

Essential Reference Paper 'B'

East Herts Council

**EQUALITY AND DIVERSITY
ANNUAL REPORT**

(EMPLOYMENT)

1 APRIL 2016 – 31 MARCH 2017

| Contents | Page |
|--|-------------|
| 1.0 Introduction | 3 |
| 2.0 Summary | 4 |
| 3.0 Recruitment | 7 |
| 4.0 Employee Profile | 20 |
| 5.0 Performance Management (PDR ratings) | 28 |
| 6.0 Discipline and Grievance | 35 |
| 7.0 Training Course Participants | 37 |
| 8.0 Leavers | 44 |
| 9.0 Comments on the 2015/16 recommendations | 52 |
| 10.0 Recommendations for 2017/18 | 55 |

1.0 Introduction

- 1.1 This report provides a detailed analysis of the council's workforce and external applicants applying for council jobs, 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, sexual orientation, and marriage and civil partnership.
- 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 complying 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 2016/17. 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 The report shows that in 2016/17 the council was successful in attracting a diverse range of external applicants in terms of most of the protected characteristics (i.e. ethnic origin, age, religion and belief, and disability status). The council was particularly successful in attracting applicants from the 20-29 age group and from Black, Asian and Minority Ethnic (BAME) groups. This suggests that the council is seen as a fair and equal employer. The council was less successful in attracting male applicants when compared to the percentage of male residents: 39% of all applicants were male compared to 49% of male residents.
- 2.1.2 At the shortlisting stage, male applicants were generally less successful than female applicants: 31% of those shortlisted were male and 69% were female compared to the gender split of all applicants (39% and 61% respectively). The 20-29 age group were reasonably successful at the shortlisting stage with 14.7% from this age group being shortlisted. There were no concerns in other areas at the shortlisting stage.
- 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 15% were male despite males forming 39% of all applicants. Only 9% were from Black, Asian and Minority Ethnic (BAME) groups, which is an increase on the previous year (7% in 2015/16), however it is lower than the total percentage of applicants from these groups (18%). Applicants age 20-29 performed the least well of all the age groups (15.2% of all those appointed) despite forming 28.9% of all applicants.

2.2 Employee Profile

- 2.2.1 The council's employee profile as at the end of March 2017 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 considerably higher percentage of females than males (72%:28%) compared to the working population of East Hertfordshire (51%:49%) however this is common in many local authorities (see section 4.2 for further information). In addition, the percentage of full time males is low (23%) compared to East of England figures (46%).

2.2.3 The percentage of employees under the age of 20 has increased over the last 3 years (0% in 2014/15, 0.3% in 2015/16 and 1.7% in 2016/17) which is due in part to recruiting 7 apprentices in September 2016. The figure is still lower than East Herts residents in this age group (5.9%) however this may be due to some of these individuals remaining in full time education. The percentage of employees in the 20-29 age range has fallen slightly in the last 3 years (7.6% in 2014/15, 6.3% in 2015/16 and 6.2% in 2016/17) and it remains slightly lower than the percentage of East Herts residents in this age group (10.2%).

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.

2.4 Discipline and Grievance

2.4.1 In 2016/17 there were 2 employees who were subject to formal disciplinary proceedings. There was 1 formal grievance case. The protected characteristics of these employees are varied and therefore there are no concerns in this area.

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 there were no concerns with regard to leavers in terms of ethnic origin, religion and belief, disability and sexual orientation.
- 2.6.2 There was however a disproportionate percentage of male leavers (55%) when compared to the percentage of male employees (28%). Further analysis has been undertaken in this report (see section 8.2) however no patterns were found in terms of reasons for leaving, the service they worked in or their length of service.
- 2.6.3 There was also a disproportionate percentage of leavers aged 20-29 (15%) when compared to the percentage of employees in this age group (6%). However, this is still a significant improvement on 2 years ago (2014/15) when 24% of all leavers were aged 20-29. Further analysis has been undertaken in this report (see section 8.4) however no patterns were found in terms of reasons for leaving, the service the leavers worked in or their length of service.

3.0 Recruitment

3.1 Introduction

- 3.1.1 This section provides information on external applicants who applied for jobs at the council during the period 1 April 2016 to 31 March 2017.
- 3.1.2 Data has been collected at the application, shortlist and appointment stages.
- 3.1.3 There were 47 external recruitment campaigns between 1 April 2016 and 31 March 2017. A total of 439 external applicants applied.
- 3.1.4 Recruitment is managed in-house. 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.

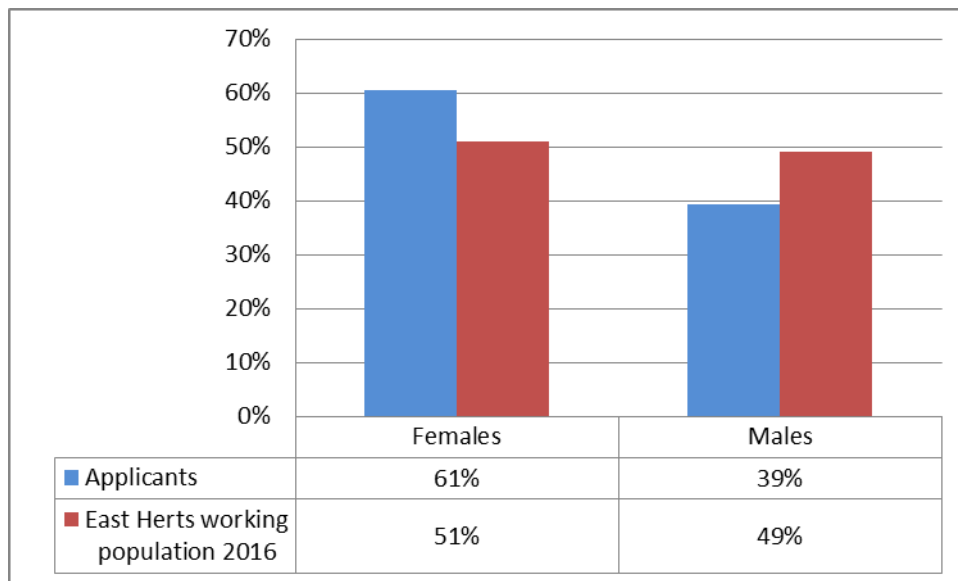
3.1.7 Comparison data has been used to understand whether the council has been successful in attracting a diverse range of applicants that reflects the profile of the working population of East Hertfordshire.

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) shows that in 2016/17 the council attracted a higher proportion of female applicants than male applicants: 61% of applicants were female and 39% were male compared to the gender profile of the working population of East Hertfordshire (51% and 49% respectively).

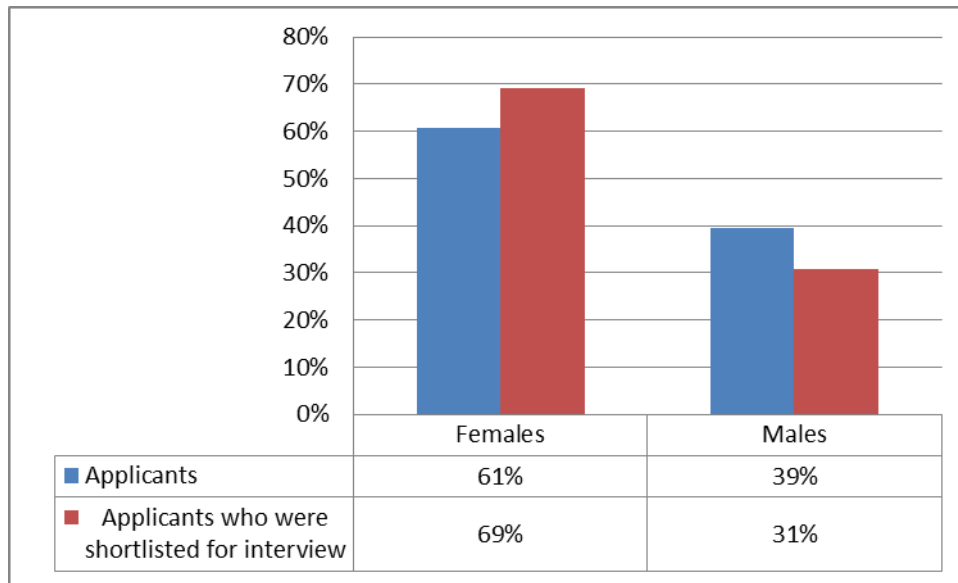
Figure 3.2 (i) - Applicant profile by Gender compared to the working population of East Hertfordshire



Source: Nomis Official Labour Market Statistics (East Herts residents aged 16-64 (2016))

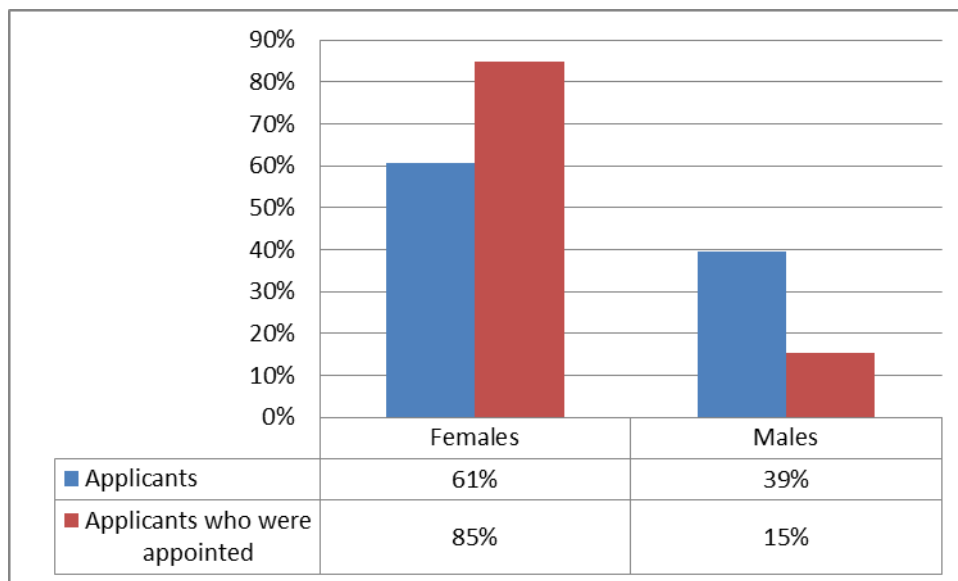
3.2.2 Figure 3.2 (ii) shows that a higher proportion of females were shortlisted for interview compared to males: 69% of those shortlisted were female and 31% were male compared to the gender split of all applicants (61% and 39% respectively).

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



3.2.3 Figure 3.2 (iii) shows that a considerably higher proportion of females were appointed compared to males: 85% of those appointed were female and 15% were male compared to the gender split of all applicants (61% female and 39% male). The council encourages balanced panels where it is possible, taking into account the experience of panel members and the relevance to the post being interviewed.

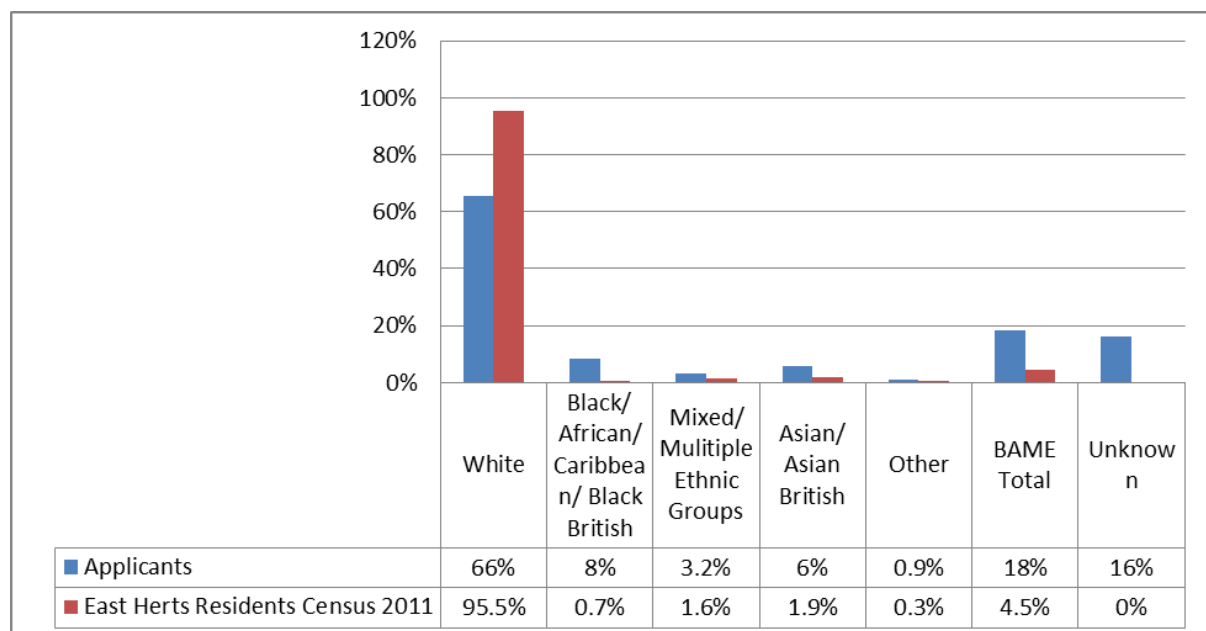
Figure 3.2 (iii) – Analysis by Gender at the appointment stage



3.3 Recruitment analysis by Ethnic origin

3.3.1 Figure 3.3(i) shows that in 2016/17 the council attracted applicants from a diverse range of ethnic origins reflective of those of East Herts residents: 18% of applicants were from Black, Asian and Minority Ethnic (BAME) 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

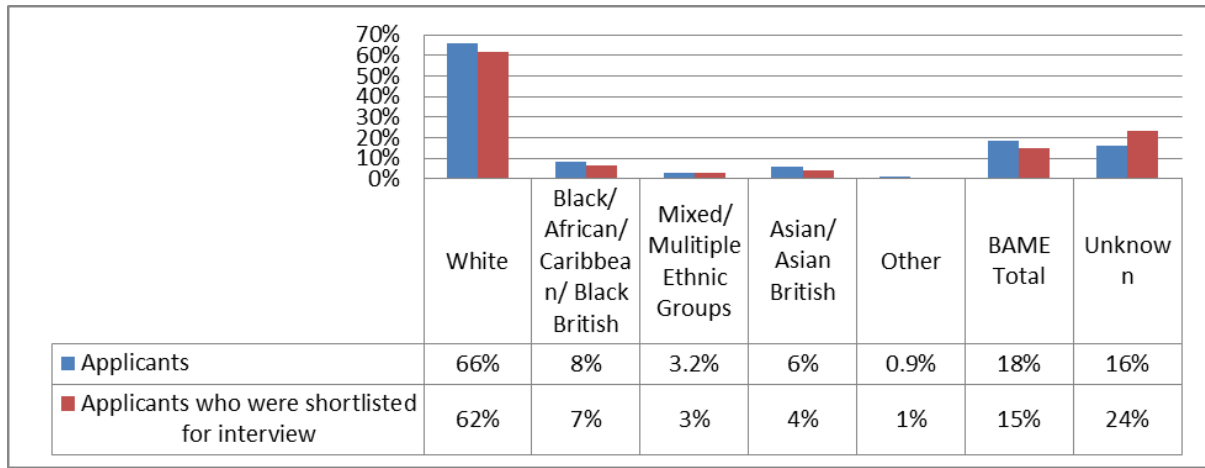
Definitions of Ethnic Groups in the 2011 Census:

- * 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) shows that there were no concerns with regard to ethnic origin at the shortlisting stage: 15% of those shortlisted for

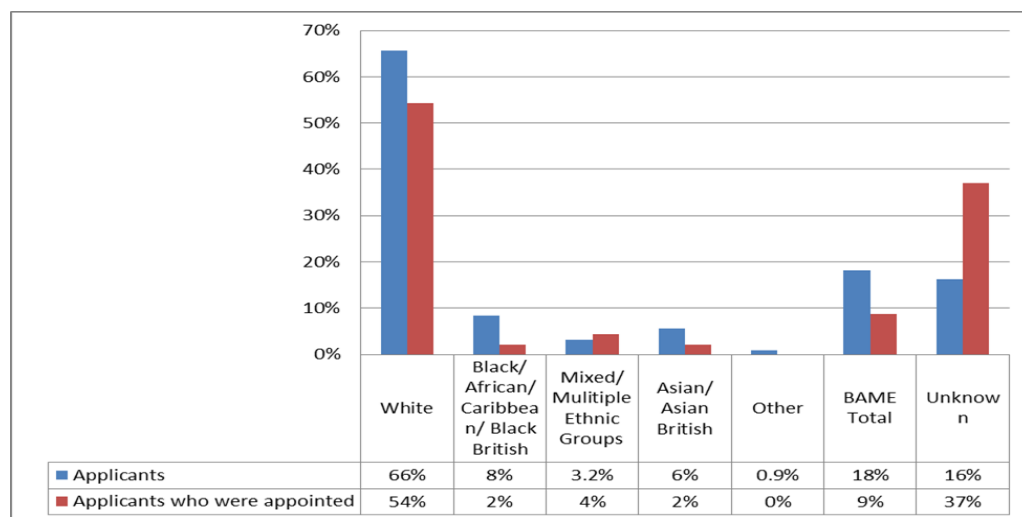
interview were from BAME groups which is an increase from 2015/16 (10%) and only slightly lower than the total percentage of applicants from these groups (18%).

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



3.3.3 Figure 3.3 (iii) shows that 9% of those appointed were from BAME groups, which is an increase on the previous year (7%) however it remains lower than the total percentage of applicants from BAME groups (18%).

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



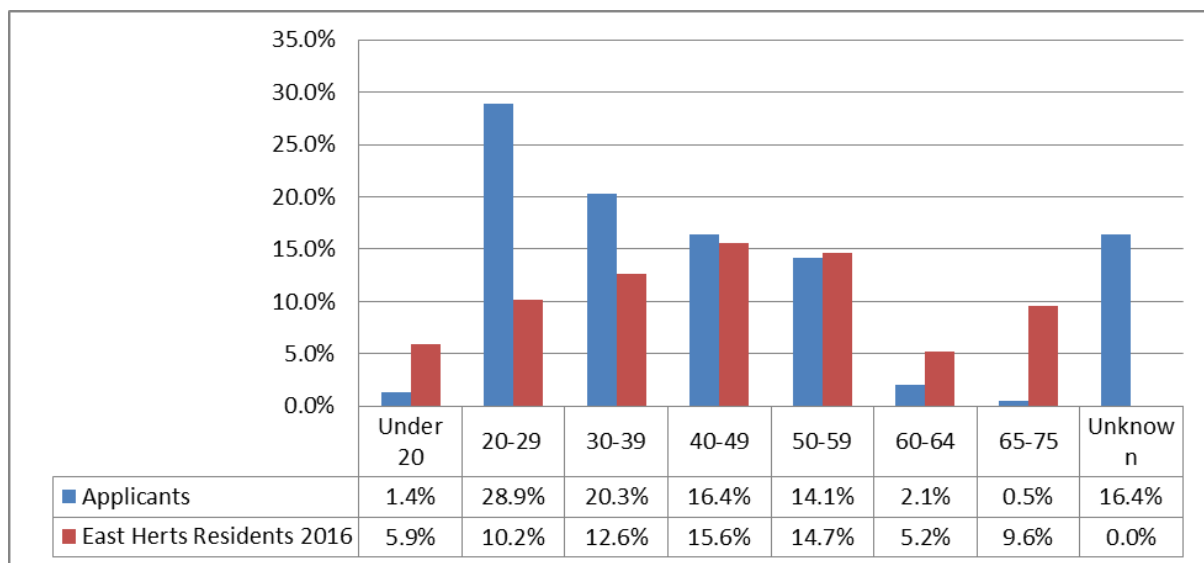
3.3.4 Applicants from Black/African/Caribbean/Black British groups generally performed the least well at the interview stage (2% were appointed despite this group comprising 8% of total applicants). However, this is an increase on the previous year

(0% in 2015/16). The data is skewed by the small number of applicants from this group who were selected for interview overall (9).

3.4 Recruitment Analysis by Age

3.4.1 Figure 3.4 (i) shows that the council attracted applicants from a wide range of age groups reflective of those 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)

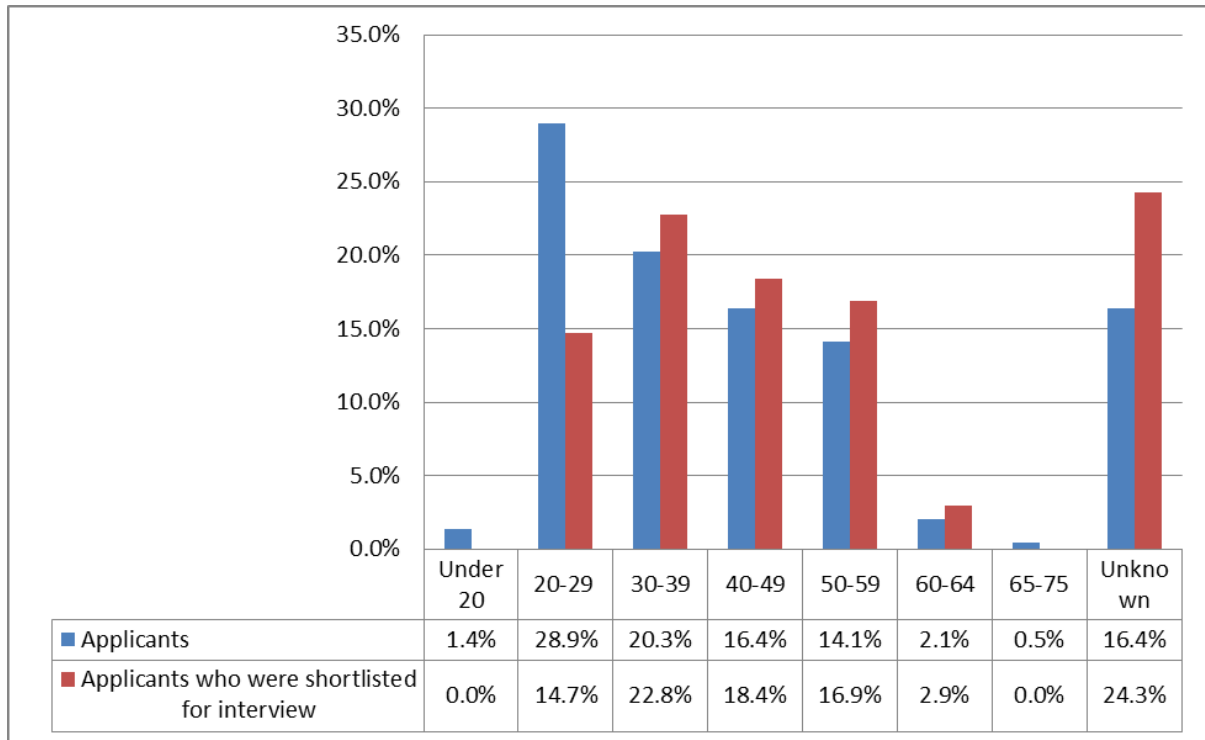
Note: The percentages for East Hertfordshire residents does not total 100% as only the data for 16-75 year olds has been included here

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 (28.9%) is higher than in 2015/16 (21.8%) and almost three times that of East Herts residents in that age group (10.2%). The percentage of applicants under the age of 20 is low (1.4%) compared to East Hertfordshire residents in that age group (5.9%), however this is possibly due to these individuals remaining in full time education.

3.4.3 Figure 3.4 (ii) below shows that applicants in the younger age groups (under 20 and 20-29) were generally less successful at the shortlisting stage compared to other age groups: no

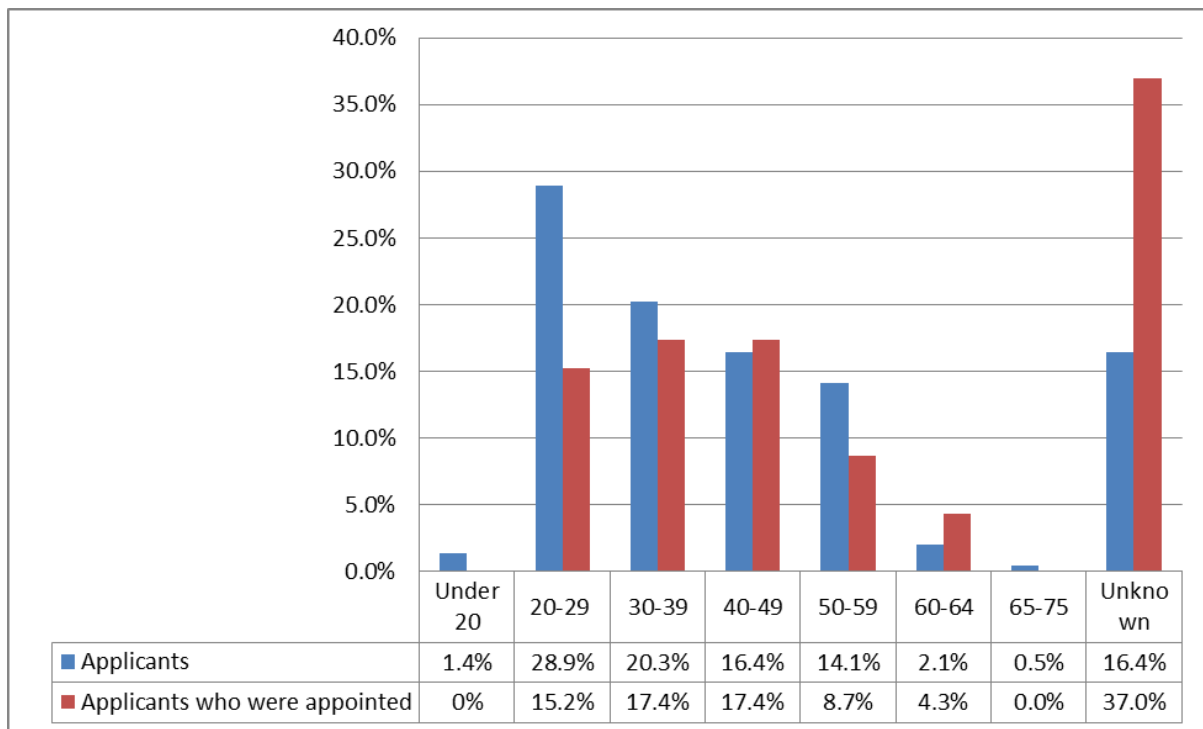
applicants under the age of 20 were shortlisted for interview and only 14.7% were aged 20-29 compared to the total number of applicants in these age groups (1.4% and 28.9% respectively). The figure for the 'under 20' age group is skewed due to the small number of applicants in this age group (6).

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 were generally less successful at the interview stage: 0% of those appointed were under the age of 20 and 15.2% were aged 20-29 compared to the total number of applicants in these age groups (1.4% and 28.9% respectively). Despite these figures, the council cannot be said to be discriminating against the 20-29 age group as it employs a proportionate number of 20-29 year olds (6.2%) when compared to residents in this age group (10.2%). See Section 4.4 for further information.

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 and is seeking to recruit further apprentices in September 2017.

3.4.6 Unusually, applicants in the 50-59 age group generally performed less well at the interview stage: 8.7% of those appointed were in this age group compared to the total percentage of applicants in this age group (14.1%). This is a marked contrast with the previous year (2015/16) when 20.4% of those appointed were from this age group.

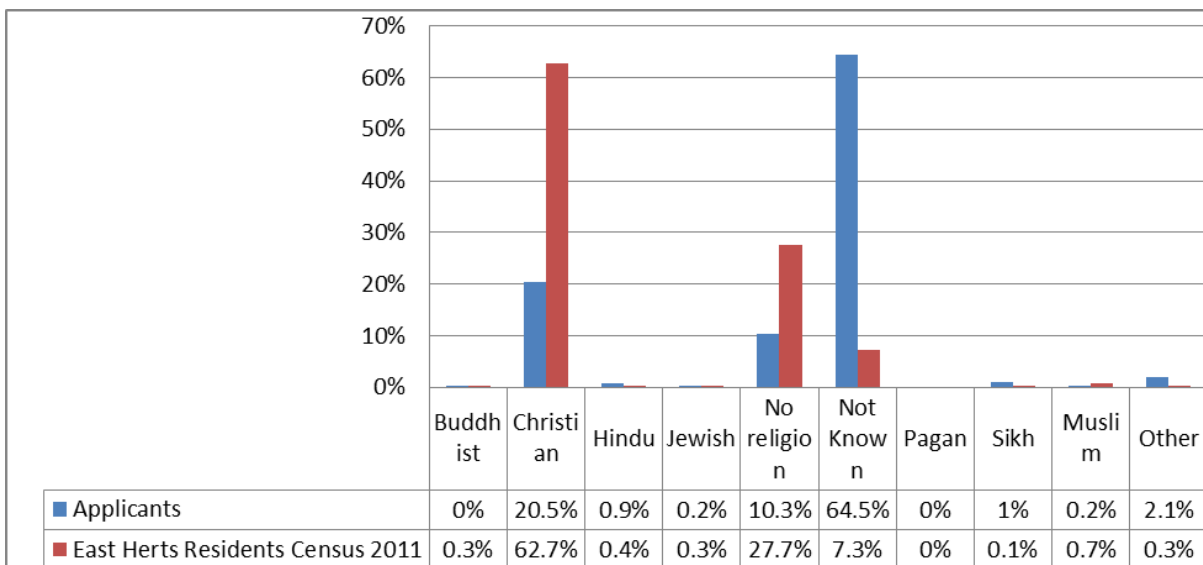
3.4.7 Of note is that 37% of those appointed did not disclose their age and were therefore recorded as 'unknown'.

3.5 Recruitment Analysis by Religion and Belief

3.5.1 Figure 3.5 (i) 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 64.5% of all applicants chose not to disclose their religion or belief in 2016/17. This 'not known' figure has increased year on year (55.1% in 2014/15 and 63.3% in 2015/16).

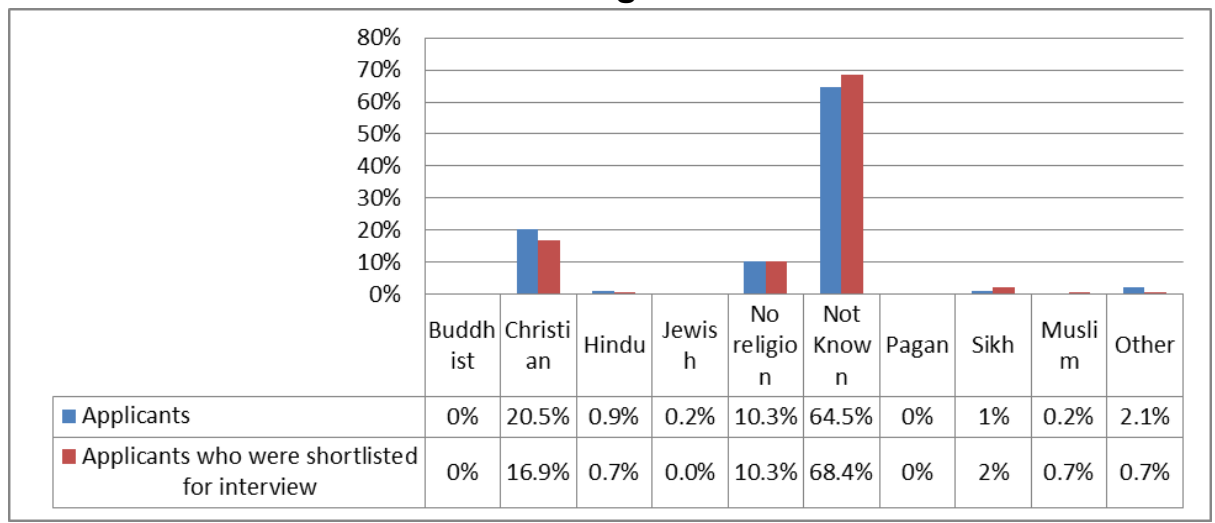
Figure 3.5 (i) – Applicant Profile by Religion and Belief compared to East Hertfordshire residents



Source: ONS Census 2011_Key Statistics_KS209EW_Religion by Measures

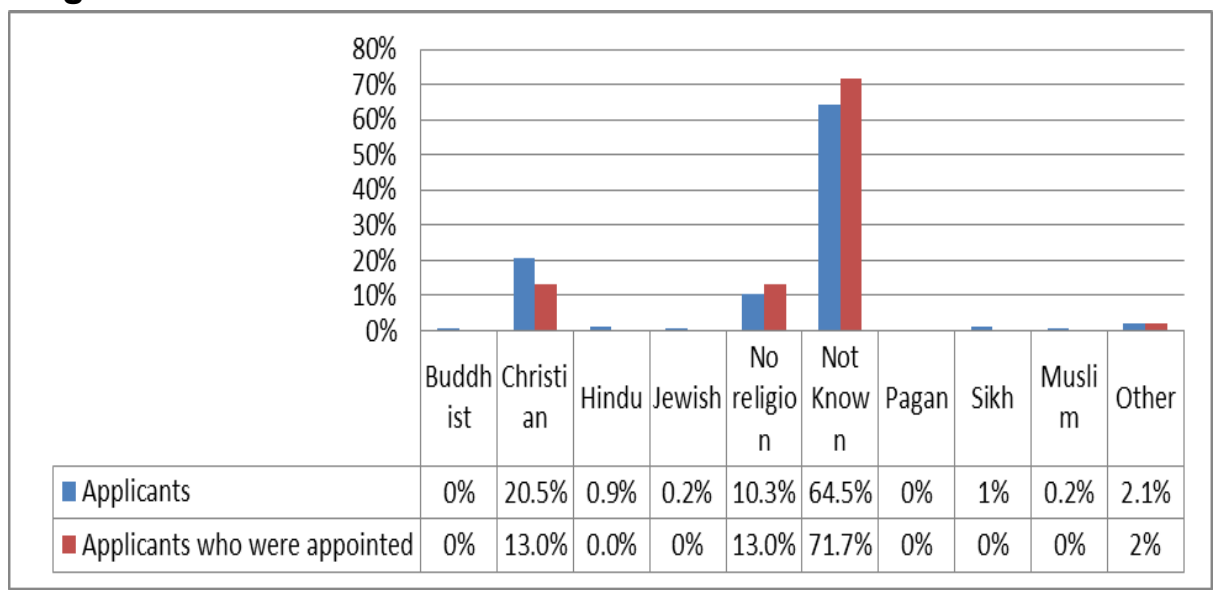
3.5.3 Figure 3.5 (ii) shows that there were no concerns with regard to religion and belief at the shortlisting stage: of all applicants who were shortlisted for interview, 4.1% were from minority religious groups (i.e. groups other than Christian) which is reflective of the total percentage of all applicants from these groups (4.4%).

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



3.5.4 Figure 3.5 (iii) below shows that there were no concerns with regard to religion and belief at the appointment stage: 2% of those appointed were from minority religious groups which is slightly lower than the total percentage of all applicants from these groups (4.4%).

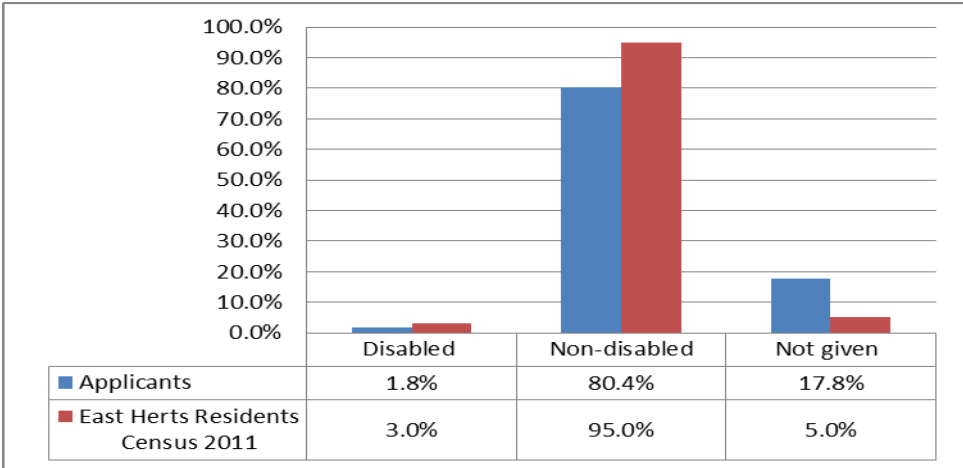
Figure 3.5 (iii) – Analysis by Religion and Belief at the appointment stage



3.6 Recruitment Analysis by Disability

3.6.1 Figure 3.6 (i) below shows that there are no concerns with regard to attracting applicants with a disability: 1.8% of applicants had a disability which is slightly lower than East Hertfordshire residents with a disability (3%).

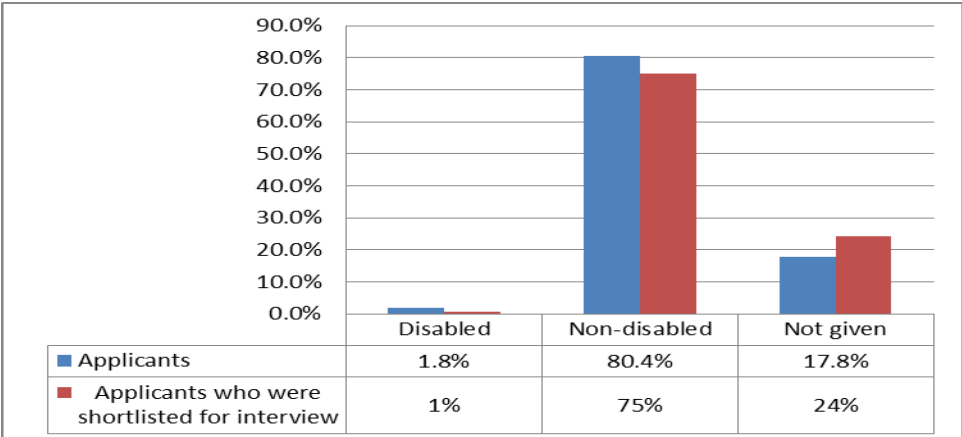
Figure 3.6 (i) – Applicant Profile by Disability Status compared to the residents of East Hertfordshire



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

3.6.2 Figure 3.6 (ii) shows that there were no concerns with regard to disability at the shortlisting stage: 1% of those shortlisted for interview had a disability which is slightly lower than the percentage of all applicants with a disability (1.8%).

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

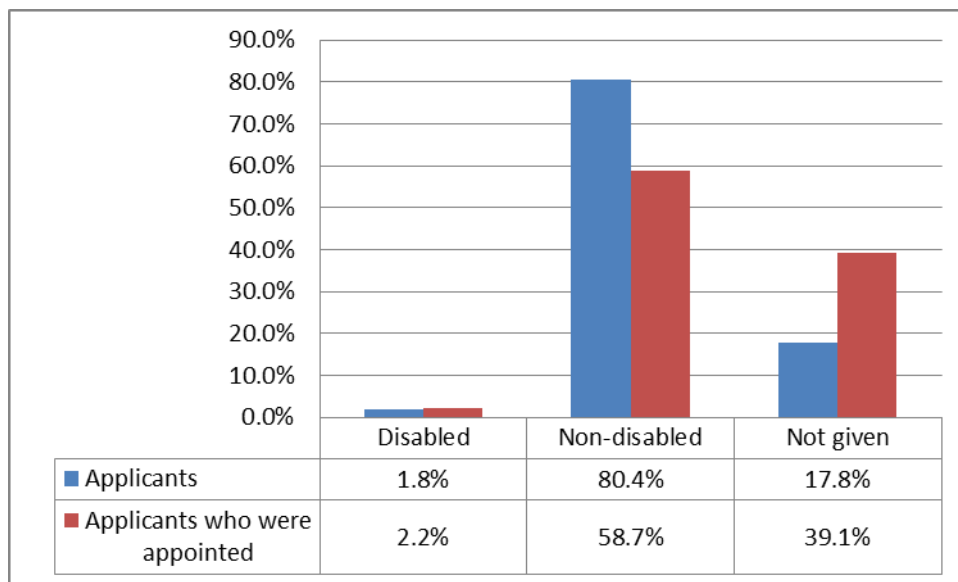


3.6.3 The council guarantees that applicants who have applied under the Disability Confident Scheme (which replaced the ‘Two Ticks’

Scheme in 2016) will be invited for an interview if they meet the minimum essential criteria for the role. In 2016/17, there were 7 applicants who applied for roles under the scheme. Of these, 4 (57%) met the minimum essential criteria for the role and were therefore invited to interview.

3.6.4 Figure 3.6 (iii) shows that there were no concerns with regard to disability at the appointment stage: 2.2% of those appointed had a disability which is slightly higher than the percentage of all applicants with a disability (1.8%).

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 2017.

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 2017 was 353. This has decreased from 373 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 recent data available. However where this data has been unavailable at this level, comparisons have been made with East of England residents.

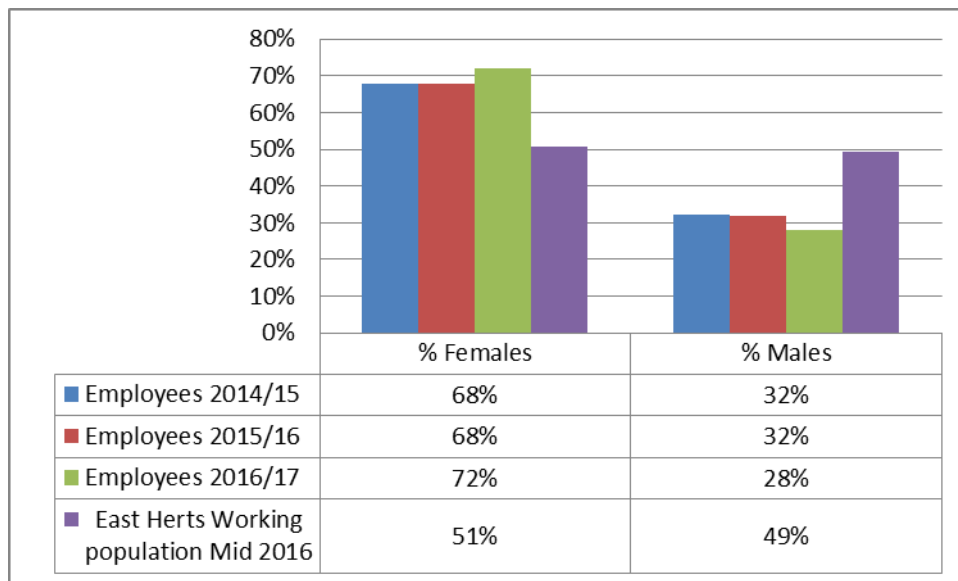
4.1.7 Most of the comparison data has been taken from either the Nomis or Office for National Statistics (ONS) websites.

4.2 Employee Profile by Gender

4.2.1 Figure 4.2(i) below shows that the gender profile of employees does not closely reflect that of the East Hertfordshire working population. The council has a considerably lower percentage of male employees (28%) compared to the overall male working population in East Hertfordshire (49%).

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



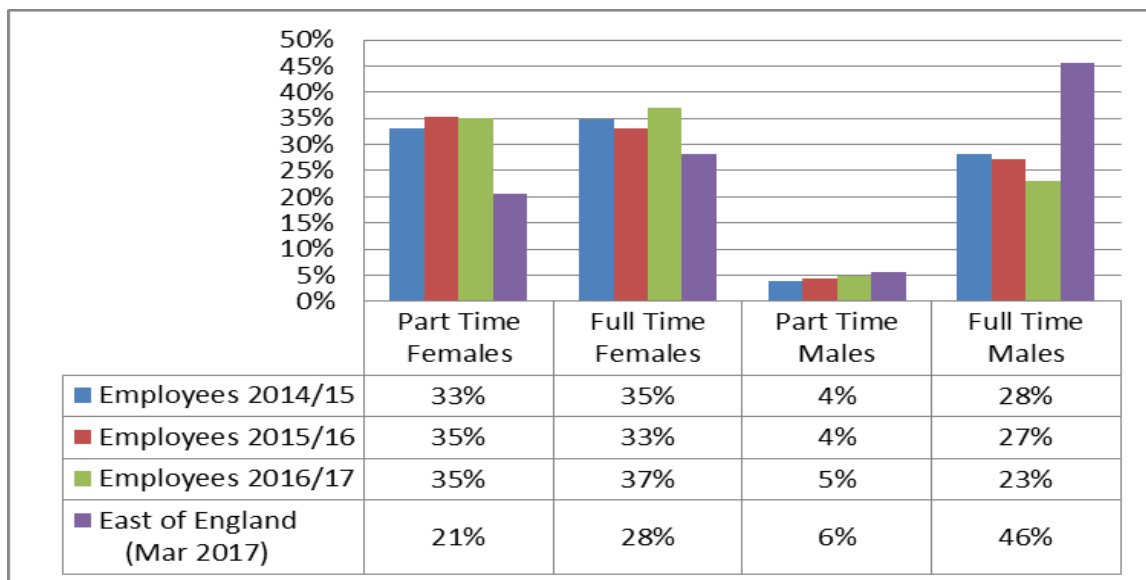
Source: Nomis Official Labour Market Statistics (East Herts residents aged 16-64 (2016))

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) shows that the council has a 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 considerably lower percentage of full time males (23%) compared to full time males in the East of England (46%). The percentage has decreased 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 2017

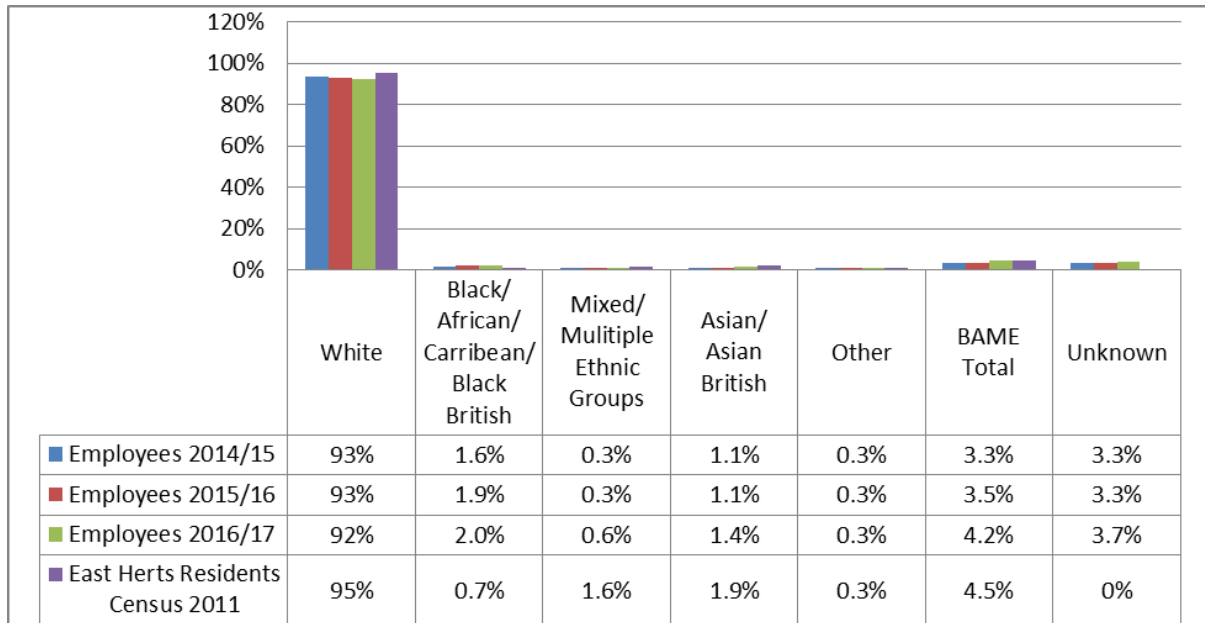
4.2.6 Further analysis has been undertaken to determine whether there is a correlation between the gender profile of the leadership team and that of employees. The outcome was that there is no correlation between the two: in 2014 71% of the Senior Management Team were male, the percentage of female employees was still high (69% were female).

4.3 Employee Profile by Ethnic origin

4.3.1 Figure 4.3 shows that the ethnic origin of employees is reflective of East Herts residents.

4.3.2 The total percentage of Black, Asian and Minority Ethnic (BAME) employees has increased over the last 3 years (3.3% in 2014/15, 3.5% in 2015/16 and 4.2% in 2016/17) and is reflective of BAME residents in East Hertfordshire (4.5%). There are therefore no concerns in this area.

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

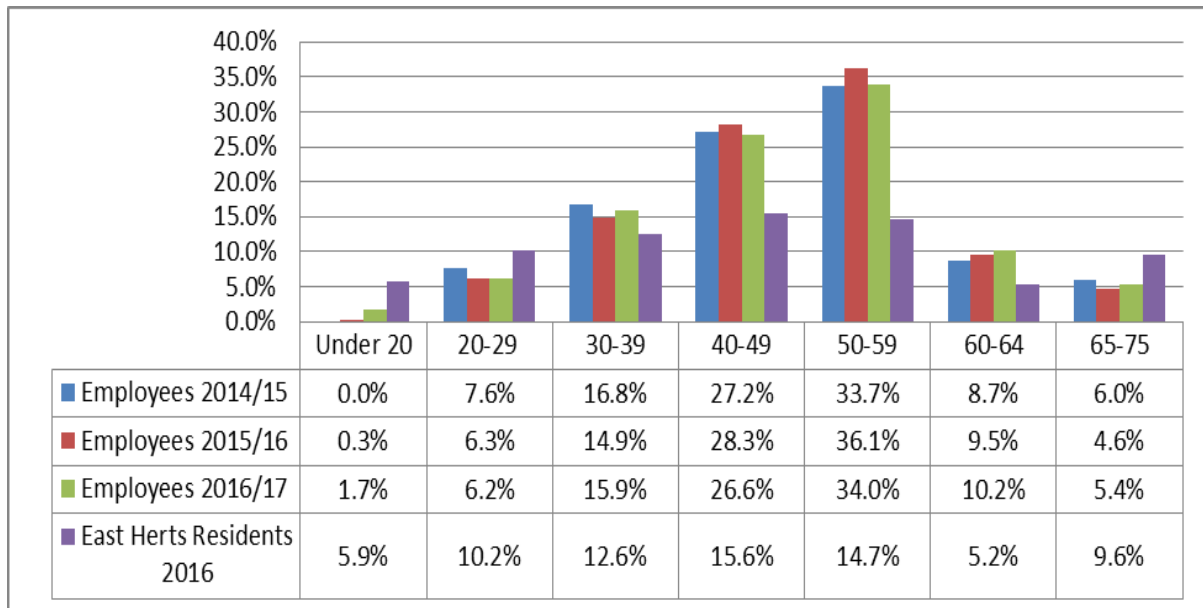


Source: ONS Census 2011_Key Statistics_KS201EW_Ethnic Group by Measures

4.4 Employee Profile by Age

4.4.1 Figure 4.4 below shows that the council has a considerably higher proportion of employees aged between 40 and 59 compared to East Herts residents: 60.6% of employees are in the 40-49 and 50-59 age ranges which is twice the percentage of East Hertfordshire residents in these age ranges (30.3% 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 2016)

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

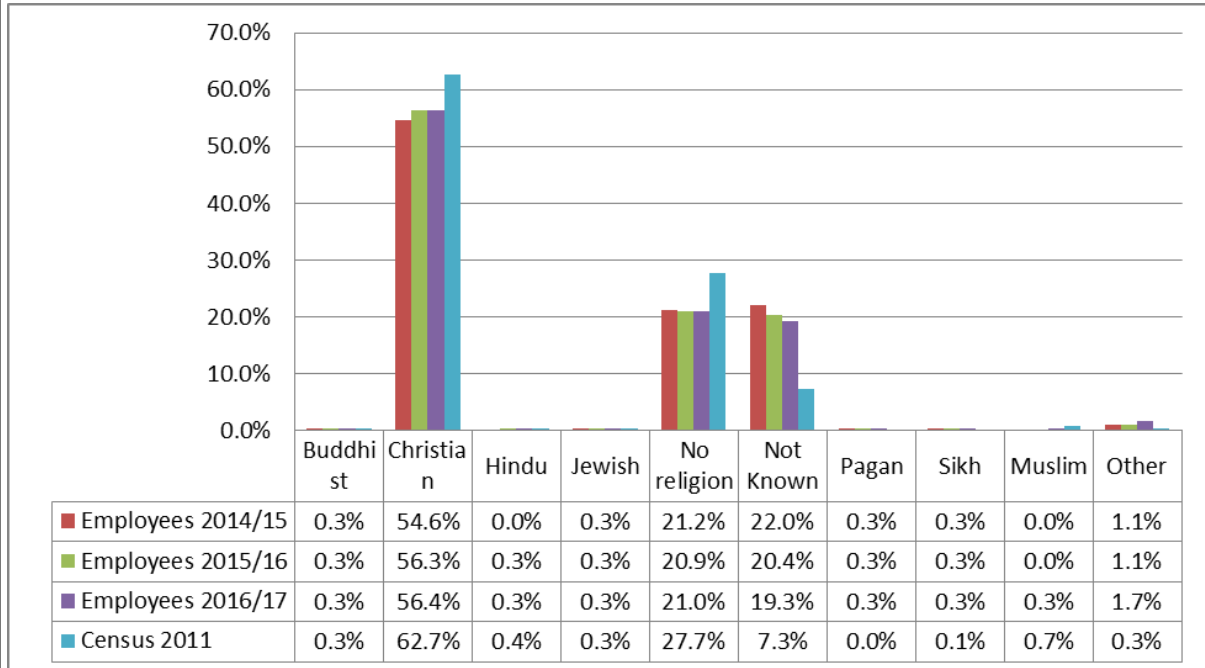
4.4.2 The percentage of employees under the age of 20 has increased over the last 3 years (0% in 2014/15, 0.3% in 2015/16 and 1.7% in 2016/17) which is due in part to recruiting 7 apprentices in September 2016. The figure is still lower than East Herts residents in this age group (5.9%) however this may be due to some of these individuals remaining in full time education. The percentage of employees in the 20-29 age range has fallen slightly in the last 3 years (7.6% in 2014/15, 6.3% in 2015/16 and 6.2% in 2016/17) and it remains lower than the percentage of East Herts residents in this age group (10.2%).

4.5 Employee Profile by Religion and Belief

4.5.1 Figure 4.5 below shows that the religions and beliefs of employees are generally reflective of East Herts residents. There are therefore no concerns in this area.

4.5.2 Of note is that almost a fifth of employees (19.3%) 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

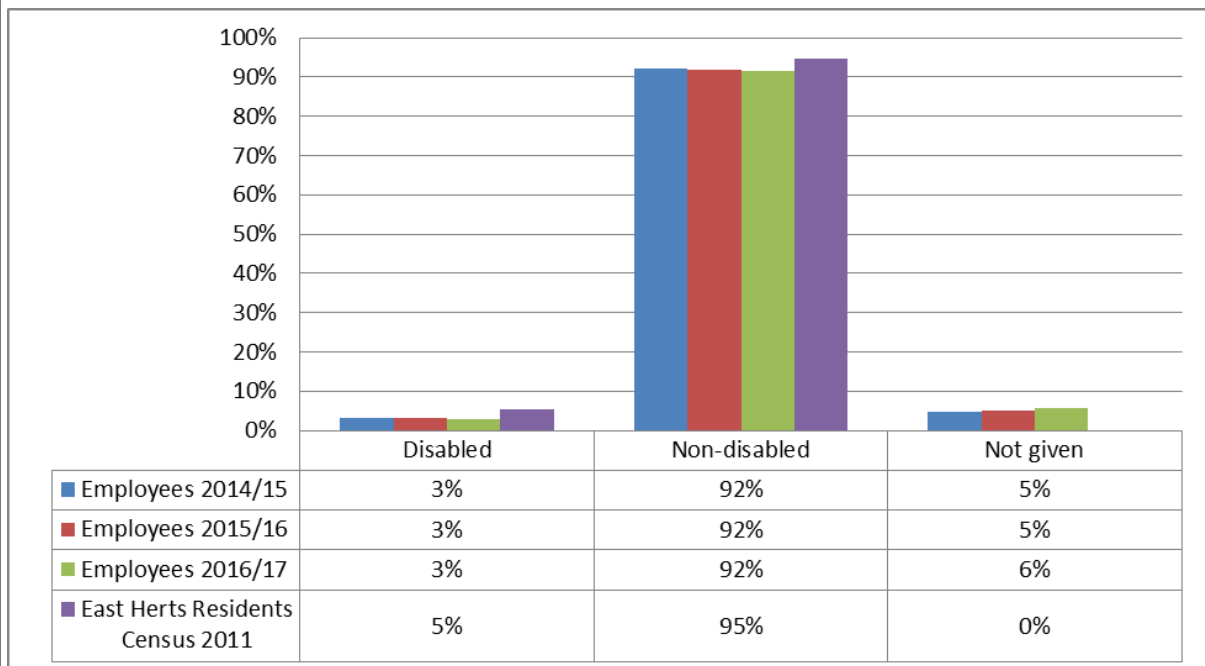


Source: ONS Census 2011_Key Statistics_KS209EW_Religion by Measures

4.6 Employee Profile by Disability

4.6.1 Figure 4.6 below shows that there are no concerns with regard to the council having a proportionate percentage of employees with a disability when compared to East Herts residents: as at 31 March 2017, 3% of employees had a disability which 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



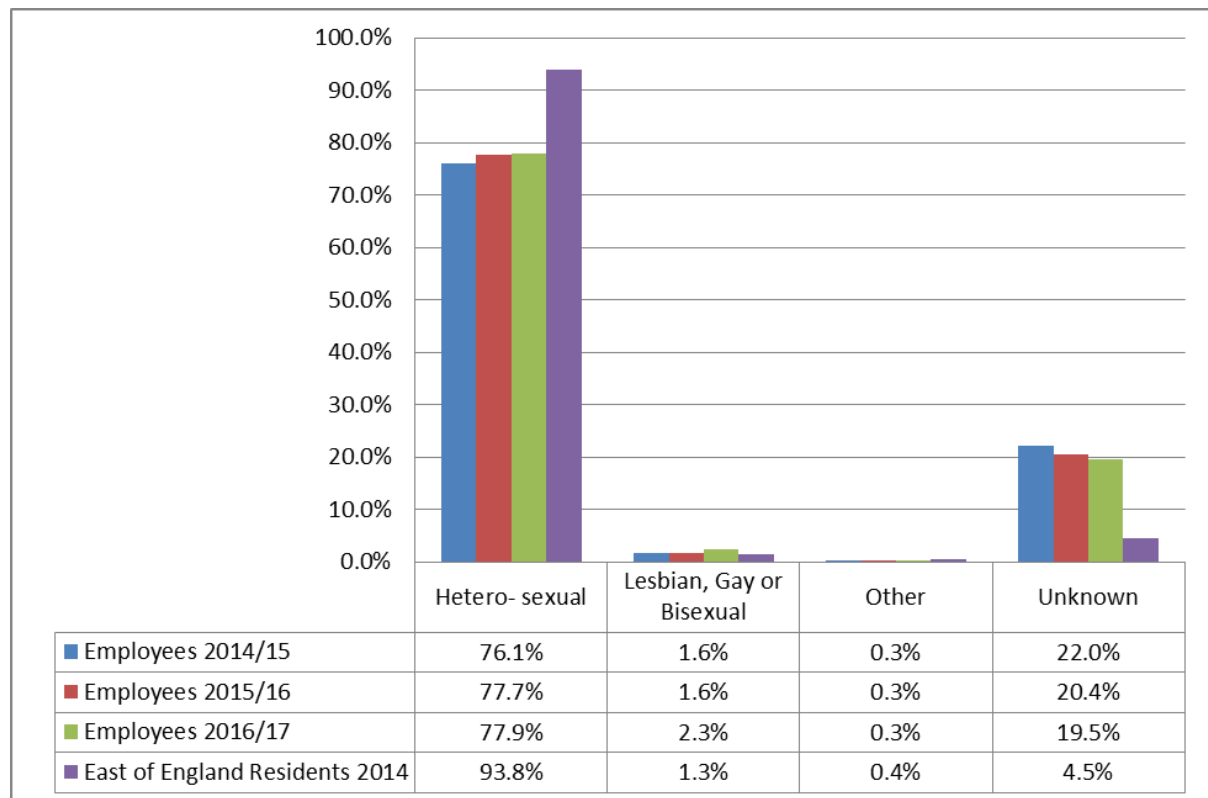
Source: ONS Census 2011_Long Term Health Problem or Disability (QS303EW)

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 there are no concerns with regard to the council's employee profile in terms of sexual orientation: in fact the council had a slightly higher percentage of lesbian, gay and bisexual employees (2.3%) 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 All employees have one annual Performance Development Review (PDR) 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 descriptions for each rating were strengthened in 2016 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 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

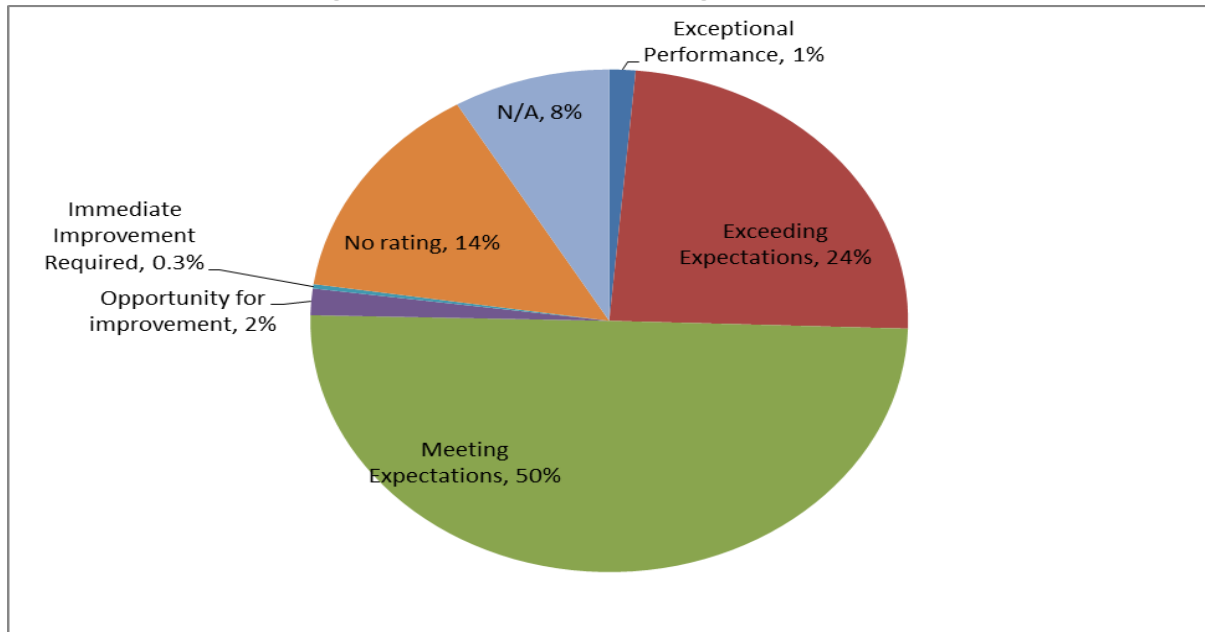
5.2 Breakdown of ratings

5.2.1 Figure 5.2 shows a breakdown of PDR ratings for all employees. 1% of employees were rated as achieving 'exceptional performance', 24% as 'exceeding expectations', 50% as 'meeting expectations', 2% as 'opportunity for improvement' and 0.3% as 'immediate improvement required'. Data for those in the 'Immediate Improvement Required' category has not been reported on in this section due to the small number of employees (1 employee) in this category which may identify individual employees.

5.2.2 For 8% of employees, a PDR rating at this time was not applicable (N/A) either due to the employee being new in post, on maternity leave, on long term sickness absence, or on a different performance scheme (e.g. the National Graduate Development Programme (NGDP)).

5.2.3 At the time of writing this report, 14% of PDRs were not completed and therefore no rating has been given.

Figure 5.2 – PDR Ratings in 2016/17



5.3 PDR Ratings by Gender

5.3.1 Table 5.3 shows the percentage of female and male employees receiving each PDR rating. Comparisons have been made with the gender split of all employees (shown in green at the bottom of the table). There are no concerns in this area.

5.3.2 There is a disproportionately small percentage of males receiving the 'exceptional performance' rating (17%) compared to the percentage of male employees (28%). However the figures are skewed due to the small number of employees receiving this rating in total (6).

5.3.4 There is also a disproportionately high percentage of females receiving the 'opportunity for improvement' rating (83%) compared to the percentage of female employees (72%). However, again the figures are skewed due to the small number of employees receiving this rating in total (6).

Table 5.3

| Rating | Females | Males |
|-----------------------------|------------|------------|
| Exceptional Performance | 83% | 17% |
| Exceeding Expectations | 71% | 29% |
| Meeting Expectations | 74% | 26% |
| Opportunity for Improvement | 83% | 17% |
| No rating | 62% | 38% |
| Not applicable | 73% | 27% |
| All Employees | 72% | 28% |

5.4 PDR ratings by Ethnic origin

5.4.1 Table 5.4 shows a breakdown of PDR ratings by ethnic origin. Comparisons have been made with the ethnic origins of all employees (shown in green at the bottom of the table). There are no concerns in this area.

Table 5.4

| | White | Black/ African/ Caribbean/ Black British | Mixed/ Multiple Ethnic Groups | Asian/ Asian British | Other | BAME Total | Not Known |
|-----------------------------|------------|--|--|----------------------------|-------------|---------------|--------------|
| Exceptional Performance | 100% | 0% | 0% | 0% | 0% | 0% | 0% |
| Exceeding Expectations | 98% | 0% | 0% | 2.4% | 0% | 2.4% | 0% |
| Meeting Expectations | 89% | 3% | 1% | 0% | 1% | 5% | 6% |
| Opportunity for Improvement | 83% | 0% | 0% | 17% | 0% | 17% | 0% |
| No rating | 88% | 4% | 0% | 3.9% | 0% | 7.9% | 4% |
| Not Applicable | 100% | 0% | 0% | 0% | 0% | 0% | 0% |
| All Employees | 92% | 2% | 0.6% | 1.4% | 0.3% | 4.3% | 3.7% |

5.4.2 There were no Black, Asian and Minority Ethnic (BAME) employees achieving the 'exceptional performance' rating in 2016/17, however these figures are again skewed due to only 6 employees receiving this rating overall. BAME employees are

better represented in the 'exceeding expectations' (2%) and the 'meeting expectations' (5%) categories compared to the percentage of BAME employees overall (4.2%). The percentage of BAME employees in the 'opportunity for improvement' category (17%) is skewed as this represents only 1 employee and is also due to the small number of employees receiving this rating overall (6 employees).

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

5.5 PDR ratings by Age

5.5.1 Table 5.5 shows a breakdown of PDR ratings by age. Comparisons have been made with the age groups of all employees (shown in green at the bottom of the table).

5.5.2 Although the 'under 20', '20-29' and '65-75' age groups are not represented in the 'exceptional performance' category, they are generally better represented in the 'exceeding expectations' and 'meeting expectations' categories. The data for the 'under 20' age group is skewed due to the small number of employees in this age group (6 employees).

Table 5.5

| | Under 20 | Age 20-29 | Age 30-39 | Age 40-49 | Age 50-59 | Age 60-64 | Age 65-75 |
|-----------------------------|-----------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Exceptional Performance | 0% | 0% | 20% | 20% | 40% | 20% | 0% |
| Exceeding Expectations | 0% | 4.7% | 22.4% | 28.2% | 38.8% | 3.5% | 2.4% |
| Meeting Expectations | 1.1% | 3.4% | 13.1% | 25% | 38.6% | 12.5% | 6.3% |
| Opportunity for Improvement | 0% | 0% | 0% | 50% | 33.3% | 16.7% | 0% |
| No rating | 5.9% | 17.6% | 13.7% | 21.6% | 25.5% | 11.8% | 3.9% |
| Not Applicable | 0% | 10% | 20% | 36.7% | 6.7% | 10% | 16.7% |
| All Employees | 1.7% | 6.2% | 15.9% | 26.6% | 34.0% | 10.2% | 5.4% |

5.5.3 The 'opportunity for improvement' figures are skewed due to their being only 6 employees overall who received this rating.

5.6 PDRs by Religion and Belief

5.6.1 Table 5.6 shows a breakdown of PDR ratings by Religion and Belief. Comparisons have been made with the religions and beliefs of all employees (shown in green at the bottom of the table). There are no concerns in this area.

5.6.2 Table 5.6 shows that employees from minority religious groups (i.e. Buddhist, Pagan, Hindu, Jewish, Sikh, Muslim and 'Other') are not represented in the 'exceptional performance' category. The latter three (Sikh, Muslim and 'Other') are better represented in the 'exceeding expectations' category. All received at least the 'meeting expectations' rating. The figures are skewed due to the small percentage of employees overall in these religious groups (3.5% - 8 employees in total).

Table 5.6

| | Buddhist | Christian | Hindu | Jewish | No religion | Not Known | Pagan | Sikh | Muslim | Other |
|-----------------------------|-------------|--------------|-------------|-------------|--------------|--------------|-------------|-------------|-------------|-------------|
| Exceptional Performance | 0.0% | 60.0% | 0.0% | 0.0% | 20.0% | 20.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Exceeding Expectations | 0.0% | 57.6% | 0.0% | 0.0% | 24.7% | 12.9% | 0.0% | 1.2% | 1.2% | 2.4% |
| Meeting Expectations | 0.6% | 60.2% | 0.0% | 0.6% | 17.0% | 20.5% | 0.6% | 0.0% | 0.0% | 0.6% |
| Opportunity for Improvement | 0.0% | 33.3% | 0.0% | 0.0% | 16.7% | 50.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| No rating | 0.0% | 43.1% | 2.0% | 0.0% | 31.4% | 19.6% | 0.0% | 0.0% | 0.0% | 3.9% |
| Not applicable | 0.0% | 30.0% | 5.0% | 0.0% | 30.0% | 30.0% | 0.0% | 0.0% | 0.0% | 5.0% |
| All Employees | 0.3% | 56.4% | 0.3% | 0.3% | 21.0% | 19.3% | 0.3% | 0.3% | 0.3% | 1.7% |

5.7 PDR ratings by Disability

5.7.1 Table 5.7 shows a breakdown of PDR ratings by disability. Comparisons have been made with the disability profile of all employees (shown in green at the bottom of the table). There are no concerns in this area.

5.7.2 Although employees with a disability were not represented in the 'exceptional performance' category, they were better represented in the 'exceeding expectations' (1%) and 'meeting expectations' categories (2%) which is reflective of 3% of all employees with a disability.

Table 5.7

| | Disabled | Non-disabled | Not given |
|-----------------------------|-----------------|---------------------|------------------|
| Exceptional Performance | 0% | 100% | 0% |
| Exceeding Expectations | 1% | 99% | 0% |
| Meeting Expectations | 2% | 90% | 8% |
| Opportunity for Improvement | 17% | 83% | 0% |
| No Rating | 2% | 94% | 4% |
| Not applicable | 7% | 80% | 13% |
| All Employees | 3% | 92% | 5% |

5.7.3 The 'opportunity for improvement' figures are skewed due to their being only 6 employees overall who received this rating.

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 2016/17 there were 2 employees who were subject to formal disciplinary proceedings and 1 formal grievance case. The equalities data of these employees is varied in terms of all the protected characteristics (i.e. 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 2016/17 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 2016/17, 2520 delegates attended or participated in some form of corporate training (an average of 7 sessions per headcount), a decrease of 426 delegates compared to 2015/16 attendance figures (2,946).

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:

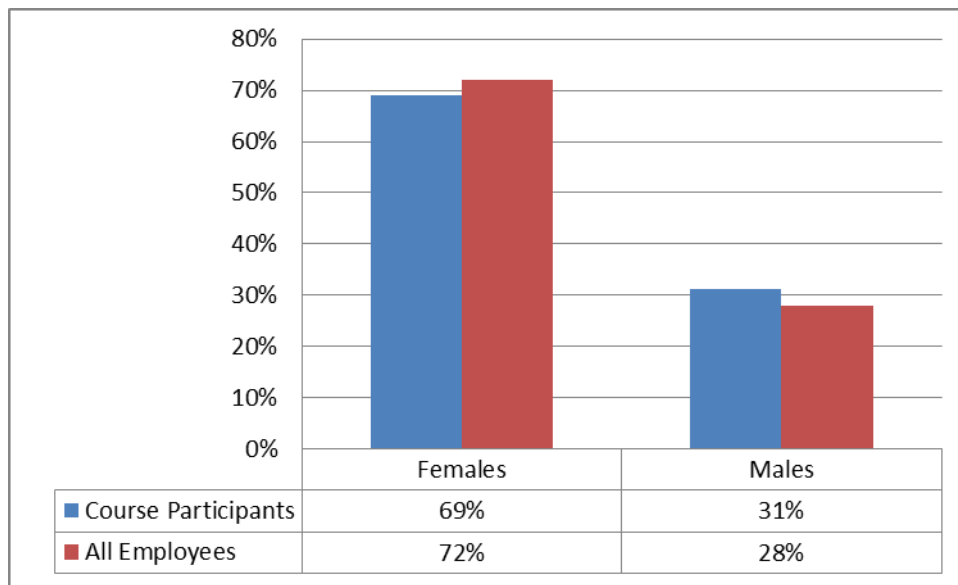
- Gender
- Ethnic origin
- Age
- Religion or Belief
- Disability status
- Sexual Orientation

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 in 2016/17 is reflective of the female/male employee profile.

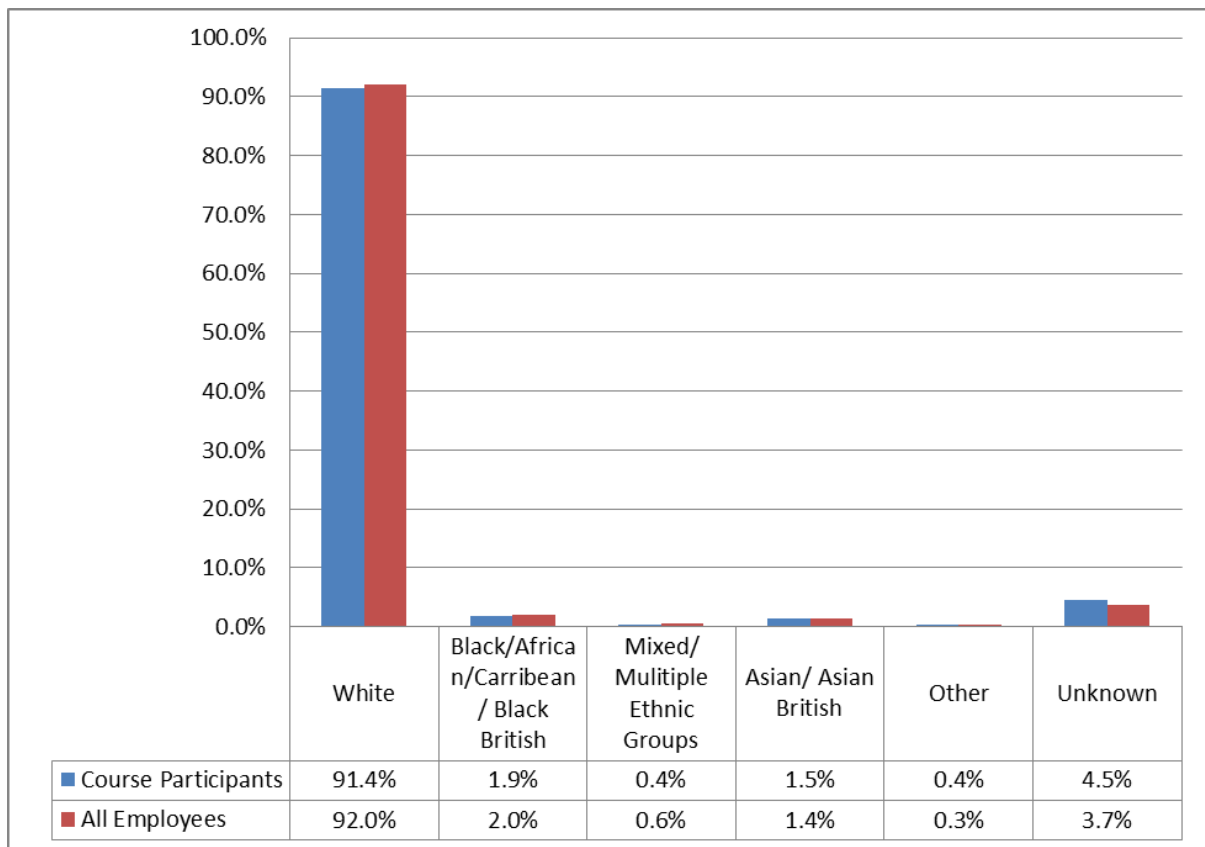
Figure 7.2 - Training course participants by gender



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.

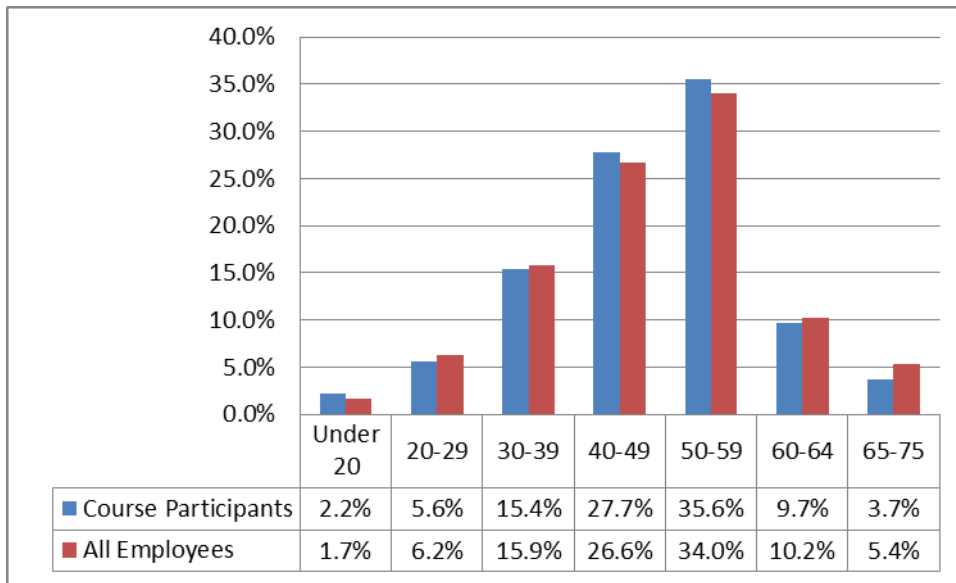
Figure 7.3 - Training course participants by Ethnic origin



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.

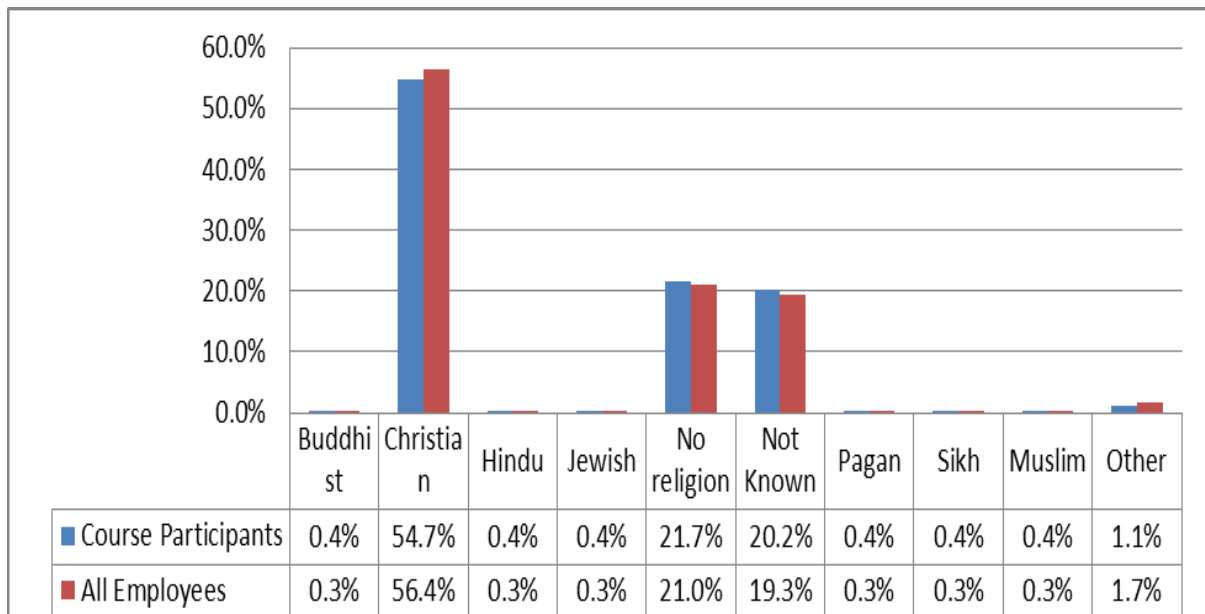
Figure 7.4 - Training course participants by Age



7.5 Training course participants by Religion and Belief

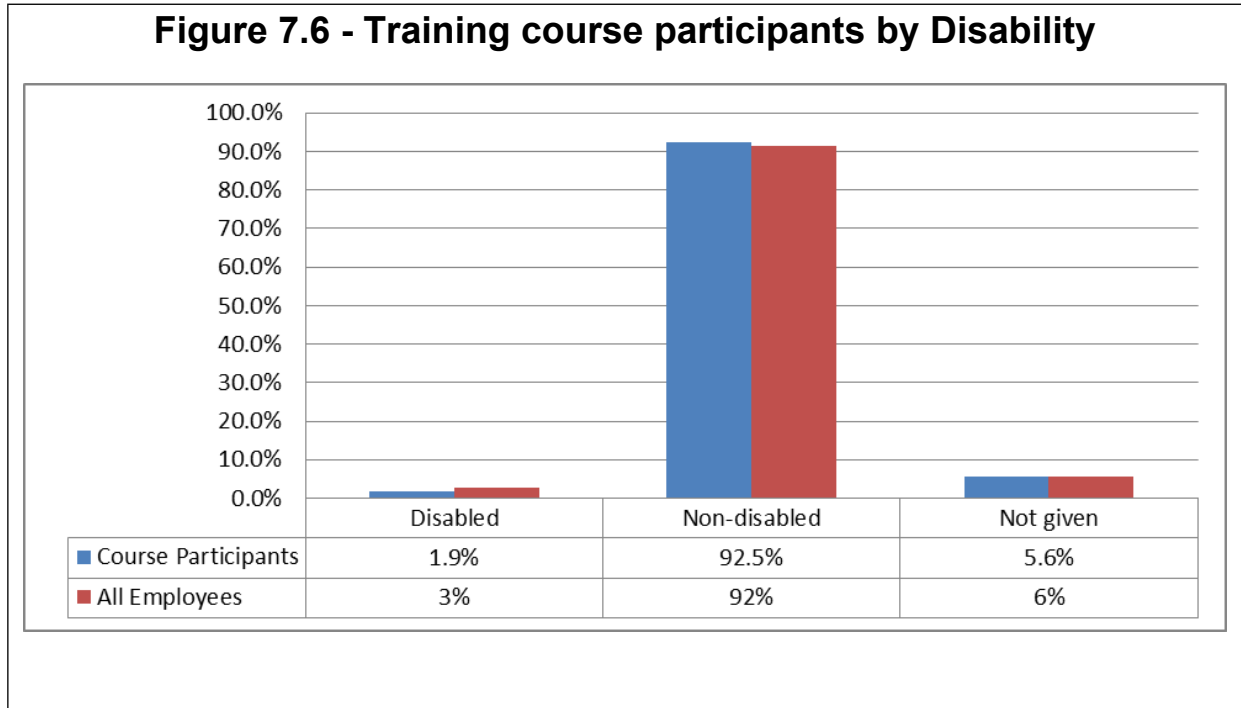
7.5.1 Figure 7.5 below shows that the percentage of training course participants by religion and belief was reflective of the employee profile.

Figure 7.5 - Training course participants by Religion and Belief



7.6 Training course participants by Disability

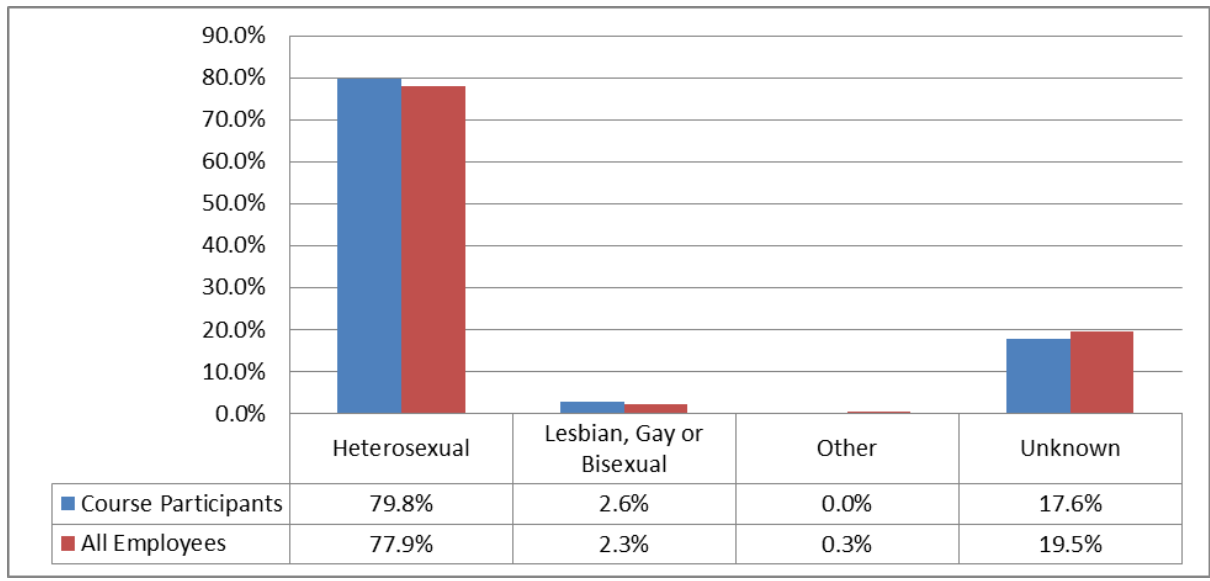
7.6.1 Figure 7.6 below shows that the percentage of training course participants by disability is reflective of the employee profile.



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.

Figure 7.7 - Training course participants by Sexual Orientation



8.0 Leavers

8.1 Introduction

8.1.1 This section provides information on employees who have left the council (both voluntarily and involuntarily) between the period 1 April 2016 and 31 March 2017.

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 62. Of these, 41 left voluntarily and 21 left involuntarily.

8.1.4 Reasons for leaving were analysed in the Turnover Report for 2016/17 (Human Resources Committee July 2017)

8.1.5 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) shows that there was a considerably higher percentage of male leavers when compared to the percentage of male employees: 55% of leavers were male and 45% were female which is not reflective of the gender split of all employees (28% and 72% respectively).

Figure 8.2 (i) – All Leavers by Gender



8.2.2 Further analysis has been undertaken below in an attempt to identify any patterns.

8.2.3 The reasons for leaving for male leavers are varied as follows:

| Reason for Leaving | Number of Leavers |
|-----------------------------|-------------------|
| Voluntary leavers: | 22 |
| Change in career | 7 |
| Voluntary redundancy | 4 |
| Other | 3 |
| Retirement | 2 |
| Personal Reasons | 2 |
| Promotion | 1 |
| Family Responsibilities | 1 |
| Relocation | 1 |
| Undertake Study | 1 |
| Involuntary Leavers: | 12 |
| TUPE transferred out | 6 |
| Compulsory redundancy | 4 |
| End of contract | 2 |

8.2.4 Male leavers worked in a variety of services:

| Service | Number of Leavers |
|-----------------------------------|--------------------------|
| Planning & Building Control | 10 (i) |
| Heads of Service | 8 (ii) |
| Revenues and Benefits | 7 (iii) |
| Communications, Strategy & Policy | 4 |
| Legal & Democratic Services | 3 |
| Housing & Health | 2 |

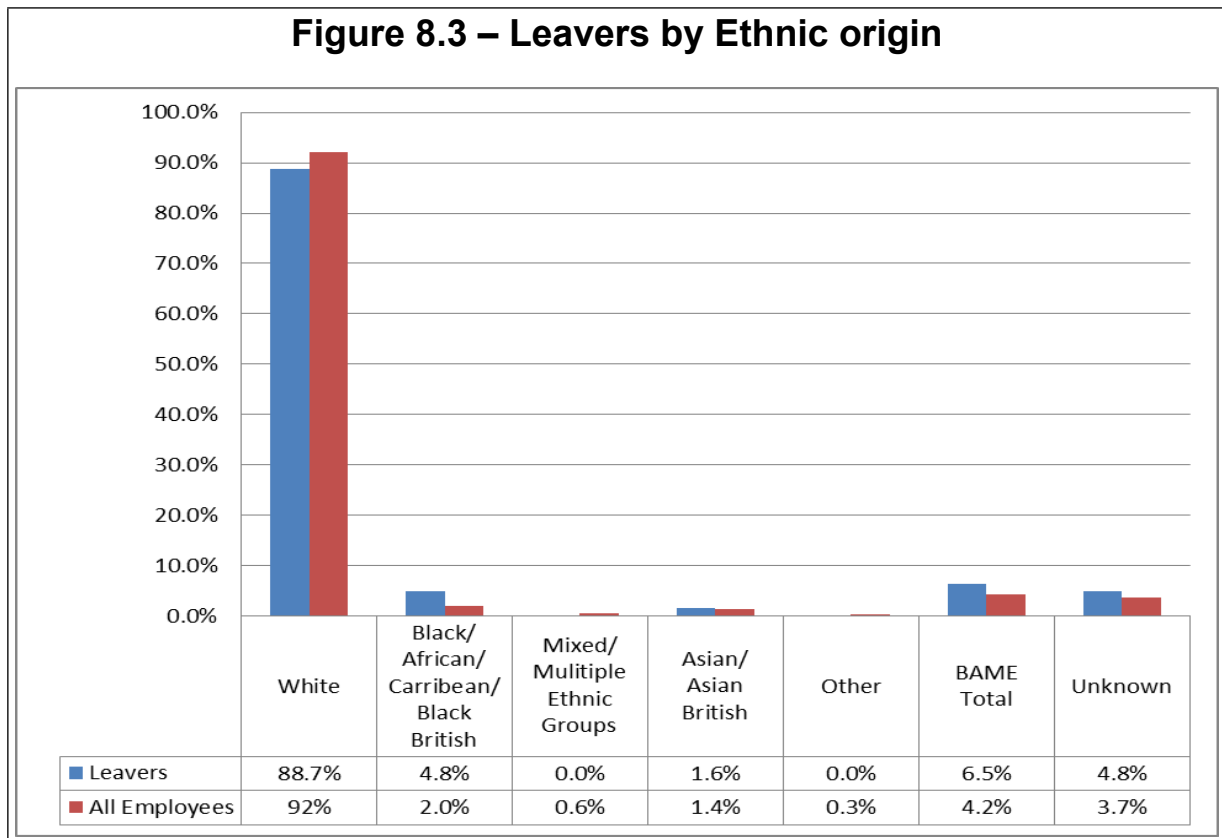
- (i) 6 of the leavers transferred out under TUPE.
- (ii) Following a restructure of the leadership team, 3 Heads of Service left due to compulsory redundancy, 3 on voluntary redundancy, 1 to achieve promotion and 1 due to personal reasons.
- (iii) This figure is not high compared to the total headcount in this service (107 employees as at 31 March 2017)

8.2.5 Male leavers had the following length of service:

| Length of Service | Number of Leavers |
|--------------------------|--------------------------|
| Less than 1 year | 4 |
| 1-2 years | 5 |
| 2-5 years | 2 |
| 5-10 years | 6 |
| 10-20 years | 11 |
| 20-30 years | 5 |
| 30+ years | 1 |

8.3 Leavers by Ethnic Origin

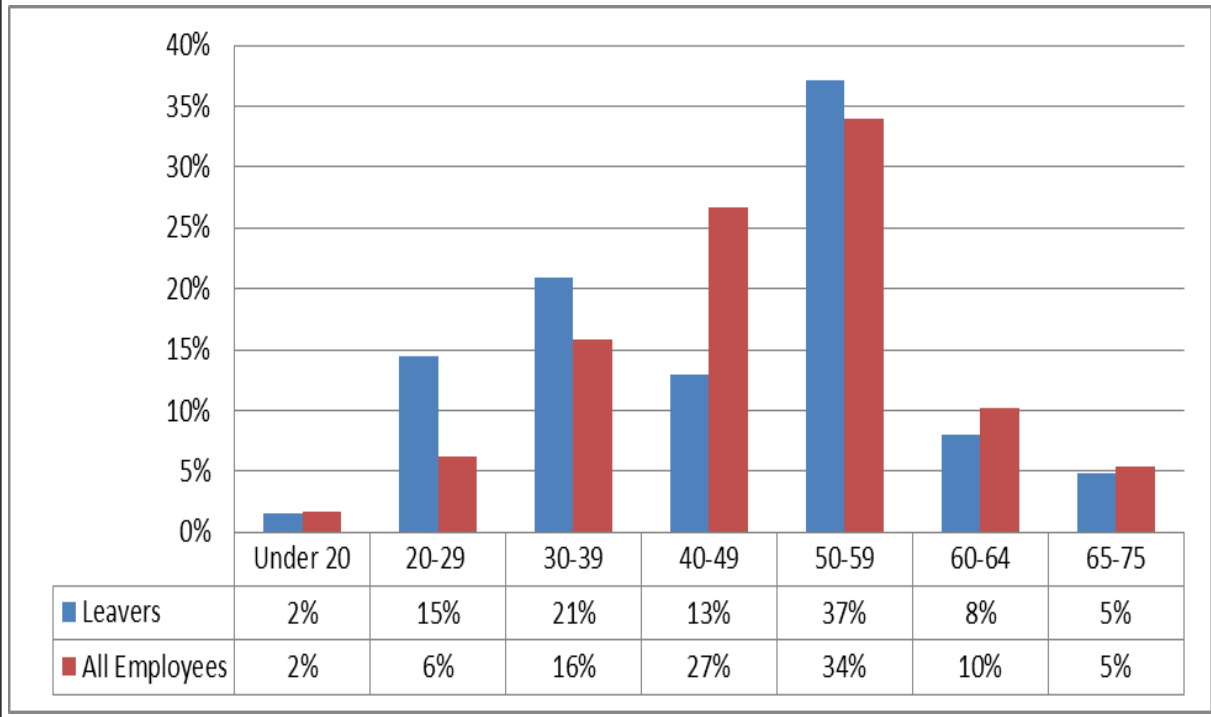
8.3.1 Figure 8.3 shows that there are no concerns in this area. The percentage of Black, Asian and Minority Ethnic (BAME) leavers (6.5%) is slightly higher than the percentage of BAME employees (4.2%) however the figures are skewed by the small number of BAME employees in total.



8.4 Leavers by Age

8.4.1 Figure 8.4 below shows the percentage of leavers in the 20-29 age groups (15%) is more than twice the percentage of employees in this age range (6%). However, this is still a significant improvement on 2 years ago (2014/15) when 24% of all leavers were aged 20-29.

Figure 8.4 - Leavers by Age



8.4.2 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 (9 employees) are varied as follows:

| Reason for Leaving | Number of Leavers |
|----------------------|-------------------|
| To achieve promotion | 3 |
| Change in career | 1 |
| End of contract | 2 |
| 'Other' | 1 |
| Relocation | 1 |
| TUPE transferred out | 1 |

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

| Service | Number of Leavers |
|-----------------------------|-------------------|
| Revenues and Benefits | 2 |
| Planning & Building Control | 2 |

| | |
|--------------------------------------|---|
| Housing & Health | 1 |
| Operations | 2 |
| Corporate Support | 1 |
| Communications, Strategy & Policy | 1 |

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

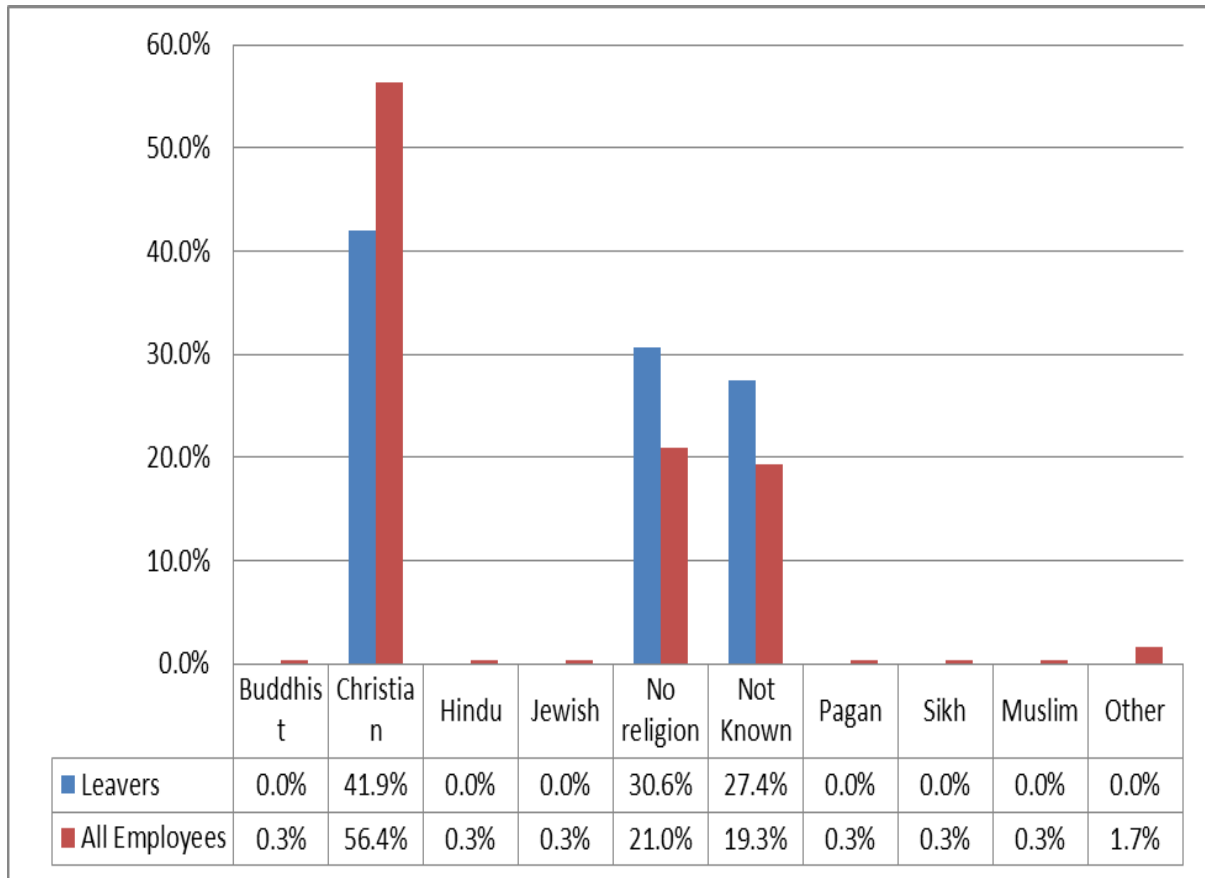
| Length of Service | Number of Leavers |
|--------------------------|--------------------------|
| Less than 1 year | 4 |
| 1-2 years | 3 |
| 2-5 years | 1 |
| 5-10 years | 1 |

8.4.6 An action to be explored with the age range 20-29 is to ensure they are aware of career opportunities at the council and they take advantage of learning and development to support them in their career pathways. The new PDRS process now includes a section on career development and managers should ensure this is explored with employees of all age ranges.

8.5 Leavers by Religion and Belief

8.5.1 Figure 8.5 shows that there are no concerns in this area

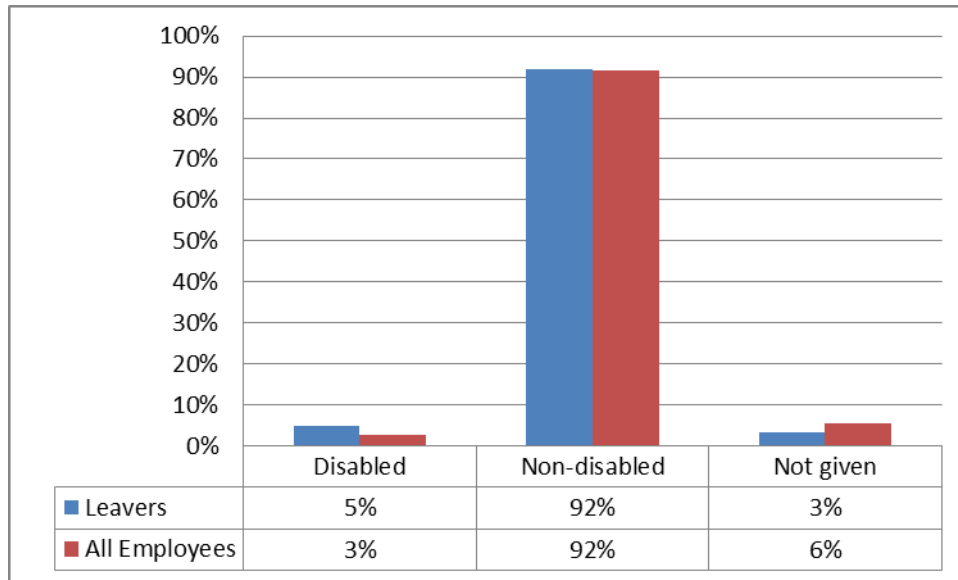
Figure 8.5 - Leavers by Religion and Belief



8.6 Leavers by Disability

8.6.1 Figure 8.6 shows that the percentage of leavers with a disability in 2016/17 (5%) is slightly higher than the percentage of employees with a disability (3%) however there are no concerns in this area.

Figure 8.6 - Leavers by Disability



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 2015/16 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 Equalities data produced by the new HR and Payroll System, Resourcelink, was successfully included in the HR Quarterly Statistics report for April – June 2017 (presented to HR Committee in July 2017). As part of the launch of MyView employees were encouraged to update their data including their equality characteristics.

9.2 To explore why a disproportionate percentage of male applicants were unsuccessful at the appointment stage compared to the total percentage of male applicants.

9.2.1 Interview paperwork has been analysed and it was found that applicants who performed better during the interview process were appointed.

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 launched its apprenticeship scheme in 2016/17 and seven apprentices joined the council.

9.3.2 HR representatives attended three careers carousels at local schools to help promote the work of the council. The council was also able to support a number of work placements throughout 2016/2017.

9.4 To promote the council as a Disability Confident employer and to consider progressing to be a Disability Confident Leader.

9.4.1 The Disability Confident Scheme has been promoted on the council's job and career pages of its website. The external job application form has been updated so that applicants can indicate on the form if they wish to be considered under the Scheme and the Disability Confident logo has been added to recruitment documentation.

9.4.2 The council successfully renewed its status as a Disability Confident Employer in August 2017. This has been promoted on social media, and is due to be promoted on the council's job and career pages of the website and internally through Team Update.

9.5 To consider placing job adverts in the disability press or on disability websites to attract disabled people to apply for roles at the council.

9.5.1 Discussions with providers of disability websites will be taking place shortly to see whether the council can advertise jobs with them.

9.6 To continue to implement the Recruitment Review 2016 action plan to ensure that the council promotes itself as an employer of choice.

9.6.1 New jobs and career pages have been launched with the newly designed website for the council. Candidates can find information more easily and information supporting the application process has been included.

- 9.6.2 A section on opportunities for young people has been added to the jobs and career pages which includes information for graduates, apprentices and those interested in work experience at the council.
- 9.6.3 Recruitment forms, such as the external application form, the equalities monitoring form and the volunteering application form, have been redesigned to ensure they are easier to complete and professional looking for applicants.
- 9.6.4 The council has used social media such as LinkedIn and Twitter, in addition to the more traditional methods, to advertise roles. By doing so the council was able to attract significant numbers of good quality candidates and to successfully recruit to each post in a timely and cost effective manner.
- 9.7 To collect data on sexual orientation at the recruitment stage from April 2017.**
- 9.7.1 Work has commenced to ensure that sexual orientation data can be collected from April 2017. The data will therefore be reported on in the Annual Equality and Diversity Report 2017/18 (HR Committee October 2018).
- 9.8 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.**
- 9.8.1 MyView, the new HR and Payroll self-service system, has now been rolled out across the council and employees have been asked to check and update their personal details including their equalities data.
- 9.9 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.'**

9.9.1 HR have continued to undertake spot checks on PDR documentation and have found no issues to raise.

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

9.10.1 Further analysis on leavers in the 20-29 age group has been undertaken in this report in an attempt to identify any patterns. No patterns were found in terms of reasons, the service area they were employment in or their length of service.

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

9.11.1 The percentage of leavers with less than 1 years' service decreased in 2016/17 (15%) compared to 2015/16 (23%) as reported in the Annual Turnover Report 2016/17 (presented to HR Committee in July 2017). This area is therefore no longer a matter for concern. Exit interviews however continue to be completed for all leavers.

9.12 HR to review the exit interview process.

9.12.1 HR have commenced a review of the exit interview process and it is due to be completed towards the end of 2017/18.

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

9.13.1 The Equal Pay Audit will be in 2017/18.

10.0 Recommendations 2017/2018

Following analysis of the equalities data in 2016/17, the following recommendations are made:

10.1 Recruitment

10.1.1 To ensure that the new HR and Payroll System can capture equalities data during the recruitment process.

10.1.2 To continue to explore initiatives to attract more applicants in the under 20 age group to apply for jobs at the council. For example, to have a more structured approach to offering work

placements by listing available opportunities and case studies on the website.

10.1.3 To consider placing job adverts on disability websites to attract disabled people to apply for jobs at the council.

10.1.4 To continue to implement the Recruitment Review 2016 action plan by ensuring that recruitment paperwork e.g, shortlisting forms, interview sheets, internal application form are user-friendly.

10.1.5 To ensure that recruitment procedures and paperwork complies with the new General Data Protection Regulations (GDPR).

10.1.6 To collect data on sexual orientation at the recruitment stage during 2017/18.

10.2 Employee Profile

10.2.1 To ensure that the council's procedures with regard to personal data, including equalities data, complies with the new General Data Protection Regulations (GDPR).

10.2.2 To conduct the next Equal Pay Audit in 2017/2018 to include the additional obligations required by law on mandatory gender pay gap reporting.

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 Continue to monitor equalities data for course participants.

10.6 Leavers

- 10.6.1 HR to review the exit interview process including implementing a more robust process for chasing exit questionnaires.
- 10.6.2 To link this work with the recommendations from the Turnover Report 2016/17 that was considered and approved by the HR Committee in July 2017.