

# **Human Resources & Organisational Development**

## **Workforce Equalities Report 2016/17**



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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
- 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 2017

Arrows denote how the workforce has changed since 31 March 2016.

Number of employees (headcount)	4291		5.7%
Number of employees (FTE)	3682.41		4.9%
% of employees working full-time	59.26%		1.01%
% of employees working part-time	40.74%		1.01%
% of employees on permanent contracts	91.75%		3.7%
% of employees on temporary/fixed-term contracts	8.25%		3.7%

White British	84.55%		1.09%
White Irish	2.25%		0.17%
Black or Asian minority ethnic group (BME)	6.72%		0.47%

White Other background	6.48%		0.45%
Disabled	7.47%		0.39%
LGB	11.92%		0.09%
Male	40.53%		0%
Female	59.47%		0%
Christian	36.08%		0.57%
No religion/belief	54.38%		0.6%
Other religion/belief	9.54%		0.03%
Under 30 years of age	6.08%		0.08%
30 to 49 years of age	51.09%		1.26%
50 years of age and over	42.83%		1.34%

## 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 whom are either working 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	2014	2015	2016	2017	Workforce target *
BME	5.76%	5.93%	6.25%	6.72%	9.1%
White Other	5.27%	5.75%	6.03%	6.48%	8.8%
White Irish	2.22%	2.20%	2.08%	2.25%	1.6%
Disabled	7.21%	8.13%	7.86%	7.47%	8.0% **
LGB	11.53%	11.61%	12.01%	11.92%	13.0% ***
Sex – Female	59.31%	59.03%	59.46%	59.47%	53.6%
Sex – Male	40.69%	40.97%	40.54%	40.53%	46.4%

\* set in line with 2011 Census data

\*\* this target was increased to 8.0% in April 2016 to reflect the progress the council had made against the original target of 7.5%

\*\*\* 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.
- Whilst the council is making progress towards increasing the ethnic composition of its workforce, it is slow. Although there has been a modest increase in the percentage of BME and White Other employees again this year, these groups remain under-represented compared with the economically active population within the City.
- Although the highest proportion of BME employees continues to be employed in Scale 1-6 roles, this year has seen an increase in the proportion of BME individuals employed in posts within the middle grade band. In contrast, the distribution of White Other employees across grades has remained largely unchanged.
- The council continues to employ a proportionally higher percentage of employees from a White Irish background.

- The percentage of BME applicants has remained at a similar level to last year. There has been a noticeable improvement in this group's success rate in securing interviews and job offers, particularly in relation to permanent roles and, more significantly, those within the middle grade band. This is very encouraging. However, despite these positive indicators, BME and White Other applicants continue to find it more difficult to secure interviews and job offers when compared with White British and White Irish applicants.
- White Other applicants generally fared less well than their BME counterparts throughout the recruitment process and are predominantly recruited to lower-graded jobs and those offered on a temporary, fixed-term or casual basis.
- BME, White Other and disabled employees were less likely to be offered the opportunity to "act-up" into a higher graded role. However, both BME and White Other employees fared better in being offered secondment opportunities.
- BME employees were also less successful in being promoted compared with other protected groups.
- The proportion of disabled employees within the workforce has fallen slightly again this year but nevertheless remains in line with the percentage of disabled people who are economically active in Brighton & Hove with the exception of the most senior roles within the organisation.
- In previous years, disabled employees have been more likely to be employed in lower-graded roles. However, for the first time this year, disabled employees had the highest level of representation within the SO1/2 –M9 grade band. Whilst this is encouraging, this group remains significantly under-represented within the most senior levels of the organisation.
- The workforce profile in relation to those employees who identify as LGB has remained stable over the last twelve months. This group's level of representation within the middle and upper grade bands is comparable with, or slightly above, the workforce target of 13%.
- The sex profile of the workforce has also remained virtually unchanged with the majority of employees being female. They continue to out-perform males in recruitment and selection processes except for lower-graded, fixed-term and casual roles. Although they fared better in securing promotions they were less successful in being offered "acting-up" opportunities.
- The council has an ageing workforce with just over 42% of employees aged 50 or over. This is an increase of 1.3% on the figure for 2015/16 and just over 3% on two years ago.
- In stark contrast, the workforce remains significantly under-represented in the younger age groups. However, although the percentage of employees aged under 30 fell again this year, the decline was far less marked than in

previous years which is encouraging. Nevertheless, the very low number of younger workers is a concern in terms of the sustainability of the workforce for the future.

- Leaver data shows that, as last year, fewer BME and White Other employees left the council than might have been expected given their levels of representation within the workforce which is encouraging. In contrast, a slightly higher proportion of leavers were disabled or identified as LGB.
- As last year, the majority of employment casework under the council's formal procedures involved male employees and individuals employed in lower-graded roles. However, in contrast to previous years, a significantly higher proportion of grievances were raised by female staff (69.6% compared with a workforce figure of 59.48%).
- Whilst BME and White Other employees were slightly more likely to subject to the Disciplinary Procedure, these groups were less likely to be subject to attendance management procedures or to raise a formal grievance. The opposite was the case in relation to disabled employees.
- The number of complaints of bullying or harassment fell again this year. As in the last two years, the majority of complaints were made against White British, male employees who identified as heterosexual and non-disabled. Approximately 60% of all allegations were made against older employees (i.e. those aged 50 or over).

#### **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 2017 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**

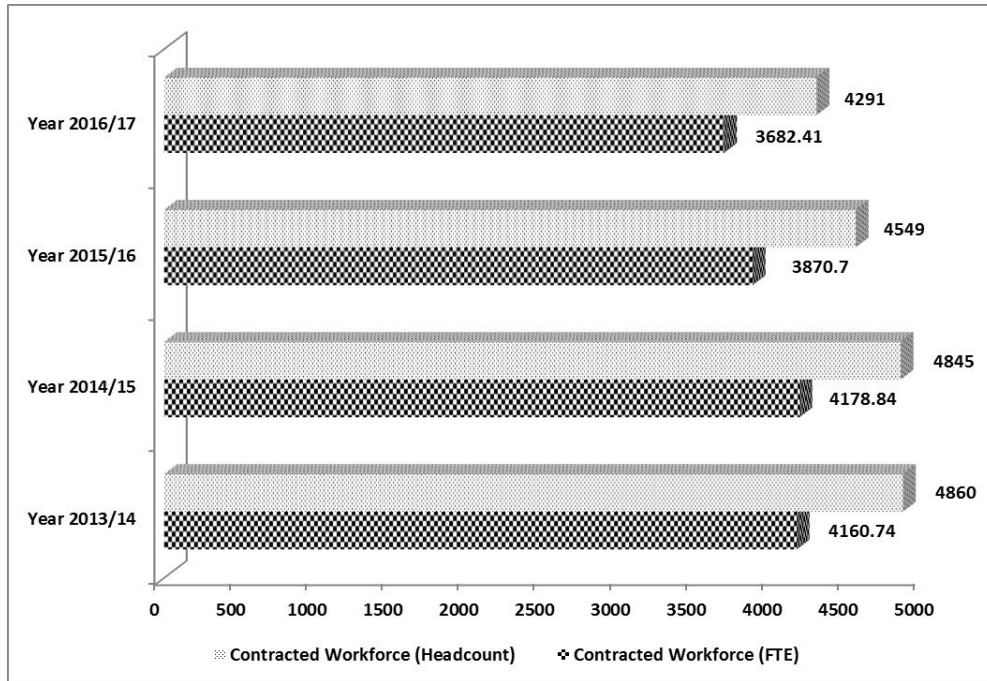
"Economically active population" –is defined as "individuals aged 16 or over whom are either in work or are actively seeking work". This data is based on information collected as part of the 2011 Census.

"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 9124 employees - 4833 of those within schools and 4291 in non-school based services.

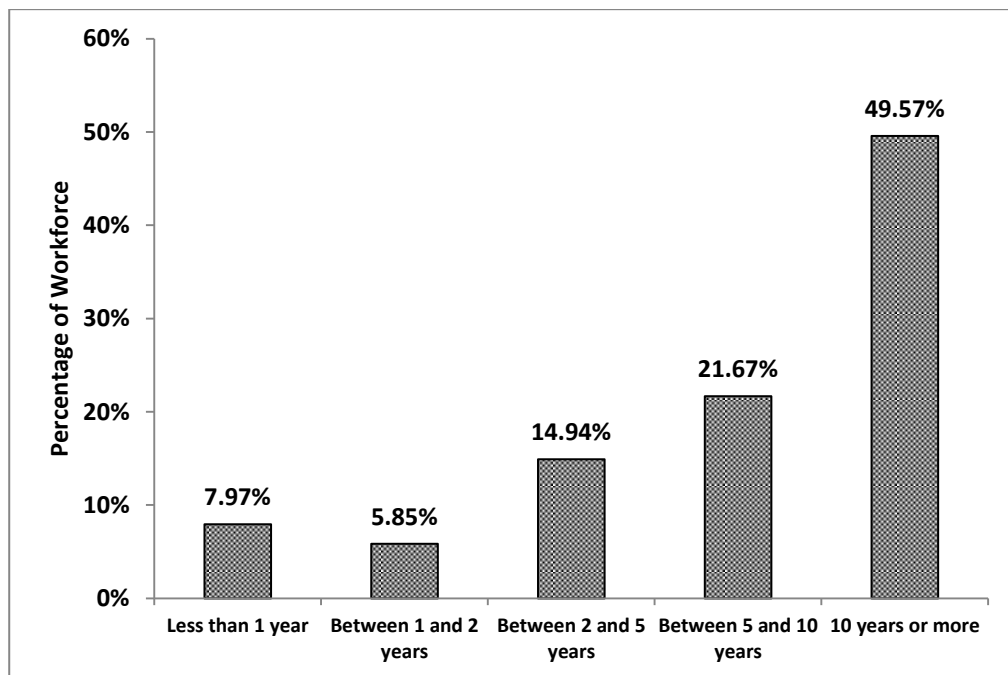
### 6.1 Headcount



- Council employs 9124 employees - 4833 of those in schools and 4291 in non-school based services.
- Headcount has decreased by 11.7% over the last three years (4860 in 2013/14 to 4291 at the end of 2016/17).
- Accompanied by comparable reduction in full time equivalents (FTE) from 4160.74 to 3682.41.



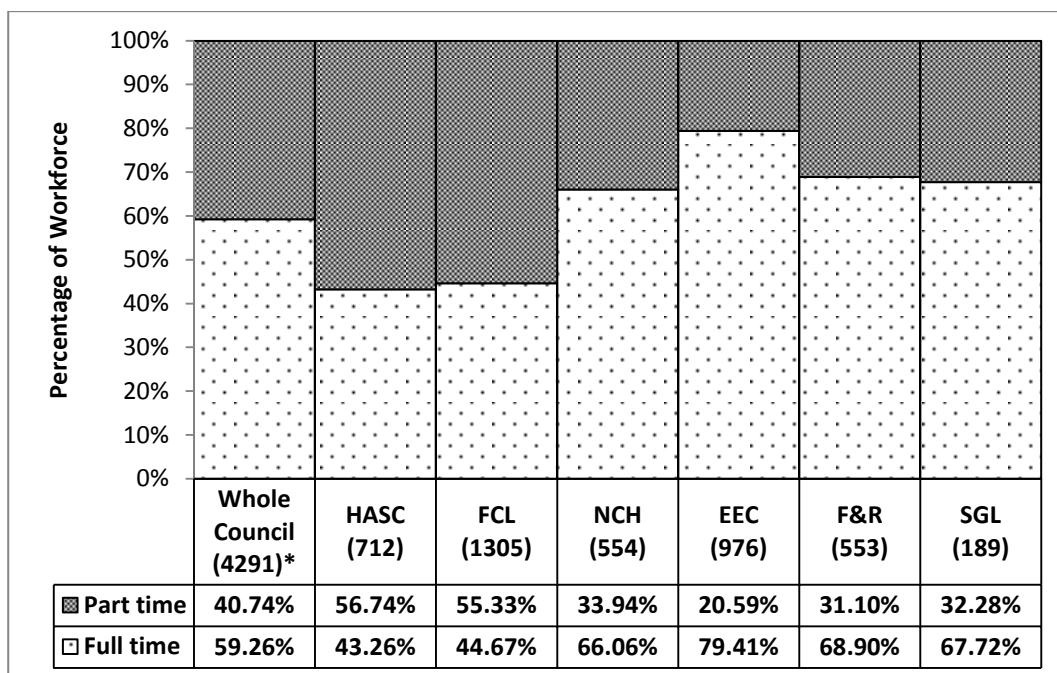
## 6.2 Length of service



The workforce continues to have a very high proportion of long-serving employees, with approximately half of the contracted workforce having worked for the council for over 10 years (49.57%). However, the last twelve months has seen a noticeable fall in the proportion of employees who have worked between 5 and 10 years (4.34%). In contrast, the percentage of employees within the workforce who have less than a year's service with the council has increased by from 6.31% in 2015/16 to 7.97% at the end of March 2017.

Just over 63% of the council's BME workforce and 65% of those identifying as White Other have completed five or more years' service. However, the proportion of employees with long service from both groups has fallen over the last twelve months (BME by 2.3% and White Other by 2.7%). The proportion of long serving individuals in both these groups is significantly lower than that for White British employees (76.1%). In contrast, 80.6% of individuals who had disclosed a disability had completed five or more years' service.

### 6.3 Working Pattern



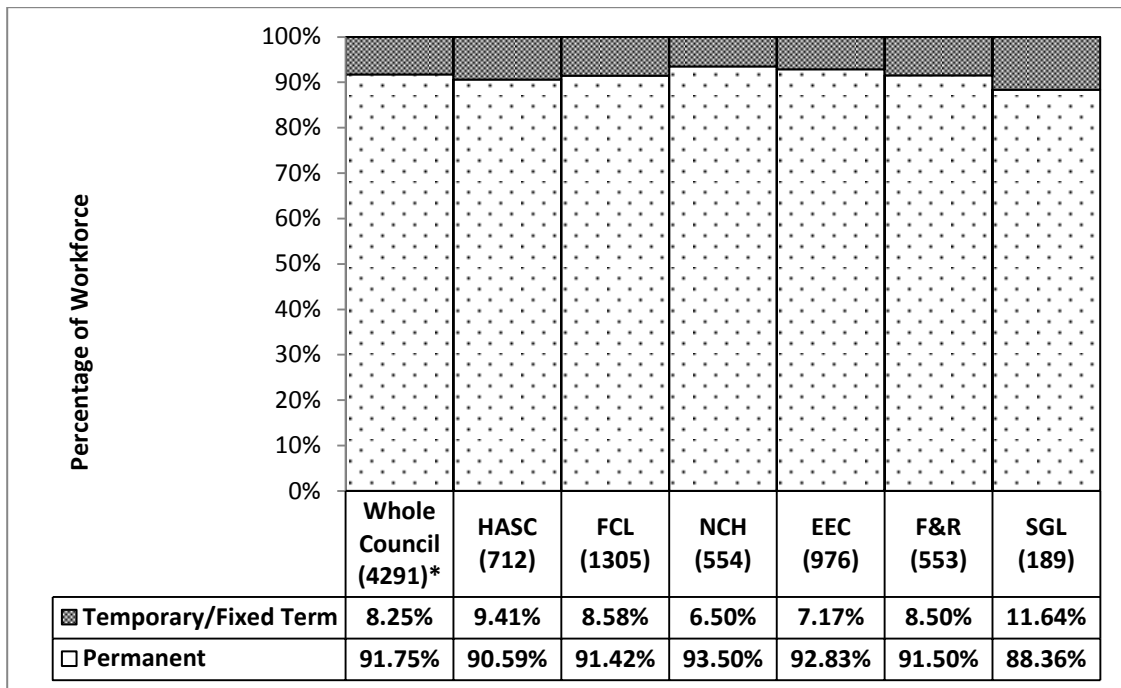
Figures in brackets refer to employee headcount

\* This figure includes the Chief Executive & Executive Assistant

The working pattern profile of the council's workforce is similar to last year although there has been a slight increase in the proportion of individuals working full-time (59.26% compared with 58.25% in 2015/16). As last year, the majority of those working part-time were female (approximately 80%).

It is not possible to compare figures from previous years across directorates due to changes in structure. However, it is clear that the largest proportion of part-time staff are employed in Health & Adult Social Care and Families, Children & Learning, with over half of the workforce in these directorates working part-time.

### 6.4 Contract type



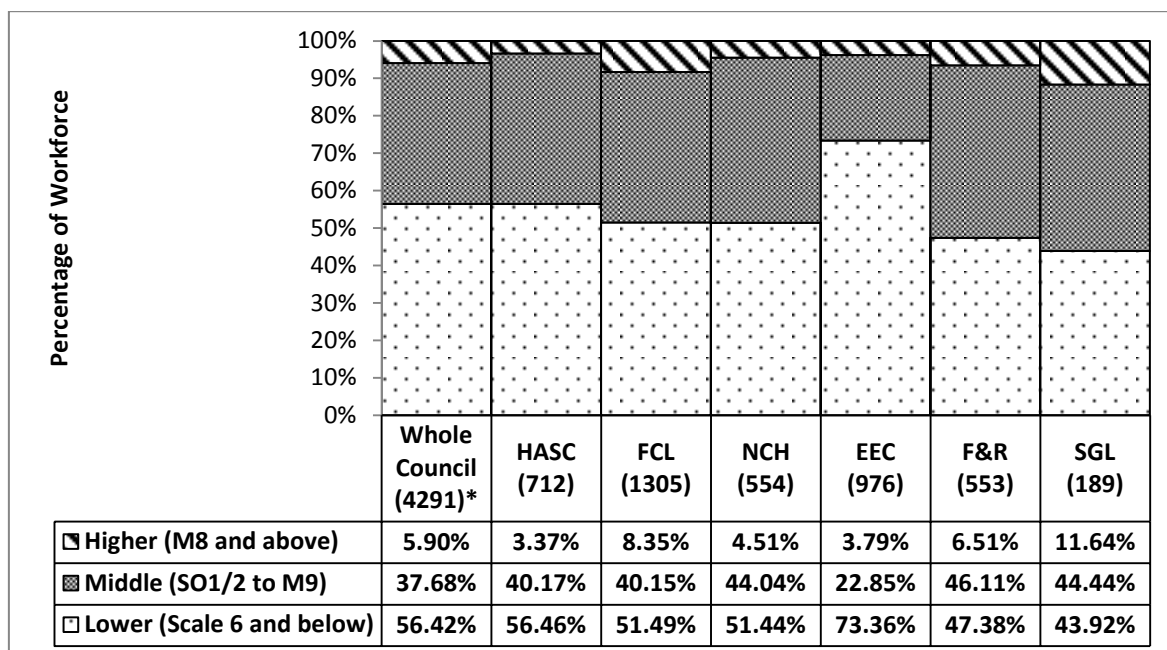
Figures in brackets refer to employee headcount

\* This figure includes the Chief Executive & Executive Assistant

Over the last twelve months, the ratio of permanent to temporary/fixed-term posts has changed slightly. At the end of 2016/17, the percentage of employees engaged on a permanent contract was 91.75%, an increase of 3.7% on 2015/16. As a result, the proportion of the council's contracted workforce engaged on a temporary/fixed-term basis dropped to 8.25%.

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. However, having said this, the proportion of our BME workforce employed on a temporary basis (13.55%) has decreased by almost 8% over the last year and is now below the figure at the end of 2014/15 (15.75%). Similarly, the percentage of employees from a White Other background employed on a temporary or fixed term contract has fallen by approximately 5% over the last twelve months.

## 6.5 Grade



Figures in brackets refer to employee headcount

\* This figure includes the Chief Executive & Executive Assistant

The overall grade profile of the organisation has remained relatively static over the last twelve months despite the reduction in the size of the workforce and the number of service re-designs that have occurred. However, there has been a slight increase (0.66%) in the proportion of posts within the middle grade band with a concomitant decrease in roles graded Scale 1-6. This is consistent with the trend seen over recent years.

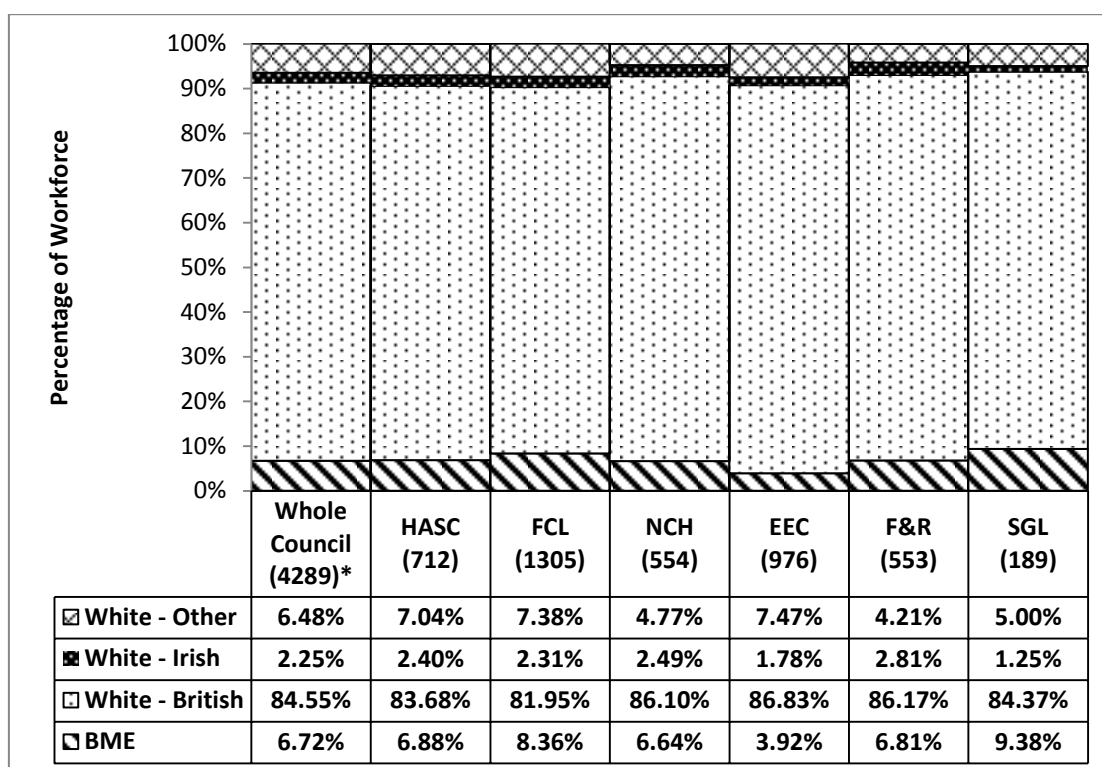
## 6.6 Equality Profile

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 compared with their level of representation in the economically active population of Brighton & Hove.



Figures in brackets refer to employee headcount

\* This figure includes the Chief Executive & Executive Assistant

Whilst the council is making progress towards increasing the ethnic composition of its workforce, it is slow. Over the last twelve months there has been an increase in the percentage of BME and White Other employees within the workforce (0.47% and 0.45% respectively).

Whilst the increase in the percentage of BME employees is relatively modest, it should be viewed in the context of an average annual increase of 0.2% since 2013. Prior to that date, the proportion of BME staff working for the council had remained unchanged at 5.5% for nearly 18 months.

However, despite the consistent upward trend in level of representation of BME and White Other groups over the last four or five years, they remain under-represented within the workforce compared with their level of representation in the economically active population of Brighton and Hove.

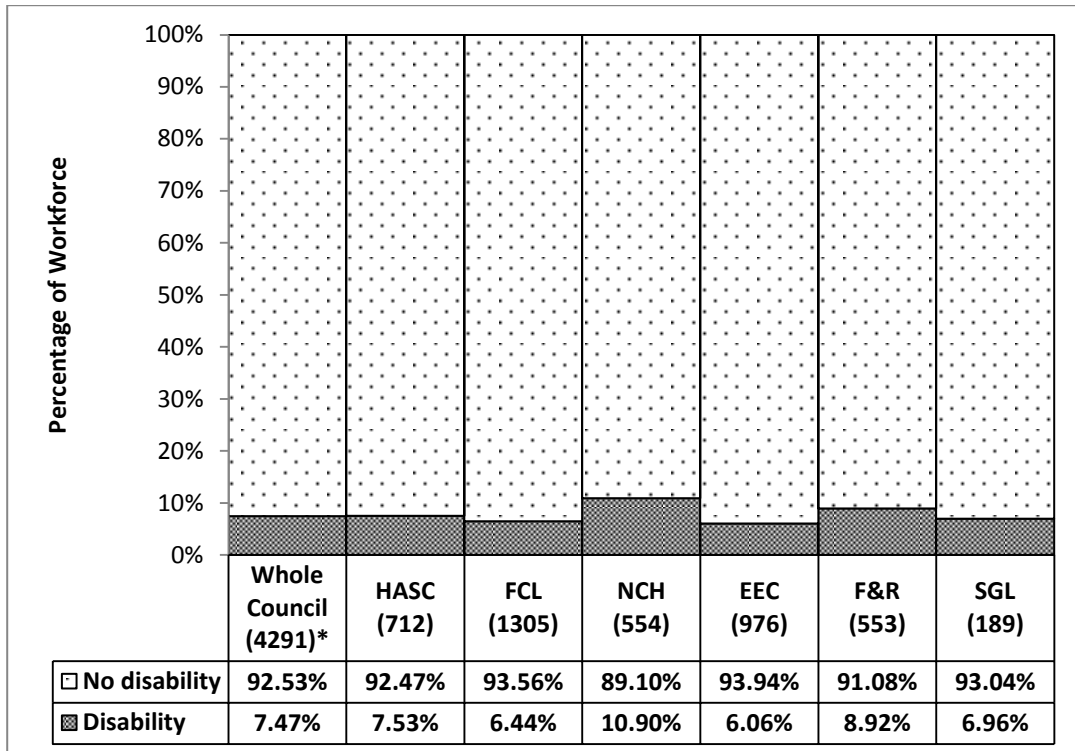
Although the highest proportion of BME employees continue to be employed in posts graded Scale 1-6, the last twelve months has seen the percentage fall by nearly 3.5% to 56.57% at the end of March 2017. This figure now more closely resembles that for White British employees (54.24%). In contrast, there has been a concomitant increase in the proportion of the BME workforce occupying posts above this level, particularly within the middle grade band (up 2.65%).

In contrast, the distribution of White Other employees across grades has remained largely unchanged since 2015/16, with seven out of ten employees (70.25%) employed in posts within the lowest grade band. As last year, their

level of representation within grades SO1/2 and above is markedly below that seen for BME employees.

This year has again seen a slight increase in the proportion of employees from a White Irish background within the council's workforce (2.25% compared with 2.08% in 2015/16). This means that this group remains over-represented compared with the local economically active population figure of 1.6%. Just over 51% of White Irish employees are employed within the SO1/2-M9 grade band.

## 6.8 Disability



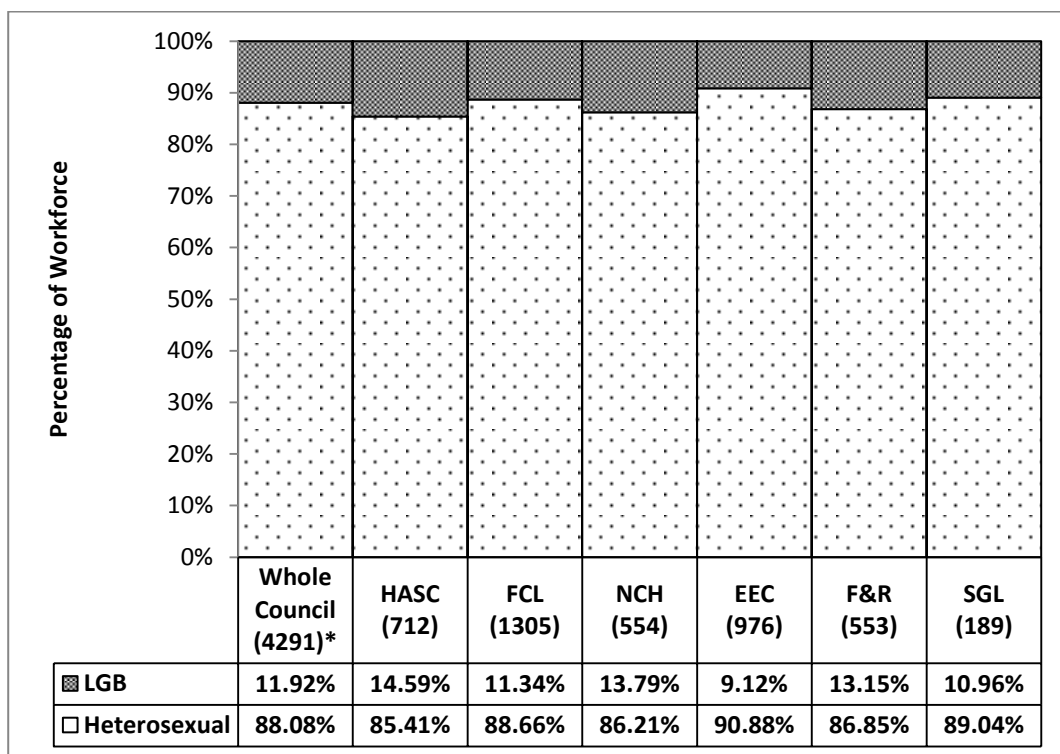
Figures in brackets refer to employee headcount

\* This figure includes the Chief Executive & Executive Assistant

The percentage of employees within the workforce who have disclosed a disability has fallen slightly again this year from 7.86% to 7.47%. This maintains the slight downward trend seen since 2014/15 when this group's level of representation was 8.13%. However, despite this small decrease, the percentage of disabled employees remains in line with this group's level of representation within the economically active population of Brighton and Hove (7.5%).

Historically, disabled employees have been more likely to be employed in lower-graded roles (Scale 1-6). However, this year for the first time, this group had the highest level of representation within the SO1/2-M9 grade band (7.65%). Whilst this is encouraging, disabled employees remain significantly under-represented within senior roles (grade M8 and above) at 5.29% so there is still more work to do and clearly this is an area of focus for future positive action.

## 6.9 Sexual Orientation



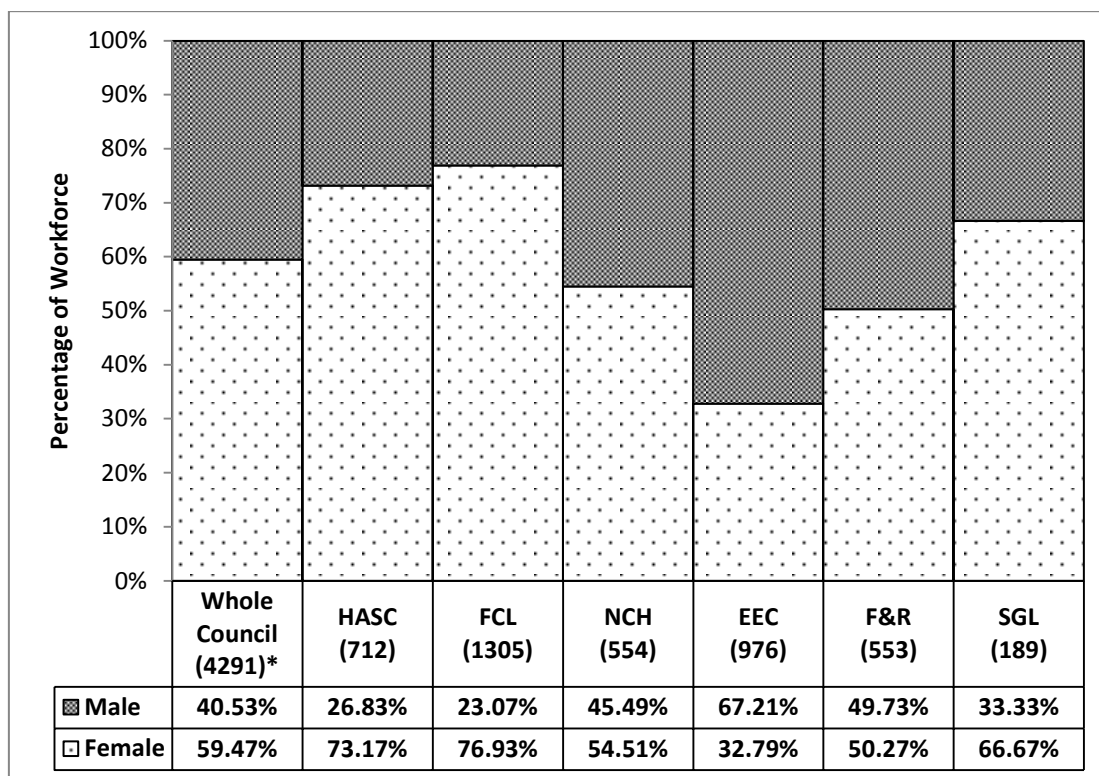
Figures in brackets refer to employee headcount

\* This figure includes the Chief Executive & Executive Assistant

The percentage of employees who identify as LGB has remained virtually unchanged over the last twelve months (11.92% compared with 12.01% at the end of 2015/16). This is the first time in four years that this group's level of representation in the workforce has not increased.

Although LGB employees are under-represented when taking the workforce as a whole, their levels of representation in posts above Scale 6 are on, or slightly above, target (13.42% within the grade band SO1/2 to M9 and 12.56% within roles graded M8 or above). In contrast to BME, White Other and disabled employees, individuals who identify as LGB are less well represented within the lowest grade band.

## 6.10 Sex



Figures in brackets refer to employee headcount

\* This figure includes the Chief Executive & Executive Assistant

Historically, the sex profile of the workforce has remained stable with a gender imbalance in favour of females and 2016/17 is no exception. At the end of March 2017, the workforce comprised 59.47% female and 40.53% male.

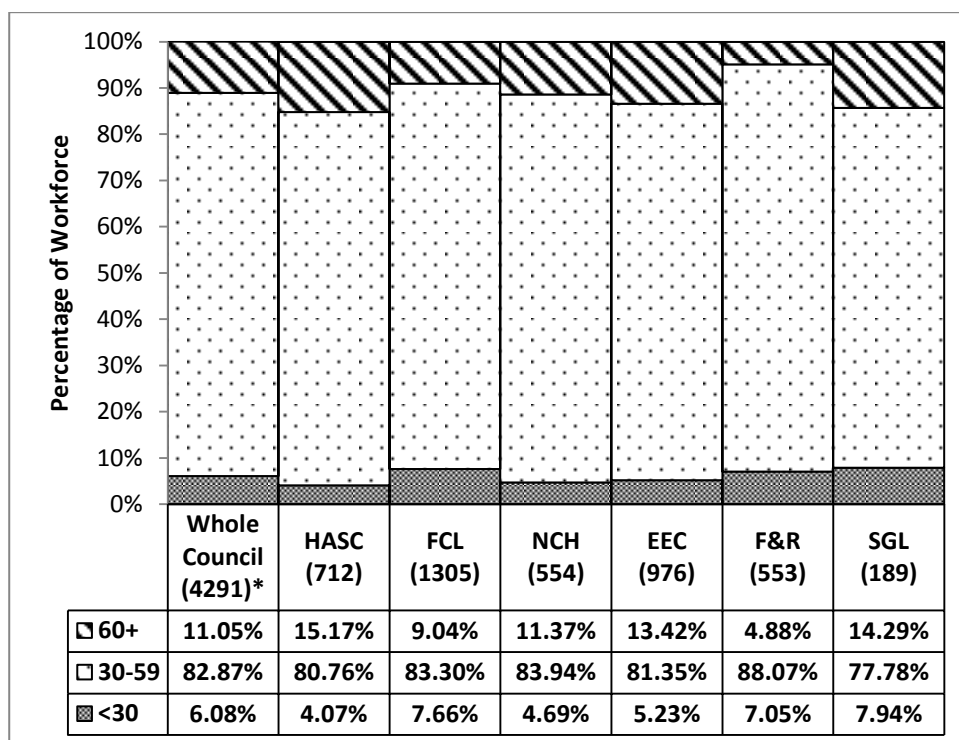
A gender imbalance in favour of females is a feature the council shares with other County Councils and Unitary Authorities in England. This is thought to be due to the fact that councils of this type have a relatively high number of job roles that require “soft skills” and that these are particularly 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 directorates with the most marked gender imbalance in favour of females are Families, Children & Learning and Health & Adult Social Care (76.93% and 73.17% respectively). Only the Economy, Environment & Culture directorate has a workforce in which males exceed the workforce target of 53.6%.

Female employees continue to be significantly over-represented at all levels within the organisation compared with the economically active population of 46.4%. Females are more likely to be employed in the middle and higher grade bands compared with the highest level of representation within the Scale SO1/2-M9 grade band (65.62%).



## 6.11 Age



Figures in brackets refer to employee headcount

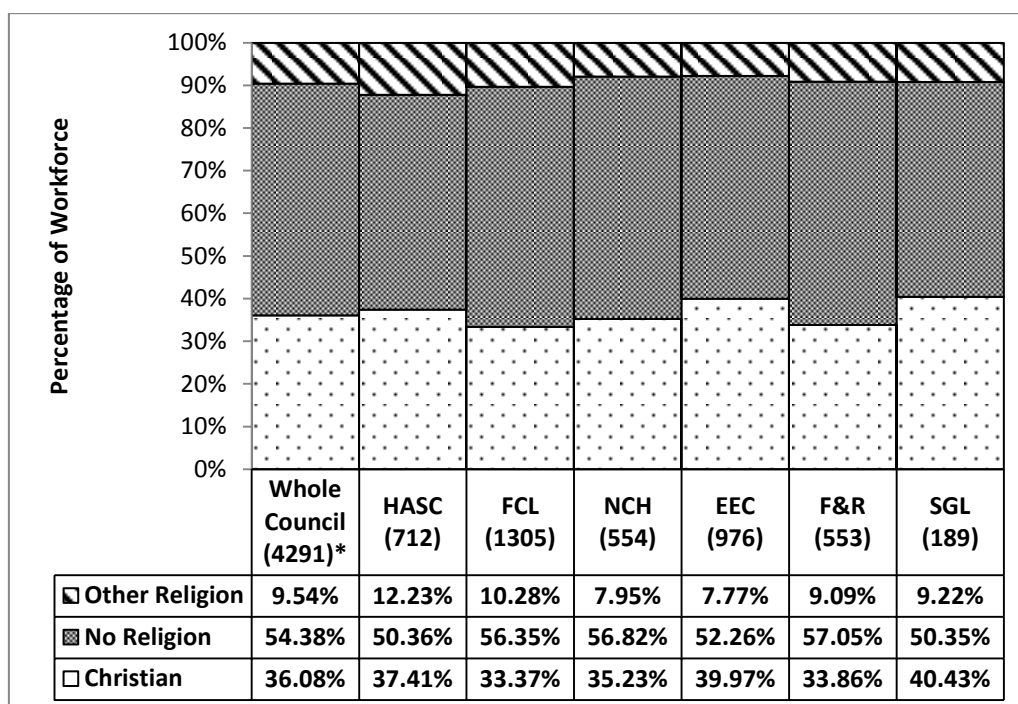
\* This figure includes the Chief Executive & Executive Assistant

The council has an ageing workforce with the highest percentage of employees (18.43%) falling within the 50 to 54 age group. Over half of the workforce is aged between 30 and 49 although the percentage of employees within this age group has fallen by 1.28% since 2015/16 (51.08% compared with 52.36%). In contrast, the proportion of individuals within the 50 to 59 age bracket has increased from 30.14% in 2015/16 to 31.78% at the end of March 2017. This represents an increase of 1.64% over the position at the end of 2016 and an increase of nearly 3.5% since the end of 2015.

Although the proportion of employees aged under 30 within the workforce continues to fall, the decrease is far less marked this year which is encouraging. Nevertheless, the very low number of younger workers remains a cause for concern in terms of the sustainability of the workforce for the future.

The percentage of employees choosing to continue working beyond 60 years of age has also decreased slightly over the last twelve months from 11.34% in 2015/16 to 11.05% in 2016/17.

## 6.12 Religion/Belief



Figures in brackets refer to employee headcount

\* This figure includes the Chief Executive & Executive Assistant

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 53.78% in 2015/16 to 54.38% at the end of 2016/17. The predominant religion is Christian but the proportion of employees in this group has also fallen over the last twelve months and now stands at 36.08%. In contrast, the proportion of employees of other faiths within the workforce has remained virtually unchanged at 9.54%.

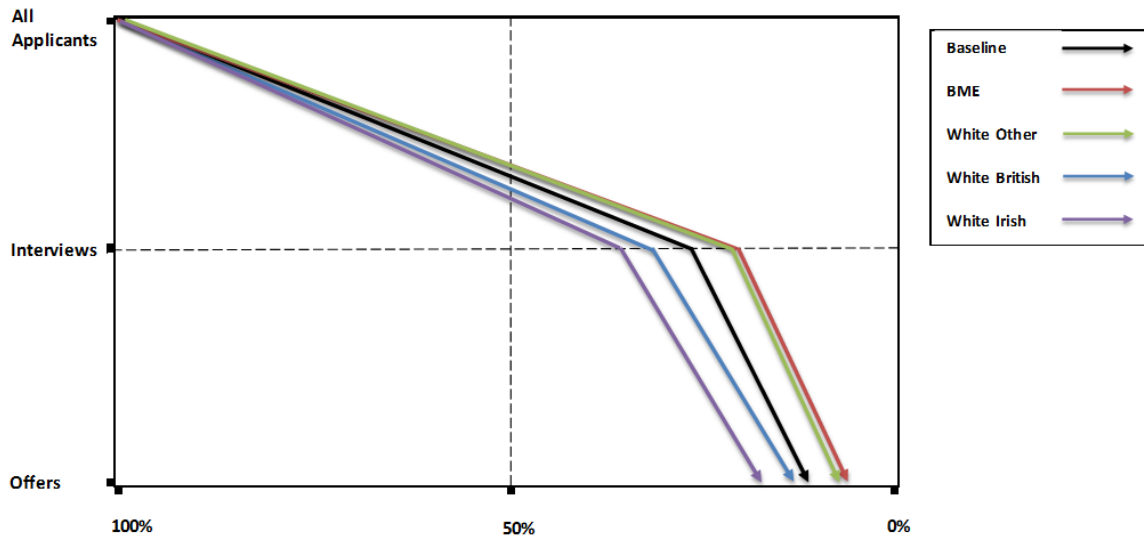
Employees who have a religious faith are more likely to be employed in roles within the lower grade band compared with individuals who have no religion or belief system.

## 7. Recruitment - Overview

In 2016/17, the council advertised 504 vacancies (excluding those in schools). These opportunities attracted 5784 applications. The average number of applications per vacancy was approximately 11, an increase of 2 on the previous year.

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.

For the second year running, 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.

External applicants are significantly less likely to be shortlisted for interview (24.85%) or secure a job offer (10.04%) compared with internal applicants (55.97% and 29.77% respectively) and agency workers (47.18% and 28.72% respectively). However, the differential in success rates between external and internal/agency applicants has narrowed this year. BME, White Other and

disabled applicants who already worked for the council were far more successful in securing interviews and job offers compared with their external counterparts.

## 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					
2016/17	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	5470	100.00%	1646	30.09%	744	13.60%
BME	785	14.35%	181	23.06%	68	8.66%
White British	3893	71.17%	1294	33.24%	602	15.46%
White Irish	88	1.61%	33	37.50%	11	12.50%
White Other	704	12.87%	138	19.60%	63	8.95%

The percentage of BME applicants (14.35%) has remained at a similar level to that seen in 2015/16 although this figure remains significantly above this group's level of representation within the economically active population of Brighton and Hove (9.1%).

There is evidence that the work we are undertaking such as reviewing our recruitment policy, processes and practices and using positive action initiatives as part of specific recruitment campaigns, is beginning to have an effect in enabling the council to recruit more people from a BME background.

When looking at non-school vacancies as a whole, there has been a noticeable improvement in the success rate for BME applicants in terms of securing interviews (up 5.9%) and job offers (up 2.4%) compared with the previous year.

More detailed analysis has revealed that BME applicants were significantly more successful in securing job offers for permanent roles this year (7.1%) compared with 2.8% in 2015/16. There was also a marked improvement in the proportion of BME applicants securing jobs within the lower and, more significantly, in the middle grade band (Grade SO1/2 to M8) compared with the figures for 2015/16.

However, despite these positive indicators, BME applicants remain less successful at being shortlisted and being offered a job when compared with their White British and White Irish counterparts. This was most noticeable for vacancies at the Grade M8 or above level where approximately only 10% of applicants were from a BME background (a fall of approximately 7.1% on the figure for 2015/16) and none of these individuals were appointed. This is a clear area of focus for future positive action.

The percentage of applications received from those who identified as White Other (12.87%) has increased by 1.06% in 2016/17 and remains significantly above this group's level of representation within the local economically active population (8.8%).

In general, applicants from a White Other background fared slightly less well than their BME counterparts throughout the recruitment process. However, there were two notable exceptions. These concerned the recruitment to fixed-term/temporary roles and vacancies within the grade band M8 and above. In both these cases, White Other applicants were more likely to be successful in securing employment.

## 7.2 Disability

The percentage of applicants disclosing a disability is 4.62% which is not only lower than last year (5.71%) 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:

	All Applicants for all vacancies					
2016/17	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	5557	100.00%	1673	30.11%	763	13.73%
Disabled	257	4.62%	100	38.91%	33	12.84%
Non-disabled	5300	95.38%	1573	29.68%	730	13.77%

As in previous years, disabled applicants were more successful in being shortlisted compared with those who did not declare a disability at the point of application. In fact this year saw an increase of 8.23% in the proportion of disabled applicants being invited to interview. 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, continues to be applied effectively by recruiting managers.

Having said this, when looking at non-schools vacancies as a whole, disabled applicants were slightly less successful in converting interviews into job offers when compared with their non-disabled counterparts (12.84% compared with 13.77%).

Historically, this pattern has been repeated irrespective of the grade of the job or the basis on which the job is offered (i.e. on a permanent or temporary/fixed-term contract). However, last year saw for the first time, disabled applicants out-performing non-disabled candidates when applying for permanent roles and positions graded within the middle grade band (i.e. SO1/2-M9). That pattern has been replicated this year.

The proportion of disabled applicants for vacancies graded M8 or above (2.38%) remains disappointingly low with only 2 out of the 84 applicants for roles at this level declaring a disability. Although, one of the disabled candidates was appointed, this group remains significantly under-represented within senior roles. This is a clear area of focus for future positive action.

### 7.3 Sex

The ratio of female to male job applicants has increased slightly over the last twelve months with 57.72% of applications received from females and 42.03% from males. 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. It also shows the relative success rates for those applicants whose gender identity does not fit within the binary of male and female.

Table 3:

	All Applicants for all vacancies					
2016/17	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	5622	100.00%	1720	30.59%	798	14.19%
Female	3245	57.72%	1039	32.02%	473	14.58%
Male	2363	42.03%	676	28.61%	324	13.71%
Other	14	0.25%	5	35.71%	1	7.14%

As in 2015/16, male candidates were generally less successful at being shortlisted and appointed than females with the exception of lower-graded roles (scale 1-6) where the success rates were comparable. The difference in success rate was most marked when recruiting to permanent positions as well as jobs within the middle and higher grade bands.

In contrast, male employees were more successful than females in being offered posts advertised on a fixed-term/temporary contract (18.08% compared with 17.14%) or on a casual basis (36.17% compared with 26.22% respectively).

The council has monitored, again this year, the progress of applicants who do not identify with the gender binary of male and female. A total of 14 applications were received from applicants who identified as “Other” during 2016/17 – 5 were shortlisted and one appointed. However, due to the very small number of individuals concerned, it is not possible to carry out a more detailed analysis on the success rate for this group.

### 7.4 Gender Identity

As last year, the council was able to collect recruitment data in relation to applicants identifying as Trans - 133 applications. This number equates to 2.61% of all applicants, a very similar proportion to that seen in 2015/16 (2.64%).

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					
2016/17	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	5480	100.00%	1631	29.76%	730	13.32%
Trans	233	2.61%	24	10.30%	9	3.86%
Cisgender	5347	97.39%	1607	30.05%	721	13.48%

Generally, Trans applicants were less successful at being shortlisted and being offered a job when compared with those applicants identifying as cisgender. This pattern was observed regardless of the grade of the job or whether it was permanent or temporary/fixed term. However, the relatively small number of Trans applicants means that these findings should be interpreted with caution.

### 7.5 Sexual Orientation

The percentage of applicants who identified as LGB for council jobs was similar to last year (13.45% compared with 13.81% in 2015/16).

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:**

	All Applicants for all vacancies					
2016/17	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	5279	100.00%	1555	29.46%	705	13.35%
Heterosexual	4569	86.55%	1309	28.65%	602	13.18%
LGB	710	13.45%	246	34.65%	103	14.51%

LGB applicants had a slightly higher success rate in terms of being shortlisted and securing a job offer for permanent jobs and those within the lower and middle grade bands compared with those identifying as heterosexual. In contrast, this group fared slightly less well when applying for temporary/fixed-term or casual roles.

The small number of LGB applicants for vacancies graded M8 and above has meant that it is not possible to interpret this data meaningfully.

### 7.6 Age

The age profile of applicants in 2016/17 was similar to that seen over the last two years with the majority of applications submitted by individuals aged between 25 and 34 (35.01%). The percentage of individuals aged under 18 who applied for council vacancies was very low again this year although the figure of 0.41% was a slight improvement on that for 2015/16 (0.17%). In contrast, the proportion of applicants aged 55 or over fell by just over 1% compared with last year.

Table 6 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 6:**

	All Applicants for all vacancies					
2016/17	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	5559	100.00%	1678	30.19%	769	13.83%
Under 18	23	0.41%	16	69.57%	10	43.48%
18-24	866	15.58%	202	23.33%	84	9.70%
25-34	1946	35.01%	491	25.23%	220	11.31%
35-44	1320	23.75%	438	33.18%	221	16.74%
45-54	1024	18.42%	399	38.96%	179	17.48%
55-64	362	6.51%	123	33.98%	50	13.81%
65 & Over	18	0.32%	9	50.00%	5	27.78%

Whilst the highest number of applicants were in the 25-34 age group, this group had one of the lowest success rates in terms of securing employment (11.31%). In contrast, candidates aged 35 or over were, in general, more likely to be shortlisted and subsequently offered a job compared with those in the lower age groups irrespective of the grade of the post or the basis on which it was offered. This pattern is consistent with that seen over the last two years and is contributing to the council's ageing workforce.

Having said this, there are some encouraging signs that, this year for the first time, applicants under 18 years of age are faring slightly better through the recruitment and selection process. Although the number of applicants from within this age group remains very small (23), just under half of them were recruited (10). All applied for lower-graded roles (i.e. Scale 1-6) and the majority (7) were appointed to seasonal lifeguard positions. A further two individuals secured an apprenticeship and the other a fixed-term appointment in the council's housing service.

## 7.7 Religion/belief

**Table 7:**

	All Applicants for all vacancies					
Q1 2016/17	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	5274	100.00%	1562	29.62%	700	13.27%
Christian	1522	28.86%	382	25.10%	165	10.84%
No Religion	2928	55.52%	912	31.15%	408	13.93%
Other Religion	824	15.62%	268	32.52%	127	15.41%

As last year, the highest percentage of all applicants had no religious belief (55.52%) but this figure was 4.3% lower than that for 2015/16. In contrast, the proportion of applicants of other religious faiths was 4.8% higher than 2015/16. This group was the most successful in securing permanent job offers for all posts except those within the highest grade band (i.e. M8 and above). As in 2015/16, vacancies within the highest grade band were more likely to be offered to Christian applicants.

This is a very different picture from last year when applicants with no religious belief generally had the highest success rates irrespective of the grade of the job and the type of contract on which it was being offered.



## 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 2016/17, the council had 522 casual workers. This figure represents a drop of around 7% on the figure for 2015/16 and maintains the downward trend seen over the last couple of years.

Although casuals were engaged across the organisation, they were predominantly used in the Families, Children & Learning and Economy, Environment & Culture directorates. The vast majority (85.25%) were used to cover posts within the lowest grade band, Scale 1-6 which is similar to last year.

### 8.1 Equality profile

The casual workforce continues to have a higher proportion of individuals from a BME or White Other background (8.74% for both groups) compared with their levels of representation within the council's contracted workforce (6.72% and 6.48% respectively).

Whilst the percentage of BME casuals has fallen only slightly over the last twelve months, the proportion of the casual workforce who identify as White Other has decreased by 1.4%.

The percentage of casual workers who declared a disability also fell slightly this year (4.63% from 4.76% in 2015/16) whilst, in contrast, the proportion of those identifying as LGB increased slightly from 9.78% to 10.08%. Both these groups continue to be under-represented compared with the contracted workforce.

The age profile of the casual workforce has remained relatively static over the last twelve months and there continues to be a significant difference between the age profiles of the casual and contracted workforces. The proportion of casual workers aged under 30 (15.13%) was more than double that for the contracted workforce (6.08%). There was a similar discrepancy in the percentage of individuals aged 60 or over with 22.22% of casual workers falling into this age group compared with 11.06% of contracted staff.

The gender profile of the casual workforce has remained fairly static over the last year and continues to show a gender imbalance in favour of females (60.92% compared with 39.08%).

It is important to note that the data in respect of the casual workforce is of poorer quality than that for contracted employees. Approximately 40% of casual workers have not provided their personal equality information. This compares with a figure of approximately 15% for the contracted workforce.

## 8.2 Migration of casual workers into the contracted workforce

As last year, 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 2016/17, a total of 16 casual workers were recorded as having transferred to either a permanent or temporary/fixed-term position within the council during the year. This is a significantly fewer number than in 2015/16 (28). Females appeared to be more successful than males in securing contracted roles – 62.5% compared with 37.5% of males. The majority of these casual workers secured permanent, part-time positions within the lowest grade band (Scale 1-6).

More detailed analysis has not been possible due to the small numbers of individuals involved.

## 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 2017, the council had 74 apprentices. The percentage of apprentices to the council's overall contracted workforce, calculated on the basis of FTE, is 2.0%. This figure compares favourably with an average figure of 1% for the comparator authorities that participated in this year's CIPFA HR Benchmarking exercise.

Additionally, of those individuals who had completed their apprenticeship during the year, 84% successfully moved into employment, compared with an average figure of 75% for the comparator authorities that participated in this year's CIPFA HR Benchmarking exercise.

The council has been working hard to increase not only the number, but also the diversity, of apprentices within the council.

### 9.1 Equality profile

Approaching one in ten of apprentices identified as BME (9.09%) and 7.27% came from a White Other background. These figures compare favourably with these groups' level of representation within the wider workforce (6.72% and 6.48% respectively). It is also encouraging to see that the percentage of apprentices from a BME background is broadly in line with this group's level of representation within the economically active population of Brighton and Hove (Census 2011).

The proportions of disabled (6.0%), male (36.92%) and LGB (7.55%) apprentices were disappointingly low compared with the level of representation of these protected groups within the council's wider workforce (7.47%, 40.53% and 11.92% respectively).

## 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 re-graded during the year and who, in view of this, would not normally be classed as having been promoted.

A total of 253 employees were recorded as having transferred to a higher graded job during the year, an increase of approximately 28% since 2015/16. Approximately 70% of all promoted employees worked full time. These findings are similar to those noted in the previous two years.

### 10.1 Equality profile

As last year, a smaller proportion of BME employees (4.35%) were promoted compared with this group's level of representation within the workforce (6.72%). Although this figure is marginally down on that for 2015/16 (4.73%), it is still higher than that seen two years ago.

In contrast, employees who identified as White Other (9.18%), disabled (8.63%) or LGB (14.66%) were more successful in being promoted than might have been expected given these groups' levels of representation within the workforce (6.48%, 7.47% and 11.92% respectively). The percentage employees of White Irish heritage who were promoted during 2016/17, fell again this year from 2.37% in 2015/16 to 1.93%.

The age profile of employees who were promoted was similar to last year with a higher proportion of employees under the age of 40 being promoted (38.74%) compared with their level of representation in the workforce (26.57%).

Female employees were slightly more successful than males in securing promotion again this year (63.24% compared with the workforce profile of 59.47%), an increase of approximately 1.6% on the figure for 2015/16.

As seen with the recruitment data, individuals with no religion or belief system (63.98%) were significantly more successful than Christians (27.96%) in being offered a promotion compared with their levels of representation within the workforce (54.38% and 36.08% respectively). The promotion rate for employees of other faiths (8.06%) was marginally below their level of representation within the workforce (9.54%).

## 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 2016/17, 191 employees received an “acting up” payment. As last year, the vast majority of these individuals were permanent employees (90.58%) and were working on a full-time basis (70.8%). Most “acting-up” payments were made to employees working within Economy, Environment and Culture (31.94%) and Finance & Resources (21.46%). Just over 38% of all “acting up” arrangements were for a period of three months or less.

### 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” (4.76% for both groups) compared with these groups’ level of representation within the workforce of 6.72% and 6.48% respectively. These figures are broadly in line with those of 2015/16.

Although disabled employees were also slightly less successful in being offered “acting-up” opportunities (6.41% compared with this group’s level of representation in the workforce of 7.47%), this represents a significant improvement on last year when only 3.57% of the employees who “acted up” were disabled. The percentage of LGB employees who were offered “acting up” opportunities was broadly in line with this group’s level of representation in the workforce.

A noticeably higher proportion of male employees received an “acting up” payment (47.64%) compared with a workforce profile figure of 40.53%. This figure represents an increase of approximately 1.5% on last year and maintains the upward trend seen since 2014/15.

Similarly, individuals who had no religion or belief system (60.39%) were more likely to be offered the chance to “act up” than those who were Christian (29.87%) when compared with these groups’ levels of representation within the workforce (54.38% and 36.08% respectively).

The age profile of those who were selected to “act up” was similar to last year with approximately 7 out of 10 employees being between the ages of 35 and 54. This figure is above what might be expected given this group’s level of representation within the workforce (61.48%). As seen last year, only 13.62% of “acting-up” opportunities were offered to individuals aged 55 or over despite employees within this age group making up nearly a quarter of the workforce.

As in 2015/16, “acting-up” opportunities tended to be awarded to longer-serving employees with 29.32% of all “acting ups” being undertaken by employees with between five and ten years of service. This is significantly higher than this group’s level of representation in the workforce (21.67%). 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 (6.28%) compared with the workforce profile figure of 13.82%).

### 11.3 Secondments

During 2016/17, 59 individuals were seconded into other roles. The vast majority of these secondments (86.5%) were for a period of between one and two years. Since 2014/15, the use of secondments has fallen by approximately 52%.

### 11.4 Equality Profile

In contrast to “acting up” opportunities, BME employees were much more successful in securing a secondment (14.55%) compared with their level of representation in the workforce (6.72%). This is an increase of 6.6% on the figure for 2015/16 which is very encouraging. Employees who identified as coming from a White Other background also fared much better this year with 7.27% of all secondment opportunities being awarded to individuals from this group. This level of success is above that which might be expected given this ethnic group’s level of representation within the workforce of 6.48% and is an improvement on the position seen a year ago.

Although the percentage of disabled employees who undertook a secondment this year (3.85%) was below this group’s level of representation within the workforce (7.47%), this is a marked improvement on last year when the proportion of secondments undertaken by disabled employees was only 1.39%.

Unlike last year, those identifying as LGB (8.51%) or having no religious belief (51.85%) were slightly less likely to secure a secondment compared with their levels of representation within the workforce (11.92% and 54.38% respectively).

The sex profile of seconded employees mirrored that of the workforce.

In keeping with 2015/16, employees within the 30 to 34 age group were much more likely to be offered a secondment (16.95%) compared with this group’s level of representation within the workforce (8.04%). However, the reverse was true for individuals aged between 50 and 54 with only 6.78% of all secondments being offered to employees within this age range. This compares with a workforce profile figure for this age group of 18.43%.

Similarly, more than 8 out of 10 secondments were undertaken by employees who had at least five years’ service (84.75%). This compares with this group’s level of representation within the workforce of 71.24%. In contrast, no secondments were offered to individuals who had less than two years of service, despite the fact that this group constitutes 13.82% of the workforce.

## 12. Redundancies – Overview

During 2016/17, 126 employees were recorded as leaving the council's employment on the grounds of redundancy. The majority of these were in Health & Adult Social Care (32.54%) and Families, Children & Learning (30.95%). The majority of all redundancies involved employees occupying part-time posts within the lowest grade band (Scale 1-6).

### 12.1 Equality profile

Approximately 90% of the redundant employees were White British. This is higher than might be expected given this group's level of representation within the workforce (84.55%). In contrast, the percentage of BME and White Other employees who left on the grounds of redundancy (both 4.31%) was lower than their respective levels of representation within the workforce (6.72% and 6.48%).

A markedly higher proportion of redundancies than might be expected given the composition of the workforce involved female employees (69.84% compared with 59.47%) as well as those who identified as heterosexual (94.81% compared with 88.08%) or who were disabled (17.43% compared with 7.47%).

As might be expected, the majority of the redundancies during 2016/17 involved employees aged 55 or over (53.17%). This is more than double this group's level of representation in the workforce (24.4%). Approximately 91% of these individuals had more than 10 years' service. Redundancy for these employees is likely to have been an attractive option as they would not only have accrued a reasonable redundancy payment but they would also have been able to access their occupational pension when their employment ended.

## 13. Leavers and exit data - overview

In 2016/17, 610 employees left employment with the council. This figure represents a fall of 14% compared with last year. Although the percentage of leavers from each directorate largely reflected the relative size of each directorate's establishment in relation to the size of the overall workforce, Health & Adult Social Care had a higher percentage of leavers (21.8%) compared with a workforce that constituted 16.6% of the council's overall workforce.

Table 8 below shows a breakdown of employees who left the council's employment during the year by their main reason for leaving.

Table 8:

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	1.15%	3.61%	4.92%	55.01%	3.94%	20.53%	8.87%	1.97%



The majority of employees who left voluntarily resigned (55.01%). The three main reasons for leaving cited by employees who returned their exit questionnaires were similar to last year: voluntary redundancy (23.26%), career progression (16.28%) and retirement (10.85%).

The other most common reasons given were: “better work-life balance” and “better pay/benefits” (both 6.98% of respondents). In contrast to previous years, “not feeling valued” was not cited by employees as their main reason for leaving. This is encouraging and, together with the positive results of the 2017 Staff Survey, indicates the good progress being made in improving the council’s workplace culture.

The breakdown of reasons for staff leaving the council’s employment showed a broadly similar pattern to last year. Redundancy and/or early retirement continued to be the second most common reason for leaving after “voluntary resignation”. One in five individuals left on these grounds this year (20.53% compared with 18.6% in 2015/16). This increase reflects the extent to which the council continues to re-design services and downsize its workforce to meet ongoing budgetary challenges.

Historically the council has seen a higher level of turnover in employees within their first year of service. However, this pattern was reversed this year with only 6.23% of employees leaving before they had completed a year in post. Although this figure is lower than might have been expected given the workforce profile figure for this group of 7.97%, nearly nine out of ten of these individuals resigned voluntarily which is a cause for concern. Further work is needed to understand the reasons for this.

In contrast, a significantly higher proportion of individuals with between one and two years’ service left employment (10.82%) compared with their workforce profile (5.85%). Having said this, over one third of these employees (36.4%) left as a result of their fixed-term contract ending.

As seen in previous years, long-serving employees (i.e. those with five years or more) were significantly less likely to leave employment. Employees with long service accounted for approximately 64% of all leavers despite the fact that this group constitutes approximately 72% of the workforce.

### 13.1 Equality profile

Table 9 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 9:

Group	% of leavers	% employees in the workforce
BME	5.51%	6.72%
White - Other	5.70%	6.48%
White - Irish	1.52%	2.25%
White - British	87.26%	84.55%
Disability	9.78%	7.47%
LGB	15.40%	11.92%
Female	58.20%	59.47%
Male	41.80%	40.53%
Christian	34.15%	36.08%
Other Religion	6.92%	9.54%
No Religion	58.93%	54.38%
Under 30 years of age	10.00%	6.08%
30-59 years of age	69.67%	82.87%
60+ years of age	20.33%	11.05%

The proportion of BME (5.51%) and White Other (5.70%) employees who left the council during 2016/17 was lower than their levels of representation within the workforce (6.72% and 6.48% respectively). This is a similar pattern to last year and is the reverse of the situation in 2014/15. This is a positive trend.

As in previous years, a slightly higher percentage of those who left the council's employment during the year were disabled (9.78%) compared with a workforce profile figure of 7.47%. However, in contrast to last year, a significantly higher proportion of employees who identified as LGB (15.40%) or had no religion or belief system (58.93%) left employment given their levels of representation within the workforce (11.92% and 54.38% respectively).

The leaver profile in respect of sex was broadly in line with the workforce profile.

The age profile of leavers follows a similar pattern to that seen over the last two years. A significantly higher proportion of staff aged under 30 years old (10.0%) and those aged 60 or over (20.33%) left the council compared to their overall representation in the workforce (6.08% and 11.05% respectively).

Although the proportion of employees aged under 30 who left the council this year is higher than might be expected given this group's level of representation in the workforce, the figure of 10% is markedly lower than in 2015/16 (14.08%) and significantly lower than the 20.17% figure in 2014/15.

## 14. Employment Case Work

### Disciplinary cases - overview

During 2016/17, 58 contracted 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 individuals



employed within the lower grade salary band (i.e. Scale 1-6) which is exactly the same as last year.

The vast majority of employees subject to the formal procedure were employed on permanent contracts (86.2%), and 56.9% were working full-time. More than 65% of all cases involved employees working in the Families, Children & Learning or Economy, Environment & Culture directorates. In the case of the latter, 50% of individuals worked in City Clean.

#### 14.1 Equality profile

A higher percentage of disciplinary cases involved employees who identified as BME and White Other (both 10.34%) compared with these groups' levels of representation within the workforce of 6.72% and 6.48% respectively. This figure represents six individuals.

As last year, female employees (39.66%) and those who identified as disabled (6.25%) were less likely to be investigated under the disciplinary procedure compared with these groups level of representation within the workforce (59.47% and 7.47% respectively). This position is similar to last year.

In contrast, employees identifying as LGB were significantly more likely to be investigated under the disciplinary procedure (27.5%) compared with their level of representation in the workforce (11.92%). This is in stark contrast to the position last year when this protected group was far less likely to have been the subject of disciplinary action. Therefore, this may be an anomalous result.

The largest proportion of disciplinary cases involved employees aged between 35 and 39 (29.31%). This figure is more than double this group's level of representation within the workforce (12.44%).

This year also saw a slightly higher percentage of disciplinary cases involving individuals who had no religion or other belief system (60.98% compared with the workforce profile figure of 54.38%).

#### 14.2 Bullying & Harassment cases

During 2016/17, 22 employees made a complaint of bullying or harassment that was investigated under the council's Disciplinary Procedure. This is five fewer than last year. As in 2015/16, four of these complaints related to alleged harassment on the basis of the recipients' protected characteristic(s).

The majority of cases occurred in two directorates – Families, Children & Learning (36.36%) and Health & Adult Social Care (27.27%). The proportion of cases within each of these directorates was higher than might have been expected given the fact that their respective staffing establishments constituted only 30.43% and 16.6% of the council's overall workforce.

In the majority of cases, the allegations were made against individuals who were White British, non-disabled and heterosexual.

As in the last two years, male employees and those within the older age groups were more likely to have allegations of bullying or harassment made against them. Males accounted for nearly 64% of all cases despite making up only 40.53% of the workforce. Similarly, allegations of bullying or harassment were more likely to be made against employees aged 50 or over. Approximately 60% of all allegations involved individuals within this age range which is significantly higher than this group's level of representation within the workforce of 42.83%.

### 14.3 Grievances - Overview

A total of 23 employees raised grievances during 2016/17. This figure represents a fall of approximately 30% since last year. Approximately, 61% of complainants were employed in lower-graded roles. This compares with 48.5% in 2015/16. The majority of grievances were made by individuals employed within the Health & Adult Social Care and Economy, Environment and Culture directorates (both 30.43%).

### 14.4 Equality profile

As in 2015/16, the overwhelming majority of grievances were raised by White British employees (91.3%). Only two individuals who raised a grievance were from a BME background (8.69%) which is slightly higher than this group's level of representation within the workforce (6.72%). Both of these cases were successfully resolved informally. No employees who identified as White Other raised a formal grievance during the year.

A slightly higher percentage of concerns were raised by disabled employees (9.5%) compared with this group's level of representation within the workforce (7.47%). This figure is considerably lower than that seen in each of the two preceding years (24% in 2015/16 and 15% in 2014/15) which is encouraging.

Employees who identified as LGB were also more likely to raise a grievance (20%) compared with this group's level of representation within the workforce (11.92%). Whilst this percentage appears high, it is important to point out that this figure represents only 4 employees and this makes it difficult to interpret this data meaningfully.

A significantly higher proportion of complainants identified as not having a religion/belief system (64.7%) or were aged between 45 and 54 (43.5%) compared with their levels of representation within the workforce (54.38% and 34.81% respectively).

In contrast to previous years, a significantly higher proportion of complaints were received from female staff (69.6%) compared with a workforce figure of 59.48%.

### 14.5 Attendance Management - overview

A total of 79 individuals' sickness absence gave cause for concern during the last year and were dealt with by HR. This figure excludes Stage 1 sickness cases that were dealt with solely by the line manager.

Approximately 42% of all sickness cases involved employees within the Economy, Environment & Culture directorate (41.77%). Individuals working within CityClean and City Parks accounted for over a quarter (c. 28%) of sickness cases within the council as a whole.

As in previous years, the majority of cases involved permanent employees and those occupying lower-graded posts i.e. scale 6 and below.

#### 14.6 Equality profile

The overwhelming majority of sickness cases concerned employees who were White British (90.41%), an increase of 3.45% on the figure for last year. This is significantly higher than this group's level of representation within the workforce (84.55%). In contrast, the percentage of cases involving employees from other ethnic backgrounds was lower than might be expected given their levels of representation within the workforce.

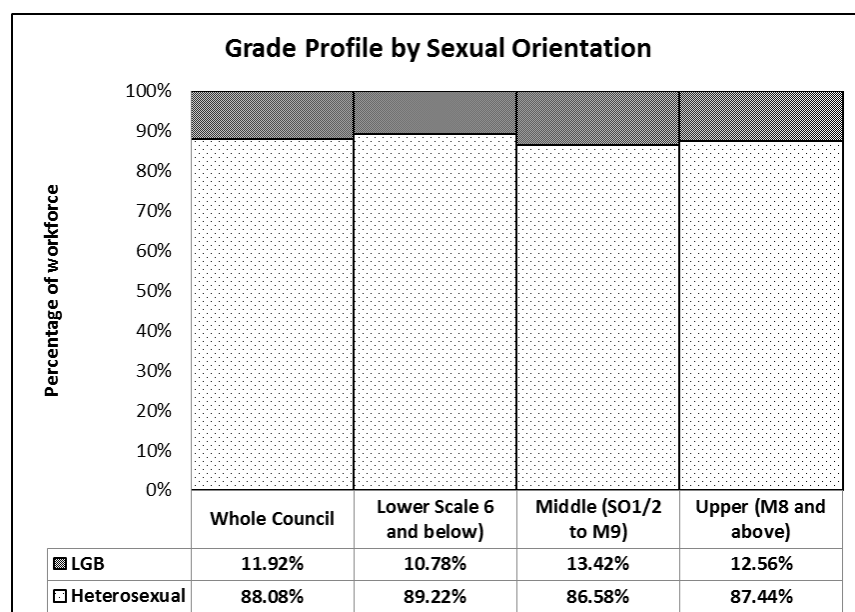
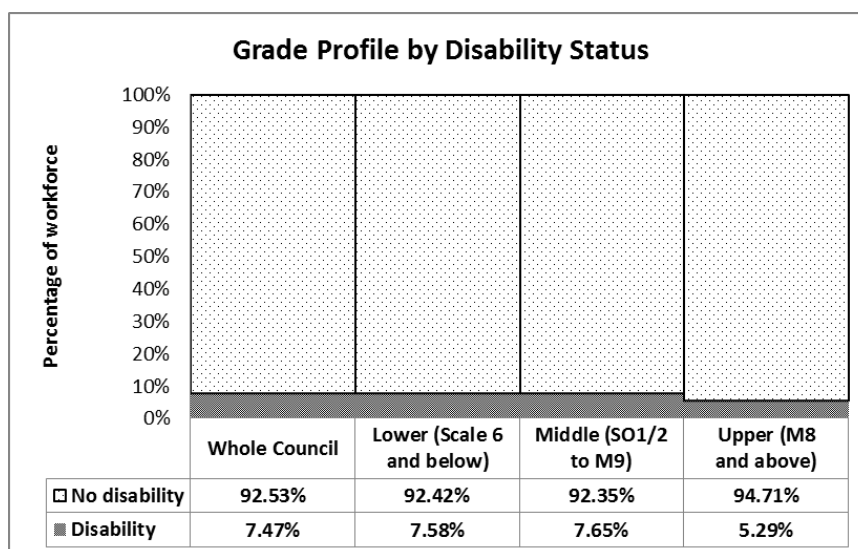
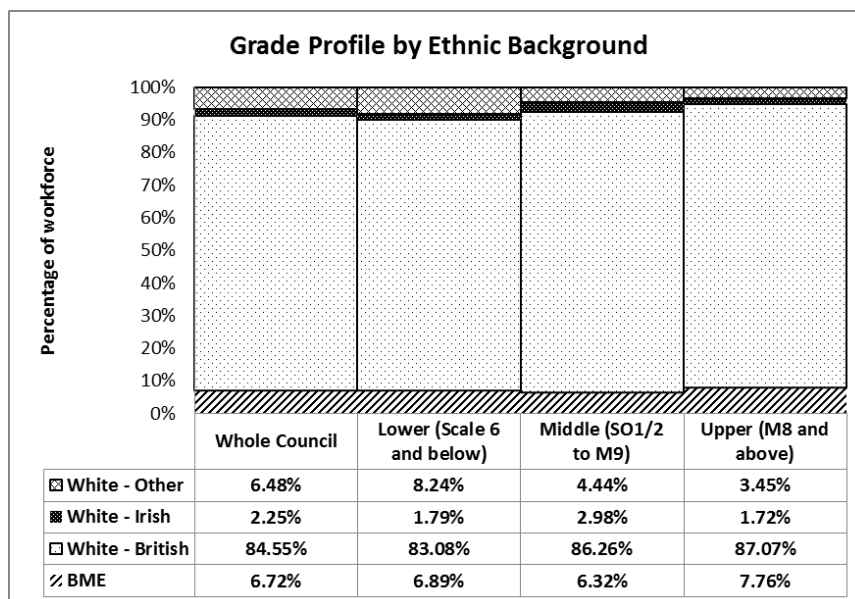
Again this year, a significantly higher proportion of attendance management cases involved male employees (51.9%), those who were disabled (19.7%) or individuals who identified as LGB (16.13%) compared with their levels of representation within the workforce (40.53%, 7.47% and 11.92% respectively). Whilst this is a similar pattern to the one seen over the previous two years, the proportion of cases involving disabled and males employees has fallen by 1% and 11.7% respectively over the last twelve months.

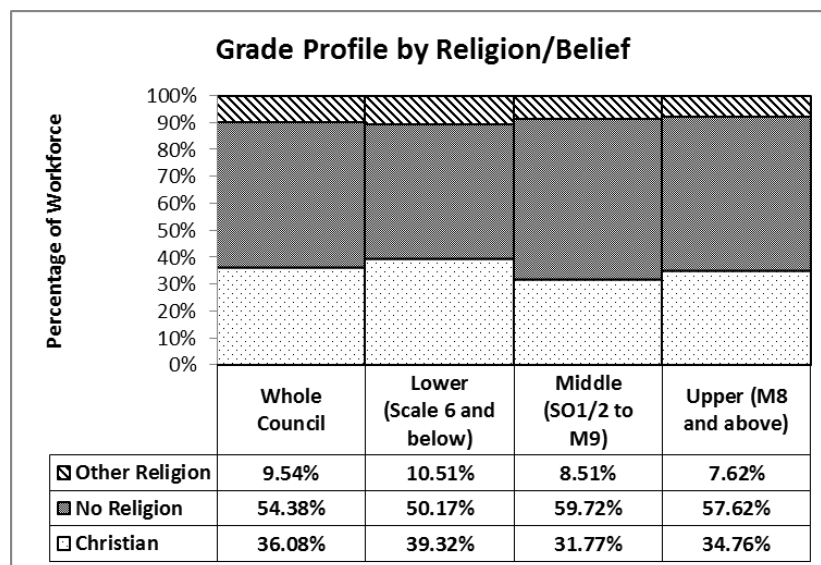
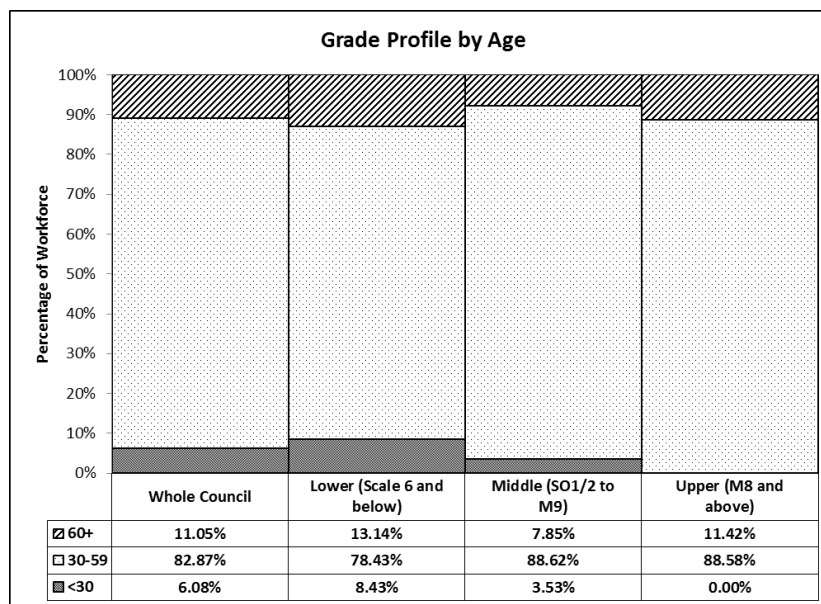
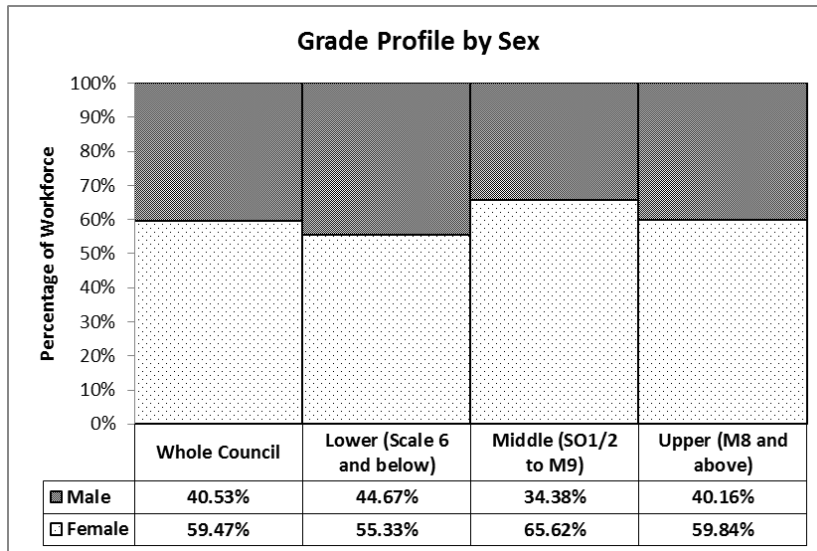
As last year, the age profile of sickness cases broadly reflected the workforce profile although a slightly higher percentage of cases involved those aged between 60 and 64 (13.92%) compared with the level of representation of employees within this age group in the workforce (8.06%).

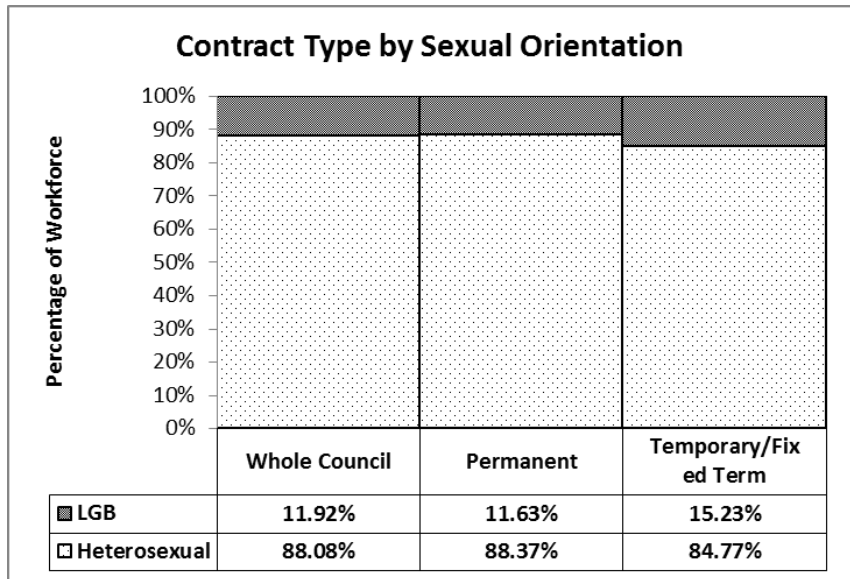
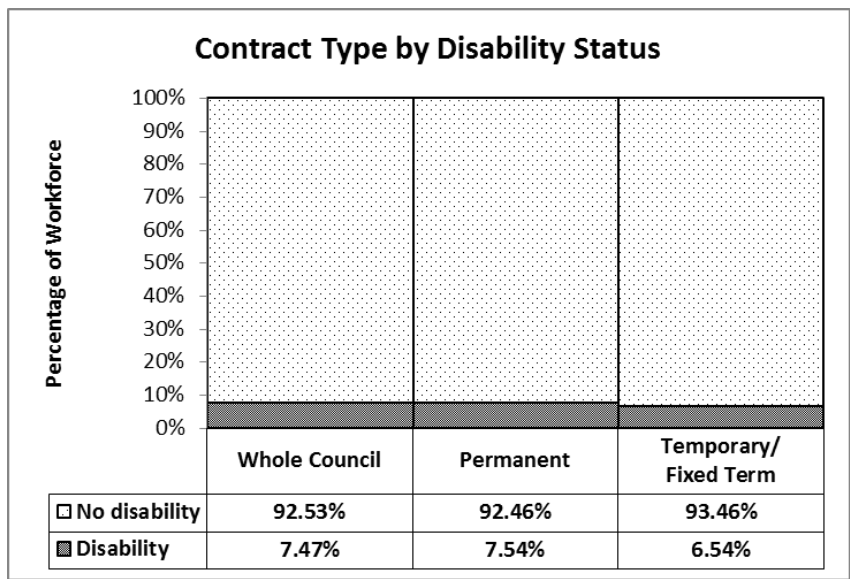
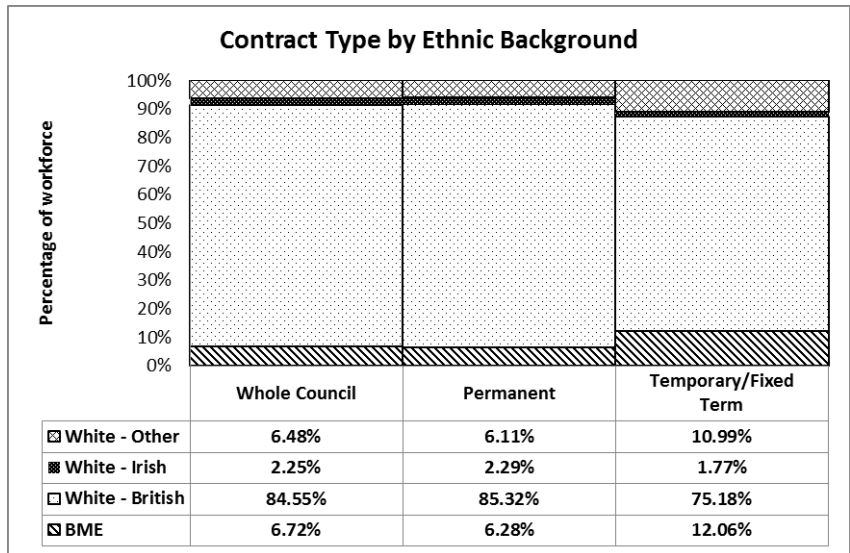
Whilst the profile of sickness cases in respect of religion and belief was broadly in line with the council's workforce profile, the proportion involving employees who had a religious faith other than Christian was slightly above what might have been expected (14.29% compared with a workforce profile figure of 9.54%).

#### 14.7 Capability and probationary cases

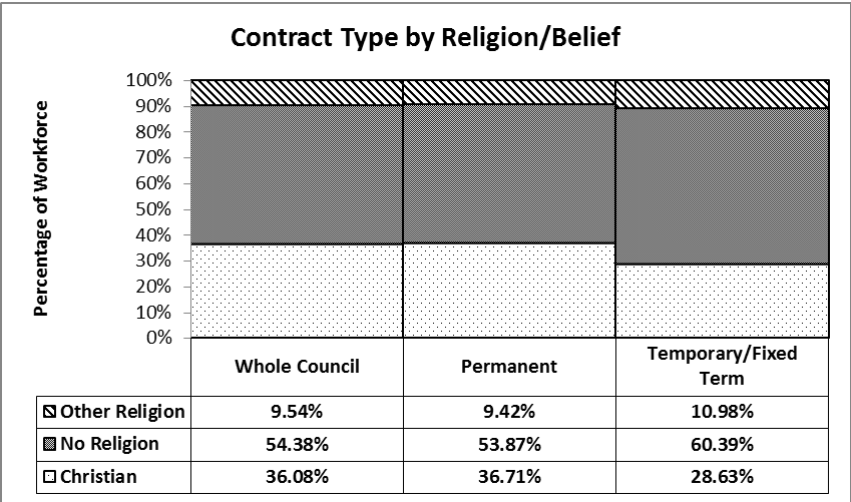
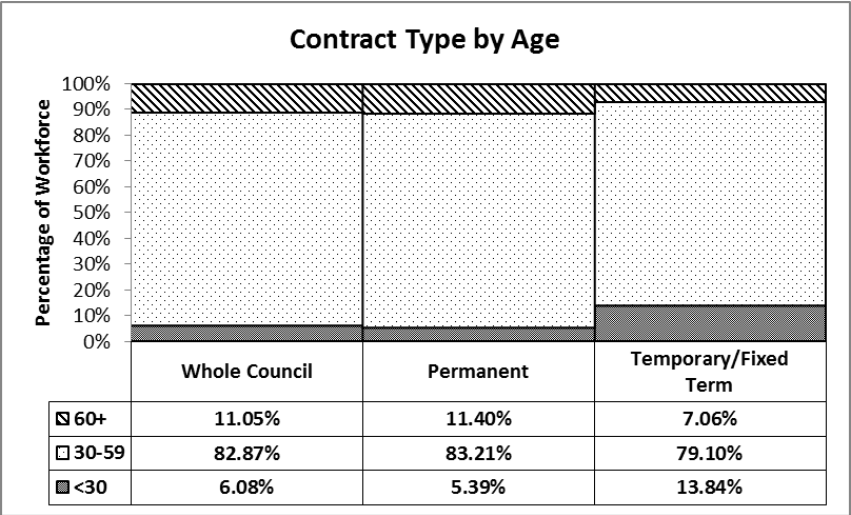
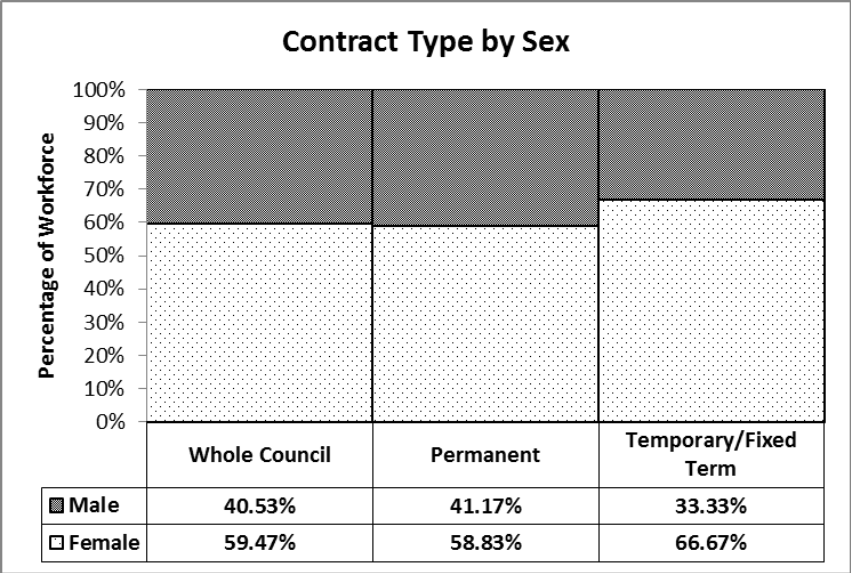
In 2016/17, only 9 employees were subject to the council's formal Capability Procedure and 8 to the Probationary Service Procedure. Due to the very small number of employees subjected to each of these procedures, it has not been possible to analyse the data meaningfully.

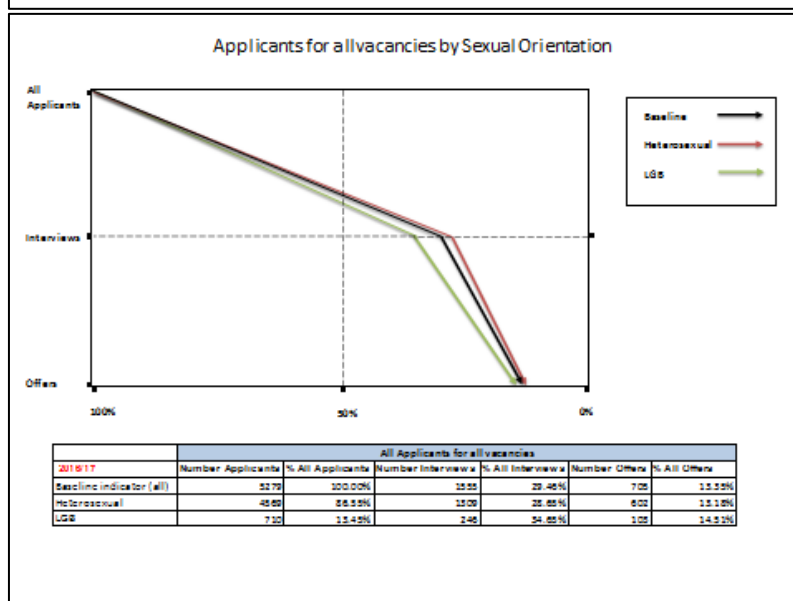
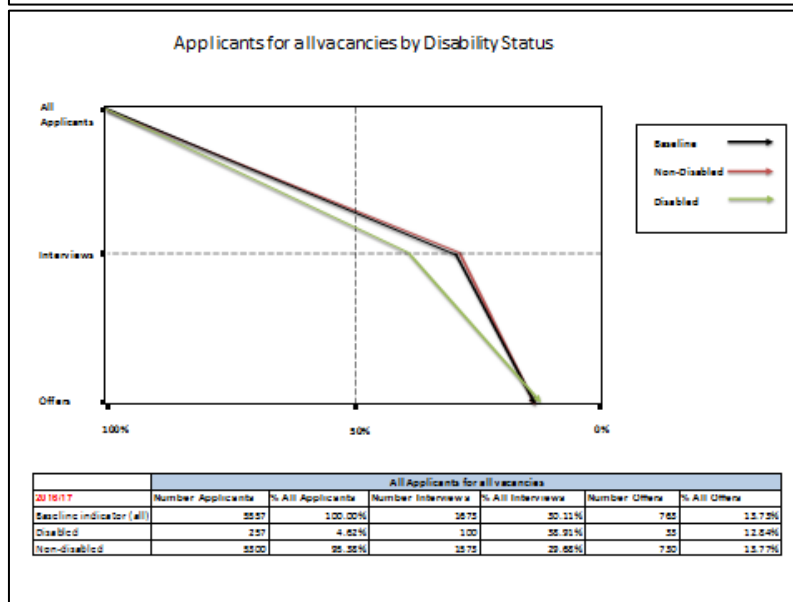
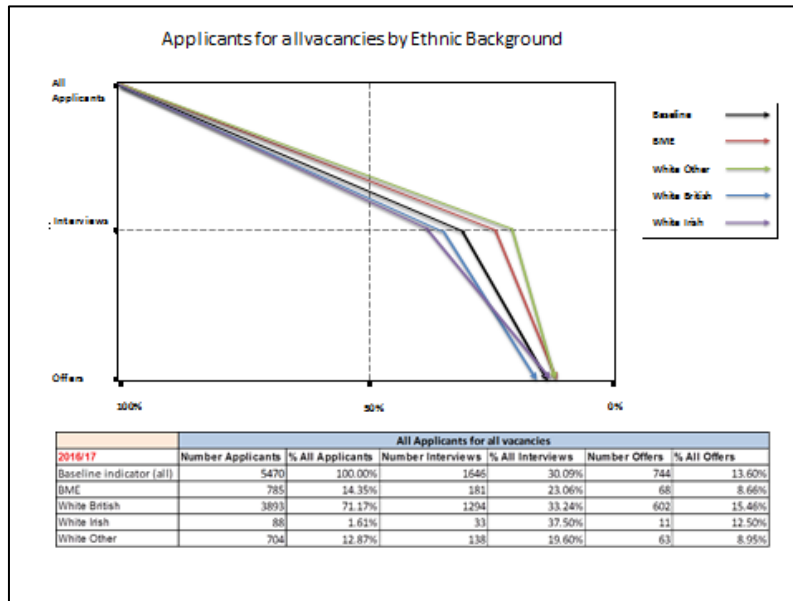






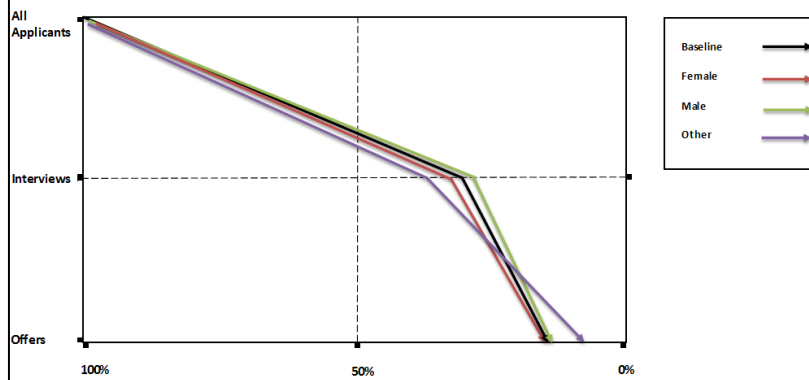






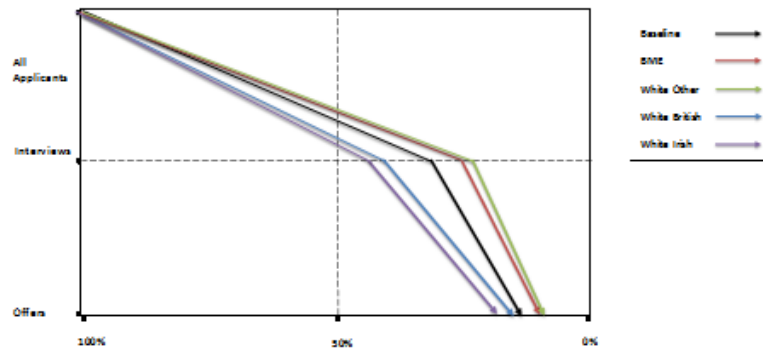


Applicants for all vacancies by Sex



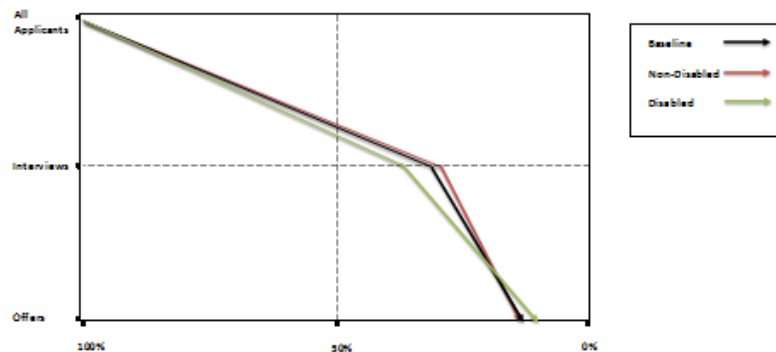
All Applicants for all vacancies						
2016/17	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	5622	100.00%	1720	30.59%	798	14.19%
Female	3245	57.72%	1039	32.02%	473	14.58%
Male	2363	42.03%	676	28.61%	324	13.71%
Other	14	0.25%	5	35.71%	1	7.14%

Applicants for Scale 1-6 vacancies by Ethnic Background

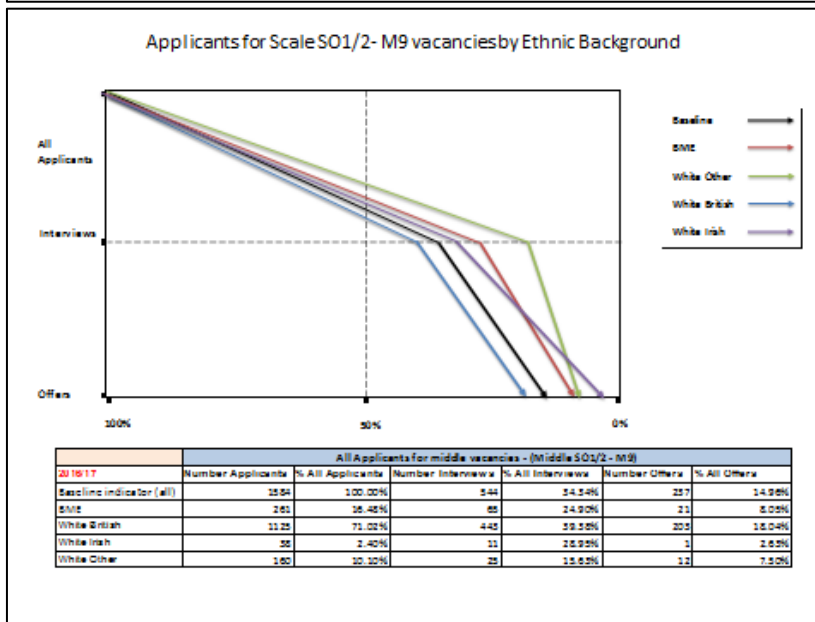
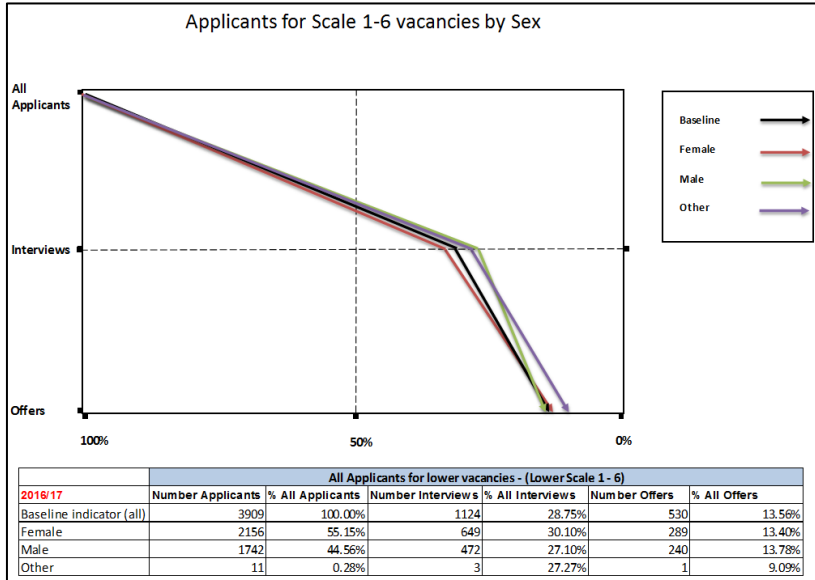
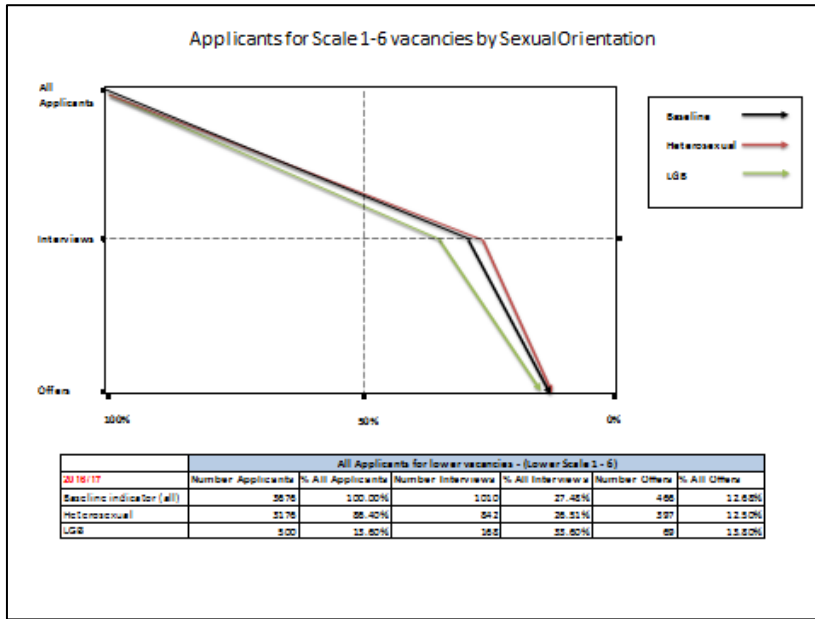


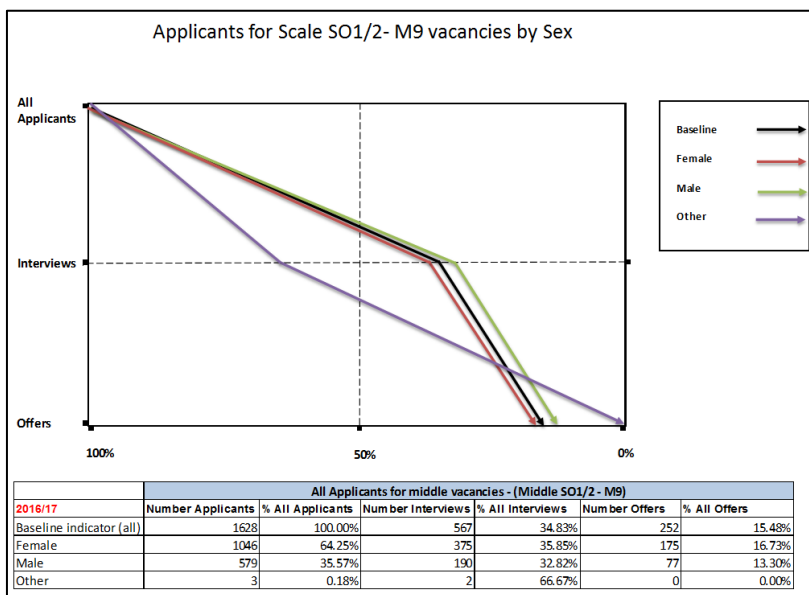
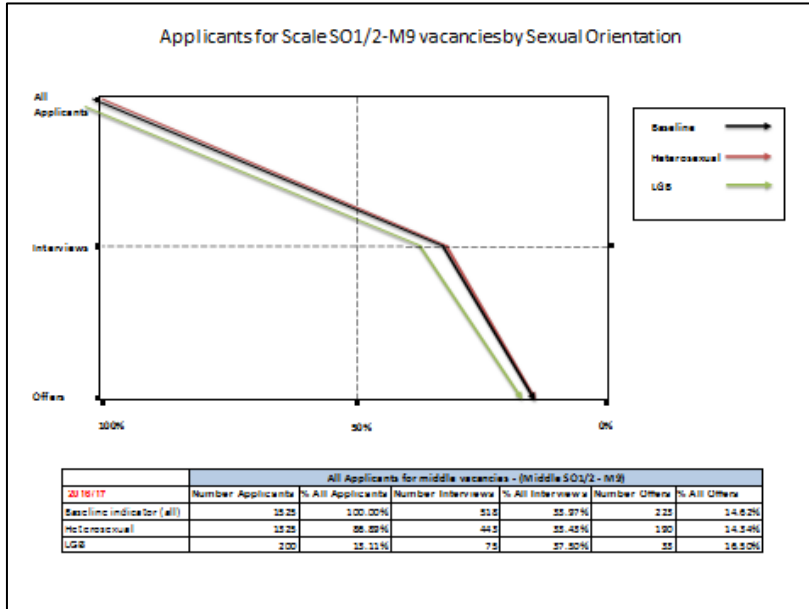
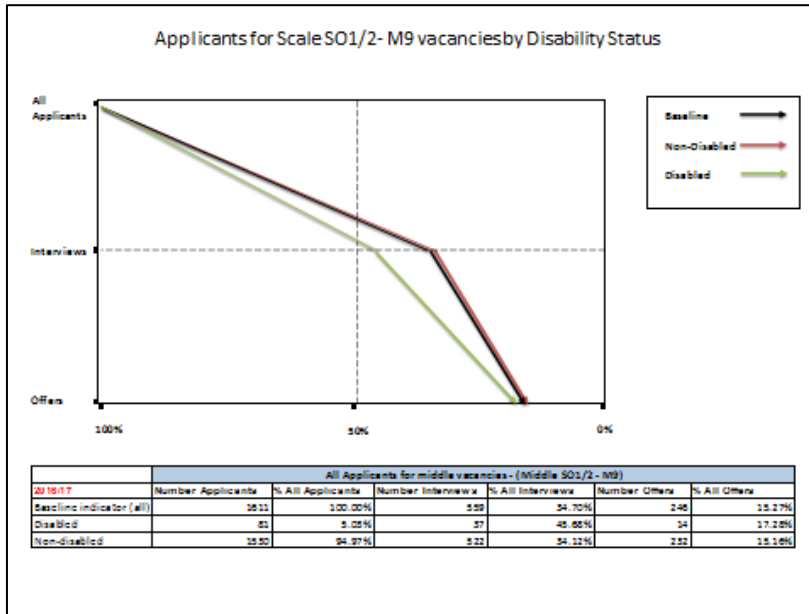
All Applicants for lower vacancies - (Lower Scale 1 - 6)						
2016/17	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	3809	100.00%	1074	28.17%	481	12.90%
BME	308	8.09%	104	22.09%	47	9.15%
White British	2709	71.09%	830	50.88%	388	14.27%
White Irish	49	1.29%	21	42.86%	10	10.41%
White Other	533	14.06%	109	20.57%	46	8.97%

Applicants for Scale 1-6 vacancies by Disability Status

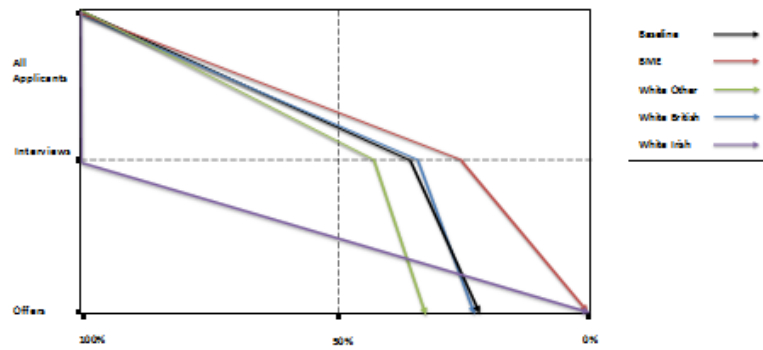


All Applicants for lower vacancies - (Lower Scale 1 - 6)						
2016/17	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	3809	100.00%	1085	28.49%	501	12.97%
Disabled	174	4.57%	62	35.82%	16	10.41%
Non-disabled	3635	95.43%	1023	27.74%	485	12.56%



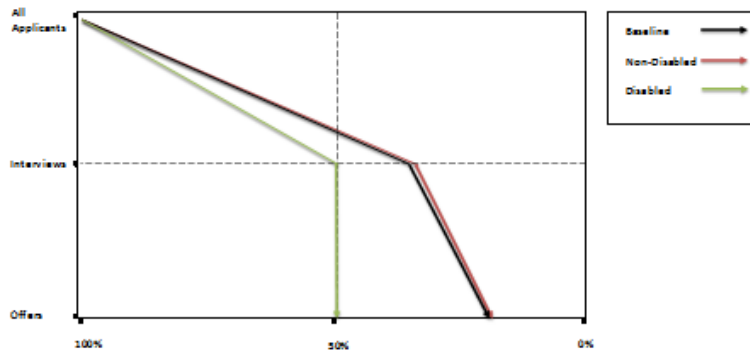


### Applicants for Grade M8 and above vacancies by Ethnic Background



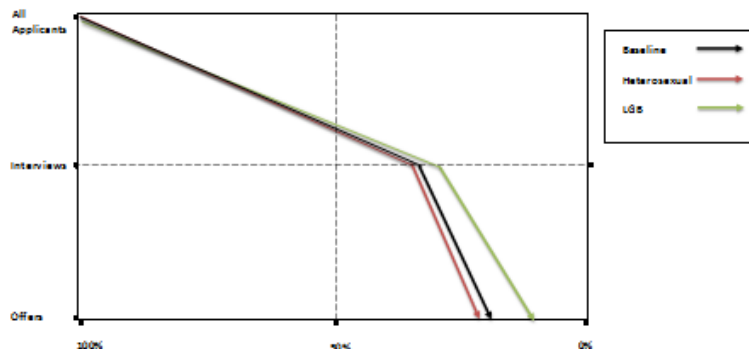
All Applicants for higher vacancies - (Upper M8s)						
2016/17	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	83	100.00%	25	30.12%	16	19.28%
BME	5	6.02%	2	25.00%	0	0.00%
White British	65	77.71%	21	84.00%	13	81.25%
White Irish	1	1.20%	1	100.00%	0	0.00%
White Other	9	10.77%	4	44.44%	3	33.33%

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



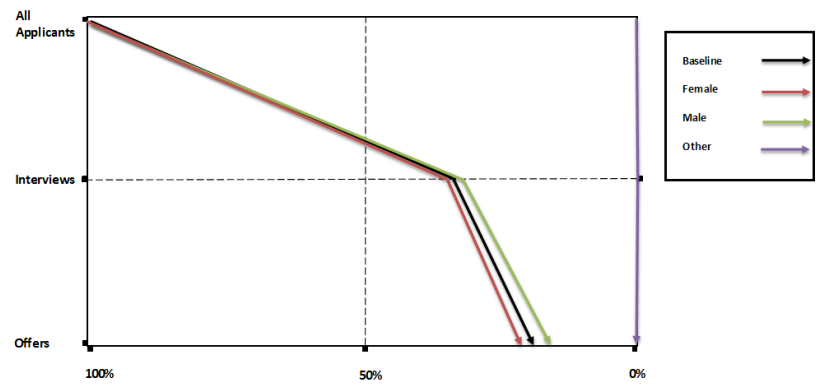
All Applicants for higher vacancies - (Upper M8s)						
2016/17	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	84	100.00%	25	34.52%	15	19.05%
Disabled	2	2.38%	1	40.00%	1	6.67%
Non-disabled	82	97.62%	24	34.52%	14	19.05%

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



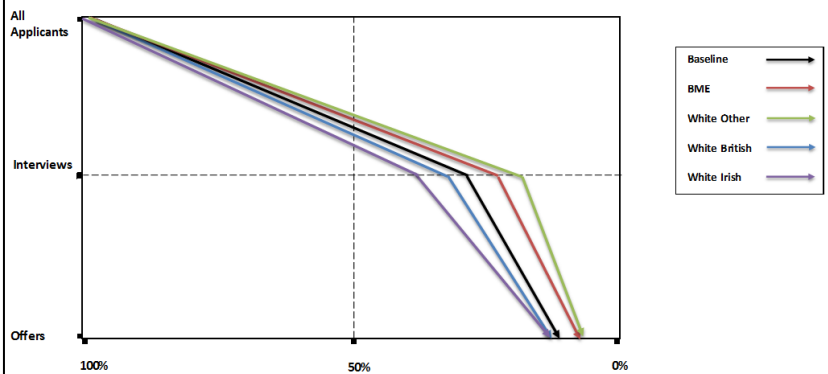
All Applicants for higher vacancies - (Upper M8s)						
2016/17	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	75	100.00%	27	36.00%	15	20.00%
Heterosexual	65	87.18%	24	88.89%	15	100.00%
LGBT	10	12.82%	3	30.00%	0	0.00%

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



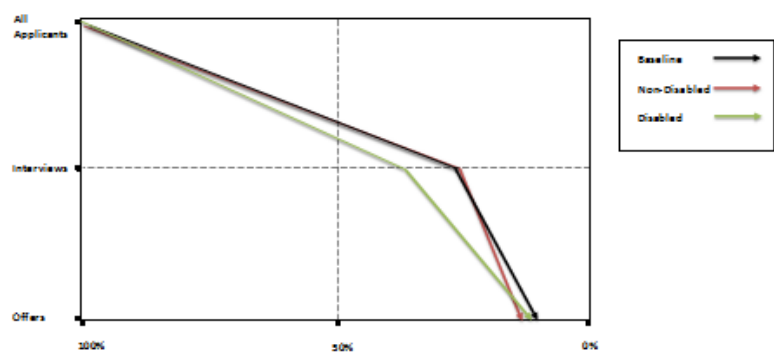
All Applicants for higher vacancies - (Upper M8+)						
2016/17	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	85	100.00%	29	34.12%	16	18.82%
Female	43	50.59%	15	34.88%	9	20.93%
Male	42	49.41%	14	33.33%	7	16.67%
Other	0	0.00%	0	0.00%	0	0.00%

### Applicants for permanent vacancies by Ethnic Background

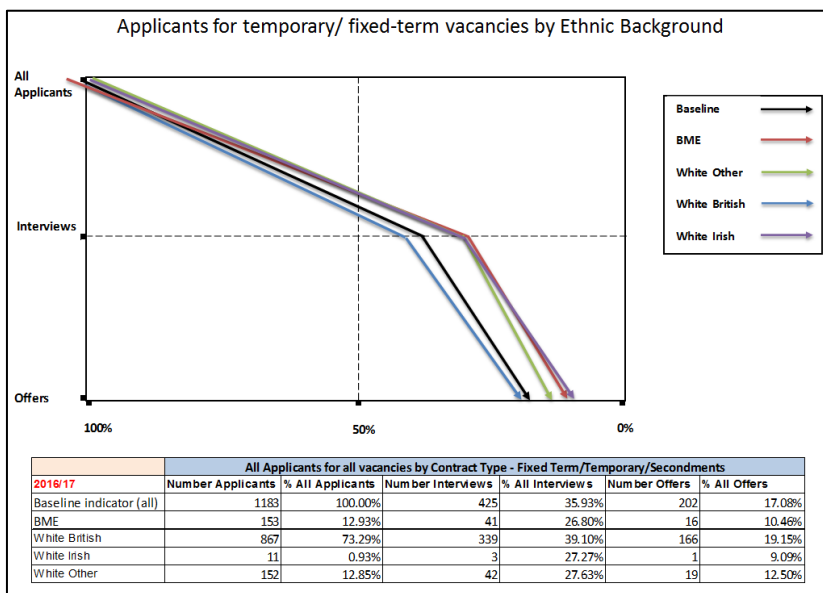
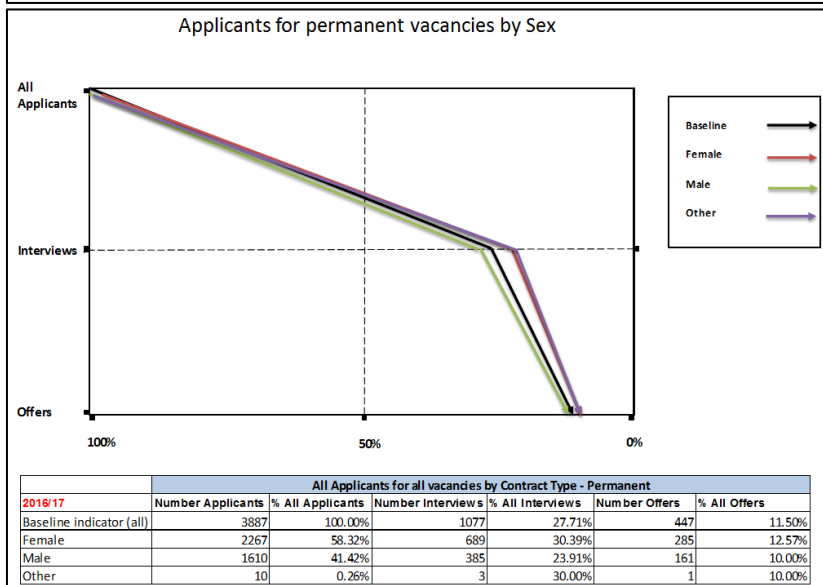
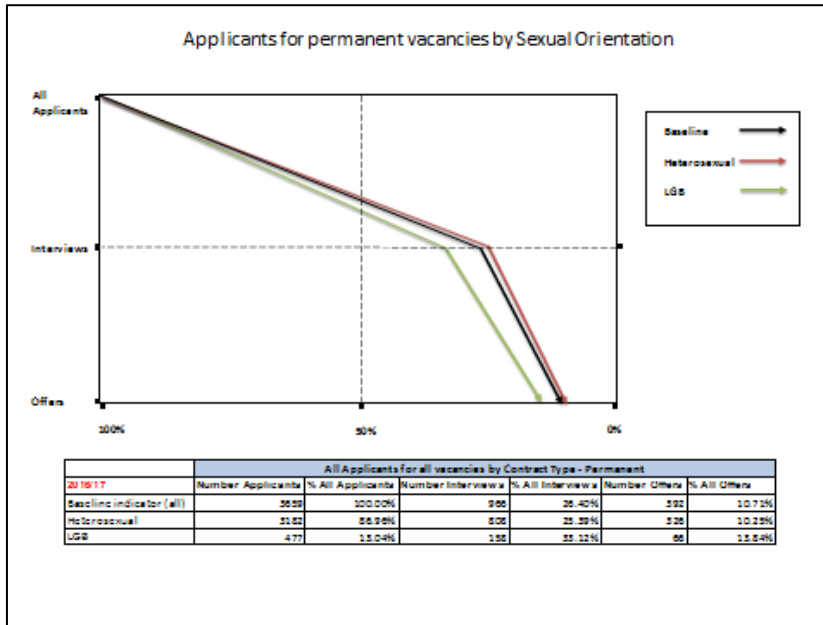


All Applicants for all vacancies by Contract Type - Permanent						
2016/17	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	3793	100.00%	1083	27.23%	413	10.89%
BME	567	14.95%	122	21.52%	40	7.05%
White British	2677	70.58%	813	30.37%	334	12.48%
White Irish	65	1.71%	25	38.46%	8	12.31%
White Other	484	12.76%	73	15.08%	31	6.40%

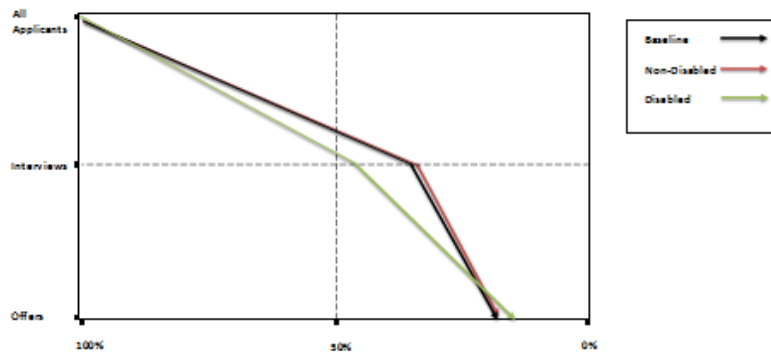
### Applicants for permanent vacancies by Disability Status



All Applicants for all vacancies by Contract Type - Permanent						
2016/17	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	5552	100.00%	1050	27.36%	428	11.06%
Disabled	178	4.57%	89	38.95%	22	12.42%
Non-disabled	5374	95.43%	961	28.80%	406	10.99%

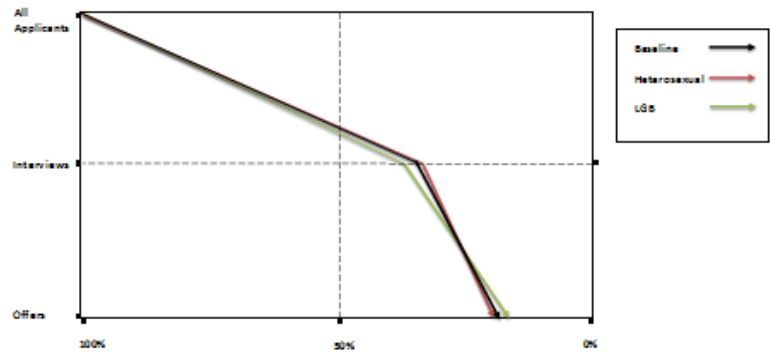


Applicants for temporary/ fixed-term vacancies by Disability Status



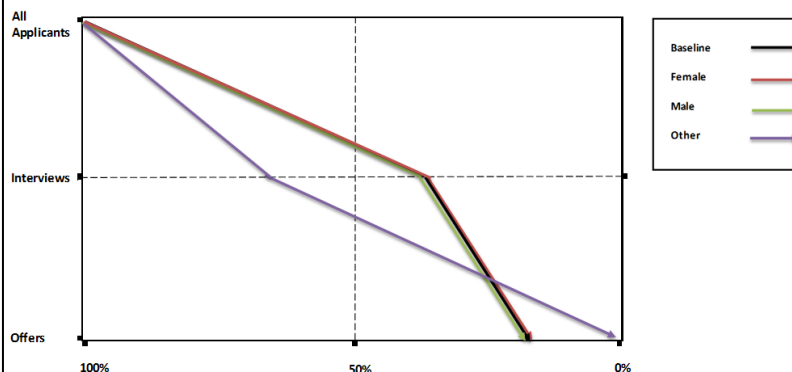
	All Applicants for all vacancies by Contract Type - Fixed Term/Temporary/Secondments					
2016/17	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	1206	100.00%	436	36.06%	207	17.12%
Disabled	57	4.71%	27	47.37%	8	14.04%
Non-disabled	1151	95.29%	409	35.50%	199	17.27%

Applicants for temporary/fixed-term vacancies by Sexual Orientation



	All Applicants for all vacancies by Contract Type - Fixed Term/Temporary/Secondments					
2016/17	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	1151	100.00%	413	35.82%	199	16.77%
Heterosexual	950	82.14%	345	35.51%	167	17.04%
LGBT	201	14.86%	68	36.00%	32	15.20%

Applicants for temporary/fixed term vacancies by Sex



	All Applicants for all vacancies by Contract Type - Fixed Term/Temporary/Secondments					
2016/17	Number Applicants	% All Applicants	Number Interviews	% All Interviews	Number Offers	% All Offers
Baseline indicator (all)	1227	100.00%	448	36.51%	215	17.52%
Female	671	54.69%	242	36.07%	115	17.14%
Male	553	45.07%	204	36.89%	100	18.08%
Other	3	0.24%	2	66.67%	0	0.00%