
**A CORNWALL
COUNCIL COMPANY**

www.cormactd.co.uk

About this report

The purpose of this report is to demonstrate Cormac's progress in meeting the general duty and specific duties of the Public Sector Equality Duty (PSED).

Legislative context

Cormac is obliged to produce public sector equality data as the general duty applies to bodies carrying out public functions on behalf of a public authority. Cormac has specific duties under the Equality Act 2010 to publish information to demonstrate our compliance with the general equality duty.

The three aims of the general equality duty are:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The Equality Act explains that the second aim (advancing equality of opportunity) involves, in particular, having due regard to the need to:

- Remove or minimise disadvantages suffered by people due to their protected characteristics.
- Take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people.
- Encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low.

Cormac is part of the Corserv Group, which is a diverse group of businesses, owned by Cornwall Council and established to improve the lives of people in Cornwall by generating growth and opportunity.

We are committed to promoting fairness and opportunity and working towards further developing good practice around equality and diversity outcomes. We will support improving the quality of life for local communities, supporting its workforce, promoting equality, eliminating discrimination, harassment, hate crime and will ensure a fair and open access to all services we deliver

Cormac employs 1,709 skilled individuals across a variety of different services.

Facilities Management

We provide a range of hard and soft Facilities Management services to Cornwall Council and a wide range of external customers.

Our property maintenance service provides reactive maintenance, planned maintenance and statutory compliance across fabric, mechanical and electrical trades. We also deliver capital projects including commercial refurbishments, extensions and new builds up to a value of £0.5m.

Our cleaning service is Cornwall's largest cleaning company employing 450 cleaners delivering all aspects of commercial cleaning. Our premises coordination service helps our customers ensure their buildings are compliant and well managed offering a full facilities management service.

Highways, Environment and Civil Engineering

Cormac manages and maintains approximately 7500km of Cornwall's highways as well as providing environmental asset management, maintenance, design and construction services to public and private sector clients. We deliver integrated maintenance services with local focus to build community relationships and to plan, design and build key public infrastructure to enable economic growth and development.

Community Care Services

Community Care Services continue to play a vital role in improving the lives of people in Cornwall. We help people maximise their independence and enable them to remain living in their own homes.

Cormac Contracting

Cormac Contracting's purpose is to generate revenues by winning work in a competitive environment, partnering with other public or private sector companies to deliver cost effective and sustainable solutions to complex engineering challenges.

Cormac is committed to safeguarding, zero harm, and is an equal opportunities employer.

Workforce profile by gender (based on 100% of workforce data)

Year	Headcount	Female	%	Male	%
2020	1709	699	40.90%	1010	59.10%
2019	1817	770	42.38%	1047	57.62%
2018	1690	666	39.40%	866	51.24%
2017	1705	740	43.40%	964	56.54%
2016	1786	782	43.78%	1004	56.22%
2015	1859	851	45.78%	1008	54.22%
2014	1707	666	39.02%	1041	60.98 %
2013	1629	657	40.33%	972	59.67%

Due to the continued growth of the Care and Facilities division, we can see the overall gender gap closing, however there is still clear gender segregation within certain divisions which tends to follow industry norms.

Headcount by area of business 2020

	Female	Male	Total
Heads of Department	1	7	8
Manager	28	79	107
Highways and Environment (including surfacing & contracts)	75	542	617
Care Services	267	31	298
Skilled/Trade	15	114	129
Cleaning	190	110	300
Facilities Management (including recycling)	8	23	31
Community roles (including school crossing patrol)	41	26	67
*Support	73	57	130
Apprenticeship	1	21	22
Total	699	1010	1709

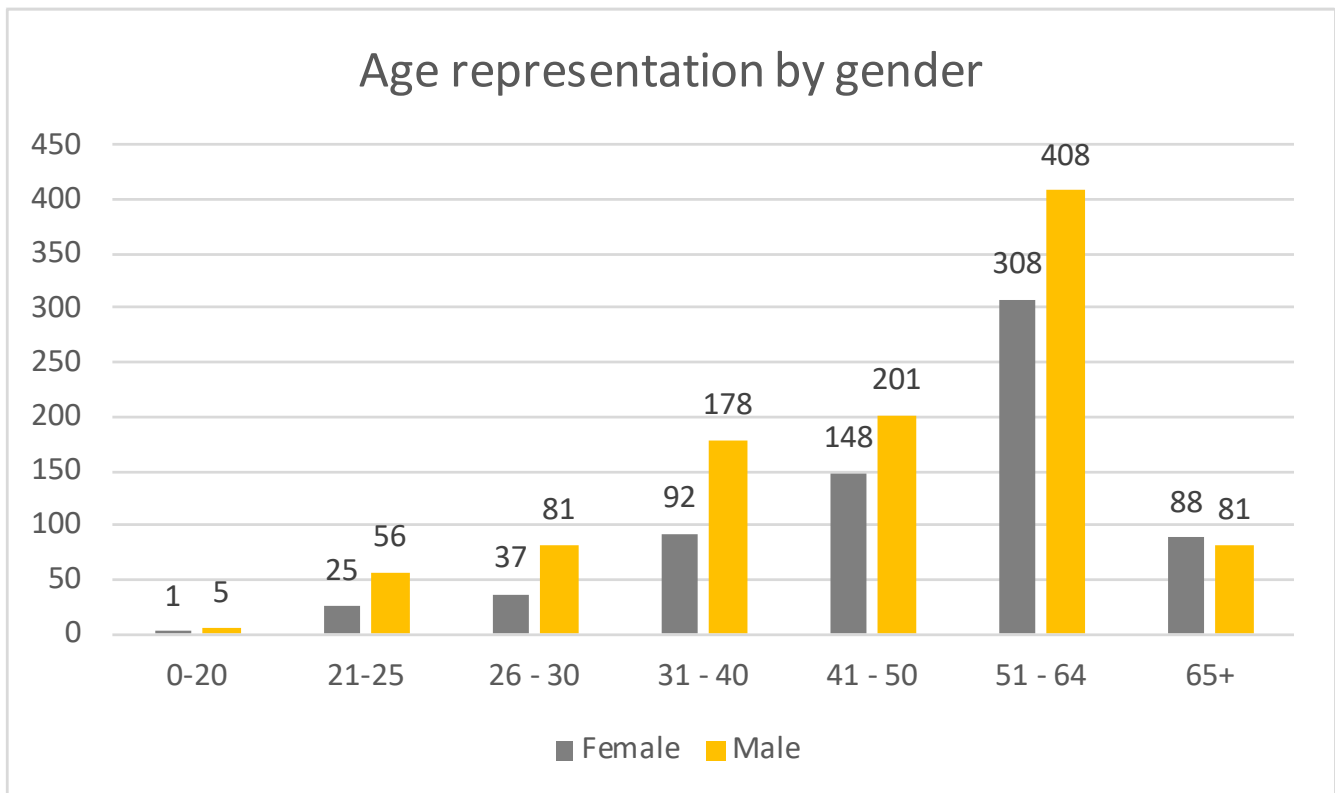
*Includes admin, environment, customer, technical and business support roles.

Age Representation

Age Categories	0-20	21-25	26-30	31-40	41-50	51-64	65+
No.	6	81	118	270	349	716	169
%	0.3%	4.8%	6.8%	15.7%	20.3%	42.0%	10.0%

This clearly demonstrates that Cormac continue to have the greatest proportion of their demographic above the age of 41 years old. 72% their workforce fall into the 41+ age range with an increase of 4% in the demographic 65+.

There has been a slight increase of 0.7% in the demographic age range 31-40, however overall for below 40 years old, there has been a decrease of 2.4%, showing that there is still significant work to be done with succession planning, development and retention of the younger workforce. This will also need a renewed approach to attract a younger workforce to the company.



Across the age categories 0-64, there are a significant number of more male v female, however slightly more female employees seem to be working past 65 years of age. Cormac need to do more to attract females to be more representative across the board.

Average age vs Continuous Service

Year	Average Age	Average Length of Service
2020	50.0	12
2019	47.6	10
2018	47.0	11
2017	47.2	11.3
2016	47.1	11.4

The average age versus length of continuous service remains relatively stable, with an increase in age and the length of service. As the ageing workforce remain in post, it is likely to minimise opportunities within the business, meaning the younger talent may leave to seek progression. This will need to be considered as part of the succession planning activities.

Age Representation

	Age (years)						
	0-20	21-25	26-30	31-40	41-50	51-64	65+
0-5	6	77	91	171	159	250	52
6-10		4	24	45	53	80	20
11-15			3	35	43	82	32
16-20				18	48	108	35
21-25				1	22	59	10
26-30					15	36	6
30+					9	101	14

Cormac in comparison to 2019 have increased their opportunities locally and to the younger workforce. We have 22 apprentices in comparison to 6 in 2019. Cormac delivers a wide range of diverse services; this allows individuals to apply for roles which complement additional commitments.

School crossing patrol roles and cleaning roles allow for flexible working opportunities, which in many cases are taken up by those with caring or childcare responsibilities. We continue to advertise our roles as being part time and/or flexible to try and encourage individuals to apply and have committed to ensuring our internal applicants have options to pick up these additional flexi shifts where appropriate. By doing this we reward our existing workforce whilst maintaining growth opportunities. There is still more we could do to encourage more potential 'job share' opportunities for full time positions.

Workforce Data – Full-time vs Part-Time

Year	Headcount	Full-Time	%	Part- Time	%
2020	1709	976	57.1%	733	42.9%
2019	1817	1058	58.0%	759	42.0%
2018	1690	809	47.9%	880	52.1%
2017	1705	859	50.38%	846	49.61%

Despite a reduction in headcount for full-time, there continues to be a fairly even split of full-time and part-time roles. It is important that Cormac remains mindful of being a flexible employer and where possible provides opportunities to suit a wide range of potential employees.

Workforce Data – Full-time vs Part-Time (by gender)

Year	Full-Time				Part-Time			
	Female	%	Male	%	Female	%	Male	%
2020	168	9.8%	808	47.3%	531	31.1%	202	11.8%
2019	197	11%	861	47%	573	32%	186	10%

There continues to be a clear split between males and females with regard to the full-time/ part-time split, with a decrease in full-time and part-time females and an increase for both for males. Typically, there is a gender segregation in many of the roles as highlighted above; and it is traditional that the roles that are predominantly female do fall into the part-time element (cleaning and community roles such as school crossing patrol).

This is something that Cormac are mindful of, although this has been a stable picture over time. Many of the roles do not lend themselves to full time opportunities, particularly school crossing patrol and cleaning so it is likely that despite work done to open up flexible opportunities, we will always have a large split of part time roles.

Workforce Data – Permanent vs Temporary

Year	Headcount	Permanent	%	Temporary	%
2020	1709	1534	89.8%	175	10.2%
2019	1817	1629	90%	188	10%

Cormac does include lines of business with flexible workloads (Highways and Environment in particular) and therefore it is likely to see an element of temporary workers. What is encouraging is that a large proportion of the workforce are still in permanent, stable employment.

Workforce Data – Protected characteristics

Workforce profiling aligned to protected characteristics is improving across Cormac, however individuals are still preferring to not disclose their ethnic origin, marital status or religion. With the new HR system and self-service in place, we are confident that this will improve as individuals will be able to sign in and update their information.

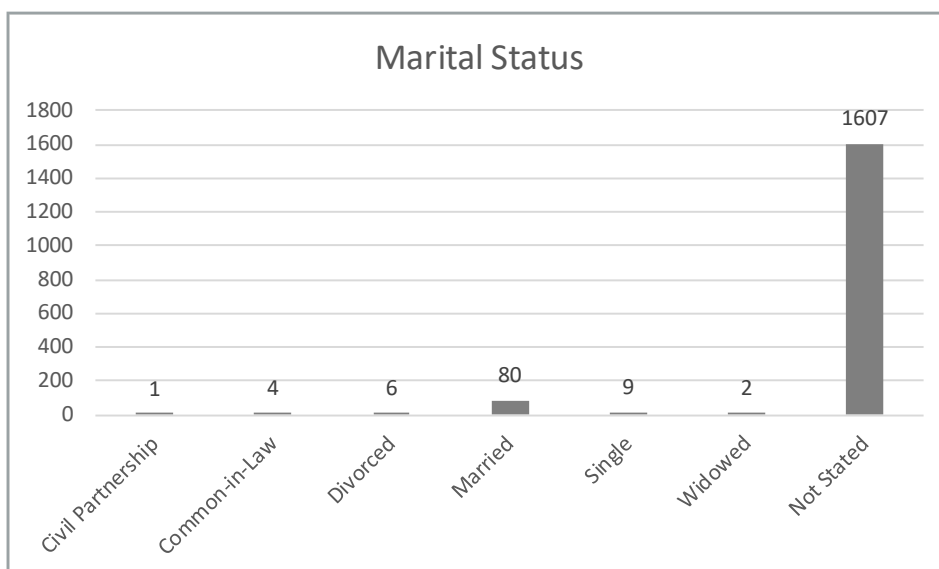
Set out below is the completion rate against each criteria area:

Ethnic Origin

Ethnic Origin	Headcount	%
Asian	2	0.12%
Black	2	0.12%
Mixed	1	0.06%
White	554	32.3%
Other	1	0.06%
Refused	1	0.06%
Not Stated	1148	67.1%

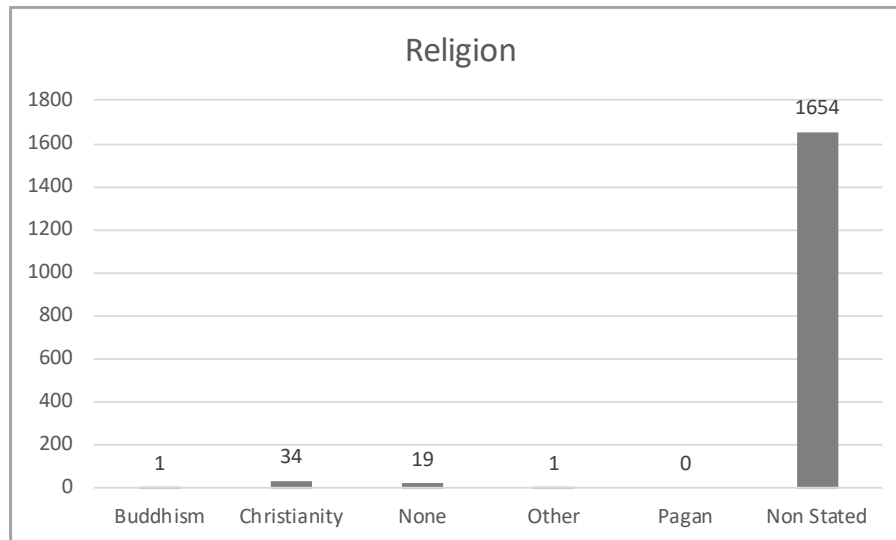
Marital Status

Marital Status	Headcount	%
Civil Partnership	1	0.06%
Common-in-Law	4	0.24%
Divorced	6	0.36%
Married	80	4.8%
Single	9	0.52%
Widowed	2	0.12%
Not Stated	1607	93.9%



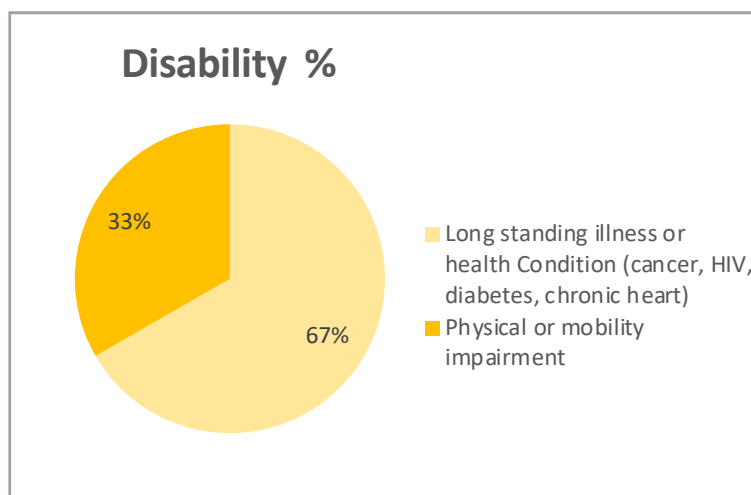
Religion

Religion	Headcount	%
Buddhism	1	0.06%
Christianity	34	2.04%
None	19	1.14%
Other	1	0.06%
Pagan	0	0.00%
Non Stated	1654	96.70%



Disability

Disability	Headcount	Disability (%)
Long standing illness or health Condition (cancer, HIV, diabetes, chronic heart)	2	66.67%
Physical or mobility impairment	1	33.33%



Challenges

According to 2011 Census (carried out every 10 years)– Cornwall

Cornwall represents an ageing population which reflects the workforce at Cormac. This coupled with a relatively low unemployment rate is indicative of the difficulties in attracting a young workforce. Ongoing work to map more sustainable succession planning will focus on attraction, as well as retention to deliver a more diverse representation across the service delivery.

Gender segregation by role and hours worked is in line with national patterns, industry norms and the rest of the county. In Cormac there are traditional gender splits across certain roles. Highway roles are traditionally dominated by males, and cleaning roles are pre-dominantly females. Cormac has and will continue to be involved in a number of projects to challenge stereotypes e.g. women in engineering events and diversity campaigns. There will also be increased efforts to promote all of our career pathways to young people in our community. By doing this we hope to contribute towards the broader message that all careers are open to everyone. Future trends will start to see a more diverse workforce; however, this may not be recognised for a number of years.

Ethnic group representation is low in Cornwall with 98.2% of the population identifying as white. This does indicate that the company split is representative for county; whereas, we would expect to see a change in this as we expand our talent pool more nationally to tackle skill shortages and to adapt to a more technologically mobile work environment, Brexit is likely to counteract that. We may find this still happens as a consequence of attracting a younger workforce from wider afield.

Equality Objective January 2020

(These are reviewed and new equality objectives set every four years. The next timeline is January 2024.)

A clear focus on improving the company awareness of Equality and Diversity as well as being able to define an informed approach.

With this in mind Cormac will be looking to:

- Deliver clear and meaningful training to teams covering Equality and Diversity
- Actively encourage employees to update their equality information within the new HR system

This should help to provide a more accurate picture of the Equality landscape within the company and support our employees in feeling empowered when talking about Equality and Diversity issues.

Progress on our objectives - January 2021

Equality and Diversity training is available for all employees.

A representative from Cormac attends the Corserv Equality & Diversity Steering Group to add value to the companies' work in this area and assist to engage in best practice, consistent approaches, training, policy development and procedures.

A new intranet site was launched in 2020 with a dedicated page for Health and Wellbeing and a section for Equality and Diversity, providing employees with our commitment to Equality and Diversity, our policy, information on our steering group and access to a wide range of resources.

With the new HR system in place, employees will now be able to access the self-serve system and update their equality information.

If you would like this information in another format, please contact:
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