

Human Resources & Organisational Development

Workforce Equalities Report 2015/16

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1. Introduction

Having a diverse workforce and inclusive workplace culture are key to the council being 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.

2. Key Workforce headlines

2.1 Workforce as at 31 March 2016

Arrows denote how the workforce has changed since 31 March 2015.

| | | |
|--|---------|---|
| Number of employees (headcount) | 4549 |  |
| Number of employees (FTE) | 3870.70 |  |
| % of employees working full-time | 58.25% |  |
| % of employees working part-time | 41.75% |  |
| % of employees on permanent contracts | 88.06% |  |
| % of employees on temporary/fixed-term contracts | 11.94% |  |

| | | |
|--|--------|---|
| White British | 85.64% |  |
| White Irish | 2.08% |  |
| Black or Asian minority ethnic group (BME) | 6.25% |  |

| | | |
|--------------------------|--------|---|
| White Other background | 6.03% | ↑ |
| Disabled | 7.86% | ↓ |
| LGB | 12.01% | ↑ |
| Male | 40.54% | ↓ |
| Female | 59.46% | ↑ |
| Christian | 36.65% | ↓ |
| No religion/belief | 53.78% | ↑ |
| Other religion/belief | 9.57% | ↓ |
| Under 30 years of age | 6.16% | ↓ |
| 30 to 49 years of age | 52.35% | ↓ |
| 50 years of age and over | 41.49% | ↑ |

2.2 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 | 2016 | Workforce target * |
|--------------|--------|--------|--------|--------|--------------------|
| BME | 5.55% | 5.76% | 5.93% | 6.25% | 9.1% |
| White Other | 5.13% | 5.27% | 5.75% | 6.03% | 8.8% |
| White Irish | 2.23% | 2.22% | 2.20% | 2.08% | 1.6% |
| Disabled | 7.0% | 7.21% | 8.13% | 7.86% | 7.5% |
| LGB | 11.73% | 11.53% | 11.61% | 12.01% | 13.0% ** |
| Sex – Male | 40.5% | 40.69% | 40.97% | 40.54% | 46.4% |
| Sex – Female | 59.5% | 59.31% | 59.03% | 59.46% | 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.

The key findings of this report are:

- The council's workforce continues to downsize, continuing the trend seen over recent years.
- The overall equalities profile is changing slowly. Although there has been a modest increase in the percentage of BME and White Other employees this year, these groups are 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, although the last twelve months has seen a small decrease in this group's level of representation in the workforce.
- BME and White Other applicants continue to find it more difficult to secure interviews and job offers compared with White British and White Irish applicants.
- BME and White Other applicants are predominantly recruited to lower-graded jobs and are more likely to be engaged on a temporary, fixed-term or casual basis.
- BME and White Other and disabled employees are also less likely to be offered the opportunity to "act-up" into a higher graded role. However both BME and disabled employees fared better in being offered secondment opportunities.

- The proportion of disabled employees within the workforce has fallen slightly this year but nevertheless remains above the percentage of disabled people at all but the most senior levels within the organisation.
- The proportion of LGB employees has increased by nearly 3.5% over the last year – the largest increase across all equality groups. As last year, the level of representation of LGB employees is above the council’s workforce target within the middle and higher grade bands.
- The sex profile of the workforce has remained stable 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 (except for casual roles) and in securing promotions and developmental opportunities such as secondments. However, in a change from last year, they appear to be less successful in being offered “acting-up” opportunities.
- The workforce is ageing and this year, for the first time, the highest percentage of employees fell within the 50 to 54 age group. Nearly 42% of employees are 50 years of age or over – an increase of 1.86% on the figure for 2014/15.
- In stark contrast, the workforce is significantly under-represented in the younger age groups with the percentage of employees aged under 30 falling further over the last twelve months to 6.1%. This is despite the council working hard to attract and recruit young people on to its Apprenticeship Scheme.
- Only about 1 in six applicants were under the age of 25. In contrast the percentage of employees aged under 30 within the casual workforce increased by 0.85% over the last twelve months.
- Leaver data shows that fewer BME and White Other employees left the council than might have been expected given their levels of representation within the workforce. This is contrary to the position last year which is encouraging
- The majority of employment casework under the council’s formal procedures involved male employees and individuals employed in lower-graded roles.
- Whilst disabled employees were less likely, compared with last year, to be subject to disciplinary action, they were far more likely to be the subject of Attendance Management procedures, have allegations of bullying/harassment made against them or have raised a grievance.
- In contrast to last year, employees from a BME background were more likely to be subject to the Disciplinary Procedure. Individuals identifying as LGB were more likely to have formal taken against them under the Attendance Management Procedure.
- In general, the proportion of employees from groups under-represented within the council’s workforce undertook corporate training is down compared to last year. The exception to this is from individuals who came from a White Other background, who have increased participation.

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 2016 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".

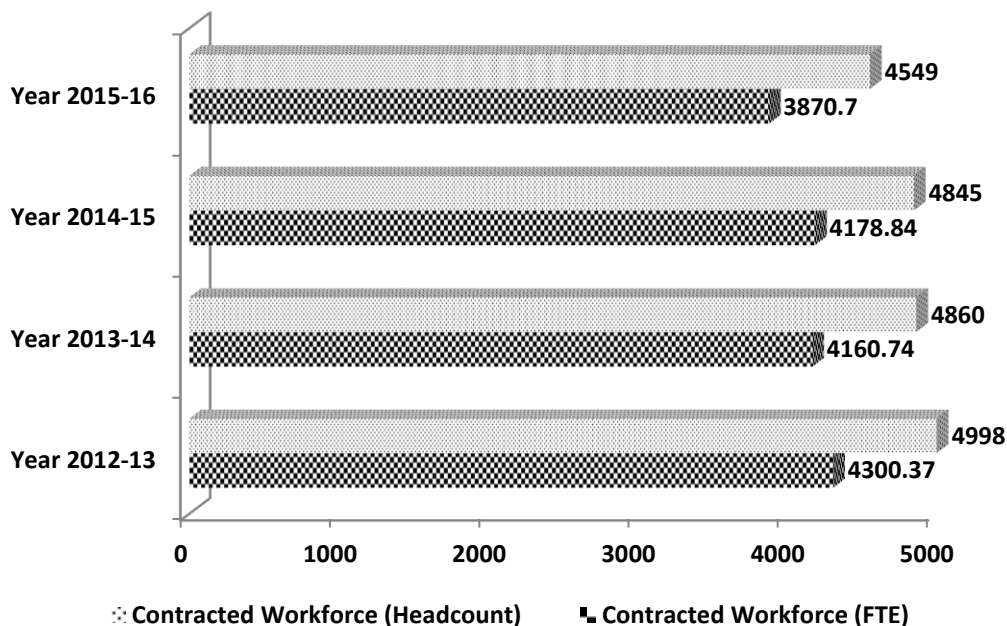
6. Organisational Profile – Overview

The council employs 9,390 employees - 4841 of those within schools and 4549 in non-school based services.

6.1 Headcount

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

Chart 1:

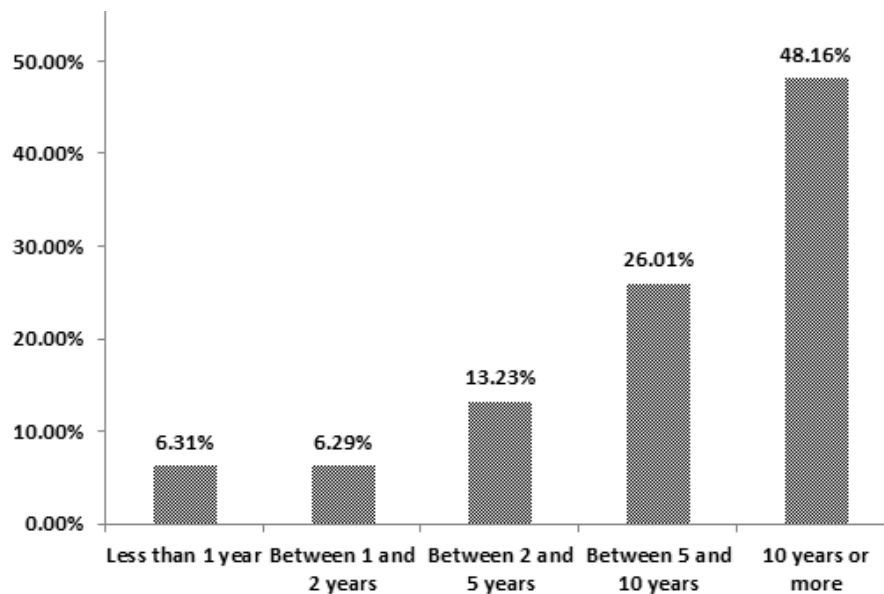


The headcount of the council's contracted workforce (i.e. excluding casual and agency workers) has shrunk by just under 9% over the last three years (4998 in 2012/13 to 4549 at the end of 2015/16). Approximately, two thirds of this reduction occurred in the last twelve months. The drop in headcount was accompanied by a similarly sized reduction in full time equivalents (FTE) from 4300.37 to 3870.70.

6.2 Length of service

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

Chart 2:



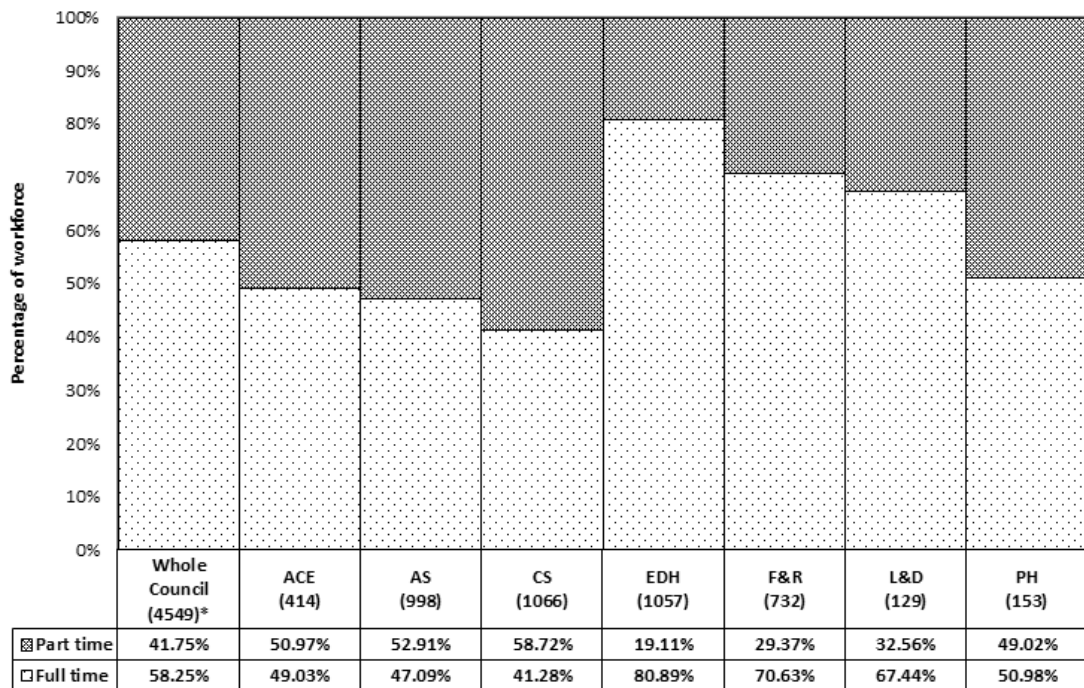
As last year, nearly four out of five employees (74.17%) have more than five years service and approaching half of the contracted workforce has worked for the council for over 10 years (48.16%). The proportion of longest-serving employees within the workforce shows an increase of approximately 4% on 2014/15. Only one in eight employees has less than two years service and over the last year the number of employees who are in their first year of service with the council has fallen by 1.2%.

Two thirds of the council's BME workforce (66%) and those identifying as White Other (68%) have completed five or more years service. However, the proportion of BME employees with long service has fallen by 2.1% over the last twelve months, the figure for those identifying as White Other has increased by 1.7%. In both cases the proportion of long serving individuals is significantly lower than that for White British employees (78.49%). In contrast, 82.7% of individuals who had disclosed a disability had completed five or more years service.

6.3 Working Pattern

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

Chart 3:



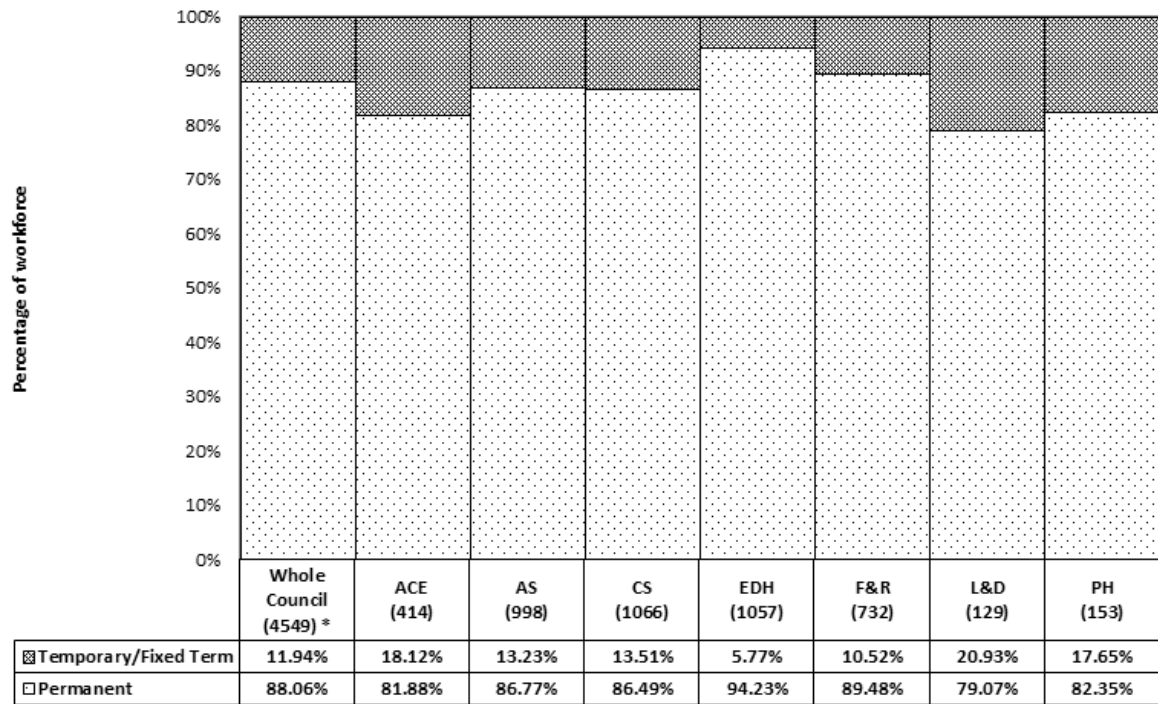
* figures in brackets refer to employee headcount

The working pattern profile of the council’s workforce remains unchanged from last year with the majority of council employees working full-time (58.25%). As in 2014/15, the majority of those working part-time were female (80%). Although the ratio of employees working full or part-time has remained fairly static in most directorates since last year, the proportion of part-time workers within Legal and Democratic Services has more than doubled over the last twelve months from 15.25% to 32.56%. Public Health also saw an increase in those working part time but the increase was much less marked at just under 6.5%. Children’s and Adults’ Services continue to have the highest proportion of part-time workers.

6.4 Contract type

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

Chart 4:



* figures in brackets refer to employee headcount

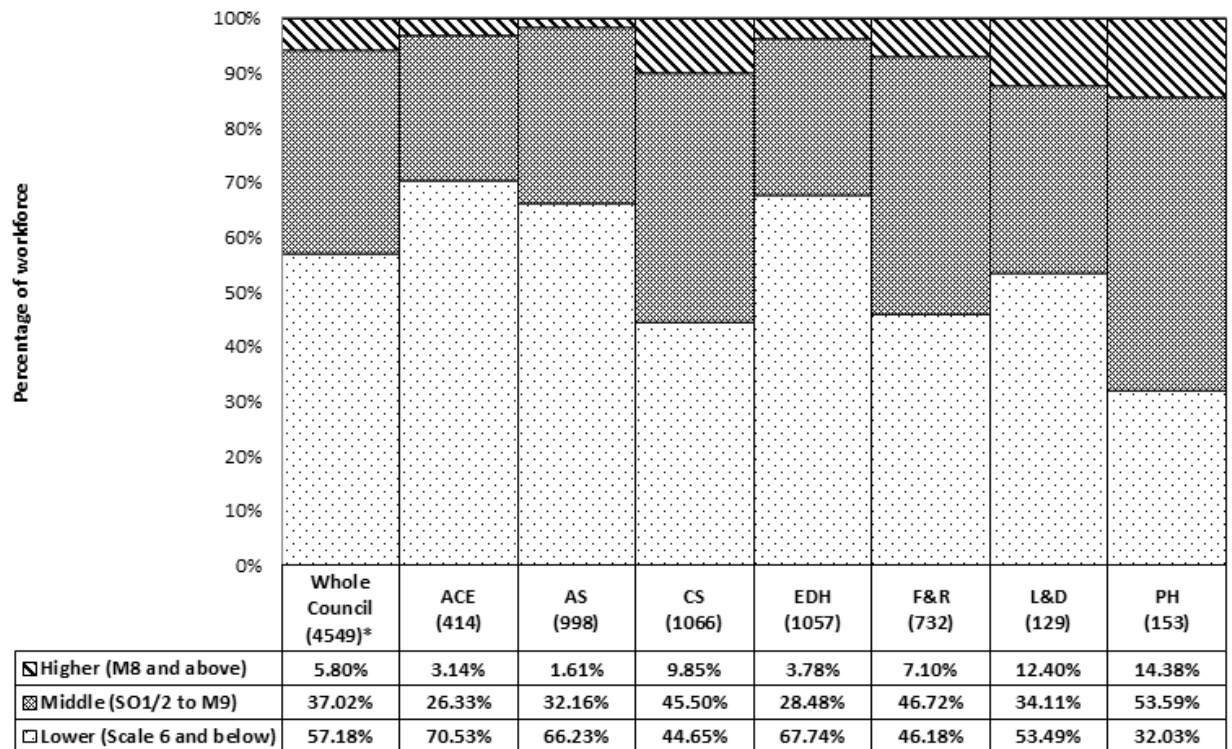
Similarly, the ratio of permanent to temporary/fixed-term posts has remained fairly static over the last twelve months. At the end of 2015/16, the percentage of employees engaged on a permanent contract was 88.06%, an increase of 0.18% from 2014/15. As a result, the proportion of the council’s contracted workforce engaged on a temporary/fixed-term basis dropped to 11.94%. Public Health and Legal & Democratic Services saw the highest increase in the percentage of the workforce employed on fixed-term contracts (approximately 5.5%). In contrast, Finance & Resources saw the largest reduction (2.9%) in the use of fixed-term contracts.

Employees from both BME and White Other groups continue to be more likely to be employed on temporary or fixed term contracts compared with their White British counterparts. Indeed, the proportion of our BME workforce employed on a temporary basis has increased from 15.75% at the end of 2014/15 to just over 21% (one in five) at the end of 2015/16. In contrast, the percentage of our employees from a White other background employed on a temporary or fixed term contract has fallen by approximately 1% since last year (18.7% to 17.8%).

6.5 Grade

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

Chart 5:



* figures in brackets refer to employee headcount

The overall grade profile of the organisation has changed little from last year despite the reduction in the size of the workforce and the number of service redesigns that have taken place over the last twelve months. Since 2014/15, there has been a slight 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 (58.35% to 57.18%)

6.6 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.

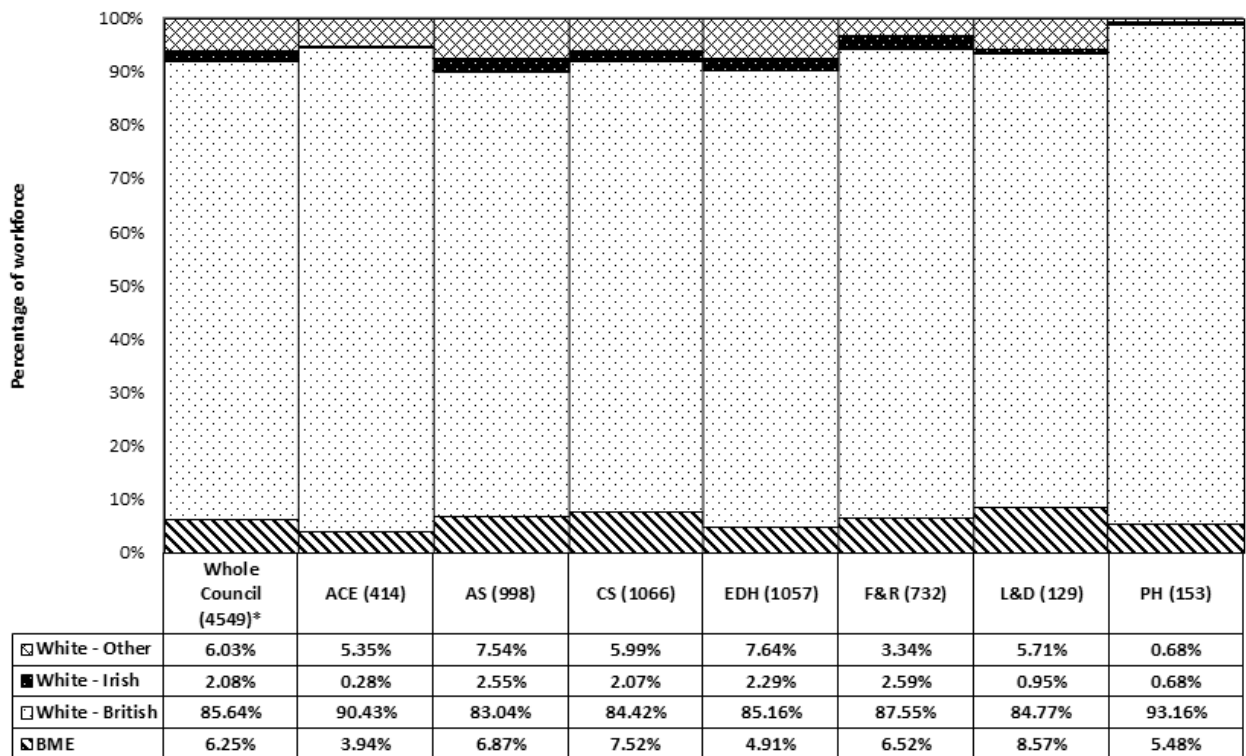
Charts showing additional analysis by grade and contract type can be found in Appendix 1.

6.7 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:



* figures in brackets refer to employee headcount

The ethnic composition of council's workforce continues to change slowly. Over the last twelve months there has been a slight increase in the percentage of BME and White Other employees within the workforce (0.32% and 0.28% respectively). Whilst these increases are modest, they continue the steady, consistent upward trend in level of representation of these groups over the last three or four years. However, despite these encouraging signs both these groups remain under-represented within the workforce compared with their level of representation in the economically active population of Brighton and Hove.

The distribution of BME employees across grades has similarly not changed markedly in the last year with 60% of the BME workforce occupying grades below scale 6. This compares with 55.1% for their White British counterparts. Only sixteen BME individuals are employed in the highest grade band (M8 and above), the same as at the end of March 2015.

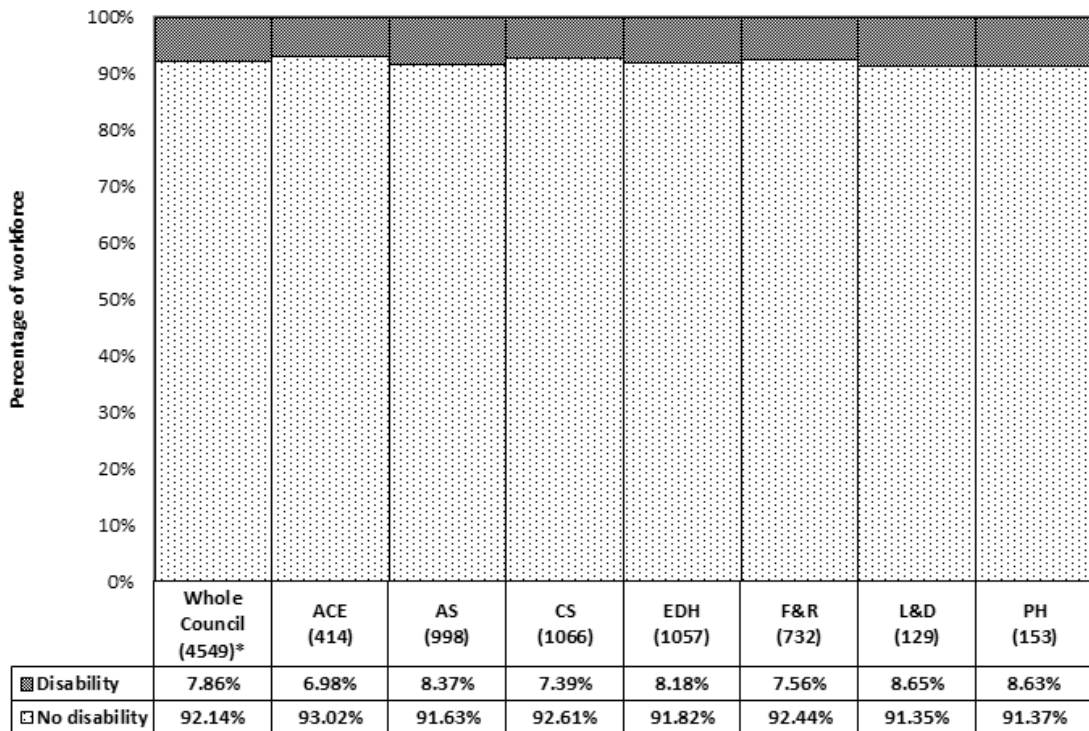
A greater differential can be seen in relation to the White Other group, with just over seven out of ten employees (70.5%) within this ethnic group being employed within the lowest grade band. As last year, their level of representation within grades SO1/2 and above is below that seen for BME employees and this difference is even more marked within senior management roles.

In contrast, there has been a small decrease in the proportion of employees from a White Irish background over the last twelve months (from 2.2% to 2.08%) and this is mainly attributable to a reduction in the proportion of individuals within the scale 1-6 grade band (from 1.68% in 2014/15 to 1.43% at the end of March 2016). Despite this, White Irish employees are still over-represented compared with the local economically active population figure of 1.6% and this over-representation is most marked within the SO1/2-M9 grade band (3.03%).

6.8 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:



* figures in brackets refer to employee headcount

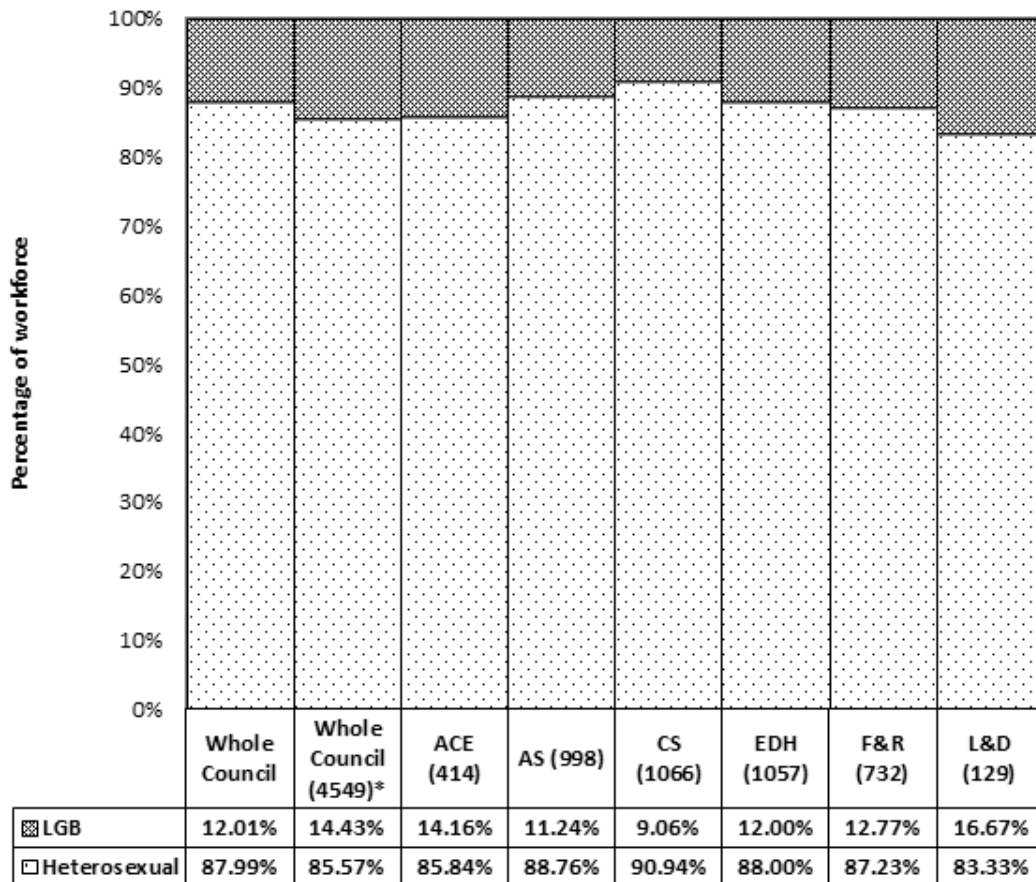
The percentage of employees within the workforce who have disclosed a disability has fallen slightly this year from 8.13% to 7.86%. Despite this small decrease, this is still above the percentage of disabled people who are economically active within Brighton and Hove (7.5%). This is the second year in a row where this has been the case. In response to this, the council has increased its workforce target for this equality group to 8% for 2016/17.

Although it is encouraging to see that there has been an increase in the percentage of disabled employees employed in posts graded SO1/2-M9 over the last twelve months (0.55%), this group remains significantly under-represented within senior roles (grade M8 and above) at 5.88% so there is still more work to do.

6.9 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:



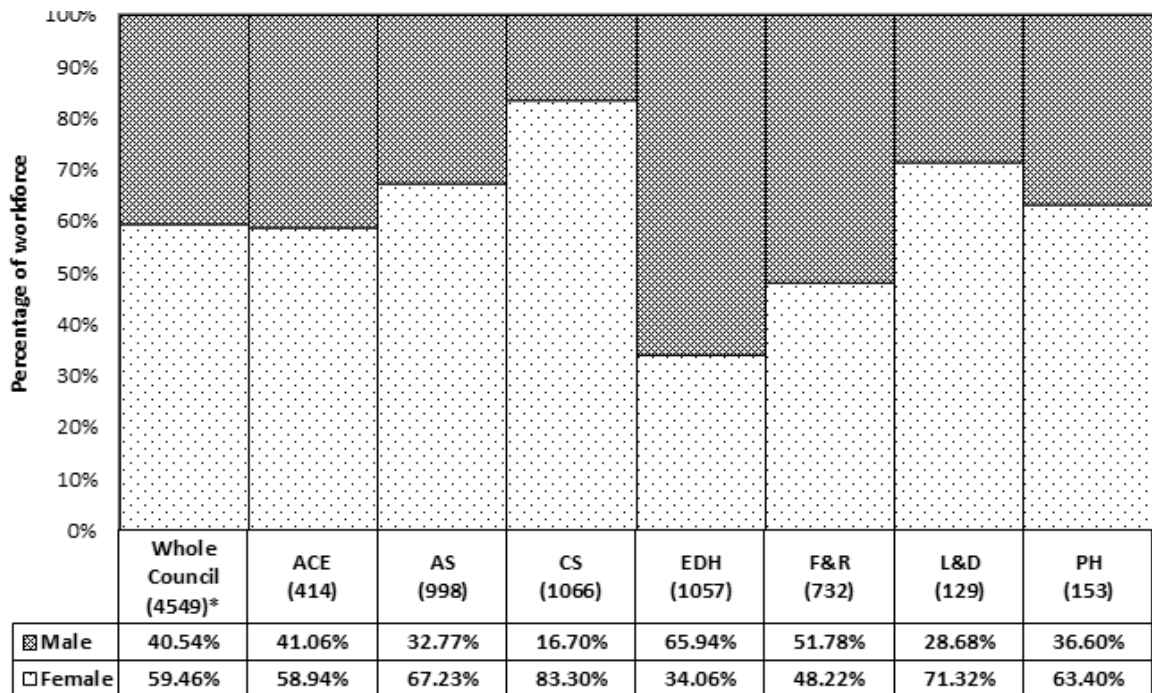
** figures in brackets refer to employee headcount*

The percentage of employees identifying as LGB increased from 11.61% at the end of 2014/15 to 12.01% at the end of March 2016. This represents the largest increase across equality groups in the last twelve months and continues the steady upward trend seen over the last three years. Although LGB employees are under-represented when taking the workforce as a whole, their levels of representation in posts above scale 6 are above target (14.1% within the grade band SO1/2 –M9 and 14.29% within roles graded M8 and above).

6.10 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:



* figures in brackets refer to employee headcount

Historically, the sex profile of the workforce has remained stable with a gender imbalance in favour of females and 2015/16 is no exception. At the end of March 2015, the workforce comprised 59.46% female (up 0.43% on March 2015) and 40.54% 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.

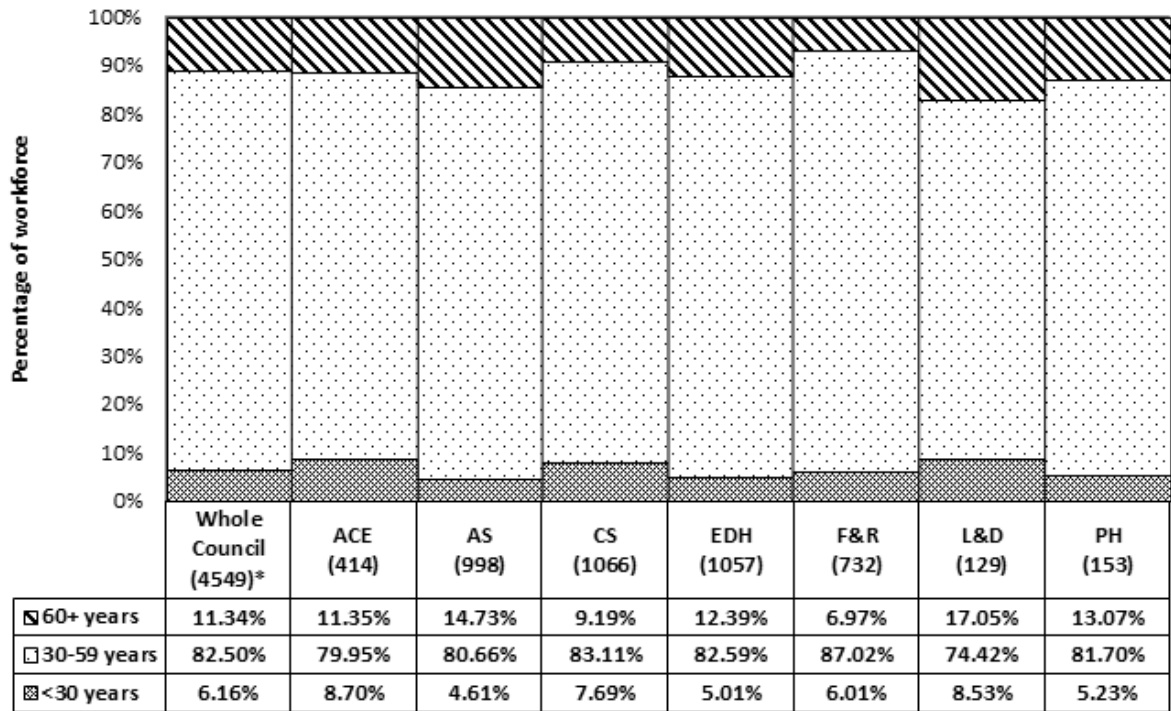
The Directorate with the most marked gender imbalance is Children’s Services which has a workforce that 83.3% female – an increase of 1.32% in the last twelve months. Only the Finance & Resources directorate saw a decrease (2.79%) in the proportion of female staff compared with last year.

Female employees are over-represented within all grade bands compared with the economically active population of 46.4%. Approximately 54% of all female employees occupy posts in the lowest grade band (scale 1-6) with a further 40.11% employed within the Scale SO1/2 –M9 grade band. Whilst the distribution of male employees across these two grade bands follows a similar pattern, the differential is much more marked with 61.77% of males being employed at the Scale 1-6 level and only 32.48% occupying posts within the middle grade band.

6.11 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:



* figures in brackets refer to employee headcount

The council has an ageing workforce and this year, for the first time, the highest percentage of employees fell within the 50 to 54 age group (17.7% i.e. more than 1 in 6 employees). At the end of last year the majority of the workforce was aged between 45 and 49. Over half of the workforce (52.36%) is aged between 30 and 49 and nearly 42% of employees are 50 years of age or over (an increase of nearly 2% on the figure for 2014/15).

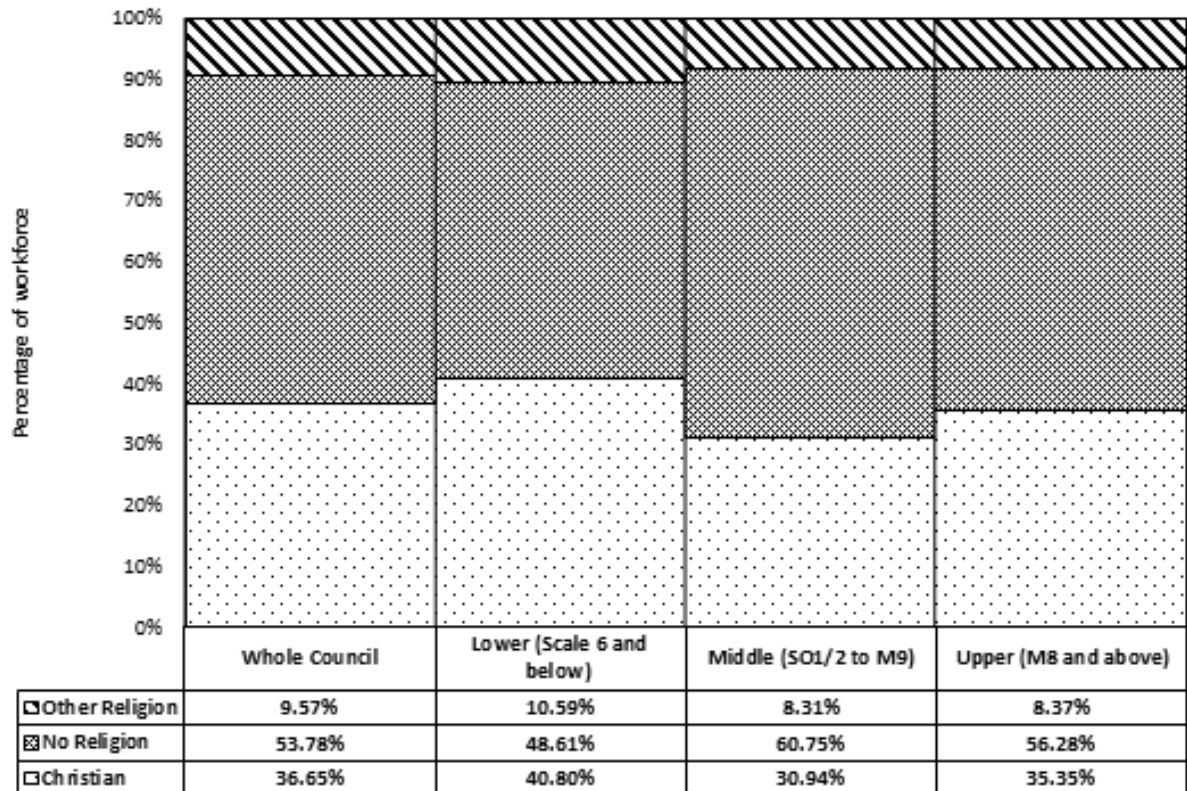
By contrast, only 6.16% of employees are under 30 (compared with 6.85% at the end of 2014/15) and this maintains the downward trend seen for this age group over the last few years. This is a cause for concern in terms of the sustainability of the workforce for the future.

By contrast, the number of employees choosing to continue working beyond 60 years of age has increased only slightly since the end of March 2015. More than 1 in 10 employees are over 60 years of age and, within this group, nearly a third are aged over 65.

6.12 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:



* figures in brackets refer to employee headcount

The majority of the council's workforce has no religious or other belief system and the percentage of employees in this group has increased again this year (from 52.66% at the end of 2014/15 to 53.78% at the end of 2015/16). The predominant religion is Christian but the proportion of employees in this group has fallen slightly again this year and now stands at 36.65%. The proportion of employees of other faiths within the workforce is similar to last year at 9.57%.

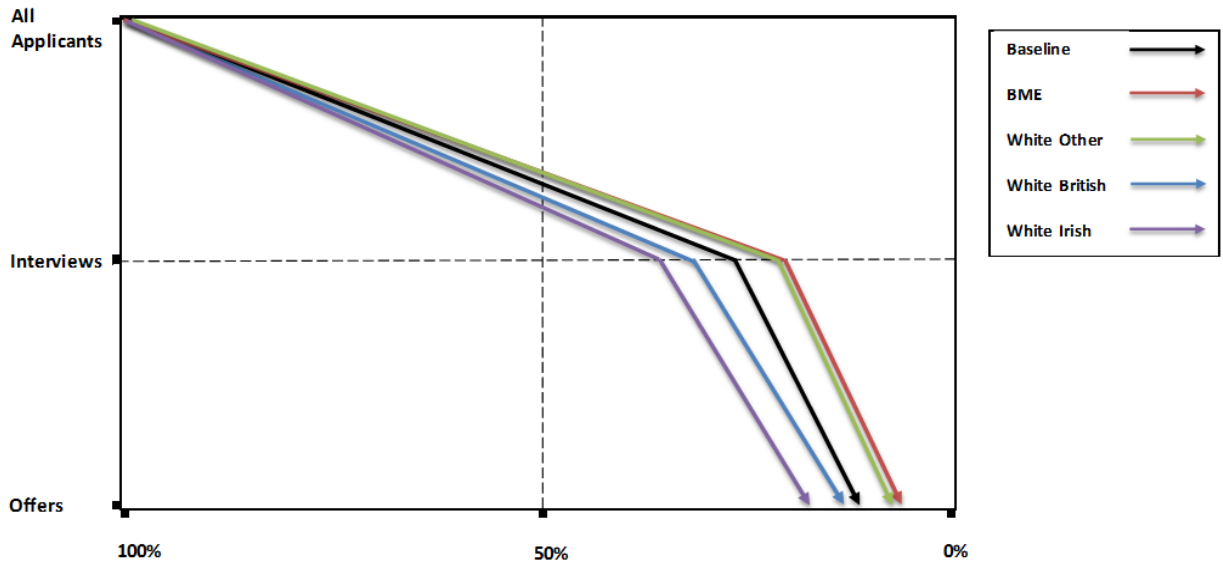
Employees who have a religious faith are more likely to be employed in posts graded scale 6 or below compared with those who have no belief system. However, the position is reversed within the grade band SO1/2 to M9. This may be a reflection, at least in part, of differences in the ethnic composition of the workforce at different grades.

7. Recruitment - Overview

In 2015/16, the council advertised 499 vacancies (excluding those in schools). These opportunities attracted 4,666 applications.

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”.

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, 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.

In addition, for the first time this year, the council has been in a position to monitor the relative success rates for internal (including redeployees) and external applicants as well as agency workers undertaking assignments with the council.

The initial analysis indicates that external applicants are significantly less likely to be shortlisted for interview (19.11%) or secure a job offer (7.7%) compared with internal applicants (56.06% and 31.06% respectively) and agency workers (46.77% and 31.45% respectively). Analysis of this data by protected characteristic is being carried out.

7.1 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:

| | All Applicants for all vacancies | | | | | |
|--------------------------|----------------------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 4503 | 100.00% | 1086 | 24.12% | 504 | 11.19% |
| BME | 652 | 14.48% | 112 | 17.18% | 41 | 6.29% |
| White British | 3277 | 72.77% | 870 | 26.55% | 407 | 12.42% |
| White Irish | 42 | 0.93% | 7 | 16.67% | 6 | 14.29% |
| White Other | 532 | 11.81% | 97 | 18.23% | 50 | 9.40% |

A greater proportion of applications were received from those coming from a BME (14.48%) or a White Other background (11.81%) compared with the proportion of individuals within these communities locally who were economically active (9.1% and 8.8% respectively). The percentage of applications received from those who identified as BME increased this year by 1.51% compared with the figure for 2014/15.

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.

For BME applicants, this pattern was observed regardless of the grade of the job or whether it was permanent or temporary/fixed term and this is consistent with the trend seen over recent years.

The only exception to this was in relation to the recruitment to casual roles where BME applicants significantly out-performed those from a white background. Further work needs to be undertaken to understand why BME applicants appear to be more successful in being engaged on a casual as opposed to a contracted basis.

A significant amount of work has been carried out this year as part of the Workforce Equalities Action Plan to improve the success rates for groups under-represented within the workforce, particularly those from a BME and White Other background. As a result a number of changes have been made including to our recruitment and selection processes:

- amending our application form to make it less onerous to complete
- providing examples of completed application forms to illustrate to applicants how to complete the key knowledge, skills and experience section of the form to maximise their chances of being shortlisted
- reducing the number of criteria applicants need to compete at the application stage by indicating on person specifications at which stage of the recruitment and selection process each criterion will be assessed
- adding the council's Values and associated behaviours to person specifications

- including a standard positive action statement in all job vacancies
- undertaking positive action initiatives as part of specific recruitment campaigns.

It is, as yet, too early to assess the impact these changes have made. Having said this, the results of a positive action initiative used as part of a recruitment campaign for a large number of newly-qualified social workers have been encouraging. It resulted in a significant increase in the proportion of BME and White Other applicants for these roles and led to a higher proportion of these individuals securing interviews and job offers compared with the previous year's advertising campaign. However, we will have to wait until the 2016/17 recruitment data has been analysed before we can determine the success or otherwise of the changes that have been introduced.

7.2 Disability

The percentage of applicants disclosing a disability is 5.71% which is not only lower than last year (6.63%) but is again below the proportion of disabled people in the economically active population within the City (7.5%).

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:

| 2015/16 | All Applicants for all vacancies | | | | | |
|--------------------------|----------------------------------|------------------|-------------------|------------------|---------------|--------------|
| | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 4622 | 100.00% | 1128 | 24.41% | 526 | 11.38% |
| Non-disabled | 4358 | 94.29% | 1047 | 24.02% | 493 | 11.31% |
| Disabled | 264 | 5.71% | 81 | 30.68% | 33 | 12.50% |

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. It is also encouraging to see that this year, for the first time, a higher proportion of disabled applicants secured job offers compared with their non-disabled counterparts.

Whilst disabled applicants have historically been less successful in securing employment irrespective of the grade of the job or the basis on which the job is offered, the recruitment data for this year has revealed a different picture.

Disabled applicants fared as well as, or in some cases better than, non-disabled candidates when applying for permanent roles below grade M8. In contrast, no disabled applicants were appointed to a post graded M8 or above. Indeed, only 7 out of 143 applicants for the vacancies at this level had disclosed a disability. None were successful which is disappointing as this group is particularly under-represented at this level within the organisation.

7.3 Sex

The ratio of male to female job applicants has remained fairly static over the last twelve months with 43.83% of applications received from males and 56.17% from females. This is despite the fact that there is a higher proportion of males within the economically active population of Brighton and Hove (53.6%).

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 | | | | | |
|--------------------------|----------------------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 4666 | 100.00% | 1168 | 25.03% | 564 | 12.09% |
| Female | 2621 | 56.17% | 705 | 26.90% | 359 | 13.70% |
| Male | 2045 | 43.83% | 463 | 22.64% | 205 | 10.02% |
| Other | 18 | 0.39% | 5 | 27.78% | 3 | 16.67% |

Generally, male candidates were less successful at being shortlisted and appointed than females and this pattern was observed regardless of the grade of the job or whether it was permanent or temporary/fixed term. However, the difference in success rate was most marked when recruiting to permanent positions as well as jobs within the middle grade band (Scale SO1/2 to M9). In contrast, male employees were far more successful in securing interviews (30.09% compared with 28.2%) and job offers (24.78% compared with 19.34%) for roles advertised on a casual basis. This is despite the fact that only 27.03% of applicants for casual jobs were male.

7.4 Gender Identity

For the first time this year, the council has been in a position to monitor the progress of applicants who not with the gender binary of male and female. A total of 18 applicants identified as "Other" - five were shortlisted and three received offers of employment. A more detailed analysis of this group has not been possible due to the very small number of individuals concerned.

This year also saw the council being able to collect, for the first time, more reliable recruitment data in relation to applicants identifying as Trans. The council received 120 applications from individuals identifying as Trans. This equated to 2.64% of all applicants.

Table 4 below shows a breakdown of all applicants for council vacancies by gender identity (i.e. whether or not the individual identifies with the sex they were assigned at birth) and the percentage within each group who were invited to interview and subsequently offered jobs.

Table 4:

| | All Applicants for all vacancies | | | | | |
|--------------------------|----------------------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 4546 | 100.00% | 1098 | 24.15% | 506 | 11.13% |
| Trans | 120 | 2.64% | 23 | 19.17% | 10 | 8.33% |
| Cisgender | 4426 | 97.36% | 1075 | 24.29% | 496 | 11.21% |

Generally, Trans applicants were less successful at being shortlisted and being offered a job when compared with those identifying as Cisgender. This pattern was observed regardless of the grade of the job or whether it was permanent or temporary/fixed term. The only exception to this was in relation to the recruitment to casual roles where Trans applicants appeared to significantly out-perform those identifying as Cisgender. However, the very small number of applicants for these roles means that this result should be interpreted with caution.

7.5 Sexual Orientation

The percentage of applicants who identified as LGB for council jobs was 14.48%. This is an increase of 0.82% on 2014/15.

Table 5 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 5:

| 2015/16 | All Applicants for all vacancies | | | | | |
|--------------------------|----------------------------------|------------------|-------------------|------------------|---------------|--------------|
| | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 4338 | 100.00% | 1035 | 23.86% | 472 | 10.88% |
| Heterosexual | 3739 | 86.19% | 886 | 23.70% | 396 | 10.59% |
| LGB | 599 | 13.81% | 149 | 24.87% | 76 | 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. However, in contrast, LGB applicants fared slightly less well when applying for casual roles.

LGB applicants were also more successful than heterosexual applicants for all but the most senior roles (Grade M8 and above). The most marked difference in success rates was seen in relation to jobs at the SO1/2 – M9 level. For these roles, LGB applicants were slightly more likely to be shortlisted (31.85% compared with 28.06%) and secure a job offer (19.75% compared with 13.43% for those identifying as heterosexual). The small number of LGB applicants for vacancies graded higher than M8 has meant that it is not possible to interpret this data meaningfully.

7.6 Age

The age profile of applicants in 2015/16 was similar to last year with the majority of applications submitted by individuals aged between 25 and 34 (36.55%). As last year, there was an extremely low number of young people applying for council vacancies. Only 8 candidates out of a total of 4588 were aged under 18 (0.17%). This figure represents a drop of 0.27% on last year. Similarly, the proportion of applicants within the 18 to 24 age group also fell this year (16.24% compared with 19.96% in 2014/15). By contrast, the percentage of older applicants increased this year with those aged 55 or over making up nearly 8% of all candidates. This represents an increase of 1.4% on the previous year.

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 | | | | | |
|--------------------------|----------------------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 4588 | 100.00% | 1116 | 24.32% | 519 | 11.31% |
| Under 18 | 8 | 0.17% | 2 | 25.00% | 0 | 0.00% |
| 18-24 | 745 | 16.24% | 131 | 17.58% | 62 | 8.32% |
| 25-34 | 1677 | 36.55% | 333 | 19.86% | 145 | 8.65% |
| 35-44 | 994 | 21.67% | 283 | 28.47% | 147 | 14.79% |
| 45-54 | 801 | 17.46% | 252 | 31.46% | 111 | 13.86% |
| 55-64 | 348 | 7.59% | 111 | 31.90% | 52 | 14.94% |
| 65-74 | 15 | 0.33% | 4 | 26.67% | 2 | 13.33% |

Individuals aged under 35 were far less successful in being shortlisted for interview and being offered a job compared with older applicants and this was the case irrespective of the grade of the job and whether the opportunity was being offered on a permanent or temporary/fixed-term basis. This situation explains the council's ageing workforce profile and is a concern. The council is seeking to address this issue through its Apprenticeship Programme and by targeting advertising of its vacancies at young people through social media such as Twitter and Facebook.

7.7 Religion/belief

Table 6:

| | All Applicants for all vacancies | | | | | |
|------------------------|----------------------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (a) | 4256 | 100.00% | 1016 | 23.87% | 469 | 11.02% |
| Christian | 1247 | 29.30% | 270 | 21.65% | 114 | 9.14% |
| No Religion | 2547 | 59.84% | 640 | 25.13% | 308 | 12.09% |
| Other Religion | 462 | 10.86% | 106 | 22.94% | 47 | 10.17% |

As last year, the highest percentage of all applicants had no religious belief (nearly 60%) and this group generally 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. The only exception to this pattern was seen when recruiting to posts within the highest grade band where applicants who were Christians were a little more likely to be shortlisted and secure a job offer.

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.

At the end of 2015/16, the council had just over 560 casual workers. This figure represents a drop of 48.8% on the figure for 2014/15.

Although, casuals were engaged across the organisation, they were predominantly used in Children's Services and the Assistant Chief Executive's Directorate. The

vast majority (85.44%) were used to cover posts within the lowest grade band, Scale 1-6. This compares with a figure of 91.57% for the previous year.

Whilst this year saw a slight fall in the percentage of casual workers used to cover lower-graded posts, there was a concomitant increase in the use of casual workers at the Scale SO1/2 to M9 level (14.39% compared with 8.34% in 2014/15).

8.1 Equality profile

As last year, the casual workforce continues to have a higher proportion of individuals from a BME (8.92%) or White Other (10.15%) background compared with their levels of representation within the council's contracted workforce (6.25% and 6.03% respectively).

Whilst the percentage of BME casuals has fallen by 1.13% in the last twelve months, the proportion of individuals from a White Other background has increased by a similar amount (1.74%).

However, in contrast, individuals who declared they were disabled or identified as LGB were slightly under-represented (4.76% and 9.78% respectively) compared with these groups level of representation in the contracted workforce.

This year continued to see a significant difference in the age profiles of the two workforces. A significantly higher proportion of casual workers were either aged under 30 (15.46%) or over 60 (21.13%) compared with figures of 6.16% and 11.34% respectively for the contracted workforce.

The most noticeable change in the age profile of the casual workforce has been the marked fall in the percentage of individuals aged 60 or over, from 30.38% in 2014/15 to 21.13% at the end of March 2016. In contrast, the proportion of individuals within the age range 30 to 59 has increased significantly over the last twelve months from 55.02% to 63.41%. However, despite this increase, those within this age group still make up a much smaller proportion of this workforce when compared with the contracted workforce - 63.41% compared with 82.5%.

The other main difference between the two workforces can be seen in the under 30 age group. Whilst the percentage of casual workers under 30 years of age has increased by 0.86% over the last twelve months, the position is reversed when it comes to the contracted workforce with the proportion of employees within this age group falling by a similar percentage (0.7%).

The gender profile of the casual workforce continues to show a gender imbalance in favour of females. However, unlike the contracted workforce where the gender profile has remained static over the last year, the differential between females and males within the casual workforce has widened, with the proportion of females working on a casual basis now standing at 61.1%, an increase of 2% on 2014/15.

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 41% of casual workers have still not provided their personal equality information. This compares with a figure of about 15% for the contracted workforce.

8.2 Migration of casual workers into the contracted workforce

Last year, for the first time, the council monitored those casual workers who were successful in securing a contracted role with the council. The aim of this work was to establish whether initially working for the council on a casual basis, provides an improved chance of securing contracted employment.

In 2015/16, a total of 28 casual workers were recorded as having transferred to either a permanent or temporary/fixed-term position within the council during the year. Females appeared to be more successful than males in securing contracted roles - 75% compared with their level of representation within the casual workforce of 61.1%.

This position is different from last year, when a slightly higher proportion of males transferred to the contracted workforce (43.75%) compared with their level of representation within the casual workforce (40.89%). Unfortunately, it has not been possible to analyse the data meaningfully by other equality groups due to the fact that only a relatively small proportion of these casual workers had provided their personal equality data.

9. **Apprenticeships**

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.

At the end of March 2016, the council had 70 apprentices, an increase of 25 on the position at the end of March 2015. The percentage of apprentices to the council's overall contracted workforce, calculated on the basis of FTE, is 1.8%. This figure compares favourably with the average of our comparator authorities (1.2%) which participated in this year's CIPFA Benchmarking exercise. Of those individuals who had completed their apprenticeship, 36% successfully moved into employment.

Activity is ongoing not only to increase the number, but also the diversity, of apprentices within the council.

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 198 employees were recorded as having transferred to a higher graded job during the year, a slight increase compared with 2014/15 (181 promotions).

Approximately 73% of all promoted employees worked full time. These findings are similar to those noted in 2014/15.

10.1 Equality profile

As last year, a lower proportion of BME employees (4.73%) were promoted compared with their levels of representation within the workforce (6.25%). However, this figure represents an increase of 1% on last year. Whilst this is encouraging, this group's level of improvement over the last twelve months is below that seen for other protected groups – White Other (4%); disabled (5.2%) and LGB (5%).

The marked increases seen in relation to these other equality groups now means that the proportion of individuals identifying as White Other (6.51%), disabled (9.76%) or LGB (14.09%) who were promoted this year was above these groups' levels of representation within the workforce (6.03%, 7.86% and 12.01% respectively).

In contrast, the percentage of White Irish employees who were promoted this year fell by 2.6% to 2.37%. Despite this, White Irish employees were still more successful in securing a promotion than might be expected given their level of representation within the workforce (2.08%).

The age profile of employees who were promoted during 2015/16 was similar to that seen last year with a higher proportion of employees under the age of 40 being promoted (45.97%) compared with their level of representation in the workforce (27.47%). This represents an increase of 1.22% since last year despite this group's level of representation within the workforce falling by a similar percentage over the same period.

Although female employees were slightly more successful than males in securing promotion again this year (61.62% compared with the workforce profile of 59.46%), this figure represents a drop of nearly 2% since last year.

As seen with the recruitment data, individuals with no religion or belief system (63.64%) were significantly more successful than Christians (23.38%) in being offered a promotion compared with their levels of representation within the workforce (53.78% and 36.65% respectively). The promotion rate for employees of other faiths was broadly in line with their level of representation within the workforce.

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.

11.1 Acting up payments

During 2015/16, 154 employees received an “acting up” payment. The vast majority of these individuals were employed on a permanent basis (92.2%) and 71.4% were full-time. Most “acting up” payments were made to employees working within Environment, Development & Housing (29.22%), Finance & Resources (22.08%) and Children’s Services (20.13%).

11.2 Equality profile

As last year, employees from a BME or White Other background were less likely to be given the opportunity to “act up” (4.93% for both groups) compared with these groups representation within the workforce of 6.25% and 6.03% respectively. Having said this, these figures represent a slight increase on the figures for 2014/15.

Disabled employees (3.57%) and those identifying as LGB (8.53%) were also less successful in securing an “acting up” opportunity than might be expected given their levels of representation within the workforce (7.86% and 12.01% respectively). These figures represent a slight fall compared with last year’s data.

As last year, a slightly higher proportion of male employees received an “acting up” payment (46.1%) compared to their workforce representation of 40.54%. This represents an increase of 3.51% on the figure for 2014/15.

The religion/religious belief profile of employees “acting up” during 2015/16 was broadly in line with the workforce profile.

In relation to age, 7 out of 10 employees who were selected to “act up” were aged between 35 and 54. This figure is above what might be expected given this group’s level of representation within the workforce (60.92%). In contrast, those under the age of 25 and individuals aged 55 or over were less likely to be offered an opportunity to “act up”.

Acting up opportunities also tended to be awarded to long serving employees with nearly one in three of all “acting ups” being undertaken by employees with between five and ten years service. This compares with this group’s level of representation in the workforce of 26.01%. As might be expected, employees with less than two years service were less likely to be invited to “act up” into a higher graded role (3.25%) compared with the workforce profile figure of 12.6%).

11.3 Secondments

During 2015/16, 78 individuals were seconded into other roles, a significant reduction on the 124 employees who were seconded during 2014/15. Children’s Services and Finance & Resources had the highest use of secondments in relation to the proportion of staff employed within each directorate compared with the size of the council’s overall workforce.

In contrast to acting up opportunities, BME employees appeared to be more successful in securing a secondment again this year (8%) compared with their levels of representation in the workforce (6.25%). However, individuals who identified as White Other fared less well in securing a secondment this year (5.33%

compared with 7.63% in 2014/15). This means that, unlike last year, the proportion of individuals from a White Other background are slightly less likely to be offered a secondment opportunity than might be expected given their level of representation within the workforce (6.03%).

Only a very small percentage of secondees, who declared their status, were disabled (1.39%). This figure is markedly lower than this group's level of representation in the workforce (7.86%) and is in stark contrast to the position last year when the proportion of secondments undertaken by disabled employees was broadly in line with their workforce profile.

In keeping with last year, female employees (62.82%), those identifying as LGB (15%) or having no religious faith (62.69%) were more likely to undertake a secondment compared with their levels of representation within the workforce (59.46%, 12.01% and 53.78% respectively.)

Employees between the ages of 30 and 44 were most likely to be offered a secondment with 50% of all secondments carried out by employees within this age range despite the fact that this group constituted only 35.35% of the council's workforce. Similarly, a higher proportion of employees with 5 to 10 years service (34.62%) were given a secondment opportunity compared with this group's level of representation in the workforce (26.01%). As might be expected those with less than 2 years service (2.56%) were far less likely to be successful in securing a secondment when compared with the workforce profile of 12.6%.

12. Leavers and exit data - overview

In 2015/16, 710 employees left employment with the council. This figure represents an increase of 49.2% in the number of leavers compared with last year and a corporate turnover rate of 15%. 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, the Assistant Chief Executive's Service had a higher percentage of leavers (15.79%) against a workforce of 9.1% of the council's overall workforce.

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 fixed-term contract | Resignation | Ill-health | Redundancy/early retirement | Retirement | Other reason |
| Percentage of employees who left | 0.8% | 3.0% | 8.9% | 53.9% | 3.4% | 18.6% | 9.6% | 1.8% |

The majority of employees who left voluntarily resigned (53.9%). The three main reasons for leaving cited by employees who returned their exit questionnaires were: career progression (15.5%) retirement (14.9%) and voluntary redundancy (12.5%). The other most common reasons given were: "did not feel valued" (9.5%); "leaving for better pay and benefits" (7.1%); and "career change" (7.1%).

Although the breakdown of the reasons for staff leaving the council's employment showed a similar pattern to last year, there was one notable exception. This was the marked increase in the proportion of employees who left on the grounds of redundancy and/or early retirement (18.6% compared with 2.7% in 2014/15). This increase reflects the extent to which the council has been re-designing services and downsizing its workforce to meet the budgetary challenges it is currently facing.

In relation to length of service, this year again saw a higher turnover in employees within the first year of service (8.6%) compared with this group's level of representation within the workforce of 6.31%. Though s, 50% of these individuals left because their temporary/fixed-term contract had ended. Similarly, a significantly higher proportion of individuals left within two years of joining (20.57% compared with a workforce profile figure for this group of 12.6%).

In contrast, employees who had been with the council for a period of five years or more were less likely to leave employment. Although employees with long service accounted for 62% of all leavers, this figure is significantly below that which might be expected given the fact that this group constitutes approximately 75% of the workforce.

12.1 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 | 5.22% | 6.25% |
| White - Other | 5.72% | 6.03% |
| White – Irish | 2.53% | 2.08% |
| White- British | 86.53% | 85.65% |
| Disability | 10.16% | 7.89% |
| LGB | 12.32% | 12.01% |
| Female | 57.61% | 59.46% |
| Male | 42.39% | 40.54% |
| Christian | 36.31% | 36.65% |
| Other religion | 10.87% | 9.57% |
| No religion | 52.82% | 53.77% |
| Under 30 years of age | 14.08% | 6.15% |
| 30-59 years of age | 67.75% | 82.50% |
| 60+ years of age | 18.17% | 11.35% |

Unlike last year, the proportion of BME (5.22%) and White Other (5.72%) employees who left the council during 2015/16 was lower than their level of representation within the workforce (6.25% and 6.03% respectively). This is encouraging but it is too early to know whether this is the beginning of a trend or whether this is an anomalous result.

As in 2014/15, a slightly higher percentage of those who left the council's employment during the year were male (42.39%) or had disclosed a disability (10.16%) compared with the workforce profile (40.54% and 7.89% respectively).

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

The age profile of leavers follows a similar pattern to that seen last year. A significantly higher proportion of staff aged under 30 years old (14.08%) and those aged 60 or over (18.17%) left the council compared to their overall representation in the workforce (6.15% and 11.35% respectively). Approximately 70% of those aged under 30 left due to their temporary or fixed term contracts ending. In contrast, significantly fewer staff aged between 30 and 59 left (67.75%) compared with this age group's level of representation within the workforce of 82.50%.

13. Employment Case Work

Disciplinary cases- overview

During 2015/16, 63 employees were subject to the council's formal disciplinary procedure. This figure excludes cases relating to allegations of bullying or harassment. Approximately 62% of all cases involved lower-graded employees i.e. those graded scale 6 and below. This is a fall of approximately 13% on 2014/15.

The vast majority of employees subject to the formal procedure were employed on permanent contracts (82.5%) or working full-time (73%). Over 60% of all cases involved individuals employed in either Adult Services (28.6%) or Environment, Development & Housing (34.9%). In the case of the latter, 50% of individuals worked in either City Clean or City Parks.

13.1 Equality profile

A higher percentage of disciplinary cases involved employees who identified as BME (18.18%) compared with this group's percentage within the overall workforce of 6.25%. This figure represents 10 individuals. Only 3 cases involved employees from a White Other background and is in line with what might be expected given the workforce profile. The reason for the apparent disproportionate impact of the disciplinary procedure on BME staff needs further investigation.

Employees who had disclosed a disability were less likely to be subject to formal disciplinary investigation (5.77%) compared with the workforce profile of 7.86%. This is very different to the position last year when disabled employees were involved in 17.31% of disciplinary cases compared with their level of representation within the workforce of 8.13%.

LGB employees were also less likely to be investigated under the disciplinary procedure (10.64%) compared with their levels of representation in the workforce (12.01%). As last year, significantly fewer cases involved female staff (39.7%) compared with the percentage in the workforce of 59.46%.

Analysis of disciplinary cases by age and religion/religious belief is broadly in line with the workforce profile.

13.2 Bullying & Harassment cases

During 2015/16, 27 employees made a complaint of bullying or harassment that was investigated under the council's Disciplinary Procedure. Four of these

complaints related to alleged harassment on the basis of the recipient's protected characteristic(s), six less than in 2014/15.

In the majority of cases, the allegations were made against individuals who were White British, non-disabled, heterosexual and aged between 40 and 54. As last year, a higher percentage of male employees (59.25%) had allegations made against them compared with their level of representation within the workforce (40.54%).

Most of the cases occurred in two directorates – Environment, Development & Housing (66.7% of which were in CityClean) and Adult Services where 62.5% occurred in Learning Disability Services.

13.3 Grievances - Overview

A total of 33 employees raised grievances during 2015/16 with just under half (48.5%) of complainants being employed in lower-graded roles. Just over 30% of all grievances were made by individuals employed within the Environment, Development & Housing directorate with a further 24.2% lodged by individuals in Adult Services.

13.4 Equality profile

Approximately, 93% of those individuals who raised a grievance during the year were White British. Only two employees from a BME background were recorded as having lodged a formal grievance – this is broadly in line with what might be expected given this group's level of representation in the workforce (6.25%).

A significantly higher percentage of concerns were raised by employees who identified as disabled (24%), male (51.5%) or as not having a religion/belief system (70%) compared with their levels of representation within the workforce (7.86%, 40.54% and 53.78% respectively).

Whilst the percentage of disabled employees who raised a complaint appears high, it is important to point out that this figure represents only six individuals. Of these six cases, one individual's grievance was upheld, a further two relating to flexible working requests were upheld in part and two were resolved informally.

Employees aged between 40 and 59 accounted for 69.7% of the grievances raised this year. This figure is higher than would be expected given the council's workforce profile in respect of these age groups (61.18%).

13.5 Attendance Management - overview

A total of 154 individuals' sickness absence gave cause for concern during the last year and 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. As last year, the majority of cases involved employees within Environment, Development & Housing (53.9%) and Adult Services (26.62%). The vast majority of all cases (85.71%) concerned employees occupying lower graded posts i.e. scale 6 and below.

13.6 Equality profile

As last year, a slightly higher percentage of sickness cases concerned employees who were either White British (86.96%) or identified as White Other (8.7%) compared with the workforce profile (85.65% and 6.03% respectively). The

percentage of cases involving those from a White Other background has increased by 1.1% compared with 2014/15. In contrast, individuals from a BME background were less likely to be subject to attendance management procedures (3.62% compared with a workforce profile of 6.25%).

A significantly higher proportion of cases involved disabled employees (20.61%) compared with their level of representation within the workforce of 7.86%. A similar pattern was seen last year and better recording of the outcome of these cases is needed in order to gain a better understanding of the underlying reasons for this impact.

Male employees (63.64%) and those identifying as LGB (15.32%) were more likely to be the subject of formal attendance management procedures compared with the workforce profile (40.54% and 12.01% respectively). The percentage of cases involving male employees has increased this year by approximately 8.7%.

The age profile of sickness cases broadly reflected the workforce profile although a slightly higher percentage of cases involved those aged between the ages of 45 and 49 (20.13%) and 55 and 64 (25.33%) when compared with the level of representation of employees within these age groups in the workforce (17.01% and 20.42% respectively).

The profile of sickness absence cases in respect of religion and belief was broadly in line with the council's workforce profile.

13.7 Capability and probationary cases

In 2015/16, only 9 employees were subject to the council's formal Capability Procedure and 5 to the Probationary Service Procedure. 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

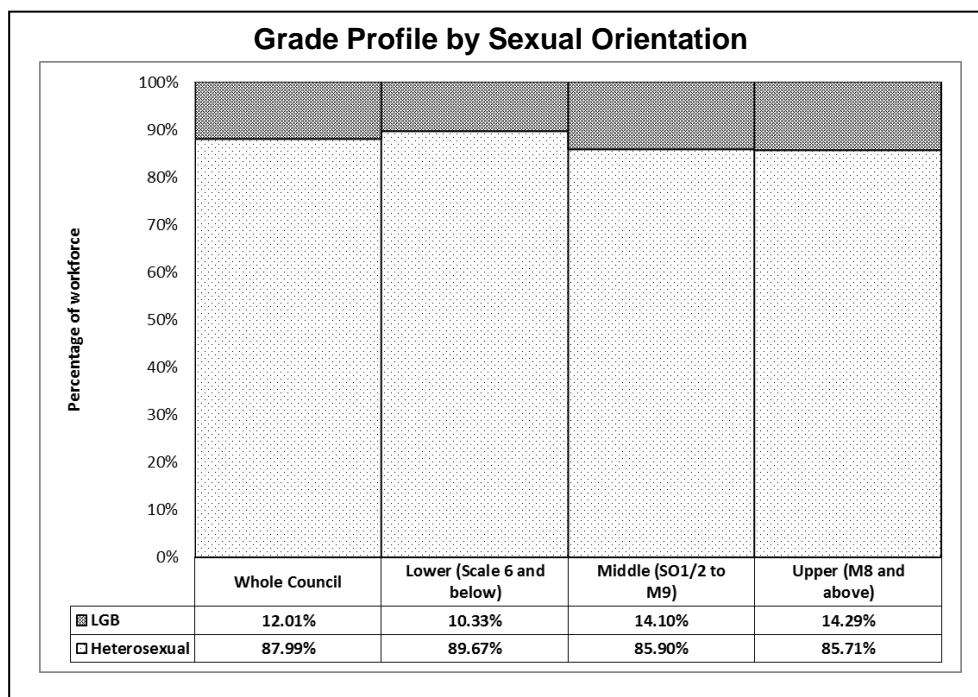
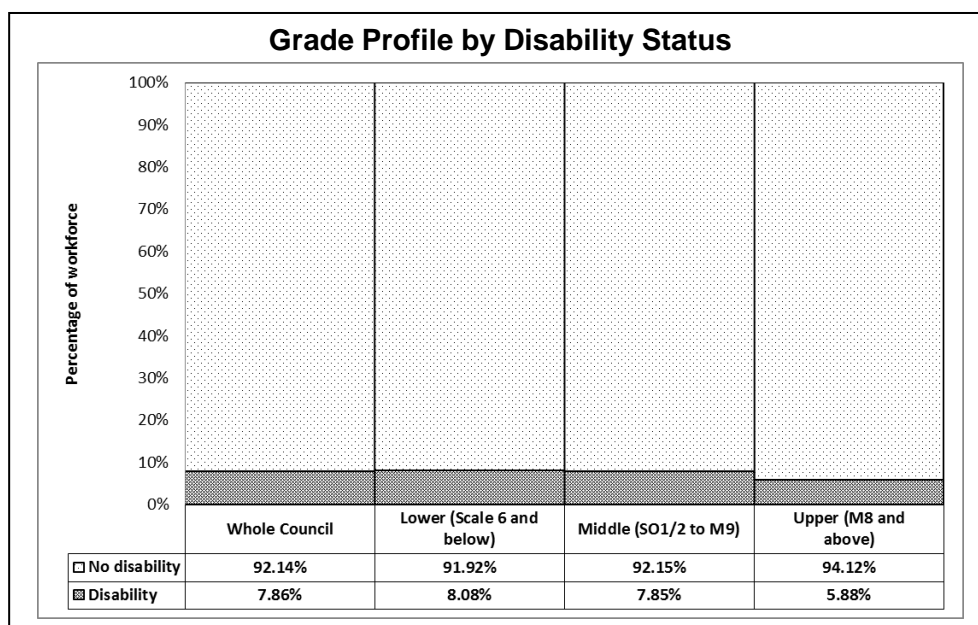
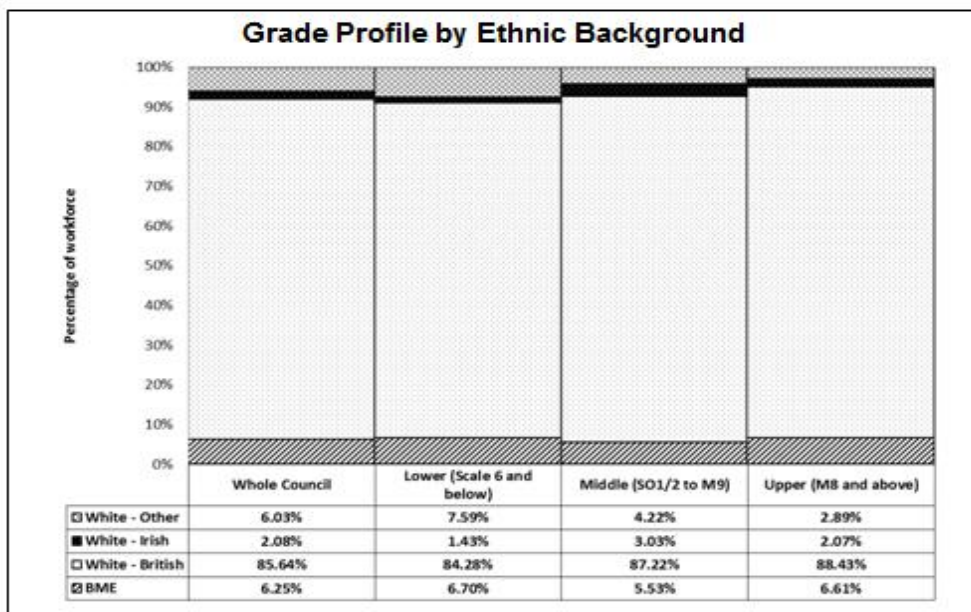
A total of 967 employees attended 50 training courses offered as part of the council's corporate training programme during 2015/16.

14.1 Equality profile

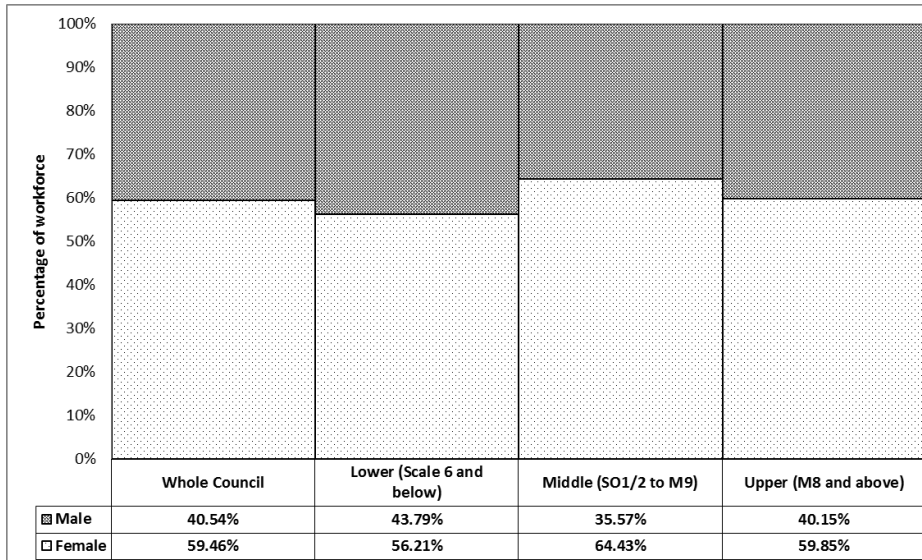
Fewer BME employees undertook a corporate training course in 2015/16 compared with last year. Only 5.81% of all learners identified as BME which is lower than this group's level of representation in the workforce (6.25%). This represents a fall of approximately 3.7% on the figure for 2014/15.

However, in contrast, the percentage of learners from a White Other background increased this year from 4.11% to 6.5%. This figure compares favourably with this group's workforce profile figure of 6.03%.

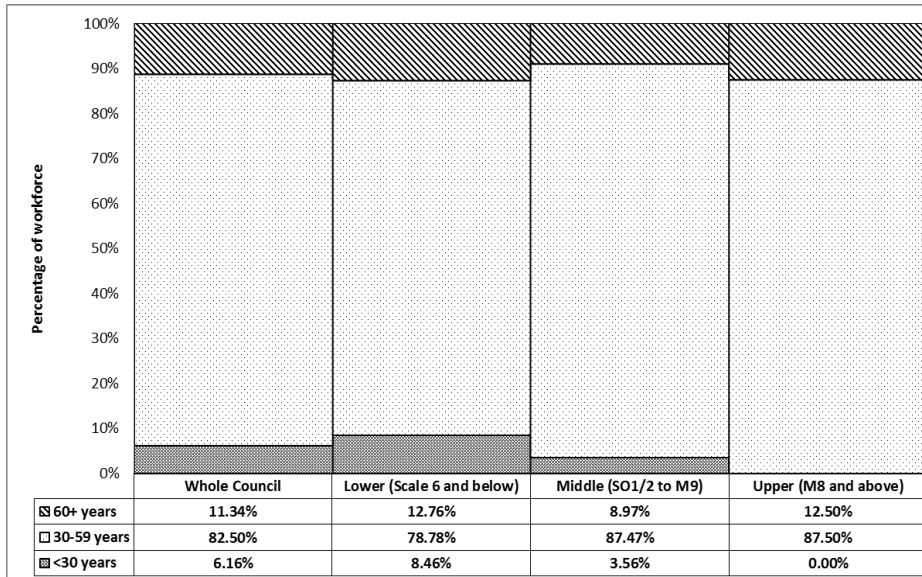
The proportion of disabled employees (7.4%) and male staff (36.4%) who participated in learning and development were also below what might be expected given the level of representation (7.86% and 40.54% respectively). Whilst a higher proportion of LGB employees attended a training course (14.3% compared with a workforce profile figure of 12.01%), the age and religion/belief profile of learners broadly reflected the workforce profile.



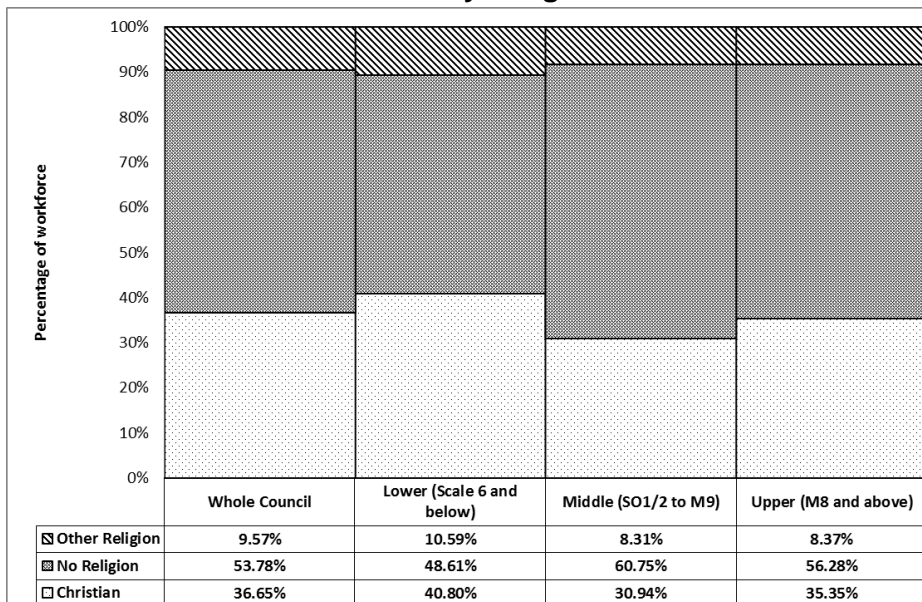
Grade Profile by Sex



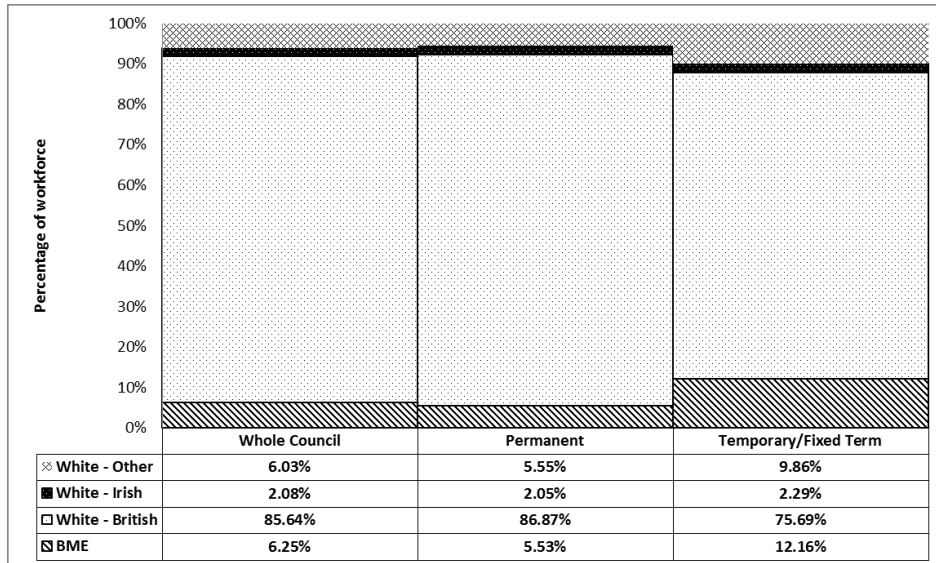
Grade Profile by Age



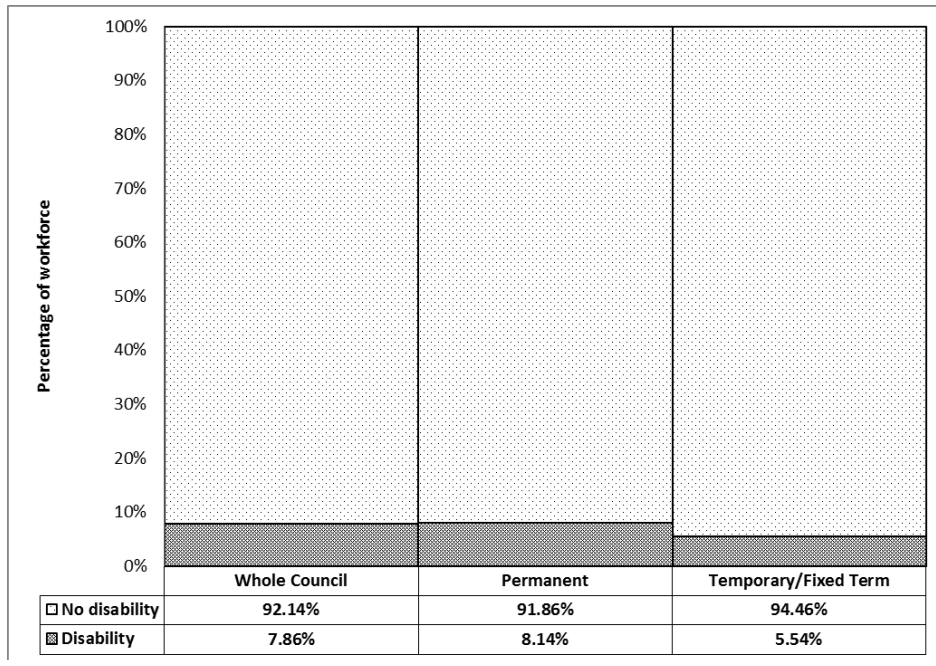
Grade Profile by Religion/Belief



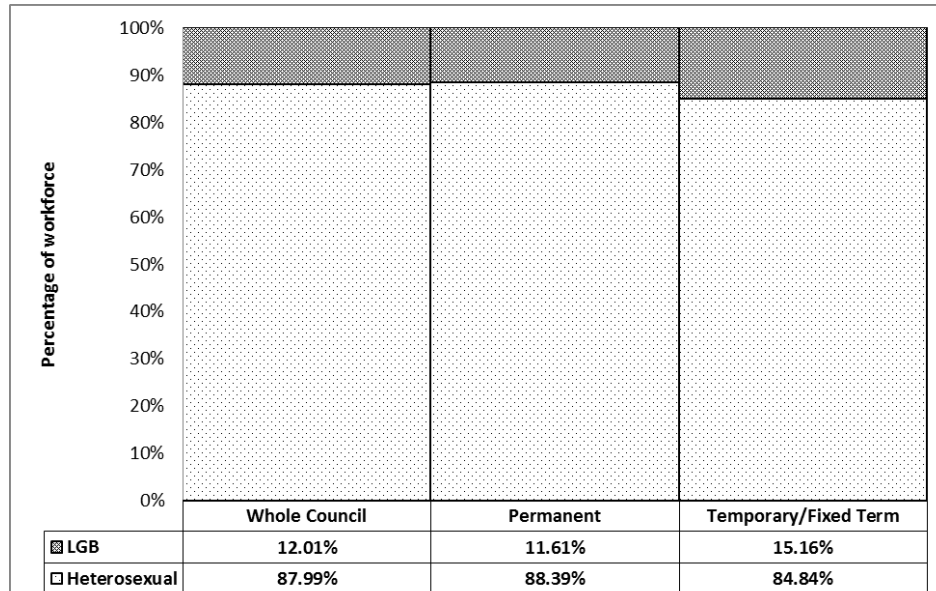
Contract Type by Ethnic Background



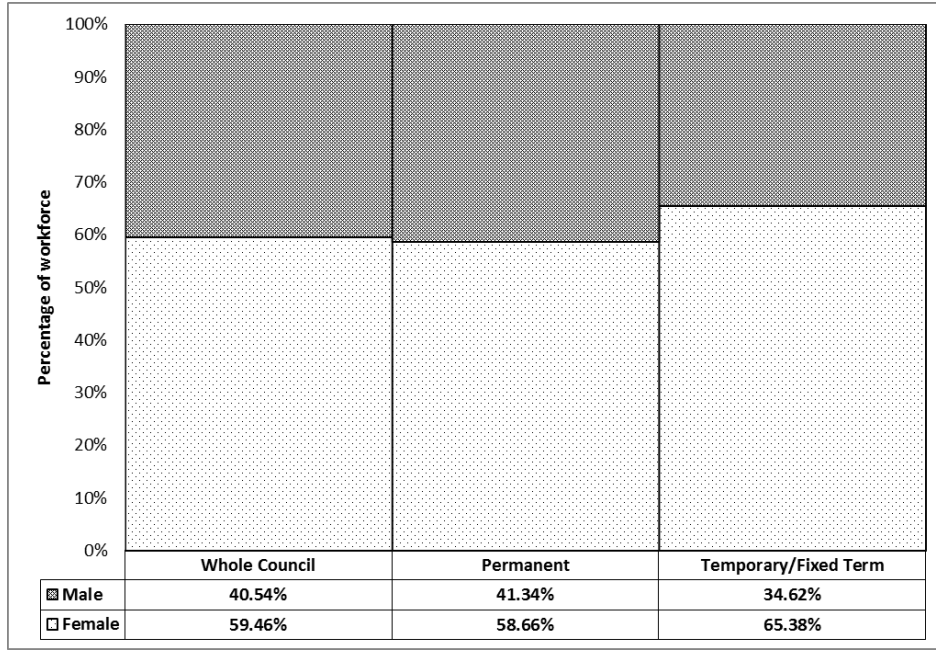
Contract Type by Disability Status



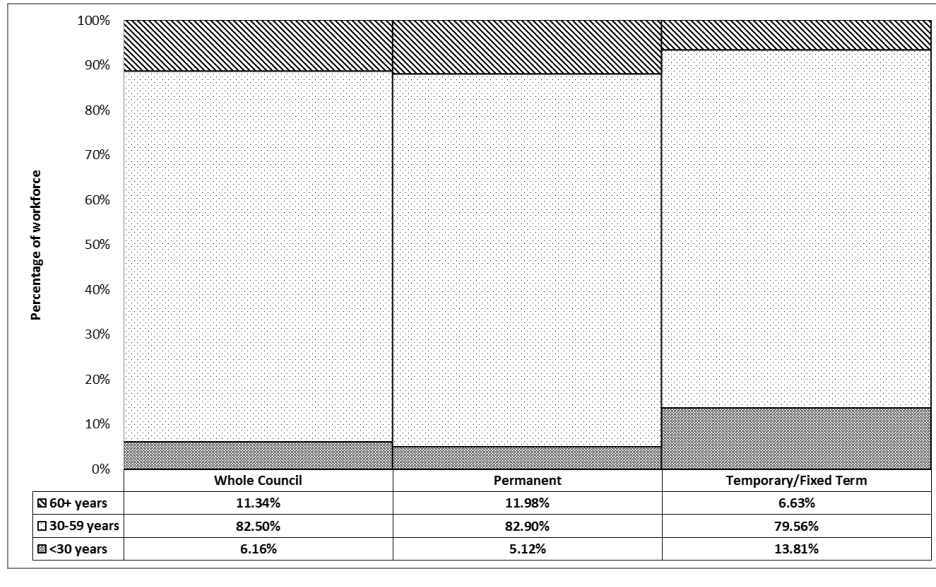
Contract Type by Sexual Orientation



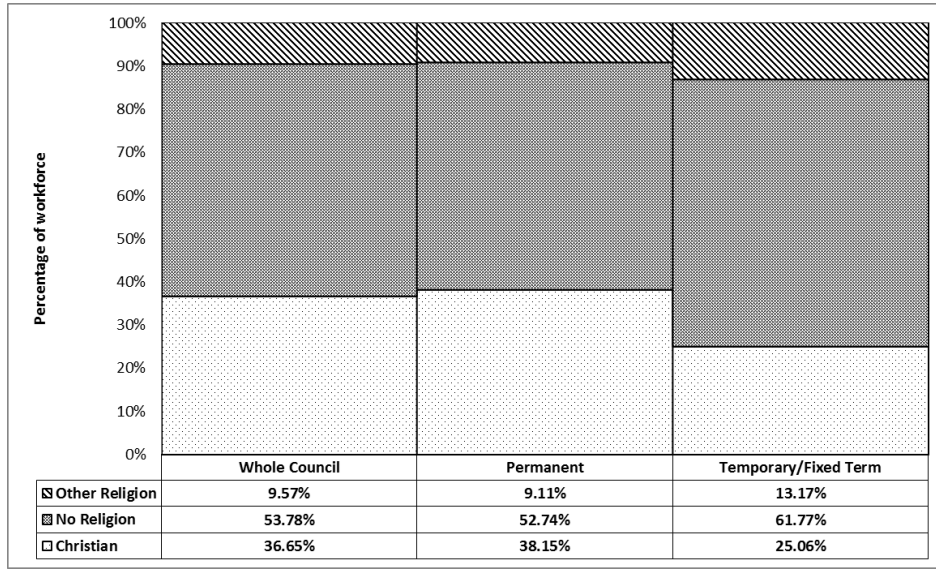
Contract Type by Sex

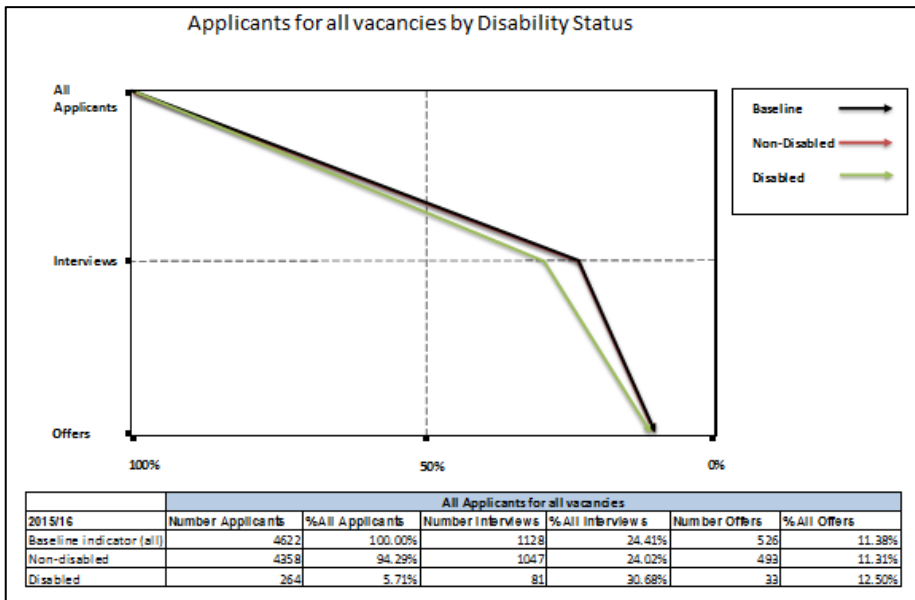
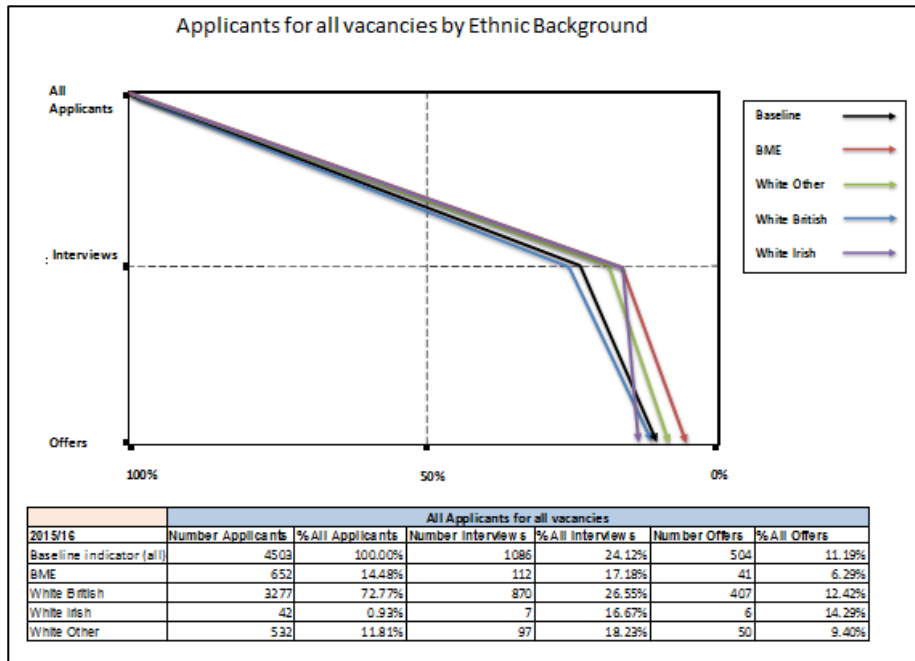


Contract Type by Age

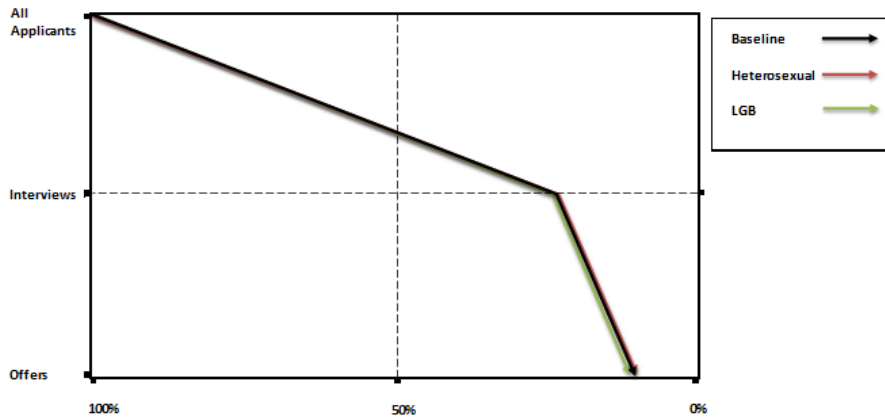


Contract Type by Religion/Belief



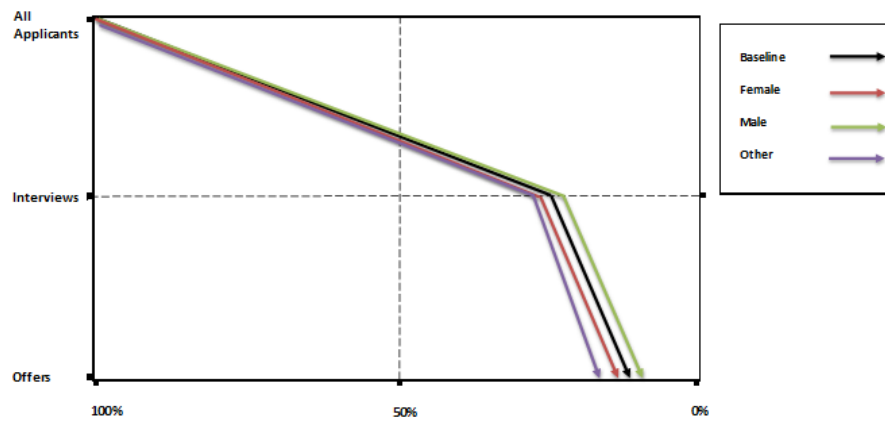


Applicants for all vacancies by Sexual Orientation



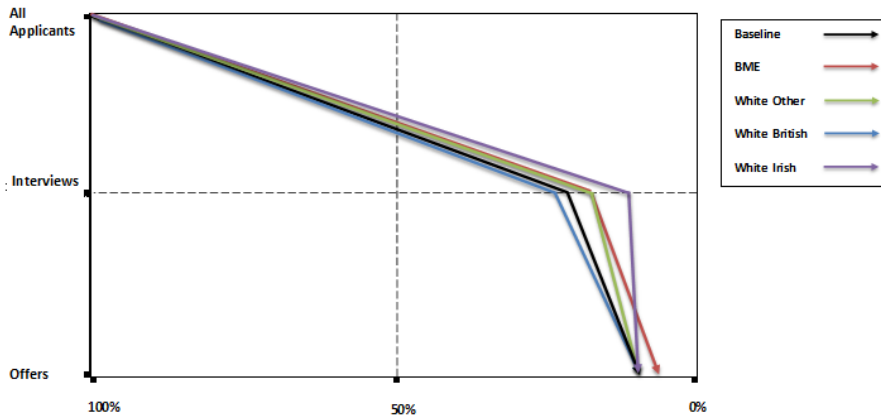
| All Applicants for all vacancies | | | | | | |
|----------------------------------|-------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 4338 | 100.00% | 1035 | 23.86% | 472 | 10.88% |
| Heterosexual | 3739 | 86.19% | 886 | 23.70% | 396 | 10.59% |
| LGB | 599 | 13.81% | 149 | 24.87% | 76 | 12.69% |

Applicants for all vacancies by Sex



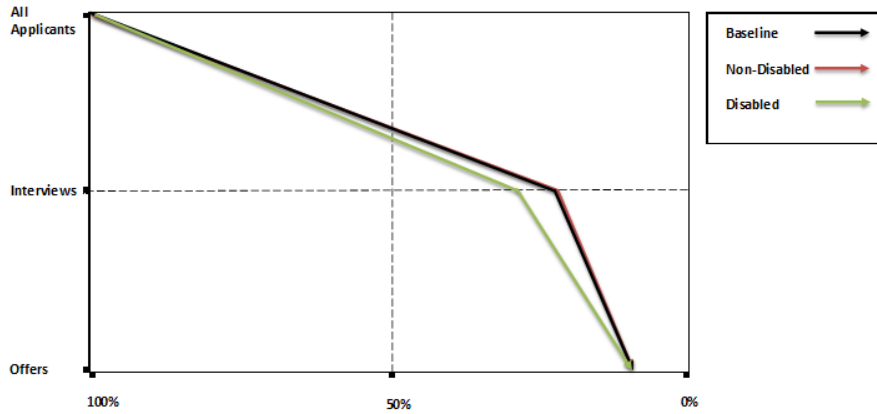
| All Applicants for all vacancies | | | | | | |
|----------------------------------|-------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 4666 | 100.00% | 1168 | 25.03% | 564 | 12.09% |
| Female | 2621 | 56.17% | 705 | 26.90% | 359 | 13.70% |
| Male | 2045 | 43.83% | 463 | 22.64% | 205 | 10.02% |
| Other | 18 | 0.39% | 5 | 27.78% | 3 | 16.67% |

Applicants for Scale 1-6 vacancies by Ethnic Background



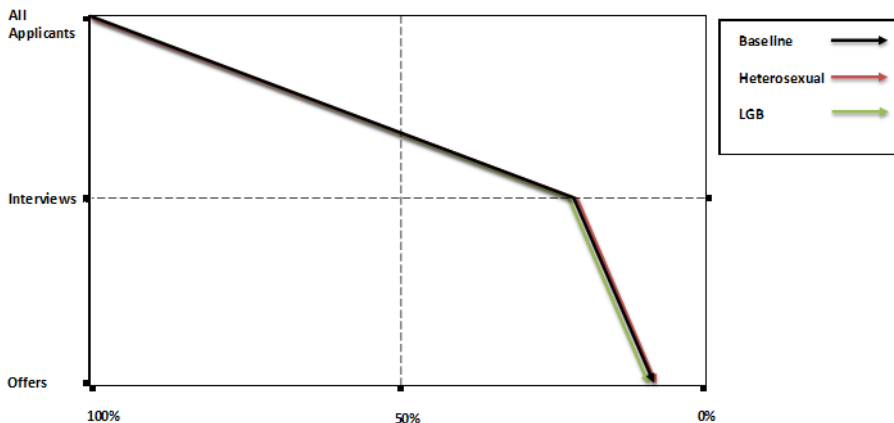
| All Applicants for lower vacancies - (Lower Scale 1 - 6) | | | | | | |
|--|-------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 3157 | 100.00% | 705 | 22.33% | 309 | 9.79% |
| BME | 440 | 13.94% | 81 | 18.41% | 30 | 6.82% |
| White British | 2282 | 72.28% | 547 | 23.97% | 234 | 10.25% |
| White Irish | 29 | 0.92% | 4 | 13.79% | 3 | 10.34% |
| White Other | 406 | 12.86% | 73 | 17.98% | 42 | 10.34% |

Applicants for Scale 1-6 vacancies by Disability Status



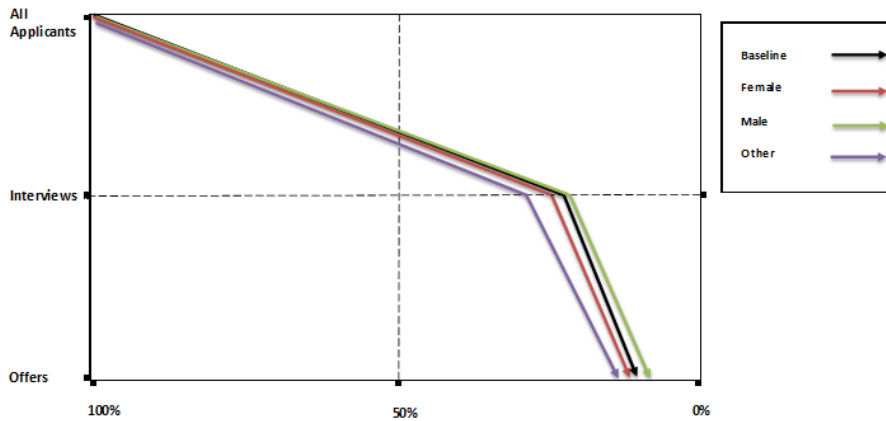
| All Applicants for lower vacancies - (Lower Scale 1 - 6) | | | | | | |
|--|-------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 3242 | 100.00% | 736 | 22.70% | 327 | 10.09% |
| Non-disabled | 3054 | 94.20% | 680 | 22.27% | 308 | 10.09% |
| Disabled | 188 | 5.80% | 56 | 29.79% | 19 | 10.11% |

Applicants for Scale 1-6 vacancies by Sexual Orientation



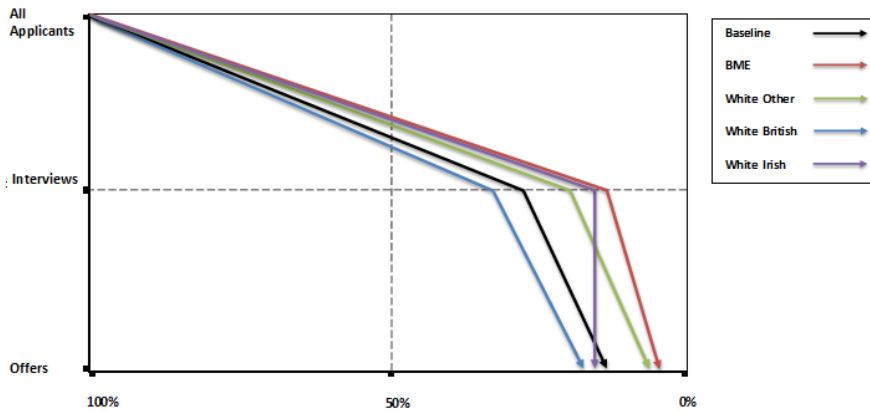
| All Applicants for lower vacancies - (Lower Scale 1 - 6) | | | | | | |
|--|-------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 3042 | 100.00% | 670 | 22.02% | 289 | 9.50% |
| Heterosexual | 2618 | 86.06% | 572 | 21.85% | 245 | 9.36% |
| LGB | 424 | 13.94% | 98 | 23.11% | 44 | 10.38% |

Applicants for Scale 1-6 vacancies by Sex



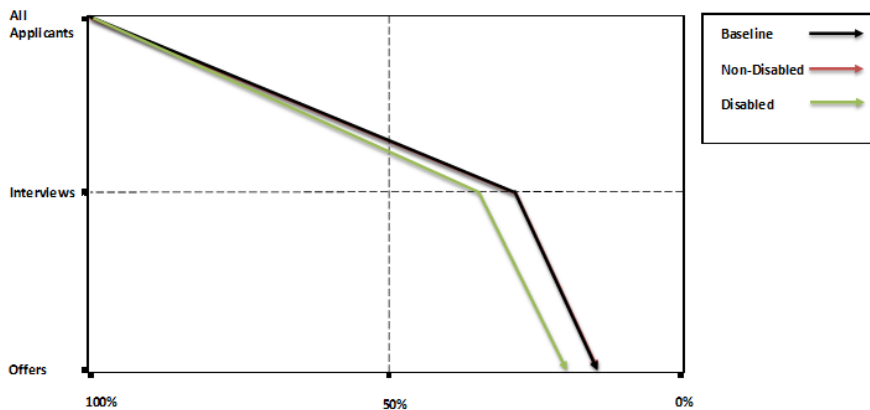
| All Applicants for lower vacancies - (Lower Scale 1-6) | | | | | | |
|--|-------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 3274 | 100.00% | 768 | 23.46% | 357 | 10.90% |
| Female | 1808 | 55.22% | 448 | 24.78% | 218 | 12.06% |
| Male | 1466 | 44.78% | 320 | 21.83% | 139 | 9.48% |
| Other | 14 | 0.43% | 4 | 28.57% | 2 | 14.29% |

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



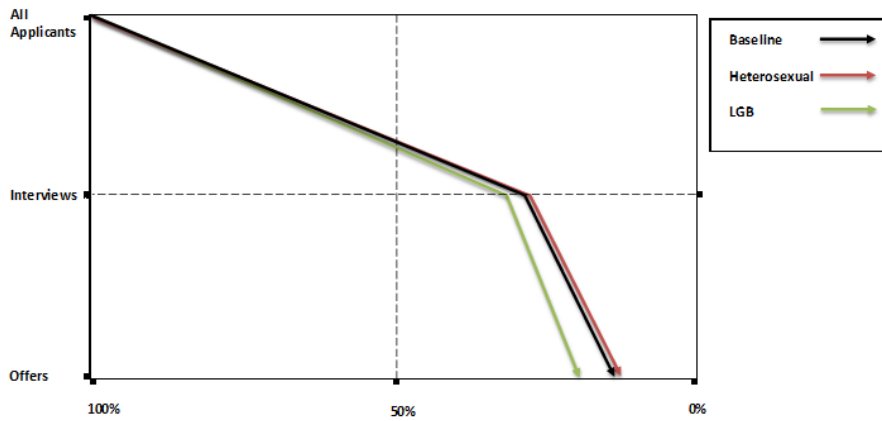
| All Applicants for middle vacancies - (Middle SO1/2- M9) | | | | | | |
|--|-------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 1206 | 100.00% | 346 | 28.69% | 177 | 14.68% |
| BME | 188 | 15.59% | 26 | 13.83% | 9 | 4.79% |
| White British | 888 | 73.63% | 294 | 33.11% | 158 | 17.79% |
| White Irish | 12 | 1.00% | 2 | 16.67% | 2 | 16.67% |
| White Other | 118 | 9.78% | 24 | 20.34% | 8 | 6.78% |

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



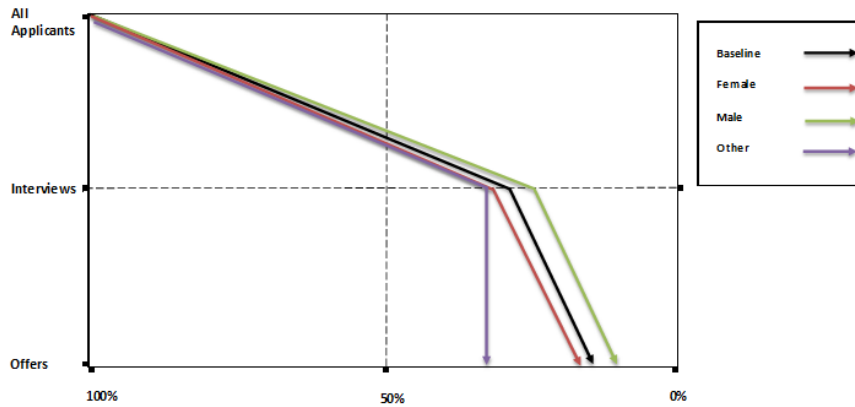
| All Applicants for middle vacancies - (Middle SO1/2- M9) | | | | | | |
|--|-------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 1237 | 100.00% | 357 | 28.86% | 181 | 14.63% |
| Non-disabled | 1168 | 94.42% | 333 | 28.51% | 167 | 14.30% |
| Disabled | 69 | 5.58% | 24 | 34.78% | 14 | 20.29% |

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



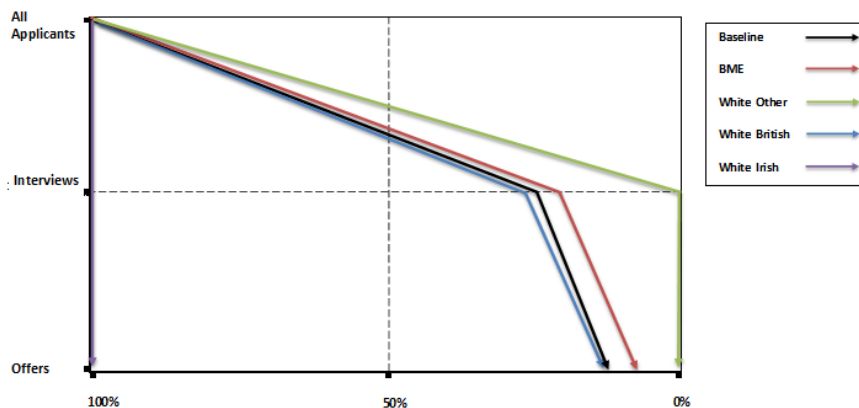
| All Applicants for middle vacancies - (Middle SO1/2 - M9) | | | | | | |
|---|-------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 1162 | 100.00% | 332 | 28.57% | 166 | 14.29% |
| Heterosexual | 1005 | 86.49% | 282 | 28.06% | 135 | 13.43% |
| LGB | 157 | 13.51% | 50 | 31.85% | 31 | 19.75% |

Applicants for Scale SO1/2- M9 vacancies by Sex



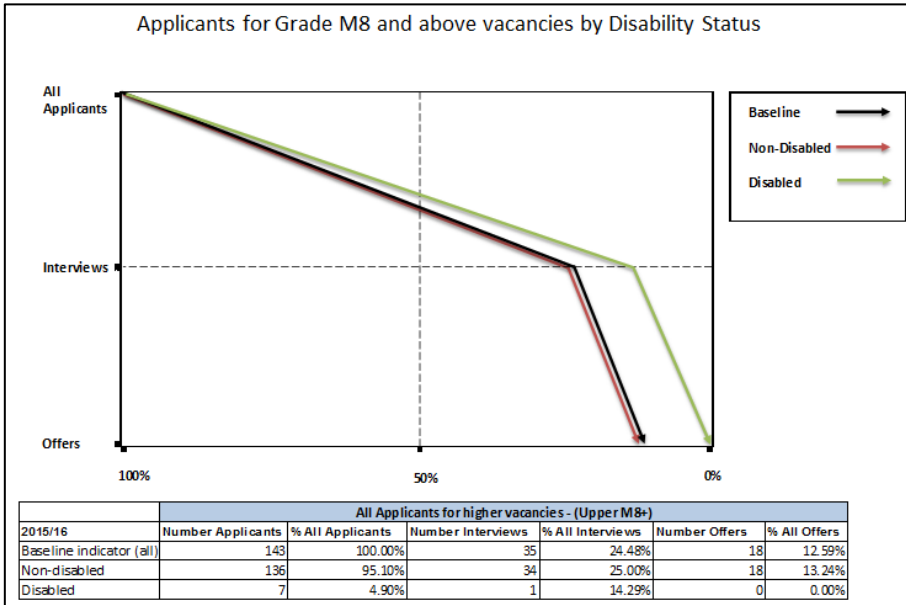
| All Applicants for middle vacancies - (Middle SO1/2 - M9) | | | | | | |
|---|-------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 1237 | 99.92% | 359 | 29.02% | 183 | 14.79% |
| Female | 727 | 58.77% | 232 | 31.91% | 126 | 17.33% |
| Male | 509 | 41.15% | 127 | 24.95% | 57 | 11.20% |
| Other | 3 | 0.24% | 1 | 33.33% | 1 | 33.33% |

Applicants for Grade M8 and above vacancies by Ethnic Background

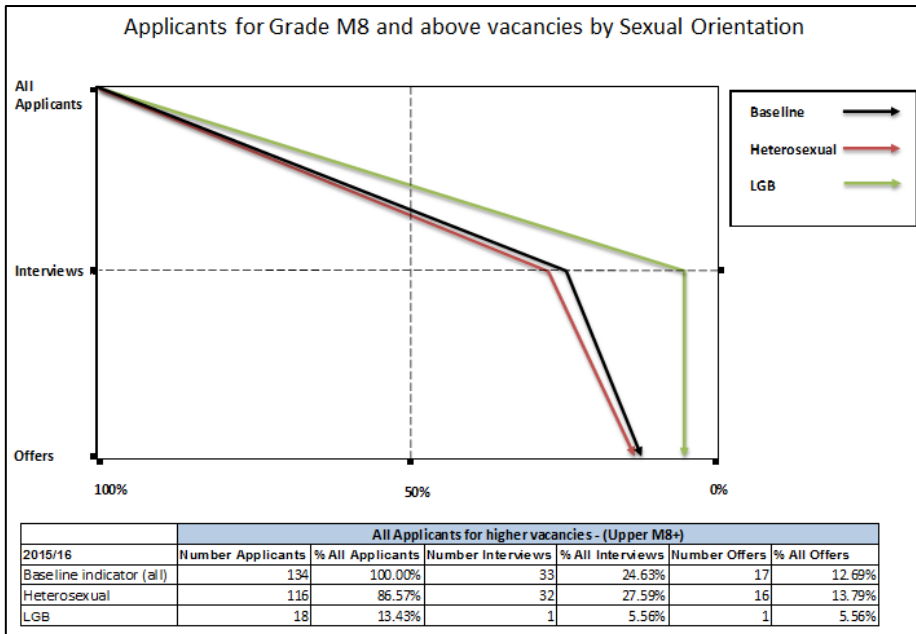


| All Applicants for higher vacancies - (Upper M8+) | | | | | | |
|---|-------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 140 | 100.00% | 35 | 25.00% | 18 | 12.86% |
| BME | 24 | 17.14% | 5 | 20.83% | 2 | 8.33% |
| White British | 107 | 76.43% | 29 | 27.10% | 15 | 14.02% |
| White Irish | 1 | 0.71% | 1 | 100.00% | 1 | 100.00% |
| White Other | 8 | 5.71% | 0 | 0.00% | 0 | 0.00% |

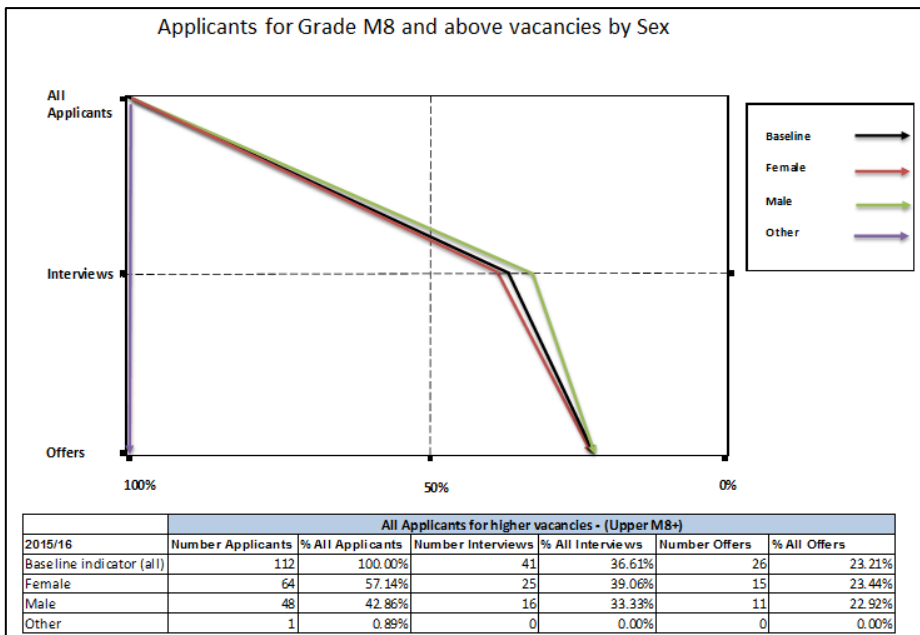
Applicants for Grade M8 and above vacancies by Disability Status



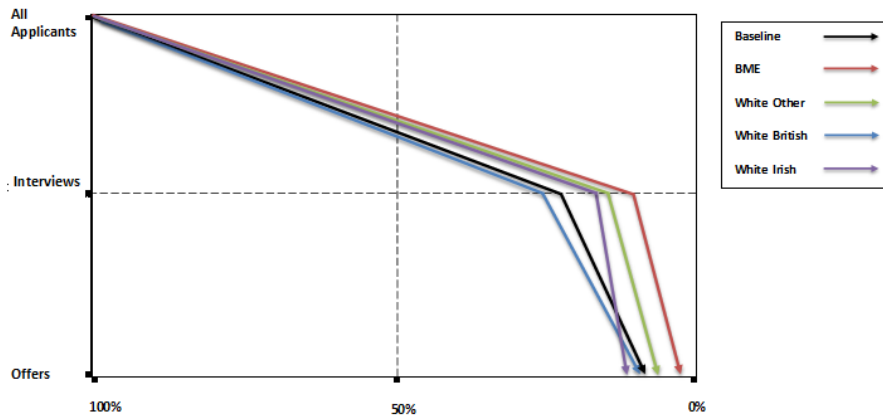
Applicants for Grade M8 and above vacancies by Sexual Orientation



Applicants for Grade M8 and above vacancies by Sex

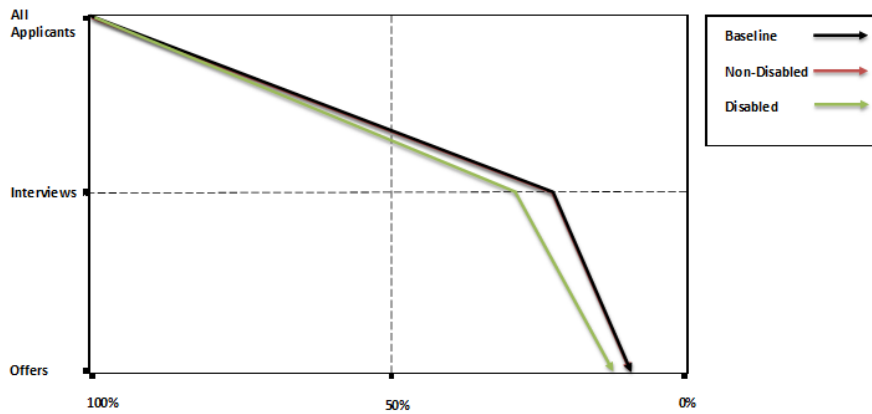


Applicants for permanent vacancies by Ethnic Background



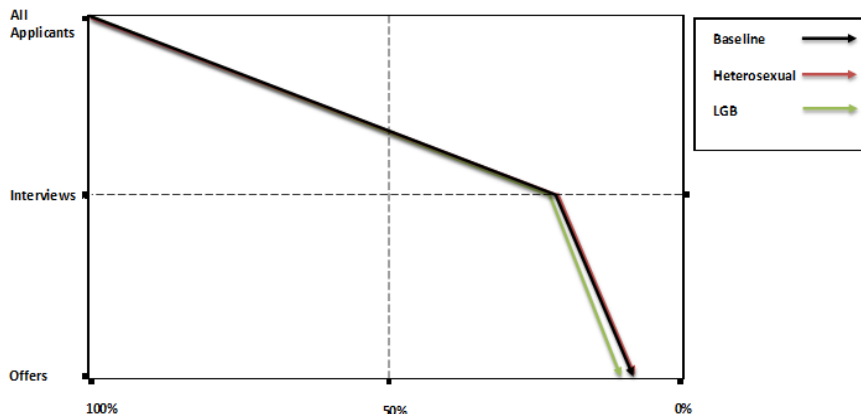
| All Applicants for all vacancies by Contract Type - Permanent | | | | | | |
|---|-------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 2754 | 100.00% | 623 | 22.62% | 244 | 8.86% |
| BME | 393 | 14.27% | 44 | 11.20% | 11 | 2.80% |
| White British | 2038 | 74.00% | 529 | 25.96% | 210 | 10.30% |
| White Irish | 24 | 0.87% | 4 | 16.67% | 3 | 12.50% |
| White Other | 299 | 10.86% | 46 | 15.38% | 20 | 6.69% |

Applicants for permanent vacancies by Disability Status



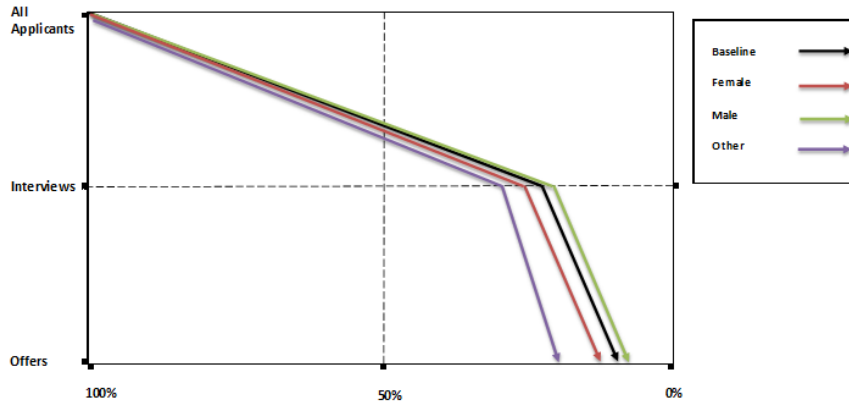
| All Applicants for all vacancies by Contract Type - Permanent | | | | | | |
|---|-------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 2818 | 100.00% | 645 | 22.89% | 270 | 9.58% |
| Non-disabled | 2657 | 94.29% | 598 | 22.51% | 248 | 9.33% |
| Disabled | 161 | 5.71% | 47 | 29.19% | 22 | 13.66% |

Applicants for permanent vacancies by Sexual Orientation



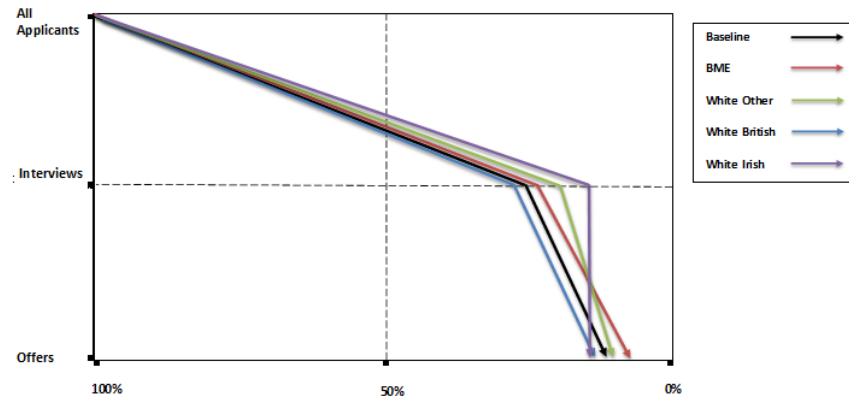
| All Applicants for all vacancies by Contract Type - Permanent | | | | | | |
|---|-------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 2670 | 100.00% | 599 | 22.43% | 245 | 9.18% |
| Heterosexual | 2307 | 86.40% | 515 | 22.32% | 202 | 8.76% |
| LGB | 363 | 13.60% | 84 | 23.14% | 43 | 11.85% |

Applicants for permanent vacancies by Sex



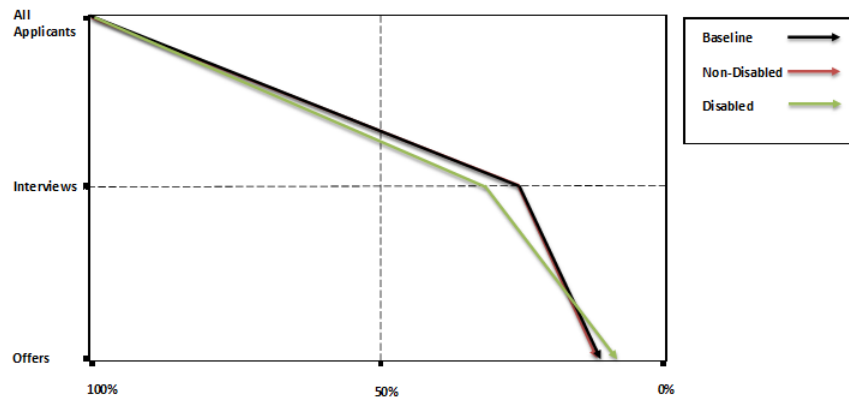
| All Applicants for all vacancies by Contract Type - Permanent | | | | | | |
|---|-------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 2852 | 100.00% | 668 | 23.42% | 295 | 10.34% |
| Female | 1513 | 53.05% | 389 | 25.71% | 191 | 12.62% |
| Male | 1339 | 46.95% | 279 | 20.84% | 104 | 7.77% |
| Other | 10 | 0.35% | 3 | 30.00% | 2 | 20.00% |

Applicants for temporary/ fixed-term vacancies by Ethnic Background



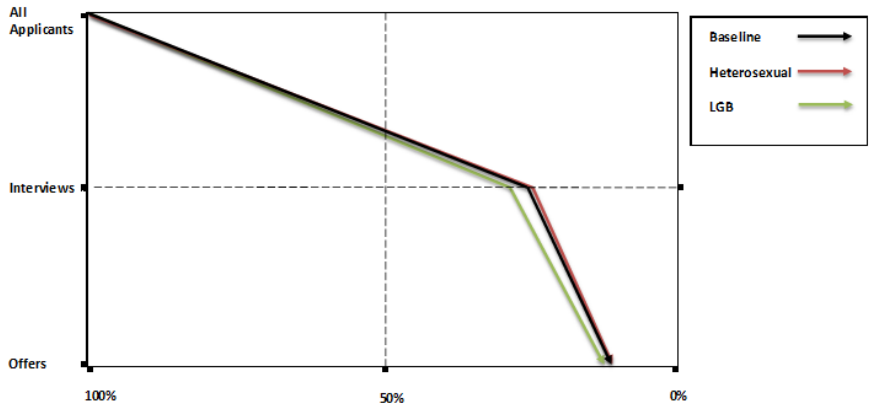
| All Applicants for all vacancies by Contract Type - Fixed Term/Temporary | | | | | | |
|--|-------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 1352 | 100.00% | 358 | 26.48% | 169 | 12.50% |
| BME | 218 | 16.12% | 52 | 23.85% | 18 | 8.26% |
| White British | 951 | 70.34% | 269 | 28.29% | 131 | 13.77% |
| White Irish | 13 | 0.96% | 2 | 15.38% | 2 | 15.38% |
| White Other | 170 | 12.57% | 35 | 20.59% | 18 | 10.59% |

Applicants for temporary/ fixed-term vacancies by Disability Status



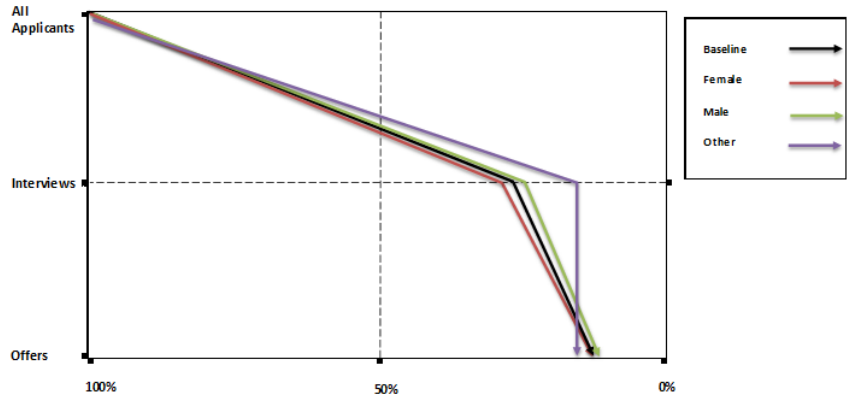
| All Applicants for all vacancies by Contract Type - Fixed Term/Temporary | | | | | | |
|--|-------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 1393 | 100.00% | 372 | 26.70% | 178 | 12.78% |
| Non-disabled | 1309 | 93.97% | 345 | 26.36% | 170 | 12.99% |
| Disabled | 84 | 6.03% | 27 | 32.14% | 8 | 9.52% |

Applicants for temporary/fixed-term vacancies by Sexual Orientation



| All Applicants for all vacancies by Contract Type - Fixed Term/Temporary | | | | | | |
|--|-------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 1298 | 100.00% | 335 | 25.81% | 155 | 11.94% |
| Heterosexual | 1110 | 85.52% | 281 | 25.32% | 131 | 11.80% |
| LGB | 188 | 14.48% | 54 | 28.72% | 24 | 12.77% |

Applicants for temporary/ fixed-term vacancies by Sex



| All Applicants for all vacancies by Contract Type - Fixed Term/Temporary | | | | | | |
|--|-------------------|------------------|-------------------|------------------|---------------|--------------|
| 2015/16 | Number Applicants | % All Applicants | Number Interviews | % All Interviews | Number Offers | % All Offers |
| Baseline indicator (all) | 1396 | 100.00% | 380 | 27.22% | 182 | 13.04% |
| Female | 803 | 57.52% | 230 | 28.64% | 109 | 13.57% |
| Male | 593 | 42.48% | 150 | 25.30% | 73 | 12.31% |
| Other | 6 | 0.43% | 1 | 16.67% | 1 | 16.67% |