

# **Human Resources & Organisational Development**

## **Workforce Equalities Report 2014/15**

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## 1. Introduction

Having a diverse workforce and inclusive workplace culture based on respect are key components if the council is to be an efficient and effective modern organisation.

The council carries out regular equalities monitoring in respect of the following aspects of employment:

- workforce composition
- recruitment
- employment casework
- access to learning and development opportunities
- employee satisfaction – both in relation to current employees (via the Staff Survey) and those who are leaving the council's employment (via completed exit questionnaires).

Not only does this data contribute to ensuring that the council fulfils its obligations under the Public Sector Equality Duty within the Equality Act 2010, but the analysis is essential if the council is to understand the composition of its workforce and the impact of our employment policies, procedures and practices on our staff. In particular, it enables us to identify any differences in outcomes for different staff groups.

This insight can then be used to develop actions to address these through the council's Workforce Equalities Action Plan (WEAP). Through this Action Plan, the council can work towards its strategic objectives of achieving a more diverse workforce that reflects the economically active community within Brighton and Hove and developing an inclusive workplace culture in which everyone can thrive and reach their full potential.

Equalities issues relating to the workforce are not only discussed regularly at meetings of the Equalities Steering Group and individual Directorate Equalities Groups but also through a dedicated Workforce Equalities Group (WEG) that meets on a quarterly basis. The WEG comprises representatives from the Staff Workers' Forums, trade unions, HR&OD as well as the Communities, Equality & Third Sector and Communications teams.

This is the council's first comprehensive Annual Workforce Equalities Report. Although the council has been analysing and publishing its workforce data since January 2012, this is the first time that the council has published such a detailed analysis of the size and composition of its workforce, recruitment and other aspects of employment in relation to ethnicity, disability, sex, sexual orientation, age and religion or belief.

## 2. Key Workforce headlines

### Workforce as at 31 March 2015

Arrows denote how the workforce has changed since 31 March 2014.

Number of employees (headcount)	4850	
Number of employees (FTE)	4178.84	
% of employees working full-time	58.25%	
% of employees working part-time	41.75%	
% of employees on permanent contracts	87.88%	
% of employees on temporary/fixed-term contracts	12.12%	
White British	86.12%	
White Irish	2.2%	
Black or Asian minority ethnic group (BME)	5.93%	
White Other background	5.75%	
Disabled	8.13%	
LGB	11.61%	
Male	40.97%	
Female	59.03%	
Christian	37.62%	
No religion/belief	52.66%	
Other religion/belief	9.72%	
Under 30 years of age	6.85%	
30 to 49 years of age	53.54%	
50 years of age and over	39.61%	

## Progress made against the council's workforce targets

To help the council achieve its aspiration of building a workforce that is more representative of the economically active population within the City of Brighton and Hove, it is important that the council has appropriate workforce targets for specific groups that are under-represented within its workforce.

Prompted by the significant demographic changes in the local population identified through the 2011 Census, the council reviewed and set new workforce targets that were in line with the economically active population of the City.

Table 1 below shows a breakdown of the economically active profile (i.e. those aged 16 or over who are either in, or potentially looking, for work) in the Brighton and Hove area.

Table 1:

Group	Economically active population *
BME	9.1%
White Other	8.8%
White Irish	1.6%
Disabled	7.5%
LGB	this data was not collected as part of the Census
Sex – Male	53.6%
Sex – Female	46.4%

\* Data source is 2011 Census

Table 2 shows the progress the council has made towards achieving its workforce targets since 2013.

Table 2:

Group	2013	2014	2015	Workforce target *
BME	5.55%	5.76%	5.93%	9.1%
White Other	5.13%	5.27%	5.75%	8.8%
White Irish	2.23%	2.22%	2.20%	1.6%
Disabled	7.0%	7.21%	8.13%	7.5%
LGB	11.73%	11.53%	11.61%	13.0% **
Sex – Male	40.5%	40.69%	40.97%	46.4%
Sex – Female	59.5%	59.31%	59.03%	53.6%

\* set in line with 2011 Census data

\*\* this target was set having regard to data from the Health & Wellbeing Joint Strategic Needs Assessment in 2011 that estimated that approximately 1 in 6 (16.7%) of Brighton & Hove residents identified as LGB or T.

### 3. Executive Summary

As part of the Public Sector Equality Duty under the Equality Act 2010, the council is required to monitor the equality profile of its workforce and the impact of its employment policies, procedures and practices on its staff.

However, the insight provided by this data is also used to develop actions to address any differences in outcomes identified for different staff groups through the council's Workforce Equalities Action Plan (WEAP). Through this Action Plan, the council can work towards its strategic objectives of achieving a more diverse workforce that reflects the economically active population within Brighton and Hove and developing a workplace culture in which everyone can thrive and reach their full potential.

Equalities issues relating to the workforce are not only discussed regularly at meetings of the Equalities Steering Group and individual Directorate Equalities Groups but also through a dedicated Workforce Equalities Group (WEG) that meets on a quarterly basis. The WEG comprises representatives from the Staff Workers' Forums, trade unions, HR&OD as well as the Communities, Equality & Third Sector and Communications teams.

The key findings of this report are:

- the overall profile of the council's workforce is changing slowly. BME and White Other employees are still significantly under-represented compared with the economically active population within the City. By contrast, the council employs a proportionally higher percentage of employees from a White Irish background.
- BME and White Other applicants find it more difficult to secure interviews and job offers compared with White British and White Irish applicants. When recruited, they are predominantly employed in lower-graded jobs and are more likely to be engaged on a temporary, fixed-term or casual basis. Once employed, individuals from these groups are also less likely to be offered a promotion or opportunity to "act-up" into a higher graded role.
- Although the proportion of disabled employees within the workforce has increased over the last three years, this group still remains under-represented, particularly at more senior levels within the organisation. As with BME and White Other groups, disabled employees were less successful in securing promotion or being offered the chance to act-up into a higher graded role.
- Whilst the proportion of LGB employees has fallen slightly in the last three years, their level of representation within the middle and upper grade bands is above the council's workforce target of 13%.

- The sex profile of the workforce has remained static with the majority of employees being female. They out perform males in recruitment and selection processes both at the point of entry into the organisation and subsequently in relation to securing promotions and developmental opportunities such as “acting-ups” and secondments.
- The workforce is ageing with approximately 40% of all employees aged over 50. It is significantly under-represented in the younger age groups and this position has become more significant over the last three years despite the council having introduced Apprenticeship and work placement schemes that are specifically targeted at helping young people, particularly those who are disadvantaged, into work. This situation is compounded by the fact that very low numbers of young people are applying for council jobs - only one in five applicants were aged under 25. However, a higher proportion of young people are working for the council on a casual basis.
- Leaver data shows that a higher proportion of BME, White Other, disabled and younger employees left the council than expected given their levels of representation within the workforce.
- The majority of employment casework under the council’s formal procedures involved employees in lower-graded roles. Similarly, male employees, those who disclosed a disability and identified as LGB were, in general, more likely to be subject to either the Disciplinary or the Attendance Management Procedures. These staff groups were also more likely to raise a grievance. We will be looking at this pattern in more detail to understand better the reasons for this apparent disproportionate impact.
- In general, a higher proportion of employees from groups under-represented within the council’s workforce undertook corporate training. The two notable exceptions were male employees and those who came from a White Other background.

#### **4. Scope**

The workforce data contained within this report relates to the council’s contracted workforce (except where indicated) and excludes employees working in schools.

All workforce profile data in this report is as at 31 March 2015 except where stated. Trends have been identified where historical data is available. However, due to frequent council restructurings in recent years it has not been possible to monitor how the equality profiles of individual directorates have changed over time.

## 5. Definitions

“Economically active population” –is defined as “individuals aged 16 or over who are either in work or are actively seeking work”. This data is based on information collected as part of the 2011 Census.

“BME” – is defined, for the purposes of this report as “individuals from a Black, Asian or other non-white ethnic group”.

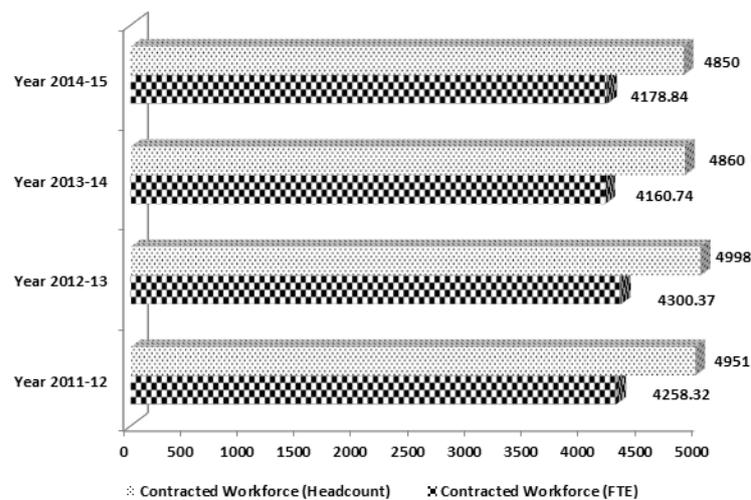
## 6. Organisational Profile – Overview

The council employs 9,570 employees - 4720 of those within schools and 4850 in non-school based services.

### Headcount

Chart 1 below shows the how the size of the contracted workforce has changed over the last three years.

Chart 1:

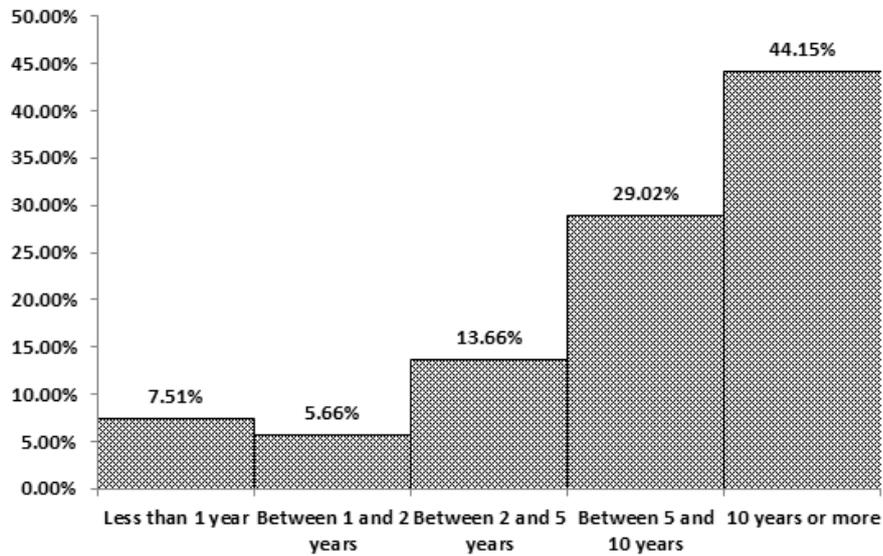


The headcount of the council’s contracted workforce (i.e. excluding casual and agency workers) has shrunk by approximately 2% over the last three years (4951 in 2011/12 to 4850 at the end of 2014/15). This was accompanied by a similarly sized reduction in full time equivalents (FTE) from 4258.32 to 4178.84.

### Length of service

Chart 2 below shows the breakdown of the workforce by length of service

Chart 2:

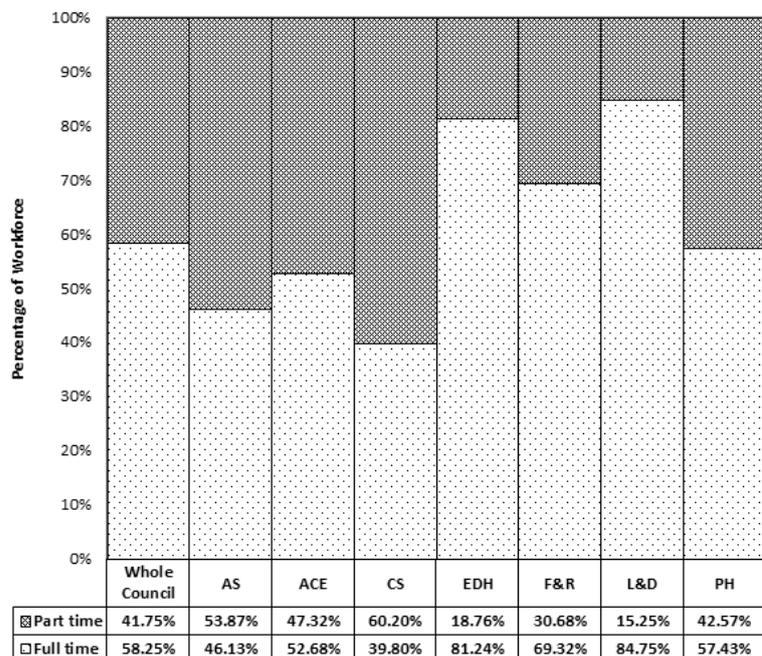


Nearly four out of five employees (73.17%) have more than five years service and nearly half of those (44.15%) has worked for the council for over 10 years.

Working Pattern

Chart 3 below shows the overall workforce by working pattern together with a breakdown by Directorate

Chart 3:

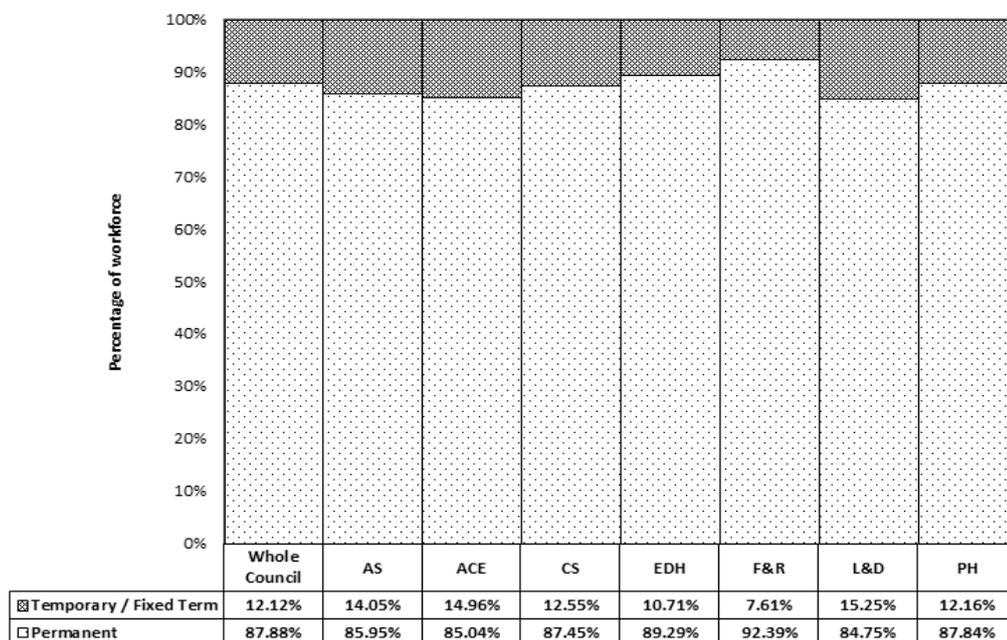


Whilst the majority of council employees work full-time (58.25%), there has been a trend towards more part-time working over the last three years with 41.75% of employees working on a part-time basis at the end of 2014/15. This compares with 39.1% in 2011/12. Approximately 80% of those working part-time were female. Adults and Children’s Services have the highest proportion of part-time workers.

Contract type

Chart 4 below shows the breakdown of the overall workforce by contract type together with a breakdown by Directorate.

Chart 4:

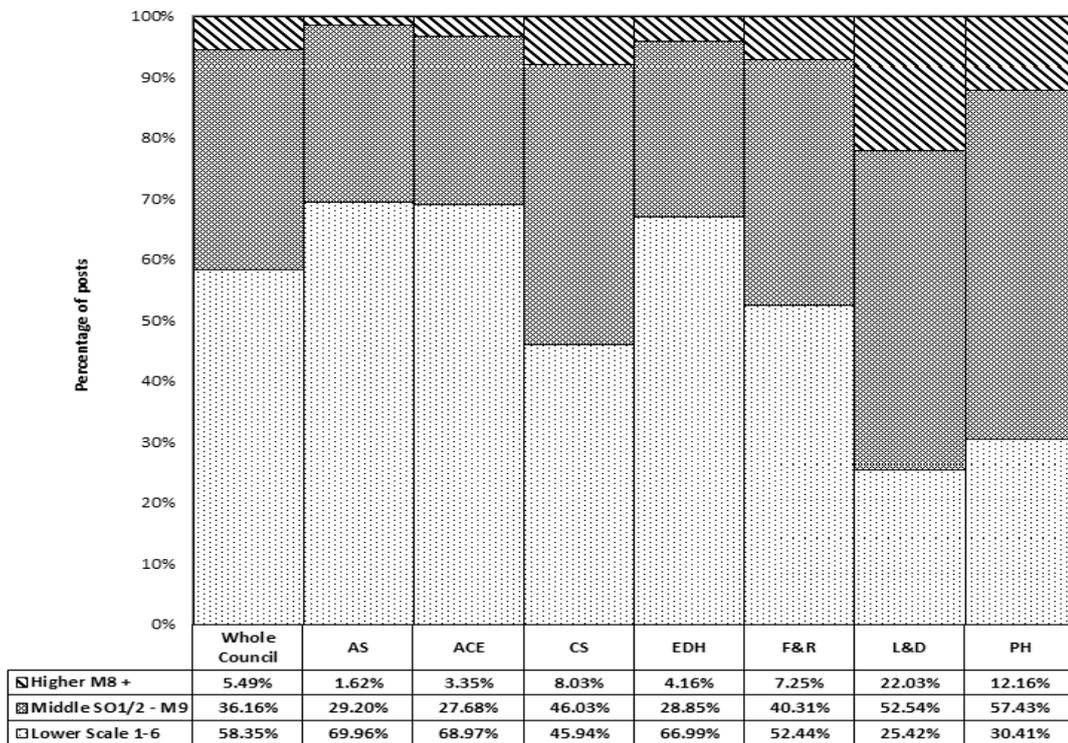


However, in contrast the ratio of permanent to temporary/fixed-term posts has remained fairly static. At the end of 2014/15, the percentage of employees engaged on a permanent contract was 87.88% compared with 12.12% who were employed on a temporary/fixed-term basis. Employees from both BME and White Other groups were more likely to be employed on temporary or fixed term contracts compared with their White British counterparts

Grade

Chart 5 below shows the breakdown of the overall workforce by grade band together with a breakdown by Directorate

**Chart 5:**



The overall grade profile of the organisation has also changed in the last three years. There has been an increase in the proportion of posts graded at SO1/2 and above with a concomitant decrease in roles in the lowest grade band of Scale 1-6 (from 59.3% in 2011/12 to 58.35% in 2014/15).

### **Equality Profile**

This section of the report details the analysis of the workforce by the following protected characteristics: ethnicity, disability, sexual orientation, sex, age and religion/belief. A chart providing an overview of the workforce profile by each protected characteristic is included within the body of this report.

Charts showing additional analysis by grade and contract type can be found in Appendix 1.

#### *Ethnic background*

The council monitors the ethnic composition of its workforce by the following categories: Black, Asian and other non-white minority ethnic groups (BME), White Other, White Irish and White British. These categories have been selected having regard to the ethnic composition of Brighton and Hove which has sizeable BME and White Other populations. Both groups are under-represented within the council’s workforce.

An overview of the council's workforce profile by ethnic background together with a breakdown by Directorate is shown in Chart 6 below.

**Chart 6:**



The ethnic composition of council's workforce has changed slowly over the last three years and continues to be significantly under-represented in relation to employees from BME (5.93%) and White Other (5.75%) backgrounds compared with their levels of representation in the economically active population of Brighton and Hove (9.1% and 8.8% respectively). During this period, the percentage of BME employees within the workforce has increased by 6.85%.

The distribution of BME employees across grades has similarly not changed markedly with the highest proportion occupying grades below scale 6. However, over the last three years there has been a slight increase in the level of representation of BME employees within the highest grade band (M8 and above) from 3.5% at 31 March 2012 to 6.5% at the end of March 2015. Although this is encouraging it should be remembered that, due to the relatively small number of individuals employed at this level, the ethnic profile can vary significantly as a result of one or two individuals joining or leaving the organisation.

Trend data for employees from a White Other background has only been available since September 2013 when the council began monitoring this group separately. Prior to this, these individuals were monitored as part of a wider white group that also included those of White British and White Irish heritage.

Although there has been a 12.1% increase in employees from this group since 2013 (5.75% from 5.13%), they too are significantly under-represented compared with the local economically active population (8.8%) and are more likely to be employed in lower graded roles. In fact, their level of representation

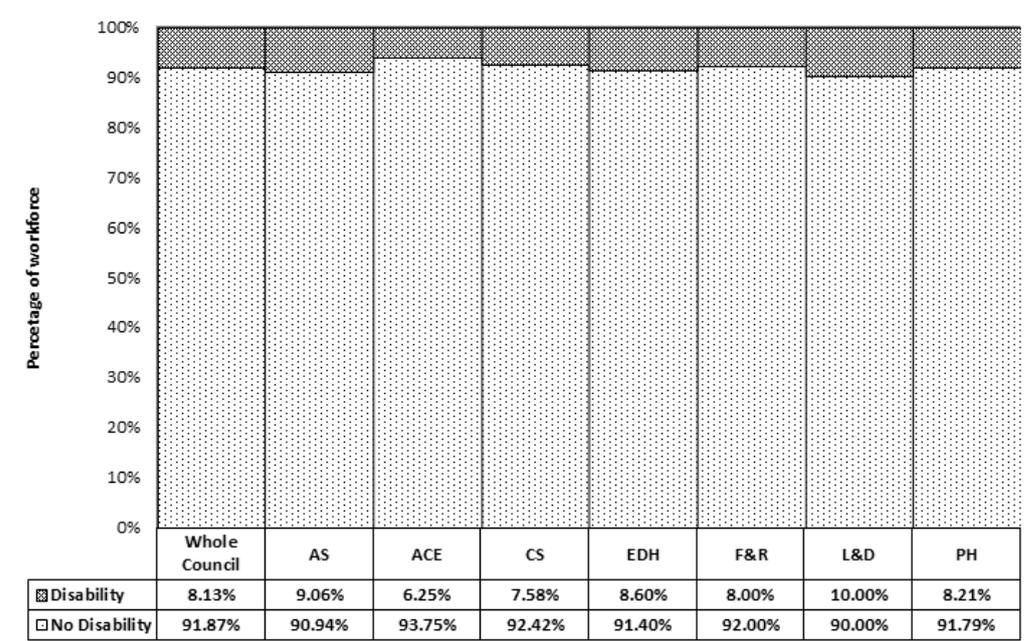
within grades SO1/2 and above is below that seen for BME employees and this difference is even more marked within senior management roles.

In contrast, the workforce has a higher proportion of White Irish employees (2.2% compared with the local economically active population figure of 1.6% and although this over-representation is seen at all levels within the organisation it is most marked within the SO1/2-M9 grade band.

Disability

An overview of the council’s workforce profile by disability together with a breakdown by Directorate is shown in Chart 7 below.

Chart 7:



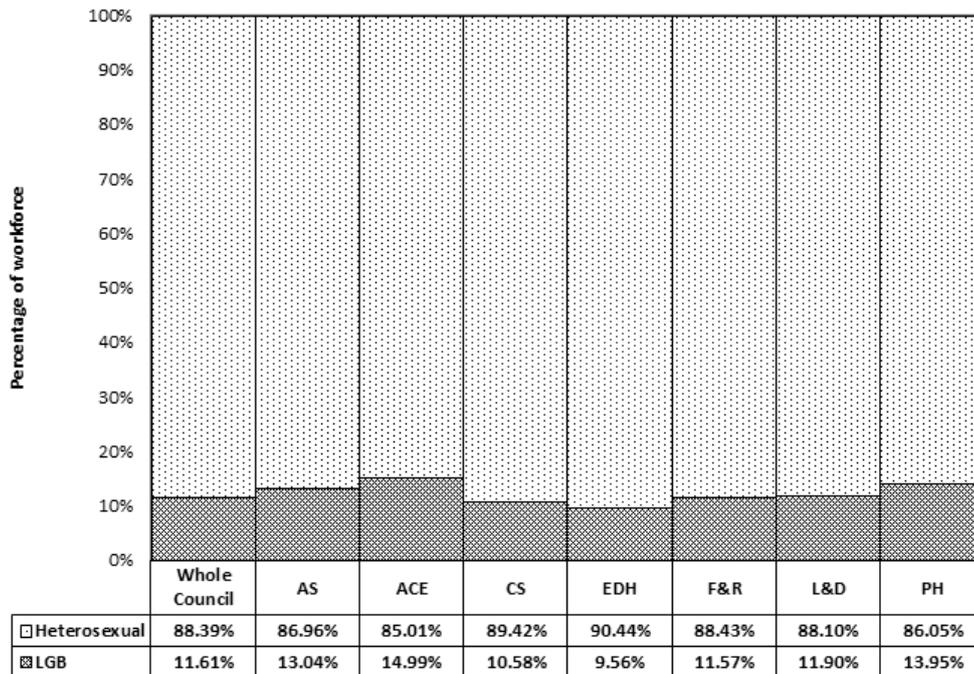
The percentage of employees within the workforce who have disclosed a disability has shown a greater increase over the last three years (16.14%) compared with that for BME employees. This has meant that for the first time, the council’s workforce composition now compares favourably with the percentage of economically active disabled people within the City (8.13% compared with 7.5%).

However, disabled employees are currently under-represented within the middle (7.33%) and higher (5.86%) grade bands.

## Sexual Orientation

An overview of the council's workforce profile by sexual orientation together with a breakdown by Directorate is shown in Chart 8 below.

Chart 8:



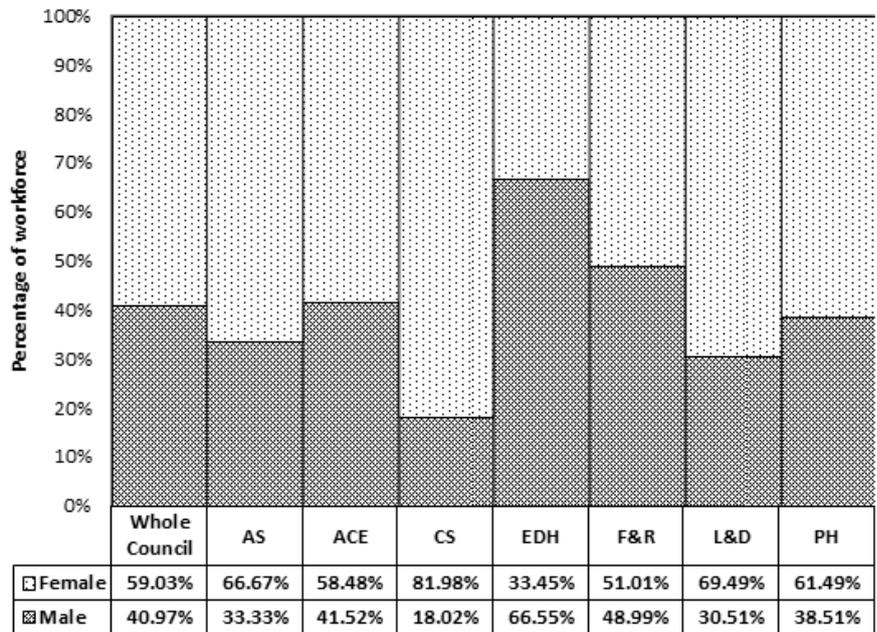
The percentage of employees identifying as LGB has fallen slightly over the last three years from 11.73% at the end of March 2012 to 11.61% at the end of March 2015. Unfortunately, the Census in 2011 did not collect data in relation to sexual orientation. As a result, there is no reliable data available on the proportion of individuals identifying as LGB who are economically active locally. Despite this, the council has a workforce target for this group of 13%. This was set in 2013 having regard to the estimated LGBT resident population within the City and the workforce profile at that time.

Although LGB employees are under-represented when taking the workforce as a whole, they are more likely to occupy higher-graded posts (13.24% within the grade band SO1/2 –M9 and 14.71% within roles graded M8 and above).

## Sex

An overview of the council's workforce profile by sex together with a breakdown by Directorate is shown in Chart 9 below.

Chart 9:



The sex profile of the workforce has remained stable over the last three years comprising 59.03% female and 40.97% male.

A gender imbalance in favour of females is a feature the council shares with other County Councils and Unitary Authorities in England. This is thought to be due to the fact that councils of this type have a relatively high number of job roles that require “soft skills” and that these are particularly attractive to women. However, the gender imbalance within the council’s workforce is less marked than the average 70:30 female to male ratio seen within other County and Unitary authorities.

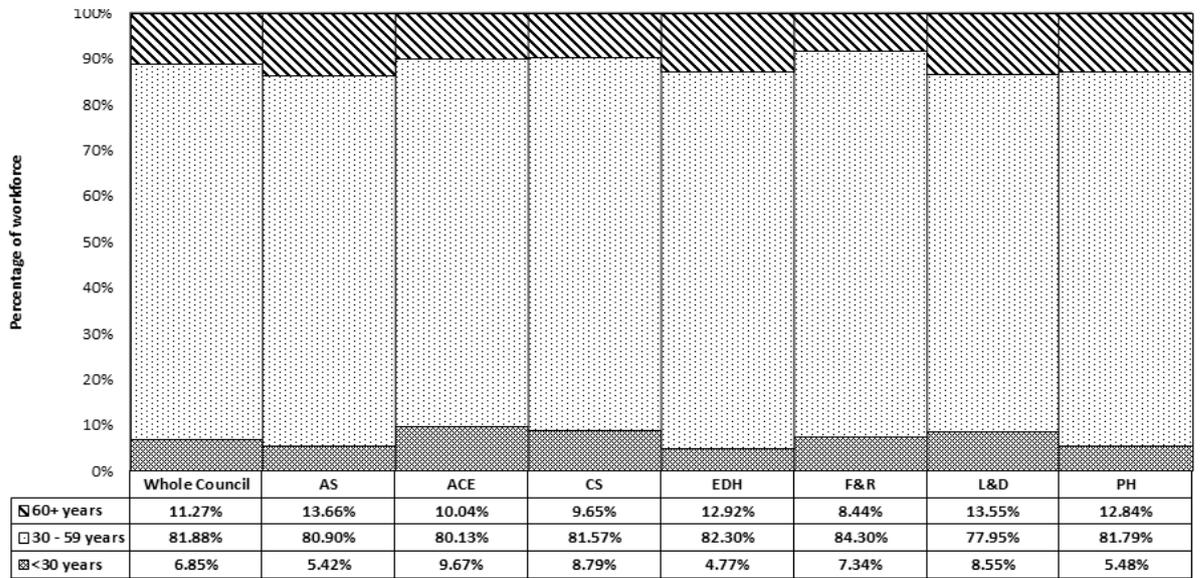
The Directorate with the most marked gender imbalance is Children’s Services which has a workforce that is nearly 82% female.

Female employees are over-represented within all grade bands compared with the economically active population of 46.4%. The highest proportion of females are employed within the Scale SO1/2 –M9 grade band (64.33 %).

Age

An overview of the council’s workforce profile by age together with a breakdown by Directorate is shown in Chart 10 below.

**Chart 10:**



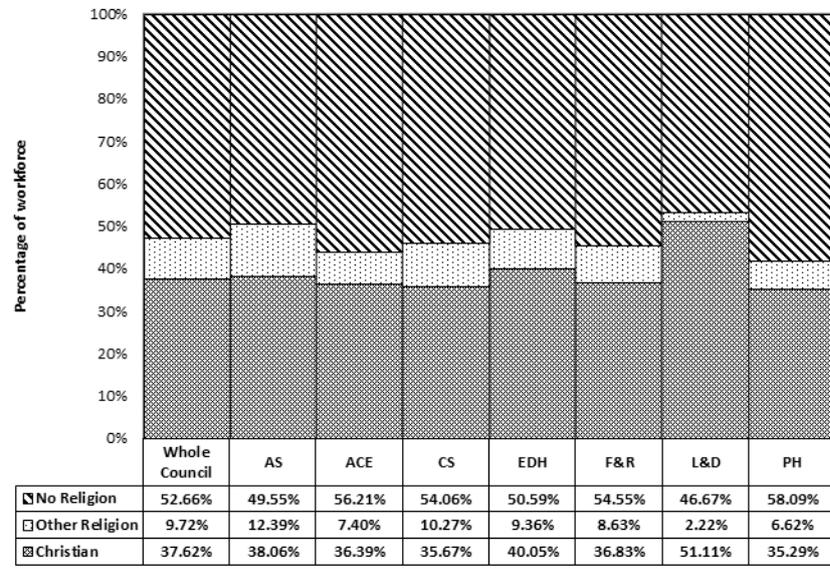
The council has an ageing workforce with the highest percentage of employees aged between 45 and 49. Approximately 40% of the workforce is 50 years of age or over. By contrast, only 6.85% of employees are under 30.

Over the last three years, the proportion of employees aged under 30 has fallen by approximately 9.5% whilst at the same time the number of employees choosing to continue working longer has increased by approximately 22%. This means that 11.27% of the workforce is now aged 60 or over.

**Religion/Belief**

An overview of the council’s workforce profile by religion/belief together with a breakdown by Directorate is shown in Chart 11 below.

**Chart 11:**



The majority of the council’s workforce has no religious or other belief system and the percentage of employees in this group has increased steadily over the last three years from 46.8% in March 2012 to 52.66% at the end of March 2015.

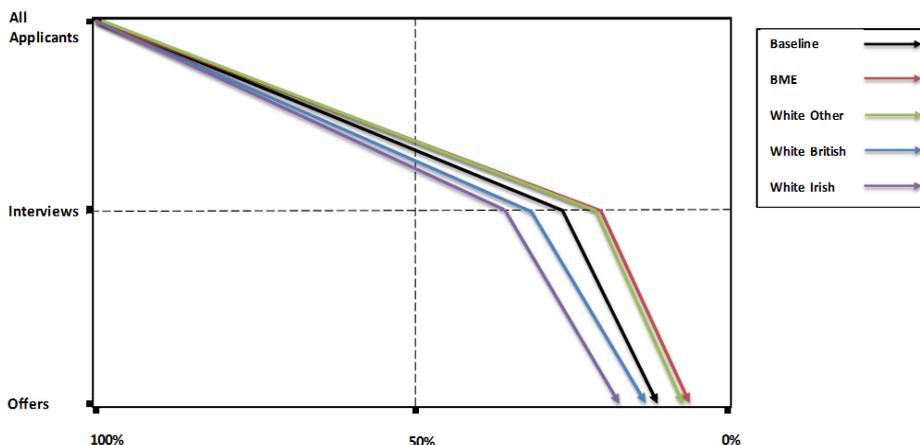
The predominant religion is Christian but the proportion of employees of this faith has fallen by just under 10% over the same time period and now stands at 37.62%. The proportion of employees of other faiths has also decreased and now stands at 9.72%.

## 7. Recruitment - Overview

In 2014/15, the council advertised 715 vacancies for contracted roles (excluding those in schools). These opportunities attracted 6,340 applications. Approximately 30% of all adverts were advertised internally only.

Below is an example of how the council analyses and presents its recruitment data:

Applicants for all vacancies by Ethnic Background



Interpretation of recruitment data graphs

The council monitors the success rate of all applicants who share a particular protected characteristic at both the shortlisting and interview stages and compares that with the success rate for all applicants. The latter is referred to as the “baseline” - represented on recruitment data graphs as a solid black line.

It would be expected that the success rates in respect of those applicants with a shared protected characteristic would closely mirror that for all applicants i.e. their graph line would be similar to that of the “baseline”.

However, this is not the case with some groups less successful at being interviewed and securing employment than others. The differences in success rates are represented by the positioning of the data line for each group in relation to the “baseline” on each graph. The further the data line is to the right of the “baseline”, the more difficult that particular group is finding it to secure an interview or employment. Conversely, the further the data line appears to the left of the “baseline”, the more successful applicants from that group are in being shortlisted and appointed.

A series of graphs showing analysis of this year’s recruitment data by protected characteristic is set out in Appendix 2.

Ethnic background

Table 1 below shows a breakdown of all applicants for council vacancies by ethnicity and the percentage within each group who were invited to interview and subsequently offered jobs.

Table 1:

2014/15	All Applicants for all vacancies					
	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	6089	100.00%	1782	29.27%	742	12.19%
BME	790	12.97%	164	20.76%	54	6.84%
White British	4442	72.95%	1423	32.04%	612	13.78%
White Irish	73	1.20%	26	35.62%	13	17.81%
White Other	784	12.88%	169	21.56%	63	8.04%

A greater proportion of applications were received from those coming from a BME or a White Other background compared with the proportions of individuals within these communities locally who were economically active (9.1% and 8.8% respectively).

However, despite this, applicants from these groups were less successful at being shortlisted and being offered a job when compared with their White British and White Irish counterparts.

This pattern was observed regardless of the grade of the job or whether it was permanent or temporary/fixed term. This is despite the fact that analysis of applicants' educational achievement, revealed BME applicants tended to be more highly educated.

This year's data is consistent with the trend seen over recent years and one which the council's Workforce Equalities Action Plan is designed to address. Key to the success of this work is to understand better the potential barriers to employment for these particular groups.

Feedback from an engagement exercise undertaken with local BME communities this year, together with information gathered by scrutinising a number of recruitment exercises, has gone some way to identifying these barriers. These include overly-long and unnecessarily specific criteria in person specifications and a general lack of understanding from applicants on how to demonstrate their suitability for the role by evidencing clearly their skills, knowledge and experience against the required criteria. Having to complete lengthy application forms is also likely to be more challenging for applicants where English is not their first language.

Actions designed to increase the proportion of new recruits from these groups and others currently under-represented within the council's workforce is planned as part of the Workforce Equalities Action Plan for 2015/16. This work includes reviewing the council's recruitment and selection policy and practices and building stronger links with local communities.

### Disability

The percentage of applicants disclosing a disability is 6.63% which, although slightly higher than that for 2013/14 (5.13%), is still below the proportion of disabled people in the economically active population within the City.

Table 2 below shows a breakdown of all applicants for council vacancies by disability status and the percentage within each group who were invited to interview and subsequently offered jobs.

Table 2:

	All Applicants for all vacancies					
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	6111	100.00%	1781	29.14%	741	12.13%
Non-disabled	5706	93.37%	1628	28.53%	706	12.37%
Disabled	405	6.63%	153	37.78%	35	8.64%

Disabled applicants were more successful in being shortlisted compared with those without a disability. This suggests that the council's Guaranteed Interview Scheme which guarantees an interview for disabled applicants who meet the minimum essential criteria for a job is being applied effectively by recruiting managers.

However, despite this, disabled applicants tended to be less successful in securing employment compared with non-disabled candidates and the outcome is the same irrespective of the grade of the job or the basis on which the job is offered (i.e. on a permanent or temporary/fixed-term contract). Further work is required to understand the reasons for this.

### Sex

A higher proportion of job applications were received from females (55.03%) compared with males (44.97%). This is despite the fact that there is a lower proportion of females within the economically active population of Brighton and Hove (46.4%).

Table 3 below shows a breakdown of all applicants for council vacancies by sex and the percentage of females and males who were invited to interview and subsequently offered jobs.

Table 3:

	All Applicants for all vacancies					
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	6282	100.00%	1864	29.67%	788	12.54%
Female	3457	55.03%	1076	31.13%	464	13.42%
Male	2825	44.97%	788	27.89%	324	11.47%

In general, male candidates were less successful at being shortlisted and appointed than females and this difference is particularly marked when recruiting to higher grade roles (M8 and above) where 23.53% of all female applicants were offered a position compared to 12.5% of all males.

### Sexual Orientation

The percentage of applicants who identified as LGB for council jobs was 13.66%.

Table 4 below shows a breakdown of all applicants for council vacancies by sexual orientation and the percentage of who were invited to interview and subsequently offered jobs compared with those who identified as heterosexual.

Table 4:

	All Applicants for all vacancies					
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	5653	100.00%	1631	28.85%	686	12.14%
Heterosexual	4881	86.34%	1389	28.46%	588	12.05%
LGB	772	13.66%	242	31.35%	98	12.69%

LGB applicants had a slightly higher success rate in terms of being shortlisted and securing a job offer compared with those identifying as heterosexual and this pattern was consistent irrespective of whether the job was advertised on a permanent or temporary/fixed-term basis.

Although there was little difference between the success rates of LGB and heterosexual applicants for lower graded vacancies (scale 6 and below), there was a more marked difference at the SO1/2 – M9 level. For these roles, LGB applicants were much more likely to be shortlisted (42.35% compared with 33.39%) and secure a job offer (18.88% compared with 14.41% for those identifying as heterosexual). The very small number of LGB applicants for vacancies graded higher than M8 has meant that it is not possible to interpret this data meaningfully.

### Age

One of the significant features in relation to the age profile of job applicants is the extremely low number of young people who are applying for council vacancies. Only 27 candidates out of a total of 6093 were aged under 18 (0.44%) and only one in five were under 25 years of age.

Table 5 below shows a breakdown of all applicants for council vacancies by age and the relative success rates for each age group in terms of being invited to interview and subsequently being offered jobs.

Table 5:

	All Applicants for all vacancies					
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	6093	100.00%	1778	28.75%	741	12.16%
Under 18	27	0.44%	5	18.52%	4	14.81%
18-24	1216	19.96%	232	19.08%	93	7.65%
25-34	2070	33.97%	568	27.44%	264	12.75%
35-44	1318	21.63%	465	35.28%	185	14.04%
45-54	1066	17.50%	386	36.21%	151	14.17%
55-64	379	6.22%	117	30.87%	40	10.55%
64 and over	17	0.28%	5	29.41%	0	0.00%

Although the highest proportion of applicants were in the 25-34 age group, they were less successful in being shortlisted for interview and being offered a job

compared with older applicants. This situation explains the council's ageing workforce profile and is a concern. Although the council is seeking to address this issue through its Apprenticeship Programme and work placement schemes, additional work is needed to understand why younger people are not applying for council jobs and how we can attract them.

Religion/belief

Over half of all applicants had no religious belief and this group consistently had the highest success rate in being shortlisted and offered jobs irrespective of the grade of the position or whether it was being offered on a permanent or temporary/fixed term basis.

Table 6:

	All Applicants for all vacancies					
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	5844	100.00%	1680	28.75%	700	11.98%
No Religion	3253	55.66%	992	30.49%	441	13.56%
Christian	1991	34.07%	531	26.67%	196	9.84%
Other Religion	600	10.27%	157	26.17%	63	10.50%

**8. Casual workforce – Overview**

The council's casual workforce provides a flexible staffing resource that can be used on an ad hoc basis to enable services to respond quickly to cover absent contracted employees so that these can continue to be delivered safely and effectively.

At the end of 2014/15, the council had just over 1100 casual workers. Although, casuals were engaged across the organisation, they were predominantly used in Adult and Children's Services, Finance and Resources and the Assistant Chief Executive's Service. The vast majority (91.57%) were used to cover posts within the lowest grade band, Scale 1-6.

Equality profile

The casual workforce has a higher proportion of individuals from a BME (10.05%) or White Other (8.41%) background compared with their levels of representation within the council's contracted workforce (5.93% and 5.75% respectively). However, in contrast, individuals who disclosed they were disabled or identified as LGB were slightly less well represented.

There was also a significant difference in the age profiles of the two workforces. A significantly higher proportion of casual workers were either aged under 30 (14.6%) or over 60 (30.38%) compared with figures of 6.85% and 11.27% respectively for the contracted workforce.

The gender profile of the two workforces was similar.

However, it should be pointed out that the data in respect of the casual workforce is of poorer quality compared to that for contracted employees. Although work has been carried out to try to improve the quality of the data, approximately one third of casual workers have still not provided their personal equality information. This compares with a figure of about 15% for the contracted workforce. Improving the capture and analysis of equality data for the casual workforce is one of the key actions in the council's Workforce Equalities Action Plan for 2015/16.

#### *Migration of casual workers into the contracted workforce*

During 2014/15, the council has, for the first time, monitored those casual workers who have been successful in securing a contracted role with the council. The aim of this work is to establish whether initially working for the council on a casual basis, provides an improved chance of securing contracted employment for those groups significantly under-represented within the council's workforce.

A total of 64 casual workers were recorded as having transferred to either a permanent or temporary/fixed-term position within the council during the year. However, only a relatively small proportion of these individuals had provided their personal equality data which has meant that it has not been possible to analyse the data meaningfully.

## **9. Apprenticeships and Work Placements**

Apprenticeship recruitment is part of the council's strategy to grow talent and enhance its future applicant pool. It is also a way of introducing new skills, building talent pipelines, improving succession planning and increasing workforce diversity.

The programme is targeted at people who are disadvantaged in the labour market such as care leavers and those claiming benefits and is designed to provide career pathways that develop opportunities for the local community.

The council's pre-apprenticeship work also plays an important part in creating learning pathways and employment opportunities for some of the most vulnerable young people in the city. This includes providing work placements, either as a stand alone opportunity or as a work trial prior to an apprenticeship as well as traineeships and supported internships. The latter are specifically designed for young people with special educational needs and disabilities.

At the end of 2014/15, the council had 63 apprentices and, of those who had completed their apprenticeship, 87% had moved into employment or further training. In addition to this, the council supported 29 work placements, 17 of which led to the young person successfully securing an apprenticeship.

## 10. Promotions - Overview

For the purposes of this report, employees considered to have been promoted are those who, during the year, transferred to a new position that was of a higher grade than their previous role. However, it is important to note that by using this methodology it is possible that the data may contain individuals whose posts have simply been regraded during the year and who, in view of this, would not normally be classed as having been promoted.

A total of 181 employees were recorded as having transferred to a higher graded job during the year. Approximately 70% of all promoted employees worked full time.

### Equality profile

A significantly lower proportion of BME (3.73%) and White Other (2.48%) employees were promoted compared with their levels of representation within the workforce (5.93% and 5.75% respectively). This is a similar picture to that seen in the council's recruitment data where applicants from these ethnic backgrounds were less successful in securing jobs compared with their white counterparts. The similarity between the two sets of data also extends to those of White Irish heritage who made up approximately 5% of all promotions despite their level of representation within the workforce being only 2.2%.

Disabled employees (4.52%) and those identifying as LGB (9.1%) were also less successful in being promoted compared with their levels of representation within the workforce (8.13% and 11.61% respectively).

In relation to age, a higher proportion of employees under the age of 40 were promoted (44.75%) compared with their level of representation in the workforce (28.75%). Approximately 28% of all promotions were secured by employees aged between 25 and 34 compared with a workforce composition of 14.76%.

As seen with the recruitment data, female employees were slightly more successful than males in securing promotion (63.54% compared with the workforce profile of 59.03%).

## 11. Acting up Payments and Secondments - Overview

Opportunities to "act-up" into a higher graded role to cover temporarily the absence of the substantive postholder or to undertake a secondment in a different role often provide employees with learning and development opportunities. By broadening their knowledge and experience and developing new skills in this way, these employees are likely to be better placed when seeking to advance their careers.

### Acting up payments

During 2014/15, 162 employees received an “acting up” payment. Half of all acting up payments were made to employees working within Finance & Resources (24.69%) and Environment, Development & Housing (25.31%).

### Equality profile

Employees from a BME or White Other background were much less likely to be given the opportunity to “act up” (3.29% and 2.63% respectively) compared with these groups representation within the workforce of 5.93% and 5.75% respectively. The same was true for disabled employees (3.3% compared with 8.13%) and those identifying as LGB (9.6% compared with 11.61%). However, the proportion of acting up payments made to male and female employees was broadly in line with the composition of the workforce.

In contrast, employees aged under 30 or over 50 were less likely to be selected to act up.

Acting up opportunities also tended to be awarded to longer serving employees with 40.12% of all acting up payments being made to employees with between 5 and 10 years service. This compares with this age group’s level of representation in the workforce of 29.02%.

### Secondments

During 2014/15, 124 individuals were seconded into other roles. In contrast to acting up opportunities, BME and White Other employees appeared to be more successful in securing a secondment (10.17% and 7.63% respectively) compared with their levels of representation in the workforce (5.93% and 5.75% respectively).

The proportion of secondments undertaken by those who disclosed a disability and by male and female employees was broadly in line with their workforce profiles.

However, a higher proportion of employees identifying as LGB (24.76%) or having no religious faith (64.55%) undertook a secondment compared with their levels of representation within the workforce (11.61% and 52.66% respectively.)

Employees between the ages of 30 and 44 were most likely to be offered a secondment with almost 60% of all secondments carried out by employees within this age range although only 36.59% of the council’s workforce fell within this age range. Just over 41% of all secondments were offered to employees with between 5 and 10 years service. This is significantly higher than this group’s level of representation within the workforce of 29.01%. In contrast, employees with less than 2 years service were much less likely to be offered a secondment.

## 12. Leavers and exit data - overview

In 2014/15, 476 employees left employment with the council which is a turnover rate of just under 10%. Although the percentage of leavers from each Directorate broadly reflected the relative size of each directorate's establishment in relation to the size of the overall workforce, there was once exception. Whilst the Assistant Chief Executive's Service comprised only 9.27% of the council's workforce, 16.84% of all leavers were from that directorate.

Table 7 below shows a breakdown of employees who left the council's employment during the year by their main reason for leaving.

Table 7:

	Reason for Leaving							
	Death in service	Dismissal	End of temporary/fixed-term contract	Ill-health	Other reason	Redundancy/early retirement	Resignation	Retirement
Percentage of employees who left	0.80%	4.01%	11.22%	4.01%	8.01%	2.72%	58.97%	10.26%

The majority of employees who left voluntarily resigned (58.97%). The three main reasons for leaving cited by employees who returned their exit questionnaires were: *personal reasons not related to the job*, *lack of career progression*, and *not feeling valued*.

A further 10.26% of employees retired and another 11.22% left because their temporary/fixed-term contract was not renewed. 8.02% of those who left were dismissed either for misconduct or as a result of ill-health. In relation to length of service, 33.4% of all leavers had been employed by the council for 2 years or less.

### Equality profile

Table 8 below shows the equality profile of employees who left the council's employment during the year compared with their level of representation within the workforce.

**Table 8:**

Group	% of leavers	% employees in workforce
BME	7.59%	5.93%
White - Other	6.02%	5.75%
White - Irish	2.62%	2.20%
White - British	83.77%	86.12%
Disability	8.80%	8.13%
LGB	11.29%	11.61%
Female	52.73%	59.03%
Male	47.27%	40.97%
Christian	39.36%	37.62%
Other Religion	9.04%	9.72%
No Religion	51.60%	52.66%
Under 30 years of age	20.17%	6.85%
30-59 years of age	57.35%	81.88%
60+ years of age	22.48%	11.27%

A higher proportion of BME (7.59%) and White Other (6.02%) employees left the council compared with their level of representation within the workforce (5.93% and 5.75% respectively). Similarly, a slightly higher percentage of those who left the council's employment during the year were male (47.27%) or had disclosed a disability (8.8%) compared with the workforce profile (40.97% and 8.13% respectively).

The leaver profile in respect of sexual orientation and religion and belief was broadly in line with the council's workforce profile.

A higher proportion of staff under 30 years old (20.17%) left the council compared to their overall representation in the workforce of 6.85%. Approximately one third of these were due to their temporary or fixed term contracts ending. In addition, significantly fewer staff aged between 30 and 59 left (57.35%) compared with this age group's level of representation within the workforce of 81.88%.

### **13. Employment Case Work**

#### Disciplinary cases- overview

During 2014/15, 62 employees were subject to formal disciplinary action. This figure excludes cases relating to allegations of bullying or harassment. Three quarters of all cases involved lower-graded employees i.e. those graded scale 6 and below and 60% of all those subject to the disciplinary procedure were employed within either Adults or Children's Services.

#### Equality profile

A slightly higher percentage of disciplinary cases involved employees who identified as BME (7.55% compared to this group's percentage within the overall

workforce of 5.93%). However, as this figure represents only 4 individuals, it is not possible to draw meaningful conclusions from the data. The same can be said for employees who had a White Other background.

Employees who had disclosed a disability were more likely to be subject to formal disciplinary investigation (17.31%) compared with the workforce profile of 8.13%. The reason for this apparent disproportionate impact is not clear and needs further investigation.

A slightly higher percentage of LGB employees (13.95%) and individuals who were Christians (43.18%) were also investigated under the disciplinary procedure compared with their levels of representation in the workforce (11.61% and 37.62% respectively). In contrast, significantly fewer cases involved female staff (43.55%) compared with the percentage of the workforce (59.03%).

### Bullying & Harassment cases

During 2014/15, 25 employees made a complaint of bullying or harassment that was investigated under the council's Disciplinary Procedure. Ten of these complaints related to alleged harassment on the basis of the recipient's protected characteristic(s).

In the majority of cases, the allegations were made against individuals who were White British, non-disabled, heterosexual and aged between 45 and 54. A slightly higher percentage of male employees (48%) had allegations made against them compared with their level of representation within the workforce (40.97%).

Currently, the equality profile of the recipient of the inappropriate behaviour is not captured. Work needs to be undertaken to capture this data so that a more informed analysis can be carried out next year.

### Grievances - Overview

A total of 47 employees raised grievances during 2014/15 with over 50% of complainants being employed in lower-graded roles. Almost 60% of all grievances were made by individuals employed within Environment, Development & Housing directorate. A further 27.66% of grievances were lodged by individuals in Adults and Children's Services.

### Equality profile

The ethnic background of those individuals who raised a grievance during the year was broadly in line with the ethnic profile of the council's workforce with the majority of complainants being White British (86.84%).

However, a significantly higher percentage of concerns were raised by employees who were either disabled (15%), LGB (16.67%) or male (53.19%) compared with their levels of representation within the workforce (8.13%, 11.61% and 40.97% respectively). Similarly, Christians (44.42%) and employees aged between 45 and 54 (40.43%) tended to raise more grievances than would be expected given the council's workforce profile in respect of these groups (37.62% and 33.24% respectively).

### Attendance Management - overview

A total of 176 sickness cases were dealt with by HR. This figure excludes Stage 1 sickness cases which were dealt with by the line manager with no involvement from HR. The majority of cases involved employees within Environment, Development & Housing (51.31%) and Adult Services (27.75%). A similar percentage of all cases concerned employees occupying lower graded posts - scale 6 and below.

### Equality profile

A slightly higher percentage of sickness cases concerned employees who were either White British (88.3%) or identified as White Other (7.6%) compared with the workforce profile (86.12% and 5.75% respectively). A significantly higher proportion of cases involved disabled employees (21.25%) compared with their level of representation within the workforce of 8.13%.

Male employees (54.97%) and those identifying as LGB (14.49%) were also more likely to be the subject of formal attendance management procedures compared with the workforce profile (40.97% and 11.61% respectively). The age profile of sickness cases broadly reflected the workforce profile although a slightly higher percentage of cases involved employees aged between 40 and 49 (38.22% compared with a workforce profile figure for this age group of 31.63%).

### Capability and probationary cases

Due to the very small number of employees subjected to each of these procedures, it has not been possible to analyse the data meaningfully.

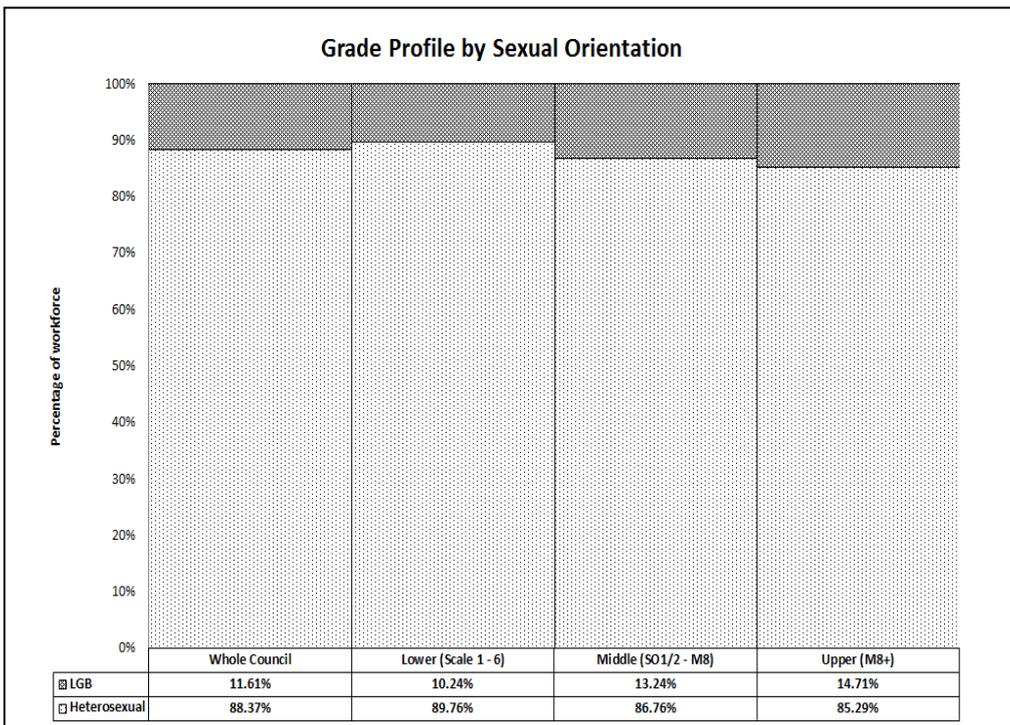
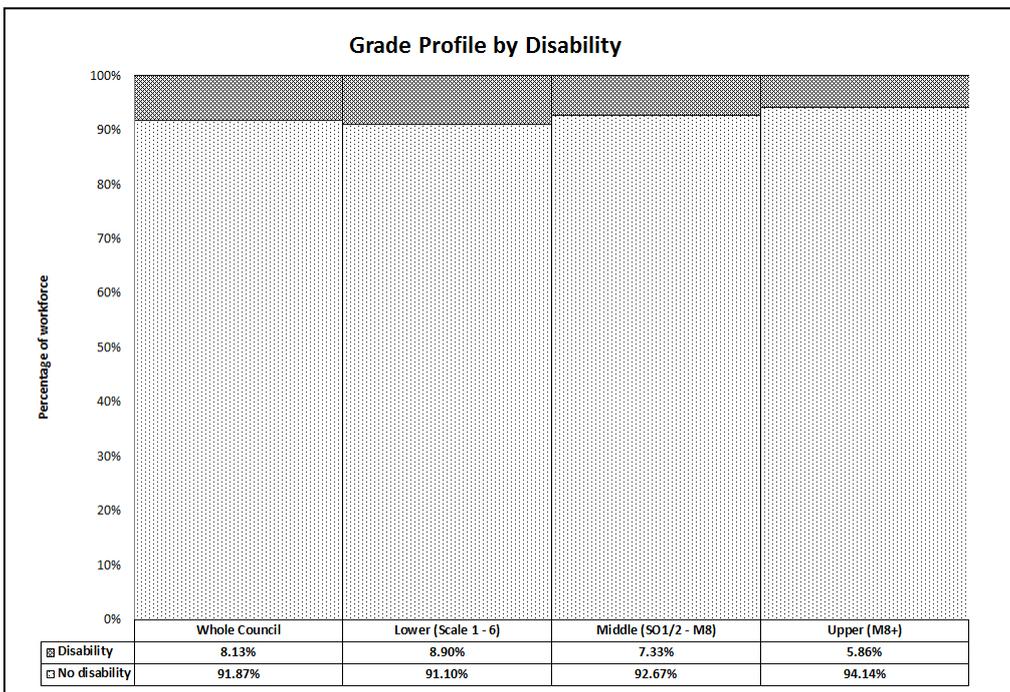
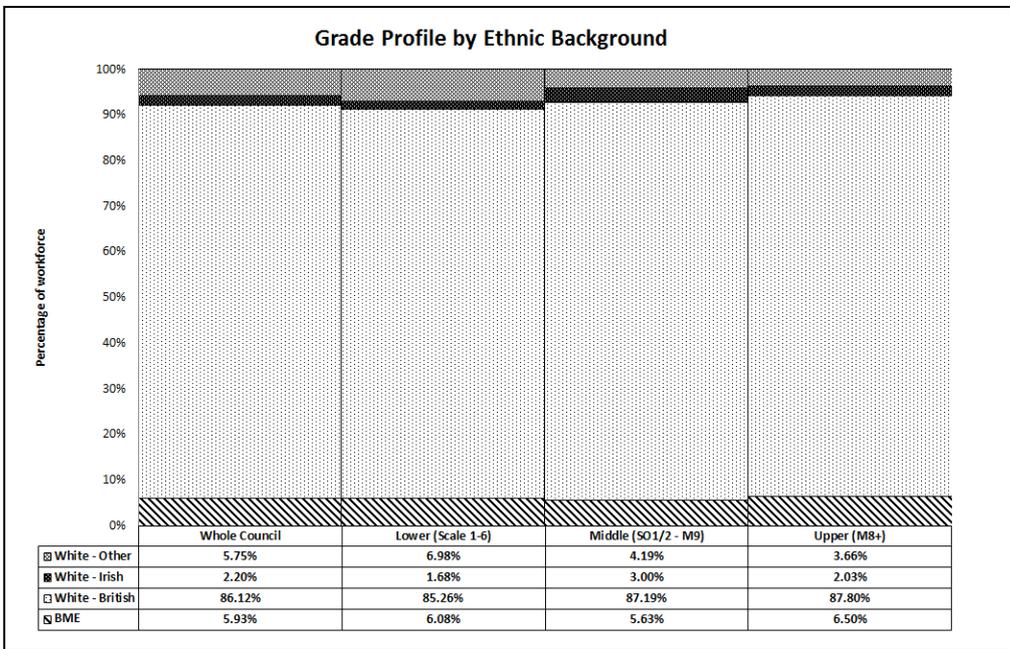
## **14. Learning and Development - overview**

A total of 580 employees attended 26 training courses offered as part of the council's corporate training programme during 2014/15. Of these delegates, a slightly higher percentage (47.02%) were employed in posts graded Scale SO1/2 – M9 compared with those in more junior roles. Only 9.88% of the council's senior managers attended a course.

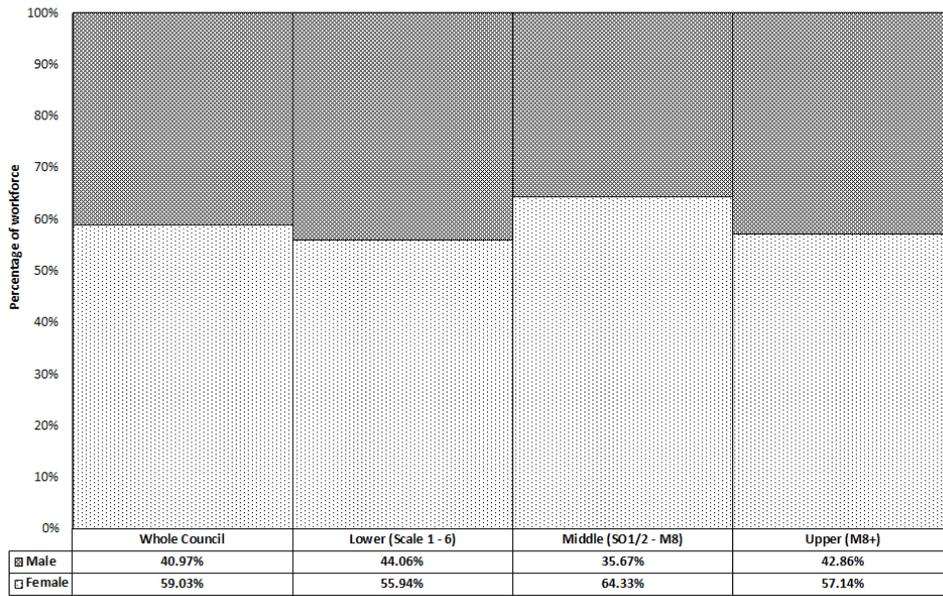
### Equality profile

A greater proportion of BME employees (9.47%) undertook a corporate training course compared with their level of representation within the workforce (5.93%). In contrast, a lower percentage of White Other employees attended (4.11%) when compared to the workforce profile (5.75%).

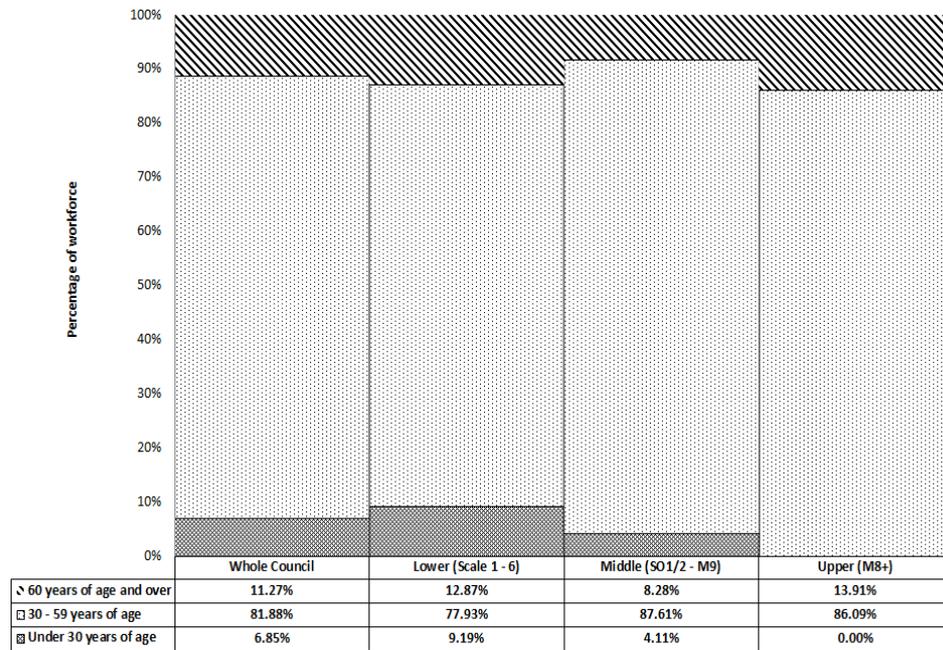
A higher percentage of disabled employees (9.47%) and those identifying as LGB (15.91%) took advantage of the learning and development opportunities offered corporately than their level of representation within the workforce (8.13% and 11.61% respectively). By contrast, fewer male employees attended a course (35.95%) compared with the workforce profile figure of 40.97%.



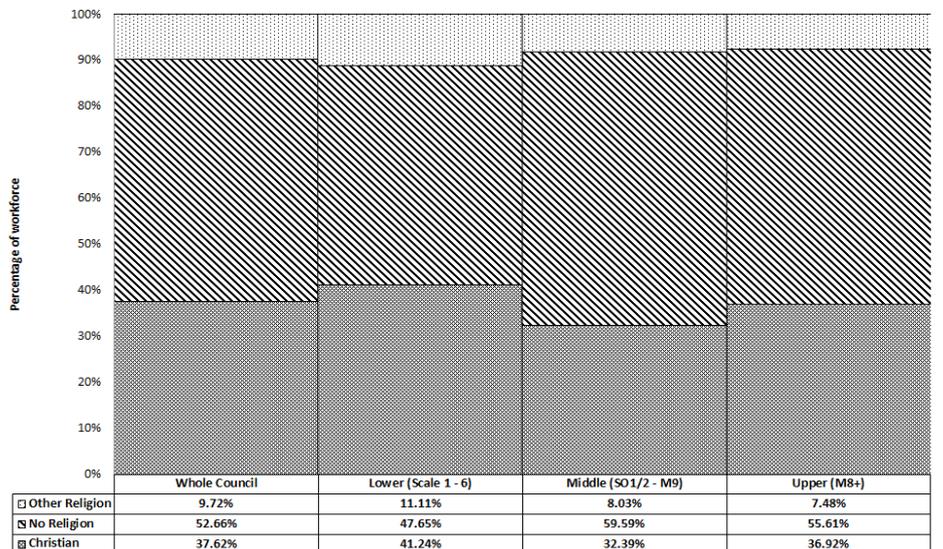
### Grade Profile by Sex



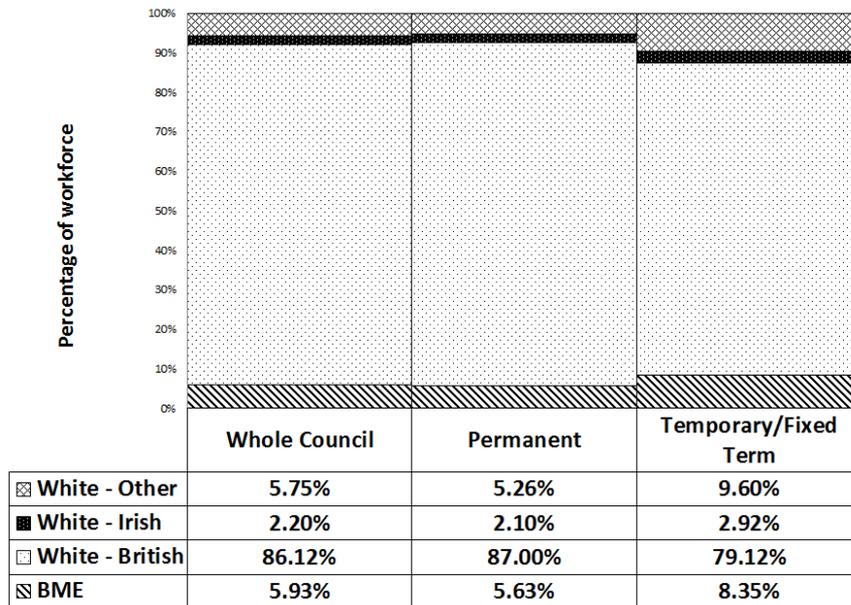
### Grade Profile by Age



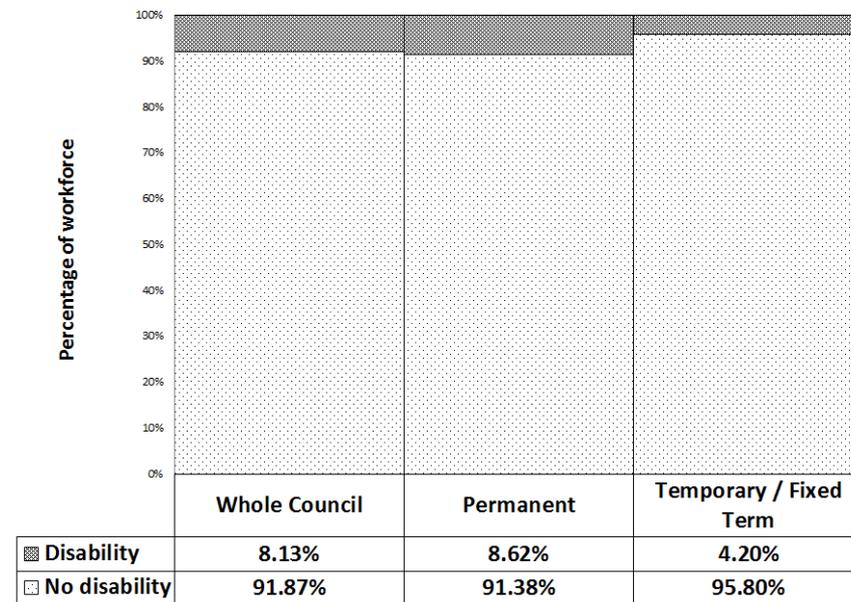
### Grade Profile by Religion/Belief



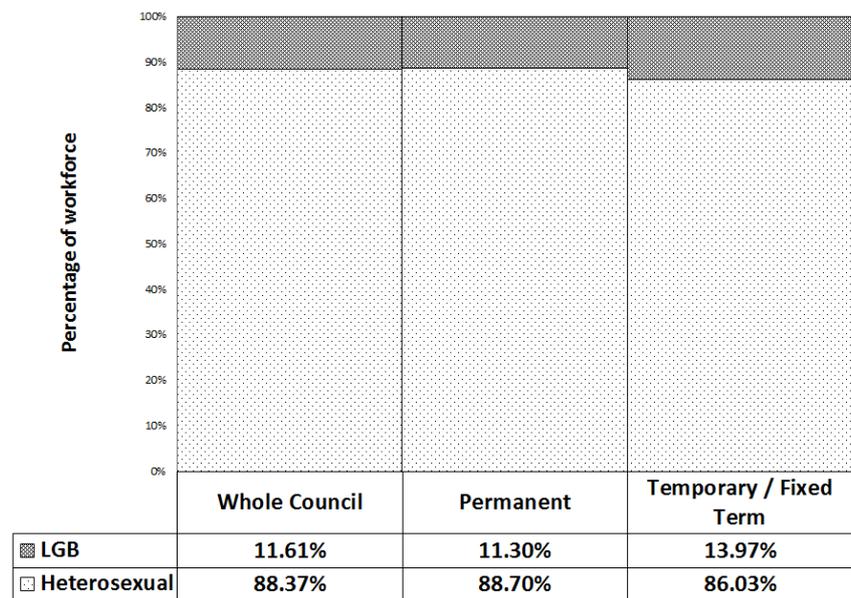
**Contract type by Ethnic Background**

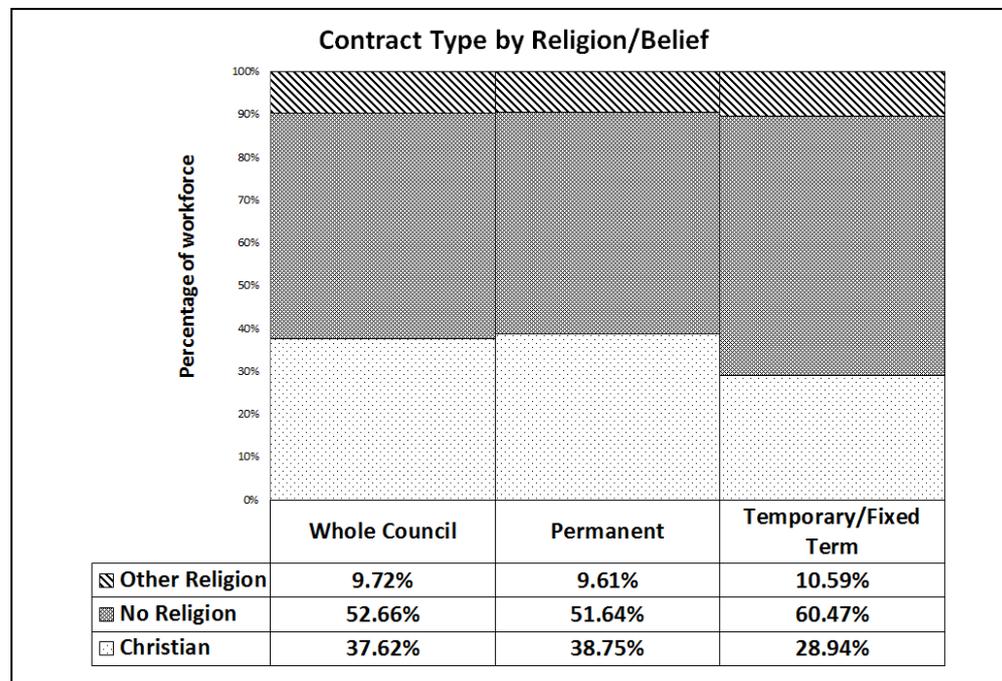
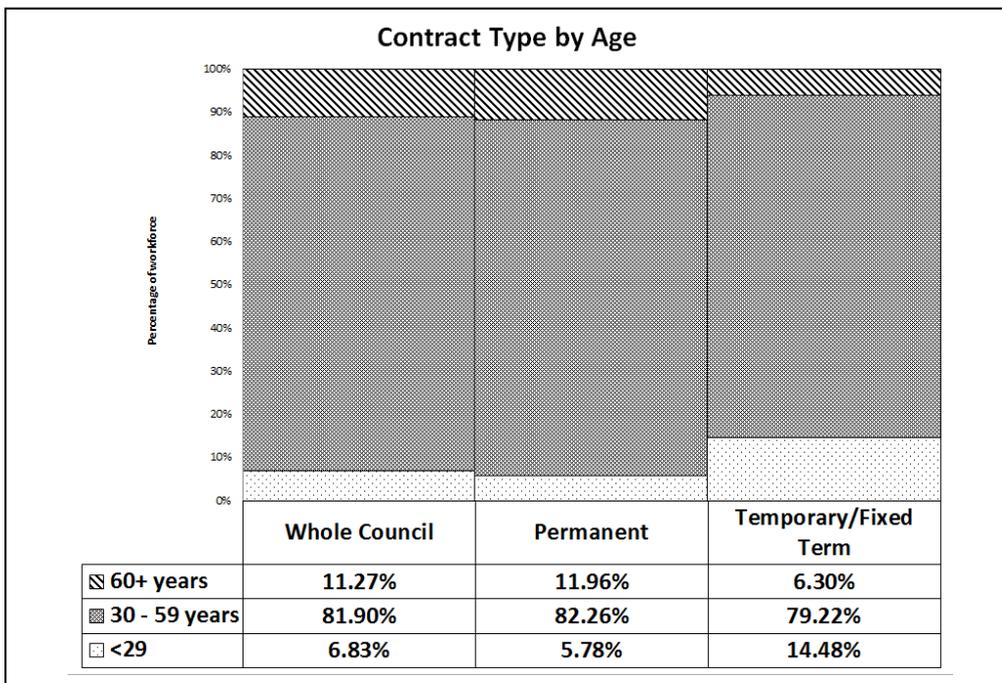
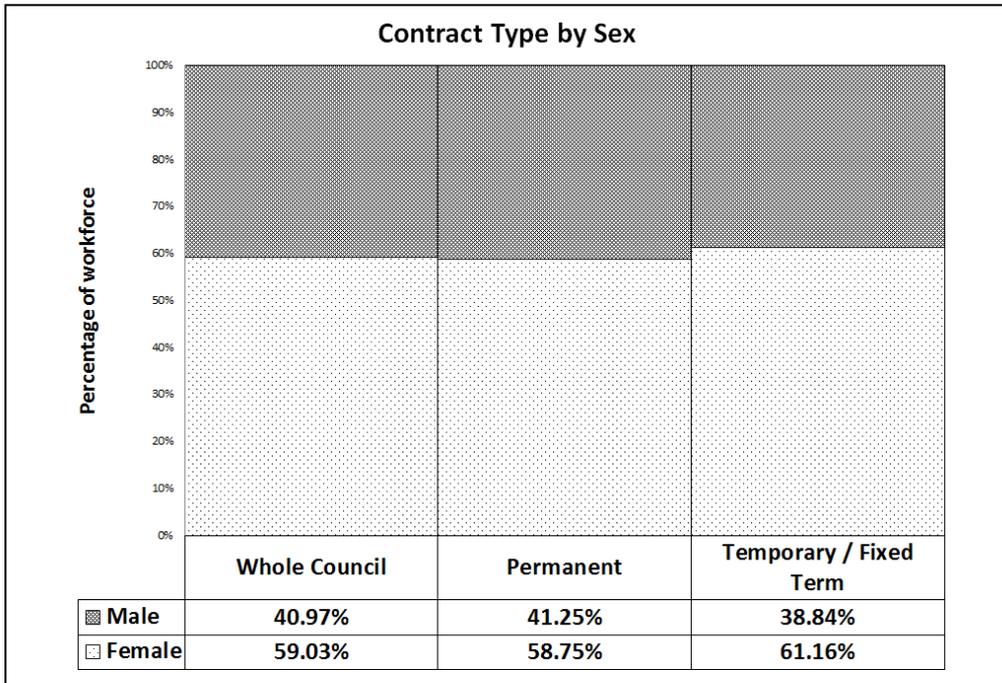


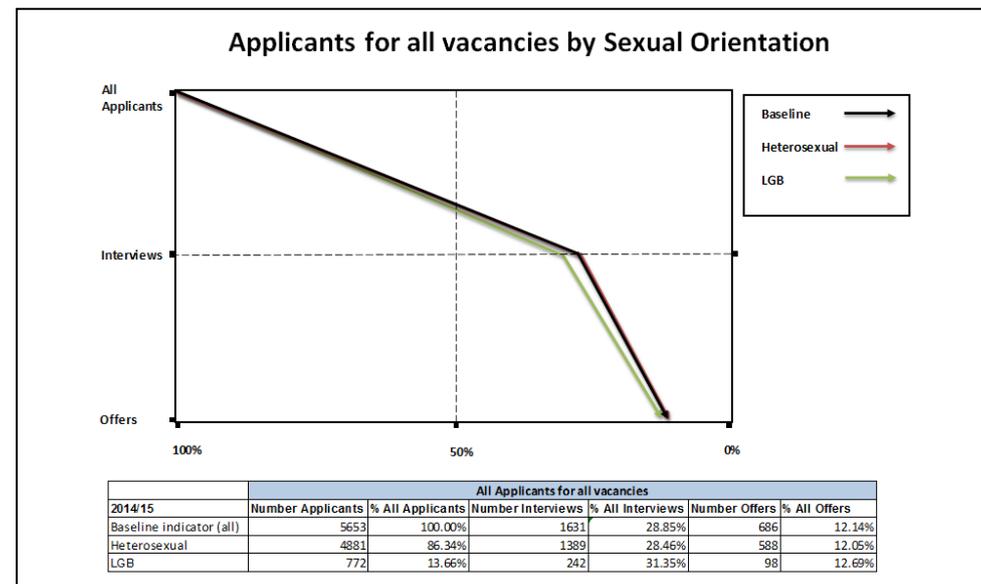
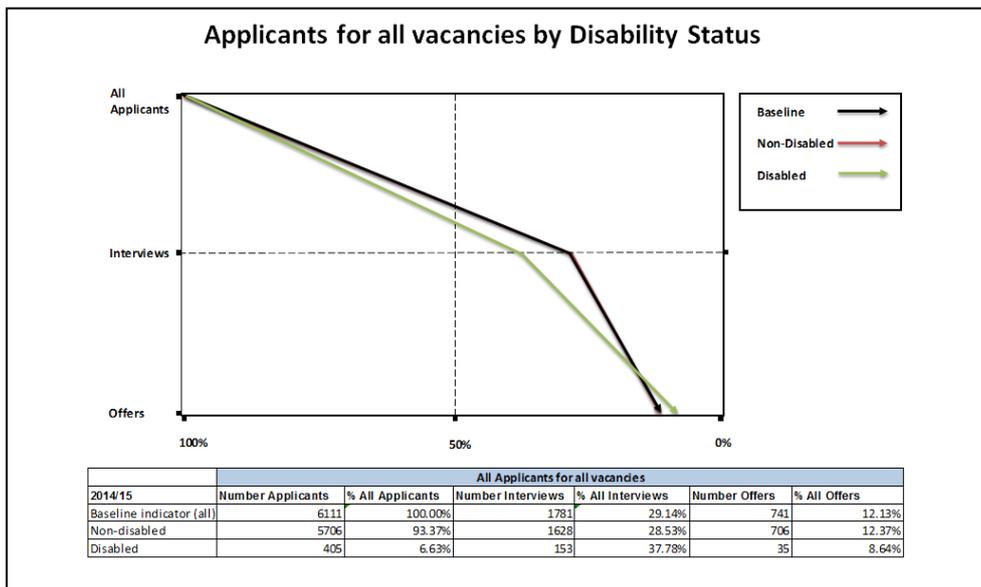
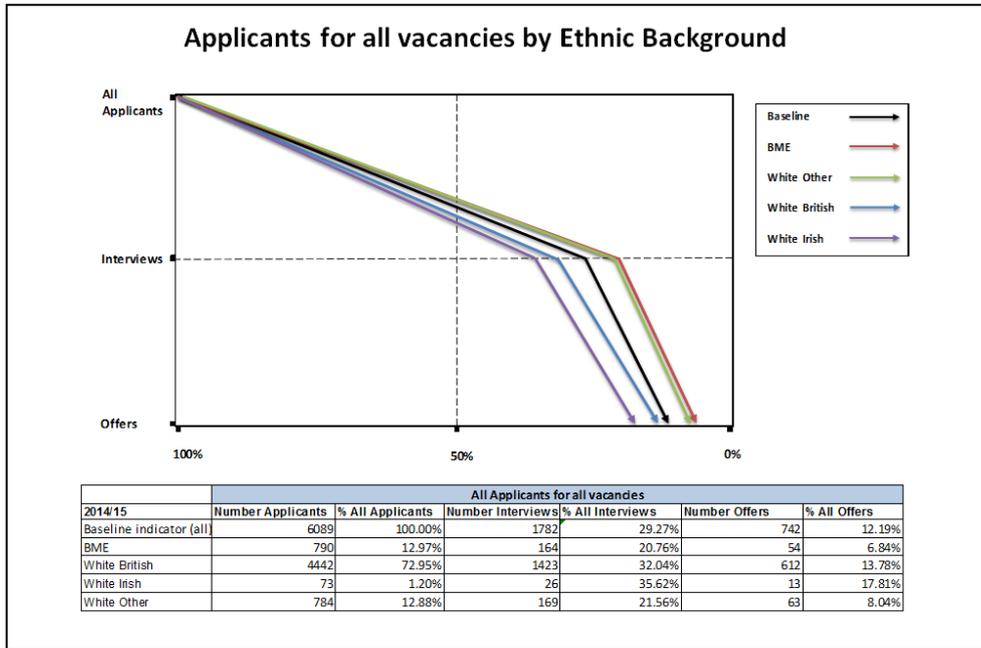
**Contract type by Disability**



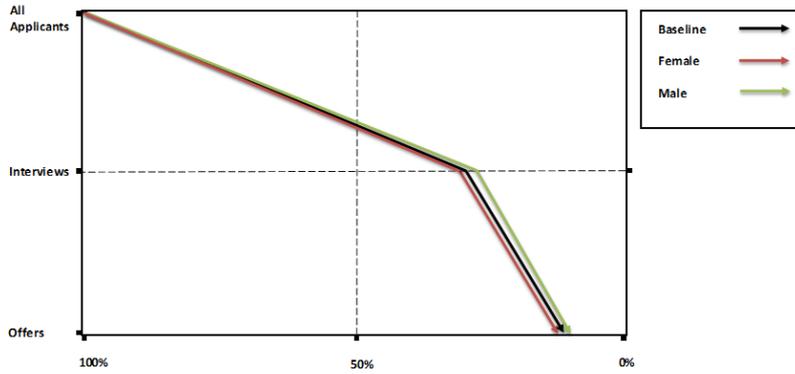
**Contract Type by Sexual Orientation**





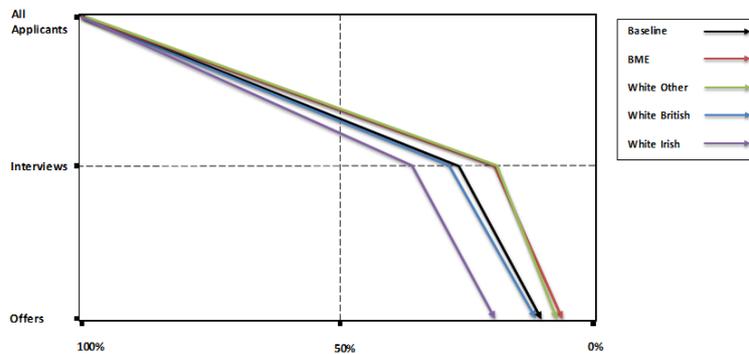


### Applicants for all vacancies by Sex



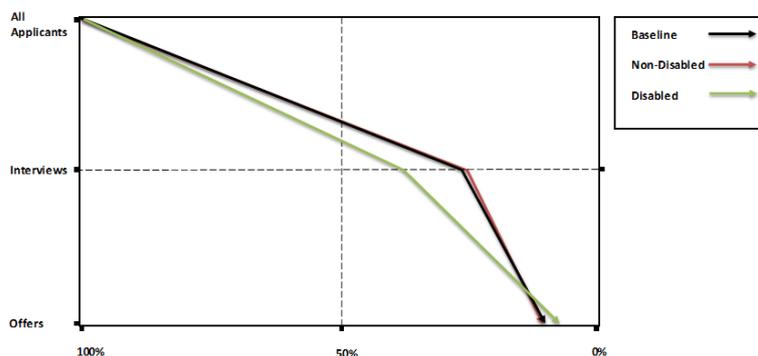
All Applicants for all vacancies						
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	6282	100.00%	1864	29.67%	788	12.54%
Female	3457	55.03%	1076	31.13%	464	13.42%
Male	2825	44.97%	788	27.89%	324	11.47%

### Applicants for Scale 1-6 vacancies by Ethnic Background



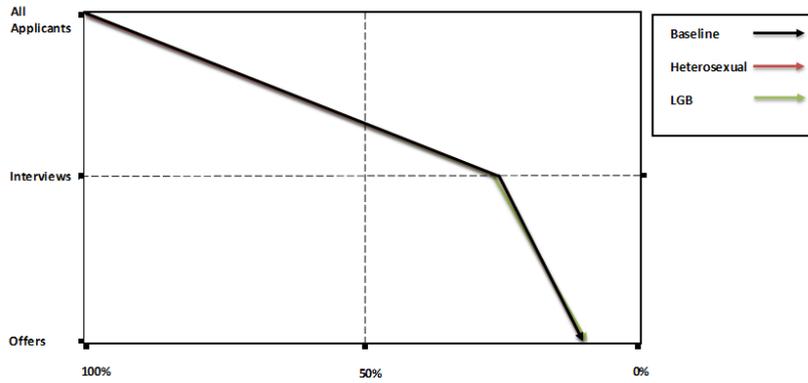
All Applicants for lower vacancies - (Lower Scale 1 - 6)						
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	4465	100.00%	1205	26.99%	488	10.93%
BME	558	12.50%	116	20.79%	37	6.63%
White British	3271	73.26%	954	29.17%	393	12.01%
White Irish	39	0.87%	14	35.90%	8	20.51%
White Other	597	13.37%	121	20.27%	50	8.38%

### Applicants for Scale 1-6 vacancies by Disability Status



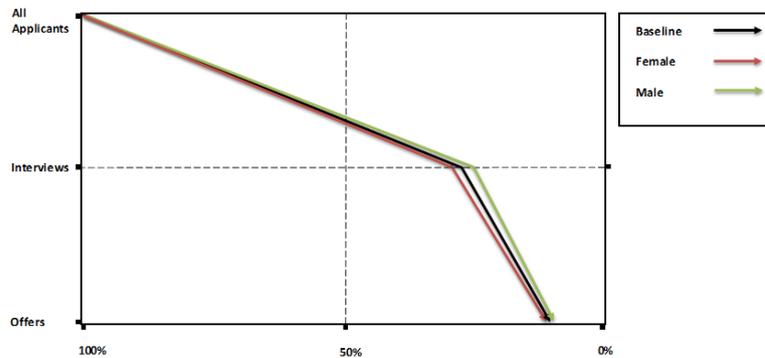
All Applicants for lower vacancies - (Lower Scale 1 - 6)						
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	4465	100.00%	1205	26.87%	488	10.88%
Non-disabled	4204	93.73%	1099	26.14%	464	11.04%
Disabled	261	6.27%	106	37.72%	24	8.54%

### Applicants for Scale 1-6 vacancies by Sexual Orientation



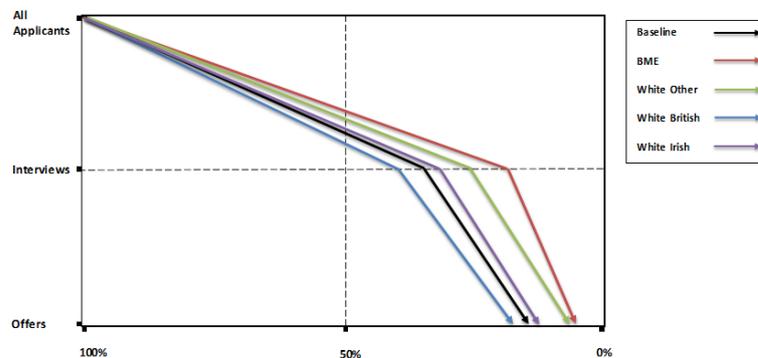
All Applicants for lower vacancies - (Lower Scale 1 - 6)						
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	4140	100.00%	1097	26.50%	454	10.97%
Heterosexual	3580	86.47%	945	26.40%	395	11.03%
LGB	560	13.53%	152	27.14%	59	10.54%

### Applicants for Scale 1-6 vacancies by Sex



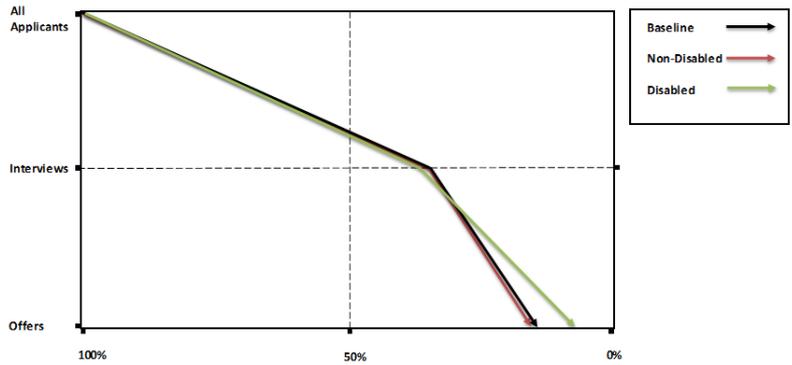
All Applicants for lower vacancies - (Lower Scale 1 - 6)						
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	4570	100.00%	1260	27.57%	521	11.40%
Female	2511	54.95%	731	29.11%	302	12.03%
Male	2059	45.05%	529	25.69%	219	10.64%

### Applicants for Scale SO1/2- M9 vacancies by Ethnic Background



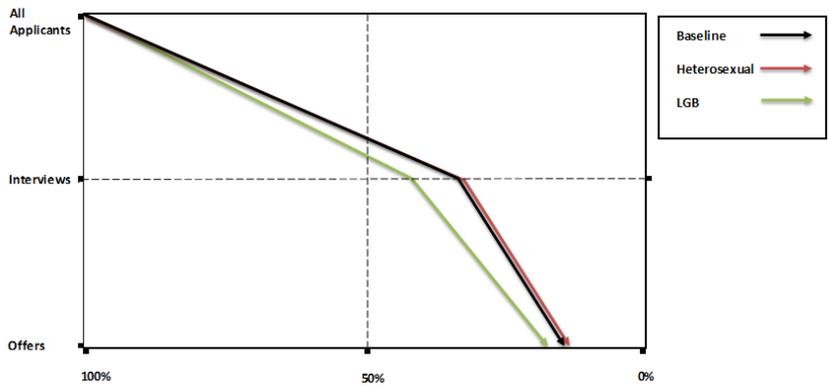
All Applicants for middle vacancies - (Middle SO1/2 - M9)						
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	1478	100.00%	518	35.05%	227	15.36%
BME	213	14.41%	41	19.25%	14	6.57%
White British	1064	71.99%	423	39.76%	197	18.52%
White Irish	31	2.10%	10	32.26%	4	12.90%
White Other	170	11.50%	44	25.88%	12	7.06%

### Applicants for Scale SO1/2- M9 vacancies by Disability Status



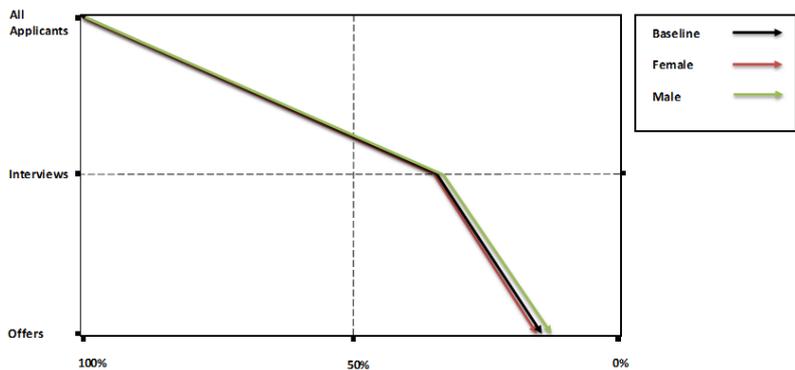
All Applicants for middle vacancies - (Middle SO1/2 - M9)						
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	1479	100.00%	517	34.96%	226	15.28%
Non-disabled	1362	92.09%	473	34.73%	216	15.86%
Disabled	117	7.91%	44	37.61%	10	8.55%

### Applicants for Scale SO1/2-M9 vacancies by Sexual Orientation



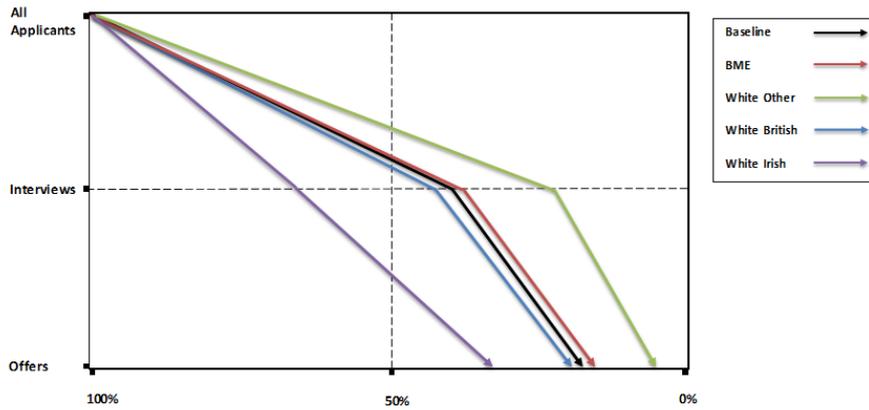
All Applicants for middle vacancies - (Middle SO1/2 - M9)						
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	1376	100.00%	477	34.67%	207	15.04%
Heterosexual	1180	85.76%	394	33.39%	170	14.41%
LGB	196	14.24%	83	42.35%	37	18.88%

### Applicants for Scale SO1/2- M9 vacancies by Sex



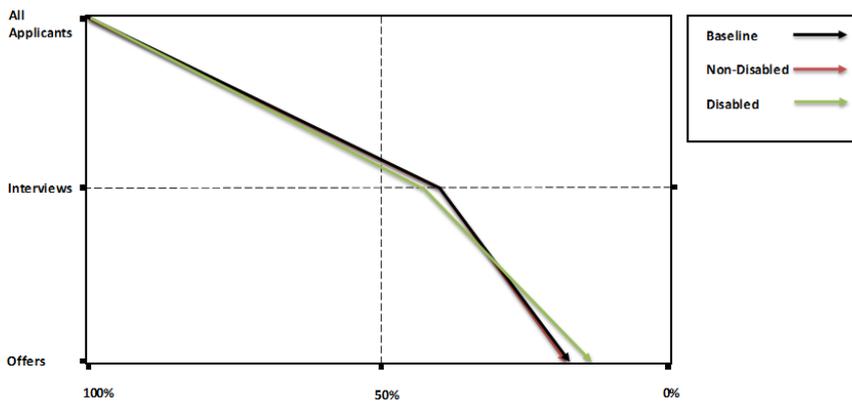
All Applicants for middle vacancies - (Middle SO1/2 - M9)						
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	1563	100.00%	543	34.74%	239	15.29%
Female	861	55.09%	305	35.42%	142	16.49%
Male	702	44.91%	238	33.90%	97	13.82%

### Applicants for Grade M8 and above vacancies by Ethnic Background



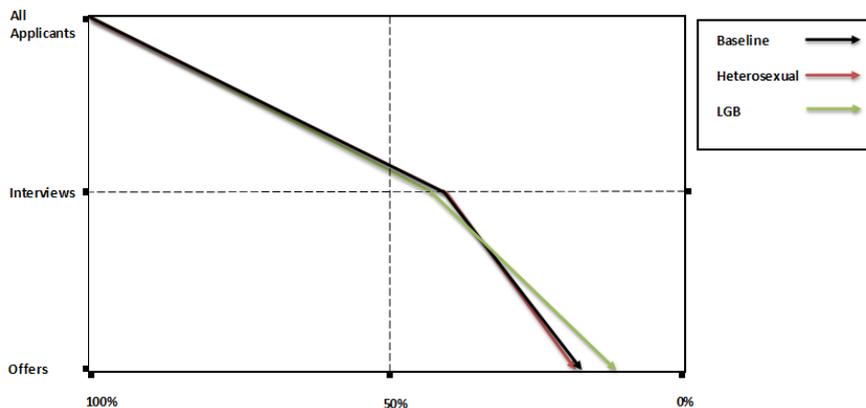
All Applicants for higher vacancies - (Upper M8+)						
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	146	100.00%	59	40.41%	27	18.49%
BME	19	13.01%	7	36.84%	3	15.79%
White British	107	73.29%	46	42.99%	22	20.56%
White Irish	3	2.05%	2	66.67%	1	33.33%
White Other	17	11.64%	4	23.53%	1	5.88%

### Applicants for Grade M8 and above vacancies by Disability Status



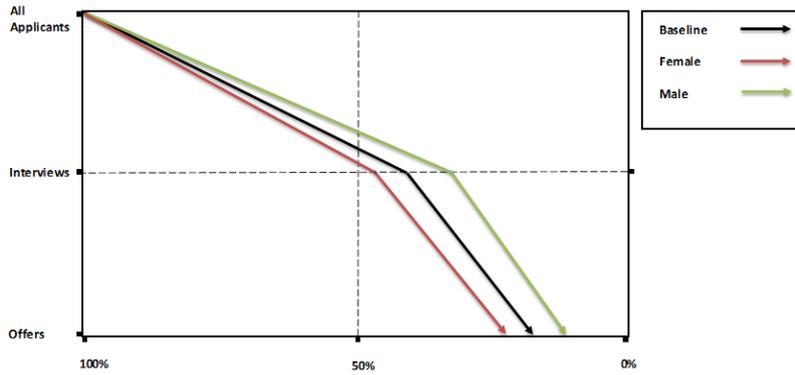
All Applicants for higher vacancies - (Upper M8+)						
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	147	100.00%	59	40.14%	27	18.37%
Non-disabled	140	95.24%	56	40.00%	26	18.57%
Disabled	7	4.76%	3	42.86%	1	14.29%

### Applicants for Grade M8 and above vacancies by Sexual Orientation



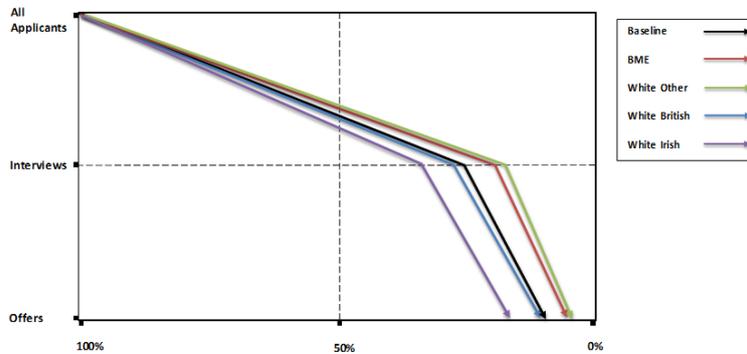
All Applicants for higher vacancies - (Upper M8+)						
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	137	100.00%	57	41.61%	25	18.25%
Heterosexual	121	88.32%	50	41.32%	23	19.01%
LGB	16	11.68%	7	43.75%	2	12.50%

### Applicants for Grade M8 and above vacancies by Sex



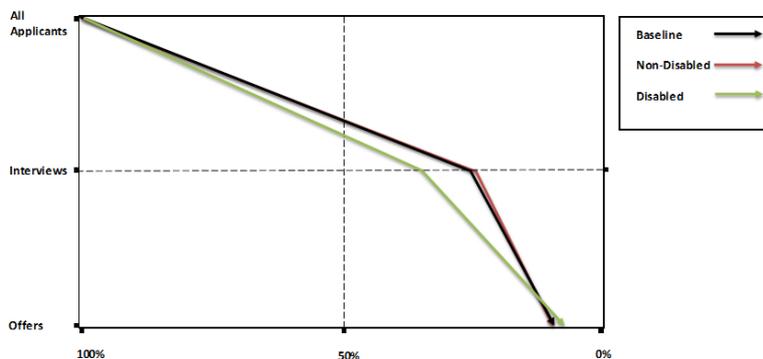
All Applicants for higher vacancies - (Upper M8+)						
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	149	100.00%	61	40.94%	28	18.79%
Female	85	57.05%	40	47.06%	20	23.53%
Male	64	42.95%	21	32.81%	8	12.50%

### Applicants for permanent vacancies by Ethnic Background



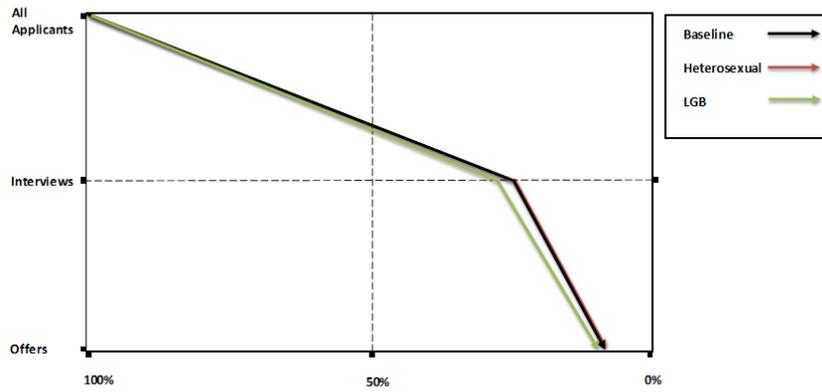
All Applicants for all vacancies by Contract Type - Permanent						
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	4148	100.00%	1085	26.16%	405	9.76%
BME	557	13.43%	111	19.93%	36	6.46%
White British	3020	72.81%	862	28.54%	331	10.96%
White Irish	53	1.28%	18	33.96%	9	16.98%
White Other	518	12.49%	94	18.15%	29	5.60%

### Applicants for permanent vacancies by Disability Status



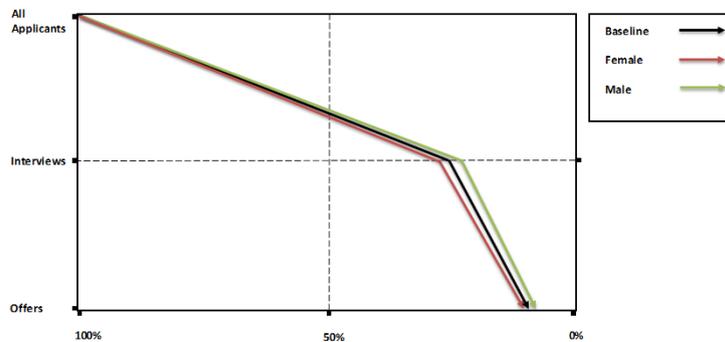
All Applicants for all vacancies by Contract Type - Permanent						
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	4169	100.00%	1081	25.93%	404	9.69%
Non-disabled	3864	92.68%	973	25.18%	381	9.86%
Disabled	305	7.32%	108	35.41%	23	7.54%

### Applicants for permanent vacancies by Sexual Orientation



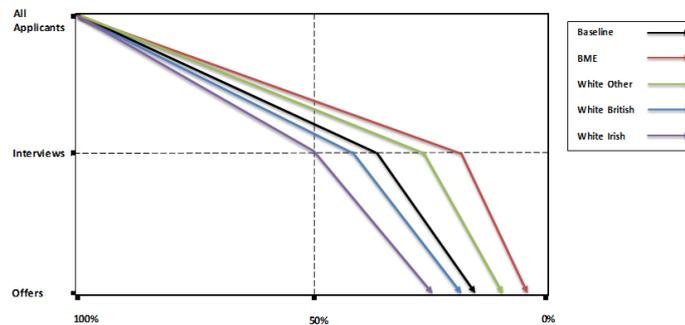
All Applicants for all vacancies by Contract Type - Permanent						
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	3878	100.00%	1000	25.79%	372	9.59%
Heterosexual	3326	85.77%	842	25.32%	315	9.47%
LGB	552	14.23%	158	28.62%	57	10.33%

### Applicants for permanent vacancies by Sex



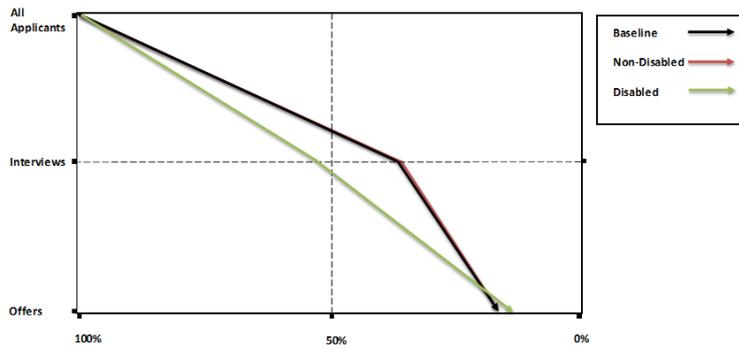
All Applicants for all vacancies by Contract Type - Permanent						
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	4298	100.00%	1135	26.41%	435	10.12%
Female	2393	55.68%	682	28.50%	267	11.16%
Male	1905	44.32%	453	23.78%	168	8.82%

### Applicants for temporary/ fixed-term vacancies by Ethnic Background



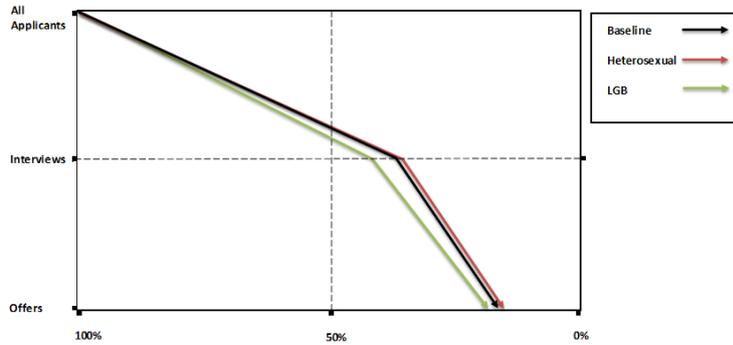
All Applicants for all vacancies by Contract Type - Fixed Term/Temporary/Secondments						
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	1407	100.00%	523	37.17%	234	16.63%
BME	171	12.15%	33	19.30%	9	5.26%
White British	1031	73.28%	430	41.71%	201	19.50%
White Irish	16	1.14%	8	50.00%	4	25.00%
White Other	189	13.43%	52	27.51%	20	10.58%

### Applicants for temporary/ fixed-term vacancies by Disability Status



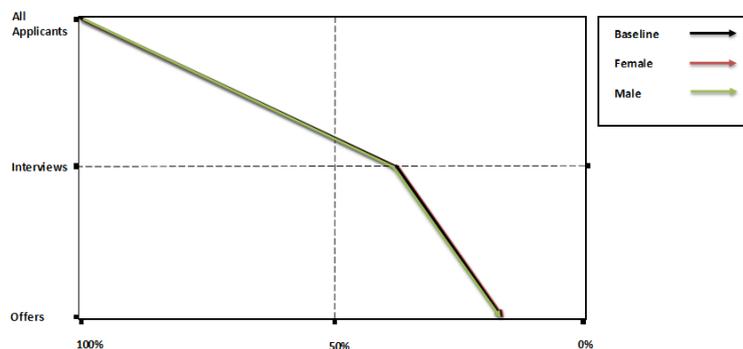
	All Applicants for all vacancies by Contract Type - Fixed Term/Temporary/Secondments					
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	1409	100.00%	527	37.40%	236	16.75%
Non-disabled	1337	94.89%	489	36.57%	226	16.90%
Disabled	72	5.11%	38	52.78%	10	13.89%

### Applicants for temporary/fixed-term vacancies by Sexual Orientation



	All Applicants for all vacancies by Contract Type - Fixed Term/Temporary/Secondments					
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	1278	100.00%	475	37.17%	219	17.14%
Heterosexual	1124	87.95%	409	36.39%	189	16.81%
LGB	154	12.05%	66	42.86%	30	19.48%

### Applicants for temporary/ fixed-term vacancies by Sex



	All Applicants for all vacancies by Contract Type - Fixed Term/Temporary/Secondments					
2014/15	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	1440	100.00%	548	38.06%	246	17.08%
Female	727	50.49%	274	37.69%	123	16.92%
Male	713	49.51%	274	38.43%	123	17.25%