

# **REPORT FOR:**

# **EMPLOYEES CONSULTATIVE FORUM**

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<b>Date of Meeting:</b>	23 November 2016
<b>Subject:</b>	<b>INFORMATION REPORT</b>  Annual Equality in Employment Monitoring Report for 1 April 2015 - 31 March 2016
<b>Responsible Officer:</b>	Frances Mills, Head of People and Organisational Development HR Shared Service
<b>Exempt:</b>	No
<b>Enclosures</b>	<b>Appendix 1</b>  Data on Employment analysed by Protected Characteristic Workforce Profile Recruitment Employment Procedures Redeployment Maternity - Return to Work rates Leavers Take Up of Training Opportunities Directorate Workforce Profiles Agency Workers Workforce Profile (Pertemps)  <b>Appendix 2</b> Council pay bands  <b>Appendix 3</b> Brief summary of key issues arising from Data

## **Section 1 – Summary**

This report sets out data, presented by protected characteristic, related to a range of employment matters as listed above, together with a brief summary of the main issues highlighted by the data.

**Publication of the data is required by the Equalities Act 2010 (Specific Duties) regulations 2011.**

**FOR INFORMATION**

## **Section 2 - Report**

### **2.1. Introduction and format**

This report sets out information on Harrow Council's performance on equalities and the impact of its policies and practices on its employees. It reviews the employment data to comply with the human resources requirements of the Public Sector Equality Duty set out in the Equality Act 2010 and the Equality Act 2010 (Specific Duties) Regulations 2011. The full report will be published separately.

This report comprises of the employee equalities data summarised by protected characteristic, for the year ending 31 March 2016, and a brief analysis of the data which highlights key issues arising from the equalities data.

The summary will be considered by the Corporate Equalities Group (CEG) and any issues identified from the analysis of the data will be addressed in the Corporate Equalities Action Plan.

### **2.2. Content**

Appendix 1 of this report contains an overview of the workforce profile as at 31 March 2016 across the whole Council (including information available from Pertemps on recruitment and agency workers engaged by the Council), analysed by protected characteristic. Comparisons of the workforce profile against previous years and the local community are made where available and appropriate.

In addition, data is supplied for the complete year ending 31 March 2016 on redeployment rates and leavers by protected characteristics.

As in previous years, limited data is available on a number of the protected characteristics i.e. Religion or Belief, Sexual Orientation, and Gender Reassignment. There continues to be an ongoing pattern whereby employees choose not to disclose this information. In previous years, we have not reported on gender reassignment as the low number might enable individuals who have provided this information to be identified. This year, however, no employees have classified themselves under this category.

At the February 2016 ECF (Employee Consultative Forum), Members requested that one report is produced which includes both the equalities data summarised by protected characteristic and a brief summary of the main issues highlighted by the data, rather than two separate reports as in previous years.

The presentation of the data in this year's report is similar to previous years, albeit in one report rather than two. However, the content and format for future reports will be subject to review prior to next year's report. The objective of the review will be to reduce the level of resource required to provide the data whilst still meeting the Council's statutory duty to comply with the Public Sector Equality Duty set out in the Equality Act 2010 and the Equality Act 2010 (Specific Duties) Regulations 2011. It is likely, therefore, that in future years, the report will be condensed and focus on headline data.

### 2.3. Corporate Equalities Action Plan

Recommendations to address the key issues highlighted by the analysis of the data will be considered by the Corporate Equalities Group for inclusion in the Corporate Action Plan. This report and the comments of the Forum will be considered at the Corporate Equalities Group, which includes representation from external partners, trade unions and employees from the Making a Difference Group.

### 2.4. Monitoring and Review

Equalities in employment monitoring information and delivery of the Equalities Action Plan will be monitored by the Corporate Equalities Group.

### 2.5. Summary

Priorities established last year by the Corporate Equalities Group were:

- Achieving a more comprehensive profile of the workforce by improving the reporting and recording of protected characteristics, particularly disability.
- Improving the proportion of BAME and disabled staff at senior pay bands, and continuing to work on leadership development to improve opportunities for BAME and other underrepresented groups.
- Improving the recruitment, support and retention of young people.

Actions taken to address these priorities are as follows:

- Creating the equalities monitoring data in SAP Employee Self-Service to allow employees update their own equalities data. This went live in September 2016 and a whole staff communications was distributed in October 2016.
- Corporate Leadership Group Members from underrepresented groups committed to acting as role models at internal events.
- Leadership development opportunities promoted to underrepresented groups. Specifically the Coaching Scheme, CMI Management qualifications and Leadership Programme.
- X16 employment project to improve the employability of young people had supported 247 young people into employment 2014/2016 and 2015/2016.
- Promoting the recruitment of apprenticeships across the organisation through the workforce strategy groups.

## **Section 3 - Further Information**

None.

## **Section 4 - Financial Implications**

There are no financial implications relating to this report.

## **Section 5 - Equalities implications**

None. This information report sets out information captured on equalities in employment.

## **Section 6 - Corporate Priorities**

The report relates to employment for Council employees and as such supports delivery of all corporate priorities.

Name: Dawn Calvert	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
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Date: 10/11/2016

## **Section 7 - Contact Details and Background Papers**

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# Annual Equality in Employment Monitoring Report

## Employment Data

### Appendix 1

1. How information is presented
2. Workforce Profile as at 31 March 2016 analysed by:
  - 2.1 Race (ethnicity)
  - 2.2 Sex
  - 2.3 Disability
  - 2.4 Age
  - 2.5 Religion or Belief
  - 2.6 Sexual Orientation
  - 2.7 Pregnancy and Maternity
  - 2.8 Workforce – Pay band
  - 2.9 Workforce - Part-time
3. Recruitment Monitoring
4. Employment Procedures
5. Redeployments
6. Maternity Leave - Return to Work rates
7. Leavers
8. Take Up of Training Opportunities
9. Workforce Profiles for Partner Organisation - Pertemps

### Appendix 2

2015/16 Pay bands

### Appendix 3

Brief Summary key issues

## **1. How information is presented**

### **Workforce Profile Data**

The Workforce Profile is a snapshot of the workforce as at 31 March 2016, broken down by 7 of the 9 protected characteristics, by pay band and whether Full or Part-time. There is no requirement to report on Marital Status and the decision has been taken not to report on Gender Reassignment.

The report is based on headcount, therefore, an employee who holds jobs in more than one directorate will be counted only once in the whole council report, but will appear in each of the Directorate reports. In determining which job to count for the whole council report, the job with the highest number of working hours is used.

### **Data Sources and Comparison with the Community**

Data used for comparison with the community was obtained from 2011 Census Briefing Note 11: May 2013 - Gender, Age, Religion and Health, by Ethnic Group 2011 Census Third Release (3.1). Gender and Age data has been updated in line with 2014 Mid-Year Estimates.

### **Recruitment**

These figures cover recruitment for posts where processed by Pertemps. As Schools do not use Pertemps, data relating to their recruitment is not available in this report.

## 2. Workforce Profile as at 31 March 2016

### 2.1 Race (Ethnicity)

	Whole Council			Excluding Schools			Harrow Community data 2011 Census
	2014	2015	2016	2014	2015	2016	
	5,093	4,798	4,901	2,192	2,042	2,028	
Asian	23.44%	27.34%	28.24%	21.58%	22.33%	23.37%	42.59%
Black	8.50%	9.44%	9.83%	14.37%	15.03%	15.68%	8.24%
Mixed	2.02%	2.33%	2.45%	2.05%	2.06%	2.07%	3.97%
Any other ethnic group	0.73%	1.06%	1.10%	0.68%	0.73%	0.89%	2.95%
<b>Total BAME</b>	<b>34.69%</b>	<b>40.18%</b>	<b>41.62%</b>	<b>38.69%</b>	<b>40.16%</b>	<b>42.01%</b>	<b>57.75%</b>
<b>White</b>	<b>47.52%</b>	<b>52.17%</b>	<b>50.70%</b>	<b>52.14%</b>	<b>51.42%</b>	<b>49.41%</b>	<b>42.25%</b>
Unknown/Unclassified	17.79%	7.65%	7.67%	9.17%	8.42%	8.58%	0.00%

### 2.2 Sex

	Whole Council			Excluding Schools			Harrow Community data 2011 Census
	2014	2015	2016	2014	2015	2016	
	5,093	4,798	4,901	2,192	2,042	2,028	
Male	21.58%	21.72%	21.98%	38.28%	38.05%	38.26%	49.70%
Female	78.42%	78.28%	78.02%	61.72%	61.51%	61.74%	50.30%

### 2.3 Disability

	Whole Council			Excluding Schools			Harrow Community data 2011 Census
	2014	2015	2016	2014	2015	2016	
	5,093	4,798	4,901	2,192	2,042	2,028	
Yes	1.59%	1.44%	1.45%	3.10%	2.94%	2.91%	N/A
No	-	-	49.65%	-	-	37.97%	
Prefer not to say	-	-	0.10%	-	-	0.25%	
Unknown	-	-	48.60%	-	-	58.88%	

\*In the 2011 census, 16.4% of Harrow residents self-classified their health to be “not good”, which is not the same definition as the definition for disability.

Employees have recently been given the option “Prefer not to say”.

### 2.4 Age

	Whole Council			Excluding Schools		
	2014	2015	2016	2014	2015	2016
	5,093	4,798	4,901	2,192	2,042	2,028
16 to 24	3.49%	3.83%	4.28%	1.19%	1.37%	2.17%
25 to 34	17.26%	17.22%	17.63%	13.46%	12.93%	13.71%
35 to 44	22.76%	23.59%	23.30%	21.44%	21.89%	21.55%
45 to 54	31.73%	31.20%	30.34%	32.53%	32.62%	30.82%
55 to 64	21.66%	21.05%	21.16%	26.69%	26.25%	26.53%
65+	3.10%	3.11%	3.29%	4.70%	4.95%	5.23%

### 2.5 Religion or Belief

	Whole Council	Excluding Schools	Harrow
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	2014	2015	2016	2014	2015	2016	Community data 2011 Census
	5,093	4,798	4,901	2,192	2,042	2,028	
Christianity	11.00%	8.13%	8.37%	12.09%	11.41%	13.26%	37.30%
Hinduism	4.12%	3.48%	3.59%	4.11%	4.31%	4.93%	25.30%
Islam	1.44%	0.90%	1.14%	1.46%	1.37%	2.02%	12.50%
Judaism	0.57%	0.35%	0.35%	0.50%	0.49%	0.49%	4.40%
Jainism	0.51%	0.42%	0.41%	0.41%	0.44%	0.44%	2.17%
Sikh	0.39%	0.35%	0.39%	0.50%	0.49%	0.64%	1.20%
Buddhism	0.20%	0.17%	0.16%	0.27%	0.24%	0.25%	1.10%
Zoroastrian	0.02%	0.02%	0.02%	0%	0.00%	0.00%	0.07%
Other	0.86%	0.73%	0.69%	1.00%	0.98%	0.99%	0.26%
No religion/Atheist	2.09%	1.71%	1.96%	2.78%	2.89%	3.70%	9.60%
Unknown	78.81%	83.74%	82.92%	76.87%	77.38%	73.27%	6.20%

## 2.6 Sexual Orientation

	Whole Council			Excluding Schools		
	2014	2015	2016	2014	2015	2016
	5,093	4,798	4,901	2,192	2,042	2,028
Heterosexual	14.55%	14.17%	15.34%	18.57%	20.47%	25.25%
Gay Woman/Lesbian	0.06%	0.06%	0.06%	0.09%	0.10%	0.10%
Gay Man	0.08%	0.17%	0.18%	0.14%	0.34%	0.44%
Bi-sexual	0.14%	0.17%	0.18%	0.27%	0.34%	0.39%
Prefer not to say	0.92%	1.00%	0.78%	1.14%	1.52%	1.04%
Other	0.04%	0.04%	0.08%	0%	0%	0.05%
Unknown	84.21%	84.39%	83.37%	79.79%	77.23%	72.73%

## 2.7 Pregnancy and Maternity

	Whole Council			Excluding Schools		
	2014	2015	2016	2014	2015	2016
	5,093	4,798	4,901	2,192	2,042	2,028
Employees have been pregnant or taken maternity leave in the 2 years ending on 31 March 2016	3.83% (195)	3.69% (177)	3.98% (195)	4.01% (88)	4.01% (82)	3.70% (75)

## 2.8 Gender Reassignment

In previous years, the decision was taken not to report on this protected characteristic as due to the low numbers involved, it may be possible to identify individuals. As at 31 March 2016, no staff disclosed that they had or were undergoing gender reassignment.

**Workforce Profile by Pay Band and Protected Characteristic**

(See Appendix 2 for information on the Council Pay bands)

		Pay band						Whole Council	Harrow Community Data 2011 Census
		1 1,815	2 1,615	3 1,072	4 286	5 100	6 13	4,901	
<b>Ethnicity</b>	BAME	48.65%	41.42%	36.19%	27.62%	20.00%	7.69%	41.62%	57.75%
	White	43.69%	52.32%	54.76%	62.59%	72.00%	69.23%	50.70%	42.25%
	Unknown	7.66%	6.25%	9.05%	9.79%	8.00%	23.08%	7.67%	0.00%
<b>Sex</b>	Male	15.65%	27.62%	21.64%	25.17%	35.00%	61.54%	21.98%	49.70%
	Female	84.35%	72.38%	78.36%	74.83%	65.00%	38.46%	78.02%	50.30%
<b>Disability</b>	Yes	1.32%	1.61%	1.68%	0.70%	1.00%	0.00%	1.45%	N/A
	No	51.46%	51.58%	46.27%	43.71%	47.00%	61.54%	49.85%	
	Prefer not to say	0.06%	0.06%	0.28%	0.00%	0.00%	0.00%	0.10%	
	Unknown	47.16%	46.75%	51.77%	55.59%	52.00%	38.46%	48.60%	
<b>Age</b>	16 to 24	5.40%	6.56%	0.56%	0.00%	0.00%	0.00%	4.28%	N/A
	25 to 34	10.69%	22.91%	25.00%	11.19%	0.00%	0.00%	17.63%	
	35 to 44	24.02%	17.83%	27.89%	32.17%	24.00%	23.08%	23.30%	
	45 to 54	32.34%	30.22%	24.81%	34.27%	44.00%	30.77%	30.34%	
	55 to 64	22.92%	19.38%	20.52%	18.88%	28.00%	46.15%	21.16%	
	65+	4.63%	3.10%	1.21%	3.50%	4.00%	0.00%	3.29%	
<b>Religion</b>	Christianity	5.62%	9.41%	9.98%	12.94%	8.00%	30.77%	8.37%	37.30%
	Hinduism	4.08%	4.27%	2.24%	3.15%	0.00%	0.00%	3.59%	25.30%
	Islam	0.99%	1.49%	1.12%	0.70%	0.00%	0.00%	1.14%	12.50%
	Judaism	0.11%	0.37%	0.56%	0.70%	1.00%	0.00%	0.35%	4.40%
	Jainism	0.39%	0.50%	0.47%	0.00%	0.00%	0.00%	0.41%	2.17%
	Sikh	0.22%	0.37%	0.37%	1.40%	1.00%	0.00%	0.39%	1.20%
	Buddhism	0.11%	0.12%	0.28%	0.00%	1.00%	0.00%	0.16%	1.10%
	Zoroastrian	0.00%	0.06%	0.00%	0.00%	0.00%	0.00%	0.02%	0.07%
	Other	0.72%	0.62%	0.93%	0.35%	0.00%	0.00%	0.69%	0.26%
	No Religion/ Atheist	0.77%	2.23%	2.52%	4.90%	5.00%	0.00%	1.96%	9.60%
	Unknown	87.00%	80.56%	81.53%	75.87%	84.00%	69.23%	82.92%	6.20%
<b>Sexual Orientation</b>	Heterosexual	9.37%	17.96%	18.56%	21.33%	25.00%	53.85%	15.34%	N/A
	Gay Woman/ Lesbian	0.00%	0.06%	0.19%	0.00%	0.00%	0.00%	0.06%	
	Gay Man	0.00%	0.19%	0.28%	1.05%	0.00%	0.00%	0.18%	
	Bi-sexual	0.17%	0.19%	0.09%	0.70%	0.00%	0.00%	0.18%	
	Prefer not to say	0.55%	0.62%	1.12%	2.10%	0.00%	0.00%	0.78%	
	Other	0.17%	0.00%	0.09%	0.00%	0.00%	0.00%	0.08%	
	Unknown	89.75%	80.99%	79.66%	74.83%	75.00%	46.15%	83.37%	
<b>Maternity/ Pregnancy in last 2 years</b>	Yes	2.09%	3.03%	8.21%	6.64%	1.00%	0.00%	3.98%	N/A
	No	97.91%	96.97%	91.79%	93.36%	99.00%	100%	96.02%	

**2.10 Workforce Profile - Full and Part time**

		Full time	Part time	Whole Council	Harrow Community Data 2011 Census
		2,481	2,420	4,901	
<b>Ethnicity</b>	BAME	38.94%	44.38%	41.62%	57.75%
	White	53.37%	47.98%	50.70%	42.25%
	Unknown	7.70%	7.64%	7.67%	0.00%
<b>Sex</b>	Male	35.07%	8.55%	21.98%	49.70%
	Female	64.93%	91.45%	78.02%	50.30%
<b>Disability</b>	Yes	1.61%	1.28%	1.45%	N/A
	No	48.77%	50.95%	49.85%	
	Prefer not to say	0.16%	0.04%	0.10%	
	Unknown	49.46%	47.73%	48.60%	
<b>Age</b>	16 to 24	5.20%	3.35%	4.28%	N/A
	25 to 34	25.43%	9.63%	17.63%	
	35 to 44	22.05%	24.59%	23.30%	
	45 to 54	26.92%	33.84%	30.34%	
	55 to 64	18.58%	23.80%	21.16%	
	65+	1.81%	4.79%	3.29%	
<b>Religion</b>	Christianity	9.71%	6.98%	8.37%	37.30%
	Hinduism	2.90%	4.30%	3.59%	25.30%
	Islam	1.41%	0.87%	1.14%	12.50%
	Judaism	0.44%	0.25%	0.35%	4.40%
	Jainism	0.28%	0.54%	0.41%	2.17%
	Sikh	0.52%	0.25%	0.39%	1.20%
	Buddhism	0.24%	0.08%	0.16%	1.10%
	Zoroastrian	0.00%	0.04%	0.02%	0.07%
	Other	0.73%	0.66%	0.69%	0.26%
	No Religion/ Atheist	2.70%	1.20%	1.96%	9.60%
Unknown	81.06%	84.83%	82.92%	6.20%	
<b>Sexual Orientation</b>	Heterosexual	18.86%	11.74%	15.34%	N/A
	Gay Woman/Lesbian	0.04%	0.08%	0.06%	
	Gay Man	0.32%	0.04%	0.18%	
	Bi-sexual	0.20%	0.17%	0.18%	
	Prefer not to say	0.89%	0.66%	0.78%	
	Other	0.04%	0.12%	0.08%	
	Unknown	79.65%	87.19%	83.37%	
<b>Maternity/ Pregnancy in last 2 years</b>	Yes	3.35%	4.63%	3.98%	N/A
	No	96.65%	95.37%	96.02%	N/A

**3. Recruitment Council (Schools not included)**

This data relates only to recruitment carried out through Pertemps

		Applied	Shortlisted	Appointed	Council excluding Schools	Whole Council Workforce Profile
		<b>1,737</b>	<b>498</b>	<b>191</b>	<b>2,028</b>	<b>4,901</b>
<b>Ethnicity</b>	BAME	65.23%	64.06%	56.54%	42.01%	41.62%
	White	24.64%	29.92%	38.74%	49.41%	50.70%
	Unknown	10.13%	6.02%	4.71%	8.58%	7.67%
<b>Sex</b>	Male	65.23%	64.06%	56.54%	38.26%	21.98%
	Female	24.64%	29.92%	38.74%	61.74%	78.02%
	Unknown	10.13%	6.02%	4.71%	-	0.00%
<b>Disability</b>	Yes	3.28%	4.02%	3.14%	2.91%	1.45%
	No	87.56%	90.16%	92.15%	37.97%	49.85%
	Prefer not to say	Incl. in 'Unknown'	Incl. in 'Unknown'	Incl. in 'Unknown'	0.25%	0.10%
	Unknown	9.15%	5.82%	4.71%	58.88%	48.60%
<b>Age</b>	16 to 24	14.28%	8.84%	8.90%	2.17%	4.28%
	25 to 34	34.89%	31.12%	32.46%	13.71%	17.63%
	35 to 44	23.89%	25.70%	30.89%	21.55%	23.30%
	45 to 54	18.71%	23.69%	18.85%	30.82%	30.34%
	55 to 64	7.31%	9.24%	8.38%	26.53%	21.16%
	65+	0.23%	0.60%	-	5.23%	3.29%
	Unknown	0.69%	0.80%	0.52%	2.17%	-
<b>Religion or Belief</b>	Christianity	38.63%	40.16%	40.31%	13.26%	8.37%
	Hinduism	14.91%	12.45%	13.09%	4.93%	3.59%
	Islam	12.09%	10.04%	7.85%	2.02%	1.14%
	Judaism	0.92%	1.20%	1.05%	0.49%	0.35%
	Jainism	0.75%	0.40%	-	0.44%	0.41%
	Sikh	2.13%	3.82%	1.57%	0.64%	0.39%
	Buddhism	1.50%	1.81%	0.52%	0.25%	0.16%
	Zoroastrian	Incl. in 'Other'	Incl. in 'Other'	Incl. in 'Other'	-	0.02%
	Other	3.40%	4.22%	5.24%	0.99%	0.69%
	No Religion/Atheist	13.93%	18.07%	23.56%	3.70%	1.96%
Unknown	11.74%	7.83%	6.81%	73.27%	82.92%	
<b>Sexual Orientation</b>	Heterosexual	84.11%	88.96%	91.10%	25.25%	15.34%
	Gay Woman/ Lesbian	0.40%	0.60%	-	0.10%	0.06%
	Gay Man	0.58%	0.60%	1.05%	0.44%	0.18%
	Bi-sexual	1.55%	1.00%	0.52%	0.39%	0.18%
	Prefer not to say	Incl. in 'Unknown'	Incl. in 'Unknown'	Incl. in 'Unknown'	1.04%	0.78%
	Other	0.98%	0.40%	-	0.05%	0.08%
	Unknown	12.38%	8.43%	7.33%	72.73%	83.37%
<b>Pregnancy/ Maternity</b>	Yes	3.17%	3.01%	3.66%	3.70%	3.98%
	No	85.43%	88.96%	89.01%	96.30%	96.02%
	Unknown	11.40%	8.03%	7.33%	-	-

**4. Employment Procedures**

Not available – see commentary.

**5. Redeployments 2015/16 (administered through Pertemps)**

		<b>Redeployment sought (all reasons) 72 employees</b>	<b>Successful redeployments 9 employees</b>	<b>Not redeployed 63 employees</b>	<b>Whole Council 4,901 employees</b>
<b>Ethnicity</b>	BAME	51.39%	44.44%	50.80%	41.62%
	White	38.89%	44.44%	39.68%	50.70%
	Unknown	9.72%	11.12%	9.52%	7.67%
<b>Sex</b>	Male	38.89%	66.67%	39.68%	21.98%
	Female	61.11%	33.33%	60.32%	78.02%
<b>Disability</b>	Yes	5.56%	0%	6.35%	1.45%
	No	58.33%	55.56	68.25%	49.65%
	Prefer not to say	-	-	-	0.10%
	Unknown	36.11%	44.44	25.40%	48.60%
<b>Age</b>	16 to 24	0%	0%	0%	4.28%
	25 to 34	12.50%	11.11%	12.70%	17.63%
	35 to 44	18.06%	22.22%	17.46%	23.30%
	45 to 54	36.11%	66.67%	31.75%	30.34%
	55 to 64	25.00%	0%	30.16%	21.16%
	65+	8.33%	0%	7.93%	3.29%
	Unknown	0%	0%	0%	0%
<b>Religion or Belief</b>	Christianity	25%	11.11%	26.98%	8.37%
	Hinduism	5.55%	0%	6.35%	3.59%
	Islam	5.55%	11.11%	4.76%	1.14%
	Judaism	0%	0%	0%	0.35%
	Jainism	0%	0%	0%	0.41%
	Sikh	4.17%	0%	4.76%	0.39%
	Buddhism	1.39%	0%	1.59%	0.16%
	Zoroastrian	0%	0%	0%	0.02%
	Other	1.39%	0%	1.59%	0.69%
	No Religion/ Atheist	2.78%	11.11%	20.64 %	1.96%
Unknown	54.17%	66.67%	33.33%	82.92%	
<b>Sexual Orientation</b>	Heterosexual	56.94%	55.56%	57.14%	15.34%
	Gay Woman/ Lesbian	0%	0%	0%	0.06%
	Gay Man	0%	0%	0%	0.18%
	Bi-sexual	0%	0%	0%	0.18%
	Prefer not to say	1.39%	0%	1.59%	0.78%
	Other	0%	0%	0%	0.08%
	Unknown	41.67%	44.44%	41.27%	83.37%
<b>Pregnancy/ Maternity in the last 2 years</b>	Yes	5.56%	0%	6.35%	3.98%
	No	59.72%	66.67%	58.73%	96.02%
	Unknown	34.72%	33.33%	34.92%	0%

**6. Maternity - Return to Work Rates - by Protected Characteristic**

		<b>Women due to return between 1 April 2015 - 31 March 2016</b>	<b>Women who returned to work for longer than 4 months</b>	<b>Women who returned to work but left within 4 months</b>	<b>Non returners following maternity leave</b>
		<b>99</b>	<b>80</b>	<b>4</b>	<b>15</b>
<b>Ethnicity</b>	BAME	39.39%	41.25%	50.00%	26.67%
	White	45.45%	43.75%	50.00%	53.33%
	Unknown	15.15%	15.00%	-	20.00%
<b>Disability</b>	Yes	1.01%	1.25%	-	-
	No	42.42%	41.25%	75.00%	40.00%
	Prefer not to say	1.01%	-	25.00%	-
	Unknown	55.56%	57.50%	-	60.00%
<b>Age</b>	16 - 24	1.01%	1.25%	-	-
	25 to 34	61.62%	58.75%	100.00%	66.67%
	35 to 44	37.37%	40.00%	-	33.33%
<b>Religion or Belief</b>	Christianity	8.08%	10.00%	-	-
	Hinduism	5.05%	6.25%	-	-
	Islam	-	-	-	-
	Judaism	-	-	-	-
	Jainism	-	-	-	-
	Sikh	-	-	-	-
	Buddhism	-	-	-	-
	Zoroastrian	-	-	-	-
	Other	-	-	-	-
	No Religion/ Atheist	2.02%	1.25%	25.00%	-
Unknown	84.85%	82.50%	75.00%	100.00%	
<b>Sexual Orientation</b>	Heterosexual	15.00%	25.00%	-	13.13%
	Gay Woman/ Lesbian	-	-	-	-
	Bi-sexual	-	-	-	-
	Prefer not to say	-	25.00%	-	1.01%
	Other	-	-	-	-
	Unknown	85.00%	50.00%	100.00%	85.86%

**7. Leavers - by Protected Characteristic and Pay Band**

		Ill Health Dismissal	Red'ncy Comp	Red'ncy Vol	Dismissal (including probation)	Resign'ion and other leavers	All leavers	Whole Council
		4	25	18	9	653	709	4,901
<b>Ethnicity</b>	BAME	50.00%	20.00%	44.44%	55.56%	36.75%	36.67%	41.62%
	White	25.00%	68.00%	55.56%	33.33%	55.28%	55.29%	50.70%
	Unknown	25.00%	12.00%	-	11.11%	7.96%	8.04%	7.67%
<b>Sex</b>	Male	-	28.00%	38.89%	22.22%	19.14%	19.89%	21.98%
	Female	100.00%	72.00%	61.11%	77.78%	80.86%	80.11%	78.02%
<b>Disability</b>	Yes	-	-	-	-	1.38%	1.27%	1.45%
	No	25.00%	48.00%	55.56%	77.78%	65.85%	64.88%	49.85%
	Prefer not to say	-	-	-	-	0.31%	0.28%	0.10%
	Unknown	75.00%	52.00%	44.44%	22.22%	32.47%	33.57%	48.60%
<b>Age</b>	16 to 24	-	-	-	-	5.21%	4.80%	4.28%
	25 to 34	-	8.00%	-	33.33%	27.41%	25.95%	17.63%
	35 to 44	-	16.00%	11.11%	-	21.75%	20.87%	23.30%
	45 to 54	50.00%	28.00%	22.22%	55.56%	20.52%	21.44%	30.34%
	55 to 64	50.00%	36.00%	50.00%	11.11%	19.60%	21.02%	21.16%
	65+	-	12.00%	16.67%	-	5.51%	5.92%	3.29%
<b>Religion</b>	Christianity	-	16.00%	22.22%	11.11%	6.58%	7.33%	8.37%
	Hinduism	-	-	5.56%	-	1.68%	1.69%	3.59%
	Islam	-	-	-	-	0.46%	0.42%	1.14%
	Judaism	-	-	-	-	0.31%	0.28%	0.35%
	Jainism	-	-	-	-	-	-	0.41%
	Sikh	-	4.00%	-	-	0.31%	0.42%	0.39%
	Buddhism	-	4.00%	-	-	-	0.14%	0.16%
	Zoroastrian	-	-	-	-	-	-	0.02%
	Other	-	4.00%	-	-	0.46%	0.56%	0.69%
	No Religion/ Atheist	-	-	5.56%	-	2.30%	2.26%	1.96%
Unknown	100.00%	72.00%	66.67%	88.89%	87.90%	86.88%	82.92%	
<b>Sexual Orientation</b>	Heterosexual	-	36.00%	44.44%	11.11%	12.56%	14.10%	15.34%
	Gay Woman/ Lesbian	-	-	-	-	-	-	0.06%
	Gay Man	-	-	-	-	0.61%	0.56%	0.18%
	Bi-sexual	-	-	-	-	-	-	0.18%
	Prefer not to say	-	4.00%	-	-	1.38%	1.41%	0.78%
	Other	-	-	-	-	-	-	0.08%
	Unknown	100.00%	60.00%	55.56%	88.89%	85.45%	83.92%	83.37%
<b>Maternity/ Pregnancy</b>	Yes	-	-	-	-	4.59%	4.23%	3.98%
<b>By Pay band</b>	1	50.00%	16.00%	38.89%	66.67%	40.58%	40.06%	37.03%
	2	25.00%	36.00%	5.56%	33.33%	27.41%	27.22%	32.95%
	3	-	36.00%	33.33%	-	24.50%	24.68%	21.87%
	4	25.00%	8.00%	16.67%	-	5.36%	5.78%	5.84%
	5	-	4.00%	-	-	1.68%	1.69%	2.04%
	6	-	-	5.56%	-	0.46%	0.56%	0.27%

**8. Take Up of Training Opportunities 2015/16**

A new training system has been introduced mid-year and therefore this information is no longer available.

The new system was introduced Oct 2015. This is an external system and does not hold protected characteristics data. We have identified a way to manually report on this for class room based learning by cross referencing the employee data held on SAP. We are continuing to investigate if this will be possible for e-Learning modules.

## **9. Directorate Workforce Profiles**

### **9.1 Resources & Commercial Directorate**

		<b>Resources &amp; Commercial Directorate</b>	<b>Whole Council</b>
		529	4,901
<b>Ethnicity</b>	BAME	46.31%	41.62%
	White	42.21%	50.70%
	Unknown	12.48%	7.67%
<b>Sex</b>	Male	22.12%	21.98%
	Female	77.88%	78.02%
<b>Disability</b>	Yes	3.21%	1.45%
	No	34.40%	49.85%
	Prefer not to say	0.00%	0.10%
	Unknown	62.38%	48.60
<b>Age</b>	16 to 24	3.40%	4.28%
	25 to 34	16.45%	17.63%
	35 to 44	24.39%	23.30%
	45 to 54	30.81%	30.34%
	55 to 64	20.98%	21.16%
	65+	3.97%	3.29%
<b>Religion or Belief</b>	Christianity	8.13%	8.37%
	Hinduism	6.62%	3.59%
	Islam	1.89%	1.14%
	Judaism	0.00%	0.35%
	Jainism	0.57%	0.41%
	Sikh	1.32%	0.39%
	Buddhism	0.19%	0.16%
	Zoroastrian	0.00%	0.02%
	Other	0.76%	0.69%
	No Religion/ Atheist	3.40%	1.96%
Unknown	77.13%	82.92%	
<b>Sexual Orientation</b>	Heterosexual	19.85%	15.34%
	Gay Woman/ Lesbian	0.00%	0.06%
	Gay Man	0.19%	0.18%
	Bi-sexual	0.00%	0.18%
	Prefer not to say	0.76%	0.78%

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	Other	0.00%	0.08%
	Unknown	79.21%	83.37%
<b>Pregnancy/ Maternity</b>	Yes	5.67%	3.98%
	No	94.33%	96.02%

**9.2 People Services Directorate (including schools)**

		<b>People Services Directorate</b>	<b>Whole Council</b>
		3,566	4,901
<b>Ethnicity</b>	BAME	42.62%	41.62%
	White	50.08%	50.70%
	Unknown	7.29%	7.67%
<b>Sex</b>	Male	12.56%	21.98%
	Female	87.44%	78.02%
<b>Disability</b>	Yes	0.87%	1.45%
	No	55.89%	49.85%
	Prefer not to say	0.11%	0.10%
	Unknown	43.13%	48.60
<b>Age</b>	16 to 24	4.99%	4.28%
	25 to 34	19.01%	17.63%
	35 to 44	24.12%	23.30%
	45 to 54	30.45%	30.34%
	55 to 64	18.87%	21.16%
	65+	2.55%	3.29%
<b>Religion or Belief</b>	Christianity	7.49%	8.37%
	Hinduism	3.06%	3.59%
	Islam	0.79%	1.14%
	Judaism	0.31%	0.35%
	Jainism	0.45%	0.41%
	Sikh	0.22%	0.39%
	Buddhism	0.14%	0.16%
	Zoroastrian	0.03%	0.02%
	Other	0.67%	0.69%
	No Religion/ Atheist	1.63%	1.96%
Unknown	85.22%	82.92%	
<b>Sexual Orientation</b>	Heterosexual	13.38%	15.34%
	Gay Woman/ Lesbian	0.08%	0.06%
	Gay Man	0.08%	0.18%
	Bi-sexual	0.08%	0.18%
	Prefer not to say	0.64%	0.78%
	Other	0.08%	0.08%
	Unknown	85.64%	83.37%
<b>Pregnancy/ Maternity</b>	Yes	4.26%	3.98%
	No	95.74%	96.02%

**9.3 Community Directorate**

		<b>Community Directorate</b>	<b>Whole Council</b>
		721	4,901
<b>Ethnicity</b>	BAME	36.20%	41.62%
	White	58.39%	50.70%
	Unknown	5.41%	7.67%
<b>Sex</b>	Male	64.49%	21.98%
	Female	35.51%	78.02%
<b>Disability</b>	Yes	2.91%	1.45%
	No	32.18%	49.85%
	Prefer not to say	0.14%	0.10%
	Unknown	64.77%	48.60
<b>Age</b>	16 to 24	1.80%	4.28%
	25 to 34	10.54%	17.63%
	35 to 44	17.48%	23.30%
	45 to 54	30.65%	30.34%
	55 to 64	32.32%	21.16%
	65+	7.21%	3.29%
<b>Religion or Belief</b>	Christianity	13.59%	8.37%
	Hinduism	4.58%	3.59%
	Islam	2.36%	1.14%
	Judaism	0.69%	0.35%
	Jainism	0.14%	0.41%
	Sikh	0.55%	0.39%
	Buddhism	0.28%	0.16%
	Zoroastrian	0.00%	0.02%
	Other	0.83%	0.69%
	No Religion/ Atheist	2.36%	1.96%
Unknown	74.62%	82.92%	
<b>Sexual Orientation</b>	Heterosexual	22.61%	15.34%
	Gay Woman/ Lesbian	0.00%	0.06%
	Gay Man	0.28%	0.18%
	Bi-sexual	0.69%	0.18%
	Prefer not to say	1.11%	0.78%
	Other	0.14%	0.08%
	Unknown	75.17%	83.37%
<b>Pregnancy/ Maternity</b>	Yes	1.11%	3.98%
	No	98.89%	96.02%

**9.4 Regeneration**

		<b>Regeneration and Planning</b>	<b>Whole Council</b>
		102	4,901
<b>Ethnicity</b>	BAME	25.49%	41.62%
	White	63.73%	50.70%
	Unknown	10.78%	7.67%
<b>Sex</b>	Male	46.08%	21.98%
	Female	53.92%	78.02%
<b>Disability</b>	Yes	2.94%	1.45%
	No	40.20%	49.85%
	Prefer not to say	0.00%	0.10%
	Unknown	56.86%	48.60
<b>Age</b>	16 to 24	0.98%	4.28%
	25 to 34	21.57%	17.63%
	35 to 44	28.43%	23.30%
	45 to 54	22.55%	30.34%
	55 to 64	25.49%	21.16%
	65+	0.98%	3.29%
<b>Religion or Belief</b>	Christianity	4.90%	8.37%
	Hinduism	1.96%	3.59%
	Islam	0.98%	1.14%
	Judaism	0.98%	0.35%
	Jainism	0.00%	0.41%
	Sikh	0.00%	0.39%
	Buddhism	0.00%	0.16%
	Zoroastrian	0.00%	0.02%
	Other	0.00%	0.69%
	No Religion/ Atheist	2.94%	1.96%
Unknown	88.24%	82.92%	
<b>Sexual Orientation</b>	Heterosexual	9.80%	15.34%
	Gay Woman/ Lesbian	0.00%	0.06%
	Gay Man	2.94%	0.18%
	Bi-sexual	0.98%	0.18%
	Prefer not to say	2.94%	0.78%
	Other	0.00%	0.08%
	Unknown	83.33%	83.37%
<b>Pregnancy/ Maternity</b>	Yes	3.92%	3.98%
	No	96.08%	96.02%

**10. Workforce Profile - Agency Workers engaged through Pertemps**

		<b>Pertemps Headcount during March 2016 710 placements</b>	<b>Council Workforce Excluding Schools 4,901 employees</b>	<b>Harrow Community</b>
<b>Ethnicity</b>	BAME	35.49%	41.62%	57.75%
	White	29.86%	50.70%	42.25%
	Prefer not to say	34.65%	N/A	N/A
	Incomplete/Unknown	0.00%	7.67%	0.00%
<b>Sex</b>	Male	39.01%	21.98%	49.70%
	Female	43.94%	78.02%	50.30%
	Prefer not to say	17.04%	N/A	N/A
	Incomplete/Unknown	0.00%	0.00%	N/A
<b>Disability</b>	Yes	0.70%	1.45%	N/A
	No	77.32%	49.85%	
	Prefer not to say	21.97%	0.10%	
	Incomplete/Unknown	0.00%	48.60%	
<b>Age</b>	16 to 24	9.30%	4.28%	N/A
	25 to 34	36.20%	17.63%	
	35 to 44		23.30%	
	45 to 54	30.99%	30.34%	
	55 to 64		21.16%	
	65+	2.25%	3.29%	
Prefer not to say	21.27%	0.00%		
<b>Religion or Belief</b>	Christianity	28.03%	8.37%	37.30%
	Hinduism	4.79%	3.59%	25.30%
	Islam	0.00%	1.14%	12.50%
	Judaism	0.28%	0.35%	4.40%
	Jainism	0.42%	0.41%	2.17%
	Sikh	0.99%	0.39%	1.20%
	Buddhism	0.28%	0.16%	1.10%
	Zoroastrian	0.00%	0.02%	0.07%
	Other	0.00%	0.69%	0.26%
	No Religion/Atheist	9.72%	1.96%	9.60%
	Prefer not to say	55.49%	N/A	N/A
Incomplete/Unknown	0.00%	82.92%	6.20%	
<b>Sexual Orientation</b>	Heterosexual	61.41%	15.34%	N/A
	Gay Woman/ Lesbian	0.28%	0.06%	
	Gay Man	0.28%	0.18%	
	Bi-sexual	0.28%	0.18%	
	Prefer not to say	37.75%	0.78%	
	Other	0.00%	0.08%	
Incomplete/Unknown	0.00%	83.37%		
<b>Pregnancy/ maternity in last 2 years</b>	Yes	2.39%	3.98%	N/A
	No	62.82%	96.02%	
	Prefer Not To Say	34.79%	N/A	
	Incomplete/Unknown	0.00%	N/A	

**2015/16 Pay bands**

<b>Pay band</b>	<b>Salary in £s</b>	<b>Broadly equivalent to and will include</b>
Band 1	Up to 19,182	G1 to G3
Band 2	19,183 - 31,059	G4 to G8
Band 3	31,060 - 42,525	G9 to G11
Band 4	42,526 - 61,377	MG1 – MG3
Band 5	61,378 - 94,929	MG4 and D1
Band 6	94,930 and above	D2 and above

### **3. Analysis of Employment Data – Key issues identified**

#### **3.1 Workforce Profile/Recruitment and Retention**

##### **3.1.1 RACE**

- **Representation of BAME Employees in the Workforce**

The Council has an objective to develop a workforce that reflects the diverse communities it serves. This year's data highlights that, as in previous years, the representation of BAME employees in the workforce (41.62%), does not reflect the BAME representation in the local community (57.75%).

However, this year there is a slight increase in the proportion of BAME employees in the workforce compared to the previous year (40.18%), an increase of just below 1.5%.

This year more than half the appointments (56.54%) made were BAME applicants, which exceeds the current proportion of BAME staff in the workforce (42.01%), excluding schools. The data also shows a lower representation of BAME employees (36.67%), leaving the Council's employment, compared to their profile in the workforce. The proportion of White employees leaving the Council's employment is higher than their profile in the workforce.

If these trends continue, this would contribute over a period of time to a continuing increase in the proportion of BAME employees in the workforce, although levels of recruitment generally continue to be low.

This small improvement reflects the efforts that we have made to embed equalities and celebrating diversity within our organisational culture. Targeting training of managers on recruitment processes and delivering organisational wide events to promote diversity.

- **Proportion of BAME appointments compared to applications**

This year the proportion of BAME applicants (65.23%) is higher than their profile in the community (57.75%) and higher than their representation in the workforce, excluding schools (42.01%).

This year, the drop off in the proportion of BAME applicants between application and interview stage (65.23% - 64.06%) has reduced significantly compared to the previous year's figures (68.42% – 59.65%).

The drop off in the proportion of BAME applicants between interview and appointment stage (64.06% - 56.54%) has increased this year compared to with previous year (59.65% - 57.06%).

More than half the appointments made were from BAME applicants, which exceeds the current proportion of BAME staff in the workforce (42.01%), excluding schools, but is less than their representation in the community (57.75%).

The applicant monitoring profile data shows a higher percentage of BAME employees joining the Council, compared to their representation in the workforce which should, if it continues, contribute to an increase in the proportion of BAME

employees in the workforce over a period of time. In addition, the proportion of BAME leavers is lower than their profile in the workforce.

As stated in last year's report, relying on recruitment alone is unlikely to redress the imbalance in the representation of BAME employees in the workforce and unlikely to produce significant change, as levels of external recruitment remain relatively low.

### • **Lack of BAME representation at senior levels in the organisation**

The representation of BAME employees across the pay bands remains generally unchanged. The proportion of BAME employees is greatest in the lower pay bands and reduces at higher pay bands.

When the snapshot of the workforce was taken on 31 March 2016, only 7.63% of employees in pay band 6, Director level and above, had declared their ethnicity as BAME.

Actions focusing on the recruitment to senior posts and crucially on the development and progression of BAME staff were included in the Action Plan as this was one of the key priorities identified from last year's report. Members of the Corporate Leadership Group from under-represented groups committed to acting as role models through storytelling at events, mentoring and championing the equalities action report. Leadership development has been promoted to all employees, specifically the coaching scheme and CMI management and leadership programmes.

## **3.1.2 GENDER**

### • **Full and Part Time Workers**

There is no change to the ongoing pattern i.e. women comprise almost all of the workforce working part time (91.45%). There tends to be a higher proportion within schools as a consequence of school operating hours and availability of term time only working.

## **3.1.3 DISABILITY**

### • **Under Representation of Employees with Disabilities in the Workforce**

The proportion of employees across the whole Council (including schools) who have declared that they had a disability increased slightly to 1.45% (an increase of 0.01% on the previous year) and continues to be below the Council's target of 3%. A total of only 71 employees, across the whole Council, declared a disability. The proportion of employees, excluding those in schools, who declared a disability, was 2.91% (61 employees).

This year's figures show that the overall proportion of employees leaving the Council who declared a disability (1.27%) was lower than their representation in the workforce profile (1.45%). This may reflect that once employed employees declaring a disability feel well supported by the organisation.

### **Proportion of appointments from applicants with disabilities, compared to applications**

The proportion of applications received from applicants with disabilities increased to 3.28%, from 2.57% in the previous year. The proportion of applicants with disabilities who were shortlisted and appointed were both higher than the proportion of applications received from applicants with disabilities.

Applicants and employees assess and classify themselves as to whether they have a disability and/or whether they wish it to be recorded. The Council application form does mention the definition of disability as contained in the Equality Act 2010, but it is clear that different individuals may have different views about what constitutes disability. Furthermore, the SAP system, where current employees can record whether they are disabled, does not provide any definition. However, applicants and employees have now recently been given the option to state “prefer not to say” in relation to declaring their disability.

Similar to previous years the numbers involved are very small, only 6 applicants with disabilities were appointed, so care should be taken when interpreting the data.

The overall proportion of employees leaving the Council who have declared a disability is lower than the representation in the workforce.

However, the results of the Staff Survey which took place in 2014, appears to indicate there are a higher proportion of staff with disabilities across the workforce who choose not to declare their disability. The Council continues to encourage staff to declare against all protected characteristics and create a climate in which staff feel comfortable disclosing this information.

### **• Disability - Representation of employees at senior levels in the organisation**

The representation of employees who have declared a disability remains low at all levels of the organisation, however, this year pay band 6 is the only category where no employees have declared a disability.

## **3.1.4 AGE**

### **• Under representation of Employees aged under 25 years in the Workforce**

Just less than 55% of the workforce across the whole Council is aged 45 years and over and over 60% excluding schools. The proportion of over 65s employed continues to increase slightly year on year, but remains low at 3.29%.

This year the proportion of Harrow Council employees aged under 25 years has increased slightly to 4.28% this year.

The proportion of employees leaving the Council aged under 25 years (4.80%) is higher than their representation in the workforce. To improve retention of staff in this age group, the Council needs to understand and address the reasons for this.

Suggested actions:

A workplace survey for our under 25's to understand the key important areas for them when choosing, and staying with an employer.

Review of the leavers' process to capture quantitative and qualitative data of reasons for employee, especially those under 25, exiting the business.

### • Low level of recruitment of young people

The Council attracted 14.28% of its applications from young people aged under 25 years but only 2.17% of appointments were of under 25 year olds.

A PricewaterhouseCoopers (PwC) survey of 4,364 university graduates born between 1980 and 2000 revealed the expectations of both Generation Y and Generation Z towards their employers. Only 18% of those advised that they planned to stay with an employer long term. Key factor for choosing a job were:

1. 65% - opportunities for learning an development
2. 36% the reputation of the organisation
3. 24% the role itself

In the same survey, 59% said that an employer's provision of state-of-the art technology was important to them when considering a job, but they habitually use workplace technology alongside their own. Over half of those questioned routinely make use of their own technology at work, and 78% said that access to the technology they like to use makes them more effective at work.

Suggested actions:

Review of ICT capability to 'bring your own device'.

Targeted social media recruitment campaigns for young people.

Recruitment project has been commissioned (starting October 2016) to review the Recruitment and Selection Policy and Procedures and the attraction strategy for young people (as well as those from all underrepresented groups.)

The introduction of the apprenticeship levy from March 2017 will ensure targeted recruitment campaigns at school leavers and under 25's.

### **3.1.5 EMPLOYMENT PROCEDURES**

In previous years, reports have been provided which cover Disciplinary (Conduct), Capability (Sickness Absence and Performance) and Dignity at Work (Grievance) cases.

Following the HR Transformation which took place in April 2015, HR Advisors are only involved in these procedures at specific intervention points i.e. if a potential dismissal, an appeal or if it is a particularly complex case. Managers and employees involved in the procedures can obtain information and advice from the intranet or via AskHR, either over the telephone or by email.

As a consequence, the only information held centrally relates to those few cases involving potential dismissal, appeals or complex cases. Information cannot, as yet, be retrieved from Civica, as originally intended. Furthermore, the number of cases which could be reported is considerably lower than in previous years, and it may be possible to identify individuals from the data. However, a review of these few cases does not indicate any bias in terms of protected characteristics.

This issue will be addressed in the review of this report for future years.

### **3.1.6 WORKFORCE PROFILE DATA**

There are continuing concerns regarding the accuracy and completeness of workforce profile data.

The high percentage of “Unknowns” on the Protected Characteristics of Religion or Belief and Sexual Orientation again this year, means it is not possible to carry out meaningful analysis. There is also under reporting of disability.

The high level of unknowns is concerning because it means that a full corporate picture cannot be established.

In order for the Council to monitor performance on equalities and meet the individual needs of the workforce as part of the development of an inclusive culture, it is essential a full picture of the workforce is established. Achieving a more comprehensive profile of the workforce by encouraging staff to declare their protected characteristics has been identified as one of the key priorities for action.

Development of the SAP ESS system has been undertaken to allow employees to update their own equalities data from September 2016. Whilst this includes options for employees to select ‘prefer not to say’ it is hoped that this resource will still improve the data captured making our reports more accurate. A communications plan to inform employees of this new feature is scheduled for October 2016

### **3.1.7 TRAINING**

It has not been possible to provide any data relating to corporate training for the year ending 31 March 2016. A new recording system, TOTARA, was introduced mid year and doesn’t have the facility to record protected characteristics. This issue will be addressed in the future review of this report.

New joiners continue to complete the mandatory ‘Equality Matters’ module within 8 weeks of starting and existing staff undertake a refresher every 2 years. In addition, the ‘Equitable and Fair Recruitment and Selection’ Programme which includes “unconscious bias” and Disability Awareness training continues to support the development of an inclusive approach.

Work has been ongoing to improve our compliance rates for the mandatory training modules. Face to face training workshops have taken place at the depot for staff that do not currently have access to the online course. Quarterly reporting highlighting those employees with outstanding learning records have been created, broken down by directorate, and shared with the Corporate Leadership Group (CLG).

Levels still remain below target. We are working with the e-learning system provider to implement a digital solution for sending reminders to employees, and their managers when this training has not been completed. ICT are investigating the implications of introducing a meta compliance solution. In the interim, it has been agreed to create manual monthly reports to be shared with CLG to identify areas that are not meeting the required 100% completion rate.