

Essential Reference Paper 'B'

East Herts Council

**EQUALITY AND DIVERSITY
ANNUAL REPORT**

(EMPLOYMENT)

1 APRIL 2014 – 31 MARCH 2015

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1.0 Introduction

- 1.1 This report provides a detailed analysis of the Council's workforce, by the protected characteristics of the Equality Act 2010.
- 1.2 The Equality Act (2010) consolidated the legislation for groups protected by previous equalities legislation. Everyone has the right to be treated fairly and the Equality Act protects people from discrimination on the basis of protected characteristics.
- 1.3 Protected characteristics include; age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation.
- 1.4 The Equality Act 2010 (Specific Duties) Regulations 2011 require public sector bodies with more than 150 employees to publish data on equality in their workforces annually.
- 1.5 The Council is committed to comply with the Equality Act across all its services and continues to increase awareness and understanding through its policies, training and staff groups.
- 1.6 This report provides a detailed analysis of the available monitoring data for 2014/15. It covers 6 areas:
 - Recruitment
 - Employee Profile
 - Performance Management (PDR ratings)
 - Discipline and Grievance
 - Training Course Participants
 - Leavers

2.0 Summary

2.1 Recruitment

- 2.1.1 In 2014/15 the Council attracted a diverse range of external applicants in terms of gender, ethnicity, religion and belief, and disability status which is reflective of the profile of East Hertfordshire residents.
- 2.1.2 Of note however, is that the Council is not attracting a proportionate percentage of applicants from the under 20, 60-64 and 65-75 age groups when compared to the age profile of East Hertfordshire residents. Perhaps this is less surprising for the latter two age groups.
- 2.1.3 The Council's shortlisting process has proven to be successful in selecting a diverse range of applicants for interview with the exception of those in the younger age groups. Applicants in the under 20, 20-29 and 30-39 age groups are unlikely to be as successful in being shortlisted for interview as older applicants.
- 2.1.4 The Council's interview process has proven less successful in terms of appointing a diverse range of applicants. There are only two areas (gender and religion and belief) where there is a proportionate balance when compared to applicants overall.
- 2.1.5 With regard to ethnicity, of all applicants who were appointed in 2014/15, only 4% were from Black and Minority Ethnic Groups which is significantly less than the total percentage of applicants from these groups (11%).
- 2.1.6 Similarly with regard to age, of all applicants who were appointed in 2014/15, only 32% were from the under 20, 20-29 and 30-39 age groups which is significantly less than the total percentage of applicants from these groups (56%).
- 2.1.7 The Council did not appoint any applicants who had declared they had a disability compared to the percentage of all applicants

with a disability (2.9%). The figures are likely to be skewed by the small number of applicants with a disability overall (11 applicants).

2.2 Employee Profile

- 2.2.1 The Council's employee profile at the end of March 2015 is broadly reflective of the profile of the working population/residents in East Herts (or, where comparisons at this level weren't available, residents in the East of England or UK) in terms of ethnicity, religion and belief, disability and sexual orientation.
- 2.2.2 The areas where the employee profile is not reflective are gender, working hours and age.
- 2.2.3 With regard to gender, the Council has a significantly higher percentage of females than males (68%:32%) compared to the gender split of the working population of East Hertfordshire (51%:49%).
- 2.2.4 In terms of working hours, the Council has a significantly lower percentage of full time males (28%) compared to working full time males in the East of England (47%).
- 2.2.5 With regard to age, 61% of Council employees are in the 40 to 49 and 50 to 59 age ranges, which is more than double the percentage of residents in East Hertfordshire in these age ranges (30%). The percentage of employees in the 65 to 75 age range is gradually increasing (4.3% in 2012/13 and 5.2% in 2013/14 and 6% in 2014/15). This is likely to be due to the removal of the default retirement age of 65 in 2011.

2.3 Performance Management (PDR ratings)

- 2.3.1 The analysis of equalities data in terms of PDR ratings shows that no groups are being disadvantaged by the Council's Performance Management system.
- 2.3.2 Of note however, is that no employees aged 65-75 achieved the higher PDR ratings of 'exceptional performance' or 'exceeding

expectations'. They all achieved the 'meeting expectations' rating.

2.4 Discipline and Grievance

- 2.4.1 The number of disciplinary and grievance cases in 2014/15 was small and therefore are not representative of the employee profile.
- 2.4.2 In 2014/15 there were 7 employees who were subject to formal disciplinary proceedings. The equalities data of these employees is varied in terms of ethnic origin, age, religion and belief, disability and sexual orientation.
- 2.4.3 There were no formal grievance cases.

2.5 Training Course Participants

- 2.5.1 In summary, the figures show that training and development is provided on a fair and equal basis across the Council and allows all employees to take advantage of the opportunities.

2.6 Leavers

- 2.6.1 The report found that the equalities data of leavers in 2014/15 was reflective of the equalities data of all employees in all but one of the protected characteristics.
- 2.6.2 The one protected characteristic that is of concern is age. The Council has a significantly higher percentage of leavers in the under 20 and 20-29 age groups (27.5% collectively) than the percentage of all employees in these age ranges (7.6% collectively). A further concern is that 7 out of 8 leavers (87.5%) in these age groups had less than 2 years' service however two of these left due to the end of their fixed term contract. The reasons for leaving were varied.

3.0 Recruitment

3.1 Introduction

- 3.1.1 This section provides information on external applicants who applied for advertised jobs at East Herts Council during the period April 2014 and March 2015.
- 3.1.2 Data has been collected at the application, shortlist and appointment stages.
- 3.1.3 There were 53 external recruitment campaigns between April 2014 and March 2015. A total of 385 applicants applied.
- 3.1.4 Recruitment has been managed in-house since May 2013. A review of East Herts recruitment processes was undertaken in June 2015 and part of this review considered alternative service models.
- 3.1.5 Recruitment data has been analysed using 5 of the 9 protected characteristics under the Equality Act 2010 as follows:
- Gender
 - Ethnicity
 - Age
 - Religion or Belief
 - Disability Status
- 3.1.6 The data has been collected from the Equalities Monitoring Forms which are part of the application form, which is detached on submission to HR.
- 3.1.7 Comparison data has been used to understand whether the Council has been successful in attracting a diverse range of applicants that reflects the profile of the working population/residents of East Hertfordshire.

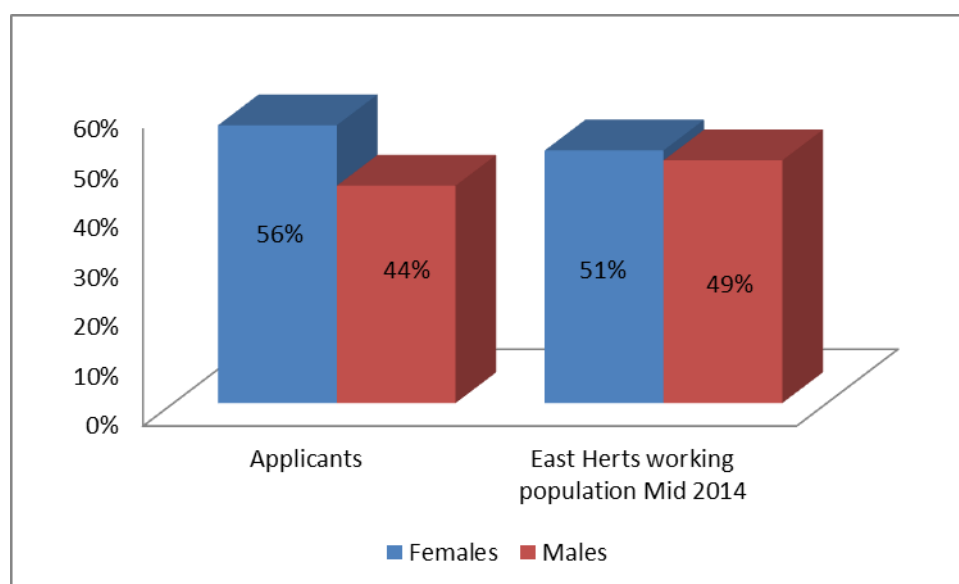
3.1.8 Most of the comparison data has been taken from the 2011 Census unless more recent data has been available. More recent data has been available on gender and age.

3.1.9 The equalities data of applicants who reach the shortlisting and appointment stages has been compared to the data of all applicants to understand whether certain groups are being disadvantaged and at what stage.

3.2 Recruitment analysis by Gender

3.2.1 Figure 3.2 (i) below shows that the Council is attracting a good balance of both female and male applicants. Of all applicants, 56% were female and 44% were male which is reflective of the gender profile of the working population of East Hertfordshire (51% and 49% respectively).

Figure 3.2 (i) - Applicant profile by Gender compared to the working* population of East Hertfordshire

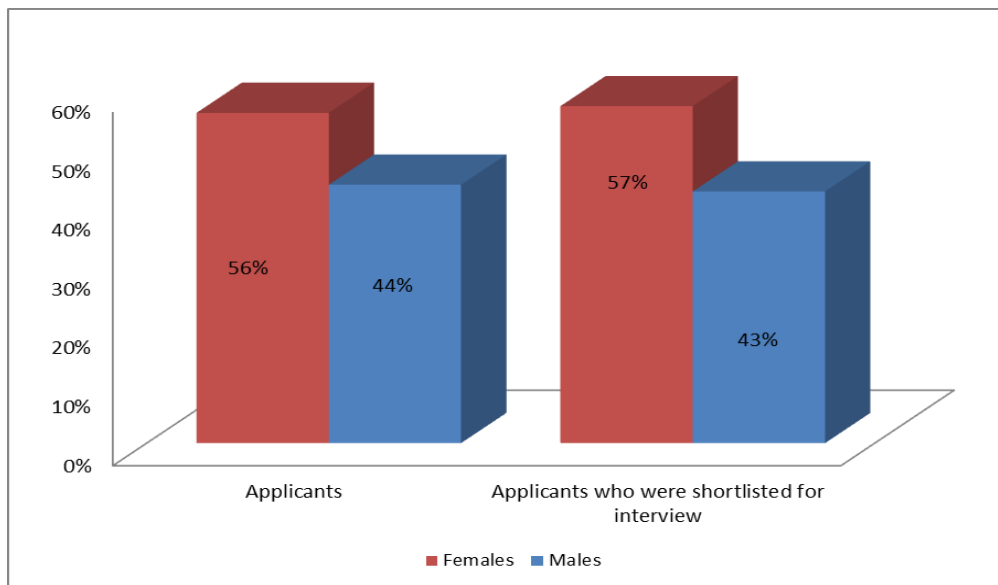


Source: ONS Population aged 16-64 (2014)

* The ONS defined working population as those aged between 16-64

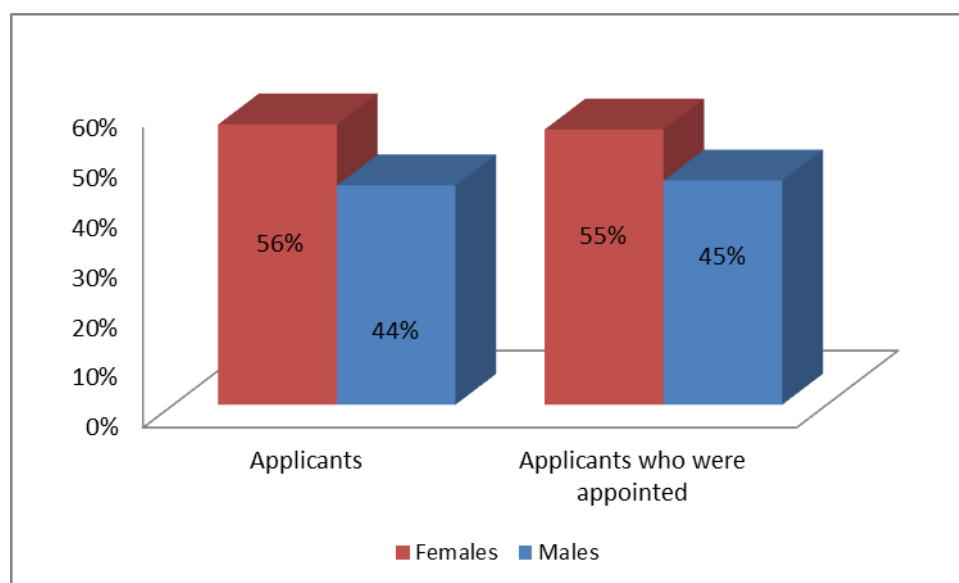
3.2.2 Figure 3.2 (ii) shows that both genders are performing well at the shortlisting stage. Of all applicants who were shortlisted for interview, 57% were female and 43% were male. This is reflective of the gender split of all applicants (56% female and 44% male).

Figure 3.2 (ii) – Analysis by Gender at the shortlisting stage



3.2.3 Figure 3.2 (iii) shows that of all applicants who were appointed, 55% were female and 45% were male. Again, this is reflective of the gender split of all applicants (56% female and 44% male).

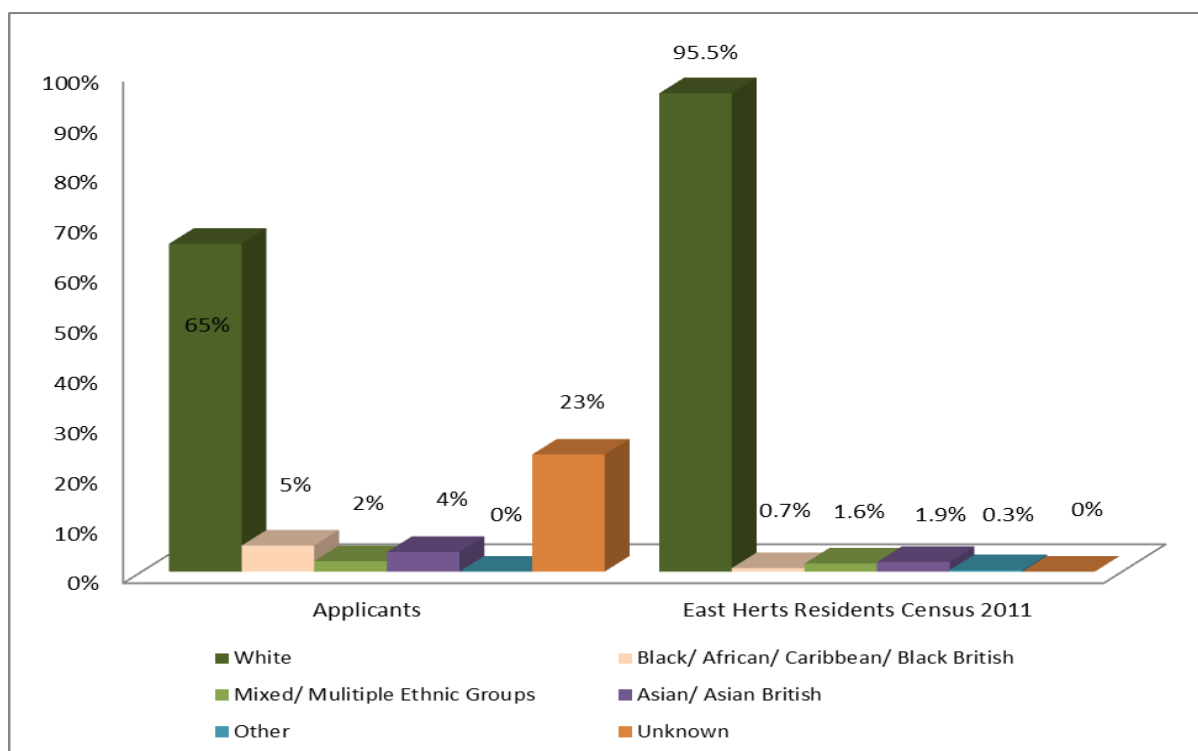
Figure 3.2 (iii) – Analysis by Gender at the appointment stage



3.3 Recruitment analysis by Ethnicity

3.3.1 Figure 3.3(i) shows that in 2014/15 the Council attracted applicants from a diverse range of ethnic origins. Of all applicants, 11% were from Black and Minority Ethnic (BME) Groups which is more than double the percentage of East Hertfordshire residents in these groups (4.5%).

Figure 3.3(i) Applicant Profile by Ethnicity compared to the residents of East Hertfordshire



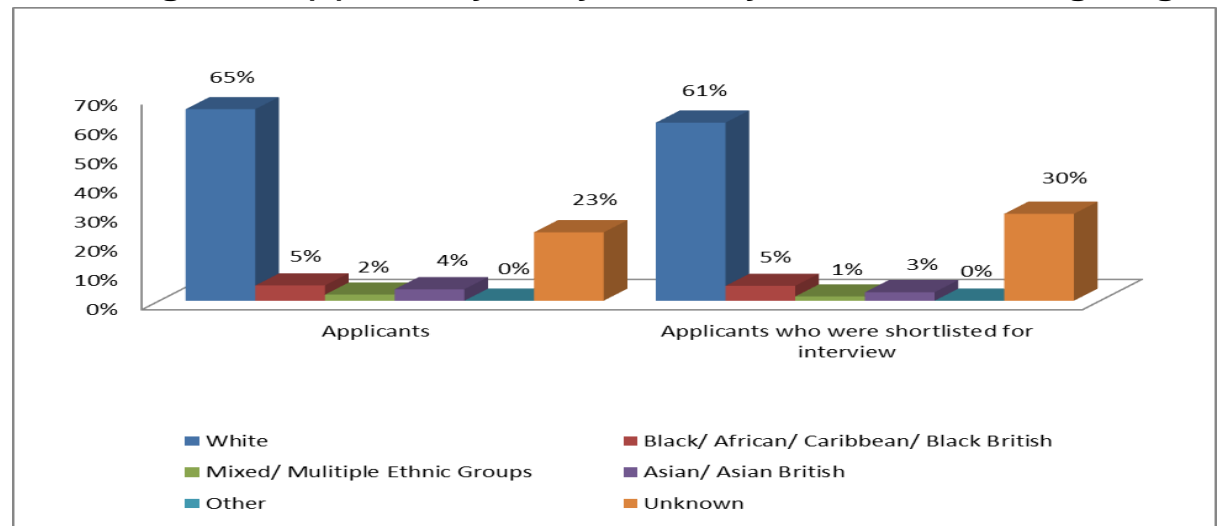
Source: ONS Census 2011_Key Statistics_KS201EW Ethnic Group by Measures

Definitions of Ethnic Groups in the 2011 Census:

- * White – includes English, Welsh, Scottish, Northern Irish, British, Irish, Gypsy or Irish Traveller, Other White.
- * Mixed/Multiple Ethnic – includes White & Black Caribbean, White & Black African, White and Asian, Other mixed.
- * Asian/Asian British – includes Indian, Pakistani, Bangladeshi, Chinese, Other Asian.
- * Black/African/Caribbean/Black British – includes African, Caribbean, Other Black.
- * Other – includes Arab, Any other ethnic group.

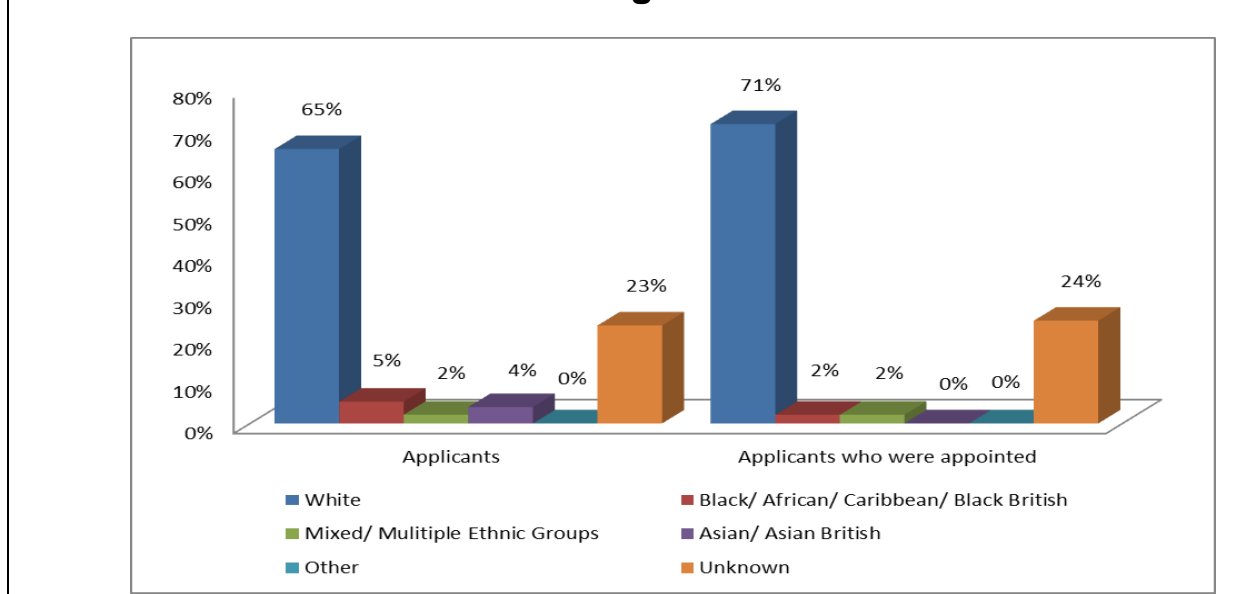
3.3.2 Figure 3.3(ii) shows that, of all applicants who were shortlisted for interview, 9% were from BME groups which is only slightly lower than the total percentage of applicants from these groups (11%).

Figure 3.3(ii) – Analysis by Ethnicity at the shortlisting stage



3.3.3 Figure 3.3 (iii) shows that, of all the applicants who were appointed, only 4% were from BME groups, which is lower than the total percentage of applicants from these groups (11%). In these cases, applicants with more experience and knowledge were appointed.

Figure 3.3 (iii) – Analysis by Ethnicity at the Appointment stage



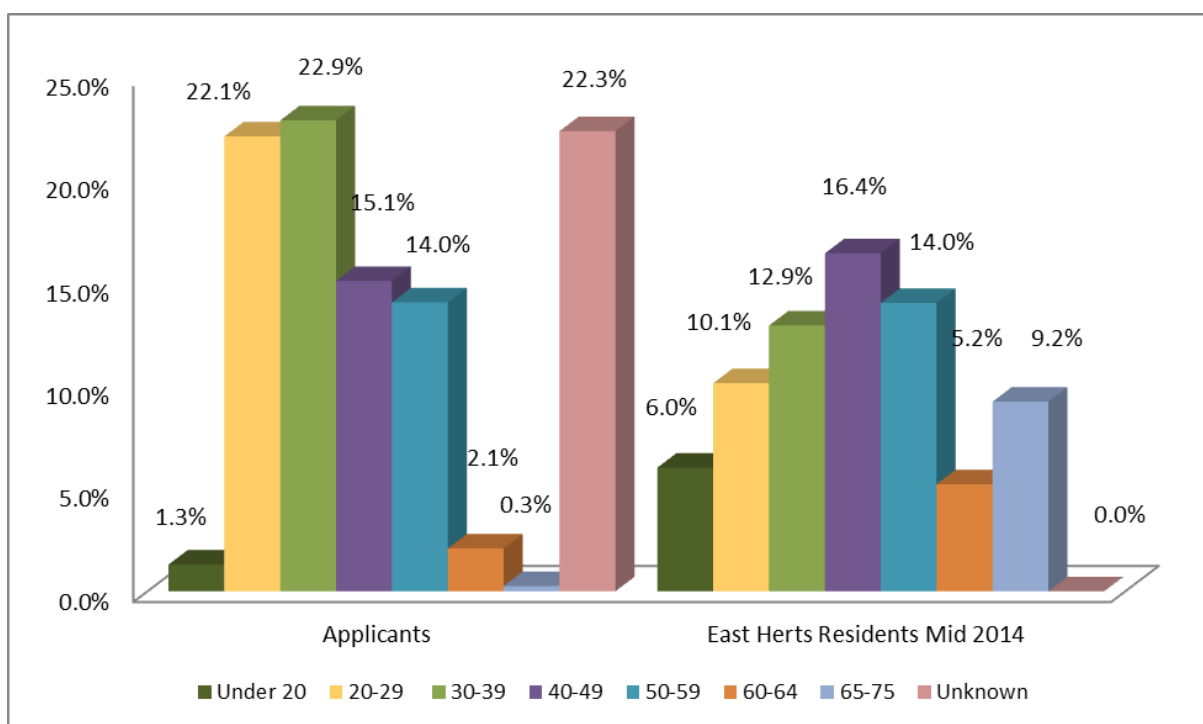
3.4 Recruitment Analysis by Age

3.4.1 Figure 3.4 (i) below shows that the Council attracted applications from a wide range of age groups.

3.4.2 The Council attracted more than double the percentage of East Hertfordshire residents in the 20-29 age range to apply for jobs (22.1% compared to 10.1%).

3.4.3 The Council also attracted almost double the percentage of East Hertfordshire residents in the 30-39 age range to apply for jobs (22.9% compared to 12.9%).

Figure 3.4 (i) – Applicant Profile by Age compared to the residents of East Hertfordshire



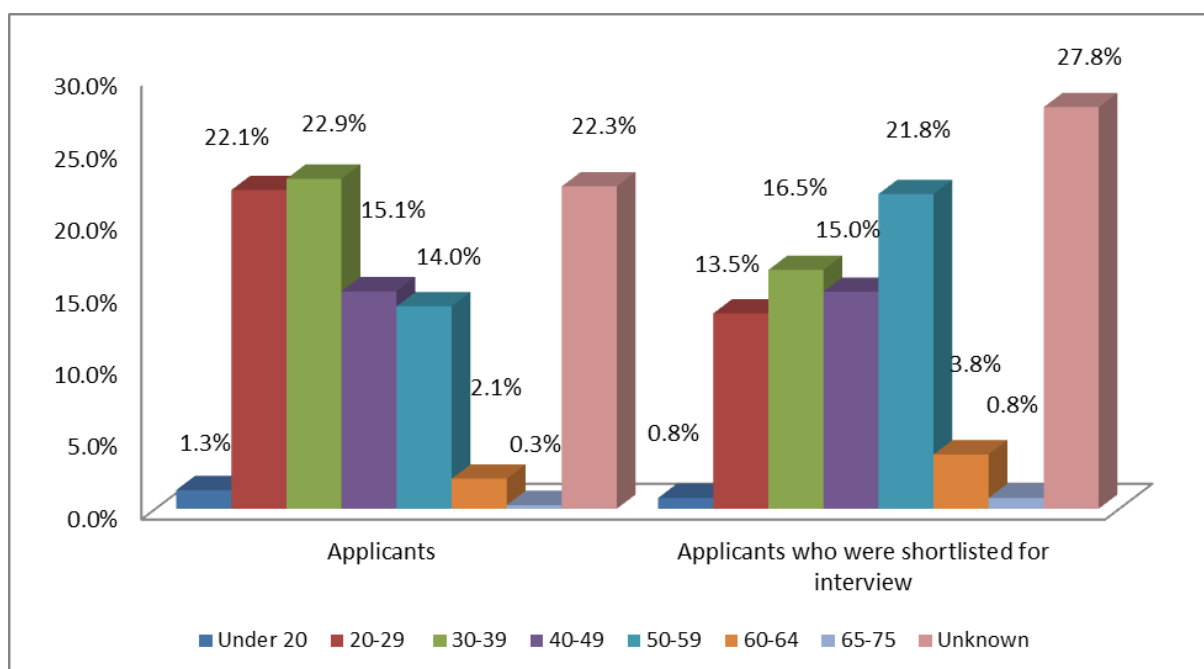
Source: ONS Population Data aged 16-64 (2014)

Note: The percentages for East Hertfordshire residents does not total 100% as only the data for 16-75 year olds has been included here

3.4.3 The Council did not attract many applicants under the age of 20 (1.3% compared to 6% of East Hertfordshire residents in that age range) however this is an increase from 0% in 2013/14. This may be because many individuals in this age range are in full time education and therefore were not seeking employment.

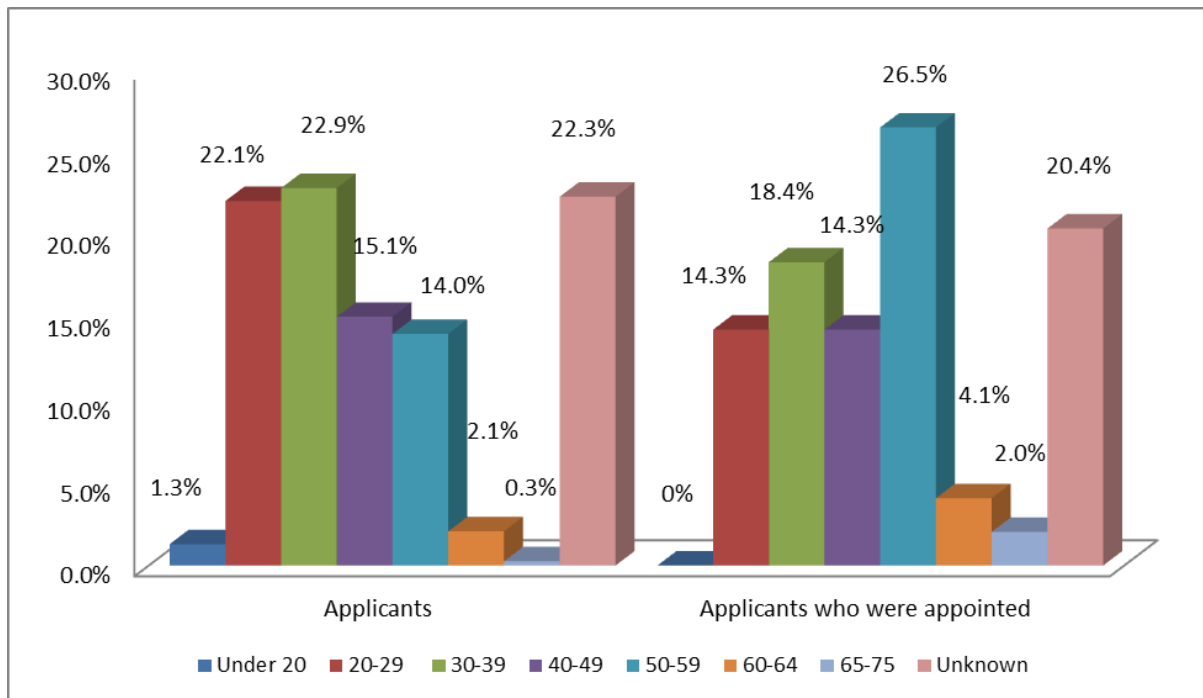
3.4.4 Figure 3.4 (ii) below shows that applicants in the younger age groups (under 20, 20-29 and 30-39) performed less well at the shortlisting stage than applicants in the older age groups when compared to the total number of applicants in these age groups.

Figure 3.4 (ii) – Recruitment Analysis by Age at the shortlisting stage



3.4.5 Similarly, Figure 3.4 (iii) below shows that applicants in the younger age groups (under 20, 20-29 and 30-39) performed less well at interview than applicants in the older age groups when compared to the total number of applicants in these age groups.

Figure 3.4 (iii) – Recruitment Analysis by Age at the appointment stage

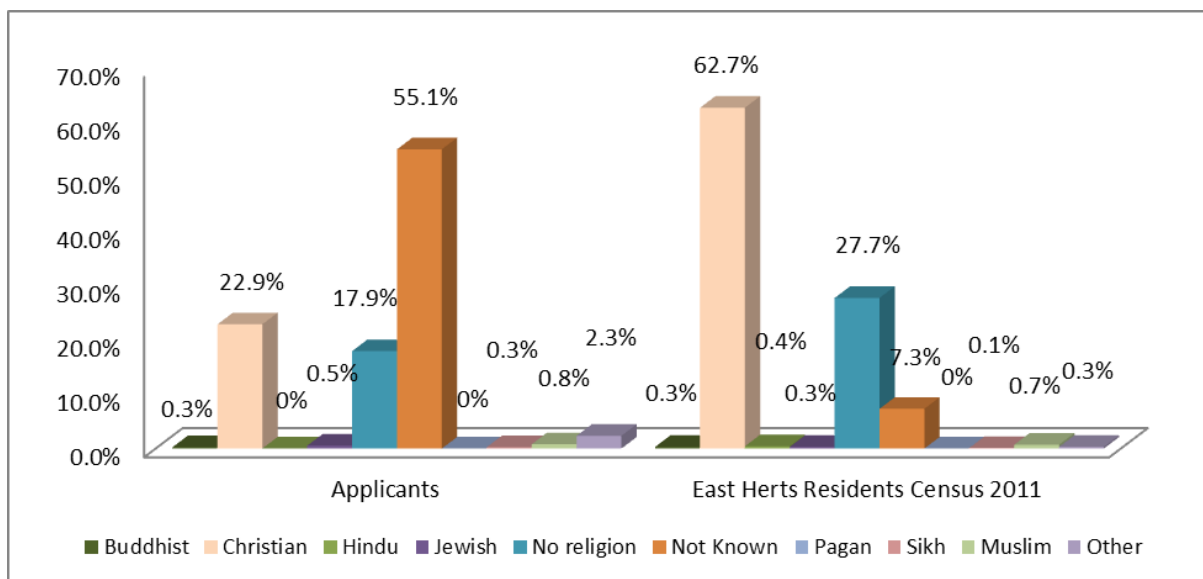


3.5 Recruitment Analysis by Religion and Belief

3.5.1 Figure 3.5 (i) below shows that the Council attracted applicants from a wide range of religions reflective of those of the residents of East Hertfordshire.

3.5.2 More than a half of all applicants (55.1%) chose not to disclose their religion or belief.

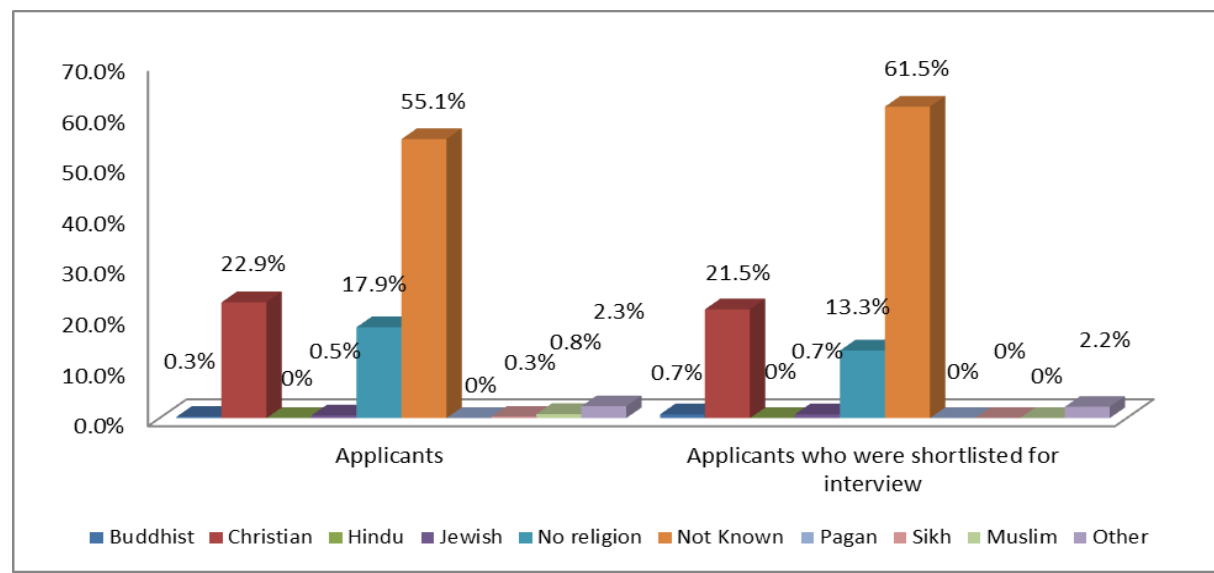
Figure 3.5 (i) – Applicant Profile by Religion and Belief compared to the residents of East Hertfordshire



Source: ONS Census 2011_Key Statistics_KS209EW_Religion by Measures

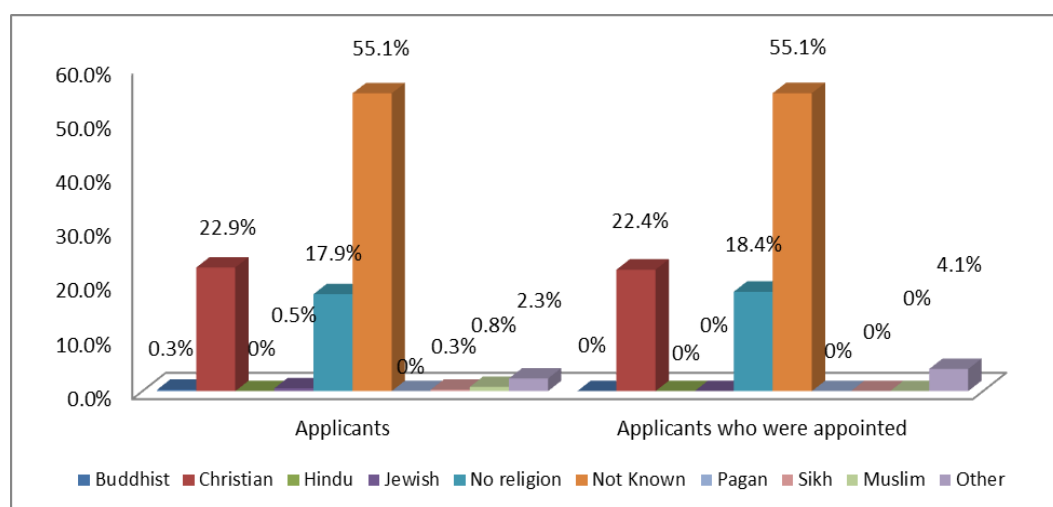
3.5.3 Figure 3.5 (ii) below shows that of all applicants who were shortlisted for interview, 3.6% were from religious groups other than Christian. This is proportionate to the total percentage of all applicants from these groups (4.2%).

Figure 3.5 (ii) – Analysis by Religion and Belief at the shortlisting stage



3.5.4 Similarly, Figure 3.5 (iii) shows that of all applicants who were appointed, 4.1% were from religious groups other than Christian. This is proportionate to the total percentage of all applicants from these groups (4.2%).

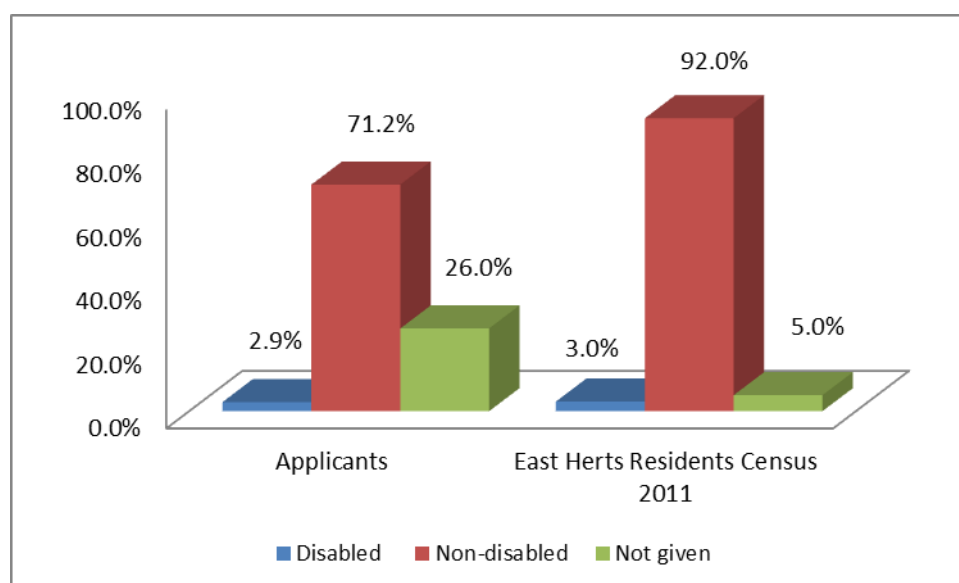
Figure 3.5 (iii) – Analysis by Religion and Belief at the appointment stage



3.6 Recruitment Analysis by Disability

- 3.6.1 Figure 3.6 (i) below shows that the Council was successful in attracting applicants with a disability (2.9%) and this is reflective of the residents of East Hertfordshire with a disability (3%).

Figure 3.6 (i) – Applicant Profile by Disability Status compared to the residents of East Hertfordshire



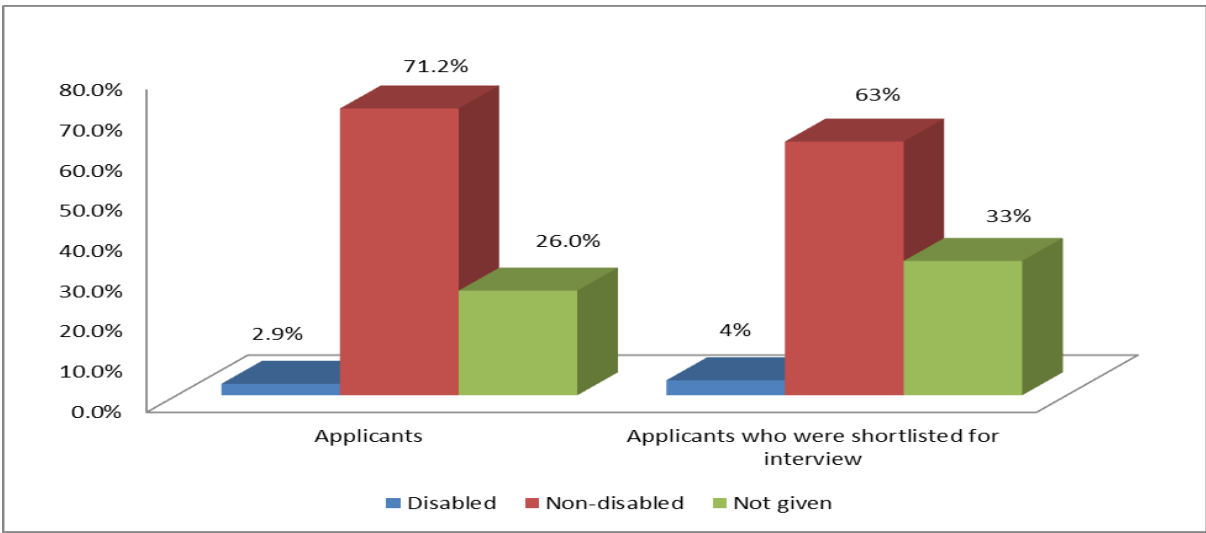
Source: ONS Census 2011_Long Term Health Problem or Disability (QS303EW)

Note: Those residents who declared themselves as disabled in the survey stated that their day to day activities were 'limited a lot'

- 3.6.2 Figure 3.6 (ii) below shows that of all applicants who were shortlisted for interview, 4% had declared they had a disability. This is higher than the total percentage of all applicants with a disability (2.9%).
- 3.6.3 The Council has approval to use the *Two Ticks* disability symbol on its recruitment documentation. Where applicants apply under the *Two Ticks* scheme, they are guaranteed to be invited for an interview if they meet the minimum essential criteria for the role. In 2014/15, 11 applicants applied for roles under the *Two Ticks* scheme. Of these, 5 met the minimum essential criteria for the role and were therefore invited to interview.

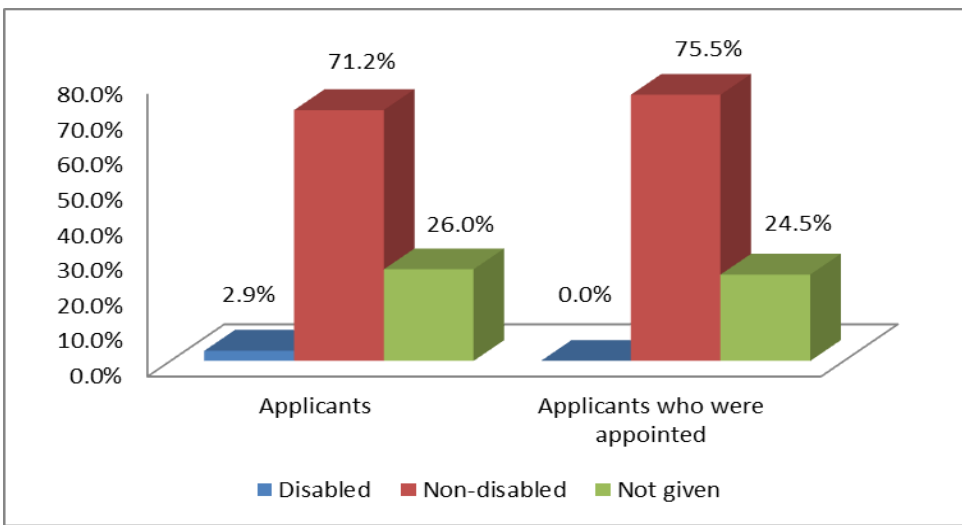
3.6.4 The Council asks all applicants in the invite to interview letter to inform the recruiting manager if they need any reasonable adjustments to be made at the interview e.g. hearing loop, interpreter.

Figure 3.6 (ii) – Analysis by Disability at the shortlisting stage



3.6.5 Figure 3.6 (iii) below shows that no applicants with a disability were appointed compared to 4% who were interviewed. In these cases, applicants with more experience and knowledge were appointed.

Figure 3.6 (iii) – Recruitment analysis by disability at the appointment stage



4.0 Employee Profile

4.1 Introduction

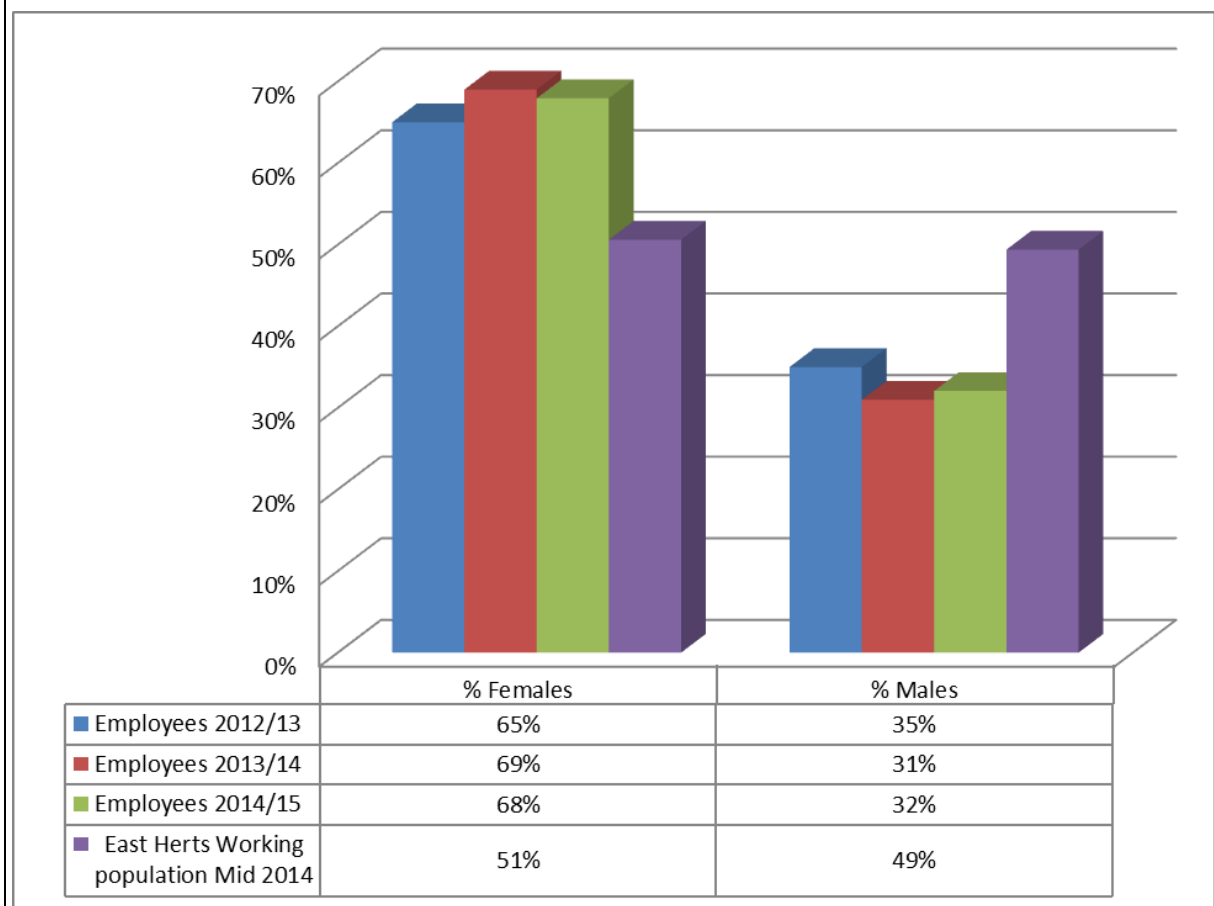
- 4.1.1 This section provides information on employees employed by the Council as at 31 March 2015.
- 4.1.2 Casual employees, agency workers and contractors are not included.
- 4.1.3 The total number of employees employed by the Council as at 31 March 2015 was 368. This has increased from 345 in the previous year (at 31 March 2014).
- 4.1.4 The data has been analysed using 6 of the 9 protected characteristics under the Equality Act 2010 as follows:
- Gender
 - Ethnicity
 - Age
 - Religion or Belief
 - Disability status
 - Sexual orientation
- 4.1.5 Various comparison data has been used to understand how the employee profile of the Council compares to the wider context in which it operates and to identify whether there are any areas of concern which the Council needs to take action on.
- 4.1.6 Where possible, comparisons have been made at the most local level (i.e. with East Hertfordshire residents) and using the most up-to-date data available. However where this data has been unavailable at this level, comparisons have been made with East of England residents and, failing that, with UK residents.
- 4.1.7 Most of the comparison data has been taken from the 2011 Census unless more recent data has been available. More

recent data has been available on population figures broken down by gender and age, and also on sexual orientation.

4.2 Employee Profile by Gender

4.2.1 Figure 4.2(i) below shows that the Council's employee profile by gender is not closely reflective of that of the East Hertfordshire working population. The Council has a significantly lower percentage of male employees (32%) compared to the overall male working population in East Hertfordshire (49%). This has remained broadly the same over the last three years – i.e. approximately 2 females to every 1 male.

Figure 4.2 (i) – Employee Profile by Gender compared to the working¹ population of East Hertfordshire



Source: ONS Population aged 16-64 (2014)

¹

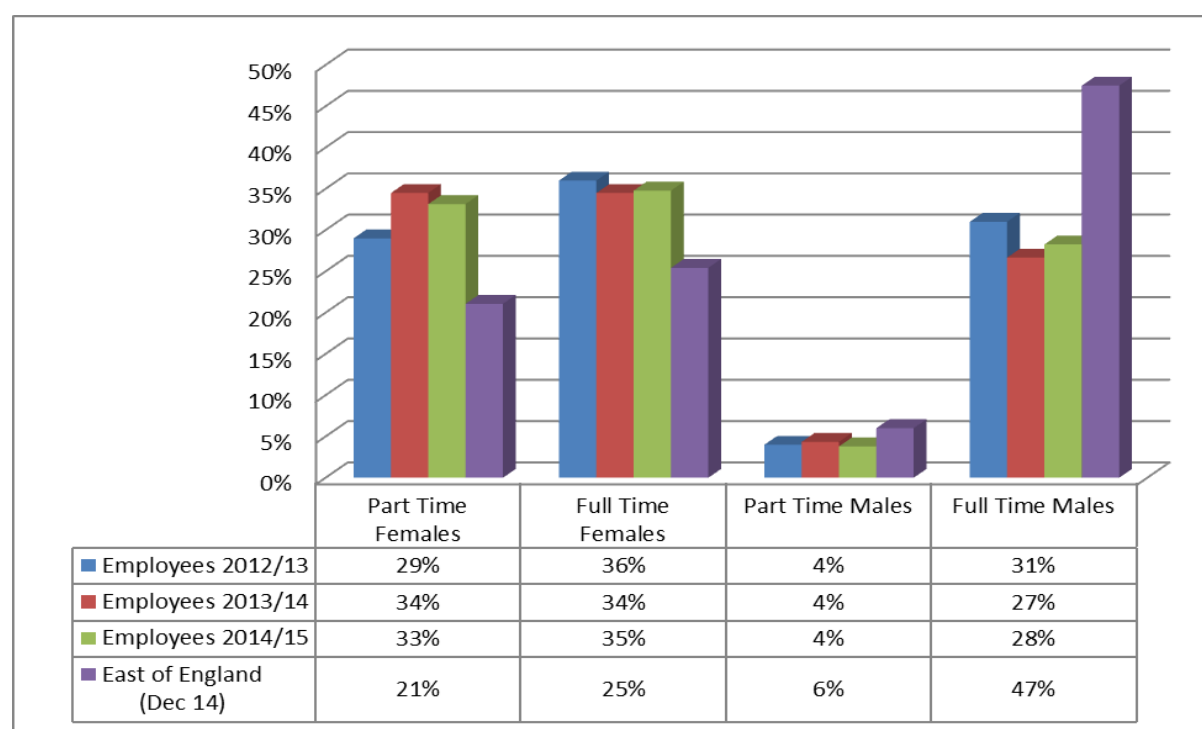
The ONS defined working population as those aged between 16-64

4.2.3 The data on gender has been further analysed by the full or part time status of employees. Comparison data with the working population in East Hertfordshire is not available at this level of detail and therefore comparisons have been made with the working population in the East of England.

4.2.4 Figure 4.2(ii) below shows that the Council has a significantly higher percentage of part time female employees (33%) compared to part time females in the East of England as a whole (21%). Possible reasons for this include the Council's commitment to flexible working options which can often attract females who may have caring commitments and therefore wish to work flexibly.

4.2.5 Also of note is that the Council has a significantly lower percentage of full time males (28%) compared to full time males in the East of England (47%). This has remained broadly the same over the last three years.

Figure 4.2(ii) – Employee Profile by Gender and Part/Full Time Status compared to the Working Population of the East of England



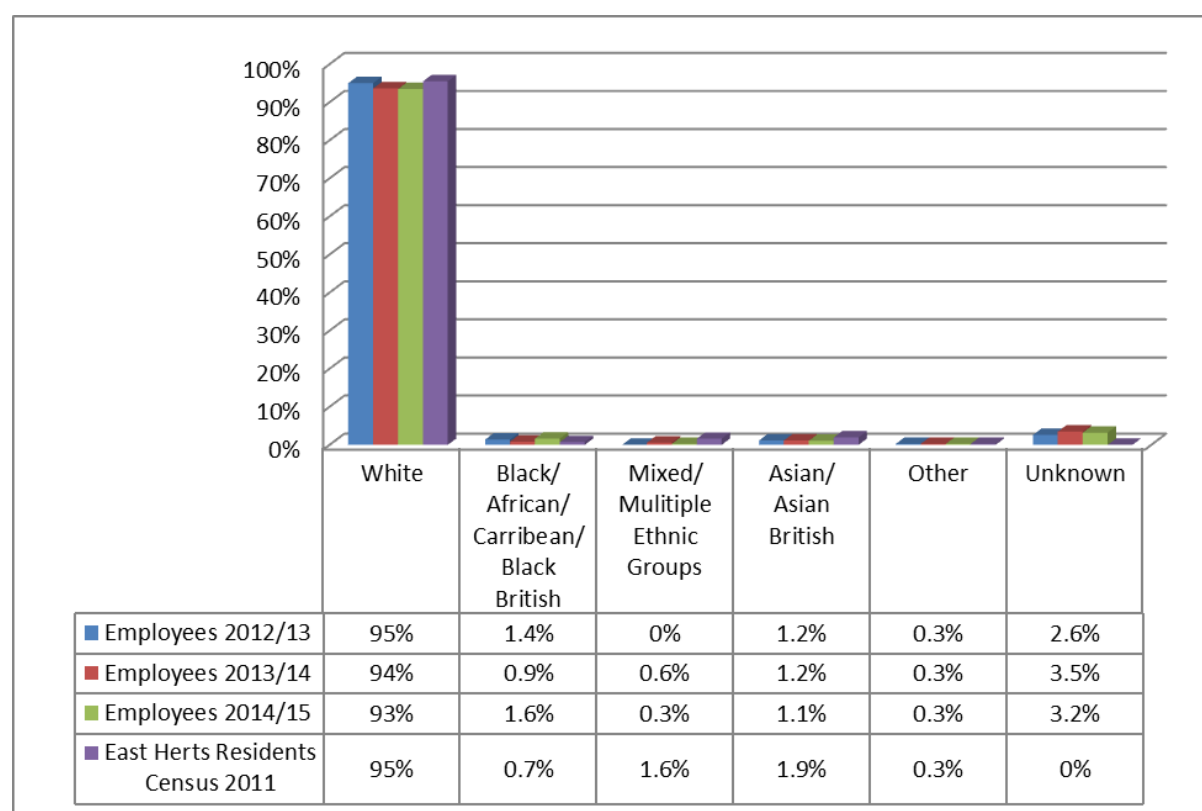
Source: ONS HI06 – 3, Full time, part time and temporary workers, East of England Dec 2014

4.3 Employee Profile by Ethnicity

4.3.1 Figure 4.3 below shows that the Council's employee profile by ethnicity has remained broadly the same over the last 3 years with the vast majority of employees being white (93.5% in 2014/15).

4.3.2 Figure 4.3 shows that the percentage of Black and Minority Ethnic (BME) employees has increased slightly over the last 3 years (2.8% in 2012/13, 2.9% in 2013/14 and 3.3% in 2014/15) however, it is not quite as high as the percentage of BME residents in East Hertfordshire (4.5%).

Figure 4.3 – Employee Profile by Ethnicity compared to residents of East Hertfordshire



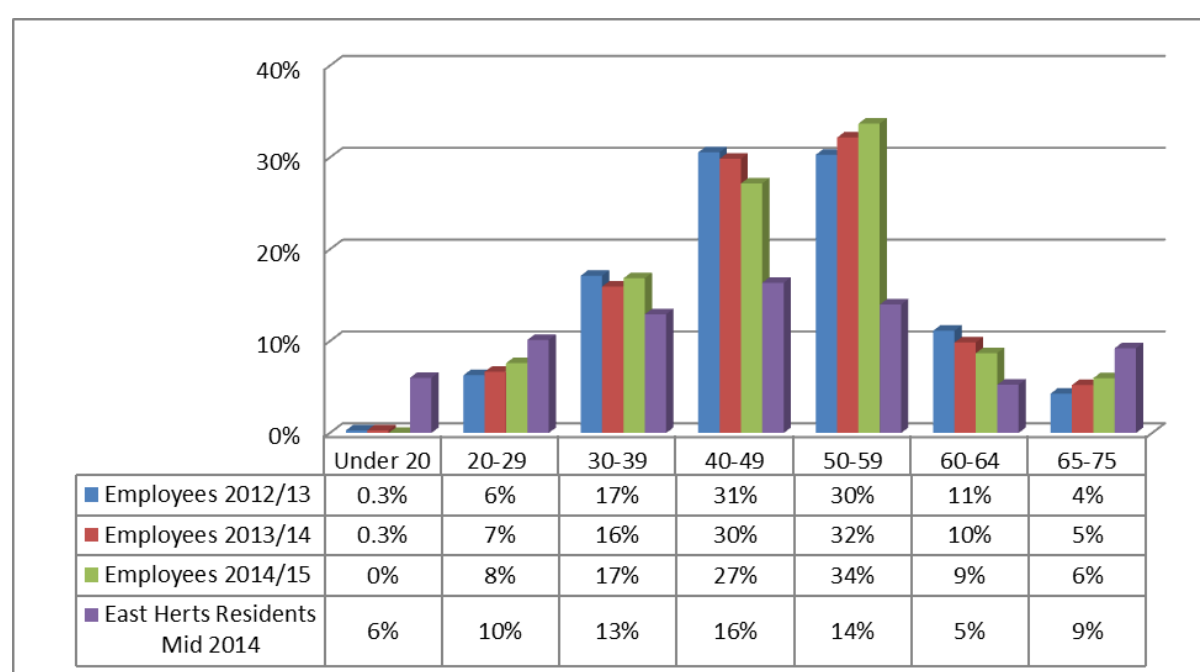
Source: ONS Census 2011_Key Statistics_KS201EW_Ethnic Group by Measures

Note: The above ethnic origin groups mirror those detailed in the 2011 Census. Data on the 'Mixed/Multiple ethnic' group had not been reported on for 2012/13 however it has been included for the last 2 years to be consistent with the ethnic groups used in the Census.

4.4 Employee Profile by Age

4.4.1 Figure 4.5 shows that the Council's employee profile by age has remained broadly the same over the last 3 years with almost two thirds of employees being in the 40-49 and 50-59 age ranges (61% for both age ranges in 2014/15). This is approximately double the percentage of residents in East Hertfordshire in these age ranges (30%).

Figure 4.4 – Employee Profile by Age compared to the residents of East Hertfordshire



Source: ONS Population Data mid 2014

Note: The percentage for East Herts residents does not total 100% as only the data for 16-75 year olds has been included here

The percentages have been rounded up for presentation purposes

4.4.2 Figure 4.5 also shows that the percentage of employees under the age of 20 has fallen to 0% in 2014/15 compared to 6% of East Herts residents. The percentage of employees in the 20-29 age range increased slightly in 2014/15 (8%) compared to the previous year (7% in 2013/14) however it is still lower than the percentage of East Herts residents in this age range (10%).

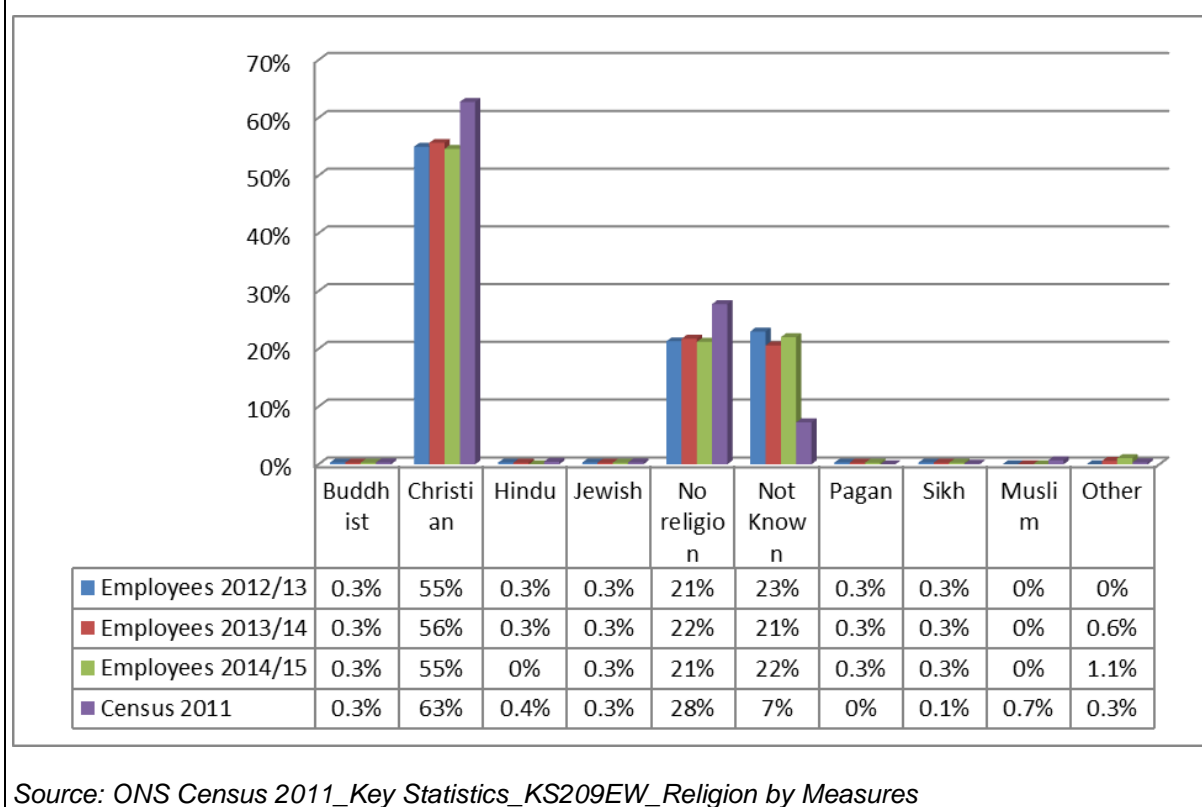
4.4.3 The percentage of employees in the 65-75 age range continues to rise (4% in 2012/13, 5% in 2013/14 and 6% in 2014/15). This is likely to be due to the removal of the default retirement age in 2011.

4.5 Employee Profile by Religion and Belief

4.5.1 Figure 4.5 shows that the Council's employee profile by religion and belief is generally proportionate to those of East Herts residents and has remained consistent over the last 3 years.

4.5.2 22% of employees chose not to disclose their religion.

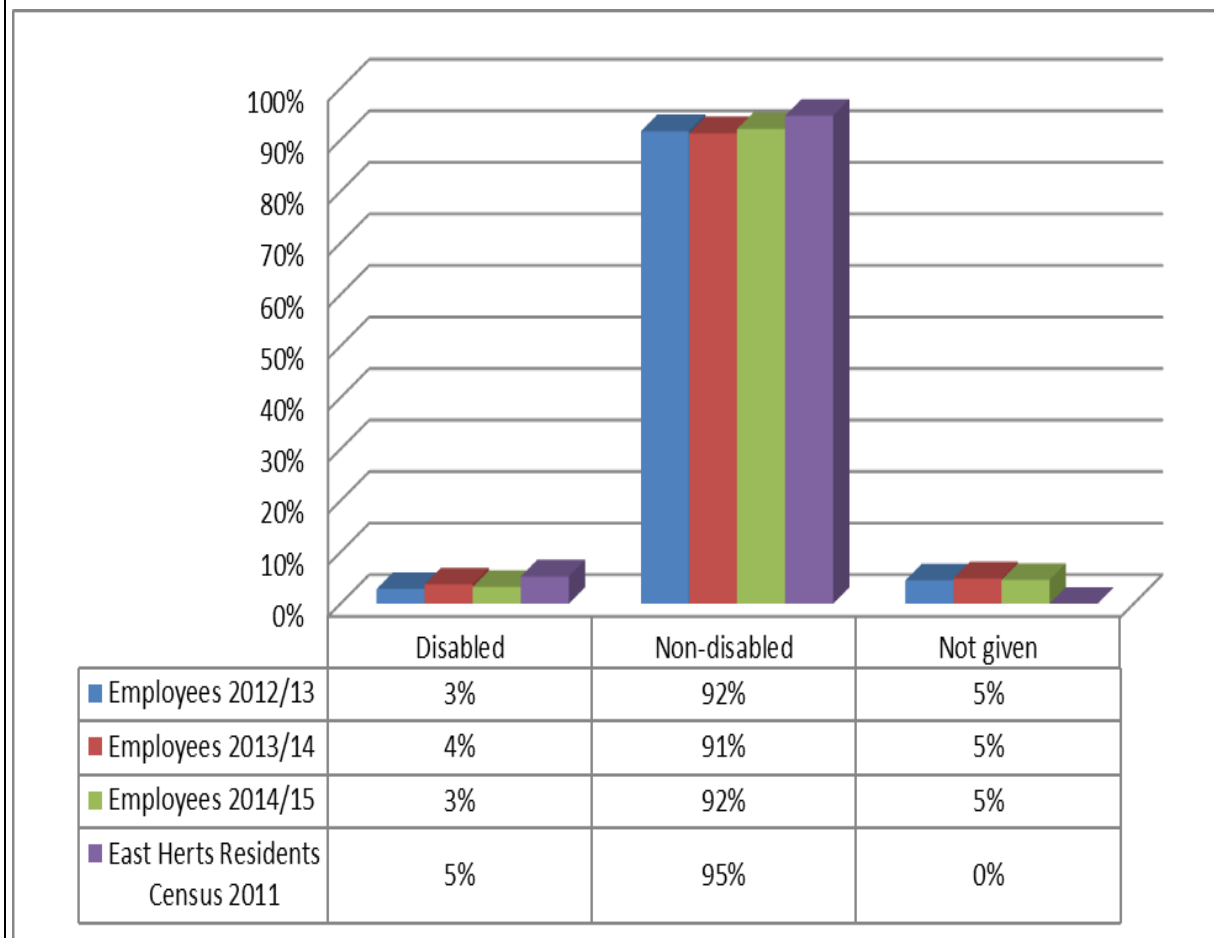
Figure 4.5 – Employee Profile by Religion and Belief compared to the residents of East Hertfordshire



4.6 Employee Profile by Disability

4.6.1 Figure 4.6 shows that the percentage of employees who have declared they have a disability in 2014/15 (3%) is slightly lower than those East Herts residents with a disability (5%).

Figure 4.6 – Employee Profile by Disability Status compared to the residents of East Hertfordshire



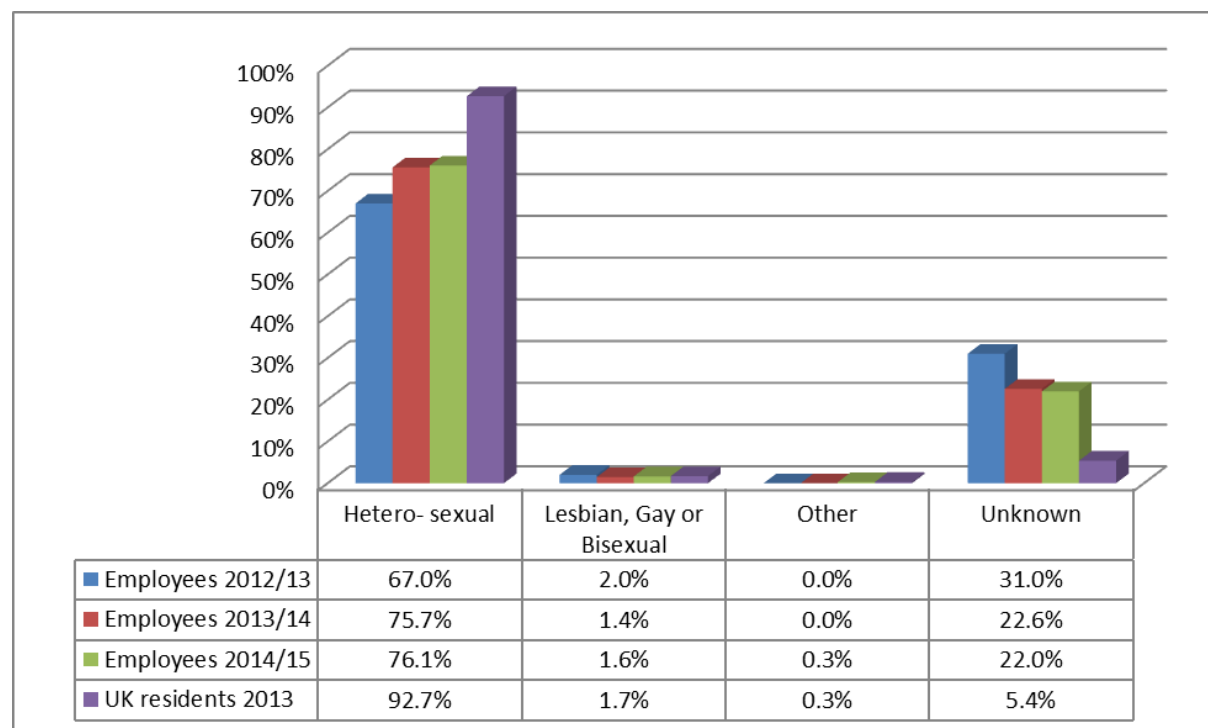
Source: ONS Census 2011_Long Term Health Problem or Disability (QS303EW)

Note: Those residents included in the 'disabled' figures stated that their day to day activities were 'limited a lot'

4.7 Employee Profile by Sexual Orientation

4.7.1 Figure 4.7 shows that the Council's employee profile by sexual orientation is consistent with data gathered by the ONS in the UK Integrated Household Survey in 2013.

Figure 4.7 – Employee Profile by Sexual Orientation compared to UK residents



Source: ONS Statistical Bulletin: Integrated Household Survey, January to December 2013: Experimental Statistics – Sexual Identity

5.0 Performance Management

5.1 Introduction

5.1.1 The Council's performance management scheme has 5 ratings:

- **Exceptional Performance** - performance/contribution consistently exceeds the requirements of the role and all objectives are achieved;
- **Exceeding Expectations** - performance/contribution on occasion exceeds the requirements of the role and all objectives are achieved;
- **Meeting Expectations** - performance/contribution meets the requirements of the role and objectives are achieved;
- **Opportunity for Improvement** - performance/contribution is occasionally below the requirements of the role (some development and support needed);
- **Immediate Improvement Required** - performance/contribution is consistently below the requirements of the role and immediate improvement is required (development and support needed and being formally managed under the Managing Performance Policy).

5.1.2 Most employees receive an annual performance development review (PDR) in December/January and a mid-year review in June/July. The exception is Revenues and Benefits Shared Services employees who receive an annual review in June/July and a mid-year review in December/January. The data in this section is based on full-year PDRs completed in 2014/15 for all services.

5.1.3 PDR completion rate for 2014/15 was 100% which is a vast improvement on the previous year (72%).

5.1.3 The data has been analysed using 5 of the 9 protected characteristics under the Equality Act 2010 as follows:

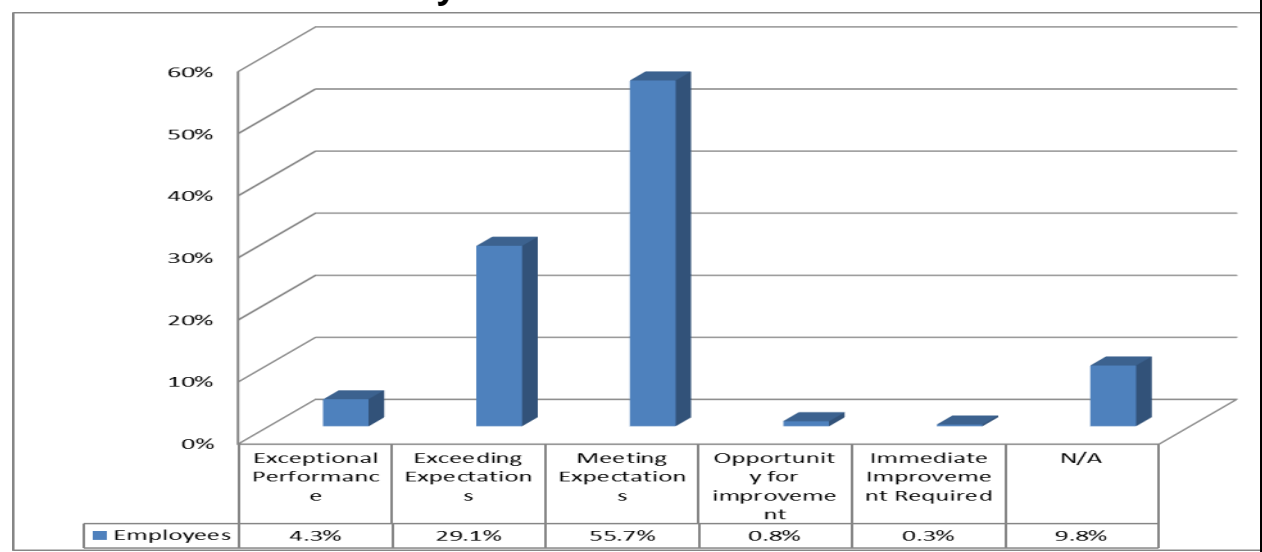
- Gender
- Ethnicity
- Age
- Religion or Belief
- Disability status

5.2 Breakdown of ratings

5.2.1 Figure 5.2 shows that of those employees who were due a full-year PDR in 2014/15, 4.3% were rated as achieving 'exceptional performance', 29.1% as 'exceeding expectations', 55.7% as 'meeting expectations', 0.8% as 'opportunity for improvement' and 0.3% as 'immediate improvement required'.

5.2.2 For 9.8% of employees, a PDR rating at this time was not applicable (N/A) either due to the employee being new in post, on maternity leave or on long term sickness absence.

Figure 5.2 – PDR Ratings for those employees who were due a full year PDR in 2014/15

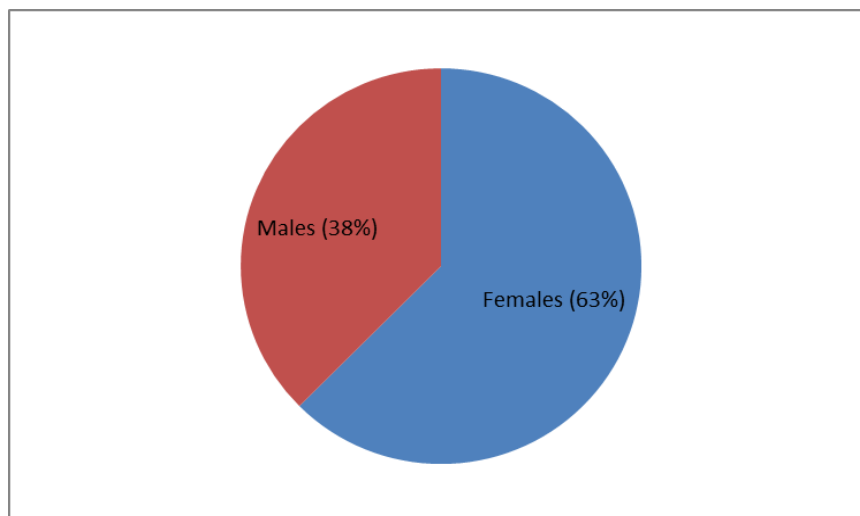


5.3 PDR Ratings by Gender

5.3.1 Figures 5.3 (i) to (iv) show the percentage of female and male employees in each PDR rating category.

5.3.2 With the exception of those in the 'Immediate Improvement Required' category, the female/male ratio for each category is reflective of the female/male ratio of all employees (approximately two thirds female and one third male).

Figure 5.3 (i) – 'Exceptional Performance' rating by Gender



Employee Profile by Gender: Females (68%); Males (32%)

Figure 5.3(ii) – 'Exceeding Expectations' rating by Gender

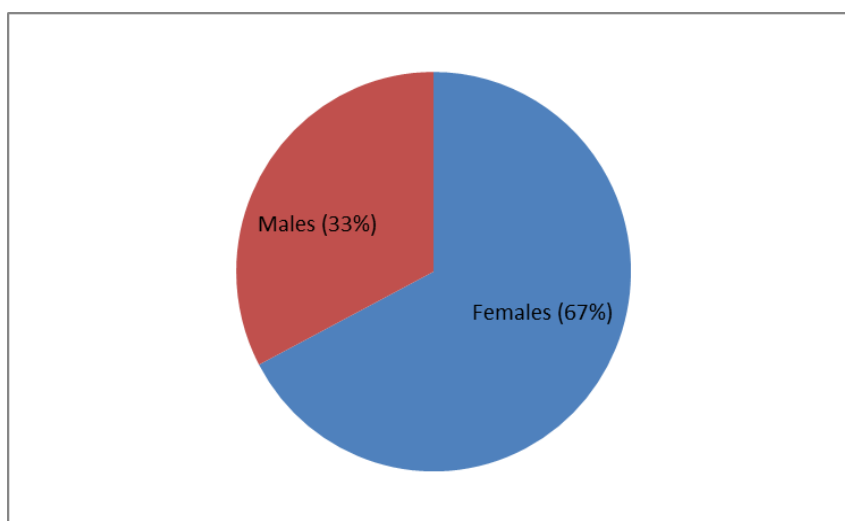
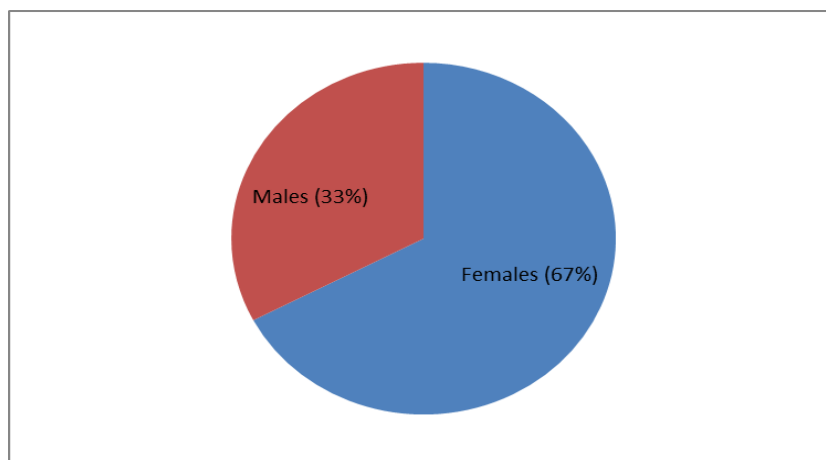
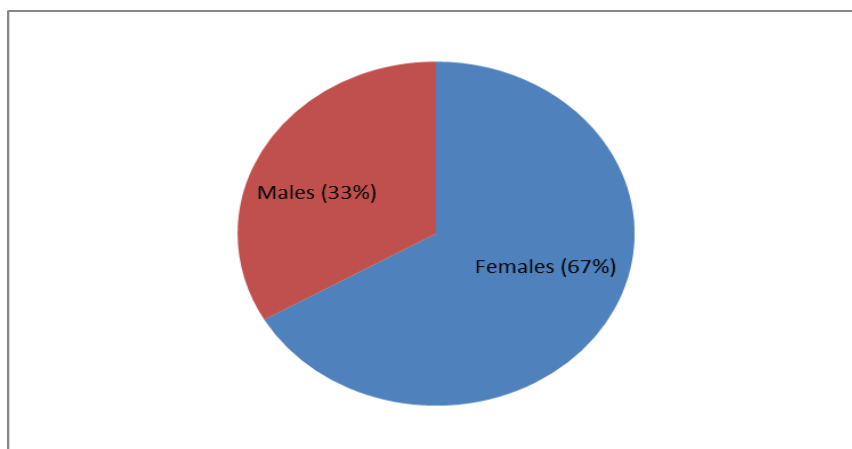


Figure 5.3 (iii) – ‘Meeting Expectations’ rating by Gender



Employee Profile by Gender: Females 68%; Males (32%)

Figure 5.3 (iv) - ‘Opportunity for Improvement’ Rating by Gender



5.3.3 Data for those in the ‘Immediate Improvement Required’ category has not been reported due to the small number of employees in this category which may identify individual employees.

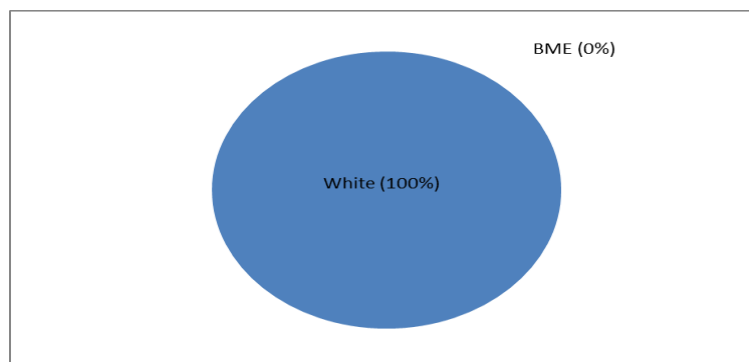
5.4 PDR ratings by Ethnicity

5.4.1 Figures 5.4(i) to (iv) show how employees from Black and Minority Ethnic (BME) groups have been rated in their PDRs compared to white employees.

5.4.2 Although there were no BME employees achieving the 'exceptional performance' rating, this group performed well in the 'exceeding expectations' (3.7%) and 'meeting expectations' (4.4%) categories and these are reflective of the percentage of BME employees overall (3.3%). There are no BME employees in the 'opportunity for improvement' or 'immediate improvement required' categories.

5.4.3 Those employees in the 'unknown' category have chosen not to declare their ethnic origin to their employer.

Figure 5.4 (i) – 'Exceptional Performance Rating by Ethnicity



Employee Profile by Ethnicity: White (93.5%); BME (3.3%)

Figure 5.4 (ii) – 'Exceeding Expectations' rating by Ethnicity

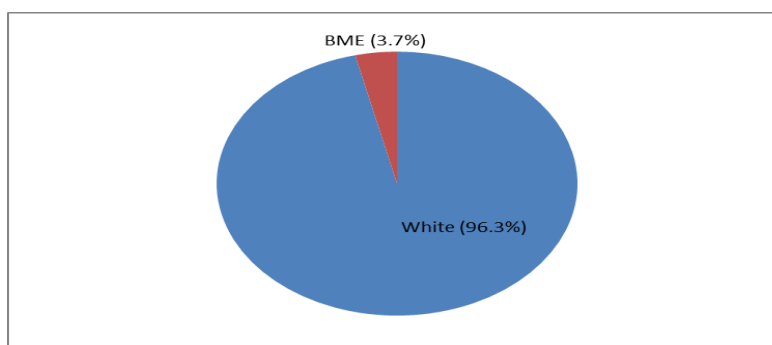


Figure 5.4 (iii) – ‘Meeting Expectations’ rating by Ethnicity

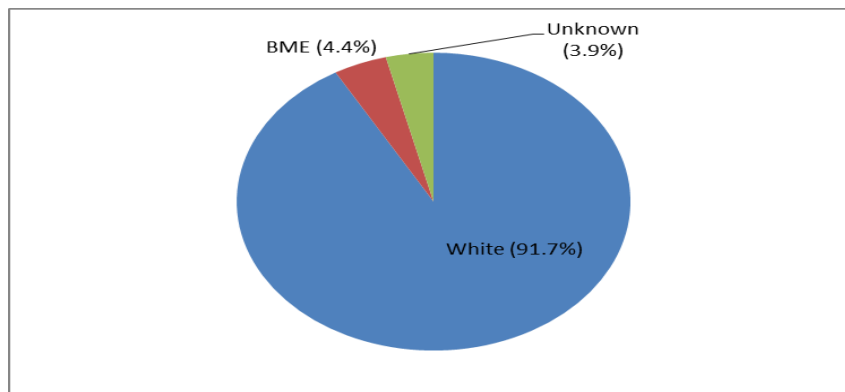
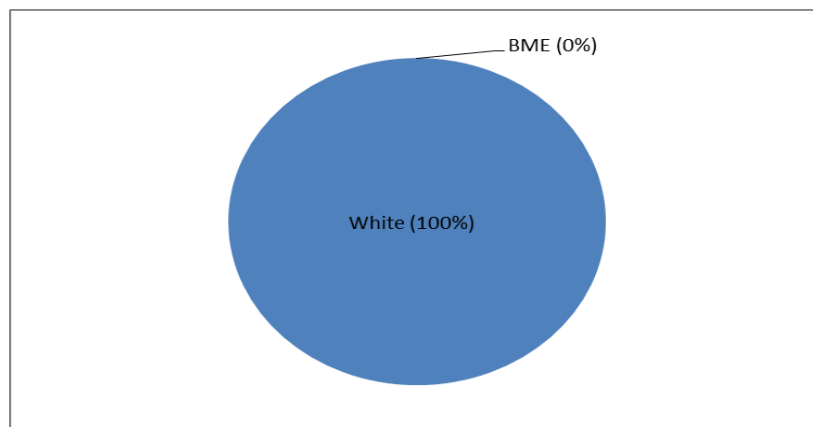


Figure 5.4 (iv) – ‘Opportunity for Improvement’ rating by Ethnicity

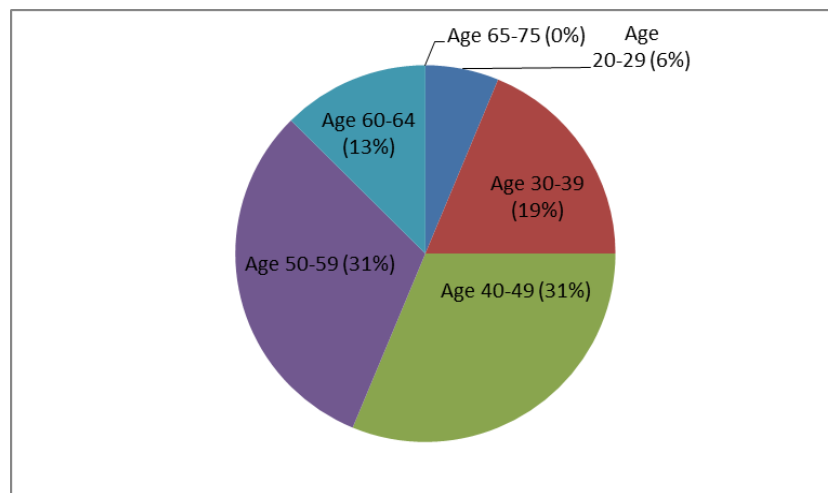


5.4.4 Data for those in the ‘Immediate Improvement Required’ category has not been reported due to the small number of employees in this category which may identify individual employees

5.5 PDR ratings by Age

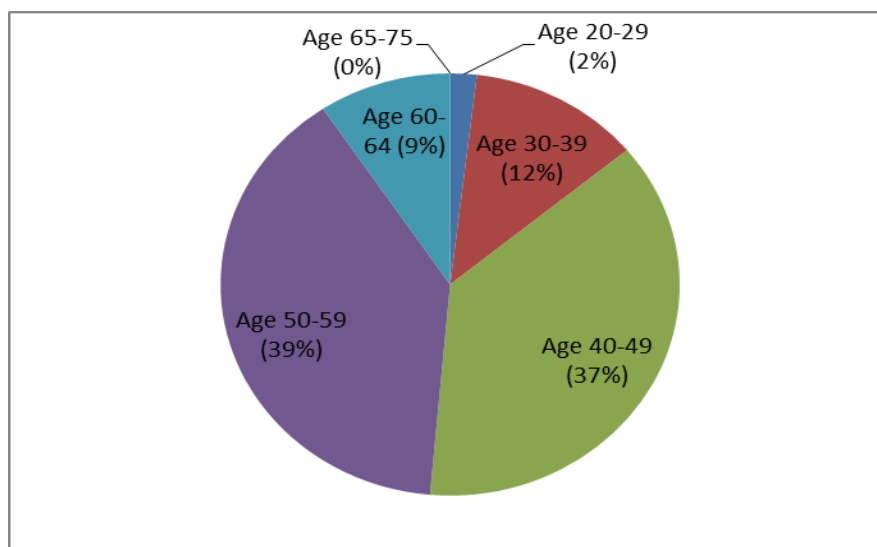
5.5.1 Figures 5.5(i) and (ii) show that most age ranges (with the exception of the 65-75 age range) are represented in the 'exceptional performance' and 'exceeding expectations' categories, and the figures reflect the percentage of all employees in those age ranges.

Figure 5.5 (i) – 'Exceptional Performance' rating by Age



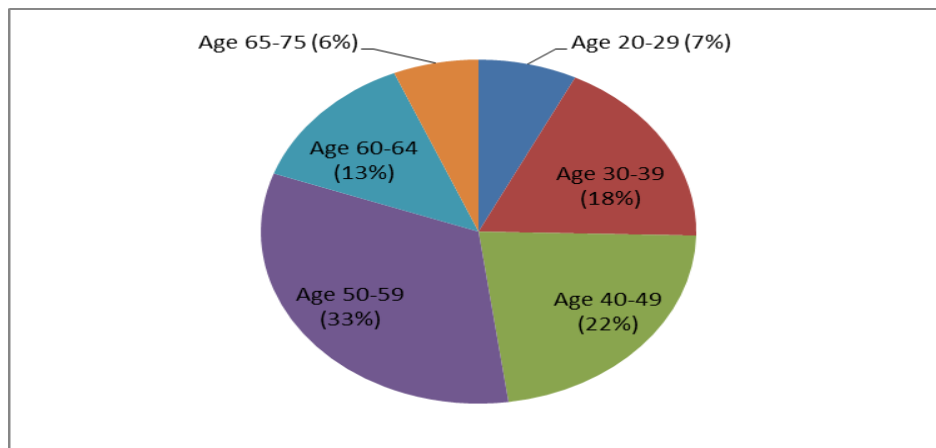
Employee Profile by Age: Age 20-29 (8%); Age 30-39 (17%); Age 40-49 (27%); Age 50-59 (34%); Age 60-64 (9%); Age 65-75 (6%)

Figure 5.5 (ii) - 'Exceeding Expectations' rating by Age



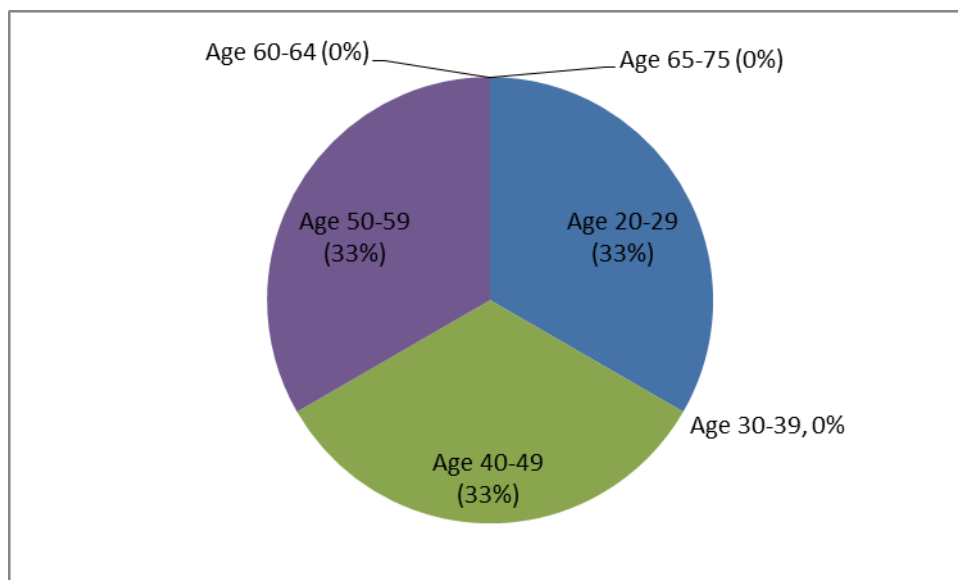
5.5.2 All employees in the 65-75 age range have been rated as 'meeting expectations'.

Figure 5.5 (iii) – 'Meeting Expectations' rating by Age



5.5.3 The 'opportunity for improvement' figures are skewed due to their being only 3 employees overall who received this rating.

Figure 5.5 (iv) – 'Opportunity for Improvement' rating by age

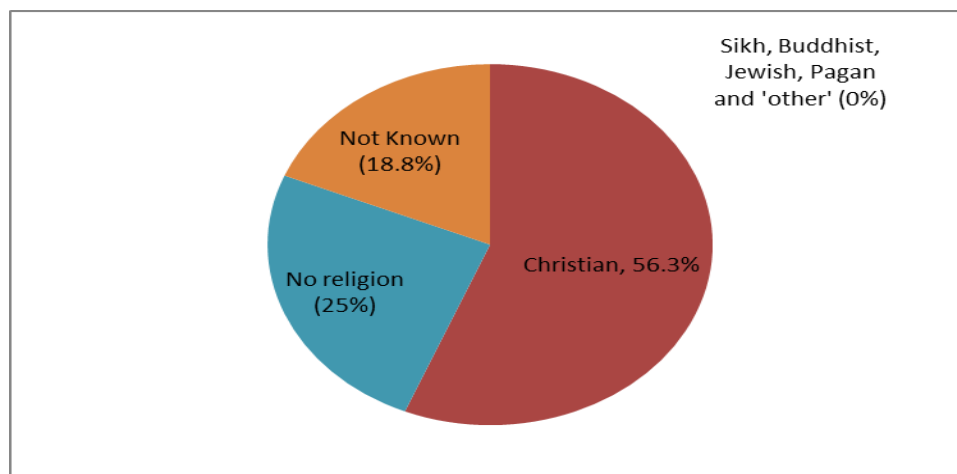


5.5.4 Data for those in the 'Immediate Improvement Required' category has not been reported due to the small number of employees in this category which may identify individual employees

5.6 PDRs by Religion and Belief

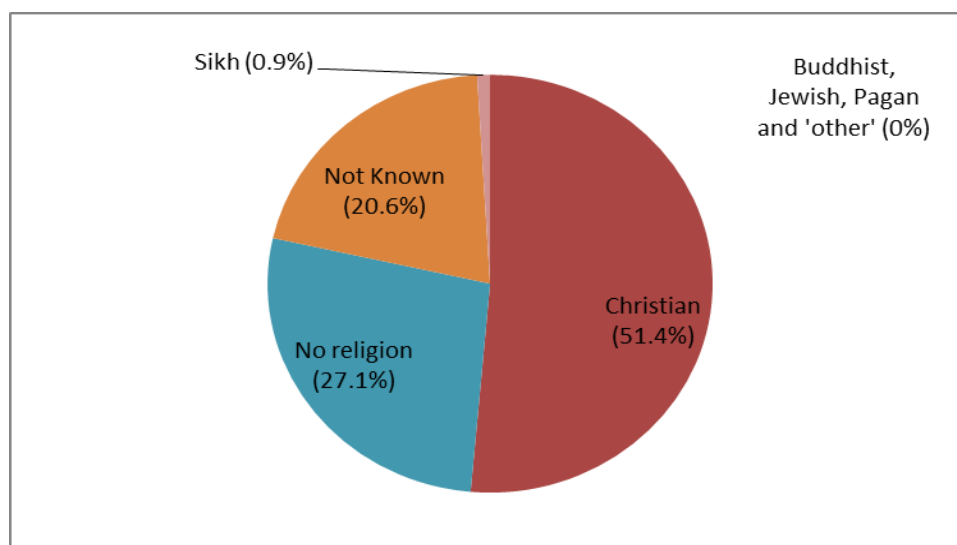
5.6.1 Figures 5.6 (i) and (ii) show that most religious groups are not represented in the 'exceptional performance' and 'exceeding expectations' categories, however the figures are skewed due to the small percentage of employees overall in these groups (1.4%).

Figure 5.6 (i) – 'Exceptional Performance' rating by Religion & Belief



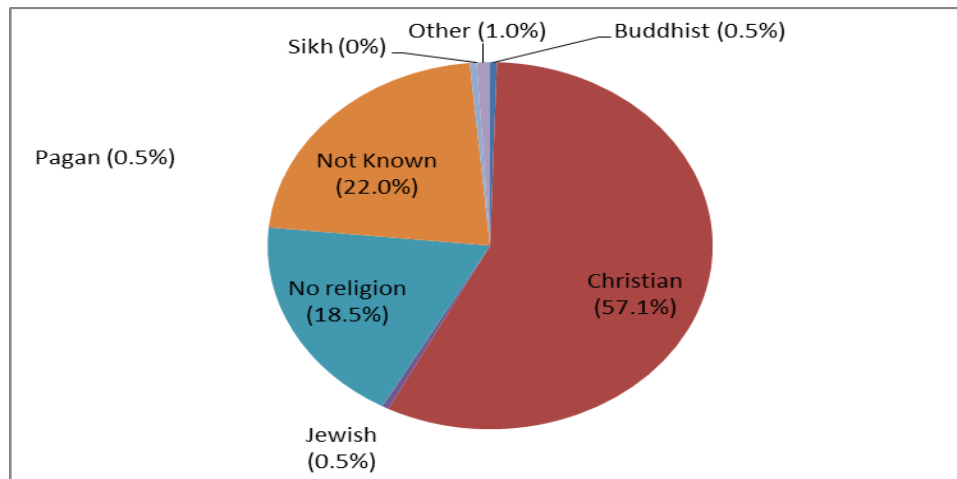
Employee Profile by Religion and Belief: Buddhist (0.3%); Christian (54.6%); Jewish (0.3%); Pagan (0.3%); Sikh (0.3%); No Religion (21.2%); Not Known (22%) and 'Other' (1.1%)

Figure 5.6 (ii) – 'Exceeding Expectations' by Religion and Belief



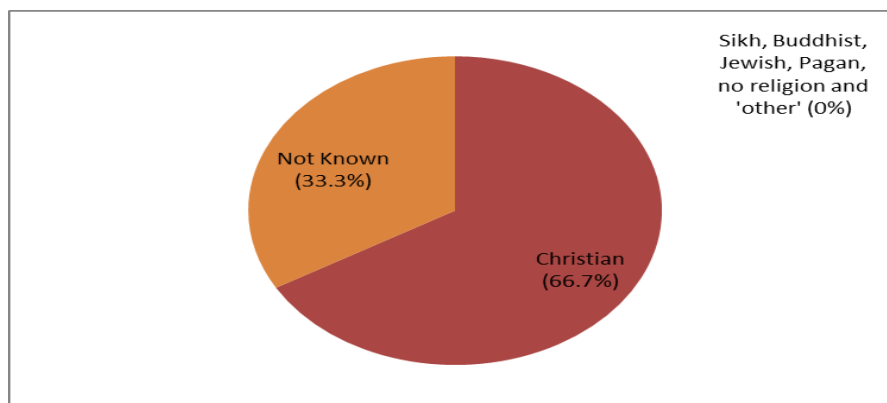
5.6.2 Figure 5.6 (iii) shows that all religions are reflected in the 'meeting expectations' rating which is proportionate to the religious profile of all employees.

Figure 5.6 (iii) – 'Meeting Expectations' by Religion & Belief



5.6.3 Figure 5.6(iv) shows that those employees receiving the 'opportunity for improvement' PDR rating were not from the minority religious groups. They were either Christian or their religion was not known. These figures however are skewed due to the small number of employees in this category (3).

Figure 5.6 (iv) – 'Opportunity for Improvement' by Religion & Belief



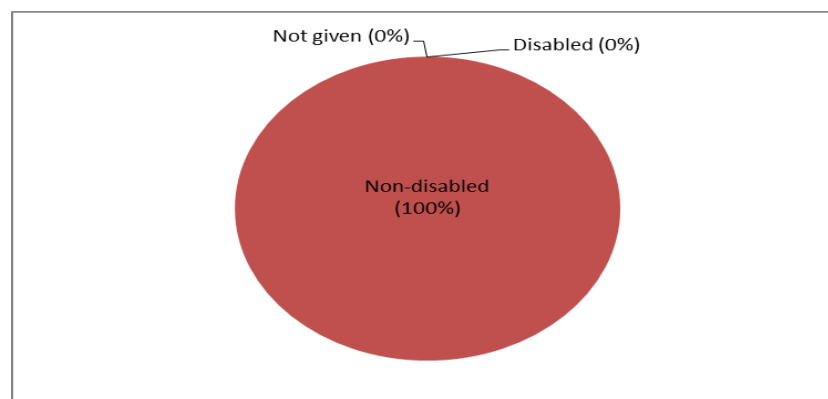
5.6.4 Data for those in the 'Immediate Improvement Required' category has not been reported due to the small number of employees in this category which may identify individual employees

5.7 PDR ratings by Disability

5.7.1 Figures 5.7(i) to (iv) show that employees who have declared they have a disability performed well in their PDRs however they are under-represented in the 'exceptional performance' PDR category (0%) compared to the percentage of all employees with a disability (3%).

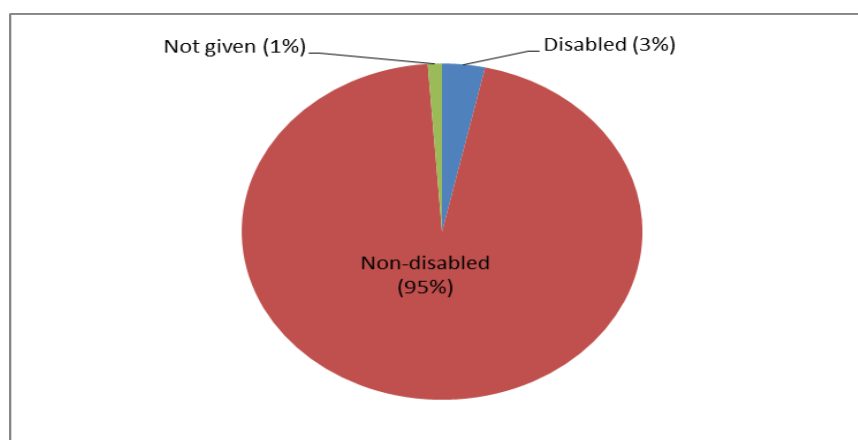
5.7.2 Employees with disabilities are however, fairly represented in the 'exceeding expectations' and the 'meeting expectations' categories (3% in each). The figures are skewed by the small number of employees who have declared they have a disability overall (12 employees).

Figure 5.7 (i) – 'Exceptional Performance' rating by Disability



Employee Profile by disability: Disabled (3%); Non-disabled (92%) and Not given (5%)

Figure 5.7 (ii) – 'Exceeding Expectations' rating by Disability



5.7.2 No employees with a disability were rated lower than 'meeting expectations'

Figure 5.7 (iii) – 'Meeting Expectations' rating by Disability

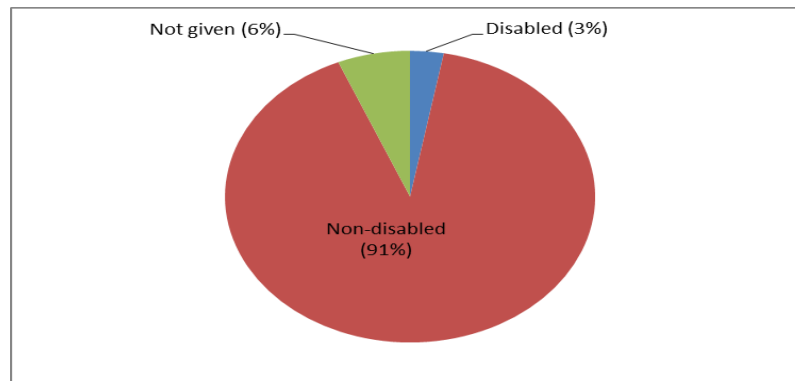
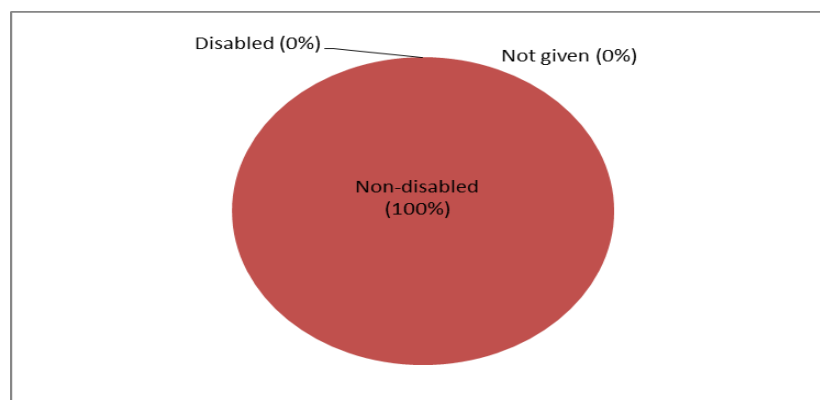


Figure 5.7 (iv) – 'Opportunity for Improvement' rating by Disability



5.7.3 Data for those in the 'Immediate Improvement Required' category has not been reported due to the small number of employees in this category which may identify individual employees

5.8 PDR ratings by Sexual Orientation

- 5.8.1 Data on PDR ratings by sexual orientation has not been reported on due to the small number of employees in some of the PDR categories which may identify individual employees. There were no concerns in this area.

6.0 Discipline and Grievance

- 6.1.1 The number of disciplinary and grievance cases in 2014/15 was small and therefore are not representative of the employee profile.
- 6.1.2 In 2014/15 there were 7 employees who were subject to formal disciplinary proceedings. The equalities data of these employees is varied in terms of ethnic origin, age, religion and belief, disability and sexual orientation.
- 6.1.3 A breakdown of the equalities data for those who were subject to formal disciplinary proceedings is as follows:

Gender	5 x females, 2 x males
Ethnic Origin	7 x white
Ages	1 x 20-29, 1 x 30-39, 2 x 40-49, 1 x 50-59, 1 x 60-64, 1 x 65-75
Religion and Belief	1 x Christian, 5 x no religion, 1 x unknown
Disability	2 x had a disability
Sexual Orientation	4 x heterosexual, 3 x unknown

- 6.1.4 There were no formal grievance cases.
- 6.1.5 The Council has clear guidance in its policies on Equality and Diversity, Discipline, Grievance, and Harassment and Bullying to ensure there is no discrimination in the workplace. Employees undergoing disciplinary action or submitting grievances will continue to be monitored, however there is currently no evidence, through monitoring, staff survey or feedback to suggest that any one group is being disadvantaged.

7.0 Training Course Participants

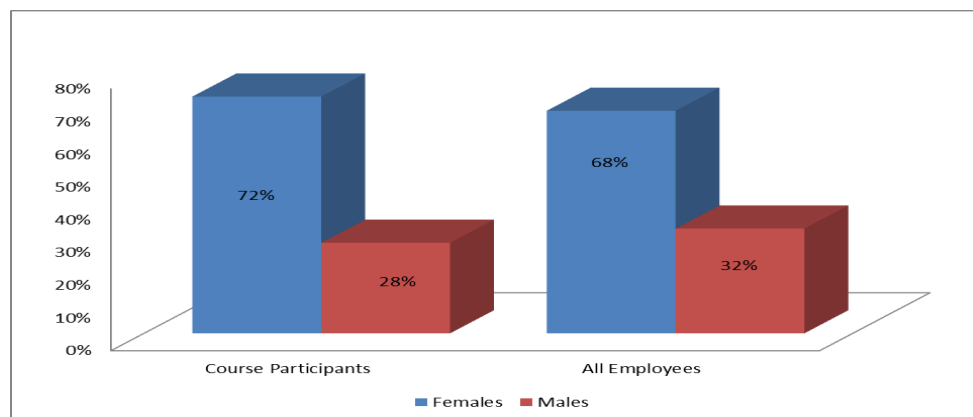
7.1 Introduction

- 7.1.1 The Learning and Development Programme 2014/15 offered a selection of learning and development to meet corporate and individual needs. The training and development needs were identified corporately and through individual PDR's. The training was delivered by facilitated events, workshops, bite size training and e-learning.
- 7.1.2 In 2014/15, 2,438 delegates attended or participated in some form of corporate training, an increase of 1,693 delegates compared to 2013/14 attendance figures (745). The increase was due to the on-line data protection training and the range of Here to Help bite-size events delivered.
- 7.1.3 The figures below analyse the equalities data of those course participants who attended HR-led training courses only. There were a total of 329 course participants who attended these courses. Course participants have been counted once only even if they have attended more than one course throughout the year.
- 7.1.4 The data has been analysed using 6 of the 9 protected characteristics under the Equality Act 2010 as follows:
- Gender
 - Ethnicity
 - Age
 - Religion or Belief
 - Disability status
 - Sexual Orientation
- 7.1.5 In summary, the figures show that training and development is provided on a fair and equal basis across the council and allows all employees to take advantage of the opportunities.

7.2 Training course participants by Gender

7.2.1 Figure 7.2 shows that the percentage of female and male employees who attended training courses is reflective of the female/male employee profile.

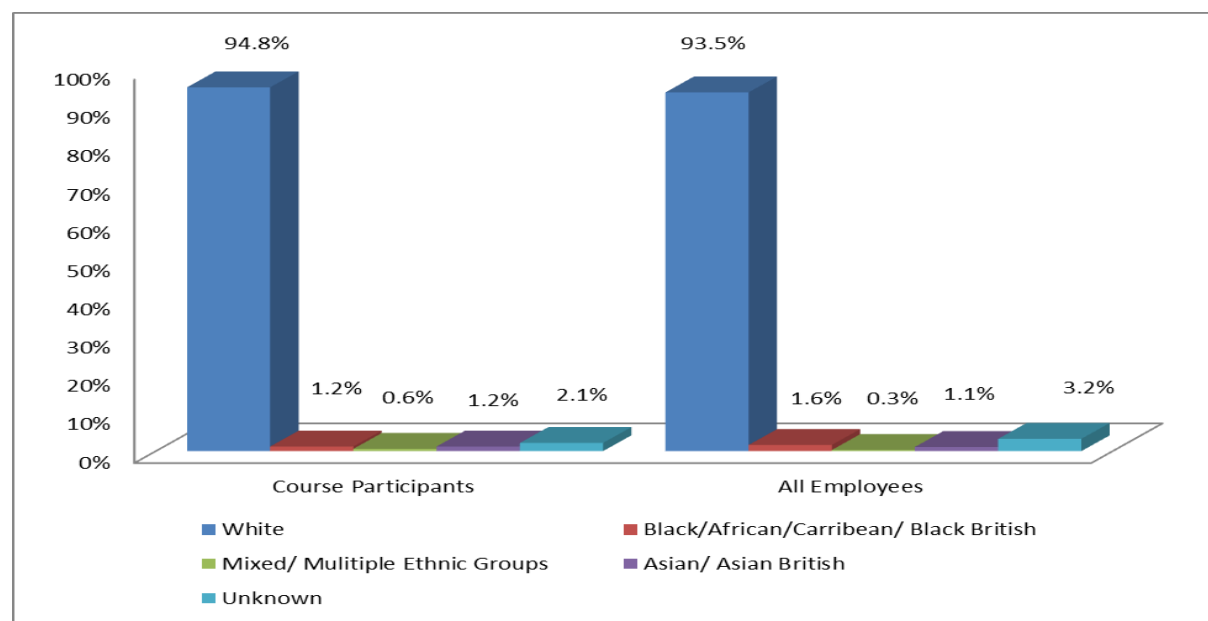
Figure 7.2 - Training course participants by gender



7.3 Training course participants by Ethnicity

7.3.1 Figure 7.3 shows that the percentage of training course participants by ethnicity was reflective of the ethnicity profile of all employees.

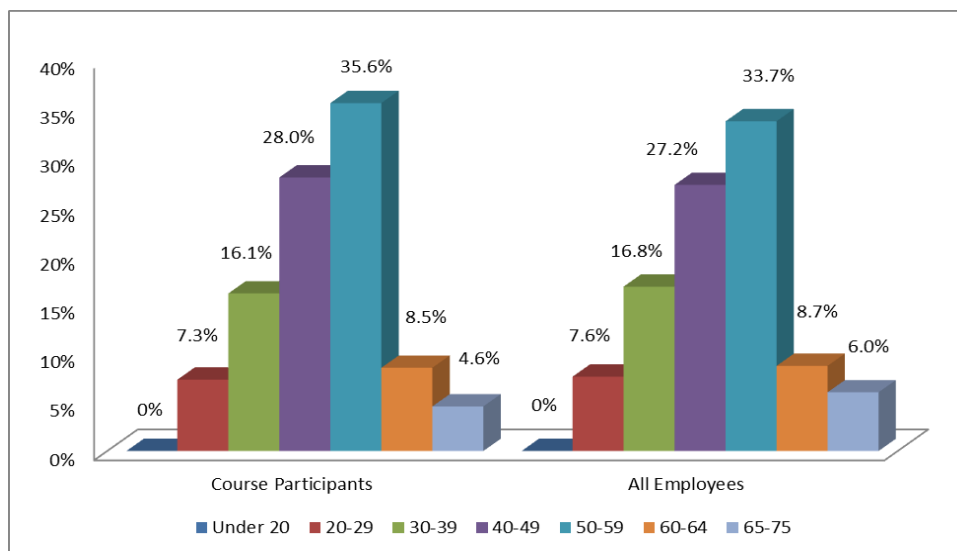
Figure 7.3 - Training course participants by Ethnicity



7.4 Training course participants by Age

7.4.1 Figure 7.4 shows that the percentage of training course participants by age was reflective of the age groups of all employees.

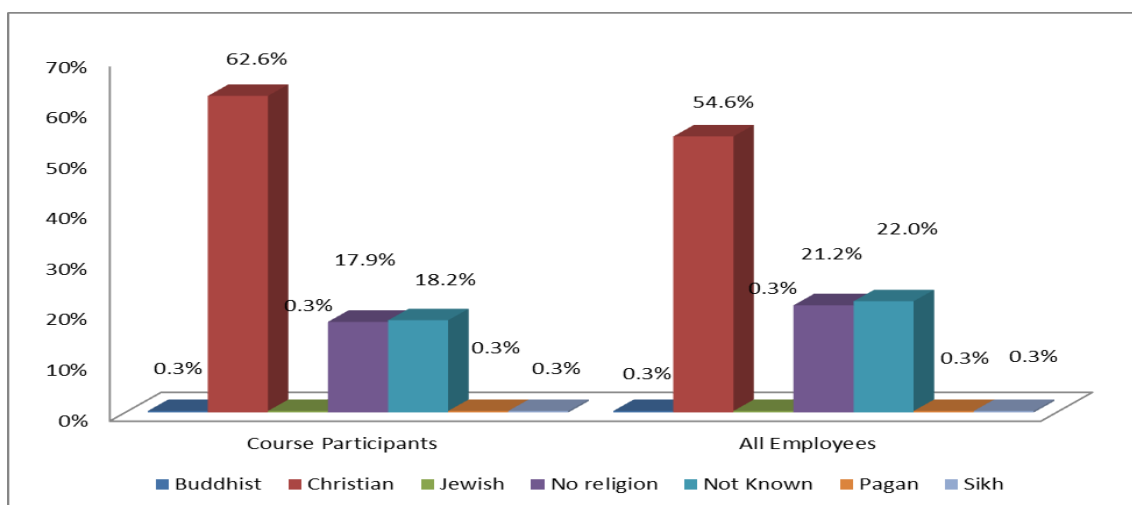
Figure 7.4 - Training course participants by Age



7.5 Training course participants by Religion and Belief

7.5.1 Figure 7.5 shows that the percentage of training course participants by religion and belief was reflective of the employee profile.

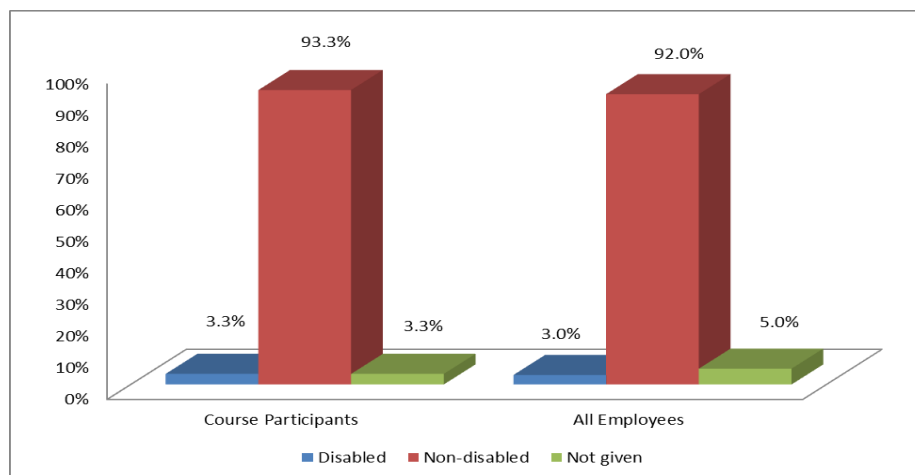
Figure 7.5 - Training course participants by Religion and Belief



7.6 Training course participants by Disability

7.6.1 Figure 7.6 shows that the percentage of training course participants by disability is reflective of the disability profile of all employees.

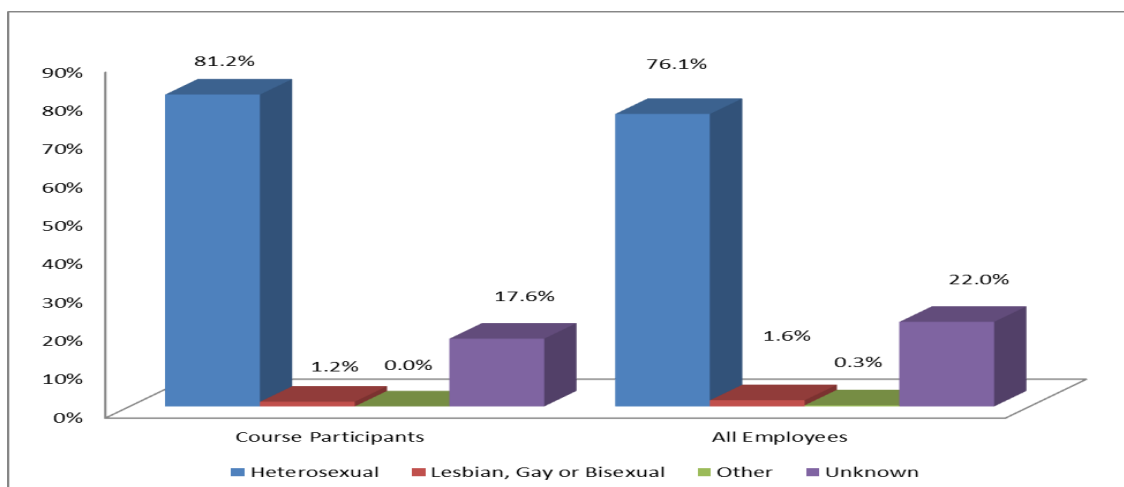
Figure 7.6 - Training course participants by Disability



7.7 Training course participants by Sexual Orientation

7.7.1 Figure 7.7 shows that the percentage of training course participants by sexual orientation was reflective of the employee profile.

Figure 7.7 - Training course participants by Sexual Orientation



8.0 Leavers

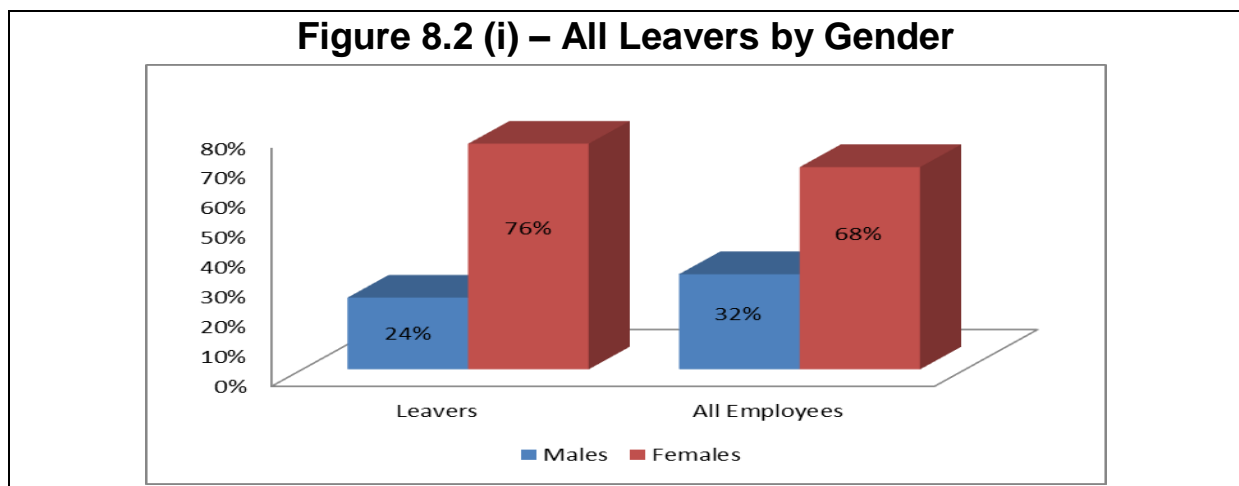
8.1 Introduction

- 8.1.1 This section provides information on employees who have left the Council (both voluntarily and involuntarily) between the period 1 April 2014 and 31 March 2015.
- 8.1.2 The figures exclude casual employees who have left the Council and those who are on a career break.
- 8.1.3 The total number of leavers during the period is 29. Of these, 21 left voluntarily and 8 left involuntarily.
- 8.1.4 Of those who left involuntarily, 2 left as a result of dismissals and 6 due to the end of fixed term contracts.
- 8.1.5 Reasons for leaving were analysed in the Turnover Report for 2014/15 (Human Resources Committee July 2015)
- 8.1.6 Leaver data has been analysed using 6 of the 9 protected characteristics under the Equality Act 2010 as follows:
- Gender
 - Ethnicity
 - Age
 - Religion or Belief
 - Disability Status
 - Sexual Orientation

8.2 Leavers by Gender

8.2.1 Figure 8.2(i) shows that, of all leavers (both voluntary and involuntary), 76% were female and 24% were male. These figures are roughly proportionate to the female/male employee profile: 68% and 32% respectively.

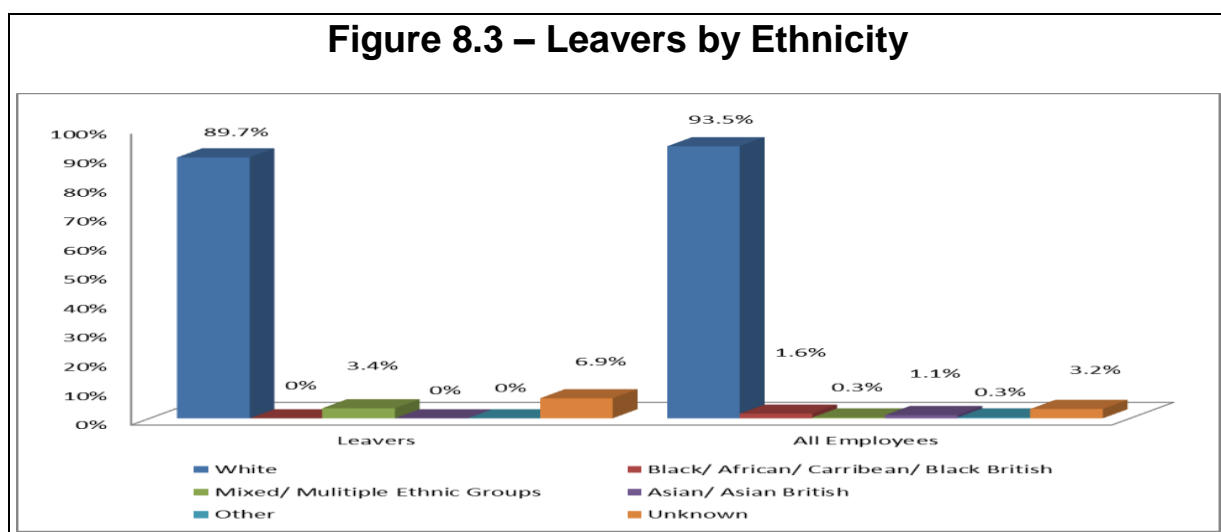
8.2.2 The percentage of male leavers in 2014/15 (24%) is the lowest it has been over the last 3 years (2011/12 – 26%, 2012/13 – 43% and 2013/14 50%).



8.3 Leavers by Ethnicity

8.3.1 Figure 8.3 shows that the percentage of leavers by ethnicity is roughly proportionate to the ethnic profile of all employees.

8.3.2 The percentage of leavers from mixed/multiple ethnic groups is higher than the percentage of all employees in this group however the figures are skewed due to the small number of leavers in this group (1 employee).

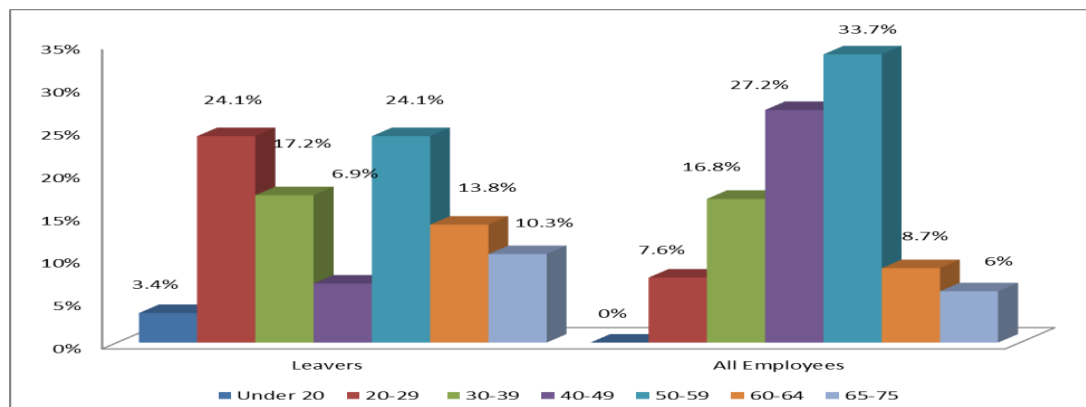


8.4 Leavers by Age

8.4.1 Figure 8.4 shows that with the exception of the 40-49 and 50-59 age groups, the percentages of leavers in the remaining age groups are disproportionately higher when compared to all employees in those age groups.

8.4.2 Perhaps it is unsurprising for the 60-64 and 65-75 age groups. 6 out of 7 (86%) leavers in these groups left due to retirement.

Figure 8.4 - Leavers by Age



The percentage of leavers in the 'under 20' age range is higher than the percentage of employees in this age range as data for the latter was taken at 31 March 2015 and therefore the leaver will have left at some point during 2014/15.

8.4.3 Of concern is that the percentage of leavers in the under 20 and 20-29 age groups (27.5% collectively) is almost 4 times the percentage of employees in these age ranges (7.6% collectively).

8.4.4 The reasons for leaving for those in the under 20 and 20-29 age ranges are varied as follows:

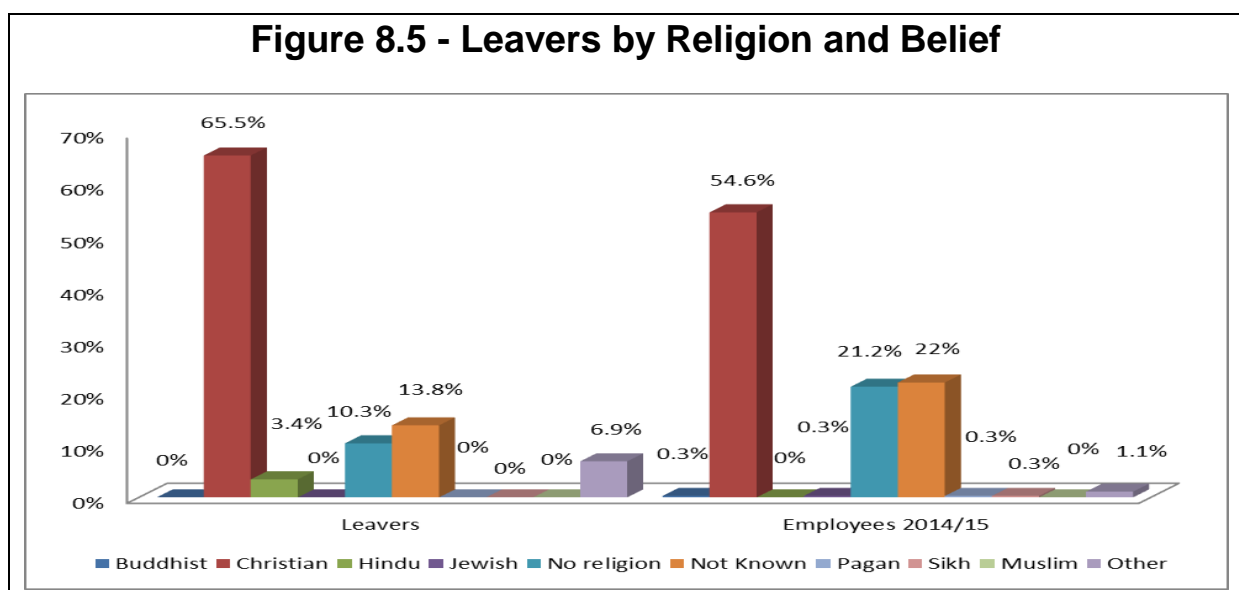
Reason for Leaving	Number of Leavers	Percentage of Leavers
To relocate	1	12.5%
Personal reasons	1	12.5%
To achieve promotion	2	25%
Change in career	1	12.5%
End of contract	2	25%
'Other'	1	12.5%

8.4.5 A further concern is that 7 out of 8 (87.5%) leavers in the under 20 and 20-29 age groups had less than 2 years' service however two of these left due to the end of their fixed term contract.

8.5 Leavers by Religion and Belief

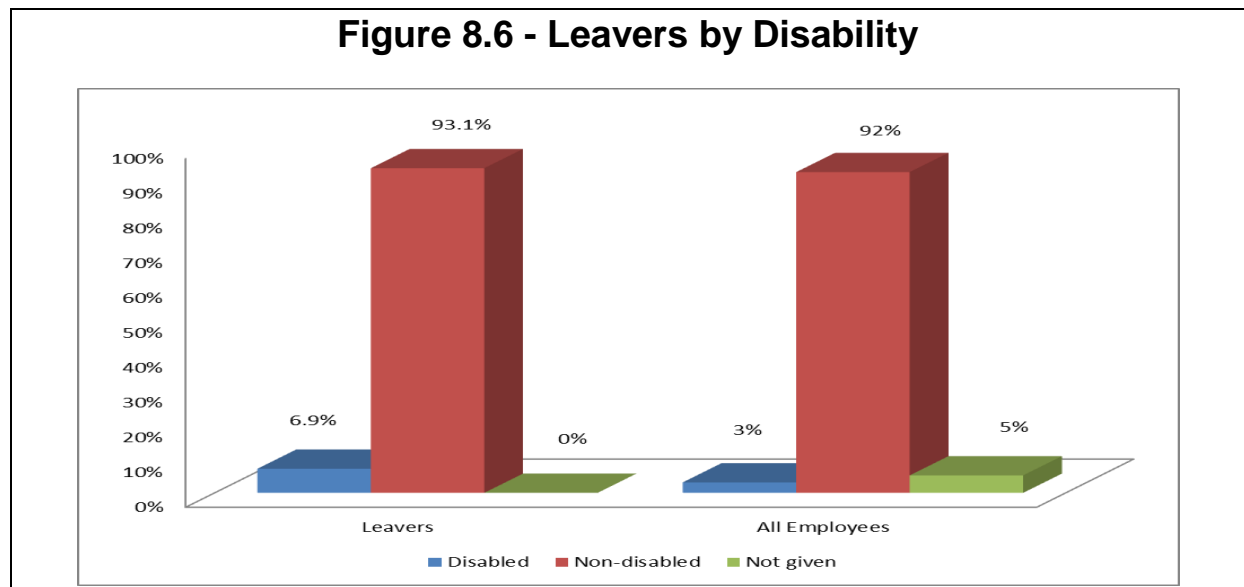
8.5.1 Figure 8.5 shows that for most religious groups the percentages of leavers are proportionate to the profile of the Council's employees.

8.5.2 The exceptions are those leavers whose religious group is Hindu however the figure is skewed due to the small number of leavers in this religious group (1 leaver).



8.6 Leavers by Disability

- 8.6.1 Figure 8.6 shows that the percentage of leavers who have declared they have a disability (6.9%) is more than double the percentage of all employees with a disability (3%). The figure is skewed however due to the small number of leavers with a disability (2 employees).



8.7 Leavers by Sexual Orientation

- 8.7.1 Data on the sexual orientation of leavers has not been reported on due to the small number of employees in this category which may identify individual employees. There are no concerns in this area.

9.0 Comments on the 2013/14 recommendations

9.1 *To explore why full time males seem to have less chance of being offered roles within the Council compared to other groups*

9.1.1 The 2013/14 report found that the Council was attracting a proportionate percentage of male applicants (45%) to apply for advertised roles compared to males in the East Herts working population (49%) however, a disproportionate percentage of males were being employed by the Council (31%), and therefore one of the recommendations was to look at whether the Council's recruitment processes were disadvantaging males in any way.

9.1.2 In the 2014/15 report, data was analysed at each stage of the recruitment process for the first time. The results show that during 2014/15, males performed as well as females at both the shortlisting and appointment stages. It can be concluded therefore that the Council's recruitment processes are not disadvantaging male applicants.

9.2 *To explore why applicants in the 20-29 age range seem to have less chance of being offered roles within the Council compared to other groups*

9.2.1 An analysis of the equalities data at each stage of the recruitment process in 2014/15 has found that applicants in the under 20, 20-29 and 30-39 age groups performed less well at the shortlisting stage and the appointment stage compared to older age groups. To understand why this is happening, further discussions would need to take place with recruiting managers immediately following the recruitment exercise to identify whether there are any trends for these groups. This has been stated as a recommendation for 2015/16.

- 9.3 *To ensure that equalities data is collected at the shortlist and interview stage for all applicants to enable a wider analysis of the equalities data.***
- 9.3.1 Equalities data has been collected at all stages of the recruitment process for 2014/15 onwards.
- 9.4 *To ensure that all recruitment panel members are trained in the Council's Recruitment Policy and Equal Opportunities, and that panels are balanced particularly in terms of gender.***
- 9.4.1 Recruitment Panel Members are trained in the Council's recruitment policy and equal opportunities and where possible are balanced.
- 9.5 *To ensure that equalities data is captured for course participants attending all training courses, not just HR-lead courses.***
- 9.5.1 This has not been implemented in this review period however it will be implemented with the new HR and Payroll system as it will be easier to collate and report on this data.
- 9.6 *To review data from exit questionnaires to explore why there are a disproportionate number of male leavers compared to the total number of male employees.***
- 9.6.1 Exit Questionnaire data was analysed in the 2014/15 Annual Turnover report which was considered at HR Committee in July 2015. The exit questionnaire return rate for 2014/15 voluntary leavers was 57%. The results were positive and gave feedback on working for the Council, their manager, training and development, and promotion opportunities.

10.0 Recommendations

Following analysis of the equalities data in 2014/15, the following recommendations are made:

10.1 Recruitment

- 10.1.1 To ensure that the new HR and Payroll System is able to accurately capture and report on equalities data.
- 10.1.2 To explore why a disproportionate percentage of BME applicants were unsuccessful at the appointment stage compared to the total percentage of applicants from these groups.
- 10.1.3 To continue to explore initiatives to attract more applicants in the under 20 age group to apply for jobs at the Council
- 10.1.4 To explore why applicants in the under 20, 20-29 and 30-39 age groups were less successful in being invited to interview and being appointed than older age groups through discussions with recruiting managers.

10.2 Employee Profile

- 10.2.1 To undertake an exercise in conjunction with the introduction of the new HR & Payroll System to give employees the opportunity to update their personal details including equalities data e.g. on whether they consider themselves to have a disability. It is also an opportunity for those employees who originally chose not to disclose some of their personal details to disclose them should they now wish to.
- 10.2.2 To explore why the Council employs disproportionately fewer full time males compared to the percentage of full time males in the East Herts working population.

10.3 Performance Management (PDR ratings)

- 10.3.1 There are no recommendations in this area

10.4 Discipline and Grievance

- 10.4.1 Continue to monitor equalities data for all disciplinaries and grievances

10.5 Training Course Participants

- 10.5.1 There are no recommendations in this area.

10.6 Leavers

- 10.6.1 To explore why there are a disproportionate percentage of leavers in the under 20 and 20-29 age groups through exit questionnaires.
- 10.6.2 To link this work with the recommendations from the Turnover Report that was considered and approved by the HR Committee in July 2015.
- 10.7 To conduct the next Equal Pay Audit in 2016 to include the additional obligations required by law on mandatory gender pay gap reporting.