

Essential Reference Paper 'B'

East Herts Council

**EQUALITY AND DIVERSITY
ANNUAL REPORT**

(EMPLOYMENT)

1 APRIL 2015 – 31 MARCH 2016

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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 2015/16. 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 2015/16 the council attracted a diverse range of external applicants in terms of all of the protected characteristics (i.e. gender, ethnic origin, age, religion and belief, and disability status) and the data is reflective of the profile of East Hertfordshire residents. This suggests that the council is seen as a fair and equal employer.
- 2.1.2 The council's shortlisting process has proven to be successful in selecting a diverse range of applicants for interview. This is an improvement on 2014/15 when it was found that applicants in the younger age groups (under 20, 20-29 and 30-39) were unlikely to be as successful as older applicants in being shortlisted for interview.
- 2.1.3 The council's interview process has proven less successful in terms of appointing a diverse range of applicants. Of all applicants who were appointed, only 33% were male despite males forming 45% of all applicants. Only 7% were from Black and Minority Ethnic (BME) groups which is an increase on the previous year (4% in 2014/15) however it is less than the total percentage of applicants from these groups (13%). Applicants age 30-39 performed the least well (5.6%) of all the age groups despite forming 15.1% of all applicants. No applicants with a disability were appointed 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 who declared they had a disability overall (13 applicants) and the small number who were invited to interview (6). In all of the above cases, applicants with more experience and knowledge were appointed.

2.2 Employee Profile

- 2.2.1 The council's employee profile at the end of March 2016 is broadly reflective of the profile of the working population in East Hertfordshire (or, where comparisons at this level weren't available, residents in the East of England or UK) in terms of ethnic origin, 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. The council has a significantly higher percentage of females than males (68%:32%) compared to the working population of East Hertfordshire (51%:49%) however this is common in many local authorities. An East of England Local Government Association survey in December 2015 reported that, of the 6 responding local authorities, all of them had a higher female to male ratio. In particular the percentage of full time males is low (27%) compared to the East of England (47%).
- 2.2.3 The percentage of younger age groups (under 20 and 20-29) in the workforce is low (0.3% and 6.3% respectively) compared to the percentage of East Herts residents in these age groups (6% and 10% respectively). Those in the 'under 20' age group may be in full time education.

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 The report found that employees in the 'Exceptional Performance' rating were all female, white, non-disabled and almost 90% were in the older age groups (40-49, 50-59 and 60-64). However, the figures are skewed due to the small numbers in this PDR category (9) and they broadly reflect the employee profile (see above).
- 2.3.3 The PDR process has been reviewed and it was agreed at HR Committee in July 2016 that for the 2016/17 PDR year all

services will have one annual PDR review between January and March with regular one to ones throughout the year. Bite size training sessions for managers on the new PDR scheme are being held in August and September.

- 2.3.4 HR will continue to review PDR forms to check that they contain evidence to support the rating given.

2.4 Discipline and Grievance

- 2.4.1 In 2015/16 there were 2 employees who were subject to formal disciplinary proceedings. There were 2 formal grievance cases. The protected characteristics of these employees are varied.

2.5 Training Course Participants

- 2.5.1 The report shows 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 2015/16 was reflective of the equalities data of all employees in all but for one age group.
- 2.6.2 The percentage of leavers in the 20-29 age range (15%) is more than twice the percentage of all employees in this age range (6.3%). The figures are skewed due to the small number of leavers in this age range in total (6). Further analysis in the report shows that the leavers worked in a variety of service areas, the reasons for leaving were varied, and their length of service ranged from 2 days to 3 years.

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 2015 to March 2016.

3.1.2 Data has been collected at the application, shortlist and appointment stages.

3.1.3 There were 42 external recruitment campaigns between April 2015 and March 2016. A total of 449 external 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
- Ethnic origin
- 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 and 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 of East Hertfordshire.

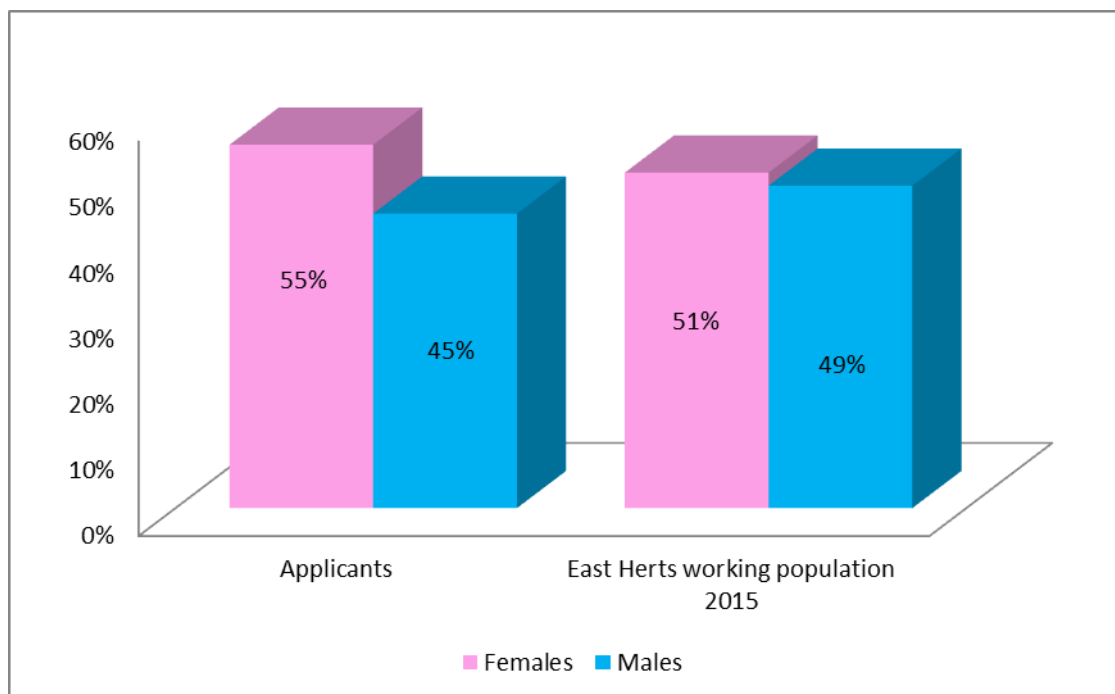
3.1.8 The equalities data of applicants reaching the shortlisting and appointment stages has been compared to the data of all

applicants to understand whether certain groups are being disadvantaged and at what stage of the recruitment process.

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 (55%) and male (45%) applicants which is reflective of the gender profile of the working population of East Hertfordshire (51% and 49% respectively).

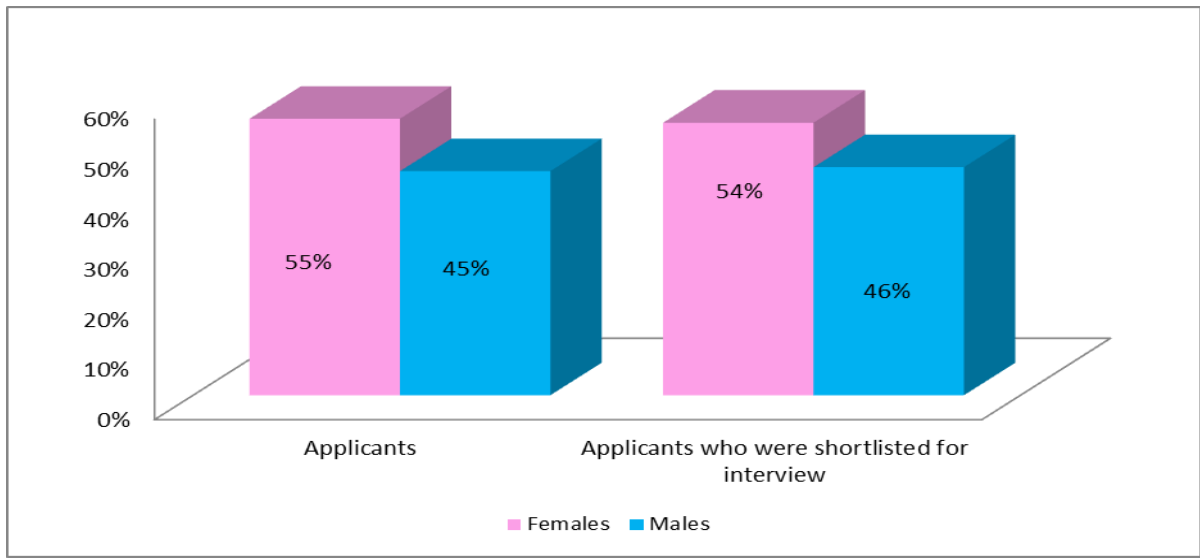
Figure 3.2 (i) - Applicant profile by Gender compared to the working population of East Hertfordshire



Source: Nomis Official Labour Market Statistics (East Herts residents aged 16-64 (2015))

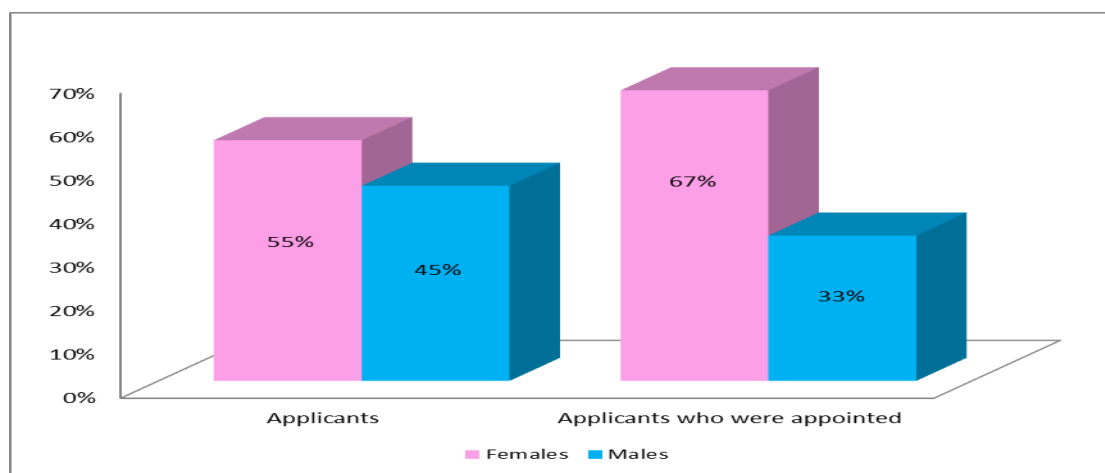
3.2.2 Figure 3.2 (ii) on page 9 shows that both genders are performing well at the shortlisting stage. Of all applicants who were shortlisted for interview, 54% were female and 46% were male. This is reflective of the gender split of all applicants (55% and 45% respectively).

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



3.2.3 Figure 3.2 (iii) below shows that of all applicants who were appointed, 67% were female and 33% were male. This is not reflective of the gender split of all applicants (55% female and 45% male) suggesting that female applicants are more likely to be successful at interview than male applicants. Further analysis is needed to understand the reasons why.

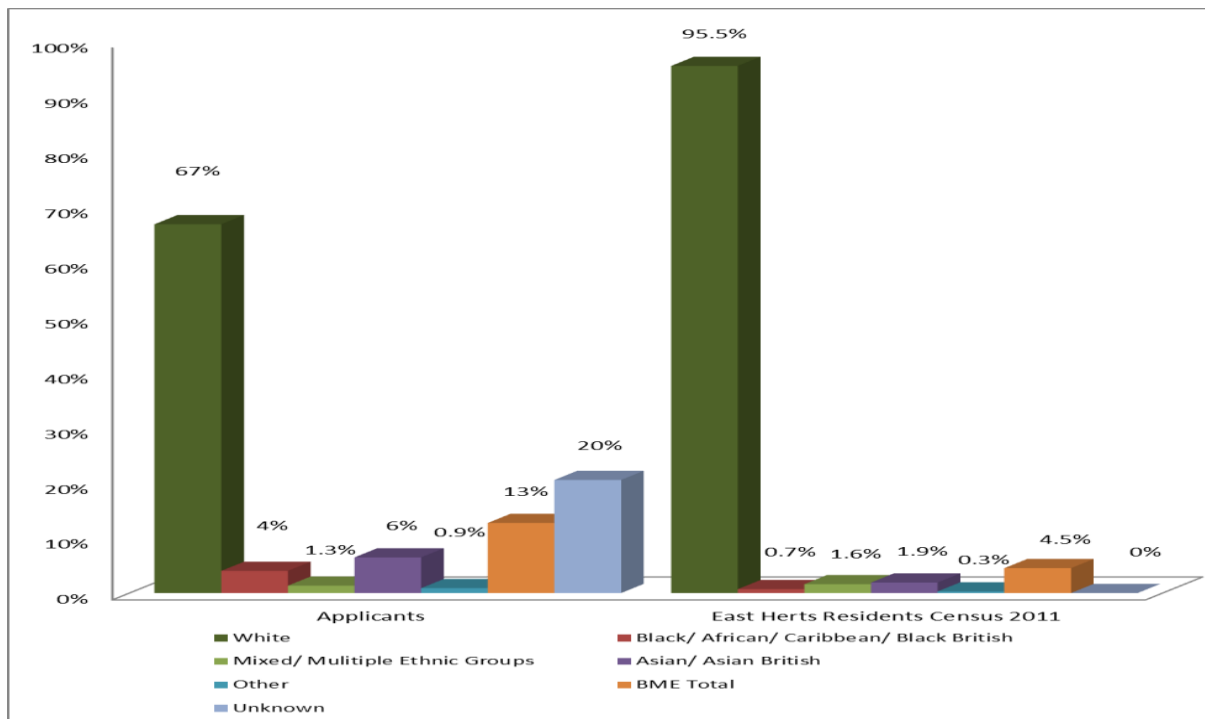
Figure 3.2 (iii) – Analysis by Gender at the appointment stage



3.3 Recruitment analysis by Ethnic origin

3.3.1 Figure 3.3(i) below shows that in 2015/16 the council attracted applicants from a diverse range of ethnic origins reflective of East Herts residents. Of all applicants, 13% were from Black and Minority Ethnic (BME) groups which is significantly higher than the percentage of East Hertfordshire residents in these groups (4.5%), suggesting that the council is seen as a fair and equal employer.

Figure 3.3(i) Applicant Profile by Ethnic origin compared to East Hertfordshire residents

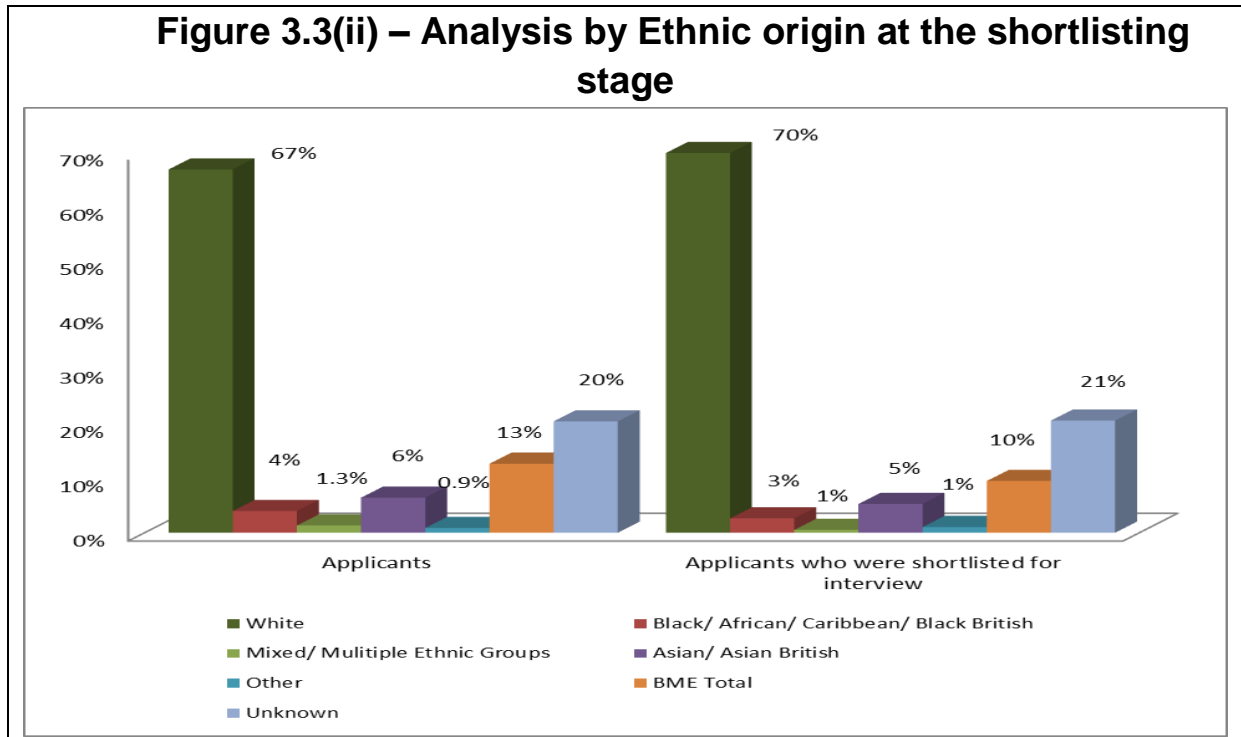


Source: ONS Census 2011_Key Statistics_KS201EW Ethnic Group by Measures

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.

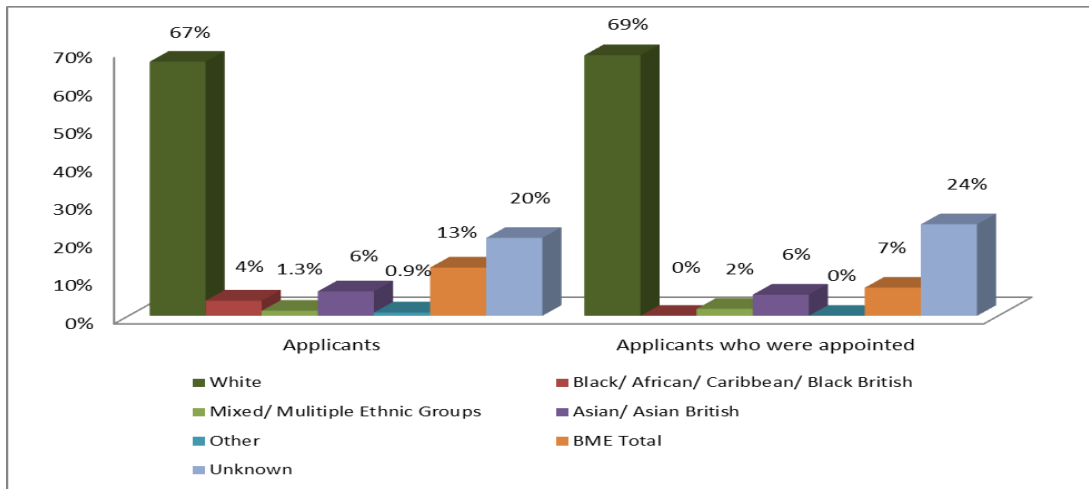
3.3.2 Figure 3.3(ii) below shows that, of all applicants who were shortlisted for interview, 10% were from BME groups which is an increase from 2014/15 (9%) and only slightly lower than the total percentage of applicants from these groups (13%).



3.3.3 Figure 3.3 (iii) on page 12 shows that, of all the applicants who were appointed, 7% were from BME groups, which is an increase on the previous year (4%) however it remains lower than the total percentage of applicants from BME groups (13%). In these cases, applicants with more experience and knowledge were appointed.

3.3.4 Applicants from Black/African/Caribbean/Black British groups performed the least well at interview (0% were appointed despite this group comprising 4% of total applicants). The data is skewed by the small number of applicants from this group who were selected for interview (5). In these cases, applicants with more experience and knowledge were appointed.

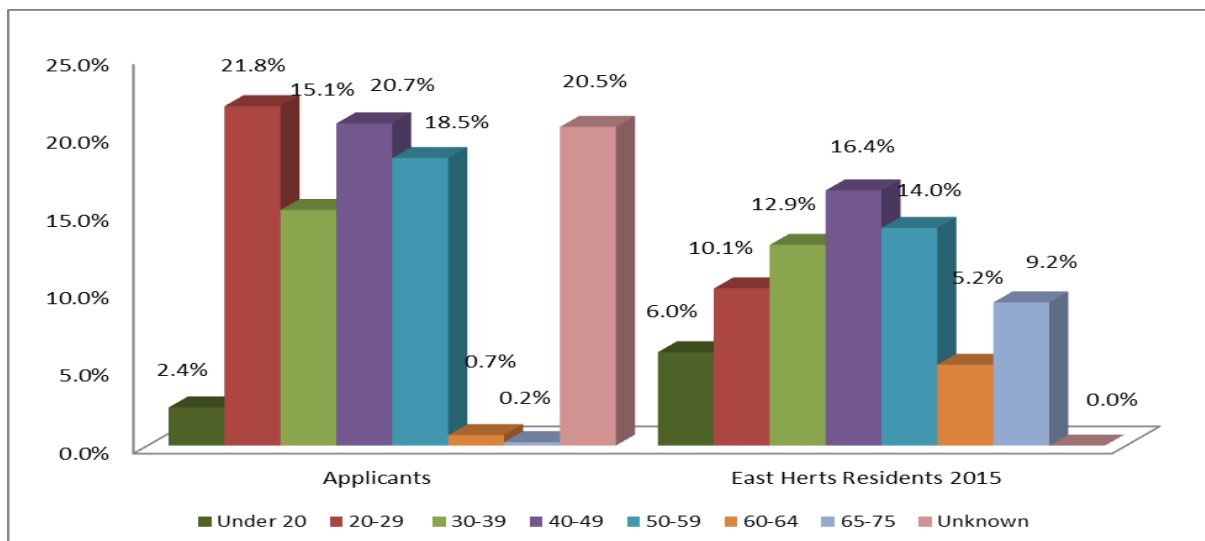
Figure 3.3 (iii) – Analysis by Ethnic origin at the Appointment stage



3.4 Recruitment Analysis by Age

3.4.1 Figure 3.4 (i) below shows that the council attracted applicants from a wide range of age groups which broadly reflects the age profile of East Hertfordshire residents.

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



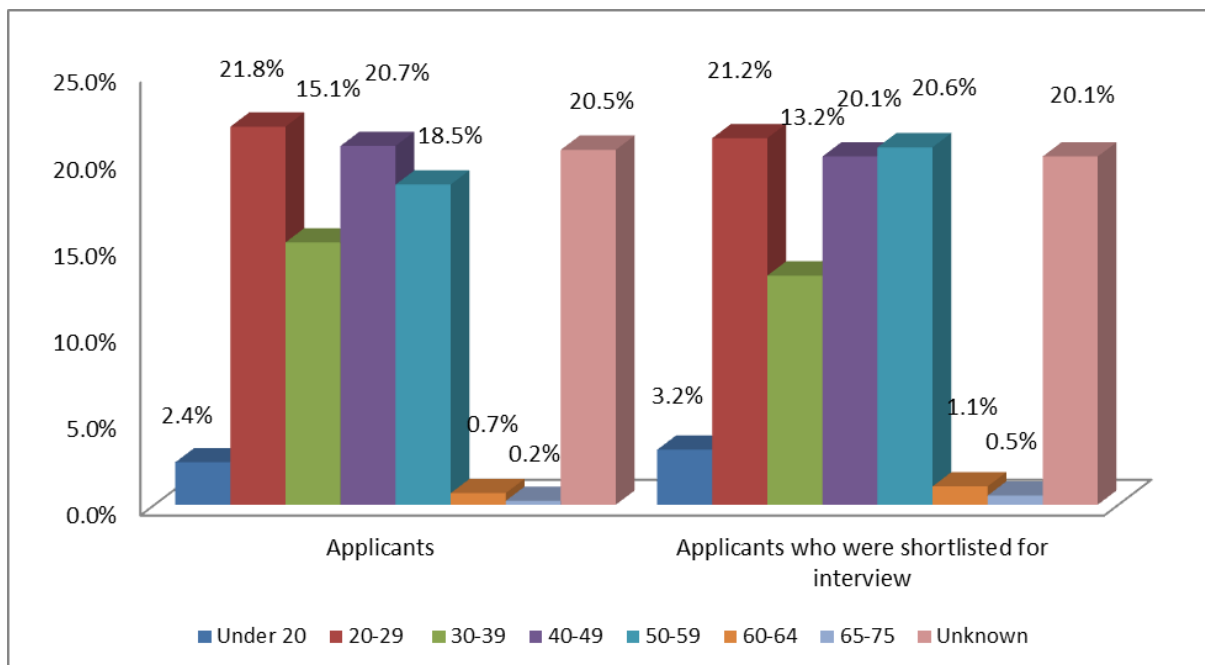
Source: ONS Population Data aged 16-64 (2015)

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

3.4.2 The data suggests that younger applicants see the council as an attractive place to work: the percentage of applicants in the 20-29 age group (21.8%) is twice that of East Herts residents in that age group (10.1%). Although the percentage of applicants under the age of 20 is low (2.4%) compared to East Hertfordshire residents in that age group (6%), possibly due to these individuals being in full time education, this has increased over the last 3 years (0% in 2013/14 and 1.3% in 2014/15).

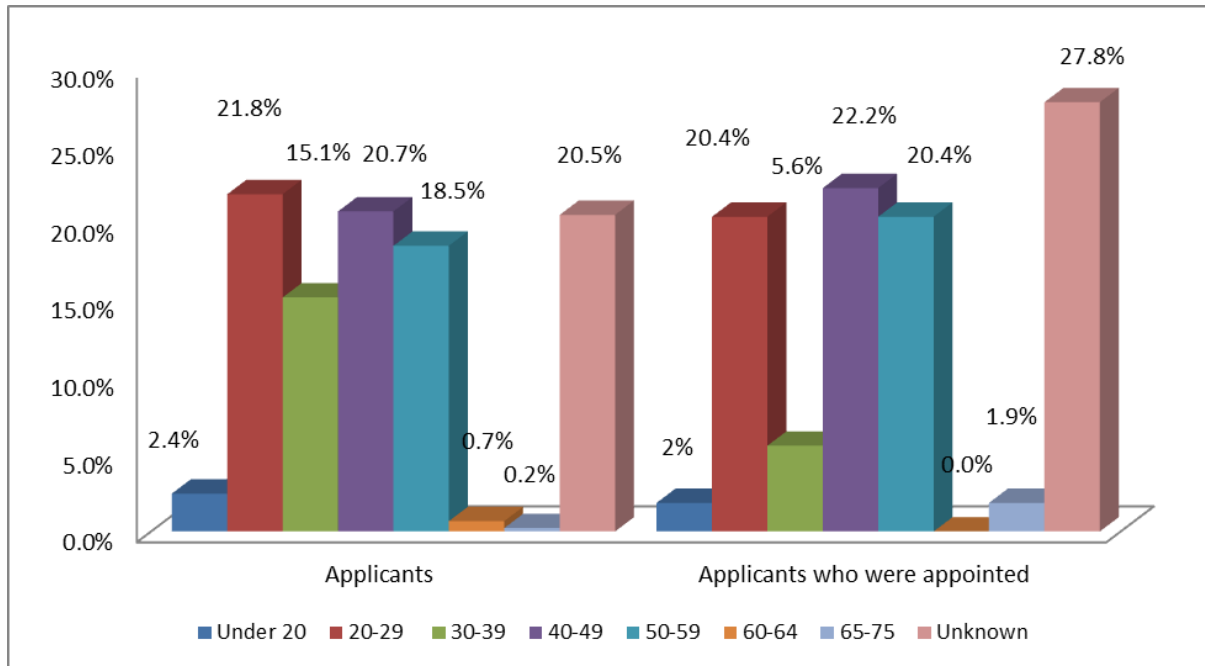
3.4.3 Figure 3.4 (ii) below shows that applicants in the younger age groups (under 20 and 20-29) performed well at the shortlisting stage: of all those applicants who were shortlisted 3.2% were under the age of 20 and 21.2% were aged 20-29 compared to all applicants in these age groups (2.4% and 21.8% respectively). This is an improvement on the previous year (2014/15) when only 0.8% of those shortlisted were under 20 and only 13.5% were aged 20-29.

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



3.4.4 Figure 3.4 (iii) below shows that applicants in the younger age groups have also performed well at interview: of all those applicants who were appointed, 2% were under the age of 20 and 20.4% were aged 20-29 compared to the total number of applicants in these age groups (2.4% and 21.8% respectively).

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



3.4.5 The council is committed to supporting young people into employment and has supported work experiences, career fayres, graduate schemes and has improved links with local schools. In September 2016 the council launched its apprenticeship scheme.

3.4.6 Unusually, applicants in the 30-39 age group performed less well at interview (5.6%) when compared to the total percentage of applicants in this age group (15.1%). This is a marked contrast with the previous year's figures when, of all applicants who were appointed, 18.4% were from this age group compared to 22.9% of all applicants. Further analysis of the data has shown that in

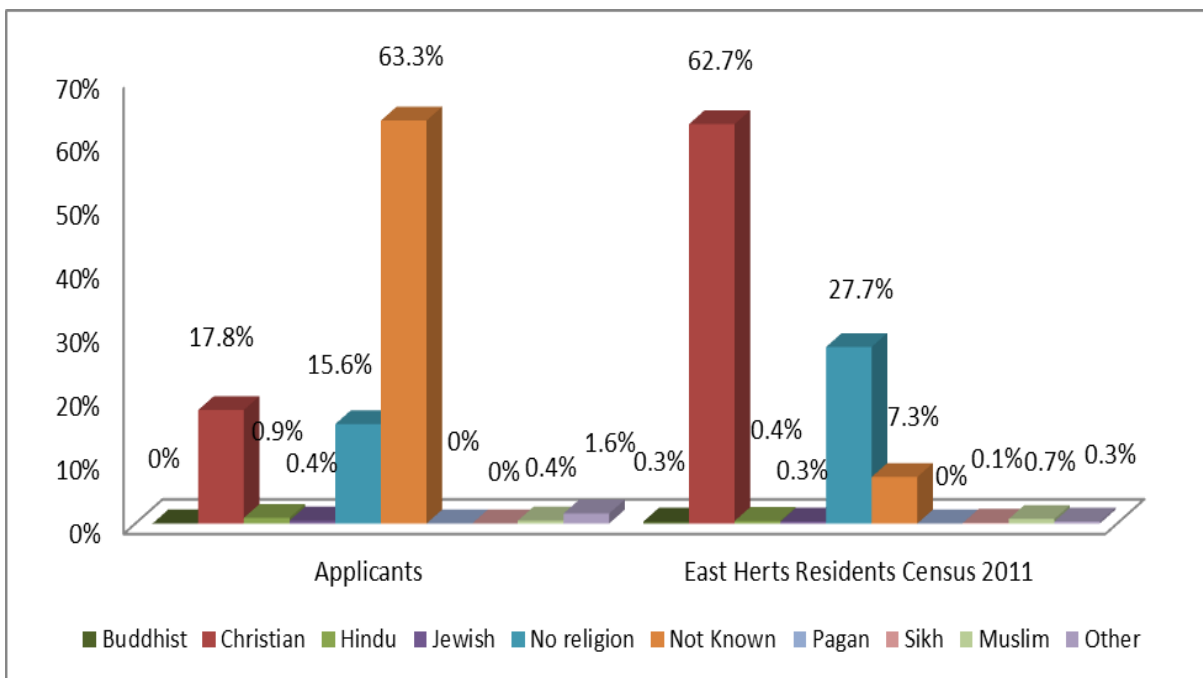
these cases, applicants with more experience and knowledge were appointed.

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 and beliefs reflective of those of East Hertfordshire residents.

3.5.2 Of note is that almost two thirds (63.3%) of all applicants chose not to disclose their religion or belief in 2015/16. This 'not known' figure has increased year on year (39.5% in 2013/14 and 55.1% in 2014/15).

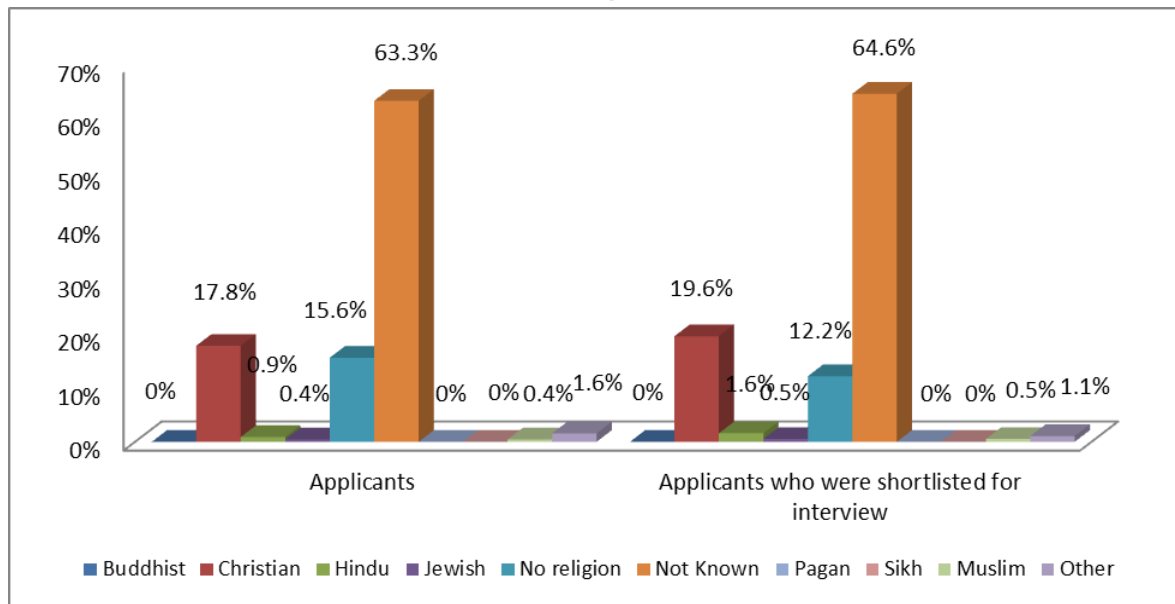
Figure 3.5 (i) – Applicant Profile by Religion and Belief compared to East Hertfordshire residents



Source: ONS Census 2011_Key Statistics_KS209EW_Religion by Measures

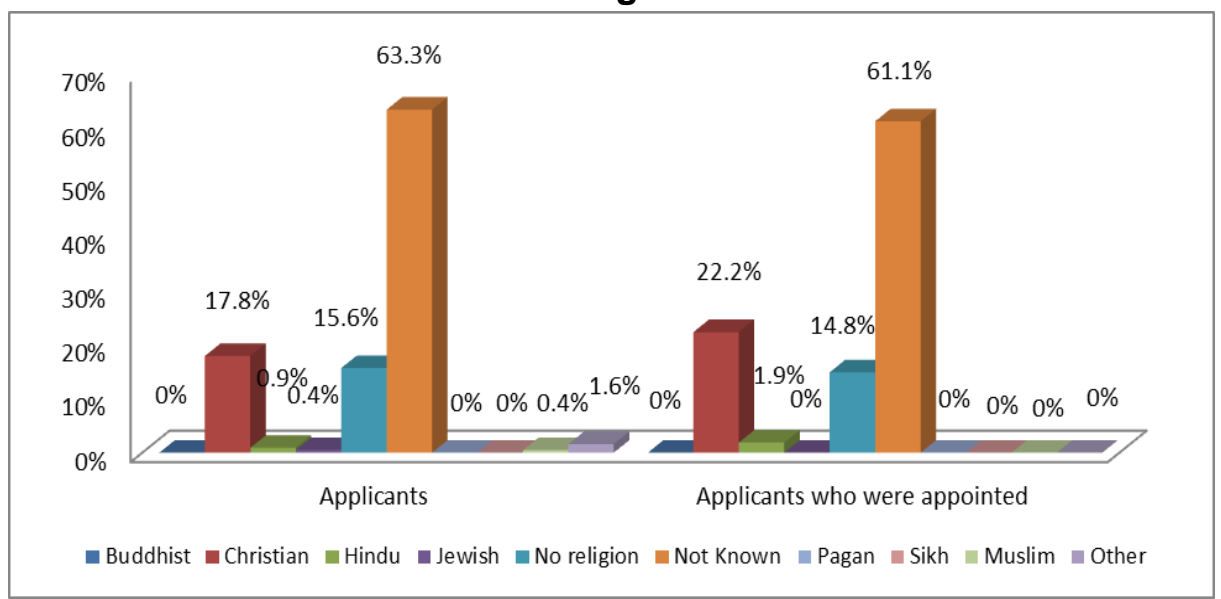
3.5.3 Figure 3.5 (ii) on page 16 shows that of all applicants who were shortlisted for interview, 3.7% were from minority religious groups (i.e. groups other than Christian). This is proportionate to the total percentage of all applicants from these groups (3.3%).

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



3.5.4 Figure 3.5 (iii) below shows that of all applicants who were appointed, 1.9% were from minority religious groups which is slightly lower than the total percentage of all applicants from these groups (3.3%).

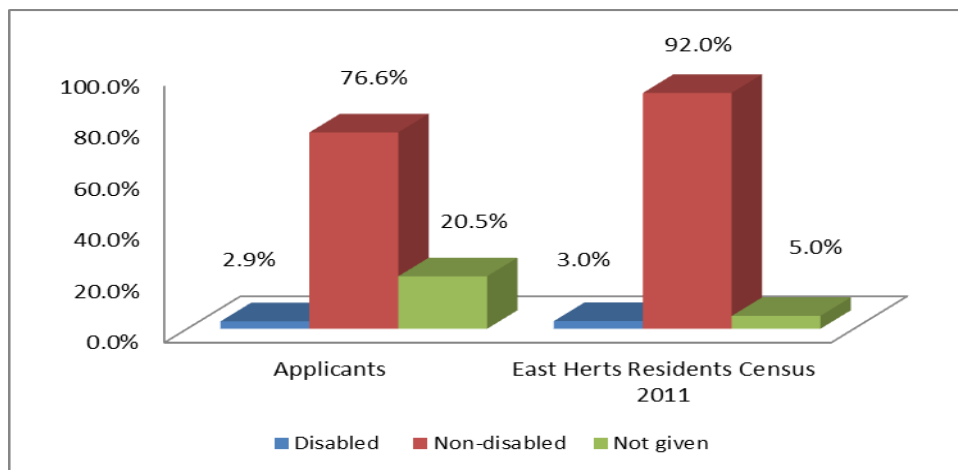
Figure 3.5 (iii) – Analysis by Religion and Belief at the appointment stage



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%) when compared to the percentage of East Hertfordshire residents with a disability (3%).

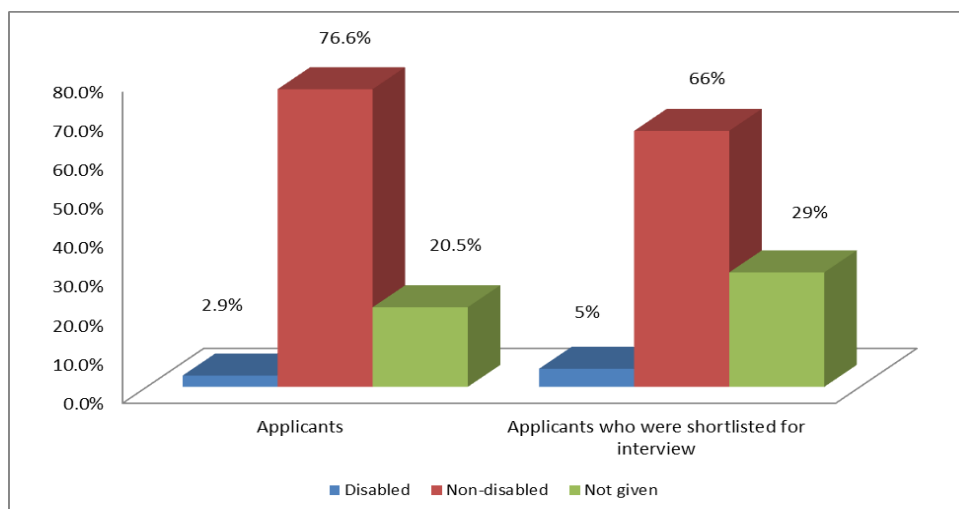
Figure 3.6 (i) – Applicant Profile by Disability Status compared to the residents of East Hertfordshire



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

3.6.2 Figure 3.6 (ii) below shows that of all applicants who were shortlisted for interview, 5% had declared they had a disability. This is higher than the total percentage of all applicants with a disability (2.9%).

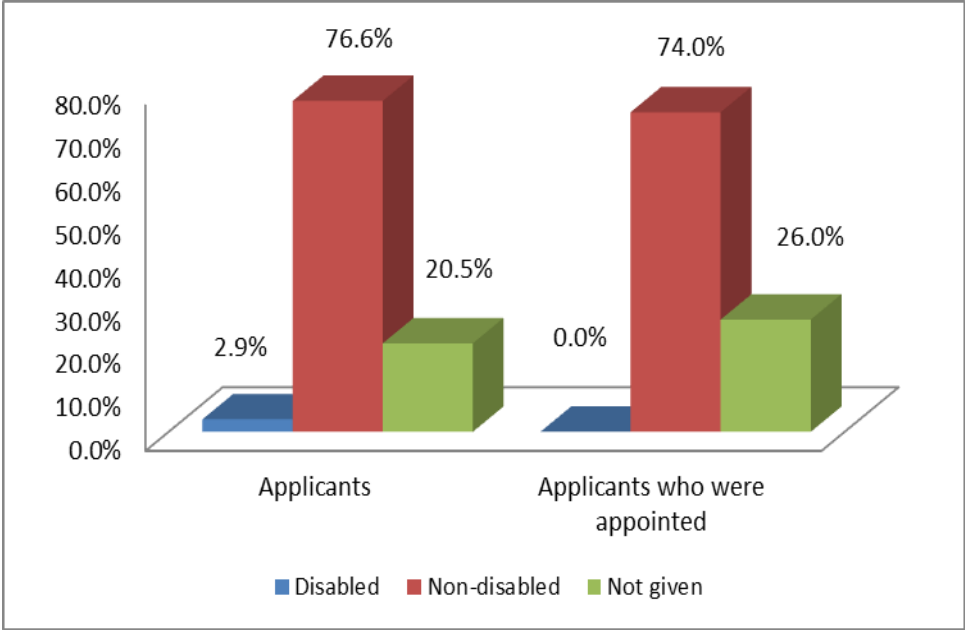
Figure 3.6 (ii) – Analysis by Disability at the shortlisting stage



- 3.6.3 The council has approval to use the ‘two ticks’ disability symbol on its recruitment documentation which means that, 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 2015/16, 13 applicants applied for roles under the ‘two ticks’ scheme. Of these, 5 (38.5%) met the minimum essential criteria for the role and were therefore invited to interview.
- 3.6.4 From 1 July 2017, the ‘two ticks’ scheme will cease to exist. A Disability Confident Scheme has been developed which builds on the best practices of the ‘two ticks’ model, whilst providing online, practical advice and guidance that helps employers to attract, recruit and retain disabled talent in a modern day setting. There are three levels in the scheme. As the council already has approval to use the ‘two ticks’ scheme, it has automatically been awarded Disability Confident Level 2 status for 12 months. During the 12 months the council will need to complete a self-assessment process against a set of statements to retain this level or to progress to Level 3.
- 3.6.5 At Level 2, the council will need to demonstrate that it is taking positive action to attract, recruit and retain disabled people. Once the council meets the criteria for this stage it will be awarded a badge for 2 years.
- 3.6.6 To obtain Level 3 (Disability Confident Leader) the council would need to become Disability Confident as recognised by its peers, the local community and disabled people. Disability Confident Leaders will be open to external challenges and will support other employers to become Disability Confident. Once the council meets the criteria for this stage it will be awarded a badge for 3 years.

3.6.7 Figure 3.6 (iii) below shows that no applicants with a disability were appointed compared to the percentage of total applicants with a disability (2.9%). The figures are skewed due to the small numbers of applicants with a disability who were invited to interview (6 in total). 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

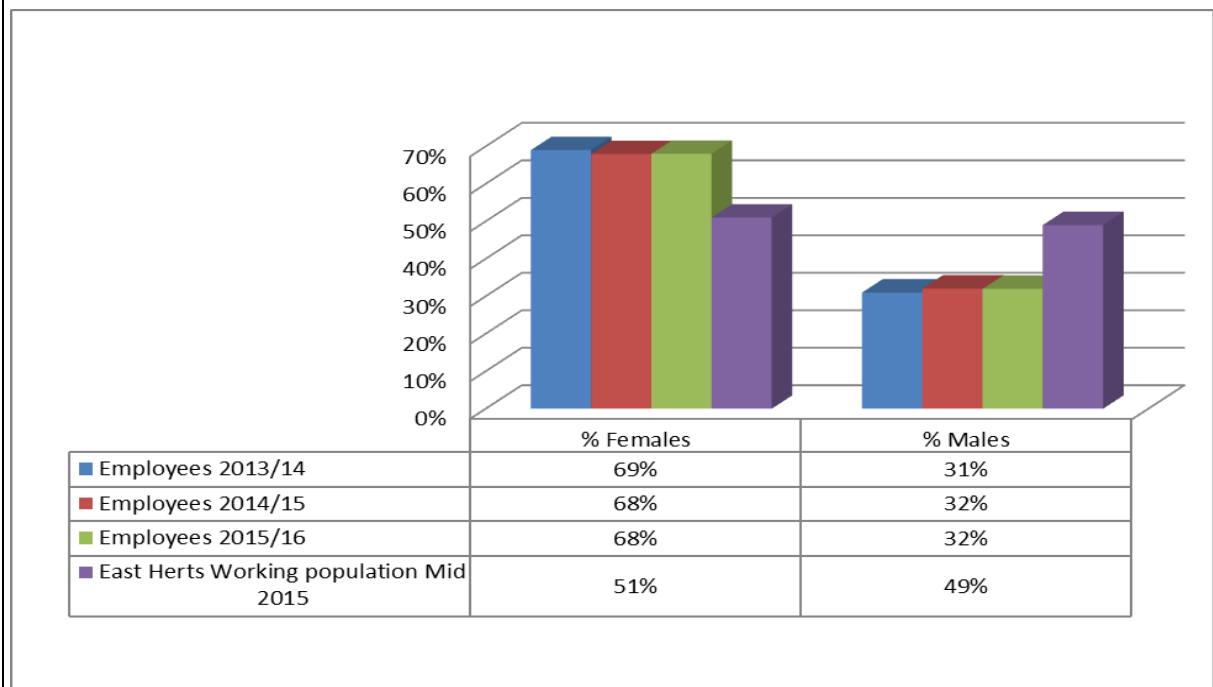
- 4.1.1 This section provides information on employees employed by the council as at 31 March 2016.
- 4.1.2 Casual employees, agency workers and contractors are not included.
- 4.1.3 The total number of employees employed by the council as at 31 March 2016 was 373. This has increased from 368 in the previous year.
- 4.1.4 The data has been analysed using 6 of the 9 protected characteristics under the Equality Act 2010 as follows:
- Gender
 - Ethnic origin
 - 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.
- 4.1.7 Most of the comparison data has been taken from either the Nomis or Office for National Statistics (ONS) websites.

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.

4.2.2 A survey of local authorities in the East of England by the East of England LGA in December 2015 has revealed that the high female to male workforce ratio is common in local authorities. Of the 6 local authorities that responded to the survey, all had a high female to male ratio.

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



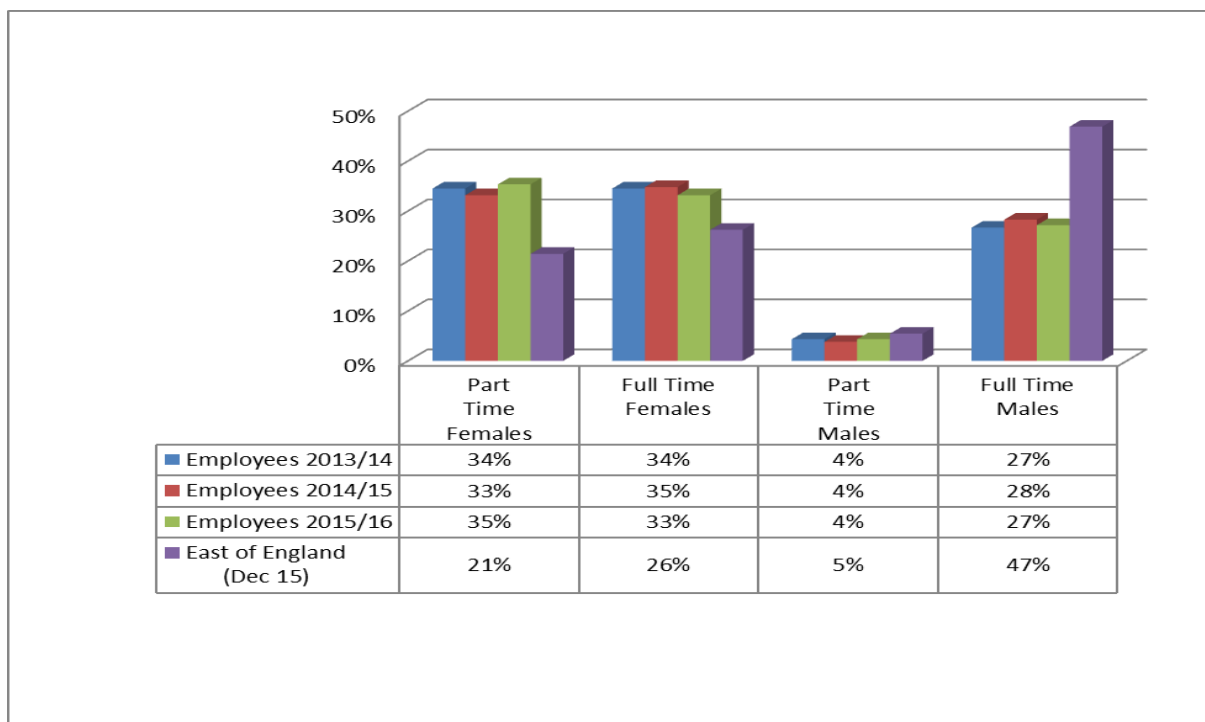
Source: Nomis Official Labour Market Statistics (East Herts residents aged 16-64 (2015))

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 (35%) 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 In contrast, the council has a significantly lower percentage of full time males (27%) 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



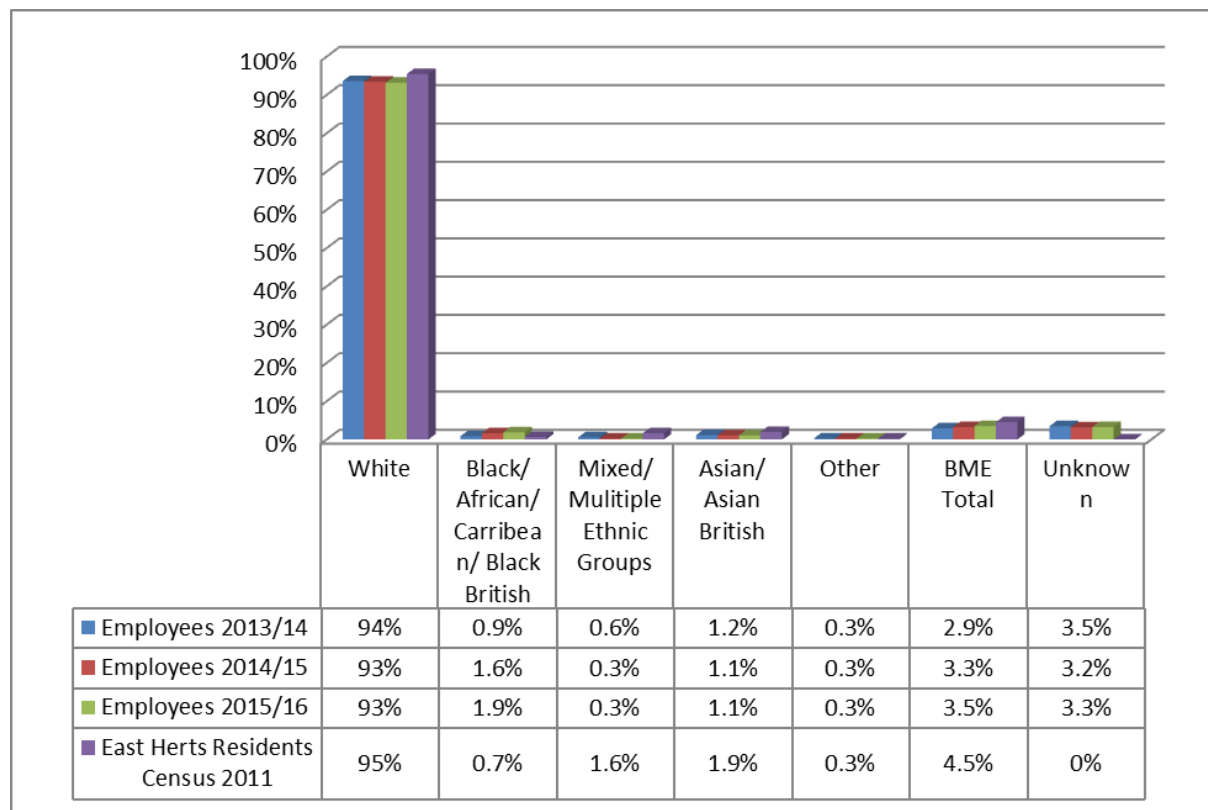
Source: Nomis Official Labour Market Statistics – Annual Population Survey (Workplace Analysis) March 2016

4.3 Employee Profile by Ethnic origin

4.3.1 Figure 4.3 below shows that the council’s employee profile by ethnic origin has remained broadly the same over the last 3 years with the vast majority of employees being white (93% in 2015/16). This is reflective of the profile of East Herts residents (95%).

4.3.2 The total percentage of Black and Minority Ethnic (BME) employees has increased over the last 3 years (2.9% in 2013/14, 3.3% in 2014/15 and 3.5% in 2015/16) and is almost as high as the percentage of BME residents in East Hertfordshire (4.5%).

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

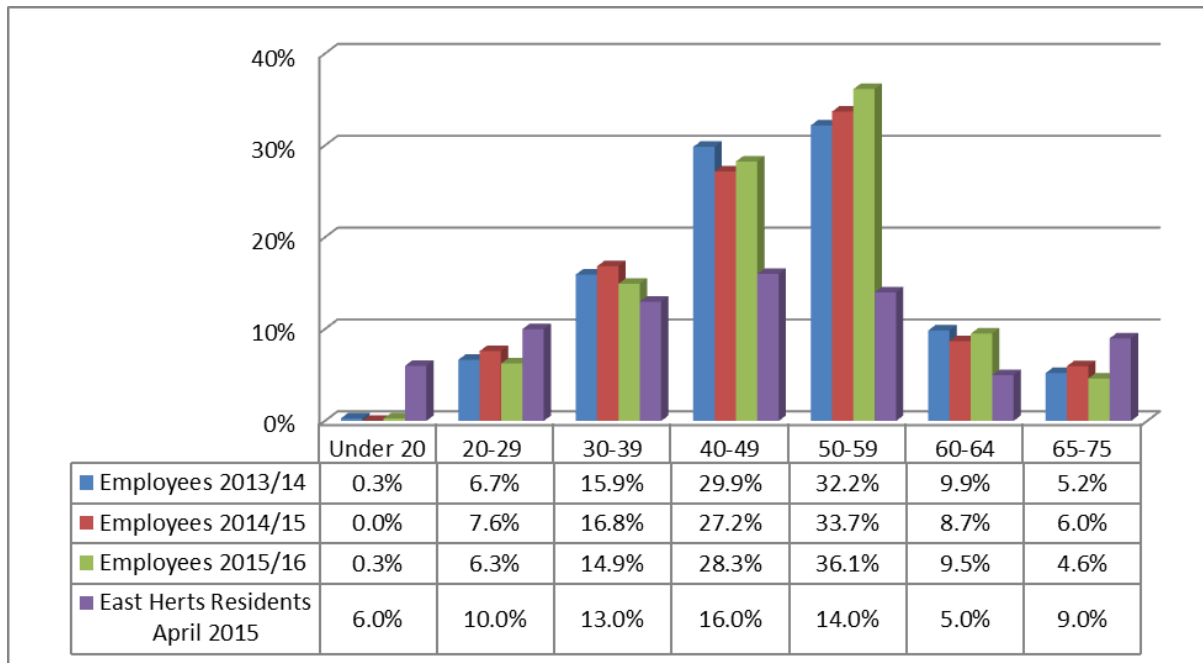


Source: ONS Census 2011_Key Statistics_KS201EW_Ethnic Group by Measures

4.4 Employee Profile by Age

4.4.1 Figure 4.4 below 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 (64.4% in total for both age ranges in 2015/16). This is approximately twice the percentage of residents in East Hertfordshire in these age ranges (30% in total).

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



Source: Nomis Official Labour Market Statistics – Population Estimates in East Herts (April 2015)

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 4.4 also shows that the percentage of employees under the age of 20 has increased in 2015/16 (0.3%) compared to the previous year (0% in 2014/15) however it is still low compared to 6% of East Herts residents in this age group. This may be due to some of these individuals being in full time education. The

percentage of employees in the 20-29 age range has decreased slightly in 2015/16 (6.3%) compared to the previous year (7.6% in 2014/15) and remains lower than the percentage of East Herts residents in this age group (10%).

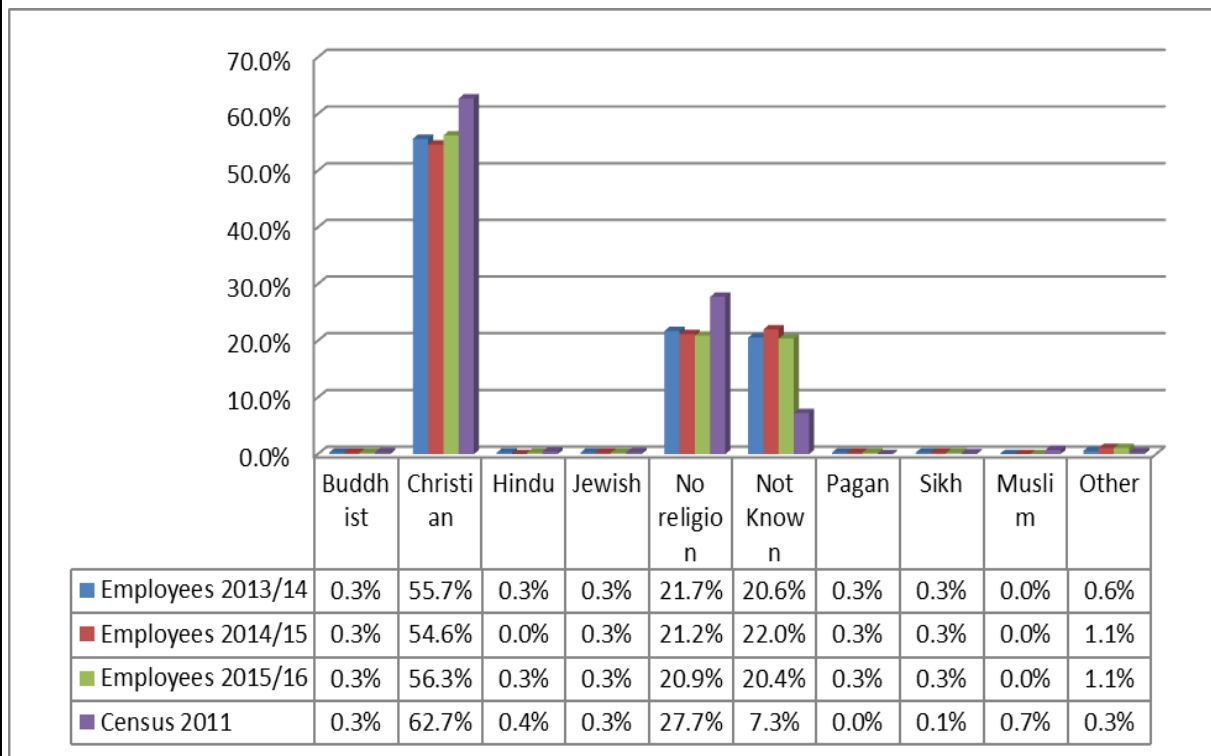
4.4.3 The percentage of employees in the 65-75 age range has fallen to 4.6% in 2015/16 compared to 6% in 2014/15. This is due to the number of retirements in 2015/16.

4.5 Employee Profile by Religion and Belief

4.5.1 Figure 4.5 below 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 A fifth of employees (20.4%) have chosen not to disclose their religion (not known).

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

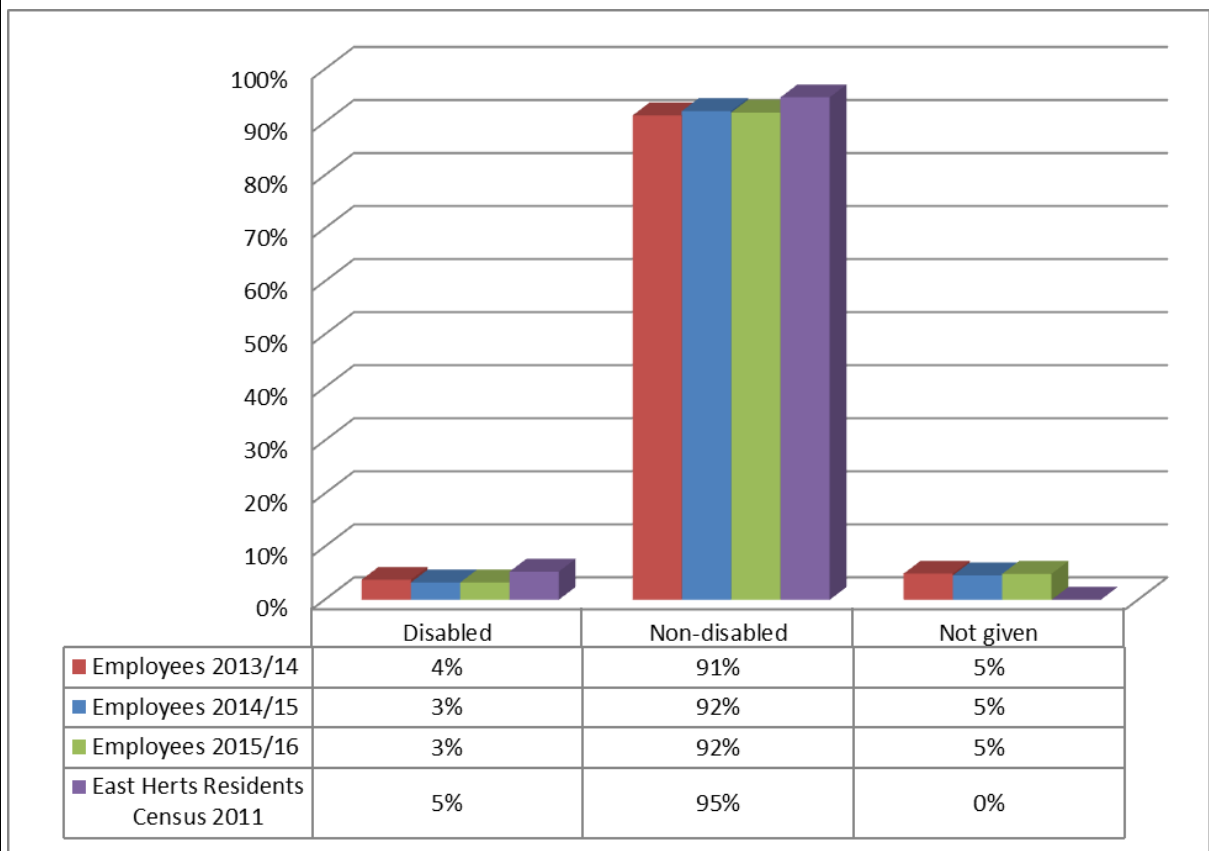


Source: ONS Census 2011_Key Statistics_KS209EW_Religion by Measures

4.6 Employee Profile by Disability

4.6.1 Figure 4.6 below shows that the percentage of employees who have declared they have a disability in 2015/16 (3%) has remained the same as the previous year and is slightly lower than East Herts residents with a disability (5%).

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



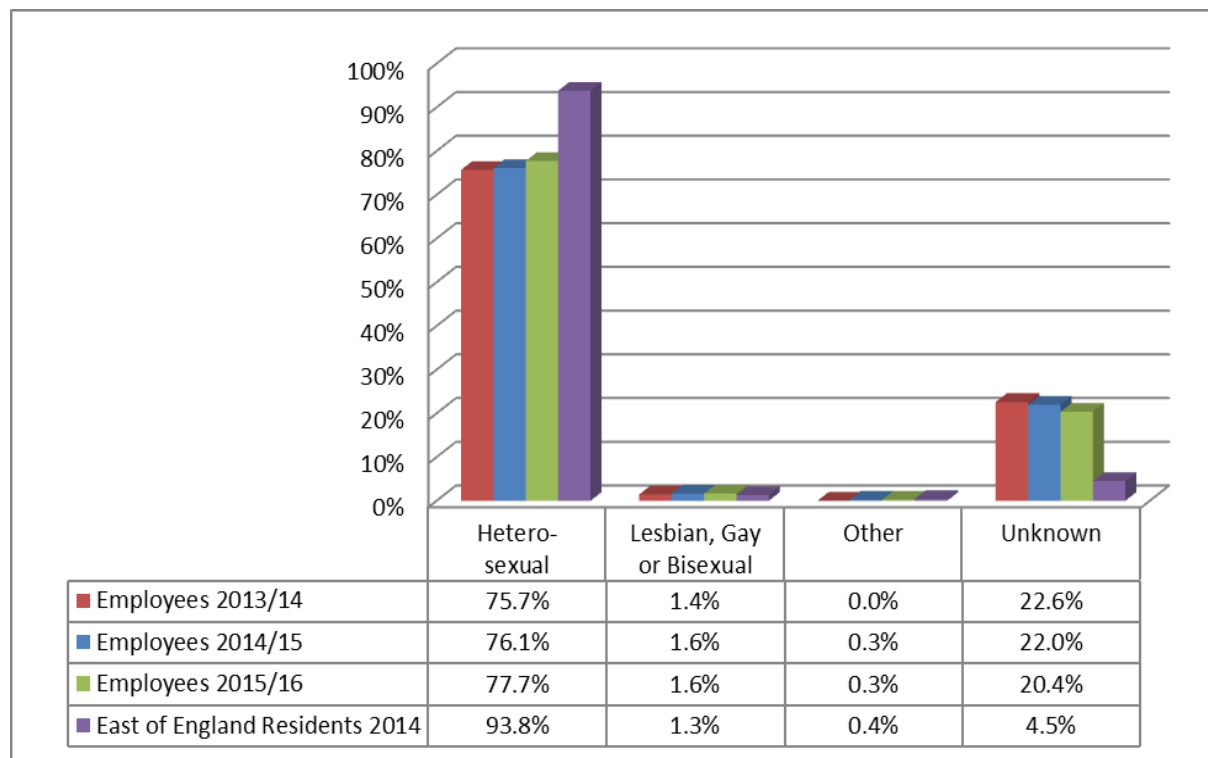
Source: ONS Census 2011_Long Term Health Problem or Disability (QS303EW)

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 below shows that the council has a slightly higher percentage of lesbian, gay and bisexual employees (1.6%) compared to residents in the East of England (1.3%).

Figure 4.7 – Employee Profile by Sexual Orientation compared to East of England residents



Source: ONS Website – Sexual Identity by Region (East of England) - 2014

5.0 Performance Management

5.1 Introduction

5.1.1 The council's performance management scheme has been reviewed and it was agreed at HR Committee in July 2016 that for the 2016/17 PDR year all services will have one annual PDR review between January and March with regular one to ones throughout the year. The headings of the 5 PDR ratings have remained the same however the description of each rating has been strengthened and they are outlined below:

Exceptional Performance

- Someone who is regarded by others as being excellent at their job, a good colleague to work with and a role model for others.
- They consistently display excellent levels of enthusiasm, motivation and commitment.
- They constantly push for and undertake tasks that will challenge them
- This is the type of person who would be capable of doing a higher grade job and/or who might be difficult to replace if they were to leave.
- They can lead and inspire others regardless of whether or not they are managers.
- They go above and beyond in demonstrating all of the council's values and behaviours.

Exceeding Expectations

- Employees at this level do their job and do it well, and they frequently go above and beyond the standard required.
- They regularly display high levels of enthusiasm, motivation and commitment.
- They are actively interested in taking on tasks that will challenge them.
- They go above and beyond in demonstrating some of the council's values and behaviours.

Meeting Expectations

- Employees at this level are reliable and dependable, and consistently do their job to the required standard.
- They display good levels of motivation and commitment to ensure delivery of objectives
- They show expected practice in demonstrating all of the council's values and behaviours

Opportunity for Improvement

- Someone who has done most of their job to the required standard, but for whom some improvement is needed.
- They show inconsistent levels of motivation and/or commitment.
- They need some development in demonstrating the council's values and behaviours.

Immediate Improvement Required

- There are serious concerns about the employee's ability to do their job. Significant improvement is needed if employment is to continue.
- They have a poor attitude to work.
- Employees at this level would already be being formally managed under the Managing Performance Policy.
- They need development in demonstrating the council's values and behaviours.

5.1.2 For the year being reported on (2015/16), most employees received an annual performance development review (PDR) in December/January and a mid-year review in June/July. The exception was Revenues and Benefits Shared Services employees who received 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 2015/16 for all services.

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

- Gender
- Ethnic origin
- Age
- Religion or Belief
- Disability status

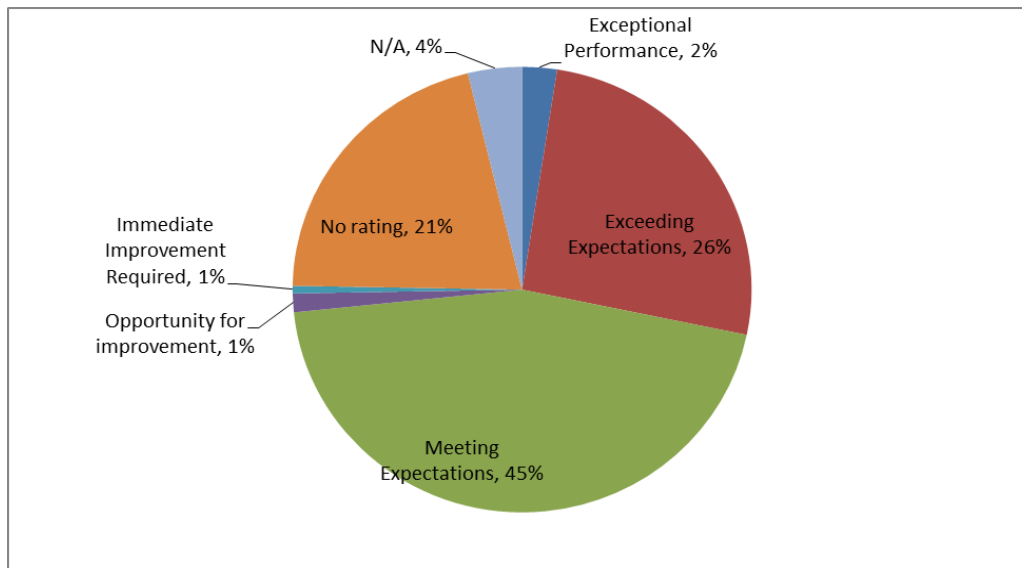
5.2 Breakdown of ratings

5.2.1 Figure 5.2 on page 31 shows that, of those employees who were due a full-year PDR in 2015/16, 2% were rated as achieving 'exceptional performance', 26% as 'exceeding expectations', 45% as 'meeting expectations', 1% as 'opportunity for improvement' and 1% as 'immediate improvement required'.

5.2.2 For 4% 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.

5.2.3 21% of PDRs were not completed and therefore no rating has given.

Figure 5.2 – PDR Ratings for those employees who were due a full year PDR in 2015/16



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 category.

5.3.2 Figure 5.3 (i) below shows that in the ‘exceptional performance’ category the female/male ratio (100%:0%) is not reflective of the female/male ratio of all employees (68%:32%). However the figures are skewed due to the small number of employees in this category (9 employees). Figure 5.3 (ii) on page 32 shows that male employees were better represented in the ‘exceeding expectations’ category (64% female: 36% male).

Figure 5.3 (i) – ‘Exceptional Performance’ rating by Gender

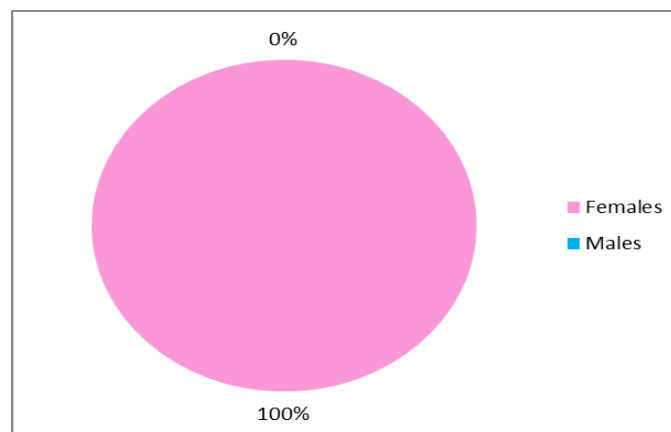


Figure 5.3(ii) – ‘Exceeding Expectations’ rating by Gender

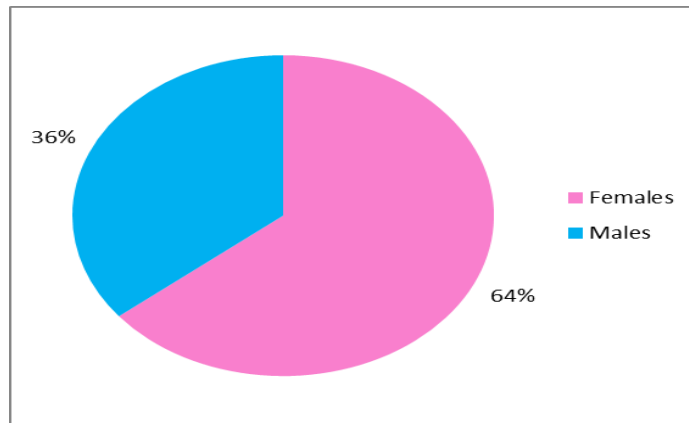
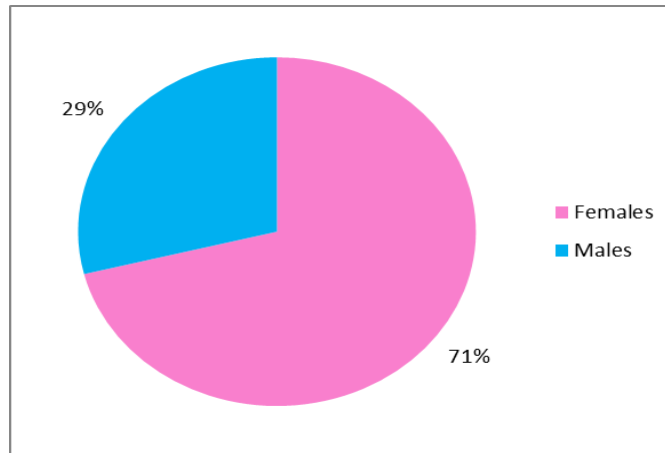
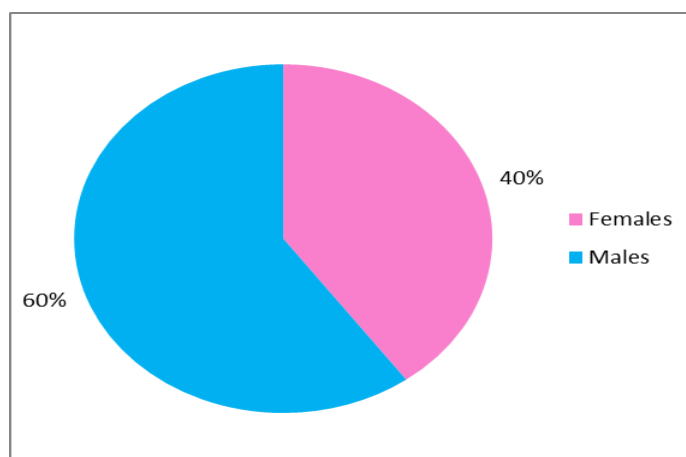


Figure 5.3 (iii) – ‘Meeting Expectations’ rating by Gender



5.3.3 Figure 5.3 (iv) on page 33 shows that males are over-represented in the ‘opportunity for improvement’ category: of the 5 employees who were rated as ‘opportunity for improvement’, 60% (3 employees) were males and 40% (2 employees) were female. However the figures are skewed due to the small number in this category.

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



5.3.4 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.

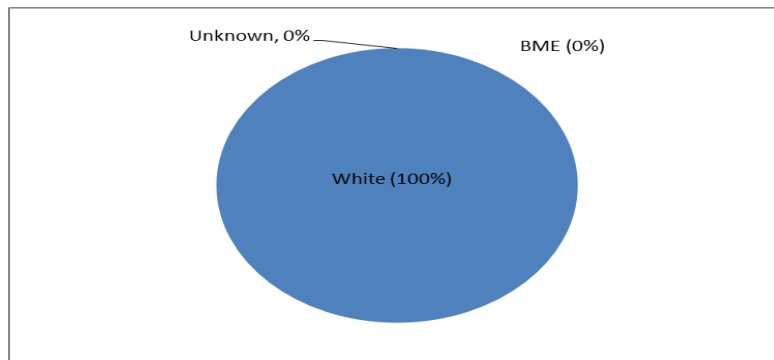
5.4 PDR ratings by Ethnic origin

5.4.1 Figures 5.4(i) to (iv) on pages 34 and 35 show how Black and Minority Ethnic (BME) employees have been rated in their PDRs compared to white employees.

5.4.2 Although there were no BME employees achieving the 'exceptional performance' rating in 2015/16, these employees are better represented in the 'exceeding expectations' category (3%) compared to the percentage of BME employees overall (3.5%). The percentage of BME employees in the 'opportunity for improvement' category (20% - 1 employee) is skewed due to the small number of employees receiving this rating overall (5 employees). There were no BME employees in the 'immediate improvement required' category.

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 Ethnic origin



Employee Profile by Ethnic Origin: BME (3.5); White (93%)

Figure 5.4 (ii) – ‘Exceeding Expectations’ rating by Ethnic origin

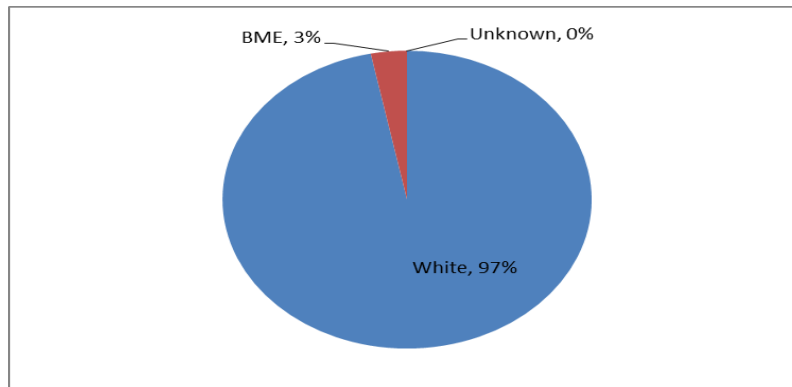


Figure 5.4 (iii) – ‘Meeting Expectations’ rating by Ethnic origin

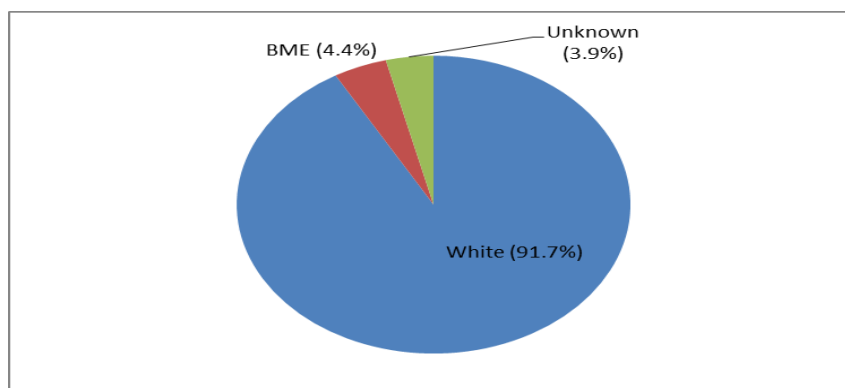
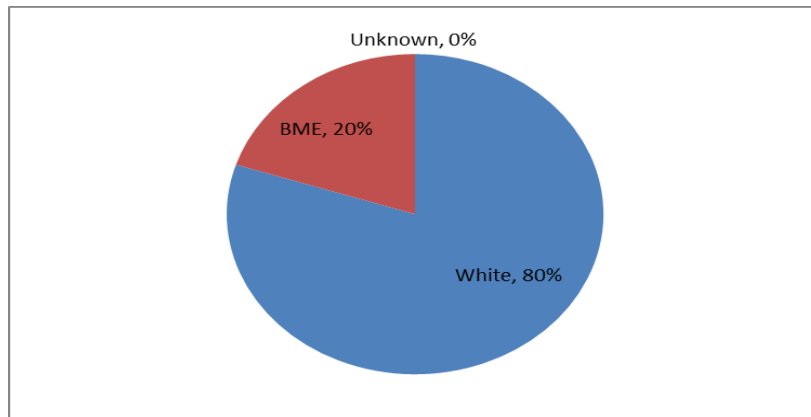


Figure 5.4 (iv) – ‘Opportunity for Improvement’ rating by Ethnic origin

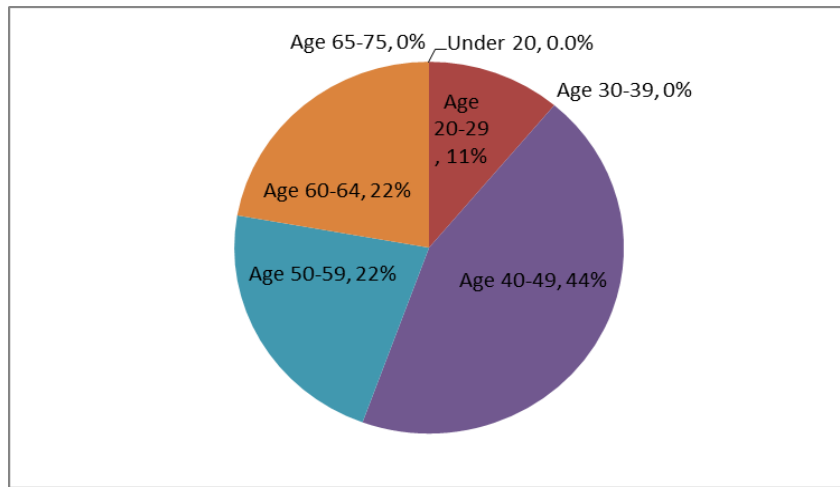


5.4.4 Data for those in the ‘Immediate Improvement Required’ category has not been reported due to the small number of employees in this category which may identify individual employees

5.5 PDR ratings by Age

5.5.1 Figures 5.5 (i) to (iv) on pages 36 and 37 show a breakdown of PDR ratings by age. Although the under 20, 30-39 and 65-75 age groups are not represented in the ‘exceptional performance’ category, the latter two groups are better represented in the ‘exceeding expectations’ category (16% and 1% respectively). The data for the under 20 age group is skewed due to the small number of employees in this age group (1 employee).

Figure 5.5 (i) – ‘Exceptional Performance’ rating by Age



Employee Profile by Age: Under 20 (0.3%); Age 20-29 (6.3%); Age 30-39 (14.9%); Age 40-49 (28.3%); Age 50-59 (36.1%); Age 60-64 (9.5%); Age 65-75 (4.6%)

Figure 5.5 (ii) - ‘Exceeding Expectations’ rating by Age

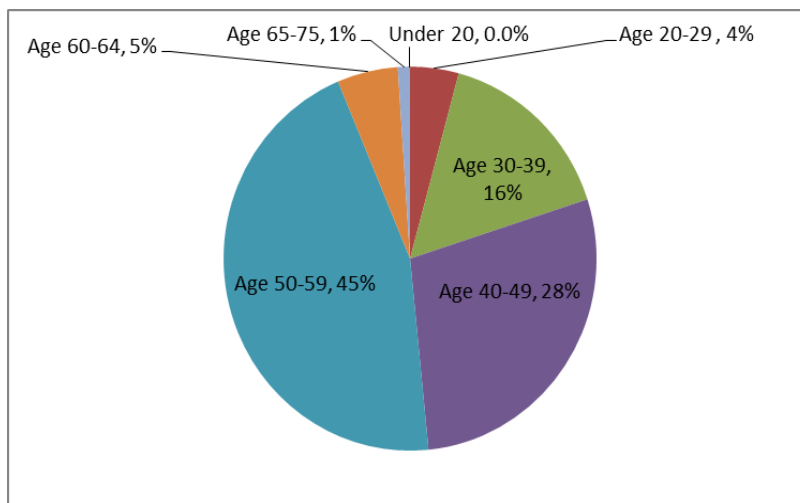
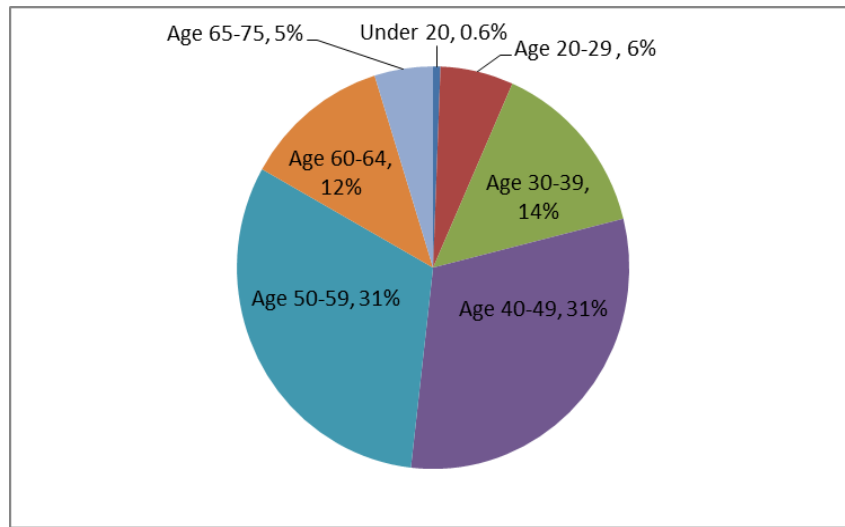
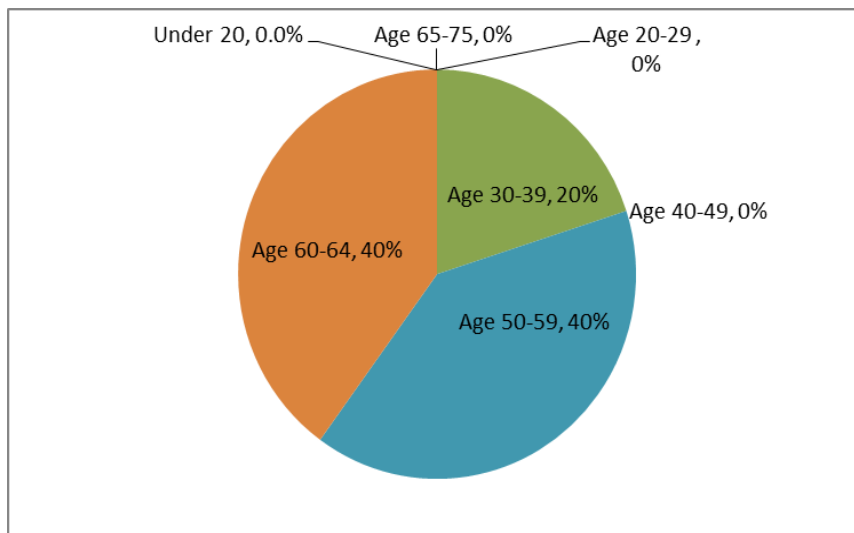


Figure 5.5 (iii) – ‘Meeting Expectations’ rating by Age



5.5.2 The 'opportunity for improvement' figures are skewed due to their being only 5 employees overall who received this rating.

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



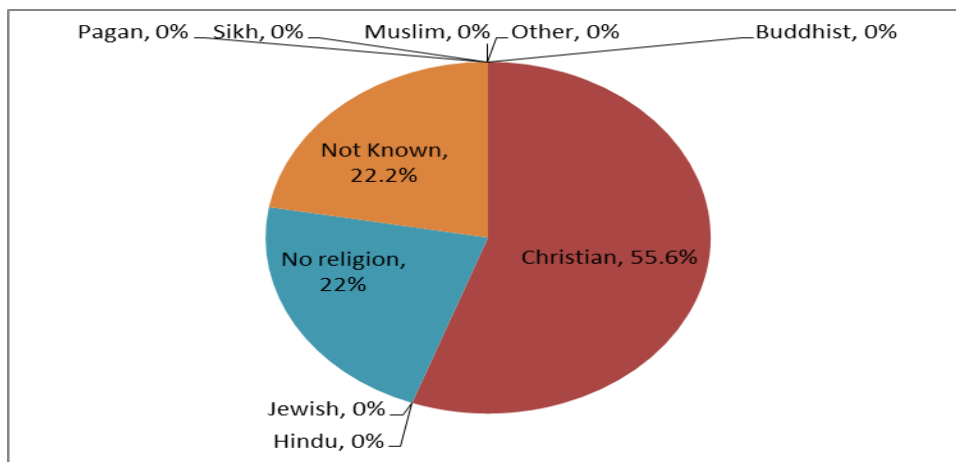
5.5.3 Data for those in the 'Immediate Improvement Required' category has not been reported due to the small number of employees in this category which may identify individual employees

5.6 PDRs by Religion and Belief

5.6.1 Figures 5.6 (i) to (iv) on pages 38 - 40 show a breakdown of PDR ratings by Religion and Belief.

5.6.2 Figures (i) and (ii) show that employees from the minority religious groups (i.e. Buddhist, Pagan, Sikh, Muslim, Hindu, Jewish and 'Other') 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 religious groups (2.6% - 9 employees).

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



Employee Profile by Religion & Belief: Buddhist (0.3%); Christian (56.3%); Hindu (0.3%); Jewish (0.3%); Pagan (0.3%); Sikh (0.3%); No Religion (20.9%); Not Known (20.4%); Muslim (0%) and 'Other' (1.1%)

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

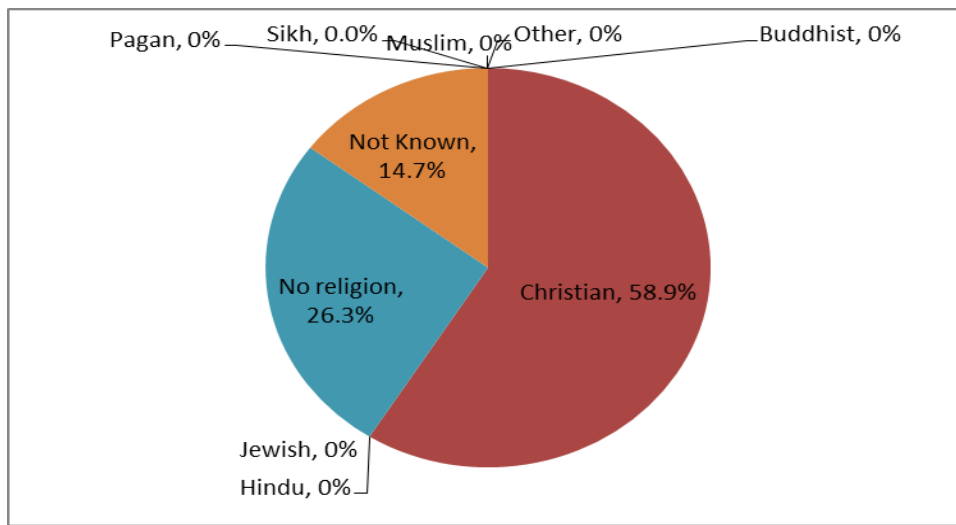


Figure 5.6 (iii) – ‘Meeting Expectations’ by Religion & Belief

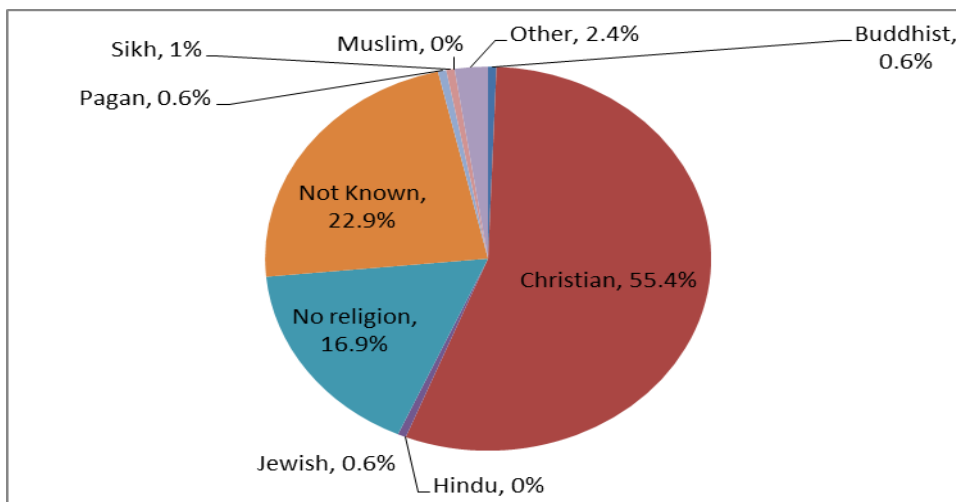
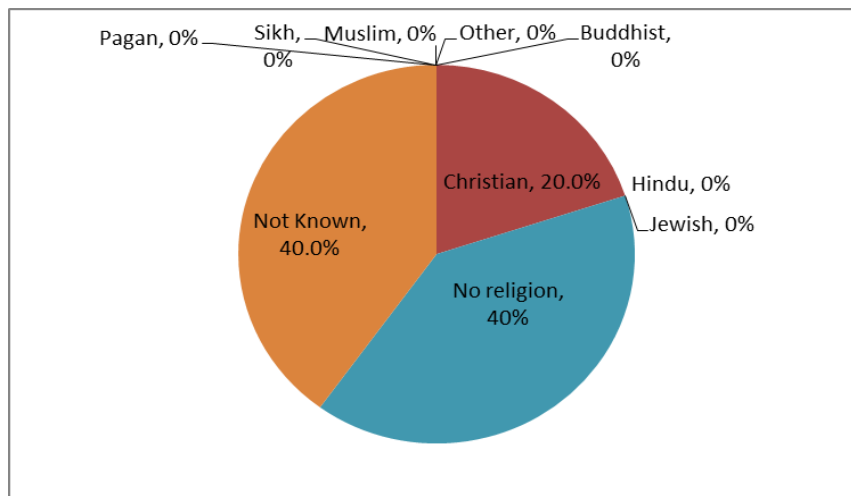


Figure 5.6 (iv) – ‘Opportunity for Improvement’ by Religion & Belief

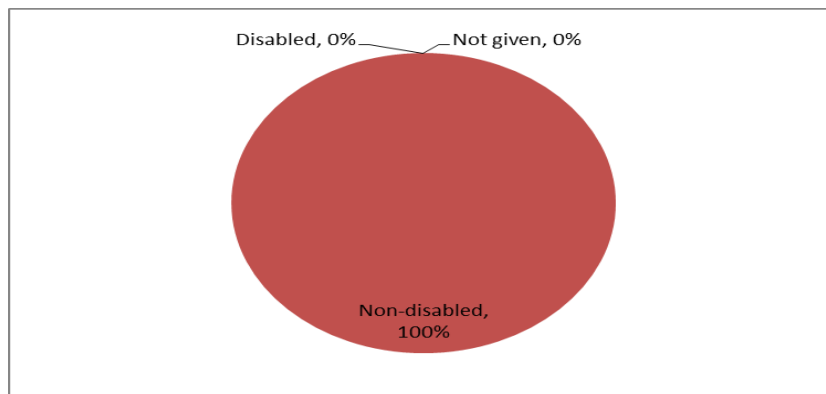


5.6.3 Data for those in the ‘Immediate Improvement Required’ category has not been reported due to the small number of employees in this category which may identify individual employees

5.7 PDR ratings by Disability

5.7.1 Figures 5.7(i) to (iv) on pages 41 and 42 show a breakdown of PDR ratings by disability. Although employees with a disability were not represented in the ‘exceptional performance’ category, they were better represented in the ‘exceeding expectations’ category (2% compared to 3% of all employees with a disability) and all performed no lower than ‘meeting expectations.’

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

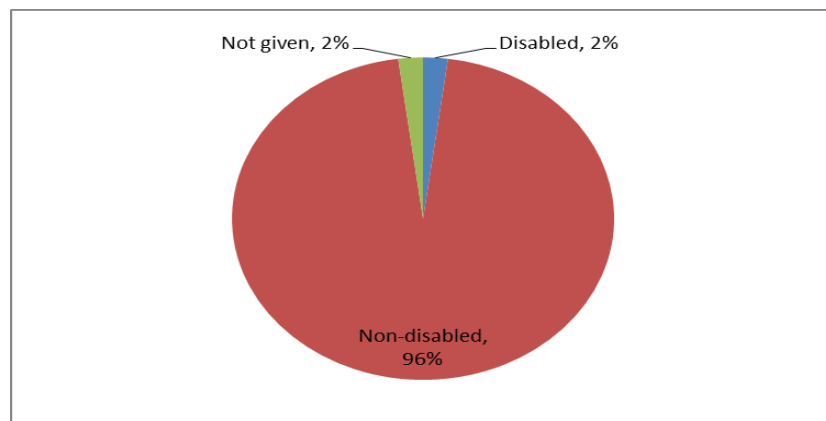


Figure 5.7 (iii) – ‘Meeting Expectations’ rating by Disability

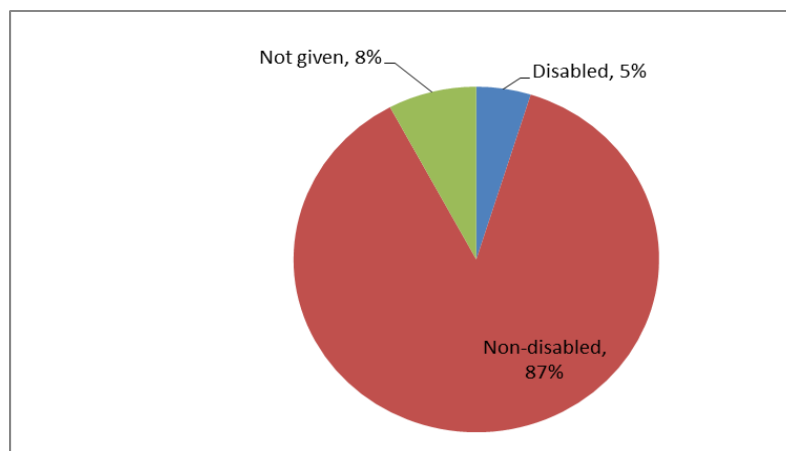
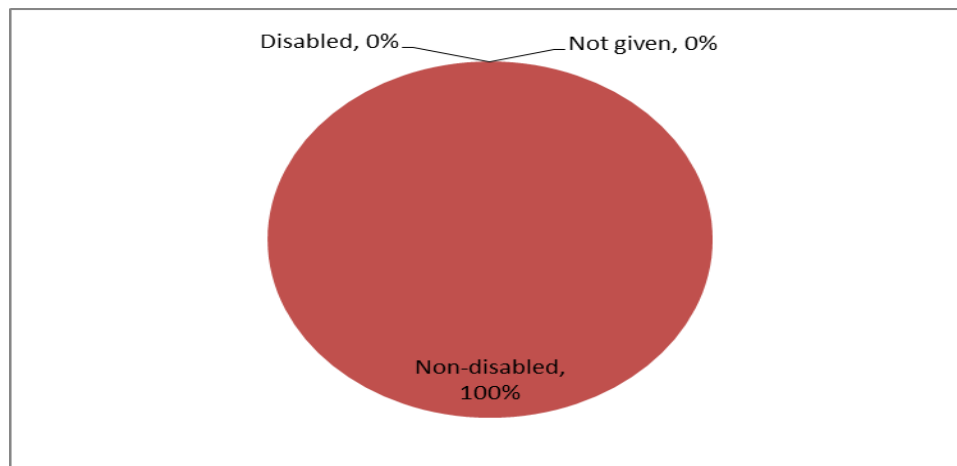


Figure 5.7 (iv) – ‘Opportunity for Improvement’ rating by Disability



5.7.2 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 In 2015/16 there were 2 employees who were subject to formal disciplinary proceedings and 2 formal grievance cases. The equalities data of these employees is varied in terms of ethnic origin, age, religion and belief, disability and sexual orientation.

6.1.2 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 2015/16 Learning and Development Programme offered a range of learning and development opportunities designed to meet corporate, service and individual needs. The range of development needs were identified corporately and through individual PDR's. Development opportunities were delivered by facilitated events, workshops, job shadowing, mentoring, coaching, webinars and e-learning.

7.1.2 In 2015/16, 2946 delegates attended or participated in some form of corporate training (an average of 8 sessions per headcount), an increase of 508 delegates compared to 2014/15 attendance figures (2,438). The increase was due to the range of different events open to employees and the re-launch of the e-learning platform SkillsBuild.

7.1.3 The figures below analyse the equalities data of course participants.

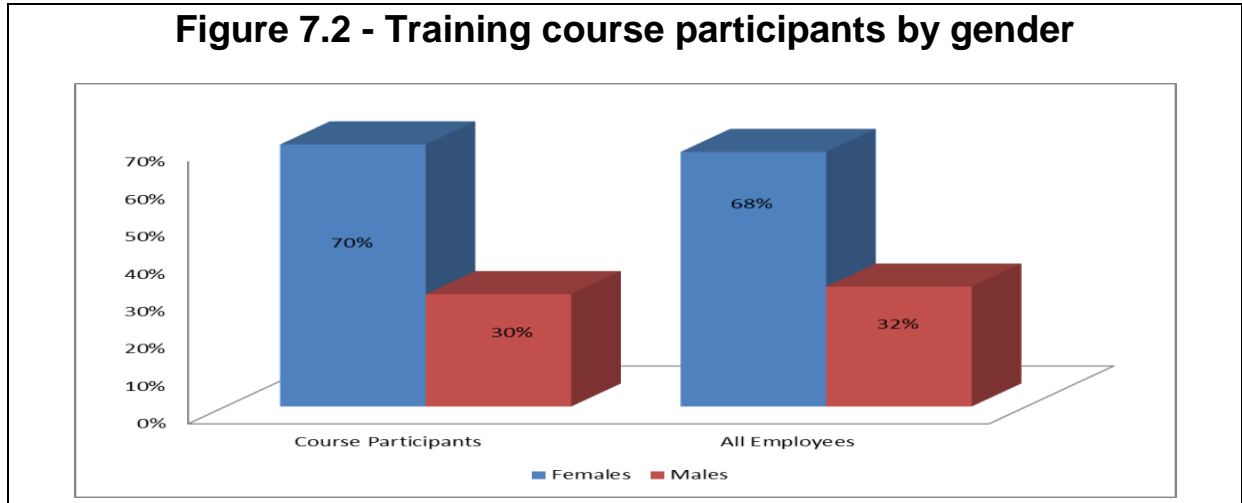
7.1.4 The data has been analysed using 6 of the 9 protected characteristics under the Equality Act 2010 as follows:

- Gender
- Ethnic origin
- 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.

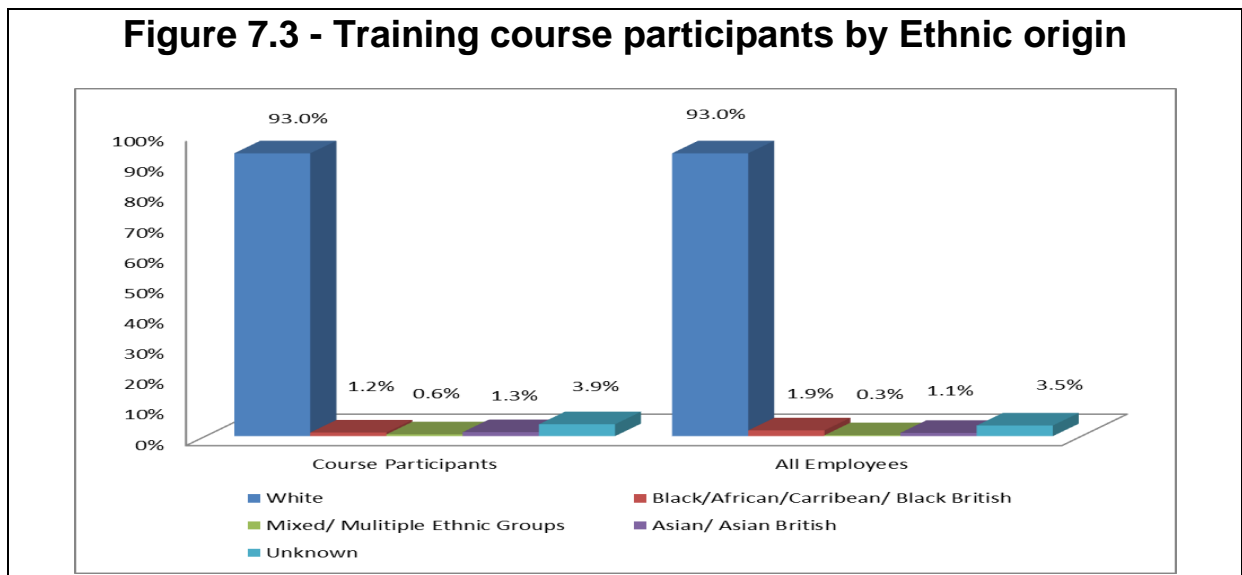
7.2 Training course participants by Gender

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



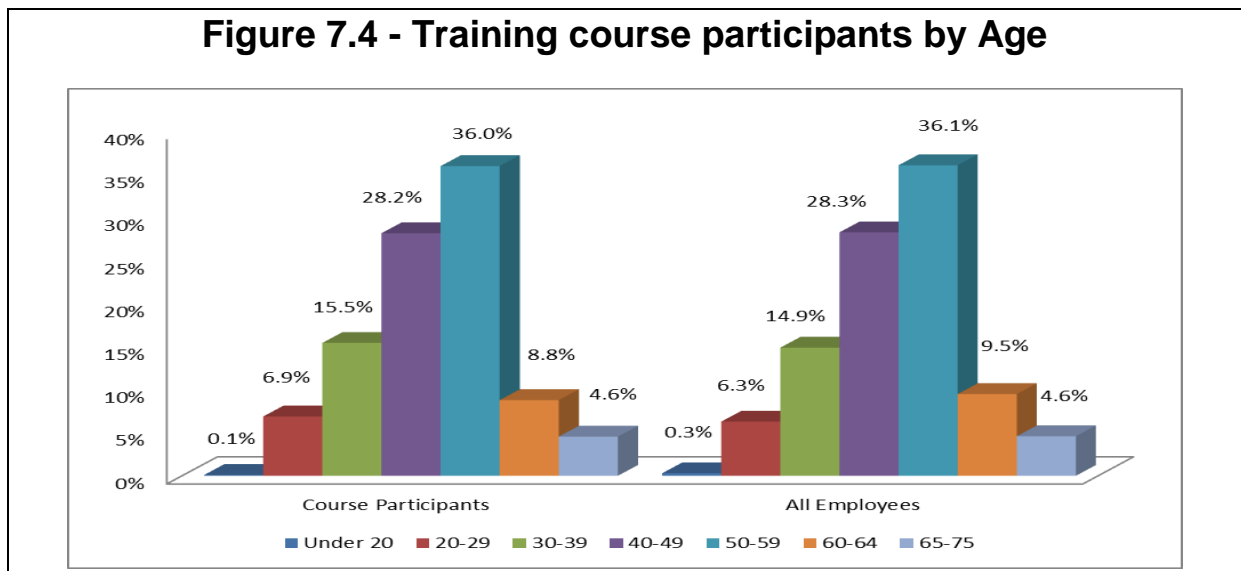
7.3 Training course participants by Ethnic origin

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



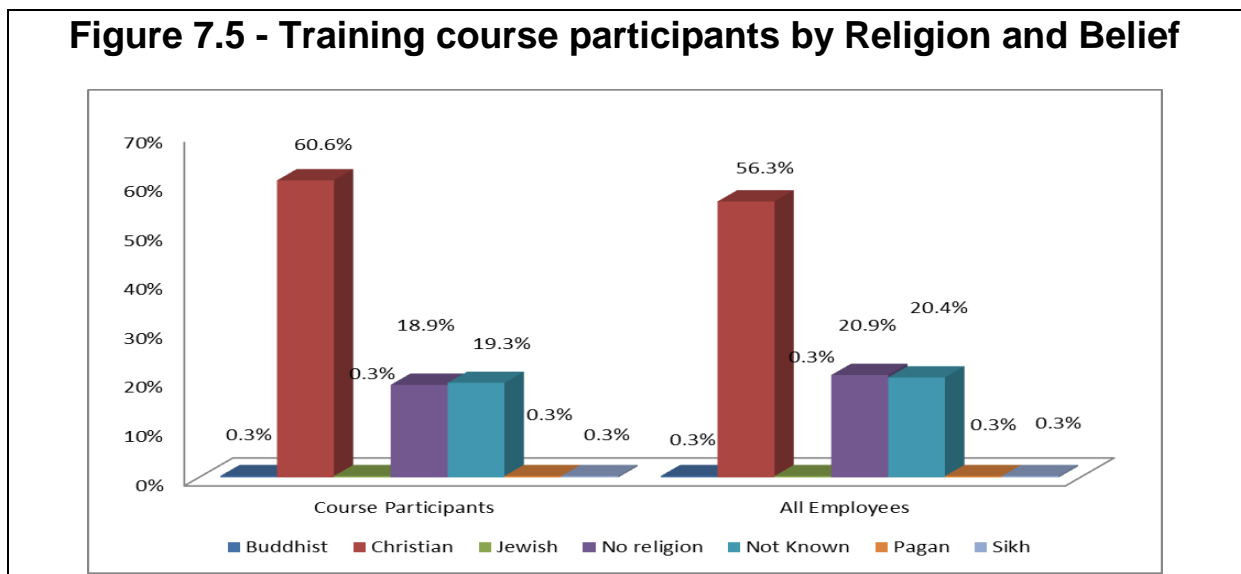
7.4 Training course participants by Age

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



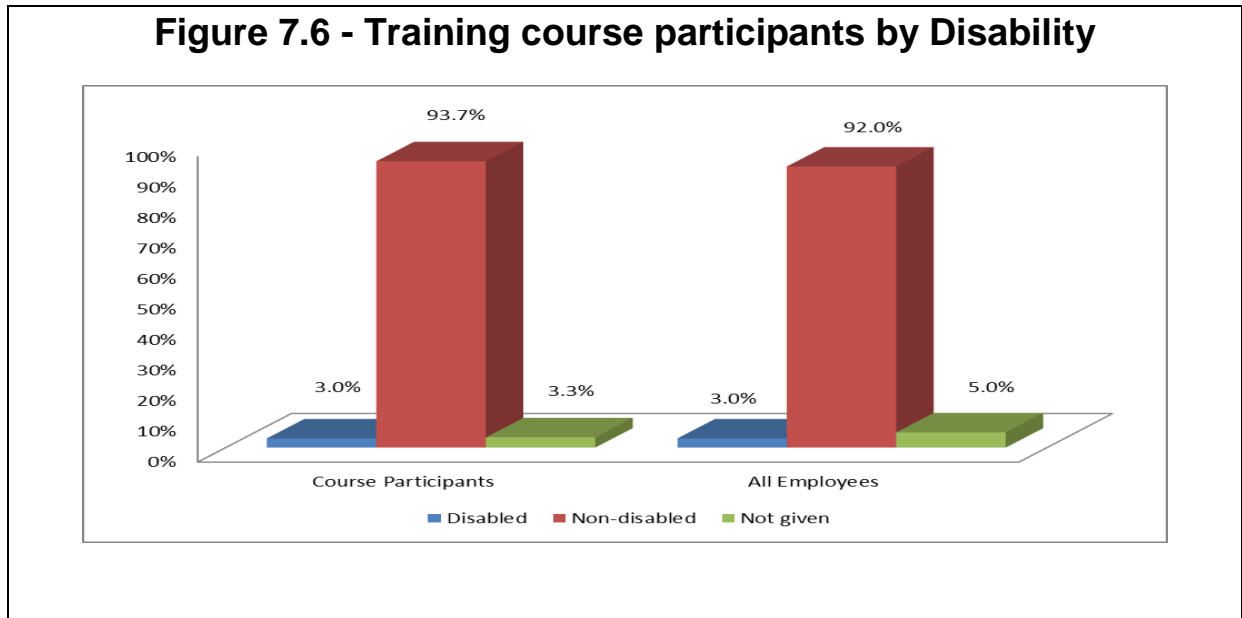
7.5 Training course participants by Religion and Belief

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



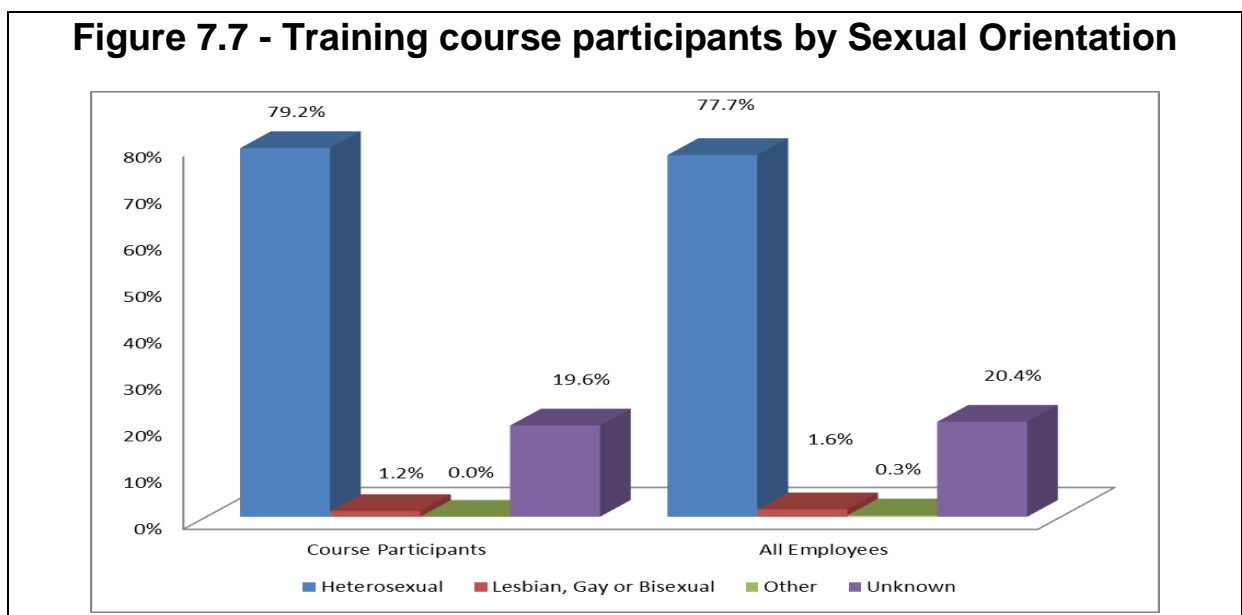
7.6 Training course participants by Disability

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



7.7 Training course participants by Sexual Orientation

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



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 2015 and 31 March 2016.

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 40. Of these, 35 left voluntarily and 5 left involuntarily.

8.1.4 Of those who left involuntarily, 4 left due to the end of fixed term contracts and 1 left as a result of a dismissal.

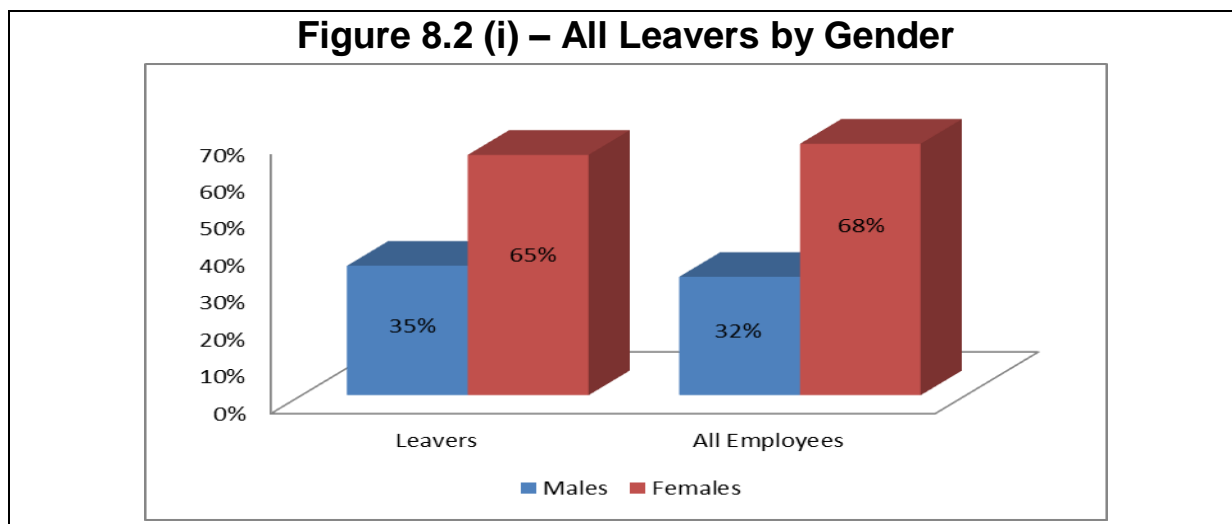
8.1.5 Reasons for leaving were analysed in the Turnover Report for 2015/16 (Human Resources Committee July 2015)

8.1.6 Leaver data has been analysed using 6 of the 9 protected characteristics under the Equality Act 2010 as follows:

- Gender
- Ethnic origin
- Age
- Religion or Belief
- Disability Status
- Sexual Orientation

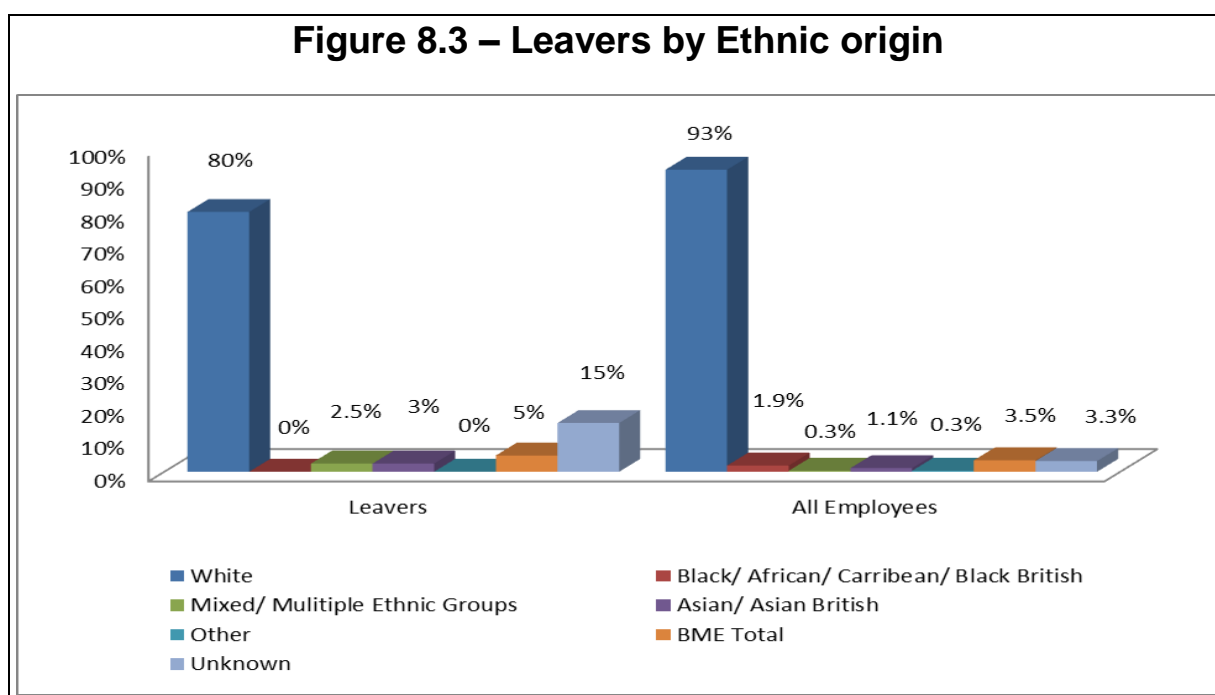
8.2 Leavers by Gender

8.2.1 Figure 8.2(i) below shows that, of all leavers (both voluntary and involuntary), 65% were female and 35% were male. These figures are proportionate to the female/male employee profile: 68% and 32% respectively.



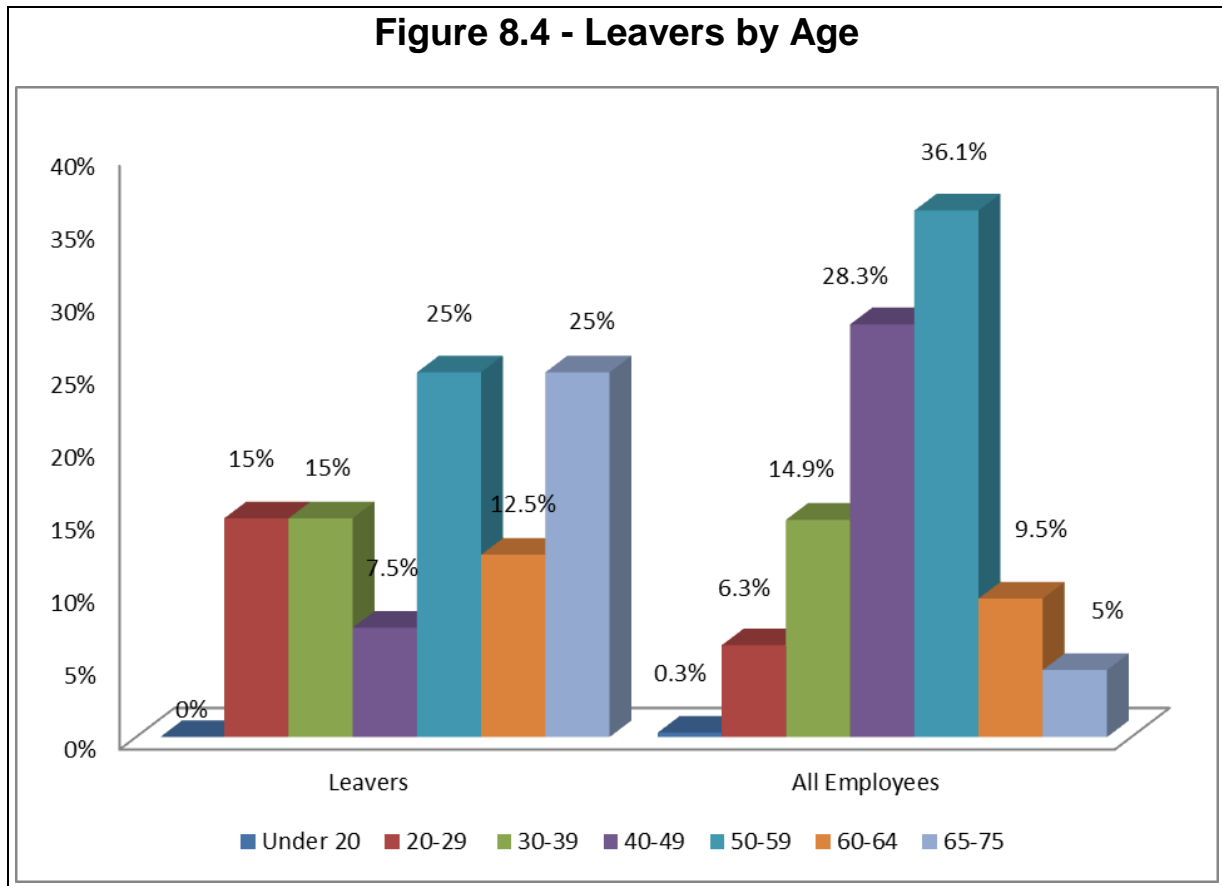
8.3 Leavers by Ethnic Origin

8.3.1 Figure 8.3 below shows that the percentage of leavers by ethnic origin is proportionate to the ethnic profile of all employees. The figures are skewed by the small number of employees in these ethnic groups.



8.4 Leavers by Age

8.4.1 Figure 8.4 below shows that with the exception of the 20-29 and 65-75 age groups, the percentages of leavers in the remaining age groups are reflective of the age groups of all employees. In the 65-75 age group, 9 out of 10 (90%) leavers in this age group left due to retirement.



8.4.2 The percentage of leavers in the 20-29 age groups (15%) is more than twice the percentage of employees in this age range (6.3%). The data is skewed by the small number of leavers in this age group (6). This is a significant improvement on 2014/15 when 24% of all leavers were aged 20-29. Further analysis has been undertaken below in an attempt to identify any patterns.

8.4.3 The reasons for leaving for those in the 20-29 age group are varied as follows:

Reason for Leaving	Number of Leavers
To achieve promotion	1
Change in career	2
End of contract	1
'Other'	1
Dismissal	1

8.4.4 Leavers in the 20-29 age group worked in the following services:

Service	Number of Leavers
Revenues and Benefits	4
Planning & Building Control	1
Community Safety & Health Services	1

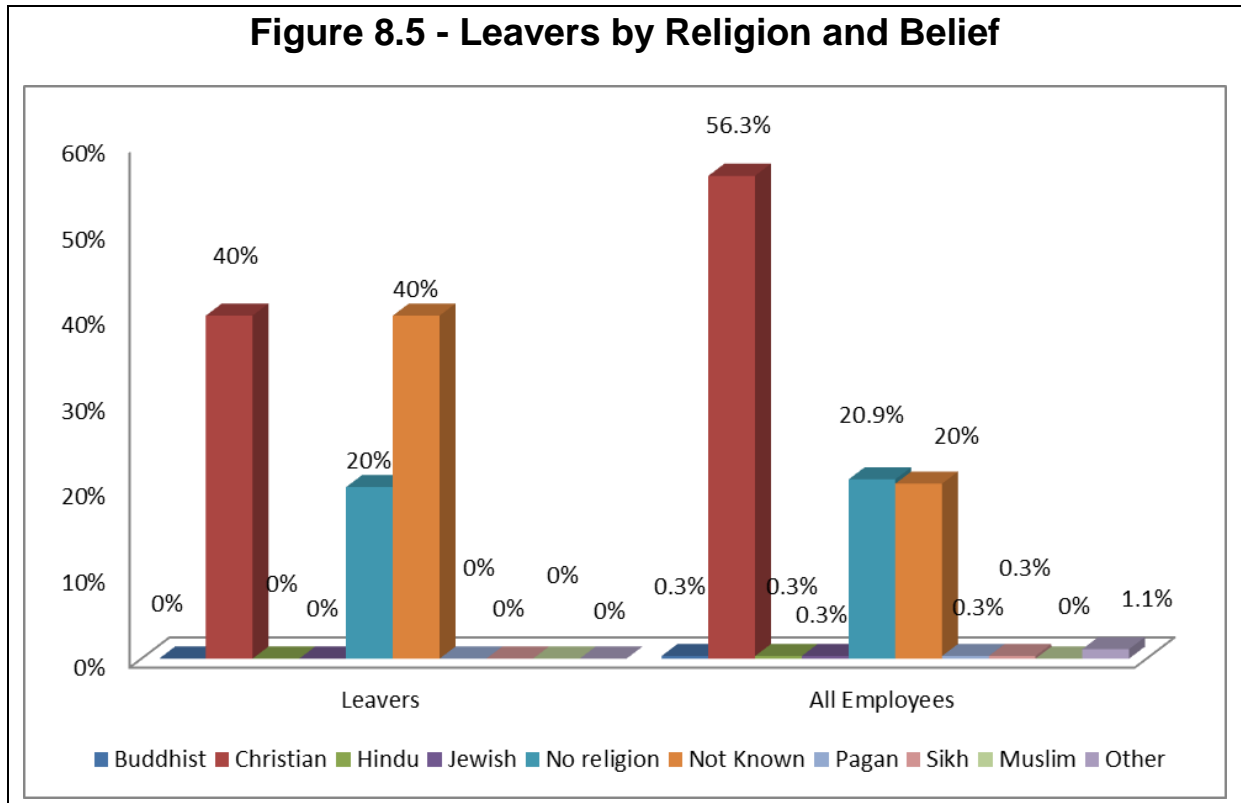
8.4.5 Whilst 4 of the leavers in the 20-29 age group worked in Revenues and Benefits, this is not a concern due to the size of the workforce in this service area (104 employees as at 31 March 2016 giving a turnover of 3.8%).

8.4.6 Leavers in the 20-29 age group had the following length of service:

Length of Service	Number of Leavers
2 days	1
5 months	1
8 months	2
1 year & 3 months	1
3 years	1

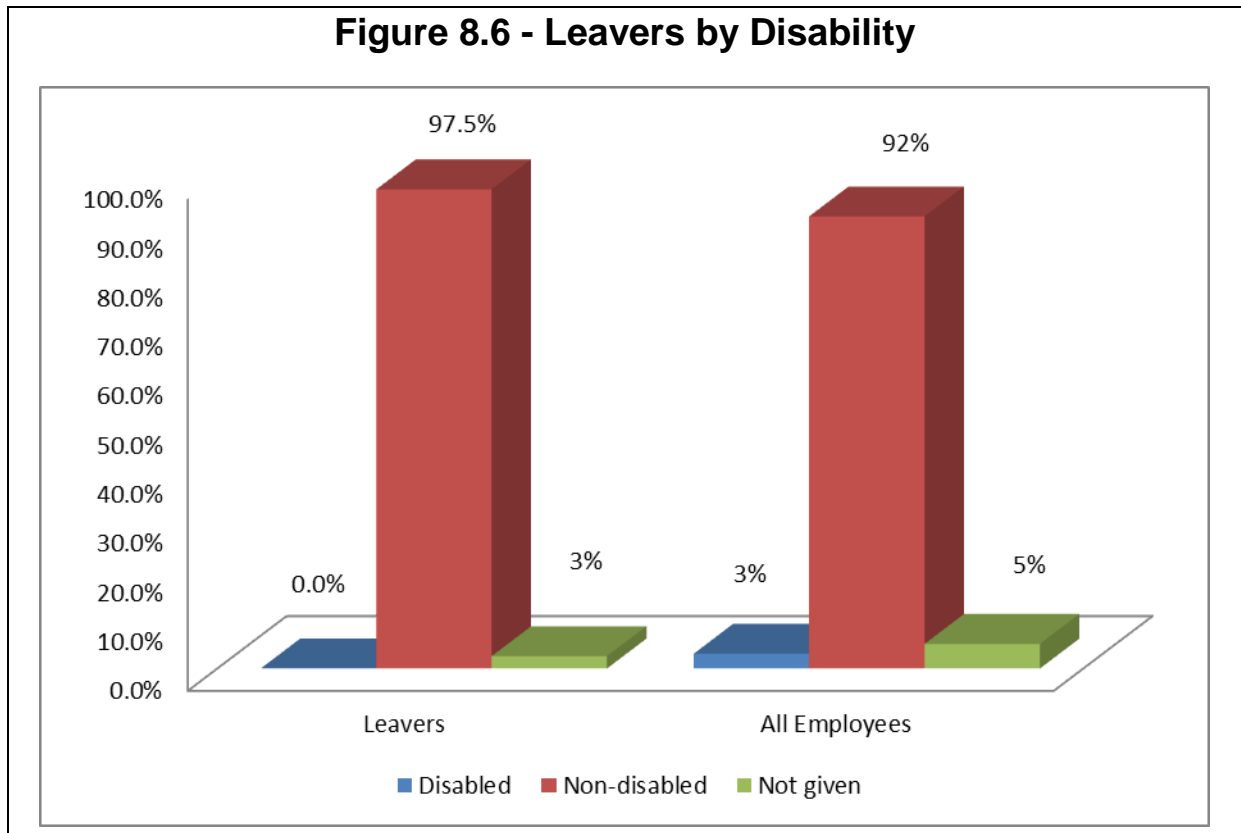
8.5 Leavers by Religion and Belief

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



8.6 Leavers by Disability

8.6.1 Figure 8.6 below shows that there were no leavers with a disability in 2015/16.



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 2014/15 recommendations

9.1 To ensure that the new HR and Payroll System is able to accurately capture and report on equalities data.

9.1.1 This action has been incorporated into the new HR and Payroll systems project plan.

9.2 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.

9.2.1 Further analysis was undertaken and feedback given at HR Committee on 20 April 2016 (as part of the HR Quarterly stats report). Interview paperwork was scrutinised and it was found that there was no evidence that BME applicants had been treated any less favourably than white applicants during the interview process.

9.3 To continue to explore initiatives to attract more applicants in the under 20 age group to apply for jobs at the council.

9.3.1 The council has continued to explore apprenticeships and volunteering opportunities. The council launched an apprenticeship programme in 2016 which will ensure the council has met its recruitment targets under the government's new Apprenticeship Levy Scheme in April 2017. The council is currently advertising 8 apprenticeship opportunities in various service areas.

9.3.2 The council currently engages a number of volunteers through a work experience scheme run by Job Centre Plus.

9.3.3 Two graduates, who were recruited in 2014, have almost finished their second year of their placement. New graduates have been recruited through the National Graduate Development Programme (NGDP) and through partnership with HCC.

9.3.4 HR representatives attended three careers carousels at local schools to help promote working in local government. The

council was also able to support a number of work placements throughout 2015/2016.

9.3.5 To help attract younger candidates to apply for jobs at the council, an additional section has been added to the council's jobs and career pages on the website specifically outlining the career opportunities for young people at the council. The council has also joined Plotr which works with schools to promote work opportunities.

9.4 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.

9.4.1 Further analysis was undertaken and feedback given at HR Committee on 20 April 2016 (as part of the HR Quarterly stats report). Application forms and interview paperwork were scrutinised and it was found that there was no evidence that applicants in the younger age groups had been treated any less favourably than older applicants. Indeed, the analysis for 2015/16 shows that, with the exception of the 30-39 age group at the interview stage, these age groups performed well at both the shortlisting and interview stages.

9.5 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.

9.5.1 The HR and Payroll System is in the early stages of development. The above action will be implemented in 2016/17.

9.6 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.

- 9.6.1 A survey by the East of England LGA was undertaken in December 2015 and revealed that a high female to male ratio was common across local government. There are therefore no concerns in this area.
- 9.7 To explore why there are a disproportionate percentage of leavers in the under 20 and 20-29 age groups through exit questionnaires.**
- 9.7.1 Exit questionnaires were analysed for all age groups as part of the 2015/16 Annual Turnover report which was presented to HR Committee on 6 July 2016. The results were positive overall and no trends were identified.
- 9.7.2 HR are reviewing the exit questionnaire process to ensure that it is fit for purpose.
- 9.8 To link this work with the recommendations from the Turnover Report that was considered and approved by the HR Committee in July 2015.**
- 9.8.1 Progress on the recommendations outlined in the 2014/15 Annual Turnover report was included in the 2015/16 Annual Turnover report which was presented to HR Committee in July 2016.
- 9.9 To conduct the next Equal Pay Audit in 2016 to include the additional obligations required by law on mandatory gender pay gap reporting.**
- 9.9.1 The mandatory gender pay gap reporting requirement has been delayed until 2017 and therefore it is recommended that the equal pay audit is conducted in 2017 (the Equal Pay Audit is *recommended* every 2 years)

10.0 Recommendations

Following analysis of the equalities data in 2015/16, 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 male applicants were unsuccessful at the appointment stage compared to the total percentage of male applicants.
- 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 promote the council as a Disability Confident employer and to consider progressing to be a Disability Confident Leader.
- 10.1.5 To consider placing job adverts in the disability press or on disability websites to attract disabled people to apply for roles at the council.
- 10.1.6 To continue to implement the Recruitment Review 2016 action plan to ensure that the council promotes itself as an employer of choice.
- 10.1.7 To collect data on sexual orientation at the recruitment stage from April 2017.

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.

10.3 Performance Management (PDR ratings)

10.3.1 HR to continue to undertake spot checks on PDR documentation to ensure that they are of good quality and provide sufficient evidence to justify the rating given, particularly for those achieving 'exceptional performance' and 'exceeding expectations.'

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 Continue to explore why there are a disproportionate percentage of leavers in the 20-29 age group through exit questionnaires.

10.6.2 Continue to hold exit interviews for those employees who leave with less than 1 years' service.

10.6.3 HR to review the exit interview process.

10.6.4 To link this work with the recommendations from the Turnover Report 2015/16 that was considered and approved by the HR Committee in July 2016.

10.6.5 To conduct the next Equal Pay Audit in 2017 to include the additional obligations required by law on mandatory gender pay gap reporting.