



# Annual Equalities Report


2017/18

Essential Reference Paper "B"



 @Eastherts

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# Introduction

This report provides a detailed analysis of the council's workforce and external applicants applying for jobs, by the protected characteristics of the Equality Act 2010.

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.

Protected characteristics include age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender, sexual orientation, and marriage and civil partnership.

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.

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.

This report provides a detailed analysis of the available monitoring data for 2017/18.

It covers six areas:

- Employee Profile
- Recruitment
- Performance Management
- Discipline and Grievance
- Training
- Leavers

# Executive Summary

## Recruitment

The report shows that in 2017/18 the council was successful in attracting a diverse range of external applicants in terms of most of the protected characteristics. The council was particularly successful in attracting applicants from the 20-29 age group and from Black, Asian and Minority Ethnic (BAME) groups. The council also attracted more male applicants than female applicants which was a change from the previous year. This suggests that the council is seen as a fair and equal employer.

At the shortlisting stage, the percentage of male applicants shortlisted for interview was slightly higher than female applicants but not a cause for concern. The 50-59 age group were more successful than other age groups at the shortlisting stage with 38% of applicants from this age group being shortlisted. There was a reduction in applicants from BAME groups being shortlisted from last year from 20 people (25% of BAME applicants) to 8 people (16% of BAME applicants). There were no concerns in other areas at the shortlisting stage.

At the interview stage, the number of male and female applicants appointed was very similar, despite more males applying for jobs overall. The number of applicants from BAME groups being appointed was 4% compared to white applicants (11%) and has reduced slightly since last year (5%). Applicants in the younger age groups were slightly less successful at interview with the 50-59 and 60-64 age groups being most successful.

## Employee Profile

The council's employee profile as at the end of March 2018 is broadly reflective of the profile of the working population in East Hertfordshire and the East of England in terms of ethnic origin, religion and belief, disability and sexual orientation.

The areas where the employee profile is not reflective are gender and age. The council has a considerably higher percentage of females than males (73%:27%) compared to the working population of East Hertfordshire (51%:49%), however this is common in the public sector.

The percentage of employees under the age of 20 has decreased slightly since last year (1.7% to 1.1%). 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 risen since last year (6.2%) to 7.2% but remains slightly lower than the percentage of East Herts residents in this age group (10%).

## **Leavers**

The report found that there were no concerns with regard to leavers in terms of ethnic origin, religion and belief, disability and sexual orientation.

There was however a disproportionate percentage of male leavers (38%) when compared to the percentage of male employees (27%) although it has reduced since last year (55%). There were also a disproportionate percentage of leavers aged 20-29 (15%) when compared to the percentage of employees in this age group overall (6%). Further analysis for both gender and age revealed there were no patterns found in terms of reasons for leaving, the service they worked in or their length of service.

## **Performance Management, Discipline & Grievance and Training**

Employees graded as 'Exceeding Expectations' were reflective of the employee profile. Employees in other categories were not analysed either because there are no performance issues (i.e. they are 'Meeting Expectations') or due to the small numbers it was not possible to analyse the data in relation to protected characteristics.

Due to the small number of disciplinary and grievance cases no further analysis has been carried out in terms of protected characteristics.

We are satisfied 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.

## Achievements against 2016/17 action plan

Action	Progress
<b>Recruitment</b>	
To ensure that the new HR and Payroll System can capture equalities data during the recruitment process.	The recruitment module on Resourcelink is not in use yet but we will ensure it can capture all of the relevant equalities data. This action has been carried over.
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.	We are now in the third year of our apprenticeship scheme which is proving to be very successful. Planning and Building Control have developed a student placement role specifically for university students required to do a sandwich year as part of their degree course. We are committed to growing our own; new career graded roles have been introduced in a number of service areas to attract younger applicants.
To consider placing job adverts on disability websites to attract disabled people to apply for jobs at the council.	This was considered but not implemented as our view is that we do not have a problem attracting applicants with disabilities as the number of staff with a disability has increased since 2016/17. However, this action has been carried over to reconsider.
To continue to implement the Recruitment Review 2016 action plan by ensuring that recruitment paperwork is user-friendly.	This has been completed.
To ensure that recruitment procedures and paperwork complies with the new General Data Protection Regulations (GDPR).	This has been completed.
To collect data on sexual orientation at the recruitment stage during 2017/18.	This was only collected part way through 2017 so was not reported on in this report. There will be a full years' worth of

	data for 2018/19.
<b>Employee Profile</b>	
To ensure that the council's procedures with regard to personal data, including equalities data, complies with the new General Data Protection Regulations (GDPR).	This has been completed.
To conduct the next Equal Pay Audit in 2017/2018 to include the additional obligations required by law on mandatory gender pay gap reporting.	The council's Gender Pay Gap report was published in February 2018. We do not have concerns about the council's gender pay gap.
<b>Performance Management</b>	
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.'	This was completed for the 2017/18 PDRs. HR Officers have begun to discuss with service managers developing all employees looking to progress in their career and ensuring that employees have tailored development plans to aid their personal career progression.
<b>Discipline and Grievance</b>	
Continue to monitor equalities data for all disciplinaries and grievances.	Ongoing. No concerns at present.
<b>Training</b>	
Continue to monitor equalities data for course participants.	Ongoing. No concerns at present.
<b>Leavers</b>	
HR to review the exit interview process including implementing a more robust process for chasing exit questionnaires.	HR have a process in place whereby if after two weeks a leaver has not completed their exit questionnaire, the HR Officer will follow up with a phone call or meeting in order that we can capture sufficient data to identify trends.
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.	This has been carried over to this year's action plan.

# Employee profile

## Introduction

This section provides information on employees employed by the council as at 31 March 2018. Casual employees, agency workers and contractors are not included. The total number of employees employed by the council as at 31 March 2017 was 348. This has decreased from 353 in the previous year.

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

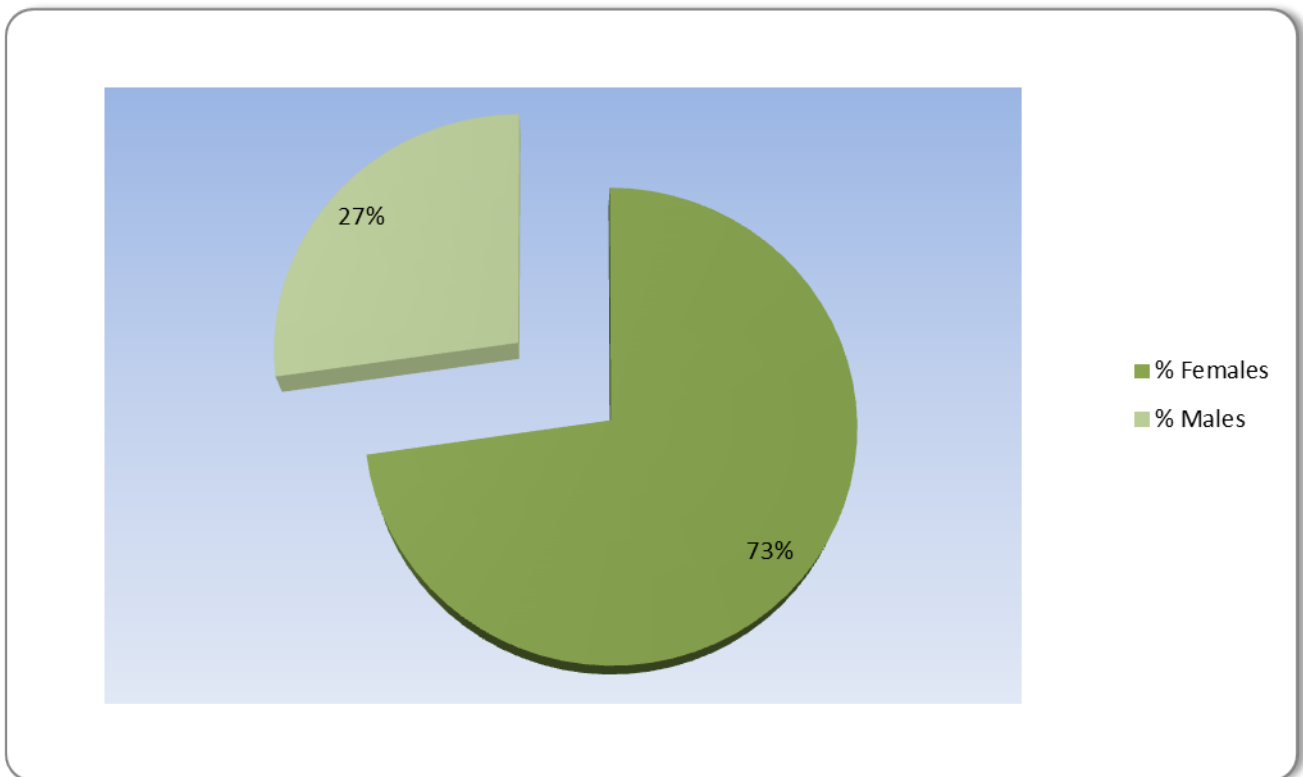
- Gender
- Ethnic origin
- Age
- Religion or Belief
- Disability status
- Sexual orientation

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.

Where possible, comparisons have been made at the most local level (i.e. with East Herts 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. Most of the comparison data has been taken from either the Nomis or Office for National Statistics (ONS) websites.



## Gender



**Figure 1.0 Employee profile by gender**

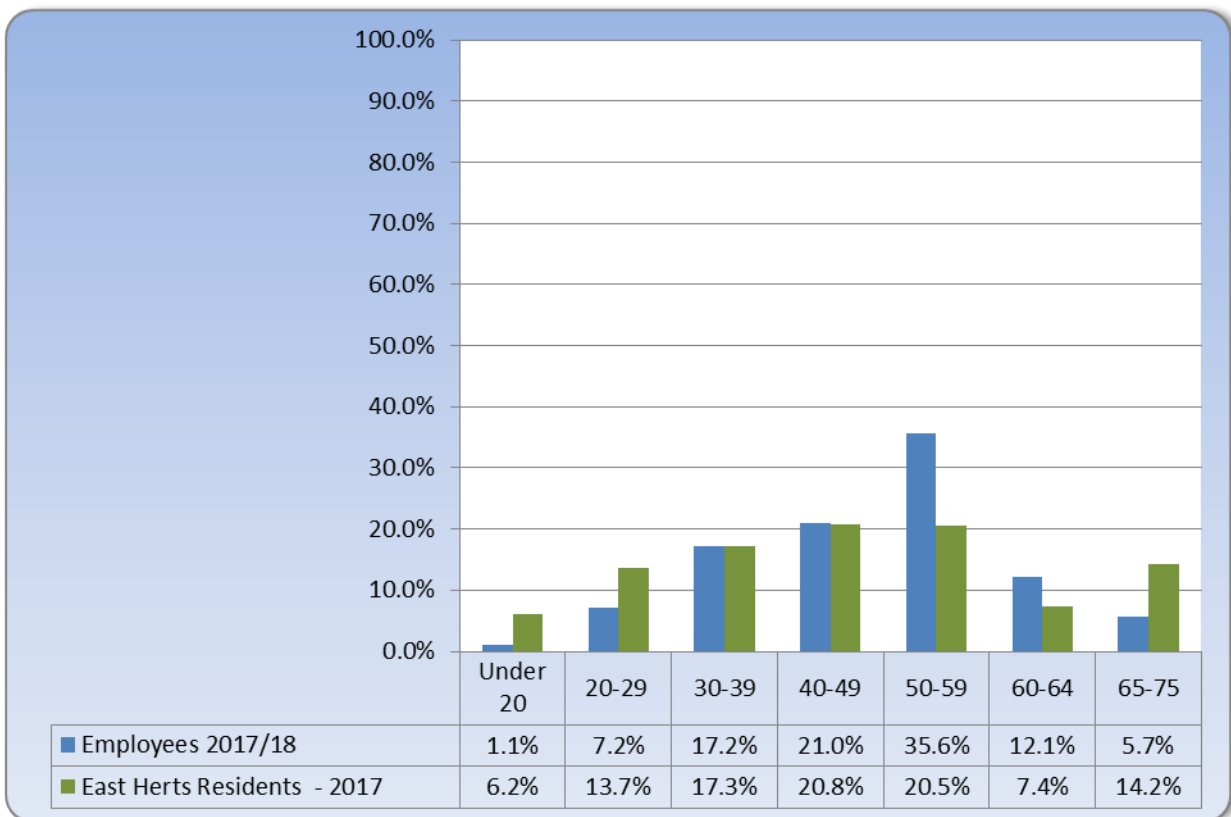
Figure 1.0 shows that the gender profile of employees does not closely reflect that of the East Herts working population. The council has a considerably lower percentage of male employees (27%) compared to the overall male working population in East Herts (49%) (Nomis Official Labour Market Statistics (East Herts residents aged 16-64 (2017))).

However, a high female to male workforce ratio is common in public sector with 68% being female and 32% being male (ONS: Public sector employment by gender (2015)).

## Ethnic origin

The ethnic origin of employees is reflective of East Herts residents (ONS Census 2011 - Ethnic Group by Measures). The total percentage of BAME employees has increased over the last 3 years (3.5% in 2015/16, 4.2% in 2016/17 and 4.6% in 2017/18) and is slightly higher than the BAME residents in East Herts (4.5%). There are therefore no concerns in this area.

## Age



**Figure 2.0 Employee profile by age**

Source: Nomis Official Labour Market Statistics – Population Estimates in East Herts (April 2017)

*Note: The percentages shown for East Herts residents are the percentage of 16-75 year olds, not the total population.*

Figure 2.0 shows that the council has a considerably higher proportion of employees aged between 40 and 59 compared to East Herts residents. 56.6% of employees are in the 40-49 and 50-59 age groups which is nearly twice the percentage of East Herts residents in these age groups (30% in total).

The percentage of employees under the age of 20 has decreased slightly since last year from 1.7% to 1.1%. The figure is lower than East Herts residents in this age group (4.5%) 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 increased from 6.2% in 2016/17 to 7.2% in 2017/18 but is still lower than the percentage of East Herts residents in this age group (10%).

## Religion and Belief

The religions and beliefs of employees are generally reflective of East Herts residents and therefore there are no concerns in this area.

## Disability

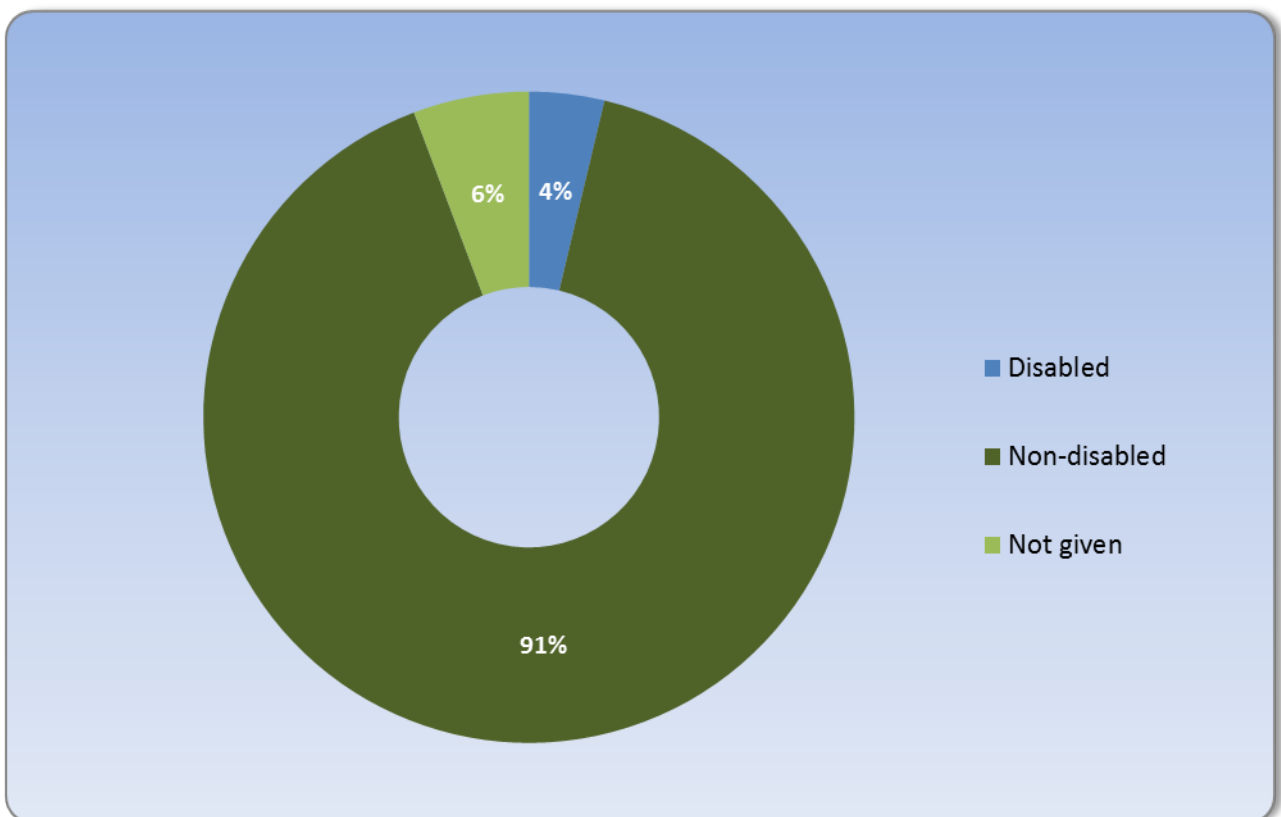


Figure 3.0 Employee profile by disability status

Figure 3.0 shows that as at 31 March 2018, 4% of employees had a disability which is slightly lower than East Herts residents with a disability (5%) (ONS Census 2011 - Long Term Health Problem or Disability) but is an increase from 2016/17 (3%).

## Sexual Orientation

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 (1.7%) compared to residents in the East of England (1.2%) (ONS – Sexual Identity by Region (East of England) – 2016).

## Recruitment

### Introduction

This section provides information on external applicants who applied for jobs at the council between 1 April 2017 and 31 March 2018. Data has been collected at the application, shortlist and appointment stages. There were 52 external recruitment campaigns between 1 April 2017 and 31 March 2018. A total of 378 external applicants applied.

Recruitment data has been analysed using 4 of the 9 protected characteristics under the Equality Act 2010:

- Gender
- Ethnic origin
- Age
- Disability status

Although data is collected for religion or belief, this has not been reported on due to the low number of applicant reporting a religion other than Christian or no religion (5% in total across all other religions). Sexual orientation data started to be collected part way through the year so has not been reported on in this report but can be from 2018/19.

Due to the small numbers in each of the individual BAME groups, they have been combined and include:

- 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.

'White' includes English, Welsh, Scottish, Northern Irish, British, Irish, Gypsy or Irish Traveller, Other White.

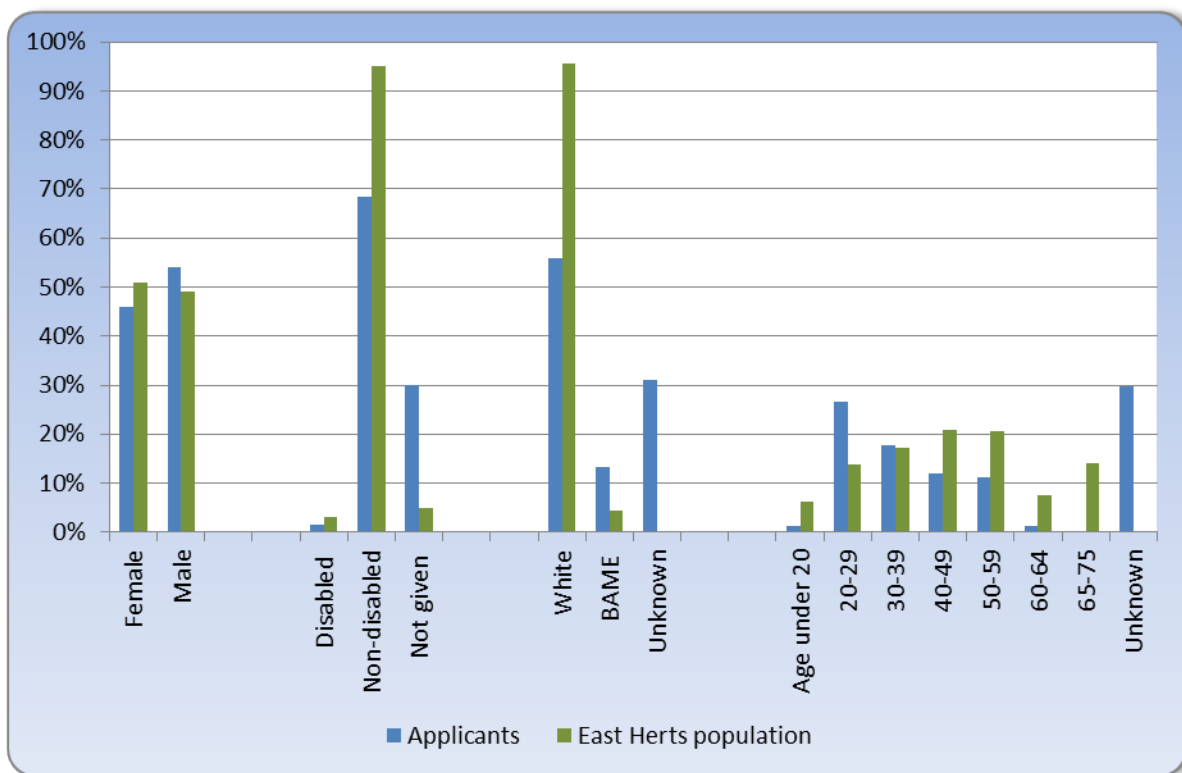
(Definitions of Ethnic Groups taken from the 2011 Census)

The data has been collected from the Equalities Monitoring Forms which are part of the application form and are detached before sending to managers.

Comparisons have been drawn to the profile of the working population of East Herts to understand whether the council has been successful in attracting a diverse range of applicants that are reflective of the local population.

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.

## All applicants



**Figure 4.0 Applicant profile compared to the working population of East Herts**

Source: Nomis Official Labour Market Statistics (East Herts residents aged 16-64 (2017)), ONS Census 2011\_Long Term Health Problem or Disability (QS303EW), ONS Census 2011\_Key Statistics\_KS201EW Ethnic Group by Measures and Nomis Population estimates - local authority based by single year of age (2017).

*Note: The percentages shown for East Herts residents are the percentage of 16-75 year olds, not the total population.*

### Gender

Figure 4.0 shows that in 2017/18 council attracted a higher proportion of male applicants than female applicants: 46% of applicants were female and 54% were male compared to the gender profile of the working population of East Herts (49% and 51% respectively).

This is a change from 2016/17 where 61% of applicants were female and 39% were male. This is seen as a positive change as one of the actions arising from the council's Gender Pay Gap Report 2018 was to try and recruit more males due to the high proportion of females working for the council widening our pay gap.

### **Disability status**

Figure 4.0 shows that there are no concerns with regard to attracting applicants with a disability; 1.6% of applicants had a disability in 2017/18 which is slightly lower than East Herts residents with a disability (3%).

### **Ethnic origin**

Figure 4.0 shows that in 2017/18 the council attracted applicants from a diverse range of ethnic origins reflective of those of East Herts residents; 13.2% of applicants were from BAME groups which is significantly higher than the percentage of East Herts residents in these groups (4.5%).

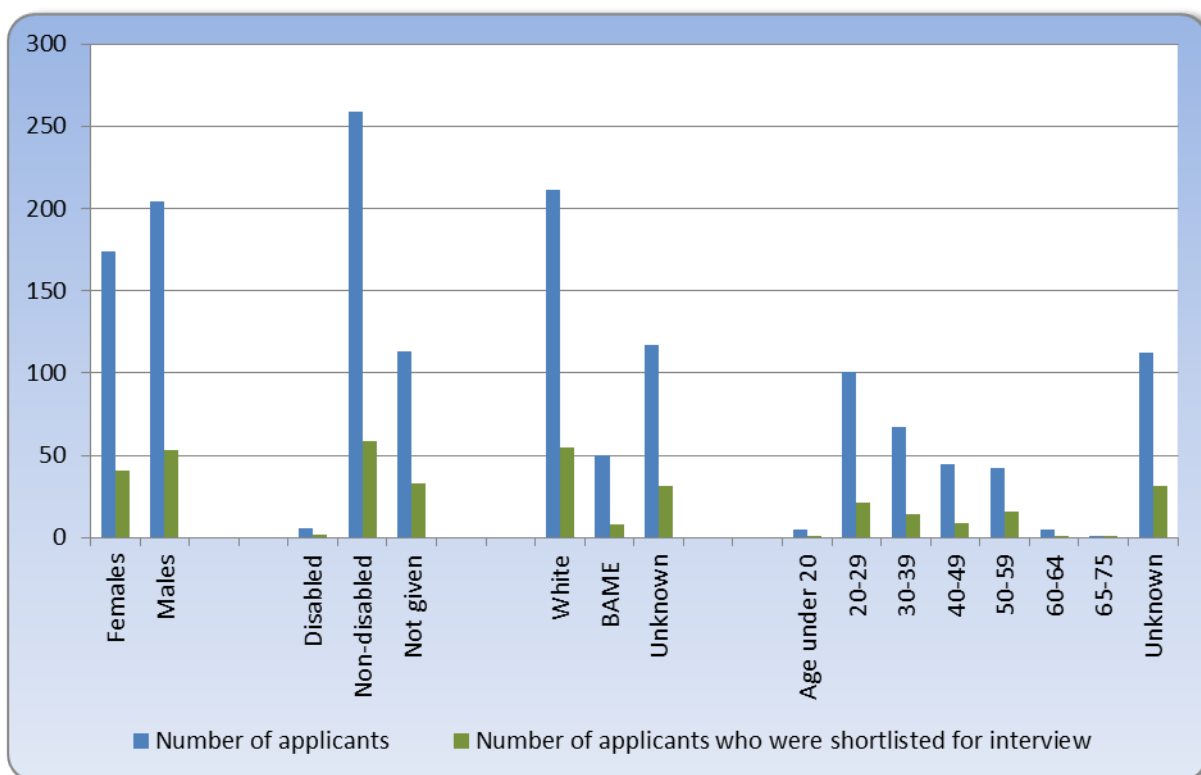
### **Age**

Figure 4.0 shows that the council attracted applicants from a wide range of age groups reflective of those of East Herts residents.

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 (26.7%) is over 2.5 times that of East Herts residents in that age group (10%). The percentage of applicants under the age of 20 is low (1.3%) compared to East Herts residents in that age group (4.6%), however this is likely to be due to these individuals remaining in full time education.

There was only one applicant (0.3%) from the 65-75 age group which is less than the East Herts residents in that age group (10.3%) but this is likely to be due to most people taking retirement rather than looking for employment in this age group.

## Shortlisting stage



**Figure 5.0 Analysis by gender, disability status, ethnic origin and age at the shortlisting stage**

### Gender

Figure 5.0 shows that of the 174 female applicants, 41 (21%) were shortlisted for interview. Of the 204 male applicants, 53 (26%) were shortlisted. Although there were more male applicants overall, the percentages within each category are fairly even and no cause for concern.

### Disability status

Figure 5.0 shows that there were no concerns with regard to disability at the shortlisting stage. The council guarantees that applicants who have applied under the Disability Confident Scheme will be invited for an interview if they meet the minimum essential criteria for the role. In 2017/18, there were 6 applicants who applied for roles under the scheme. Of these, 2 (33%) met the minimum essential criteria for the



role and were therefore invited to interview. This is higher than both the percentage of non-disabled applicants (23%) and those who did not declare their disability status (29%) being shortlisted for interview. However caution should be exercised when comparing percentages due to the small numbers of disabled applicants compared to the other categories.

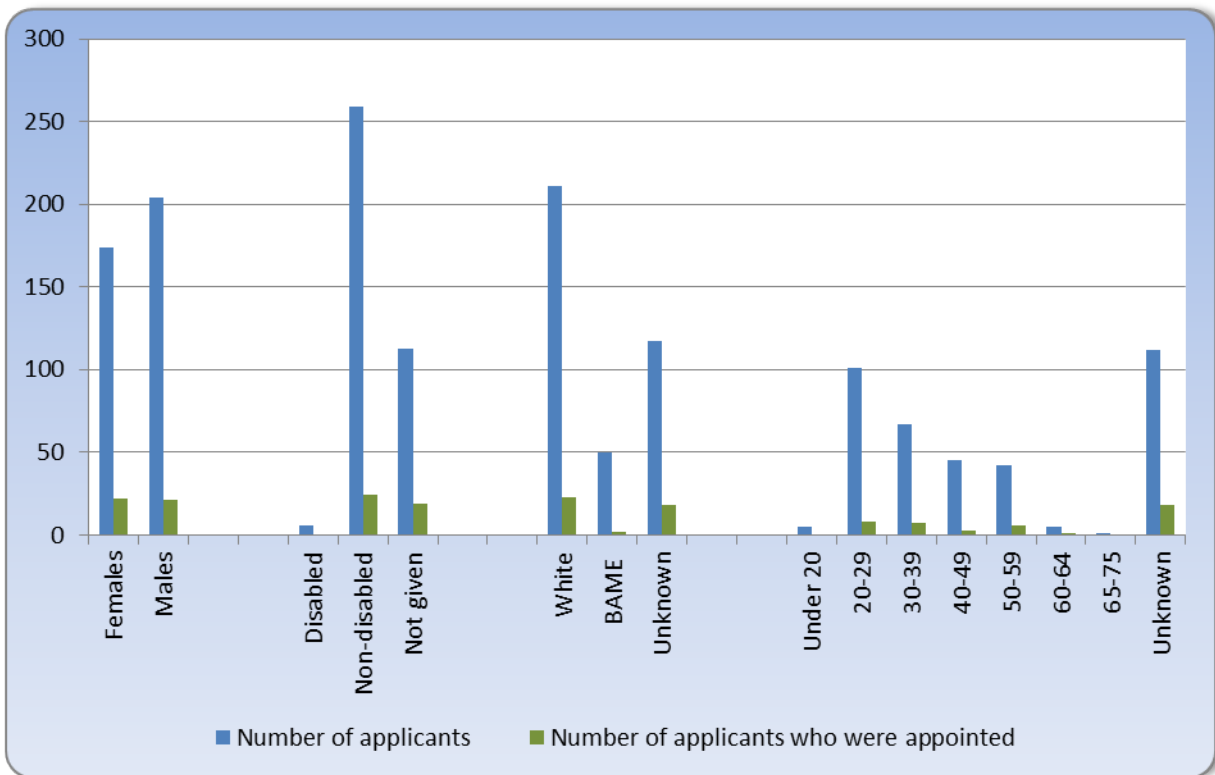
### **Ethnic origin**

Figure 5.0 shows that of the 50 applicants from BAME groups, 8 (16%) were shortlisted for interview compared to 55 of the 211 white applicants (26%). This gap is a slight cause for concern as the percentage of applicants from BAME groups being shortlisted for interview has reduced since 2016/17 where 25% were shortlisted compared to 29% of white applicants. However the figures should be reviewed with some caution due to the significantly smaller numbers of applicants from BAME groups compared to white applicants.

### **Age**

Figure 5.0 shows that the proportion of applicants within each group being shortlisted for interview are fairly similar (between 20-28%) apart from the 50-59 age group where 38% of applicants were shortlisted. 100% of the 65-75 age group were shortlisted for interview but there was only one applicant in this group.

### **Appointment stage**



**Figure 6.0 Analysis by gender, disability status, ethnic origin and age at the shortlisting stage**

### Gender

Figure 6.0 shows that of the 174 female applicants, 22 (13%) were appointed. Of the 204 male applicants, 21 (10%) were appointed. Although there were more male applicants overall, there were slightly more females appointed than males.

### Disability status

Figure 6.0 shows that of the 6 applicants with a disability, none were appointed. Due to the very small numbers in this category this cannot be linked to the applicants' disability status.

### Ethnic origin

Figure 6.0 shows that of the 50 applicants from BAME groups, 2 (4%) were appointed compared to 23 of the 211 white applicants (11%). This gap is a slight cause for concern as the percentage of applicants from BAME groups being shortlisted for interview has reduced since 2016/17 where 5% were shortlisted compared to 9% of white applicants. However the figures should be reviewed with some caution due to the significantly smaller numbers of applicants from BAME groups compared to white applicants.

## Age

Figure 6.0 below shows that applicants in the younger age groups were slightly less successful at the interview stage. 0% of those under the age of 20 and 8% of those aged 20-29 were appointed, compared to 14% of applicants in the 50-59 age group and 20% of the 60-64 age group.

## Performance Management

All employees have one annual Performance Development Review (PDR) completed between January and March with regular one to ones throughout the year. There are five PDR ratings:

- Exceptional Performance
- Exceeding Expectations
- Meeting Expectations
- Opportunity for Improvement
- Immediate Improvement Required

87% of PDRs for 2017/18 were completed. 50% of PDRs completed were graded as 'Meeting Expectations'. No further analysis has been made regarding employees in this category in terms of protected characteristics as they are performing their role effectively.

Due to the small numbers of employees falling in 'Exceptional Performance' category (7 employees), 'Opportunity for Improvement' (7 employees) and 'Immediate improvement required' (1 employee), no further analysis has been carried out in relation to protected characteristics.

84 (19%) of employees were graded as 'Exceeding Expectations'. Of these, 74% of were female and 26% were male. This is reflective of the employee profile (73% and 27% respectively) and therefore there are no concerns in this area.

Employees ranged across all of the age groups and numbers were reflective of the employee profile and therefore there are no concerns in this area.

3.6% of employees were from BAME groups which is slightly less than the employee profile overall.

No employees in this category were disabled but due to the low numbers of disabled employees overall at the council (13) this is not a particular cause for concern.

## **Disciplinary and Grievance**

Due to the small number of formal disciplinary and grievance cases in 2017/18 (3) no further analysis has been carried out in terms of protected characteristics.

## **Training**

The 2017/18 Learning and Development Programme offered a range of learning and development opportunities designed to meet corporate, service and individual needs. Development needs were identified both corporately and through individual PDRs. Development opportunities were delivered by facilitated events, workshops, job shadowing, mentoring, coaching, webinars and e-learning.

Corporate training courses are advertised to all staff via an email bulletin. Access to the courses is subject to manager approval and places are offered on a first come first served basis. Requests for funded professional and vocational training are approved by Leadership Team. No requests for professional or vocational training were refused in 2017/18.

We are satisfied 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.

## **Leavers**

### **Introduction**

This section provides information on employees who have left the council (both voluntarily and involuntarily) between the period 1 April 2017 and 31 March 2018. The figures exclude casual employees who have left the council and those who are on a career break.

The total number of leavers during the period is 52. Of these, 43 left voluntarily and 9 left involuntarily. Reasons for leaving were analysed in the Turnover Report for 2017/18 (Human Resources Committee July 2018).

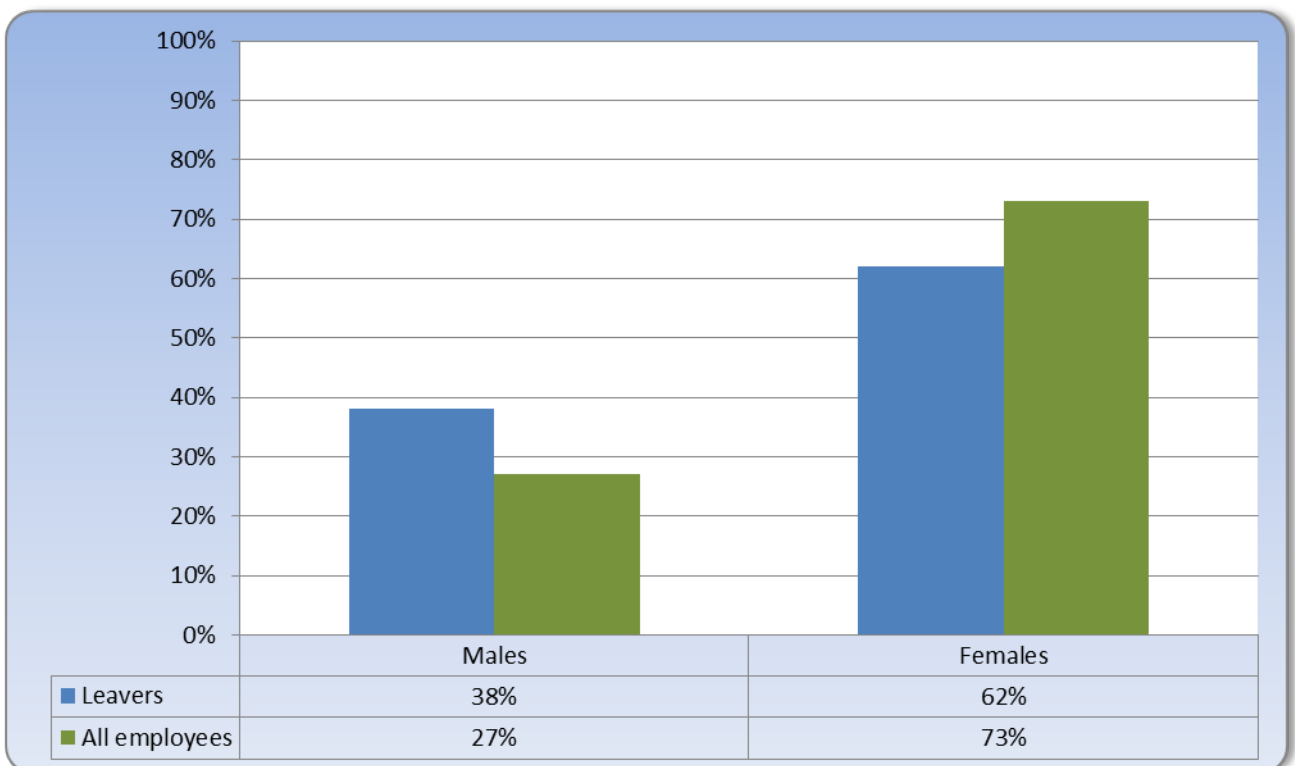
Leaver data has been analysed using 6 of the 9 protected characteristics under the Equality Act 2010 as follows:

- Gender
- Ethnic origin
- Age
- Religion or Belief

Sexual orientation was not reported on due to the small numbers of employees in some categories which may identify individuals. There are no concerns in this area.

Disability was not reported on as the disability status for all 52 leavers was unknown.

## Gender



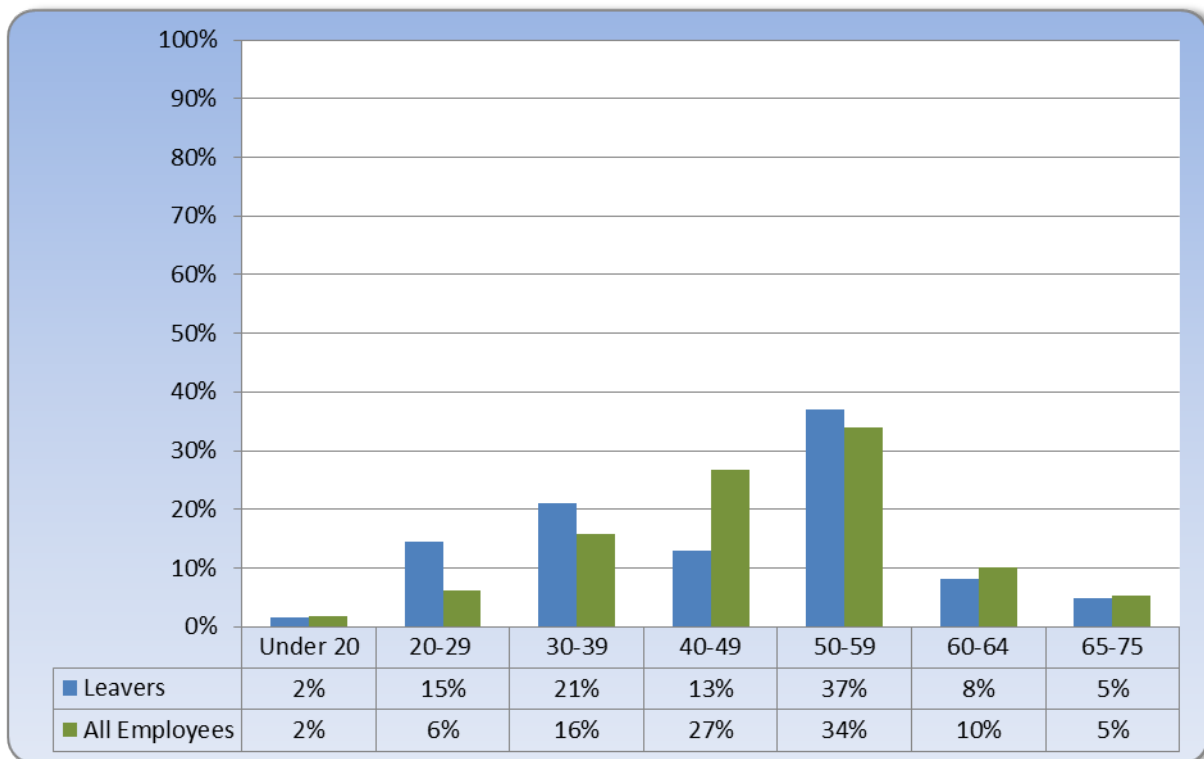
**Figure 7.0 Leavers by gender**

Figure 7.0 shows that there was a higher percentage of male leavers when compared to the percentage of male employees; 38% of leavers were male and 62% were female which is not reflective of the gender split of all employees (27% and 73% respectively). However, the percentage of male leavers has reduced since 2016/17, where 55% of leavers were male and 45% were female so the figures are getting closer to the gender split at the council overall.

## Ethnic Origin

There are no concerns in this area, the proportions of white leavers and those from BAME groups in 2017/18 were reflective of the overall employee profile.

## Age



**Figure 8.0 Leavers by age**

Figure 8.0 shows the percentage of leavers in the 20-29 age groups (15%) was more than twice the percentage of employees in this age range (6%). This figure is the same as it was in 2016/17.

However, because there were only 6 leavers in this age group it is difficult to draw any significant conclusions. Further analysis found that the 6 people left for a variety of different reasons, were all from different service areas and had length of service ranging from 1 to 11 years so there is are no obvious patterns.

## **Religion or Belief**

There are no concerns in this area, the religious belief of leavers in 2017/18 were reflective of the overall employee profile.

## Action plan

Action	Timescale
<b>Employee Profile</b>	
To complete the Gender Pay Gap report in 2019.	March 2019
<b>Recruitment</b>	
<p>To continue to explore initiatives to attract more applicants in the under 20 age group to apply for jobs at the council.</p> <p>For example, increase the council's digital presence on social media such as LinkedIn and improve the recruitment pages on the website to help attract younger people to apply for jobs at the council.</p>	To continue throughout 2018
Review introducing 'name-blind' recruitment (where names are removed during the shortlisting process to avoid gender and ethnicity bias).	December 2018
Include a guidance document on bias when sending managers job applications.	March 2019
Educate employees about stereotypes and unconscious bias.	March 2019
To complete actions from the Gender Pay Gap report 2018 to help reduce gender bias in recruitment.	March 2019
To continue to collect data on sexual orientation at the recruitment stage during 2018/19 to ensure this can be fully reported on next year.	Ongoing



To ensure that the new HR and Payroll System can capture equalities data during the recruitment process.	When the recruitment module is implemented – no date set yet
To reconsider placing job adverts on disability websites to attract disabled people to apply for jobs at the council.	March 2019
<b>Performance Management</b>	
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.	July 2019
<b>Discipline and Grievance</b>	
Continue to monitor equalities data for all disciplinaries and grievances.	Ongoing
<b>Training</b>	
Continue to work on developing a 'talent pool' of employees graded as 'exceptional performance' and 'exceeding expectations'. Work closely with service managers to ensure that these employees have tailored development plans to aid their personal career progression and succession planning within the council.	Ongoing
<b>Leavers</b>	
Maintain a robust process for chasing exit questionnaires to ensure exit data for all leavers is captured.	Ongoing
Review the content of the exit questionnaire to ensure it is capturing the required data.	March 2019