East Herts Council

EQUALITY AND DIVERSITY ANNUAL REPORT

(EMPLOYMENT)

1 APRIL 2013 – 31 MARCH 2014

Contents   **Page**

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 2013/14.

2.0   Summary

2.1   Recruitment

2.1.1   In 2013/14 the Council attracted a diverse range of external applicants in terms of gender, ethnicity, age, religion and belief, and disability status which is reflective of the profile of East Hertfordshire residents.

2.2   Employee Profile

2.2.1   The Council's employee profile at the end of March 2014 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 <u>not</u> are gender and working hours, and age.

2.2.3   With regard to gender, the Council has a significantly higher percentage of females than males (69%: 31%) compared to 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 (27%) compared to working full time males in the East of England (48%).

2.2.5   With regard to age, almost two thirds (62.1%) of Council employees are in the 40 to 59 age range which is more than double the percentage of residents in East Hertfordshire in this age range (30%). The percentage of employees in the 65 to 75 age range is gradually increasing (2.8% in 2011/12, 4.3% in 2012/13 and 5.2% in 2013/14). 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 one group is disadvantaged by the Council's Performance Management system.

2.4   Discipline and Grievance

2.4.1   The number of disciplinary and grievance cases in 2013/14 was very small and therefore are not representative of the employee profile.

2.4.2   In 2013/14 there were only 2 employees who were subject to formal disciplinary proceedings.

2.4.3   There were no formal grievance cases.

2.5   Training Course Participants

2.5.1   An analysis of training course participants in 2013/14 shows that all groups of employees have had equal access to training courses.

2.6   Leavers

2.6.1   The report found that some categories of leavers (for example ethnicity, religion and belief, disability, and sexual orientation) in 2013/14 were reflective of the employee profile, whereas others are less so (gender and age).

2.6.2   There was a disproportionate number of male leavers however, following further analysis of the data, there does not appear to be any concerning trends with regard to service area or age.

2.6.3   There was a disproportionate number of leavers in the younger age categories (ie under 20s, 20-29 and 30-39 age ranges). Of note is that, of the total number of leavers in these age groups (19), 12 were on a fixed term contract.

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 2013 and March 2014.

3.1.2   Data is only available at the applicant stage. Shortlist and Interview data is not available for 2013/14 however this data has been collected from April 2014 onwards and will be more fully reported on for the 2014/15 Annual Report.

3.1.3   The total number of posts advertised externally between April 2013 and March 2014 was 36.   There were a total of 421 applicants.

3.1.4   Recruitment has been managed in-house since May 2013. A review of East Herts recruitment processes is currently being undertaken and part of this review will consider alternative service models.

3.1.5   Applicant data has been anaylsed 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 Equal Opportunities 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.

3.2 Applicant profile by Gender

3.2.1 Figure 3.2 below shows that the Council is attracting a good balance of both female and male applicants (females 55%: males 45%) which is reflective of the gender profile of the working population of East Hertfordshire.

Figure 3.2 - Applicant profile by Gender compared to the gender profile of the working* population of East Hertfordshire
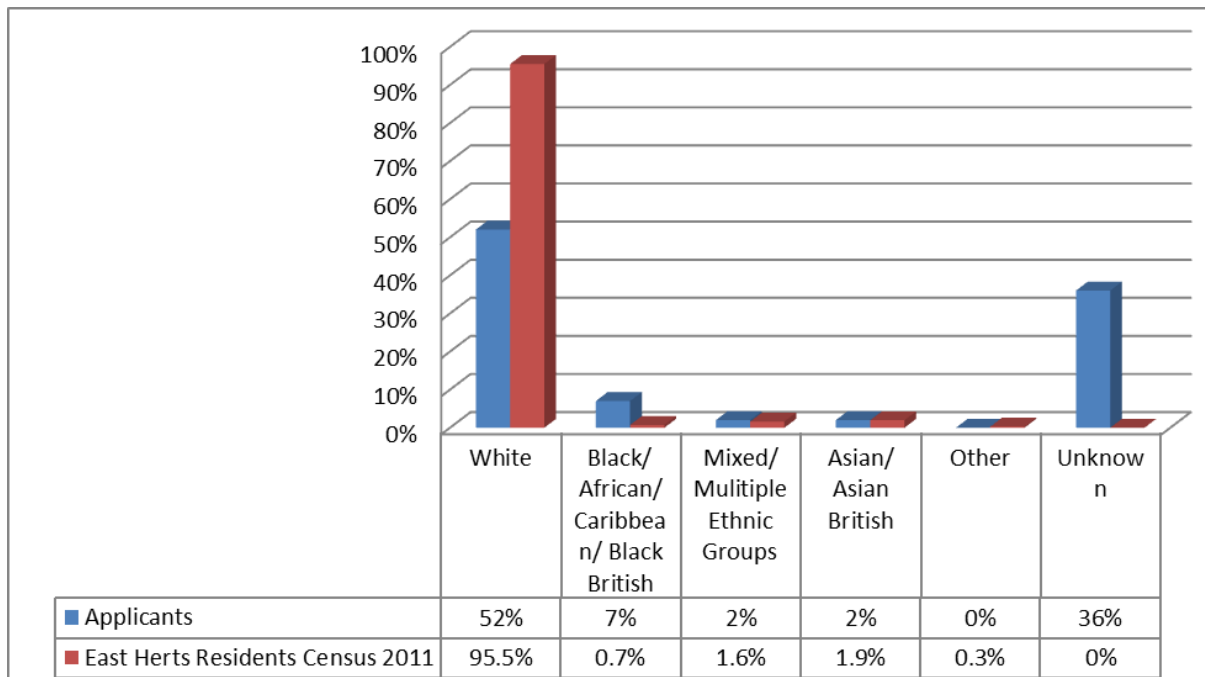
	Females	Males
Applicants	55%	45%
East Herts working population Mid 2012	51%	49%
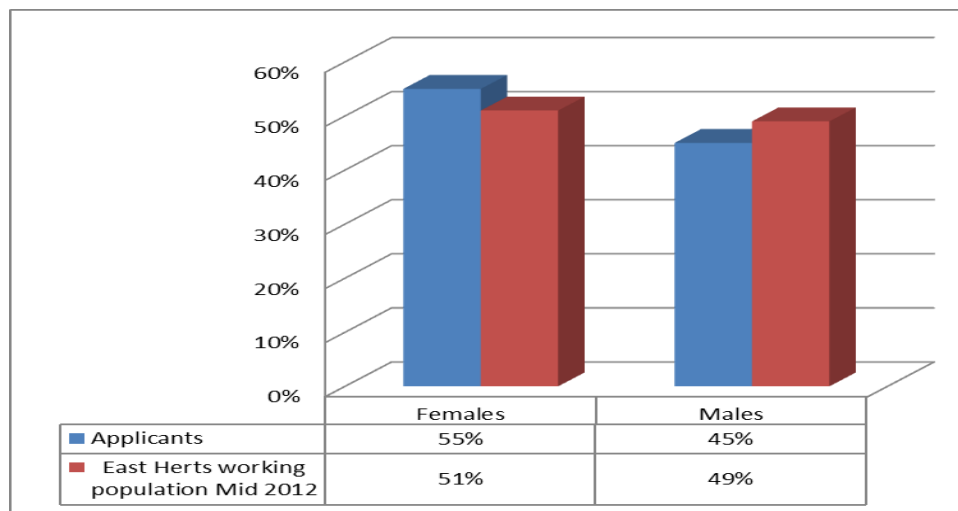
Source: ONS Population aged 16-64 (2013)

* The ONS defined working population as those aged between16-64

3.3   Applicant Profile by Ethnicity

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

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

	White	Black/ African/ Caribbean/ Black British	Mixed/ Mulitple Ethnic Groups	Asian/ Asian British	Other	Unknown
■ Applicants	52%	7%	2%	2%	0%	36%
■ East Herts Residents Census 2011	95.5%	0.7%	1.6%	1.9%	0.3%	0%

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.

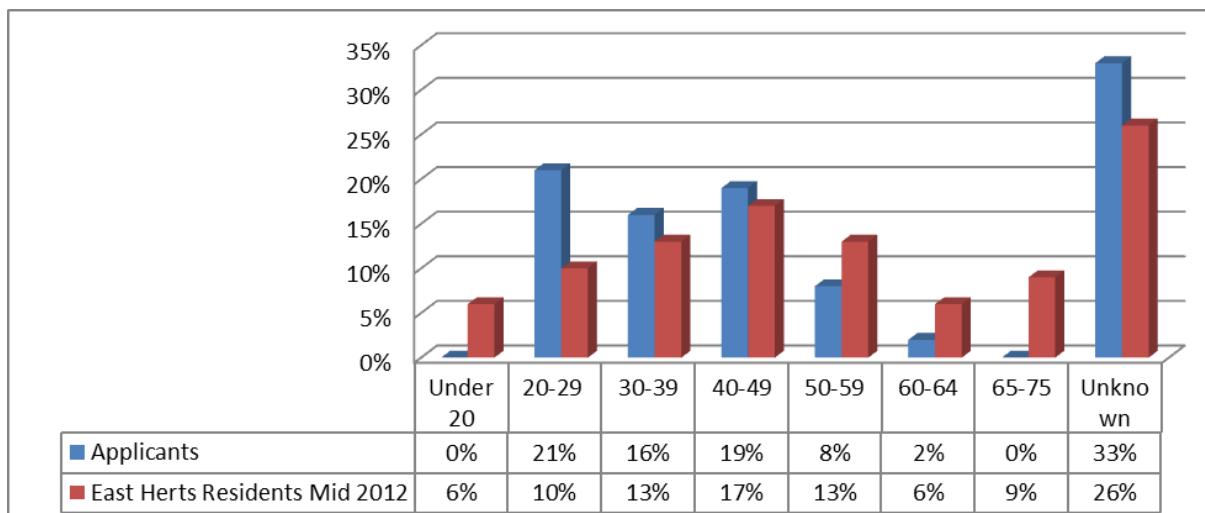** Black/African/Caribbean/Black British – includes African, Caribbean, Other Black.*

* Other – includes Arab, Any other ethnic group.

3.4 Applicant Profile by Age

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

3.4.2 Of note is that the Council attracted more than double the percentage of East Hertfordshire residents in the 20-29 age range to apply for jobs (21% compared to 10%).

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

	Under 20	20-29	30-39	40-49	50-59	60-64	65-75	Unknown
Applicants	0%	21%	16%	19%	8%	2%	0%	33%
East Herts Residents Mid 2012	6%	10%	13%	17%	13%	6%	9%	26%

Source: ONS Population Data aged 16-64 (2013)

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 failed to attract many applicants under the age of 20 (0% compared to 6% of East Hertfordshire residents in that age range). This may be because many individuals in this age range are in full time education and therefore were not seeking employment.

3.4.4 Perhaps unsurprisingly, the Council received no applications from applicants aged 65 or over.

3.4.5   The data on age could be skewed by the fact that 33% of all applicants chose not to disclose their age on the Equal Opportunity Monitoring form.

3.5   Applicant Profile by Religion and Belief

3.5.1   Figure 3.5 below shows that the Council attracted applicants with a wide range of religions and beliefs reflective of those of the residents of East Hertfordshire.

3.5.2   More than one third of applicants (39.5%) chose not to disclose their religion or belief.

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

	Buddhist	Christian	Hindu	Jewish	No religion	Not Known	Pagan	Sikh	Muslim	Other
Applicants	0.0%	20.2%	0.7%	0.2%	38.5%	39.4%	0.0%	0.2%	0.5%	0.2%
East Herts Residents Census 2011	0.3%	62.7%	0.4%	0.3%	27.7%	7.3%	0.0%	0.1%	0.7%	0.3%
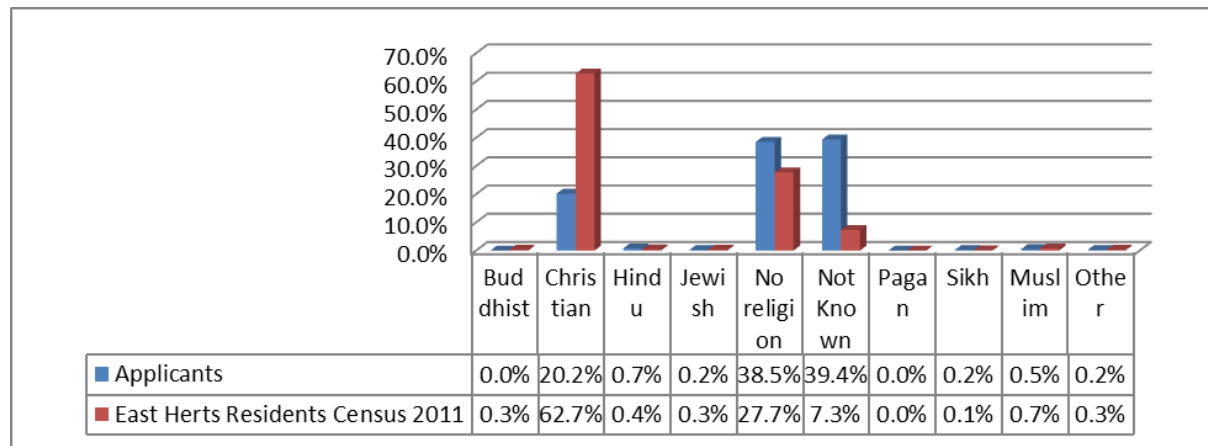
Source: ONS Census 2011_Key Statistics_KS209EW_Religion by Measures

3.6 Applicant Profile by Disability Status

3.6.1 Figure 3.6 below shows that the Council was successful in attracting applicants with a disability (4%) and this is reflective of the residents of East Hertfordshire with a disability (5.3%).

3.6.2 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 2013/14, 13 applicants applied for roles under the *Two Ticks* scheme.

Figure 3.6 – Application Profile by Disability Status compared to the residents of East Hertfordshire
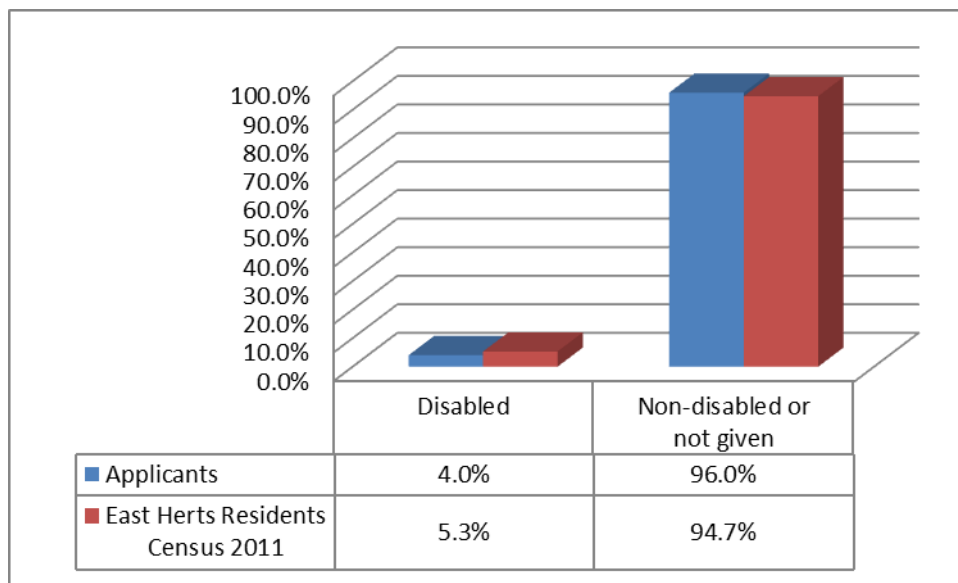
	Disabled	Non-disabled or not given
Applicants	4.0%	96.0%
East Herts Residents Census 2011	5.3%	94.7%

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'

4.0 <u>Employee Profile</u>

4.1 Introduction

4.1.1 This section provides information on employees employed by the Council as at 31 March 2014.

4.1.2 Casual employees, agency workers and contractors are <u>not</u> included.

4.1.3 The total number of employees employed by the Council as at 31 March 2014 was 345.

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   The Council's employee profile by gender has remained broadly the same over the last three years: approximately 2 females to every 1 male.

4.2.2   Figure 4.2(i) below shows that the Council's employee profile by gender is not closely reflective of that of the residents of East Hertfordshire. The Council has a significantly higher percentage of female employees (69%) compared to the overall female working population in East Hertfordshire (51%). In contrast, the Council has a significantly lower percentage of male employees (31%) compared to the overall male working population in East Hertfordshire (49%).

Figure 4.2 (i) – Employee Profile by Gender compared to the working[1] population of East Hertfordshire

	Females	Males
■ Employees (2013/14)	69%	31%
■ East Herts working population (Mid 2012)	51%	49%
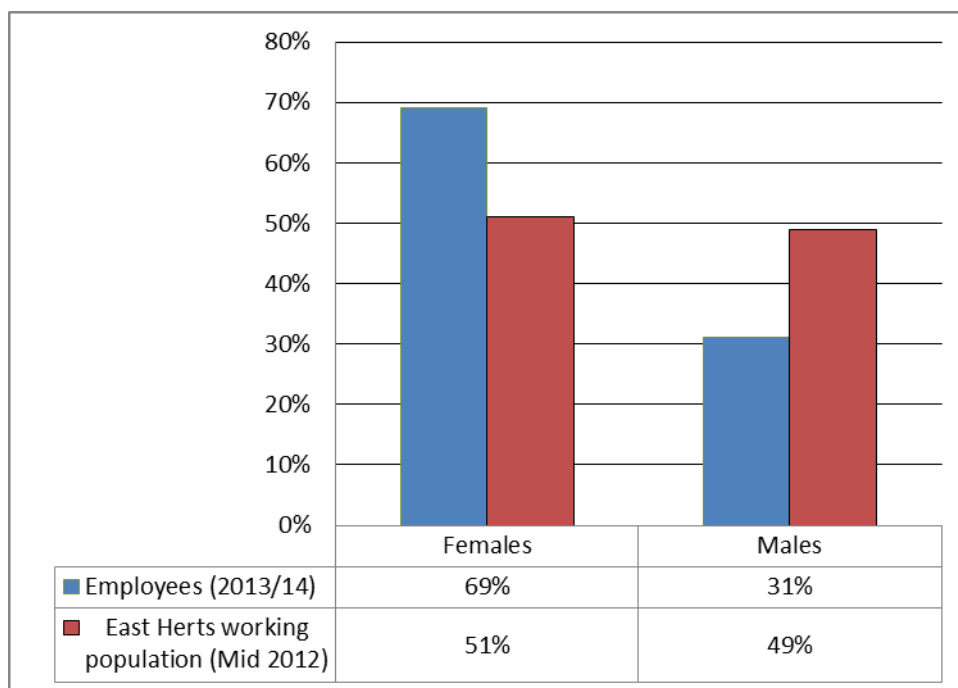
Source: ONS Population aged 16-64 (2013)

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[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 (34%) compared to part time females in the East of England as a whole (20%).   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   In contrast, the Council has a significantly lower percentage of full time males (27%) compared to full time males in the East of England (48%).

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

	Part Time Females	Full Time Females	Part Time Males	Full Time Males
Employees (2011/12)	28%	37%	4%	32%
Employees (2012/13)	29%	36%	4%	31%
Employees (2013/14)	34%	34%	4%	27%
East of England (March 14)	20%	26%	6%	48%
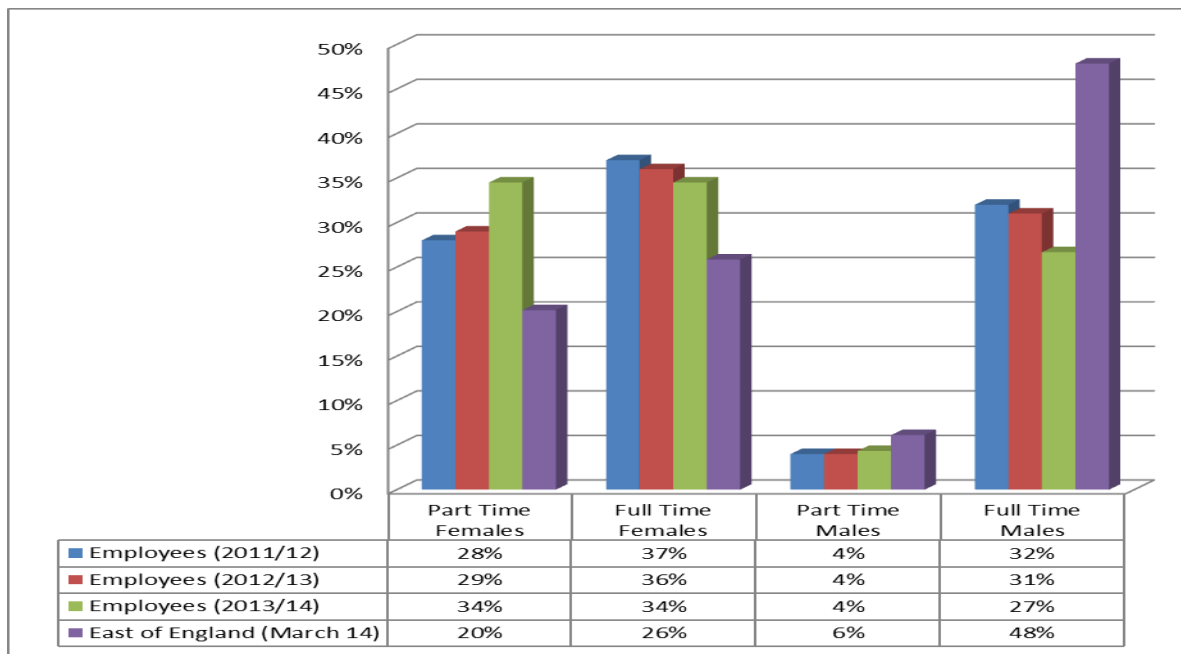
Source: ONS HI06 – 3, Full time, part time and temporary workers, East of England March 2014

4.3   Employee Profile by Ethnicity

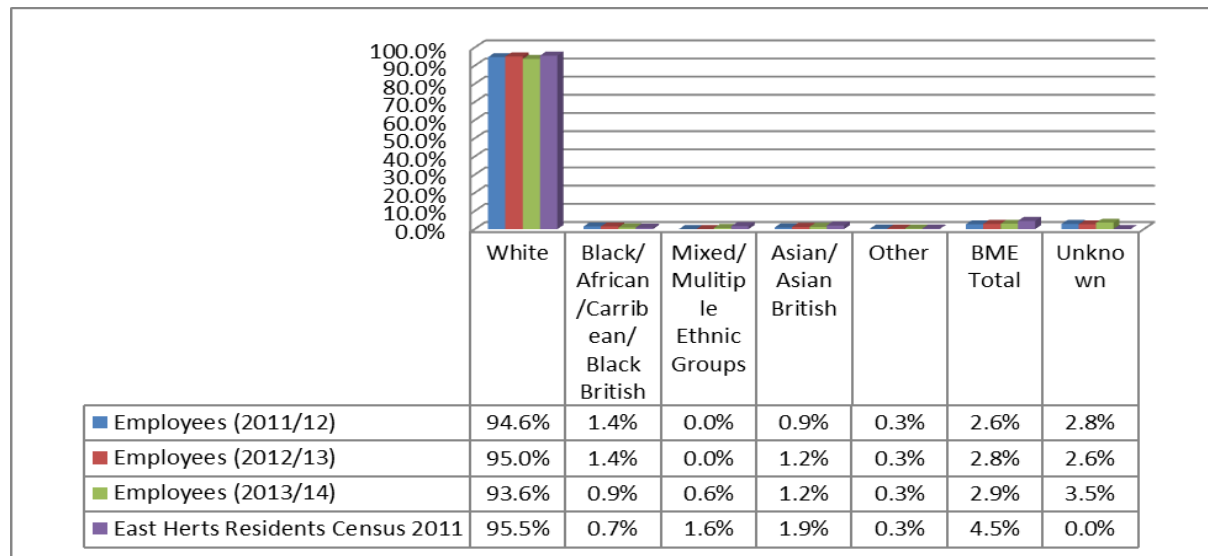4.3.1   Figure 4.3 below shows that the Council's employee profile by ethnicity has remained broadly the same over the last 3 years with the vast majority of employees being white (93.6% in 2014).

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 (2.6% in 2012, 2.8% in 2013 and 2.9% in 2014). The latter figure is still 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

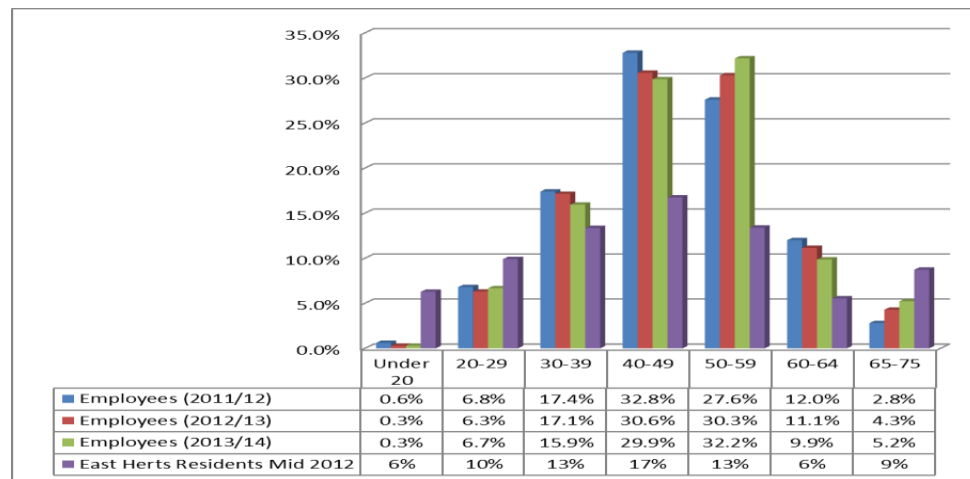|	White	Black/ African /Carribean/ Black British	Mixed/ Mulitiple Ethnic Groups	Asian/ Asian British	Other	BME Total	Unknown
Employees (2011/12)	94.6%	1.4%	0.0%	0.9%	0.3%	2.6%	2.8%
Employees (2012/13)	95.0%	1.4%	0.0%	1.2%	0.3%	2.8%	2.6%
Employees (2013/14)	93.6%	0.9%	0.6%	1.2%	0.3%	2.9%	3.5%
East Herts Residents Census 2011	95.5%	0.7%	1.6%	1.9%	0.3%	4.5%	0.0%

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 2011/12 and 2012/13 however it has been included this year 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 aged 40-59 (62.1% in 2014). This is approximately double the percentage of residents in East Hertfordshire in this age range (30%).

4.4.2 Figure 4.5 shows that over the last 3 years the Council has consistently had a lower percentage of employees in the under 20 and 20-29 age ranges compared to the residents in East Hertfordshire in these age ranges.

4.4.3 The percentage of employees in the 65-75 age range has almost doubled in the last 3 years however this age range is still lower than the percentage of East Herts residents in this age range. This is likely to be due to the removal of the default retirement age in 2011.

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

	Under 20	20-29	30-39	40-49	50-59	60-64	65-75
Employees (2011/12)	0.6%	6.8%	17.4%	32.8%	27.6%	12.0%	2.8%
Employees (2012/13)	0.3%	6.3%	17.1%	30.6%	30.3%	11.1%	4.3%
Employees (2013/14)	0.3%	6.7%	15.9%	29.9%	32.2%	9.9%	5.2%
East Herts Residents Mid 2012	6%	10%	13%	17%	13%	6%	9%

Source: ONS Population Data mid 2012

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

4.5 Employee Profile by Religion and Belief

4.5.1 The Council's employee profile by religion and belief has remained consistent over the last 3 years. Just over half (55.7%) declared their religion to be Christian, 21.7% declared they had no religion and 20.6% chose not to disclose their religion. These are generally proportionate to the religion and belief preferences of the residents of East Hertfordshire.

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

	Buddhist	Christian	Hindu	Jewish	No Religion	Not Known	Pagan	Sikh	Muslim	Other
Employees 2011/12	0.3%	53.8%	0.0%	0.3%	20.2%	24.8%	0.3%	0.3%	0.0%	0.0%
Employees 2012/13	0.3%	55.0%	0.3%	0.3%	21.3%	23.0%	0.3%	0.3%	0.0%	0.0%
Employees 2013/14	0.3%	55.7%	0.3%	0.3%	21.7%	20.6%	0.3%	0.3%	0.0%	0.6%
East Herts Census 2011	0.3%	62.7%	0.4%	0.3%	27.7%	7.3%	0.0%	0.1%	0.7%	0.3%
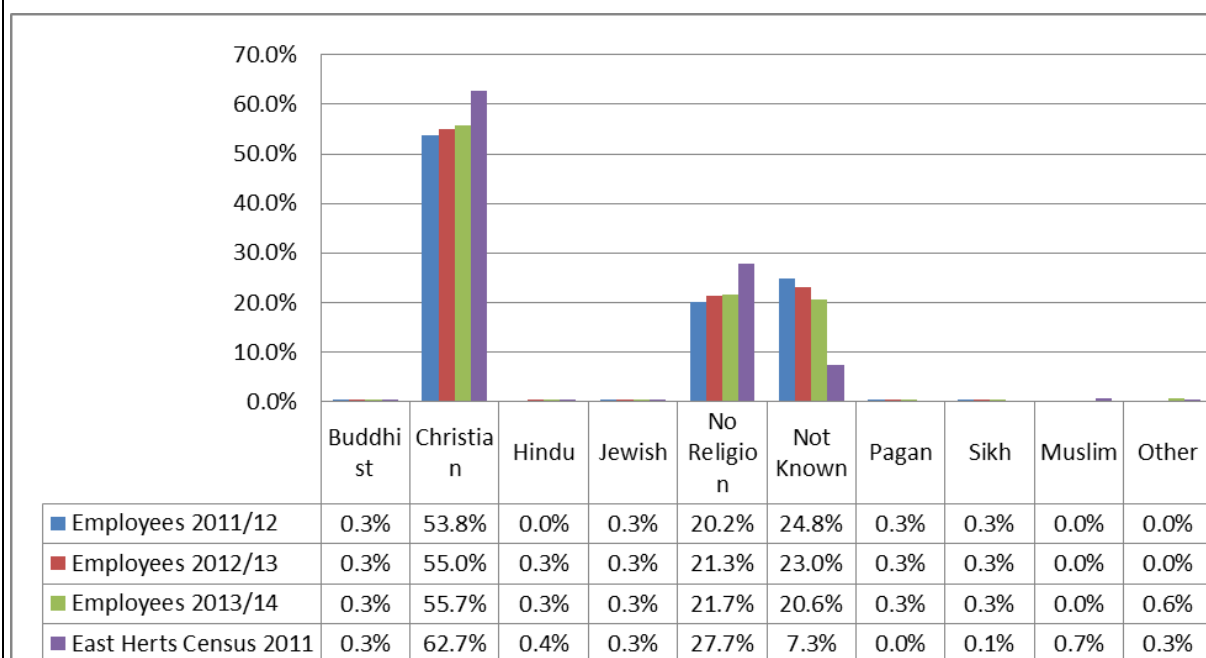
Source: ONS Census 2011_Key Statistics_KS209EW_Religion by Measures

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 has increased slightly from 3% in 2011/12 to 4% in 2013/14 which is almost as high as the percentage of residents in East Hertfordshire who have declared they have a disability (5%).

4.6.2 Approximately 5% of employees have declined to declare whether or not they have a disability.

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

	Disabled	Non-disabled	Not given
Employees 2011/12	3%	90%	6%
Employees 2012/13	3%	92%	5%
Employees 2013/14	4%	91%	5%
East Herts Residents Census 2011	5%	95%	0%
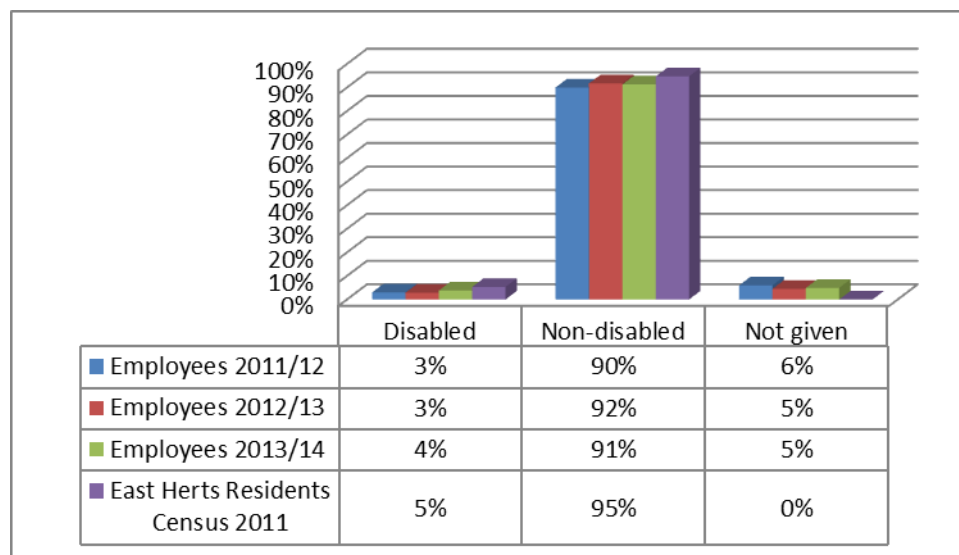
Source: ONS Census 2011_Long Term Health Problem or Disability (QS303EW)

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

4.7 Staff Profile by Sexual Orientation

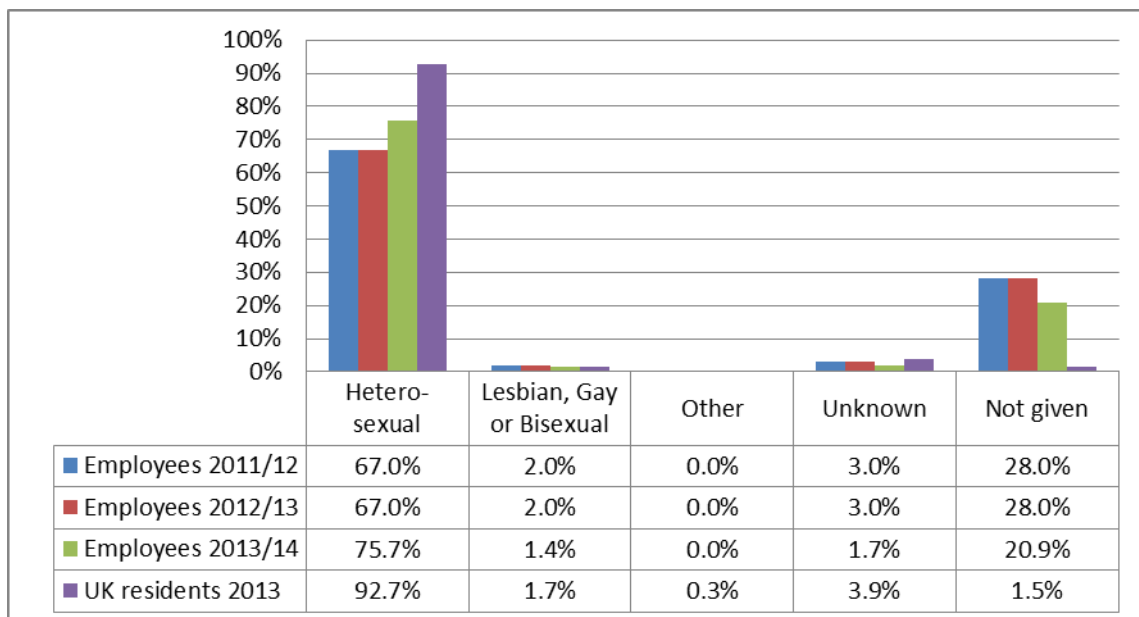4.7.1 The Council's staff profile by sexual orientation has remained consistent over the last 3 years with the majority of employees declaring themselves as heterosexual (75.7% in 2014) and a small minority declaring themselves as Lesbian, Gay or Bisexual (1.4% in 2014). Just over 20% of employees in 2014 chose not to declare their sexual orientation.

4.7.2 Figure 4.7 shows that the above figures are consistent with data gathered by the ONS in the UK Integrated Household Survey in 2013. The survey found that 1.7% of adults identified themselves as 'lesbian, gay or bisexual', 92.7% as 'heterosexual', 0.3% as 'other' and 5.4% answered either 'unknown' or didn't given a response ('not given').

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

	Hetero-sexual	Lesbian, Gay or Bisexual	Other	Unknown	Not given
■ Employees 2011/12	67.0%	2.0%	0.0%	3.0%	28.0%
■ Employees 2012/13	67.0%	2.0%	0.0%	3.0%	28.0%
■ Employees 2013/14	75.7%	1.4%	0.0%	1.7%	20.9%
■ UK residents 2013	92.7%	1.7%	0.3%	3.9%	1.5%

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 grades:

- **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   All employees except casuals receive an annual performance development review (PDR) in December/ January and a mid-year review in June/July (except Revenues and Benefits Shared Services who receive an annual review in June/July and a mid-year review in December/January). The data in this section is based on the PDRs completed in December/January 2013/14.

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 December 13/January 14, approximately one third (34%) were rated as 'exceeded expectations', one third (33%) as 'met expectations', 2% as achieving 'exceptional performance', and 1% as 'opportunity for improvement'.

5.2.2 There were no employees who received the rating 'immediate improvement required'. For 7% of employees, a PDR rating at this time was not applicable (N/A) either due to the employee being a new starter or on maternity leave.

5.2.3 Unfortunately, 28% (33 employees) due a PDR review were not returned to HR and therefore their performance rating is unknown. This is despite regular reminders to managers.

Figure 5.2 – PDR Ratings for those employees who were due a full year PDR in December 13/January 14

	Exceptional Performance	Exceeding Expectations	Meeting Expectations	Opportunity for improvement	Immediate Improvement Required	N/a	Not yet completed
Employees 2013/14	2%	34%	33%	1%	0%	3%	28%
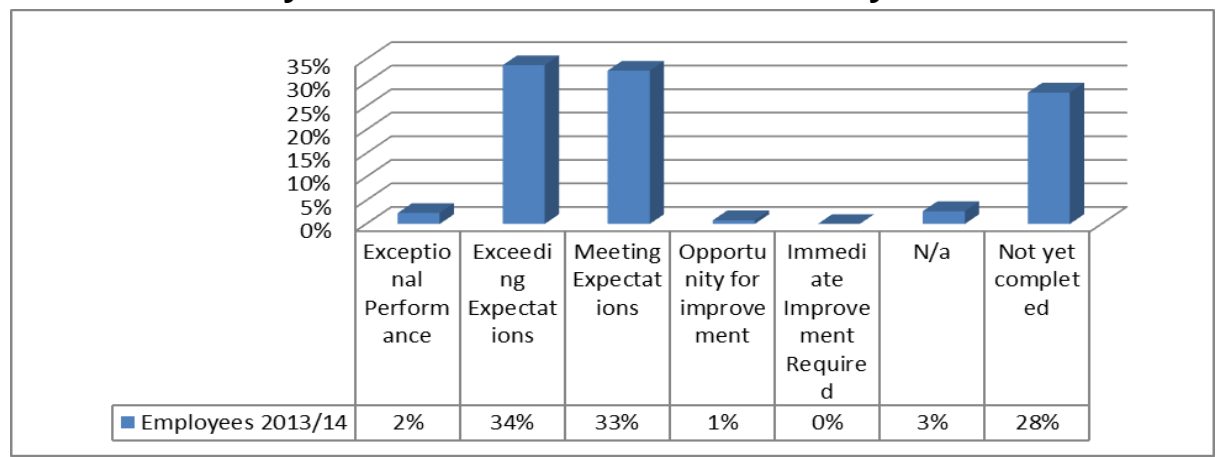
5.3   PDR Ratings by Gender

5.3.1   Figure 5.3 shows that the percentage of female and male employees who were rated as 'met expectations' or 'exceeded expectations' is reflective of the gender profile of all those who were eligible to receive a PDR rating at this time.

5.3.2   For those who were rated as having 'exceptional performance', only 17% were males. The figures are skewed however due to the small numbers of employees in the 'exceptional performance' category (6 in total, of which 5 were females and 1 was male).

5.3.3   Similarly, those who received the rating 'opportunity for improvement' were 100% male however, the figures are again skewed due to there only being a small number of employees in this category (2 in total).

Figure 5.3 – PDR ratings by Gender

	Exceptional Performance	Exceeding Expectations	Meeting Expectations	Opportunity for Improvement	Immediate Improvement Required	Not applicable	Not yet completed	All Employees
Females	83%	64%	64%	0%	0%	100%	58%	64%
Males	17%	36%	36%	100%	0%	0%	42%	36%
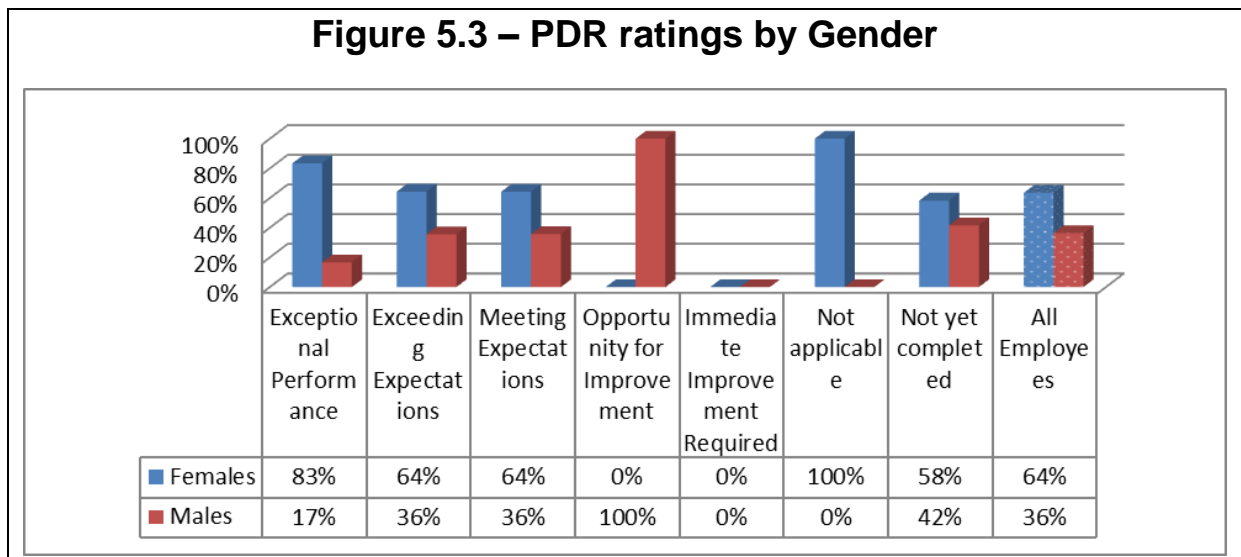
5.4   PDR ratings by Ethnicity

5.4.1   Figure 5.4 shows how employees from Black and Minority Ethnic (BME) groups have been rated in their PDRs compared to white employees.

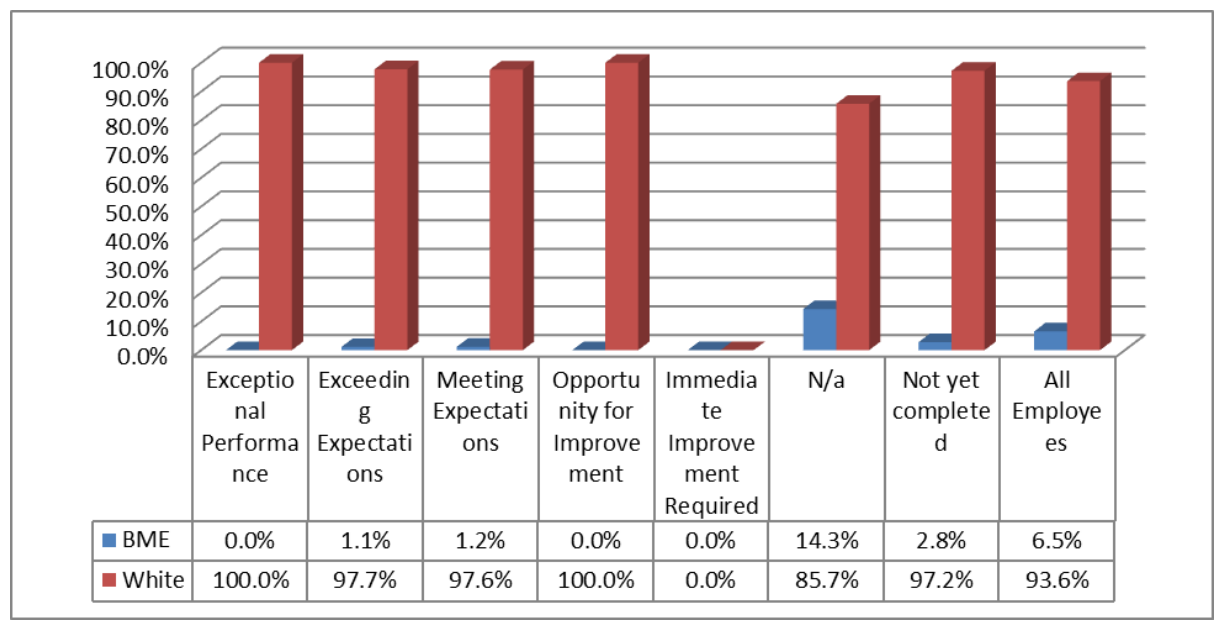5.4.2   Whilst it may initially seem from the chart below that employees from BME groups are not achieving the higher PDR ratings, further analysis is needed. There are only a small number of BME employees overall who were included in the figures (6 in total). Of those 6, there were 2 who were not rated due to 1 being on maternity leave and 1 being a new starter. Another BME employee has not yet had their PDR completed. For the remaining 3 who have been given a rating, 2 were rated as 'met expectations' and 1 was rated as 'exceeded expectations'.

5.4.3   There were no employees from BME groups rated as 'exceptional performance' however the figures may be skewed due to the very small numbers of employees in the 'exceptional performance' group as a whole (6 employees in total).

Figure 5.4 – PDR Ratings by Ethnicity

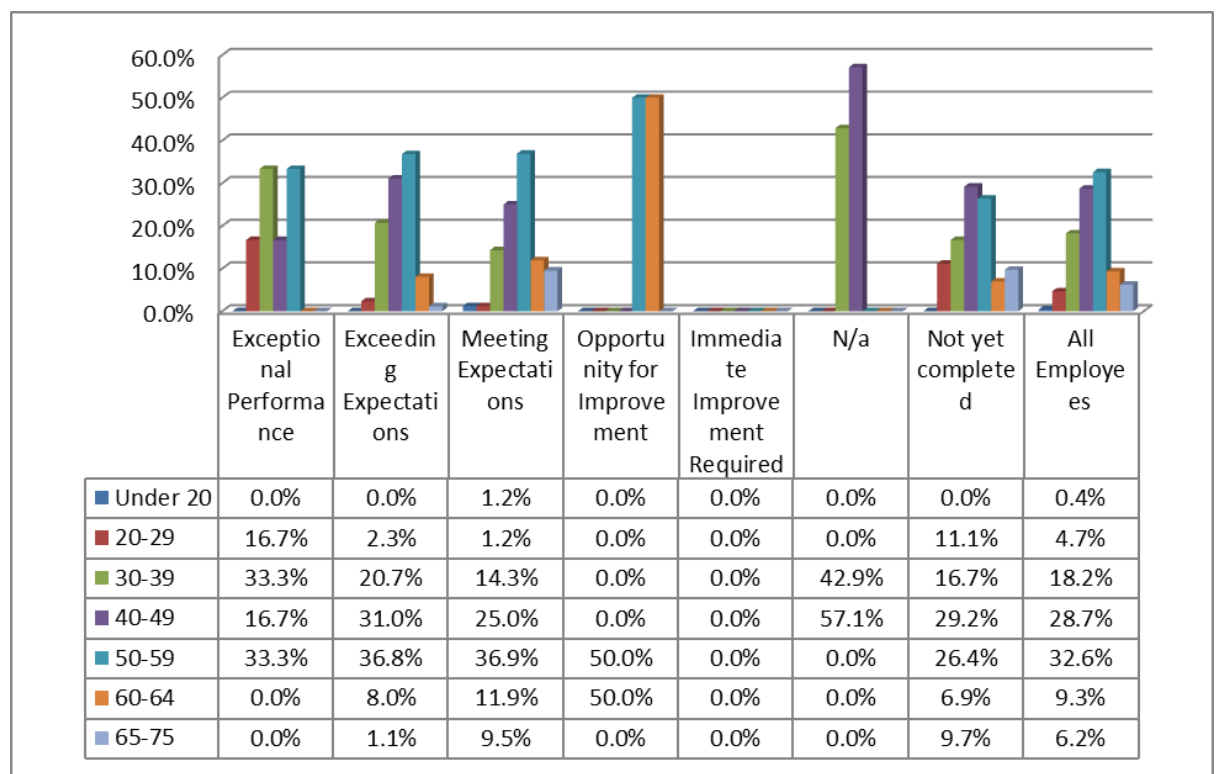|	Exceptional Performance	Exceeding Expectations	Meeting Expectations	Opportunity for Improvement	Immediate Improvement Required	N/a	Not yet completed	All Employees
BME	0.0%	1.1%	1.2%	0.0%	0.0%	14.3%	2.8%	6.5%
White	100.0%	97.7%	97.6%	100.0%	0.0%	85.7%	97.2%	93.6%

5.5 PDR ratings by Age

5.5.1 Figure 5.5 below shows how employees in different age ranges performed in their PDRs compared to the total number of employees eligible to receive a rating at this time.

5.5.2 There is generally a balanced allocation of PDR ratings across the age ranges.

5.5.3 The 'opportunity for improvement' figures are skewed due to their being only 2 employees overall who received this rating.

5.5.4 Of note is that there was a smaller percentage of employees in the 65-75 age range who were rated as 'exceptional performance' and 'exceeding expectations' compared to the total number of eligible employees in this age range.

Figure 5.5 – PDR ratings by Age

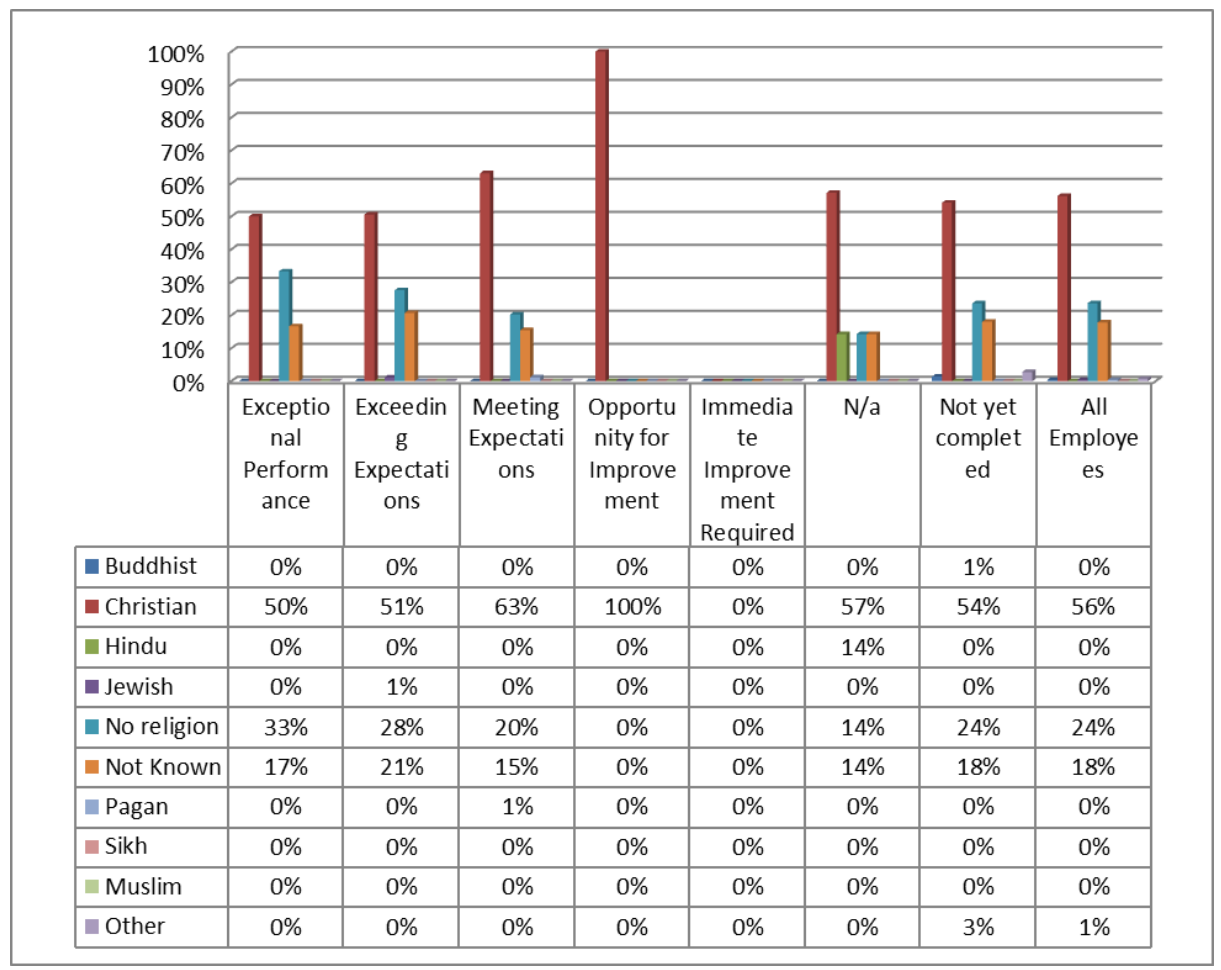|	Exceptional Performance	Exceeding Expectations	Meeting Expectations	Opportunity for Improvement	Immediate Improvement Required	N/a	Not yet completed	All Employees
Under 20	0.0%	0.0%	1.2%	0.0%	0.0%	0.0%	0.0%	0.4%
20-29	16.7%	2.3%	1.2%	0.0%	0.0%	0.0%	11.1%	4.7%
30-39	33.3%	20.7%	14.3%	0.0%	0.0%	42.9%	16.7%	18.2%
40-49	16.7%	31.0%	25.0%	0.0%	0.0%	57.1%	29.2%	28.7%
50-59	33.3%	36.8%	36.9%	50.0%	0.0%	0.0%	26.4%	32.6%
60-64	0.0%	8.0%	11.9%	50.0%	0.0%	0.0%	6.9%	9.3%
65-75	0.0%	1.1%	9.5%	0.0%	0.0%	0.0%	9.7%	6.2%

5.6 PDRs by Religion and Belief

5.6.1 Figure 5.6 shows how employees with different religions and beliefs performed in their PDRs compared to the total number of employees eligible to receive a rating at this time.

5.6.2 There is generally a balanced allocation of PDR ratings across the different groups.

Figure 5.6 – PDR ratings by Religion & Belief

	Exceptional Performance	Exceeding Expectations	Meeting Expectations	Opportunity for Improvement	Immediate Improvement Required	N/a	Not yet completed	All Employees
Buddhist	0%	0%	0%	0%	0%	0%	1%	0%
Christian	50%	51%	63%	100%	0%	57%	54%	56%
Hindu	0%	0%	0%	0%	0%	14%	0%	0%
Jewish	0%	1%	0%	0%	0%	0%	0%	0%
No religion	33%	28%	20%	0%	0%	14%	24%	24%
Not Known	17%	21%	15%	0%	0%	14%	18%	18%
Pagan	0%	0%	1%	0%	0%	0%	0%	0%
Sikh	0%	0%	0%	0%	0%	0%	0%	0%
Muslim	0%	0%	0%	0%	0%	0%	0%	0%
Other	0%	0%	0%	0%	0%	0%	3%	1%

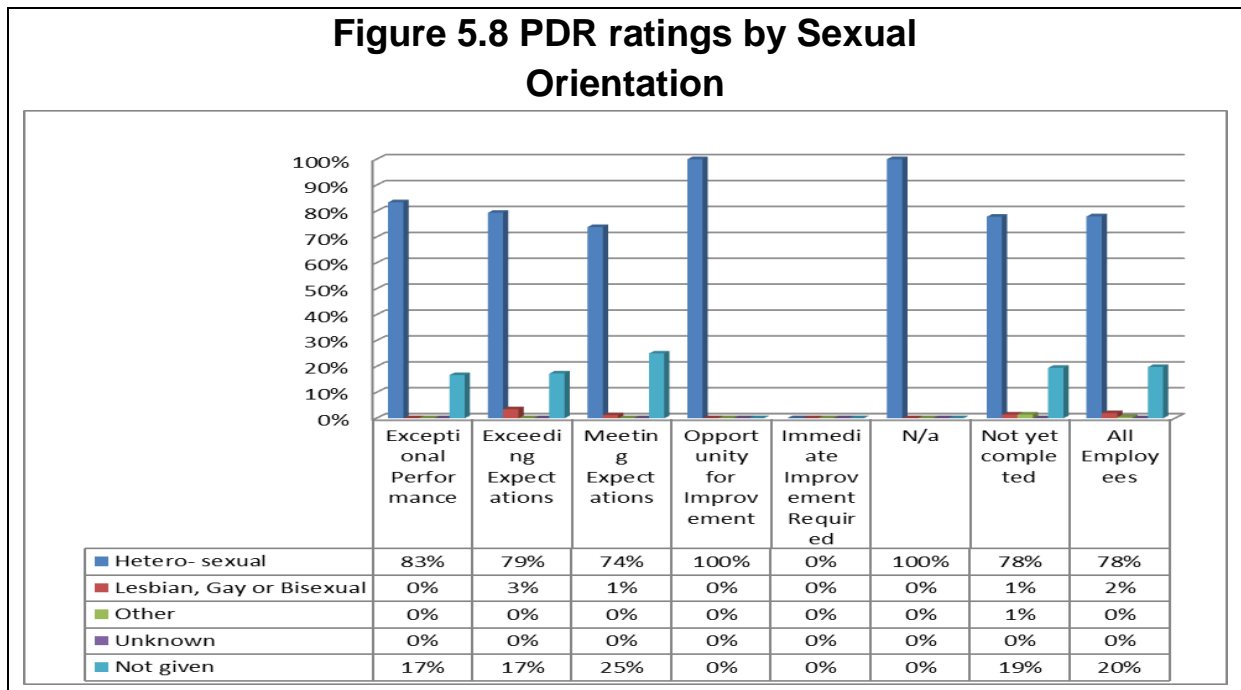## 5.7 PDR ratings by Disability

5.7.1 Figure 5.7 shows that employees who have declared they have a disability have faired well in the PDR ratings. Of the 11 eligible employees who have declared they have a disability, 1 was awarded an 'exceptional performance' rating, 3 were awarded ' exceeded expectations', 3 'met expectations' and 4 had not yet been given a rating.

Figure 5.7 – PDR ratings by Disability

	Exceptional Performance	Exceeding Expectations	Meeting Expectations	Opportunity for Improvement	Immediate Improvement Required	N/a	Not yet completed	All Employees
Disabled	17%	3%	5%	0%	0%	0%	0%	3%
Non-disabled	83%	95%	89%	100%	0%	100%	97%	94%
Not given	0%	1%	6%	0%	0%	0%	3%	3%
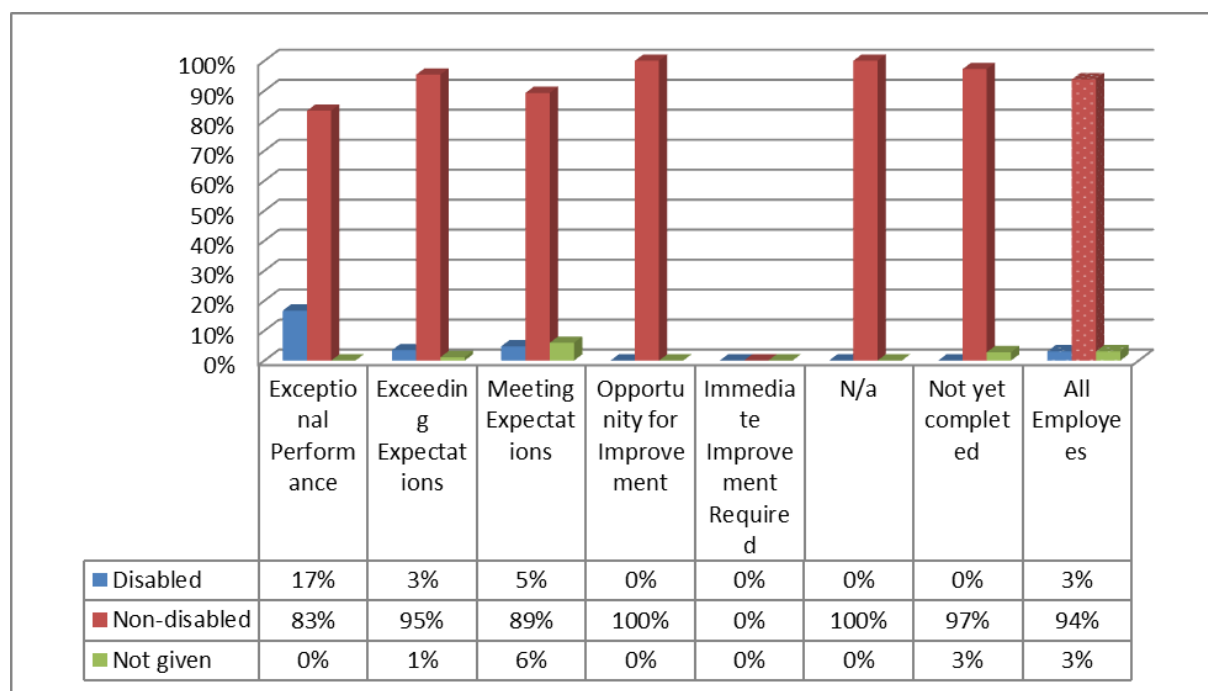
5.8 PDR ratings by Sexual Orientation

5.8.1 Figure 5.8 shows that employees who have declared they are lesbian, gay or bisexual have faired well in the PDR ratings. Of the 5 eligible employees in this group, 3 employees were rated ' exceeded expectations', 1 was rated 'met expectations' and 1 had not yet been given a rating.

Figure 5.8 PDR ratings by Sexual Orientation

	Exceptional Performance	Exceeding Expectations	Meeting Expectations	Opportunity for Improvement	Immediate Improvement Required	N/a	Not yet completed	All Employees
Hetero- sexual	83%	79%	74%	100%	0%	100%	78%	78%
Lesbian, Gay or Bisexual	0%	3%	1%	0%	0%	0%	1%	2%
Other	0%	0%	0%	0%	0%	0%	1%	0%
Unknown	0%	0%	0%	0%	0%	0%	0%	0%
Not given	17%	17%	25%	0%	0%	0%	19%	20%

6.0 Discipline and Grievance

6.1.1 The number of disciplinary and grievance cases in 2013/14 was very small and therefore are not representative of the employee profile.

6.1.2 In 2013/14 there were only 2 employees who were subject to formal disciplinary proceedings. There were no formal grievance cases.

6.1.3 The 2 employees who were subject to formal disciplinary proceedings were both white, both in the 40-49 age range, 1 was female and the other was male, 1 was christian and the other's religion was not known, and 1 was heterosexual and the other did not disclose their sexual orientation.

6.1.4   The Council has clear guidance in the Council's policies on Equality and   Diversity, Discipline, Grievance, and Harassment and Bullying to ensure there in no discrimination within the Council. 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   In 2013/14, the Council arranged 25 in-house training courses for it's employees over 37 separate sessions.

7.1.2   There were a total of 745 course participants. This does not include contractors or agency workers who may have also attended the training.

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 415 course participants who attended these courses.

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   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.
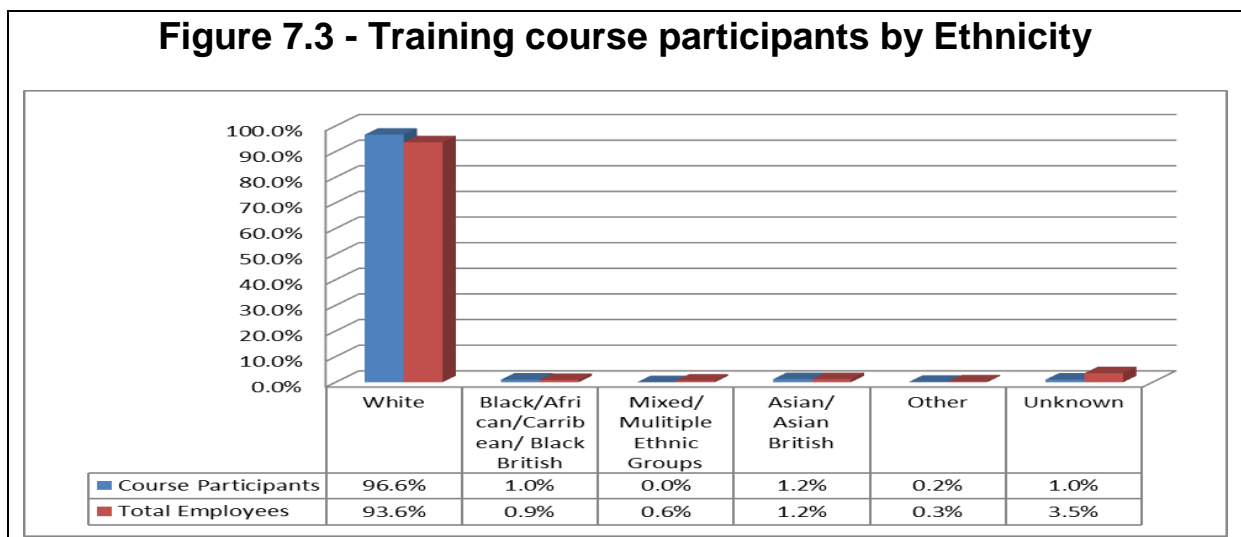
7.2 Training course participants by Gender

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

Figure 7.2 - Training course participants by gender

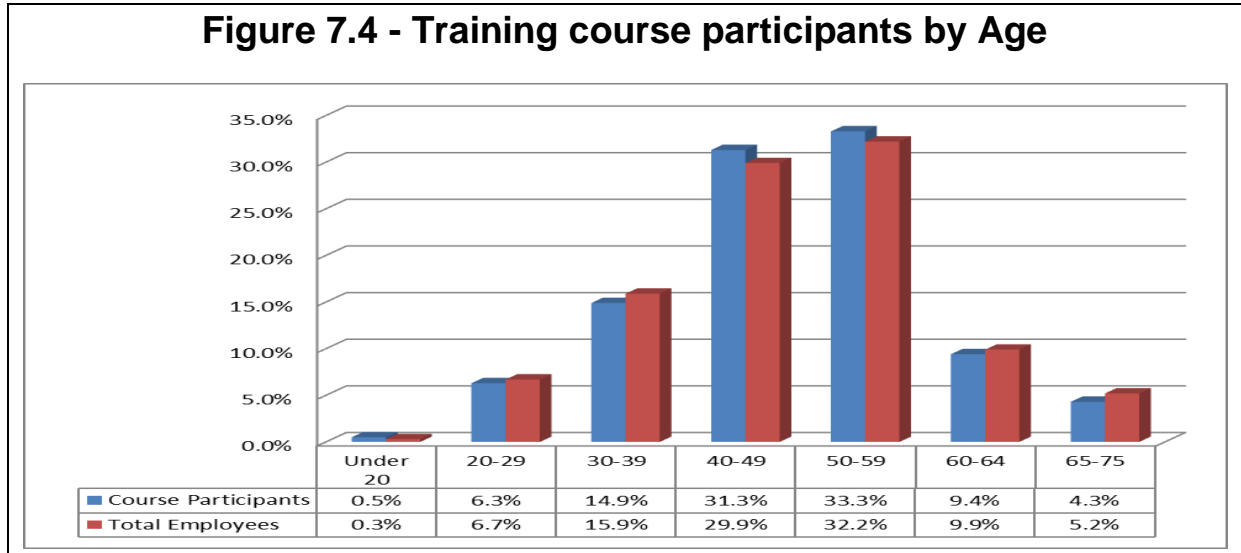|	Females	Males
Course Participants	62%	38%
Total Employees	69%	31%
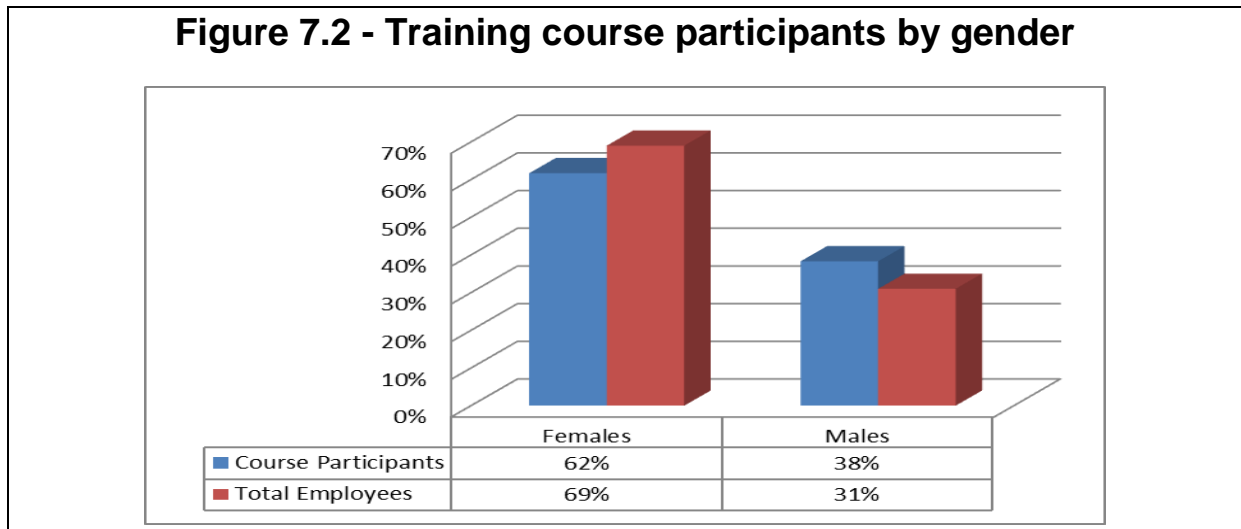
7.3 Training course participants by Ethnicity

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

Figure 7.3 - Training course participants by Ethnicity

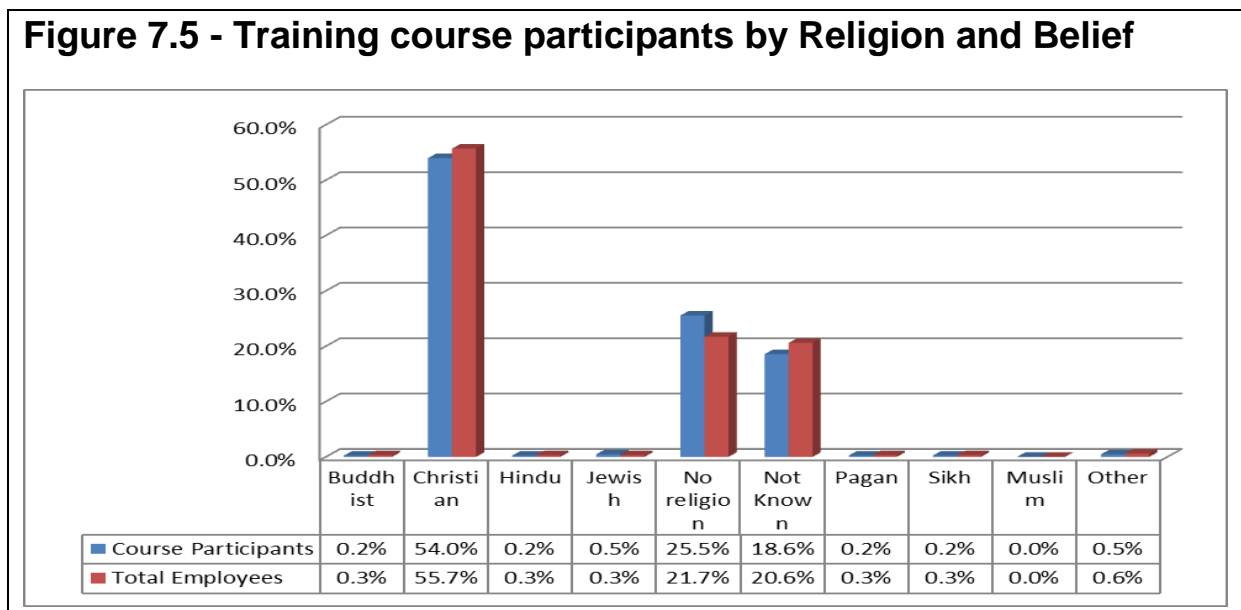|	White	Black/African/Carribean/ Black British	Mixed/ Mulitible Ethnic Groups	Asian/ Asian British	Other	Unknown
Course Participants	96.6%	1.0%	0.0%	1.2%	0.2%	1.0%
Total Employees	93.6%	0.9%	0.6%	1.2%	0.3%	3.5%

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 employee profile.

Figure 7.4 - Training course participants by Age

|	Under 20	20-29	30-39	40-49	50-59	60-64	65-75
Course Participants	0.5%	6.3%	14.9%	31.3%	33.3%	9.4%	4.3%
Total Employees	0.3%	6.7%	15.9%	29.9%	32.2%	9.9%	5.2%

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

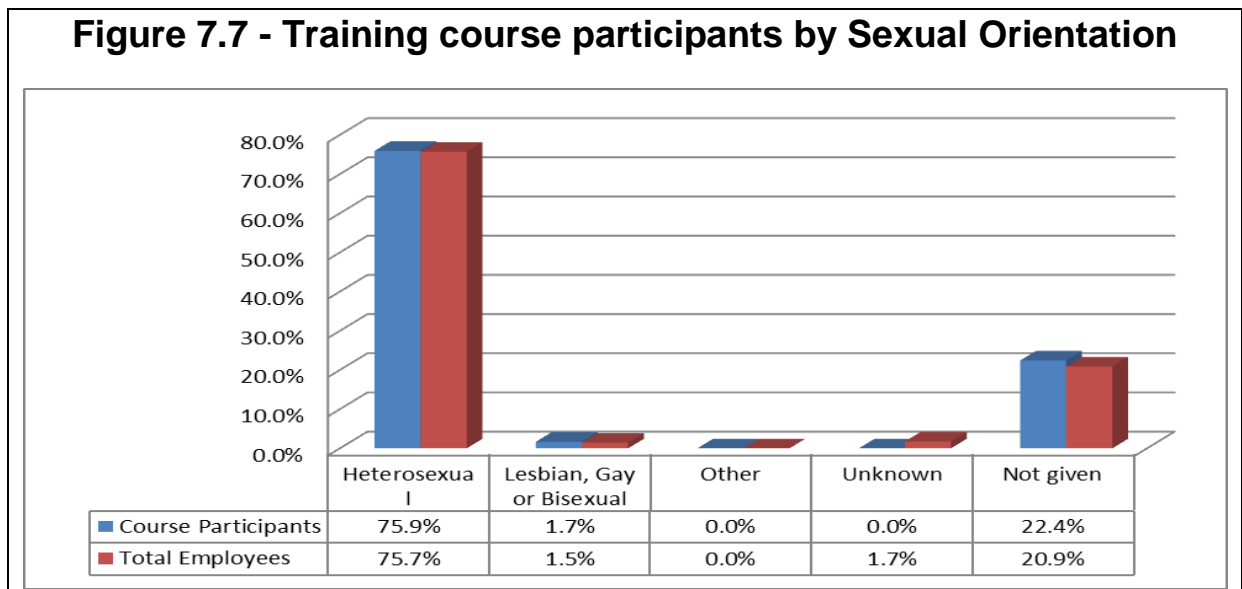|	Buddhist	Christian	Hindu	Jewish	No religion	Not Known	Pagan	Sikh	Muslim	Other
Course Participants	0.2%	54.0%	0.2%	0.5%	25.5%	18.6%	0.2%	0.2%	0.0%	0.5%
Total Employees	0.3%	55.7%	0.3%	0.3%	21.7%	20.6%	0.3%	0.3%	0.0%	0.6%

7.6   Training course participants by Disability

7.6.1   Figure 7.6 shows that the percentage of training course participants by disability was reflective of the employee profile.

Figure 7.6 - Training course participants by Disability

	Disabled	Non-disabled	Not given
Course Participants	3.6%	93.5%	2.9%
Total Employees	4.0%	91.0%	5.0%
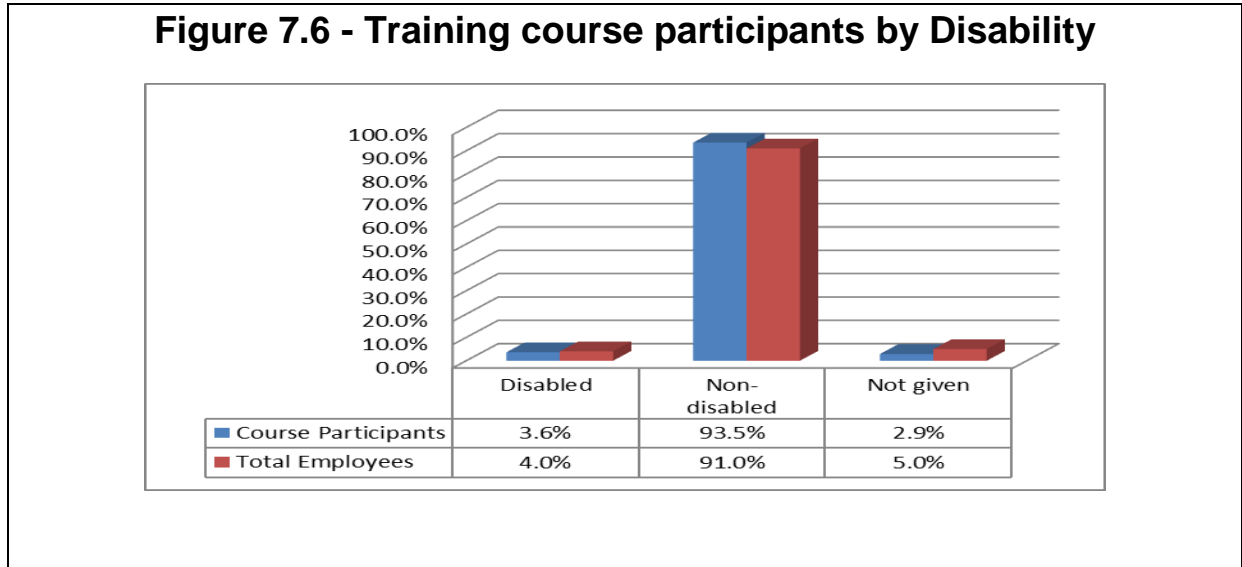
7.7   Training course participants by Sexual Orientation

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

	Heterosexual	Lesbian, Gay or Bisexual	Other	Unknown	Not given
Course Participants	75.9%	1.7%	0.0%	0.0%	22.4%
Total Employees	75.7%	1.5%	0.0%	1.7%	20.9%

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 2013 and 31 March 2014.

8.1.2   The figures exclude casual employees who have left the Council and those who have left temporarily on a career break.

8.1.3   The total number of leavers during the period is 47. Of these, 25 left voluntarily and 22 left involuntarily.

8.1.4   Of those who left involuntarily, 14 left due to Shared Services, 1 due to redundancy, 1 as a result of a dismissal and 6 due to the end of fixed term contracts.

8.1.5   Reasons for leaving were analysed in the Turnover Report for 2013/14 (Human Resources Committee August 2014)

8.1.6   Leaver data has been anaylsed 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 36% of total leavers (both voluntary and involuntary) were female and 64% were male. This is disproportionate in comparison to the female/male employee profile: 69% and 31% respectively.

Figure 8.2 (i) - Leavers by Gender

	Females	Males
Leavers	36%	64%
All Employees	69%	31%
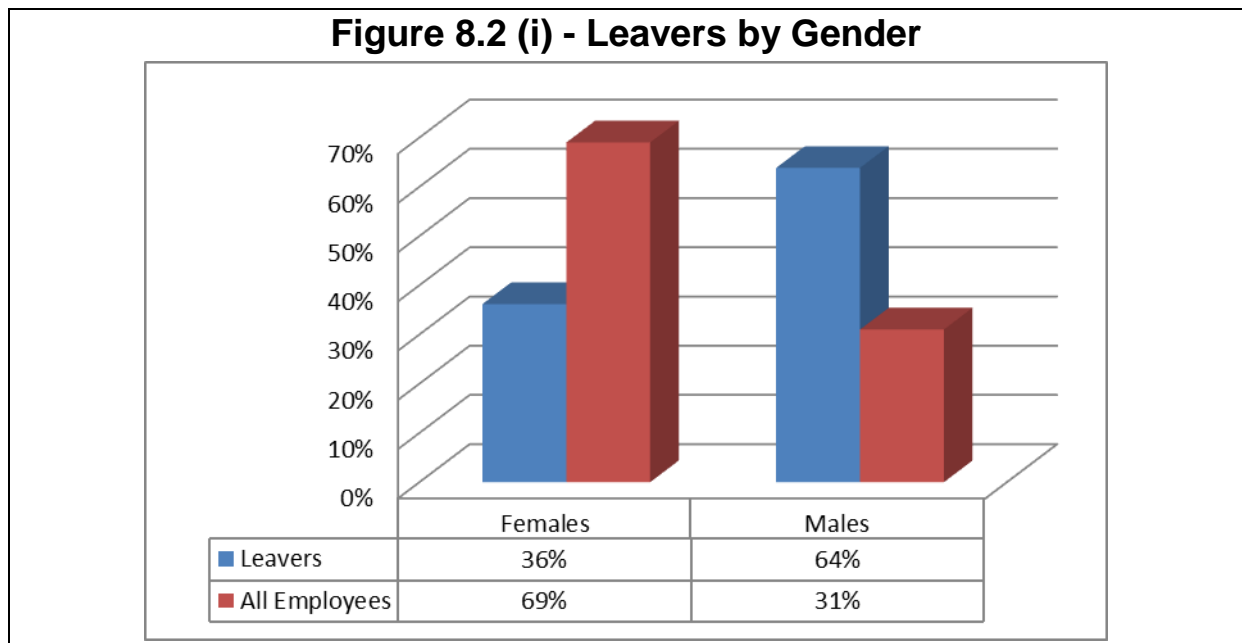
8.2.2 The data is skewed due to the fact that 13 out of 14 employees who left as a result of Shared Services were all male. The majority of these employees work in IT and this occupation tends to be predominantly male.

8.2.3 If you exclude those employees who left as a result of shared services from the total leaver data, the results are more balanced: 50% of leavers were female and 50% were male. There is still however a disproportionately higher percentage of male leavers when compared to the female/male ratio of the staff profile (69%/31%).

8.2.4 It is also important to note that the percentage of male leavers has increased over the last 3 years (26% in 2011/12, 43% in 2012/13 and 50%* in 2013/14)

* excluding leavers due to shared services

8.2.5　Due to the disproportionate number of male leavers, further analysis has been undertaken.
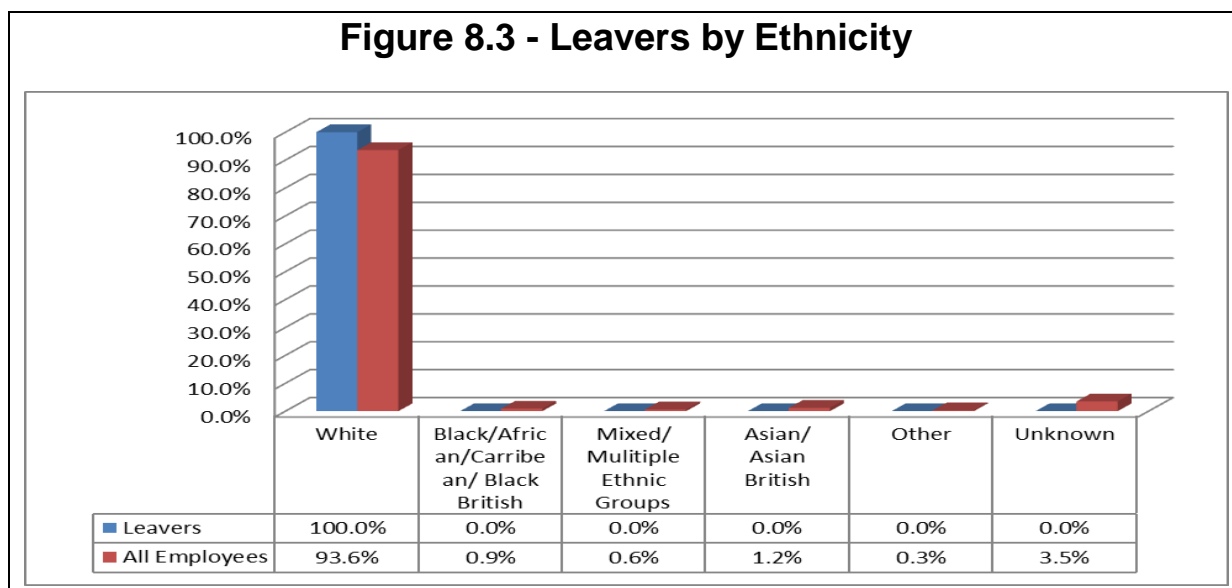
8.2.6　Table 8.2(ii) below shows that, excluding involuntary leavers, there doesn't seem to be any trends with regard to male leavers. They are from a variety of ages and from a variety of teams

Table 8.2(ii) – Leaving Reasons for male employees

Leaving Reason	Age ranges	Number	Team(s)
TUPE Shared Services	Various	13	IT and Facilities Management
Retired	Ages 60-67	5	Various
End of contract	Various	4	Various
Redundancy	50-59	1	Joint Enforcement Team
Resigned	1 x 20-29, 3 x 30-39, 2 x 40-49, 1 x 50-59	7	Various – 1 each in Planning Policy, Development Control, Facilities Management, Benefits, Building Control, and Finance)

8.3 Leavers by Ethnicity

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

Figure 8.3 - Leavers by Ethnicity

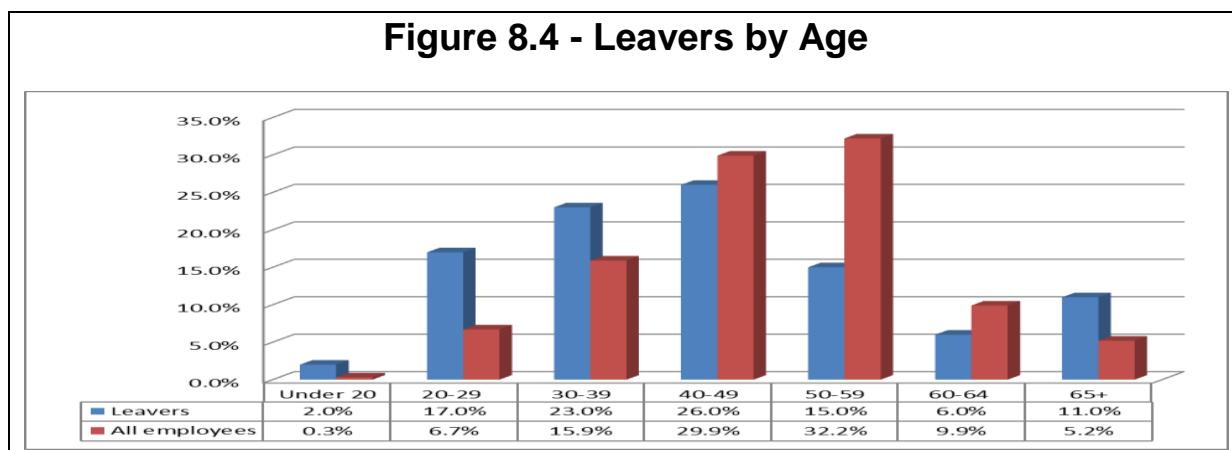|	White	Black/African/Carribean/ Black British	Mixed/ Mulitiple Ethnic Groups	Asian/ Asian British	Other	Unknown
Leavers	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
All Employees	93.6%	0.9%	0.6%	1.2%	0.3%	3.5%

8.4 Leavers by Age

8.4.1 Figure 8.4 shows that the percentage of leavers for most age groups is proportionate to the employee profile.
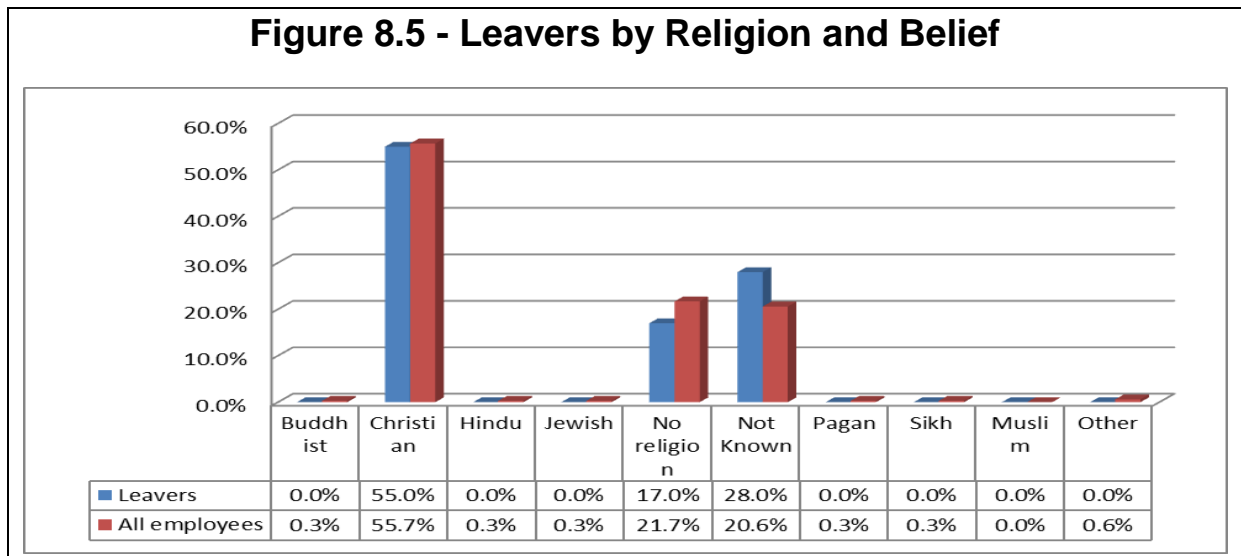
8.4.2 It is worth noting however, that the percentage of leavers in the 20-29 age range (17%) is almost 3 times the percentage of employees in this age range (6.7%).

8.4.3 Conversely, the percentage of leavers in the 50-59 age range (15%) is significantly lower than the percentage of employees in that age range (32.2%).

Figure 8.4 - Leavers by Age

|	Under 20	20-29	30-39	40-49	50-59	60-64	65+
Leavers	2.0%	17.0%	23.0%	26.0%	15.0%	6.0%	11.0%
All employees	0.3%	6.7%	15.9%	29.9%	32.2%	9.9%	5.2%

8.5   Leavers by Religion and Belief

8.5.1   Figure 8.5 shows that the percentage of leavers by religion/belief are proportionate to the profile of the Council's employees.

Figure 8.5 - Leavers by Religion and Belief

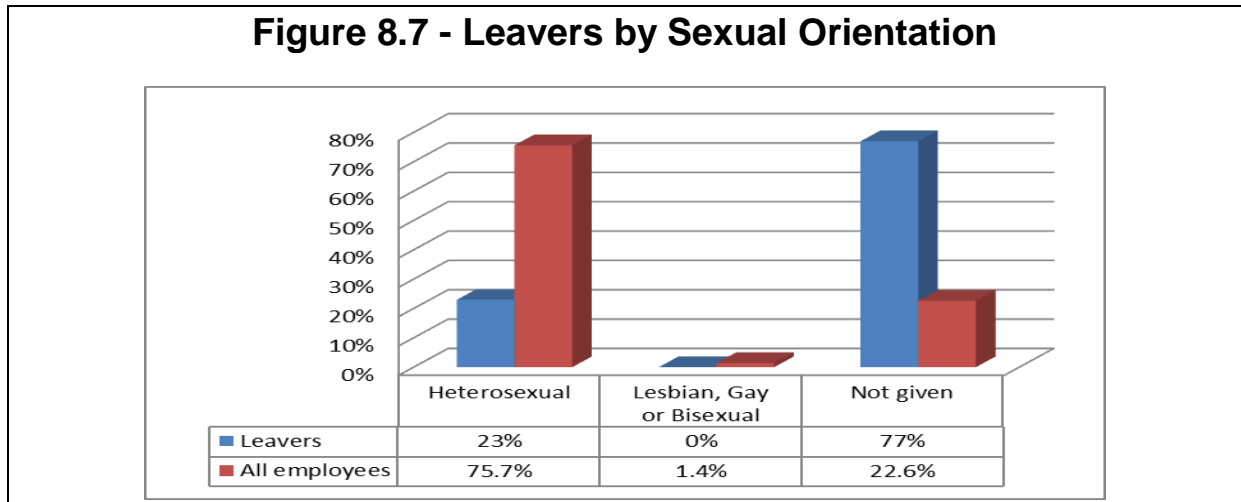|	Buddhist	Christian	Hindu	Jewish	No religion	Not Known	Pagan	Sikh	Muslim	Other
Leavers	0.0%	55.0%	0.0%	0.0%	17.0%	28.0%	0.0%	0.0%	0.0%	0.0%
All employees	0.3%	55.7%	0.3%	0.3%	21.7%	20.6%	0.3%	0.3%	0.0%	0.6%

8.6   Leavers by Disability

8.6.1   Figure 8.6 shows that the percentage of leavers who have declared they have a disability are proportionate to the profile of the Council's employees.

Figure 8.6 - Leavers by Disability

	Disabled	Non-disabled	Not given
Leavers	2%	94%	4%
All employees	4%	91%	5%
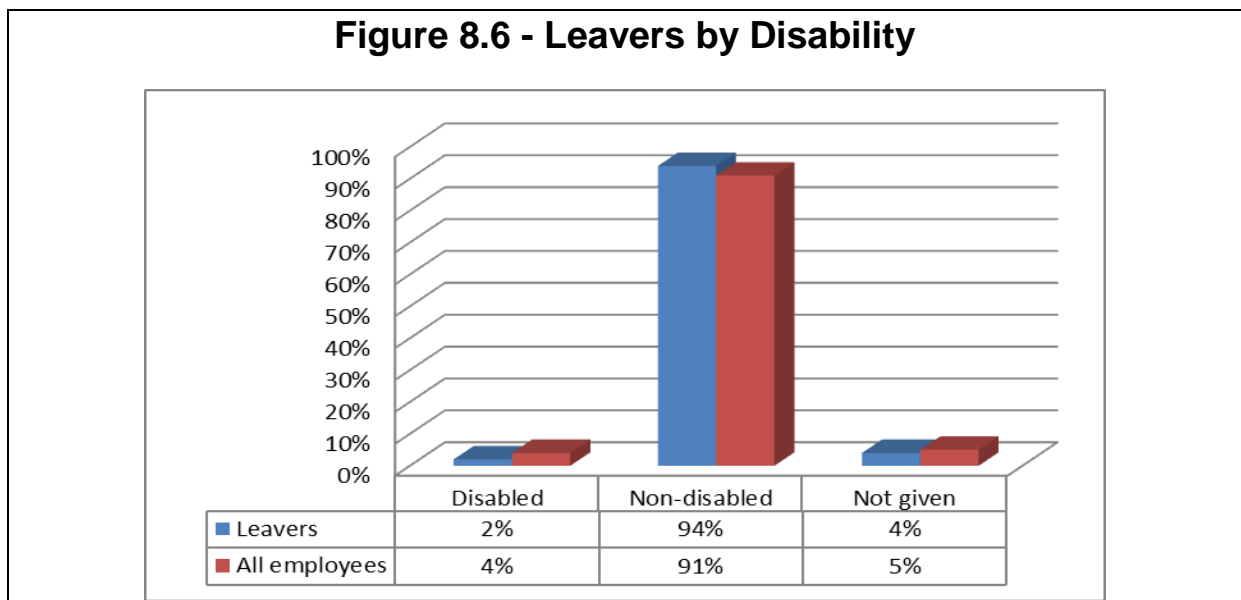
8.7 Leavers by Sexual Orientation

8.7.1 Figure 8.7 shows that the percentage of leavers by sexual orientation are proportionate to the profile of the Council's employees.

Figure 8.7 - Leavers by Sexual Orientation

	Heterosexual	Lesbian, Gay or Bisexual	Not given
Leavers	23%	0%	77%
All employees	75.7%	1.4%	22.6%

9.0 Recommendations

Following analysis of the equalities data, the following recommendations are suggested for each area in turn:

9.1 Recruitment

9.1.1 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.

9.1.2 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.

9.2 Employee Profile

9.2.1 There are no recommendations in this area

9.3   Performance Management (PDR ratings)

9.3.1   There are no recommendations in this area

9.4   Discipline and Grievance

9.4.1   Continue to monitor equalities data for all disciplinaries and grievances

9.5   Training Course Participants

9.5.1   To ensure that equalities data is captured for course participants attending *all* training courses, not just HR-lead courses.

9.6   Leavers

9.6.1   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.

9.6.2   To link this work with the recommendations from the Turnover Report that was considered and approved by the Corporate Management Team in August 2014.