

# Annual Workforce Equality Monitoring Report

April 2021 – March 2022



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## 1. Introduction

This report provides an analysis of the Council's directly employed workforce over the 12 month period 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022.

The data set includes all permanent and fixed term employees working for the Shared Staffing Arrangement (SSA) for Richmond and Wandsworth Councils, except school-based employees and casual employees. Agency workers, volunteers, interims and consultants are excluded from the workforce profile where they are not directly employed by the SSA.

The data used in this report has been taken from the Councils' Human Resources Information System except for recruitment data that has been taken from a stand-alone applicant tracking system managed by the recruitment team.

The workforce analysis provides valuable source of data that can be utilised in various ways in Richmond and Wandsworth Councils:

- monitoring inequalities
- supporting delivery of the Richmond and Wandsworth Councils' key workforce objectives and values
- helping to identify workforce strategy and learning and development needs
- helping to formulate the corporate equality action plan
- assisting workforce planning and recruitment and retention strategies

The data used in this report compares the current organisational data with the data from the previous years and is effective as at the 31<sup>st</sup> March for each year.

Information on sexual orientation and religion or belief is not reliable as a high percentage of staff have not provided these details. Staff are encouraged, through the staff newsletter, regular advertising campaigns and publishing notes on the intranet, to provide this information on a voluntary basis.

Resident data has been taken from the London Datastore <https://data.london.gov.uk/dataset> and boroughs' statistics (DataWand and DataRich).

## 2. Richmond and Wandsworth demographic data

The borough demographics are a point of reference and comparison for the Richmond and Wandsworth staff analysis. London is also a useful comparison as it forms the base for much of the councils' recruitment. This data has been taken from the 2021 ONS census<sup>1</sup> and boroughs' statistics (DataWand and DataRich)<sup>2,3</sup>

Richmond population: 195,200 <sup>2</sup>			Wandsworth population: 327,500 <sup>3</sup>			London population: 8,799,800 <sup>2,3</sup>		
Gender <sup>1</sup>	Female	Male	Age <sup>4</sup>	0-15	16-64	65+		
Richmond	52%	48%	Richmond	21%	63%	16%		
Wandsworth	53%	47%	Wandsworth	18%	72%	10%		
London	51.5%	48.5%	London	20.6%	67.2%	12.2%		
Race <sup>5</sup>	White	BAME	Disability <sup>5</sup>	Declared				
Richmond	86%	14%	Richmond	11.5%				
Wandsworth	71%	29%	Wandsworth	13.9%				
London	60%	40%	London	10.0%				

The 2011 census did not collect information on gender reassignment or sexual orientation. The ONS Integrated Household Survey (2014)<sup>6</sup> estimates 1.6% adults identify as Lesbian, Gay or Bisexual (LGB). This is considered to be a conservative estimate, particularly in areas such as London which it is suggested have higher LGB populations. Data from the ONS (published in March 2020)<sup>7</sup> shows that in 2018 2.2% of the UK population aged 16

<sup>1</sup> [Wandsworth population change, Census 2021 – ONS](#) First set of England and borough level data released by the ONS on 28 June 2022. It covers usual residential population by sex, in five-year age bands and includes an estimated number of households. Additional data on migration, ethnicity, education, sexual orientation and local data (below borough level) to be released between October – December 2022.

<sup>2</sup> <https://www.datarich.info/population/>

<sup>3</sup> <https://www.datawand.info/population/>

<sup>4</sup> ONS Mid-year estimate (2020)

<sup>5</sup> 2011 Census data <https://www.ons.gov.uk/census/2011census/2011censusdata>

<sup>6</sup> <https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/integratedhouseholdsurvey/2015-10-01>

<sup>7</sup> <https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2018#sexual-orientation-in-the-uk>

years and over identified themselves as lesbian, gay or bisexual (LGB), with more males, young people and people living in London likely to identify as LGB. 2021 Census data will be released later in 2022-2023.

Statistics on religious beliefs were collected in the 2011 ONS census<sup>8</sup>. In the 2011 Census, 55.3% of Richmond residents and 53% of Wandsworth residents classified themselves as Christian<sup>2,3</sup>, higher than the London average of 48% but lower than the UK average of 59%. The second largest classification was 'No religion' at 28.4% in Richmond and 27% in Wandsworth, again higher than the London and UK average of (21% and 25% respectively). 2021 Census data will be released later in 2022-2023.

Religion <sup>5</sup>	United Kingdom	London	Richmond	Wandsworth
	%	%		%
Christian	59.0	48.4	55.3	53.0
Buddhist	0.4	1.0	0.8	0.8
Hindu	1.5	5.0	1.6	2.1
Jewish	0.5	1.8	0.8	0.5
Muslim (Islam)	4.8	12.4	3.3	8.1
Sikh	0.8	1.5	0.8	0.3
Other religion	0.4	0.6	0.5	0.4
No religion	25.0	20.7	28.4	27.0
Religion not stated	7.2	8.5	8.2	7.9
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

<sup>8</sup> <https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/religion/adhocs/009830religionbylocalauthoritygreatbritain2011to2018>

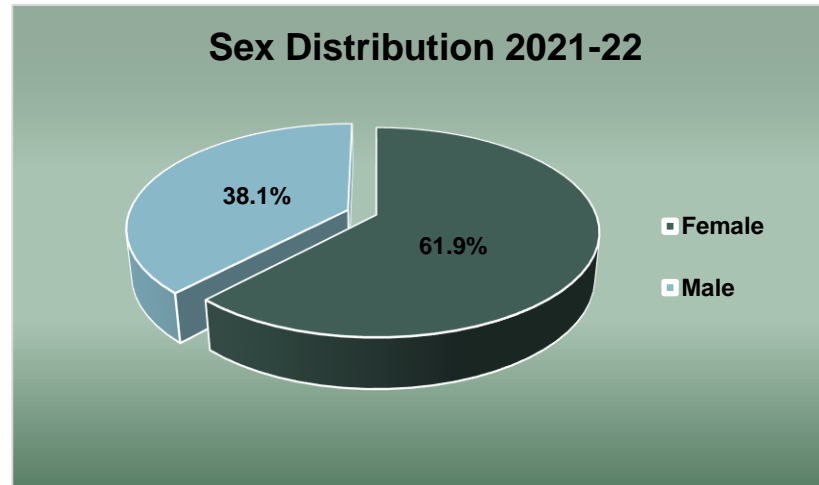
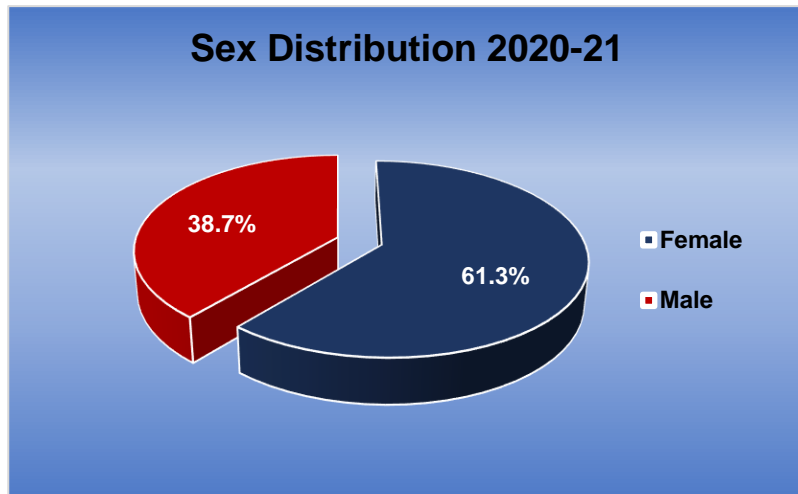
### 3. Workforce and protected characteristics of Richmond and Wandsworth Councils

This section presents data taken from the end of March 2021. These figures include permanent and fixed term staff working for the Shared Staffing Arrangement (SSA) for Richmond and Wandsworth Councils and how they are distributed by gender, race, disability and age, by pay grade and directorate. The same group of staff is analysed consistently throughout.

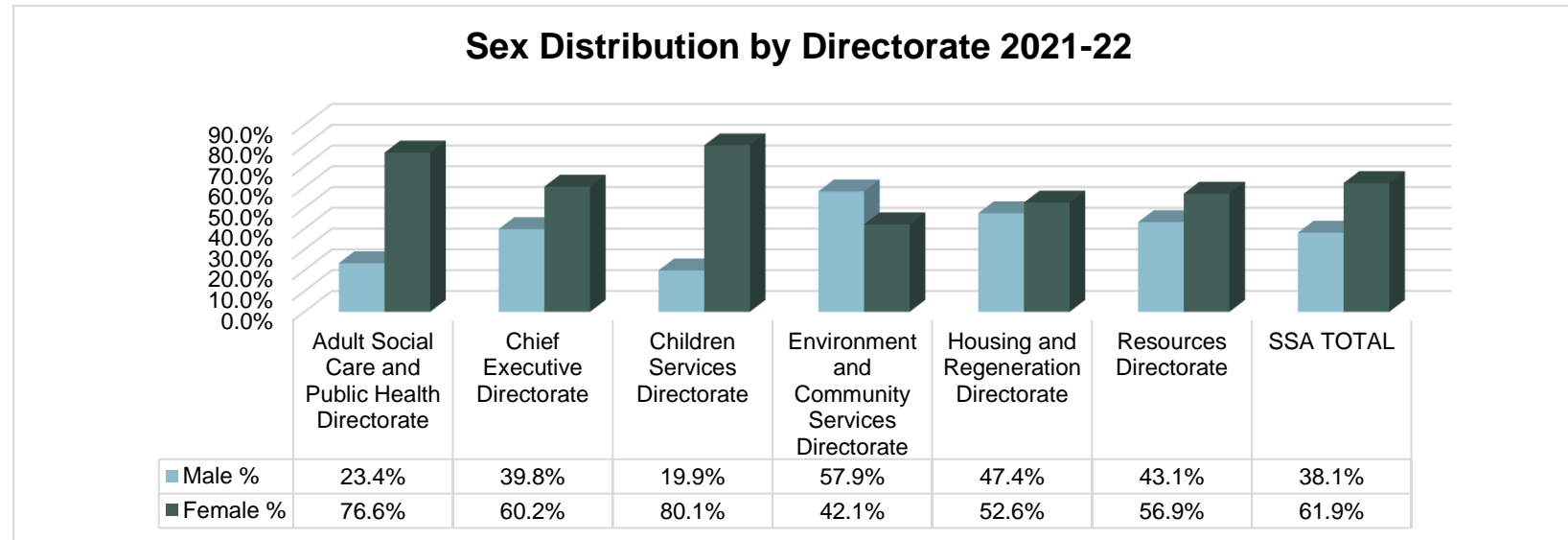
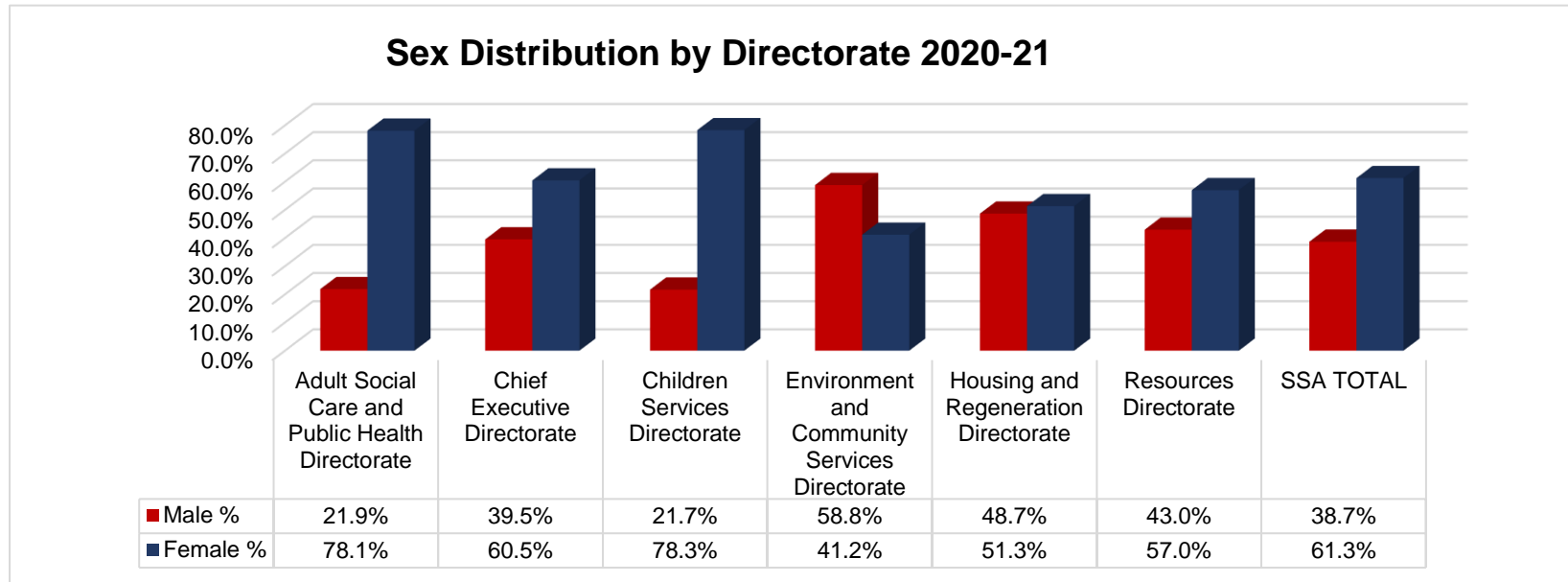
#### 3a. Gender

##### Gender distribution within the workforce

It can be seen that the sex distribution of staff has stayed broadly consistent between 2020/21 and 2021/22.

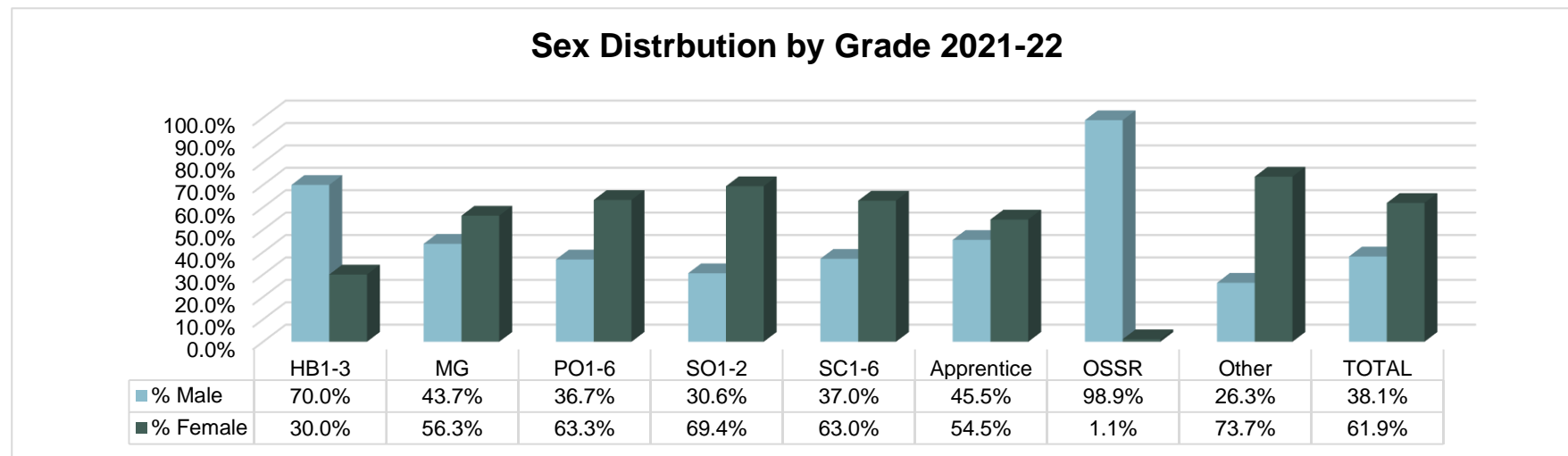
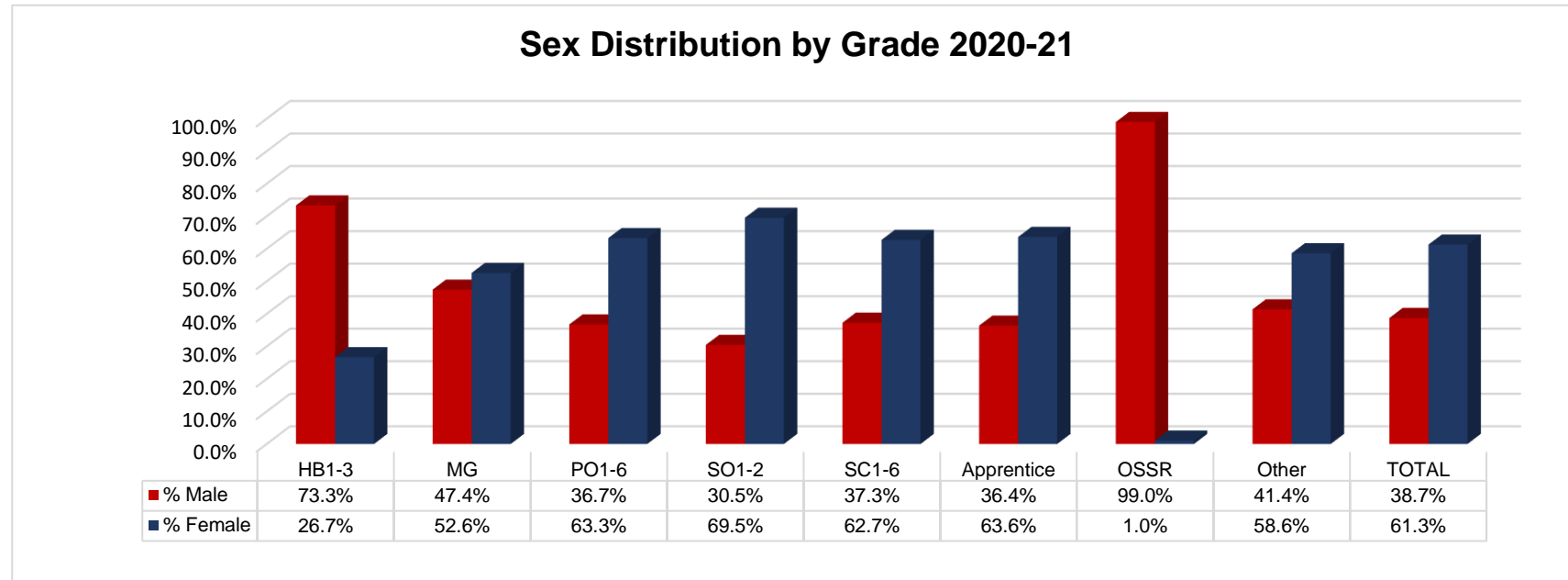


**Sex Distribution within Directorates**



**Grade and Sex**

The proportion of women at the majority of grades, including the highest grades, has increased slightly compared to 2020/21.

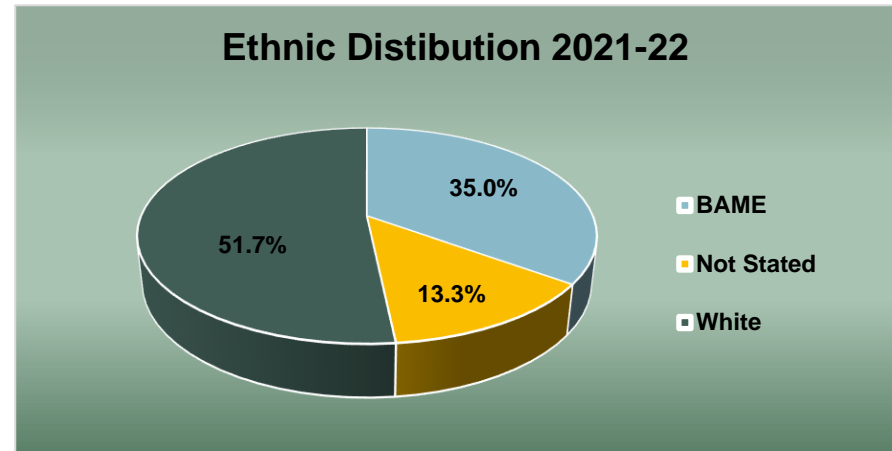
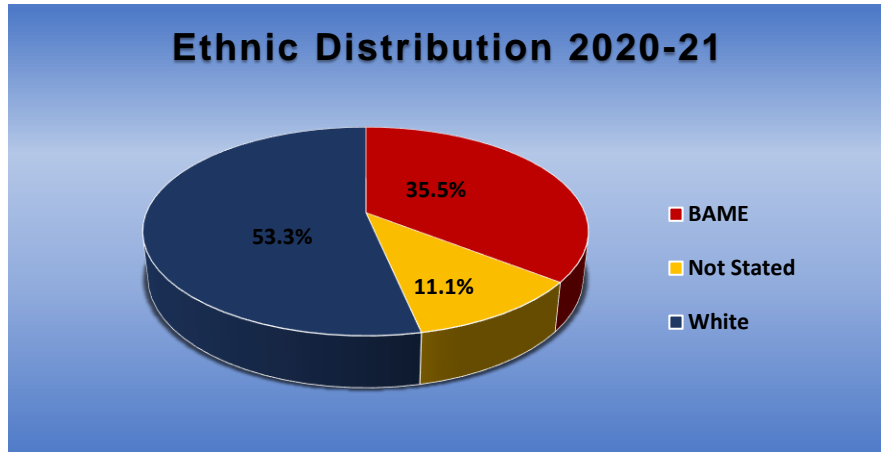




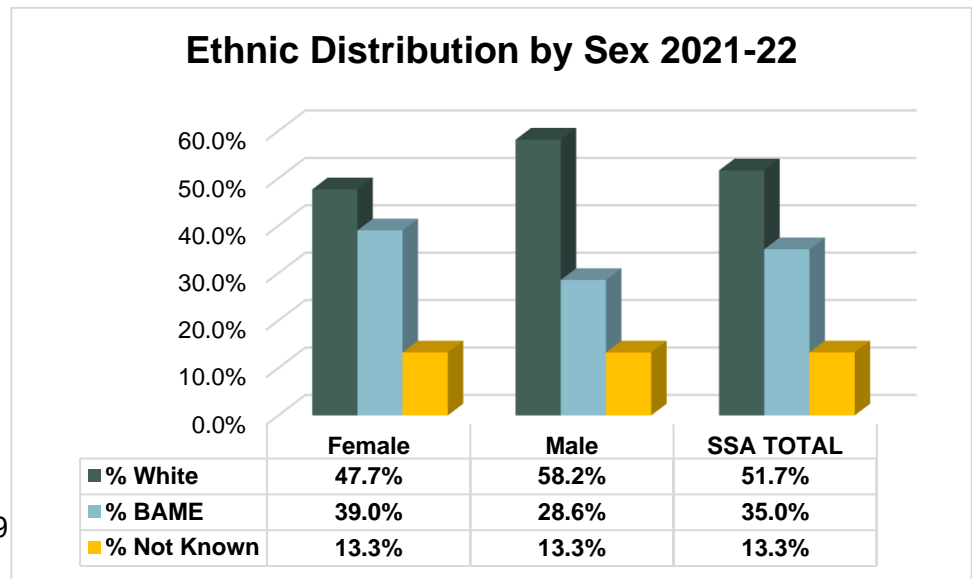
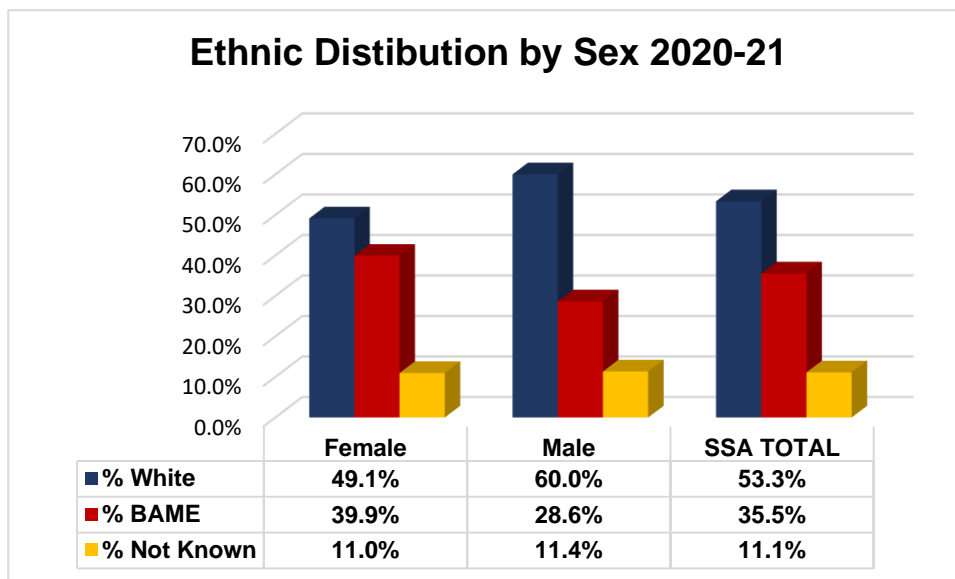
### 3b. Ethnic Distribution

#### Ethnic Distribution in the workforce

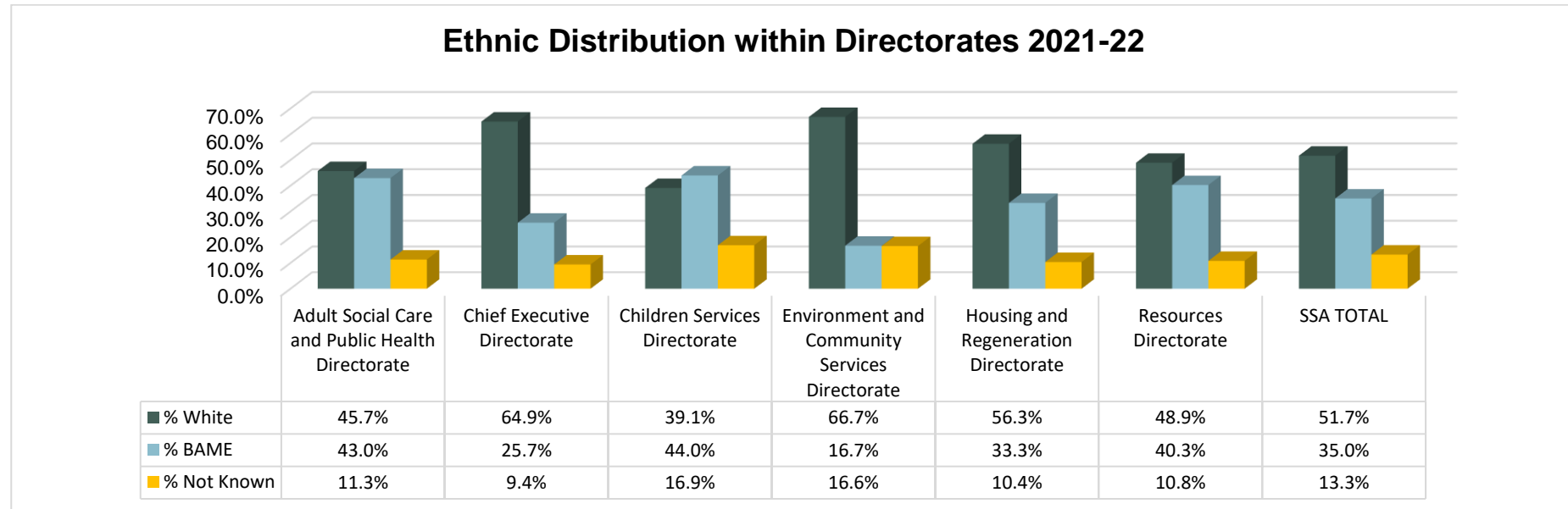
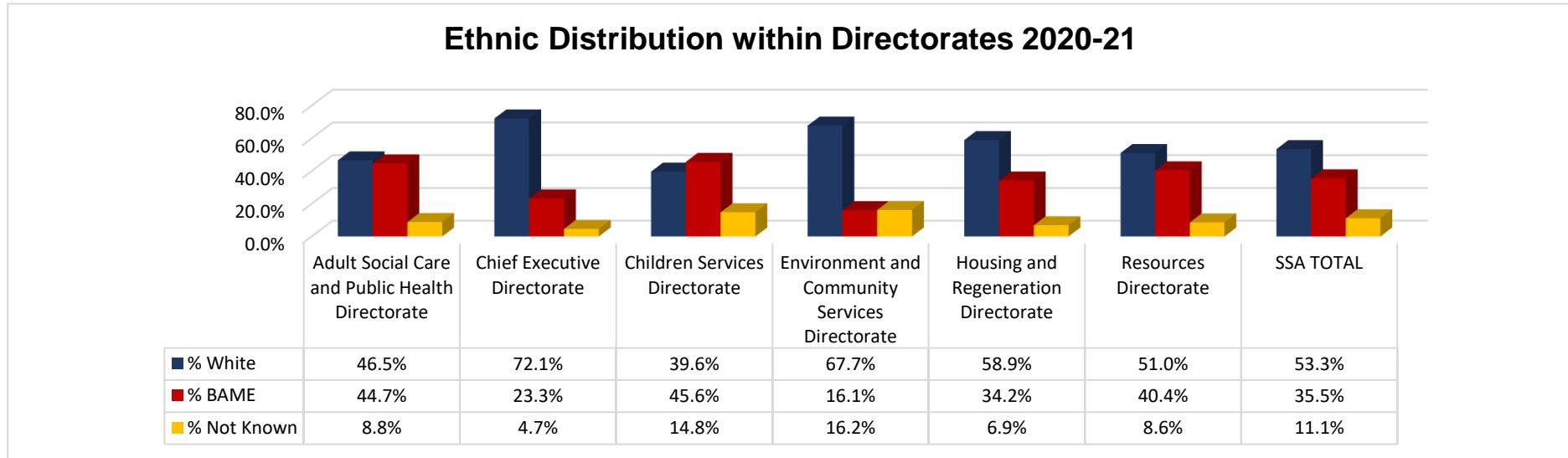
The proportion of Black, Asian and Minority Ethnic staff in the workforce (and in all the Directorates individually) has remained broadly the same since 2020/21. The proportion of staff who have not shared their ethnicity information has increased slightly from 12.2% to 13.9%.



#### Ethnic Distribution and Gender



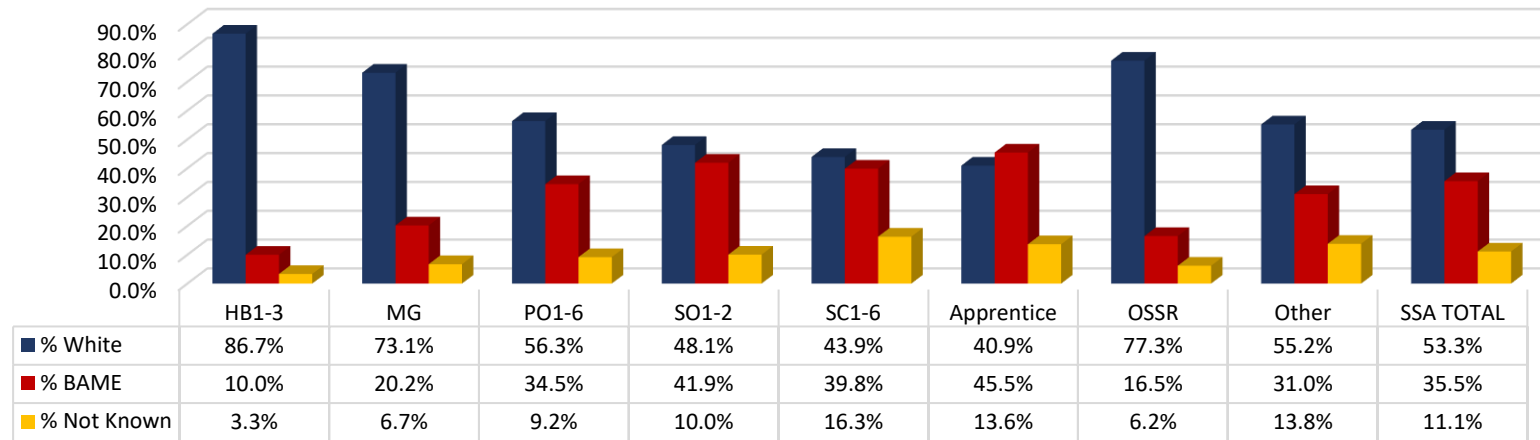
**Ethnic Distribution within Directorates**



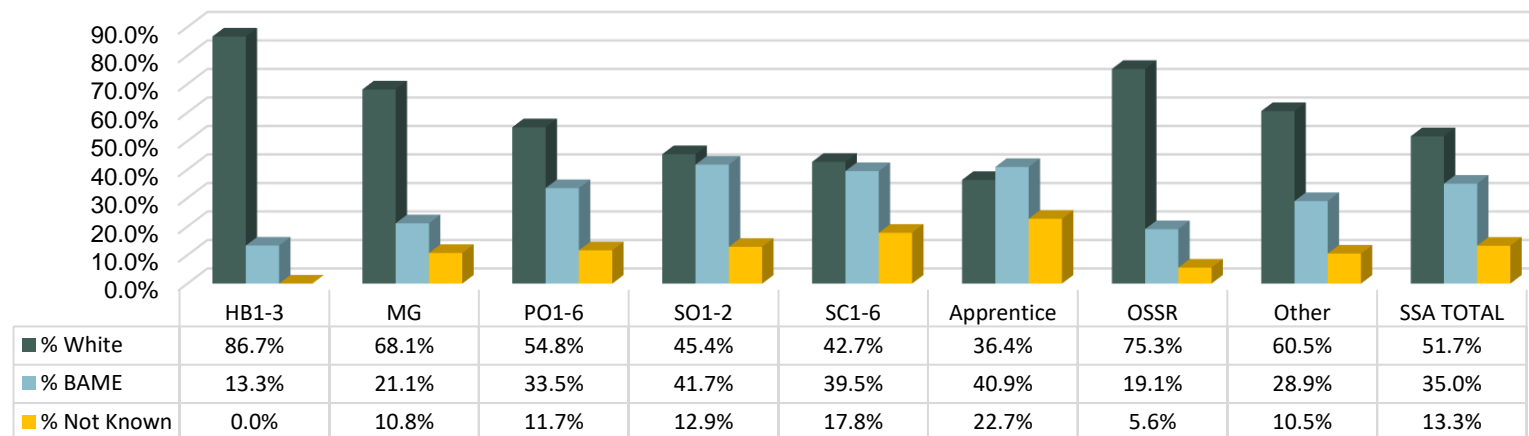
### Ethnic Distribution by Grade

Compared to 2020/21 the proportion of Black, Asian and Minority Ethnic staff has slightly increased for most groups of grades including the two highest graded groups (HB 1-3 and MG). It has dropped for apprentices, although the proportion of White staff at this grade has also dropped (the difference is accounted for by an increase in the proportion not sharing their ethnicity information). There continue to be notable differences between Directorates in the proportion of staff whose ethnicity is unknown, which should be raised with the Directorate ED&I Groups.

#### Ethnic Distribution by Grade 2020-21



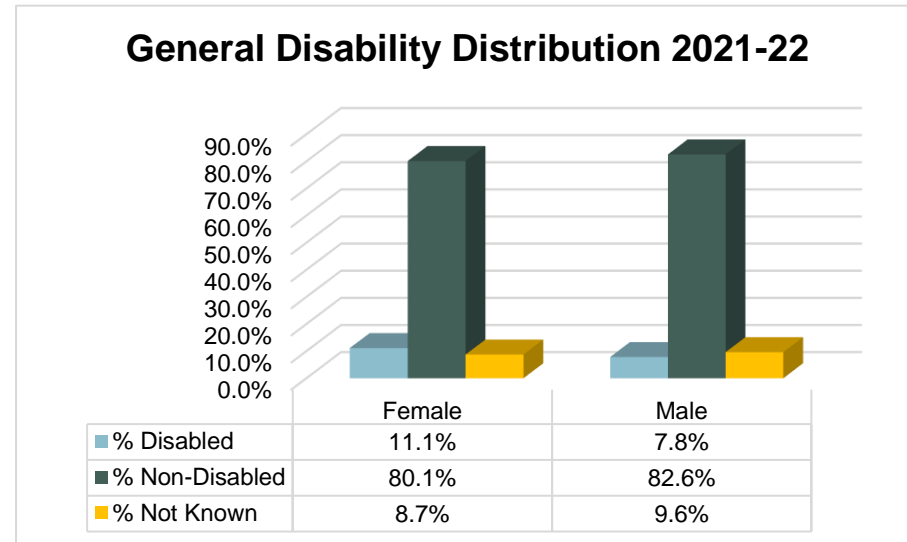
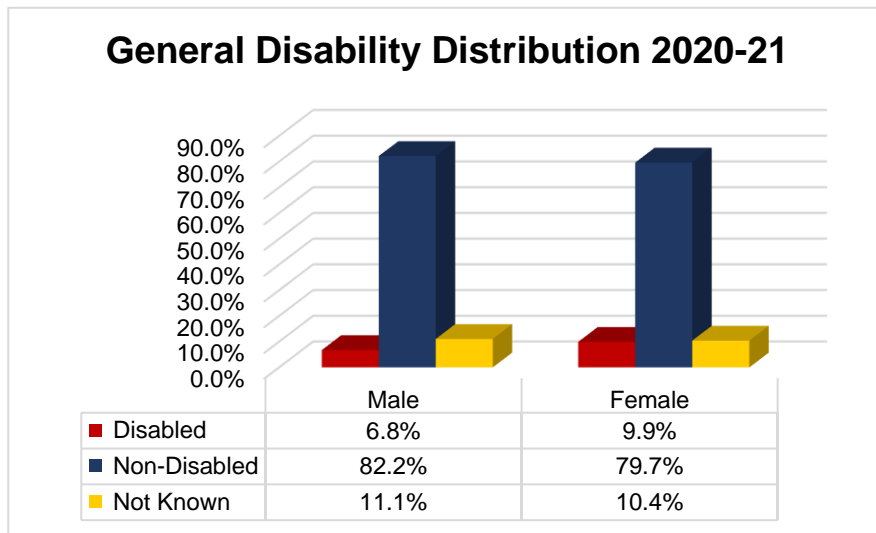
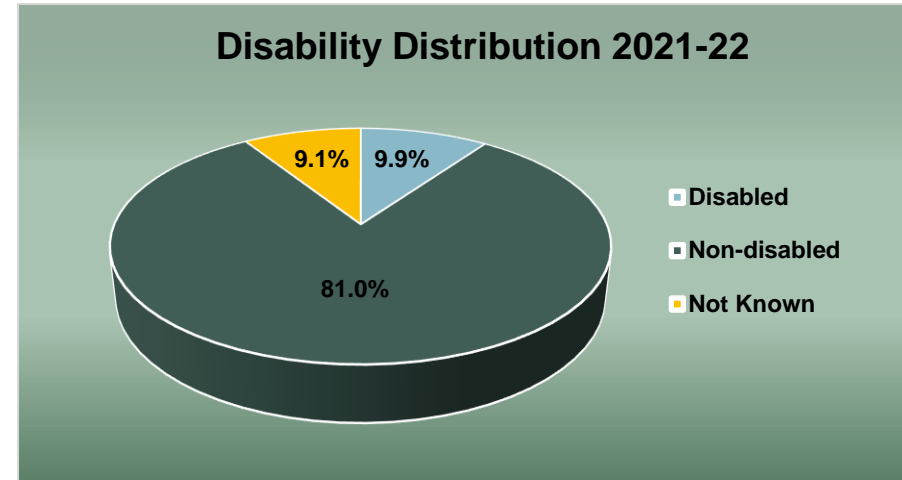
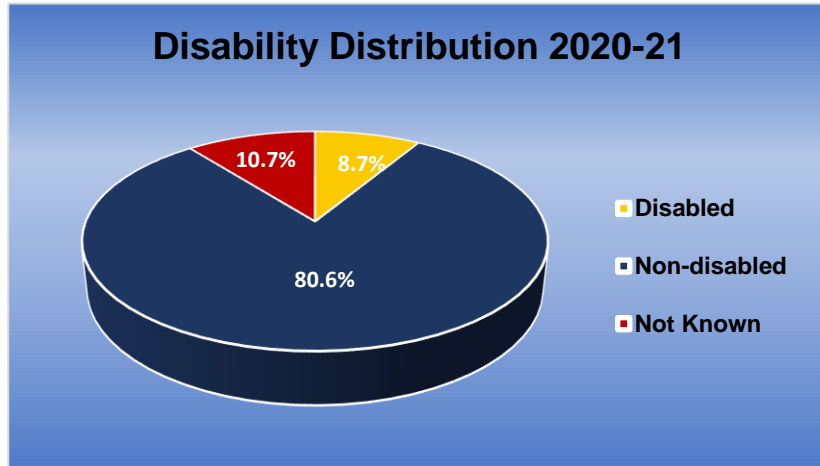
#### Ethnic Distribution by Grade 2021-22



### 3c. Disability

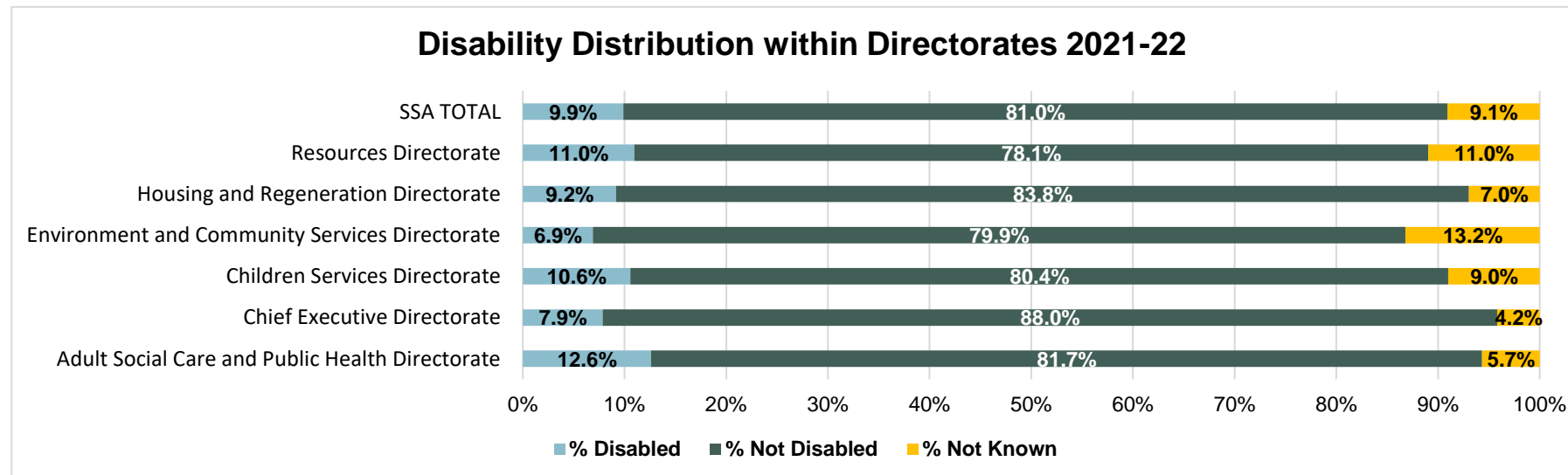
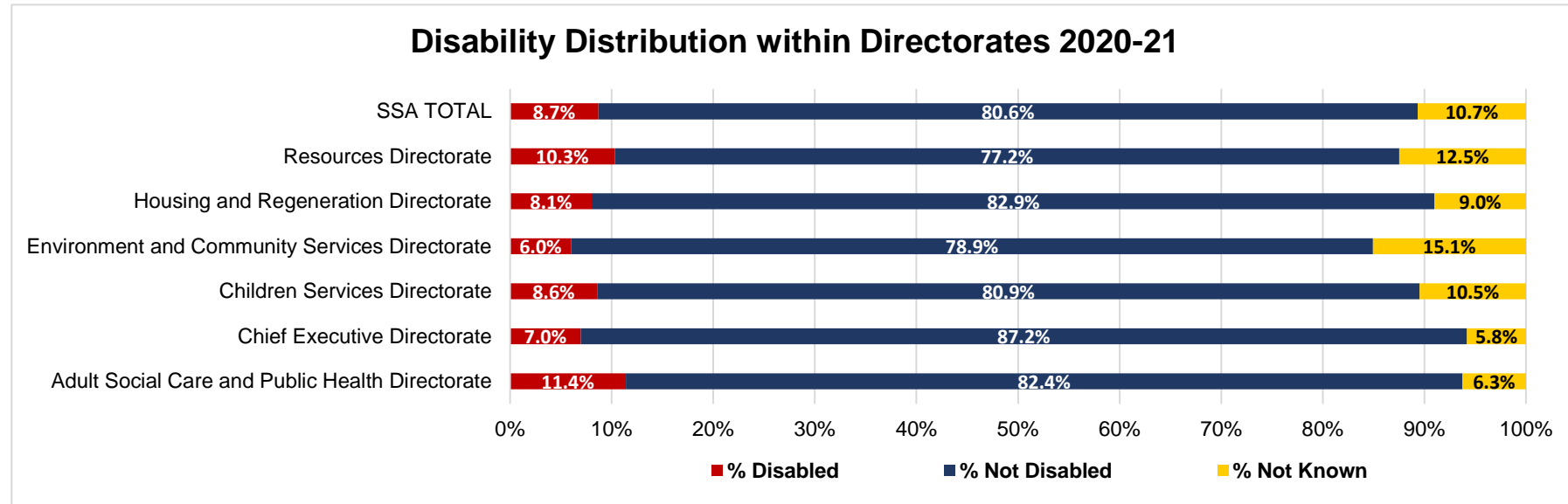
#### Disability Distribution within the workforce

The proportion of the workforce who have shared that they have a disability has increased by 1 percentage point since 2020/21 and the proportion who have shared that they do not have a disability has increased by 0.5 of a percentage point. The difference is accounted for by a reduction in the proportion of staff whose disability status is unknown.



**Disability distribution within directorates**

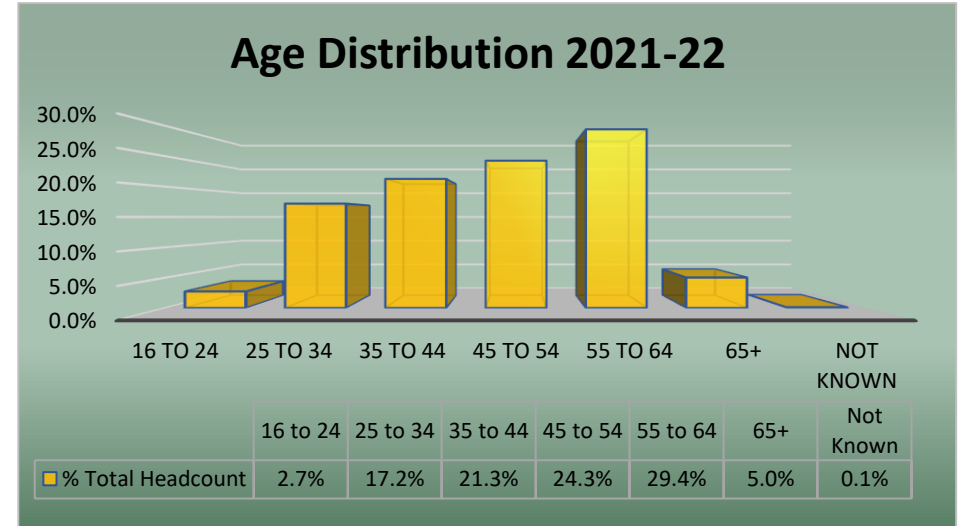
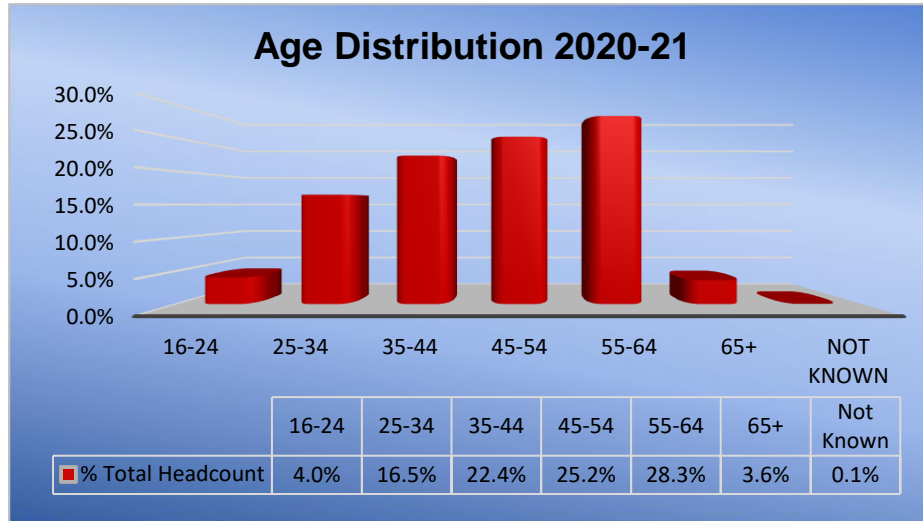
The proportion of staff who have shared that they have a disability has increased in all Directorates. There continue to be notable differences between Directorates in the proportion of staff whose disability status is unknown, which should be raised with the Directorate ED&I Groups.



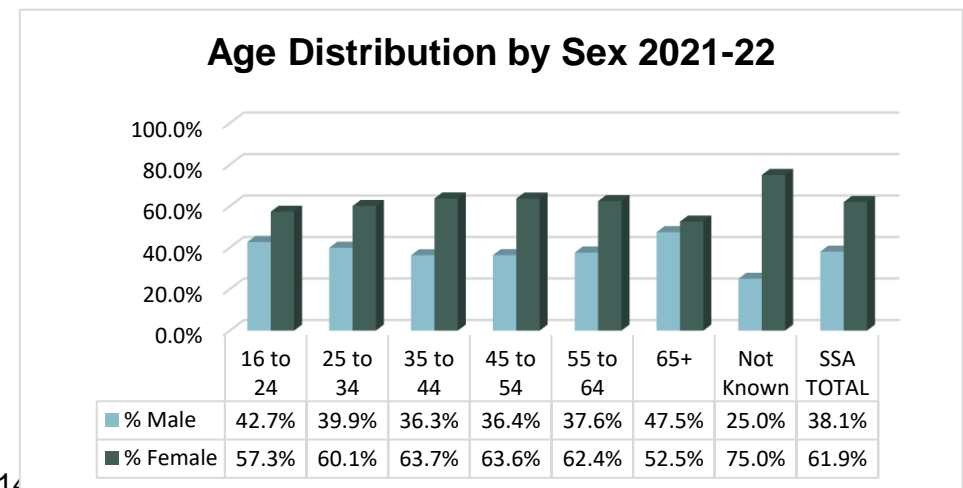
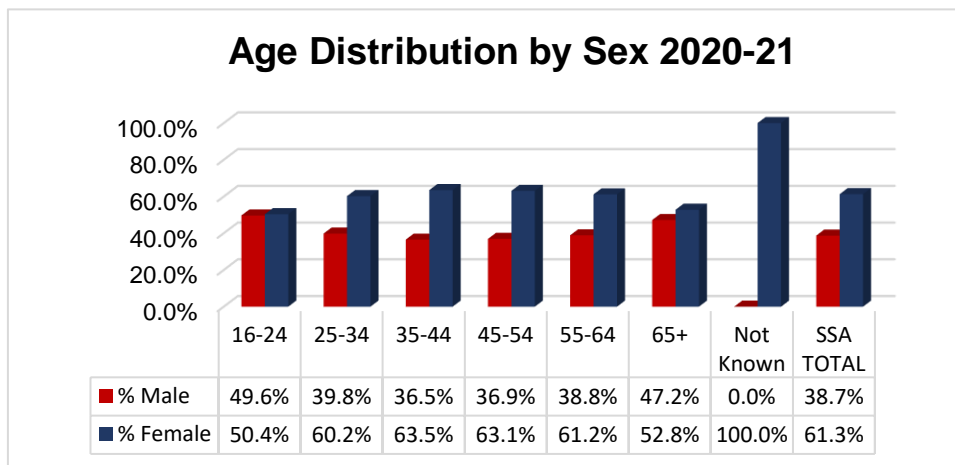
### 3d. Age

#### Age distribution within the workforce

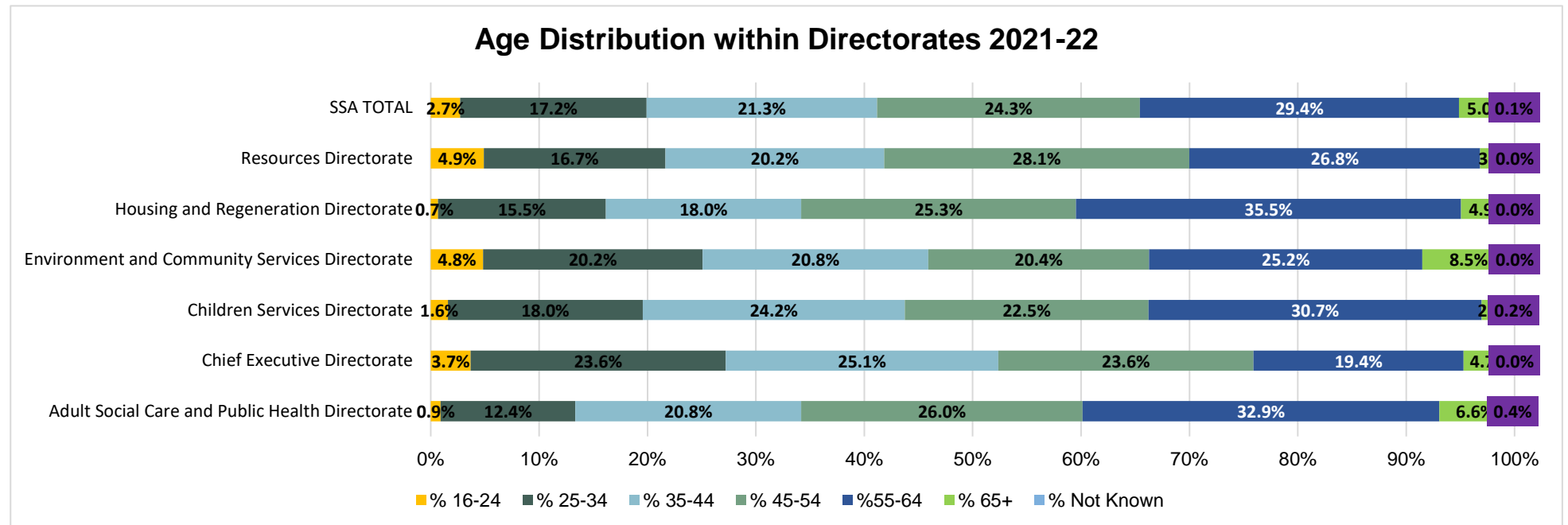
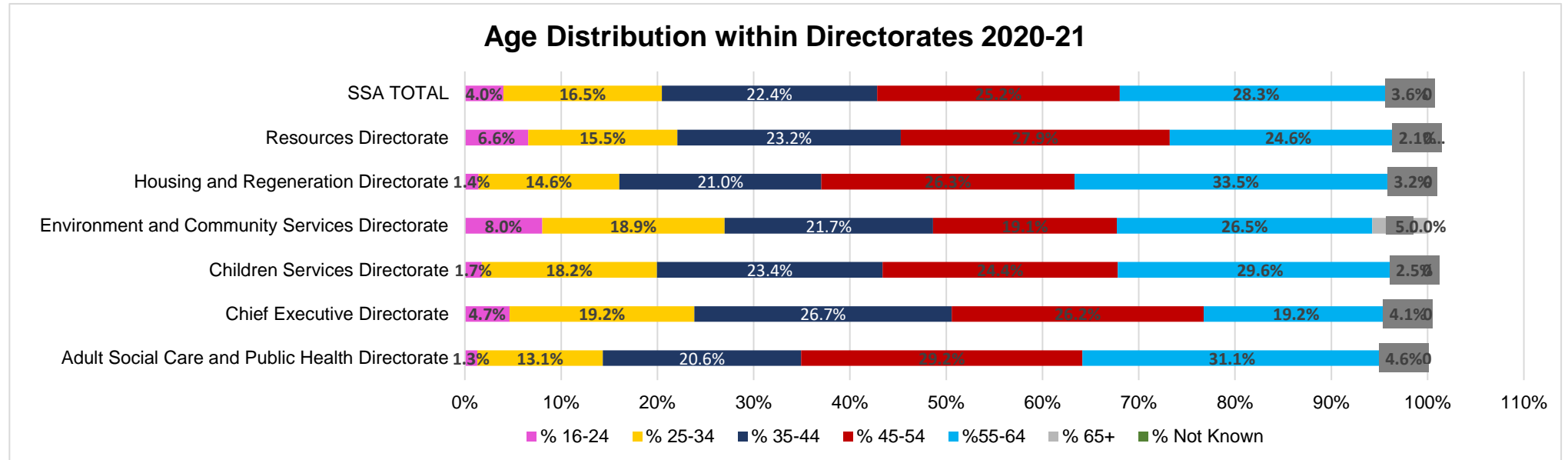
The proportion of the youngest staff in the workforce has slightly decreased (from an already low starting point) and this pattern is also seen in most Directorates individually. This should be addressed to ensure an adequate pipeline of talent for the future.



#### Age distribution by Sex

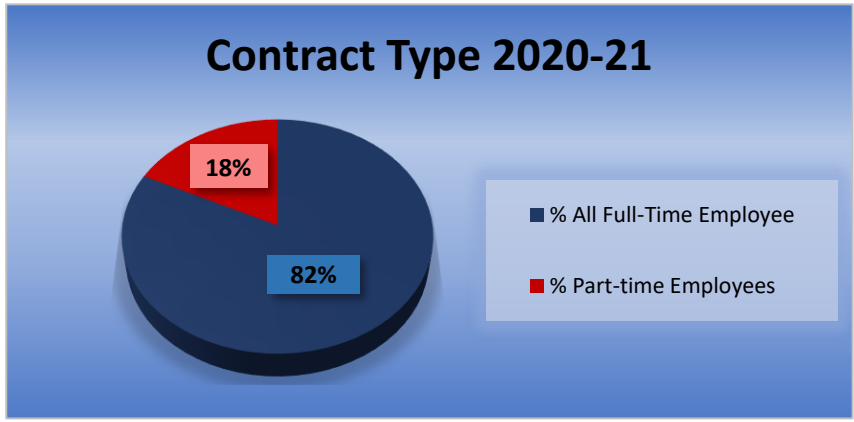


### Age distribution within Directorates

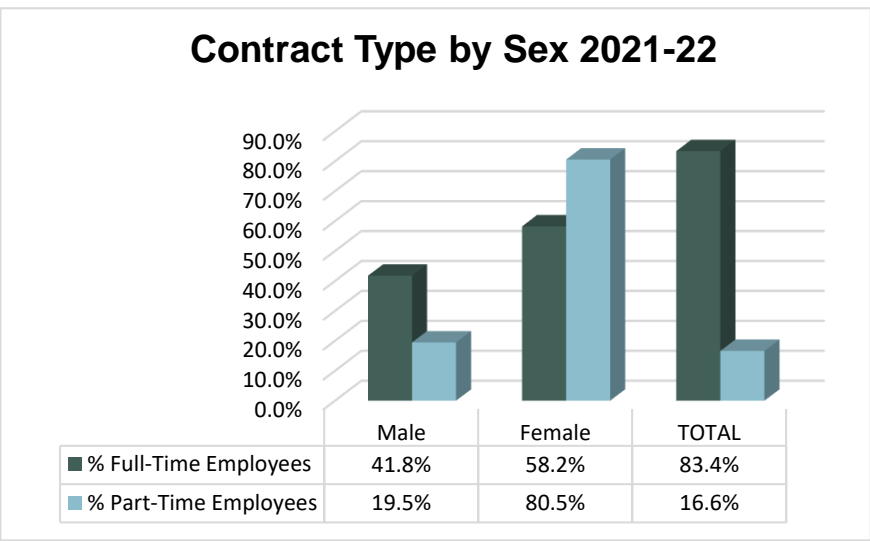
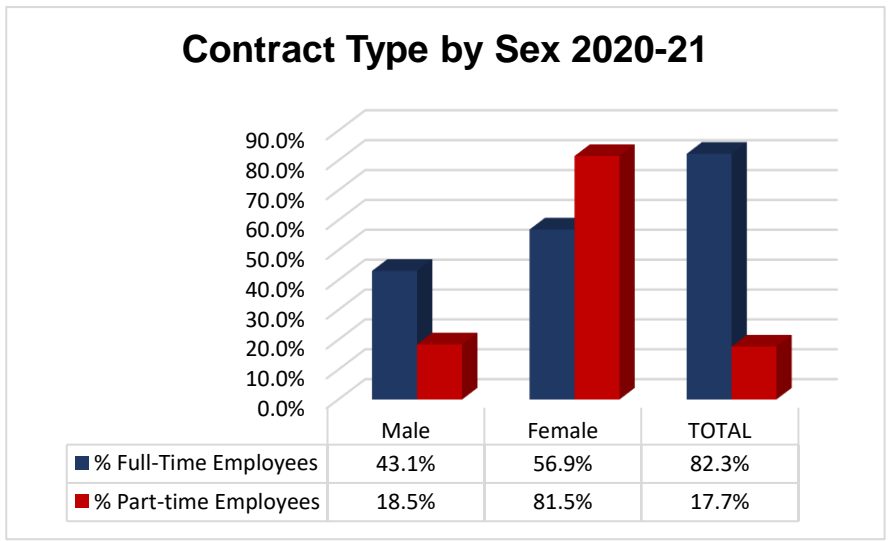


## 4. Additional Equality and Diversity Information

### 4a. Contract Hours: Full Time and Part Time

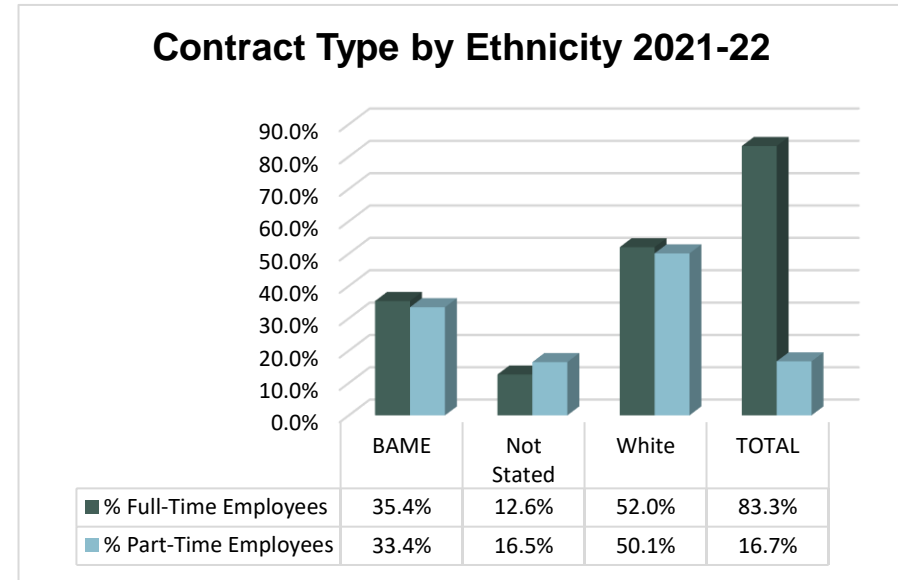
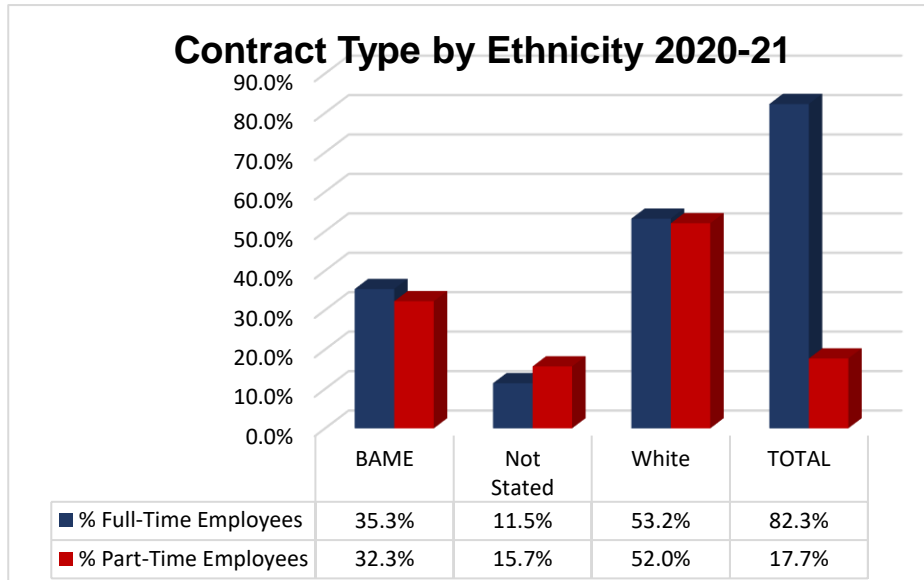


### Contract Hours – Sex

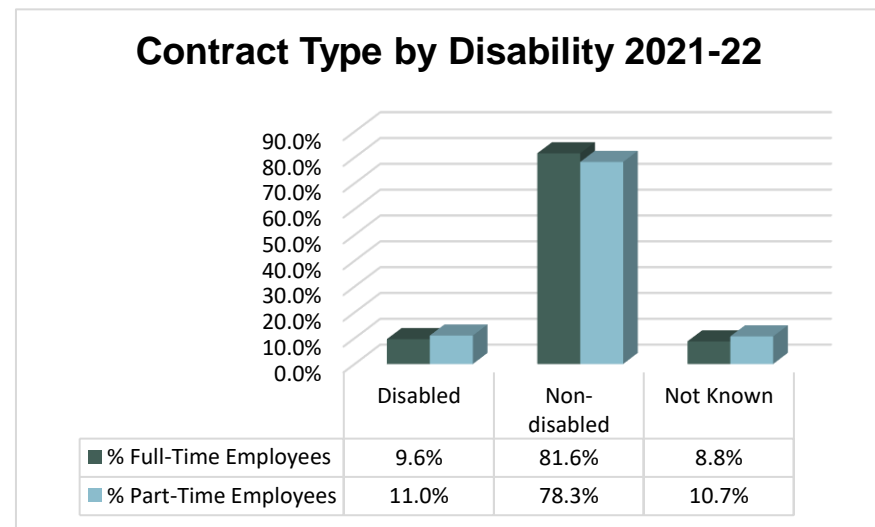
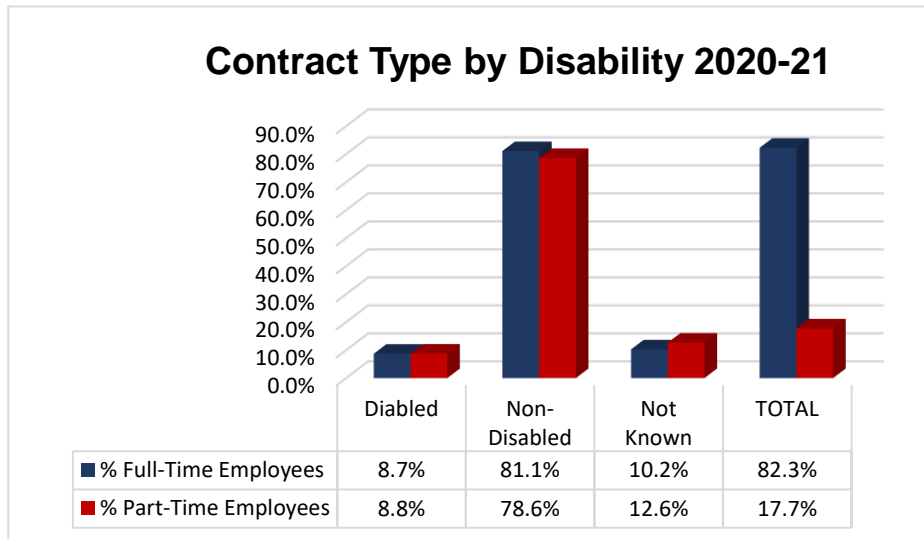




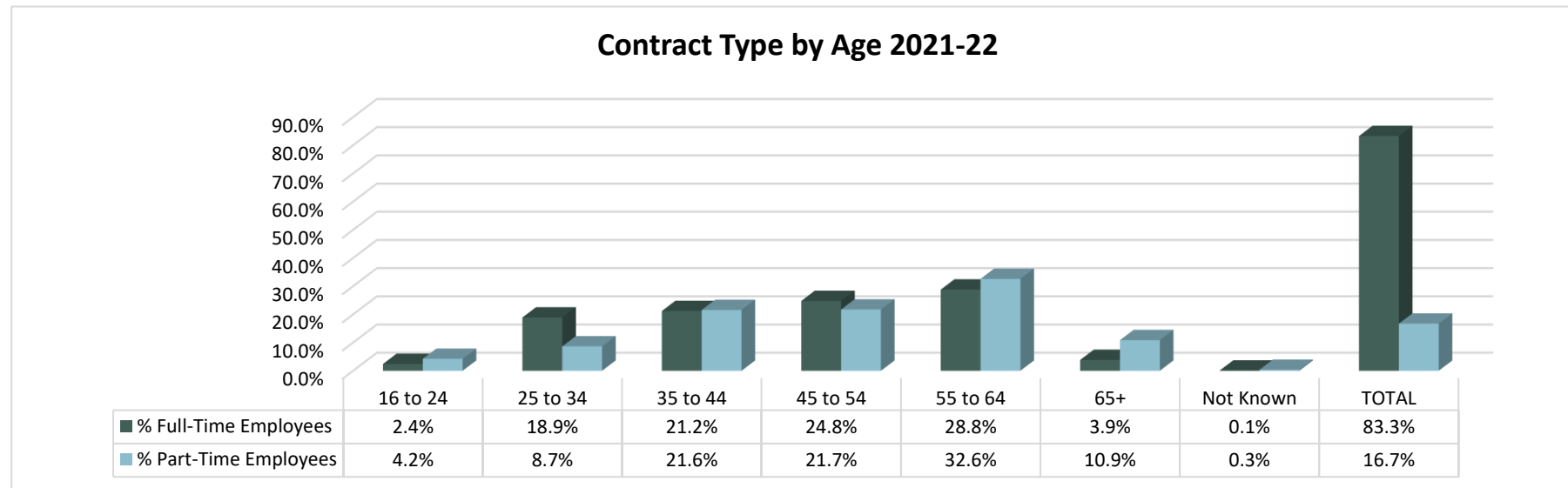
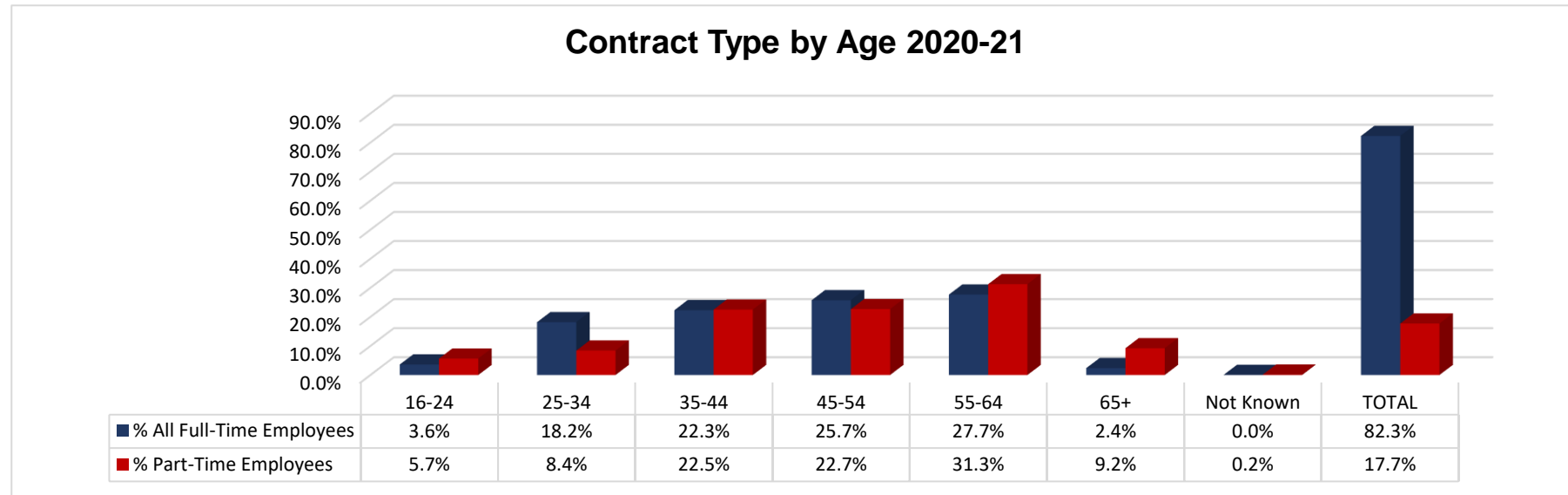
### Contract Hours – Ethnicity



### Contract Hours – Disability

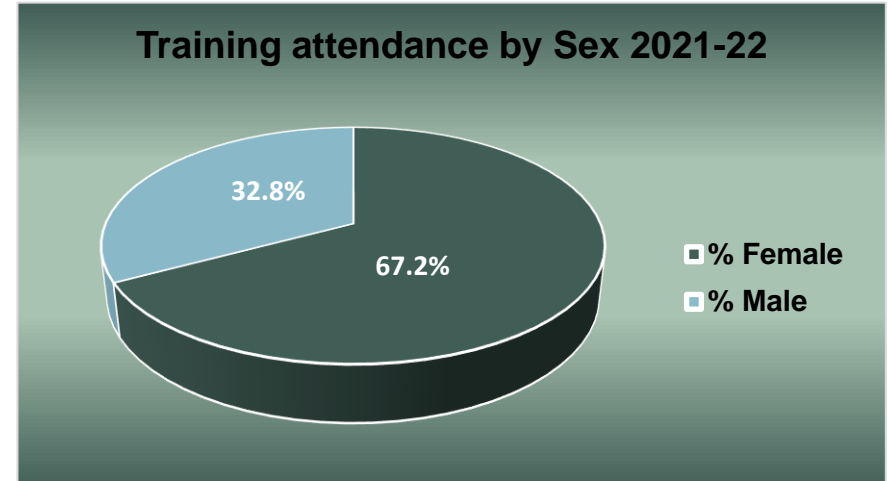
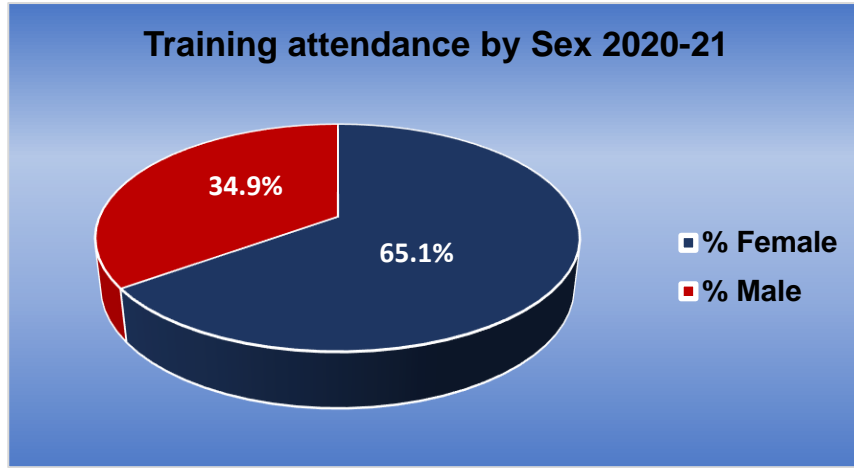


**Contract Hours – Age**

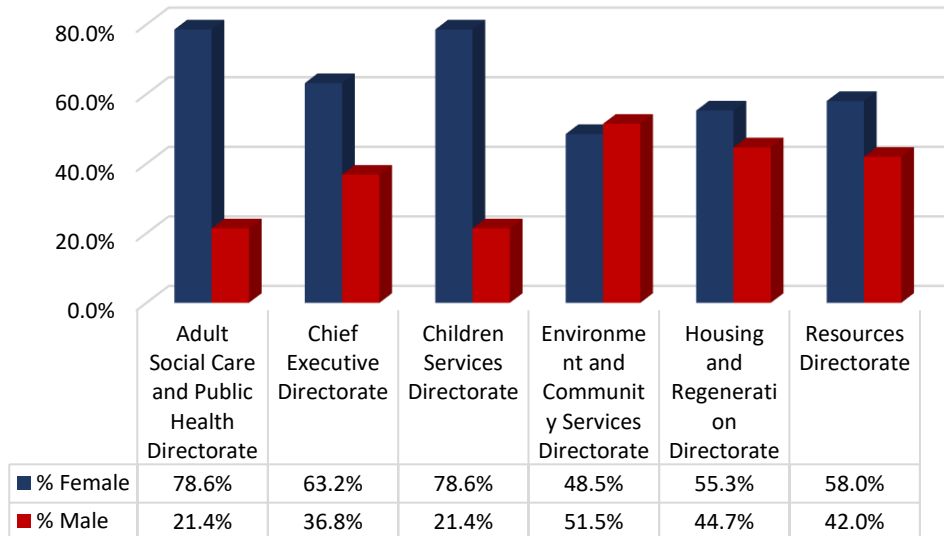


### 4b. Learning and Development

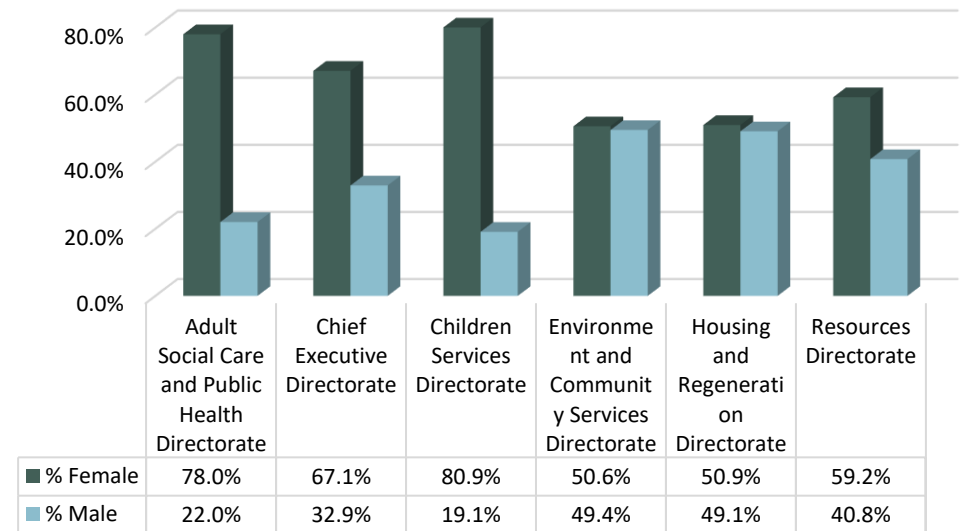
There have been slight increases in the proportion of training attendances being by women, Black, Asian and Minority Ethnic staff and staff with disabilities compared to 2020/21. In all cases, the figure is higher than the representation of these groups in the workforce. 16 – 24 year olds remain the group most represented in training attendances.

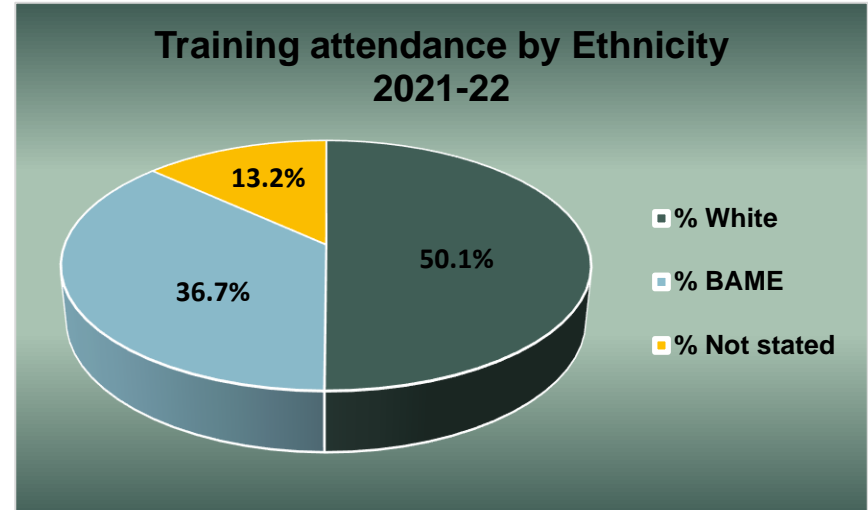
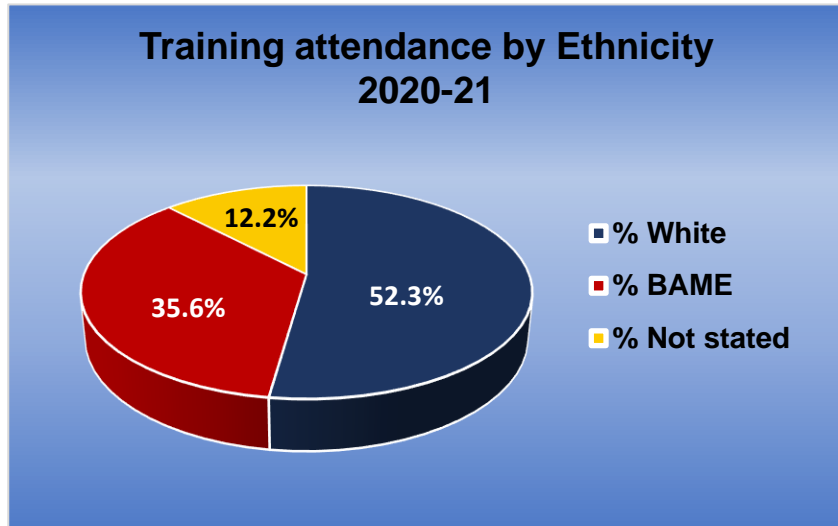


#### Training attendance within Directorates 2020-21

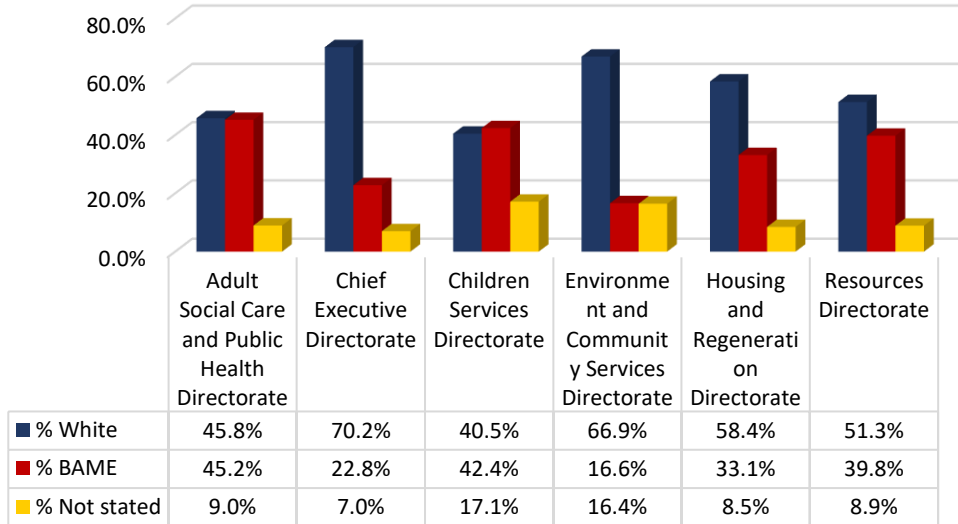


#### Training attendance by Directorate 2021-22

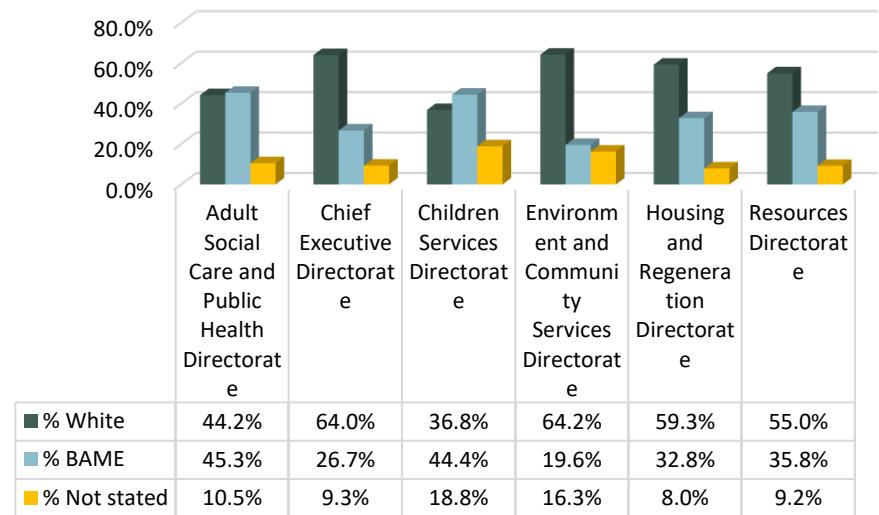


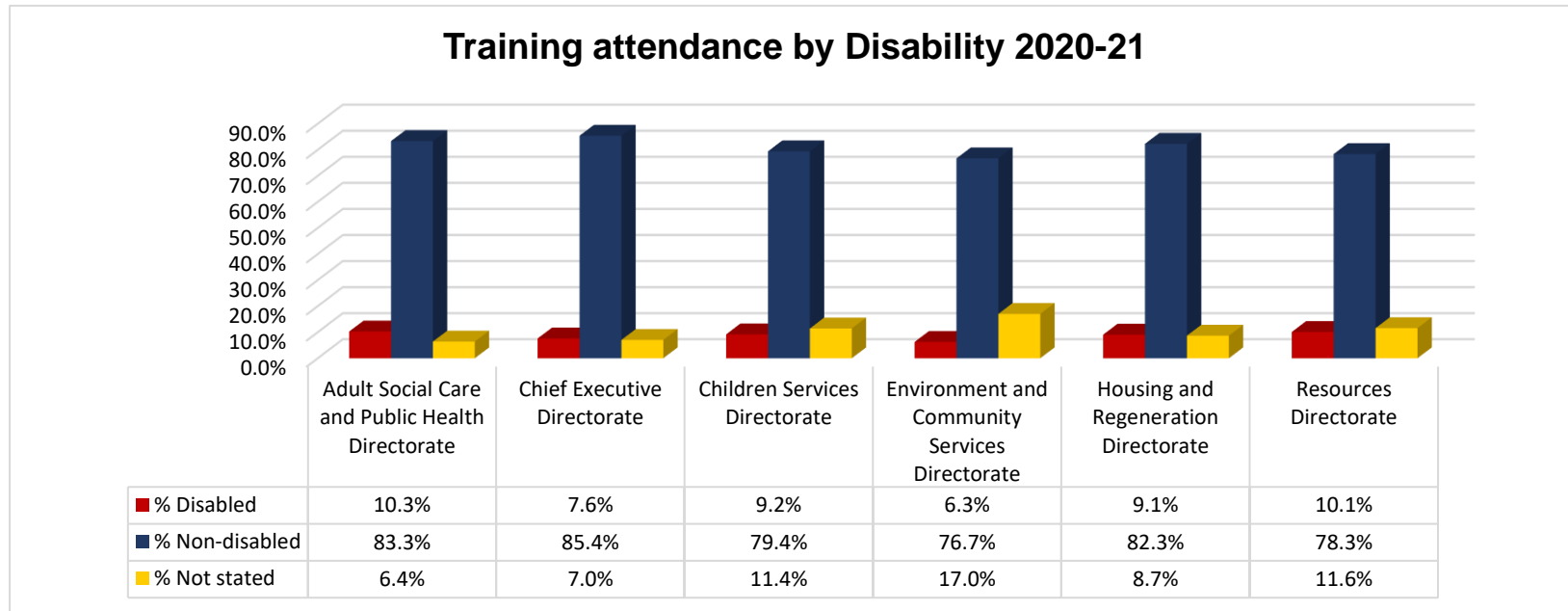
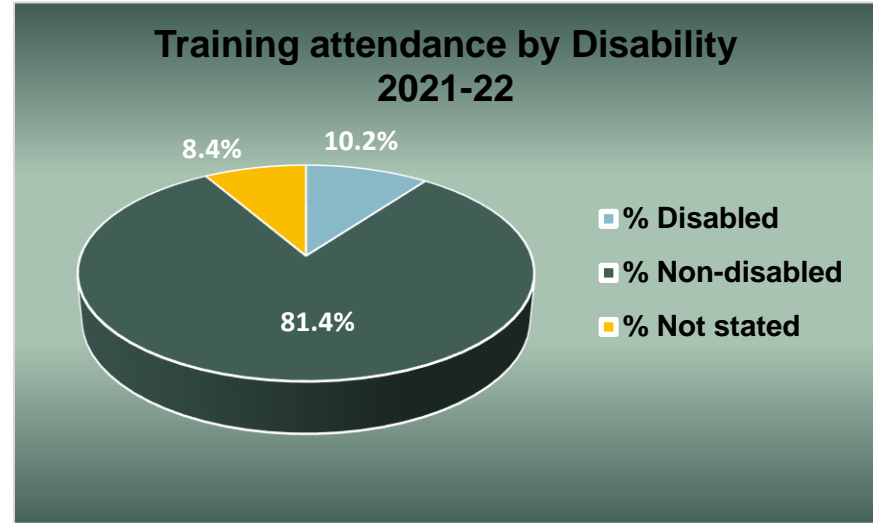
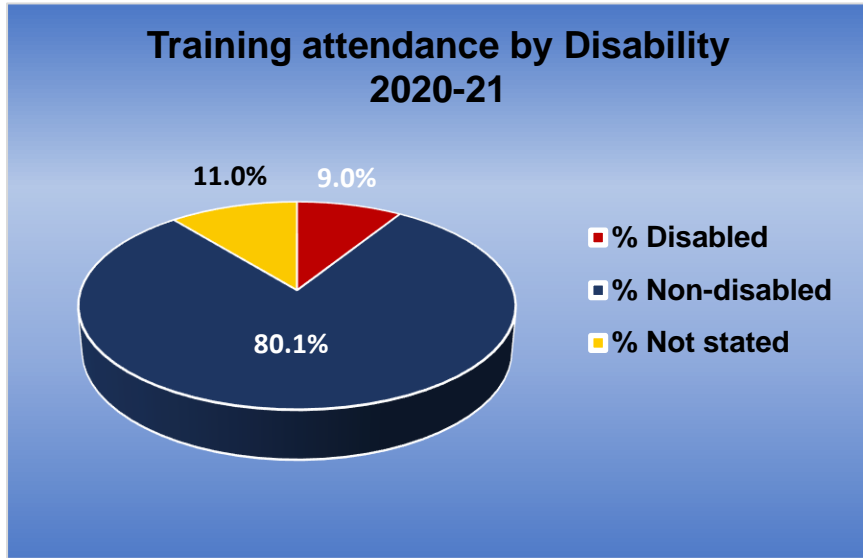


Training attendance by Ethnicity 2020-21

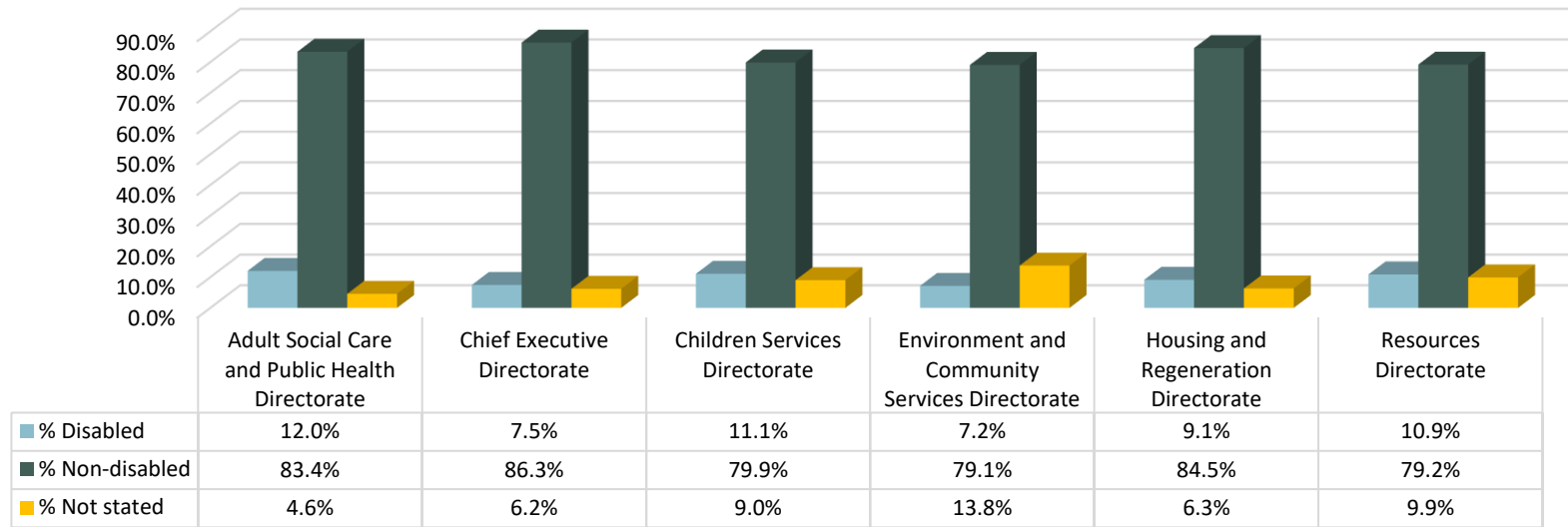


Training attendance by Ethnicity 2021-22

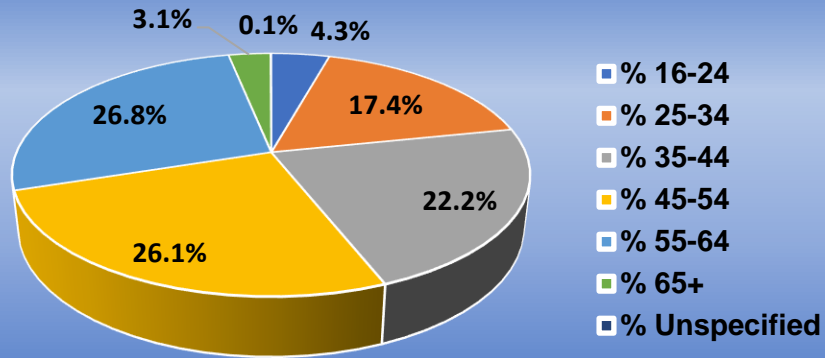




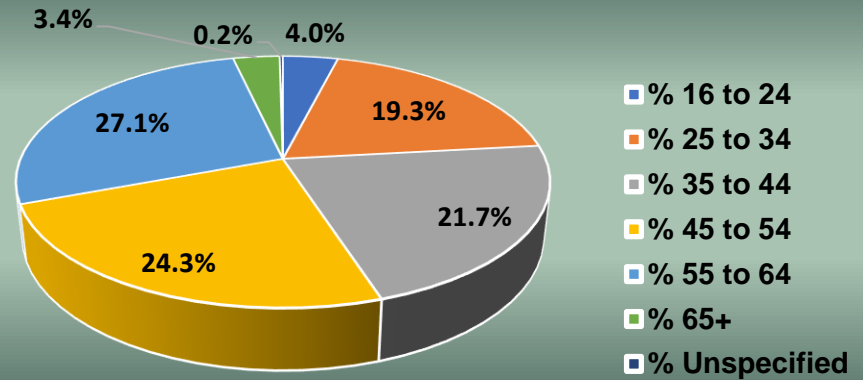
### Training attendance by Disability 2021-22



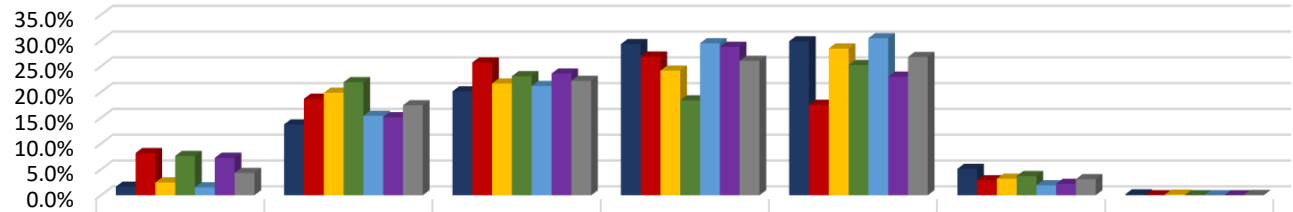
### Training attendance by Age 2020-21



### Training attendance by Age 2021-22

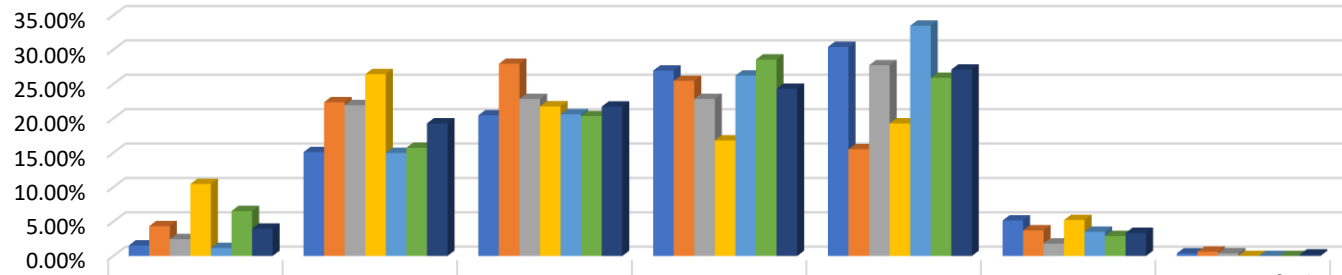


### Training attendance by Age and Directorate 2020-21



	% 16-24	% 25-34	% 35-44	% 45-54	% 55-64	% 65+	% Unspecified
Adult Social Care and Public Health Directorate	1.6%	13.7%	20.1%	29.3%	29.9%	5.1%	0.2%
Chief Executive Directorate	8.2%	18.7%	25.7%	26.9%	17.5%	2.9%	0.0%
Children Services Directorate	2.5%	19.9%	21.7%	24.2%	28.5%	3.2%	0.1%
Environment and Community Services Directorate	7.6%	21.9%	23.1%	18.4%	25.2%	3.7%	0.0%
Housing and Regeneration Directorate	1.5%	15.4%	21.2%	29.5%	30.4%	1.9%	0.0%
Resources Directorate	7.3%	15.1%	23.6%	28.8%	23.0%	2.2%	0.0%
TOTAL	4.3%	17.4%	22.2%	26.1%	26.8%	3.1%	0.1%

### Training attendance by Age and Directorate 2021-22



	% 16 to 24	% 25 to 34	% 35 to 44	% 45 to 54	% 55 to 64	% 65+	% Unspecified
Adult Social Care and Public Health Directorate	1.5%	15.1%	20.5%	27.0%	30.4%	5.2%	0.4%
Chief Executive Directorate	4.3%	22.4%	28.0%	25.5%	15.5%	3.7%	0.6%
Children Services Directorate	2.5%	21.9%	22.8%	22.8%	27.7%	1.8%	0.4%
Environment and Community Services Directorate	10.5%	26.4%	21.8%	16.8%	19.3%	5.2%	0.0%
Housing and Regeneration Directorate	1.2%	15.0%	20.6%	26.2%	33.5%	3.5%	0.0%
Resources Directorate	6.5%	15.7%	20.3%	28.6%	25.9%	2.9%	0.0%
TOTAL	4.0%	19.3%	21.7%	24.3%	27.1%	3.4%	0.2%

## 5. Retention and Employee Relations Cases

This section analyses data taken for the period 1 April 2020 to 31 March 2021 and compares with the data from the previous year. These figures include permanent and fixed term staff within the Shared Staffing Arrangement and how they were distributed by gender, race, disability and age by pay grade and directorate.

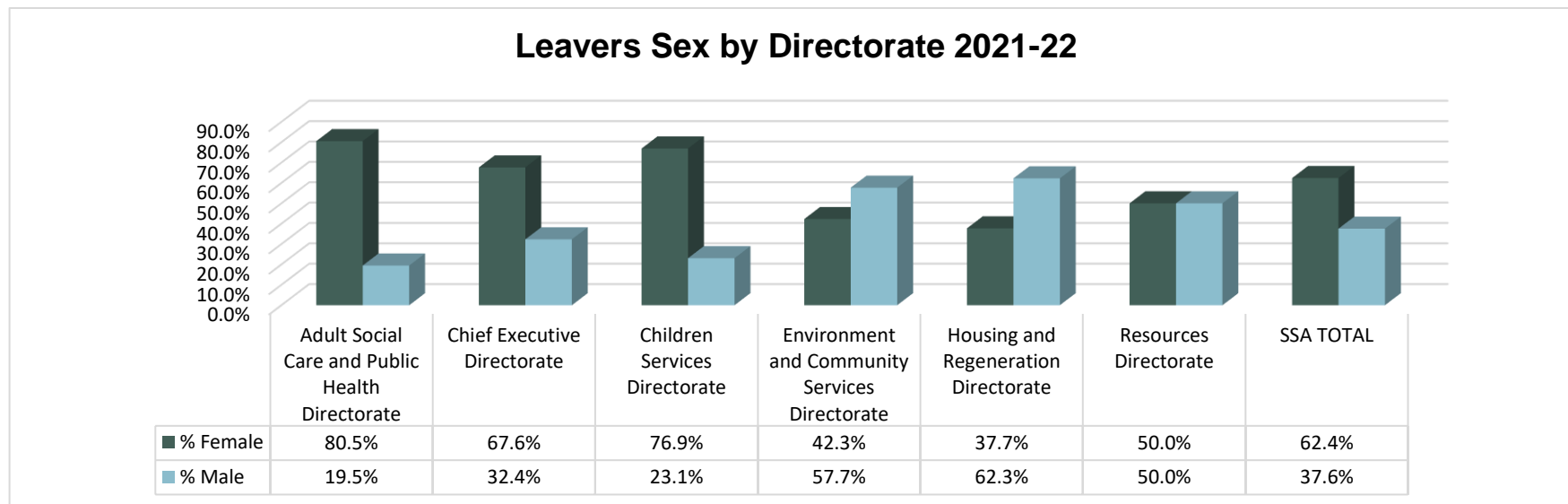
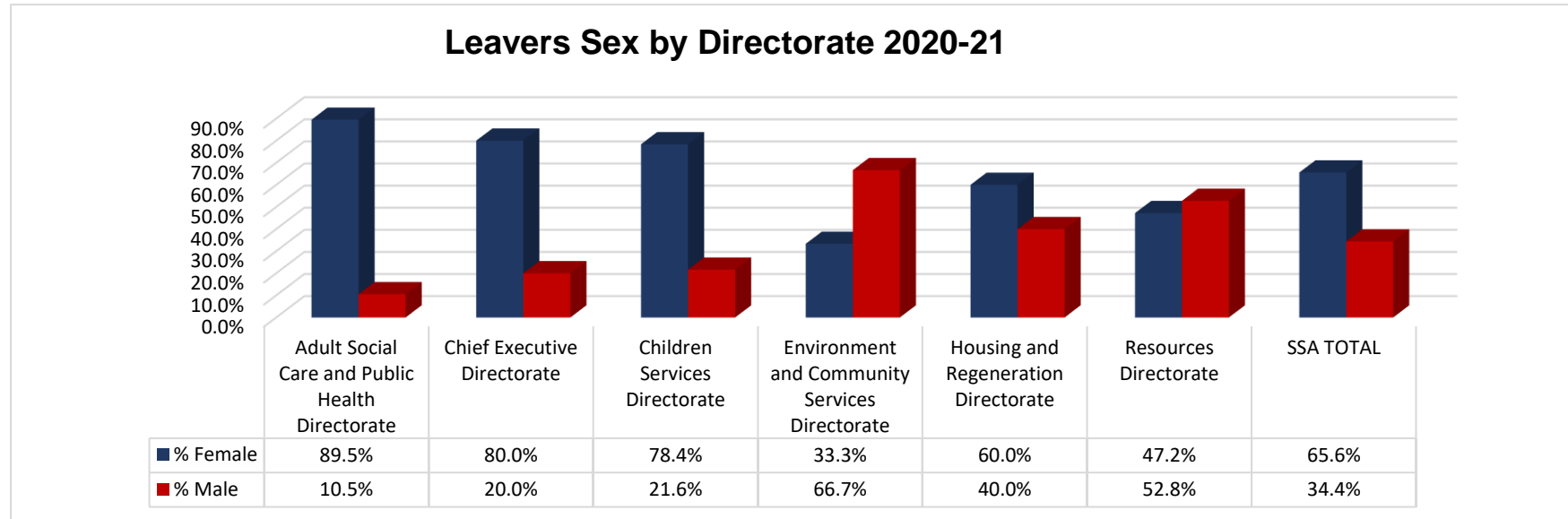
### 5a. Leavers by Directorate

Directorate	Total Headcount		Number of Leavers		Turnover Directorate	
	2020-21	2021-22	2020-21	2021-22	2020-21	2021-22
Adult Social Services	544	547	38	77	7.0%	14.1%
Chief Executive	172	191	20	34	11.6%	17.8%
Children Services	802	823	97	143	12.1%	17.4%
Environment and Community Services	697	682	48	78	6.9%	11.4%
Housing and Regeneration	567	588	40	53	7.1%	9.0%
Resources	698	693	36	62	5.2%	7.5%
<b>SSA TOTAL</b>	<b>3480</b>	<b>3524</b>	<b>279</b>	<b>447</b>	<b>8.0%</b>	<b>12.7%</b>



### Leavers by Sex and Directorate

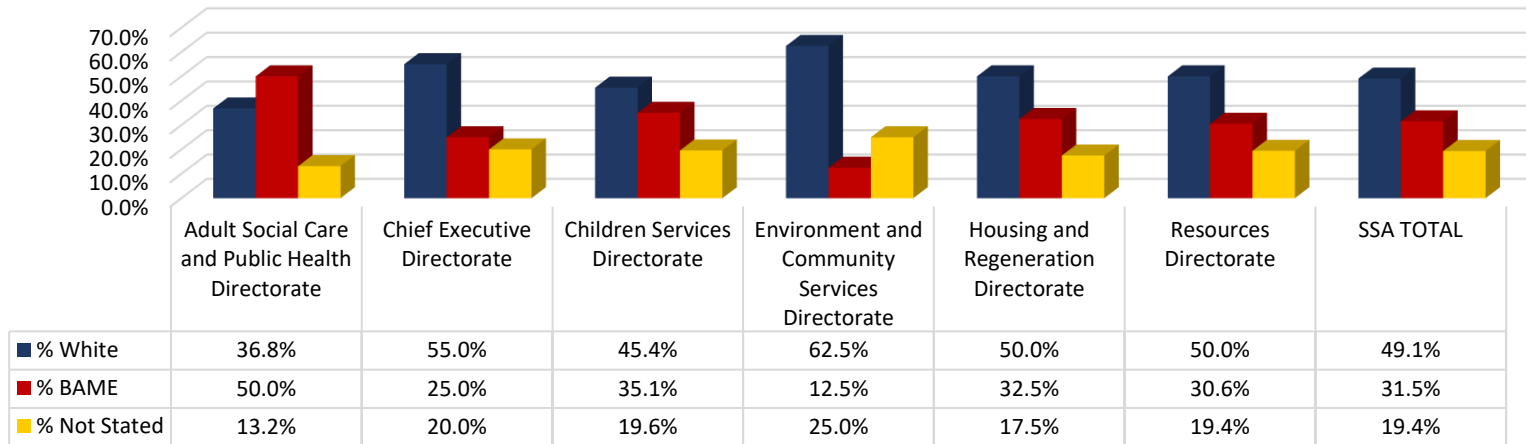
The proportion of leavers who are women has decreased slightly compared with 2020/21 and is now only very slightly higher than the proportion of women in the workforce overall. Women are overrepresented among leavers in half of the Directorates (Adult Social Care and Public Health, Chief Exec's and, very slightly, in ECS).



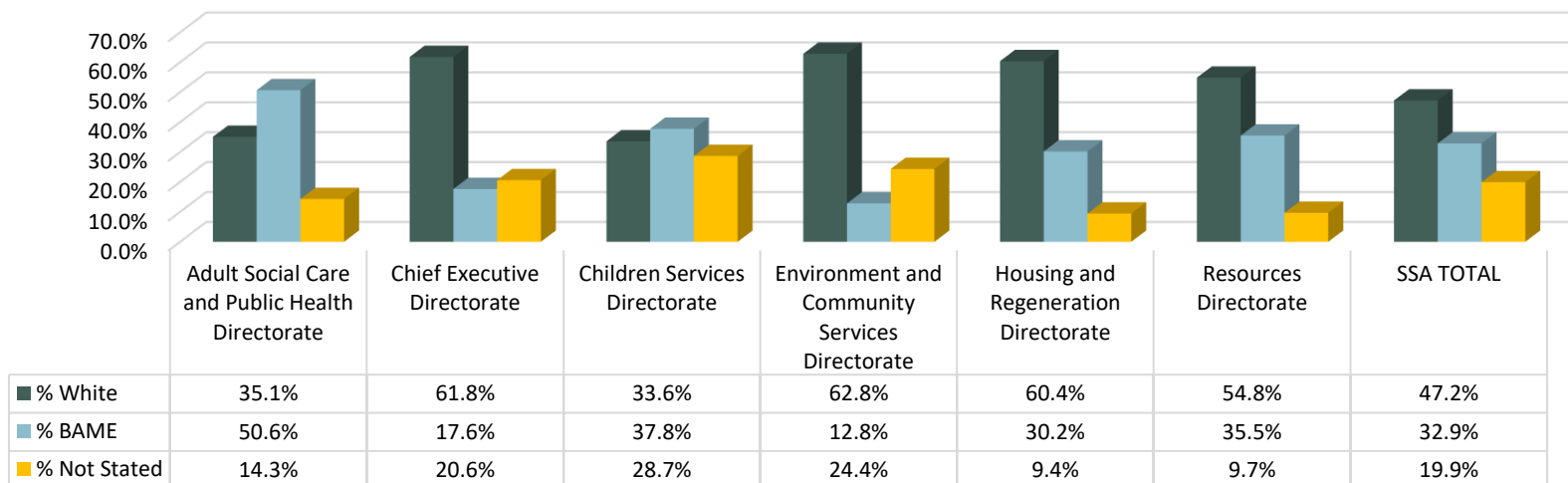
### Leavers by Ethnicity and Directorate

The proportion of leavers who are Black, Asian or Minority Ethnic is slightly lower than this figure for the SSA workforce overall. However, there is an overrepresentation of Black, Asian or Minority Ethnic leavers in Adult Social Care and Public Health compared to their overall workforce (50.6% v 44.5%). This should be raised with the Directorate ED&I group.

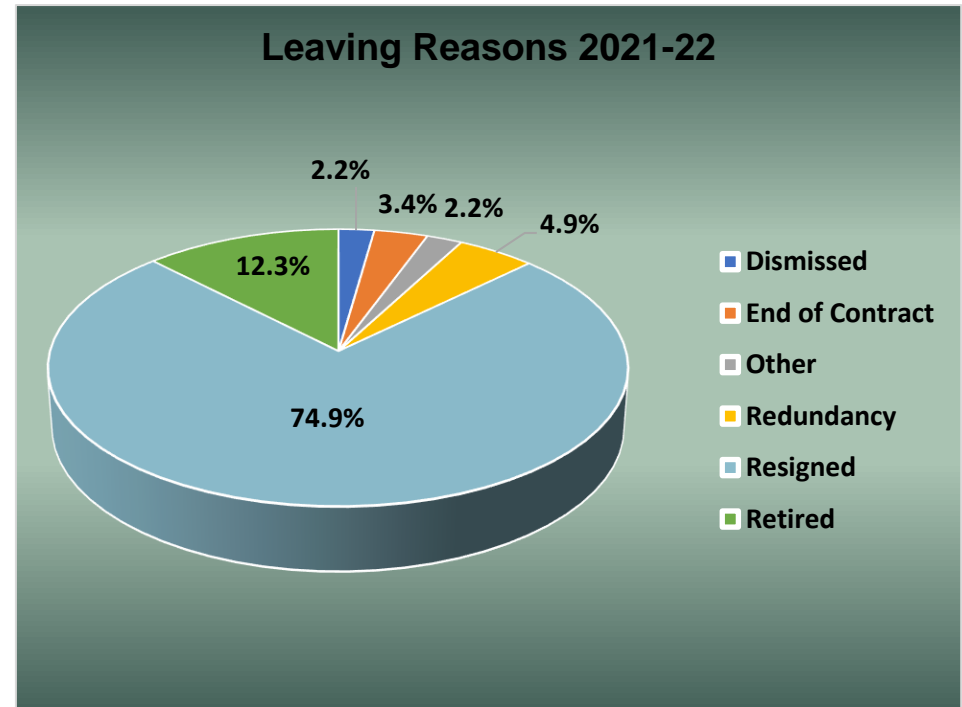
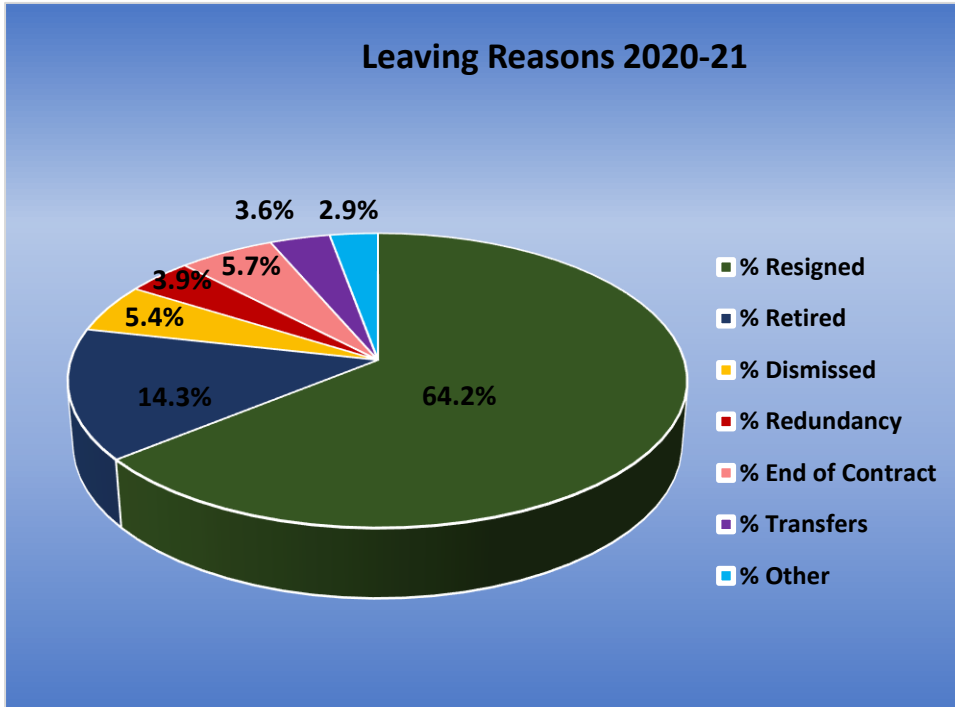
#### Leavers Ethnicity by Directorate 2020-21



#### Leavers Ethnicity by Directorate 2021-22



### 5b. Reasons for Leaving



Please note that the above reasons for leaving are defined as:

Resignation includes voluntary resignation from the post and retirement (voluntary and ill-health retirement);

Transfer includes: TUPE transfers; Redundancy includes voluntary and compulsory redundancy;

End of Contract includes end of contract for fixed term staff;

Dismissed – this category includes dismissals due to absence, probation and disciplinary;

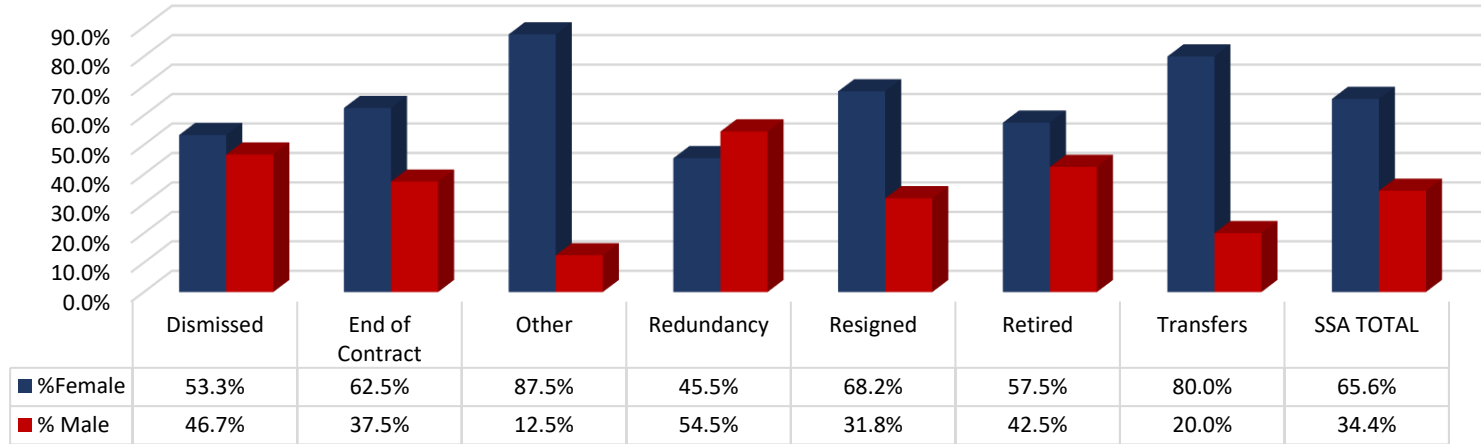
Other - includes casual terminations for permanent staff with additional casual post, non-starters, death in service and settlement agreements

### Reasons for Leaving – Sex

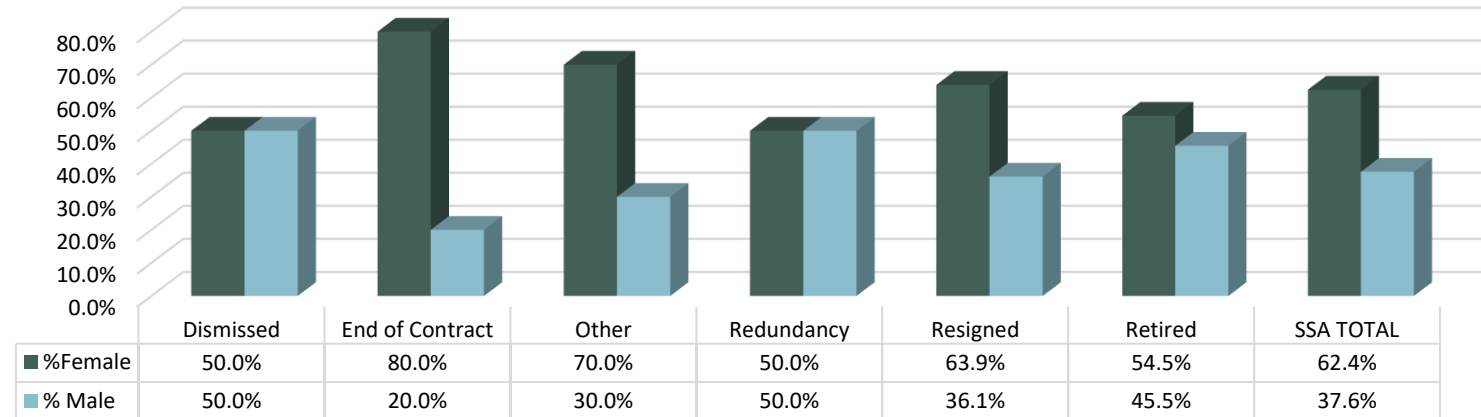
While the proportions of males and females leaving the SSA are in line with proportions in the workforce, women are overrepresented in leaving due to ‘end of contract’ and ‘other’, while men are overrepresented in leaving due to dismissals, redundancy and retirement. However, it should be noted that the numbers are small in many of these groups. The most common reason for leaving was resignation, where men and women were proportionately represented.

Leaving Reason	Number of Leavers		% of Total		Number of Females		% Female		Number of Males		% Male	
	2020-21	2021-22	2020-21	2021-22	2020-21	2021-22	2020-21	2021-22	2020-21	2021-22	2020-21	2021-22
Resigned	179	335	64.2%	74.9%	122	214	68.2%	63.9%	57	121	31.8%	36.1%
Retired	40	55	14.3%	12.3%	23	30	57.5%	54.5%	17	25	42.5%	45.5%
Dismissed	15	10	5.4%	2.2%	8	5	53.3%	50%	7	5	46.7%	50%
Redundancy	11	22	3.9%	4.9%	5	11	45.5%	50%	6	11	54.5%	50%
End of Contract	16	15	5.7%	3.4%	10	12	62.5%	80%	6	3	37.5%	20%
Transfers	10	0	3.6%	0%	8	0	80%	0%	2	0	20%	0%
Other	8	10	2.9%	2.2%	7	7	87.5%	70%	1	3	12.5%	30%
<b>SSA TOTAL</b>	<b>279</b>	<b>447</b>	<b>100%</b>	<b>100%</b>	<b>183</b>	<b>279</b>	<b>65.6%</b>	<b>62.4%</b>	<b>96</b>	<b>168</b>	<b>34.4%</b>	<b>37.6%</b>

### Leaving Reasons by Sex 2020-21



### Leaving Reasons by Sex 2021-22



## Reasons for Leaving – Ethnicity

White staff were underrepresented in all reasons for leaving other than retirement. Black, Asian and Minority Ethnic staff were overrepresented in dismissals, redundancies and leaving for 'other' reasons. Given the low numbers of staff who left for these reasons, and noting that last year Black, Asian and Minority Ethnic staff were underrepresented in dismissals and leaving for 'other' reasons, previous years' figures should be analysed alongside those in this report to inform planning.

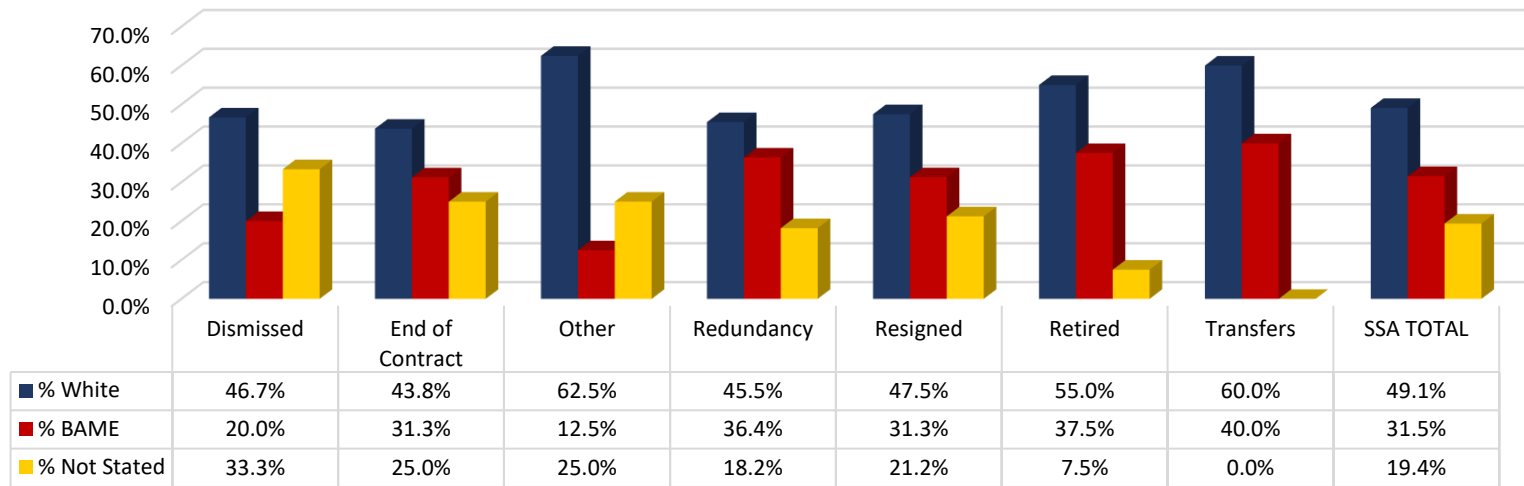
### 2020-21

Leaving Reason	Number of Leavers	% of Total	Total Number White	% White	Total Number BAME	% BAME	Total Number Not Stated	% Not Stated
Resigned	179	64.2%	85	47.5%	3	20%	38	21.2%
Retired	40	14.3%	22	55%	5	31.3%	3	7.5%
Dismissed	15	5.4%	7	46.7%	1	12.5%	5	33.3%
Redundancy	11	3.9%	5	45.5%	4	36.4%	2	18.2%
End of Contract	16	5.7%	7	43.8%	56	31.3%	4	25%
Transfers	10	3.6%	6	60%	15	37.5%	0	0%
Other	8	2.9%	5	62.5%	4	40%	2	25%
<b>SSA TOTAL</b>	<b>279</b>	<b>100%</b>	<b>137</b>	<b>49.1%</b>	<b>88</b>	<b>31.5%</b>	<b>54</b>	<b>19.4%</b>

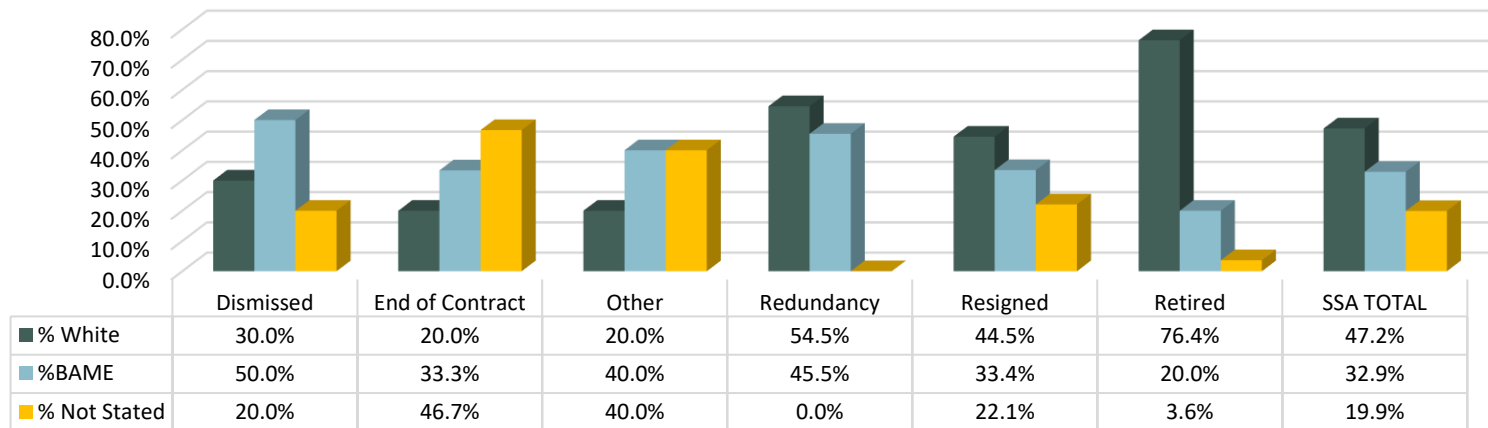
### 2021-22

Leaving Reason	Number of Leavers	% of Total	Total Number White	% White	Total Number BAME	% BAME	Total Number Not Stated	% Not Stated
Resigned	335	74.9%	149	44.5%	112	33.4%	74	22.1%
Retired	55	12.3%	42	76.4%	11	20.0%	2	3.6%
Dismissed	10	2.2%	3	30.0%	5	50.0%	2	20.0%
Redundancy	22	4.9%	12	54.5%	10	45.5%	0	0.0%
End of Contract	15	3.4%	3	20.0%	5	33.3%	7	46.7%
Transfers	0	0%	0	0%	0	0%	0	0%
Other	10	2.2%	2	20.0%	4	40.0%	4	40.0%
<b>TOTAL</b>	<b>447</b>	<b>100.0%</b>	<b>211</b>	<b>47.2%</b>	<b>147</b>	<b>32.9%</b>	<b>89</b>	<b>19.9%</b>

### Leaving Reason by Ethnicity 2020-21



### Leaving Reasons by Ethnicity 2021-22



### Reasons for leaving – Disability

Staff with a disability were overrepresented among leavers due to end of contract and 'other reasons' compared to the workforce as a whole. However, again, the number of dismissals in these groups was low.**2020-21**

Leaving Reason	Number of Leavers	% of Total	Number of Disabled	% Disabled	Number of Non-disabled	% Non Disabled	Number Disability - Status Unknown	% Disability - Status Unknown
Resigned	179	64.2%	9	50%	144	80.4%	26	14.5%
Retired	40	14.3%	3	7.5%	35	87.5%	2	5%
Dismissed	15	5.4%	3	20%	8	53.3%	4	26.7%
Redundancy	11	3.9%	1	9.1%	8	72.7%	2	18.2%
End of Contract	16	5.7%	1	6.3%	10	62.5%	5	31.3%
Transfers	10	3.6%	0	0%	7	70%	3	30%
Other	8	2.9%	0	0%	7	87.5%	1	12.5%
<b>TOTAL</b>	<b>279</b>	<b>100%</b>	<b>17</b>	<b>6.1%</b>	<b>219</b>	<b>78.5%</b>	<b>43</b>	<b>15.4%</b>

### 2021-22

Leaving Reason	Number of Leavers	% of Total	Number of Disabled	% Disabled	Number of Non-disabled	% Non Disabled	Number Disability - Status Unknown	% Disability - Status Unknown
Resigned	335	74.9%	28	8.4%	275	82.1%	32	9.6%
Retired	55	12.3%	6	10.9%	45	81.8%	4	7.3%
Dismissed	10	2.2%	1	10.0%	9	90.0%	0	0.0%
Redundancy	22	4.9%	0	0.0%	21	95.5%	1	4.5%
End of Contract	15	3.4%	3	20.0%	10	66.7%	2	13.3%
Transfers	0	0%	0	0%	0	0%	0	0%
Other	10	2.2%	2	20.0%	7	70.0%	1	10.0%
<b>TOTAL</b>	<b>447</b>	<b>100.0%</b>	<b>40</b>	<b>8.9%</b>	<b>367</b>	<b>82.1%</b>	<b>40</b>	<b>8.9%</b>

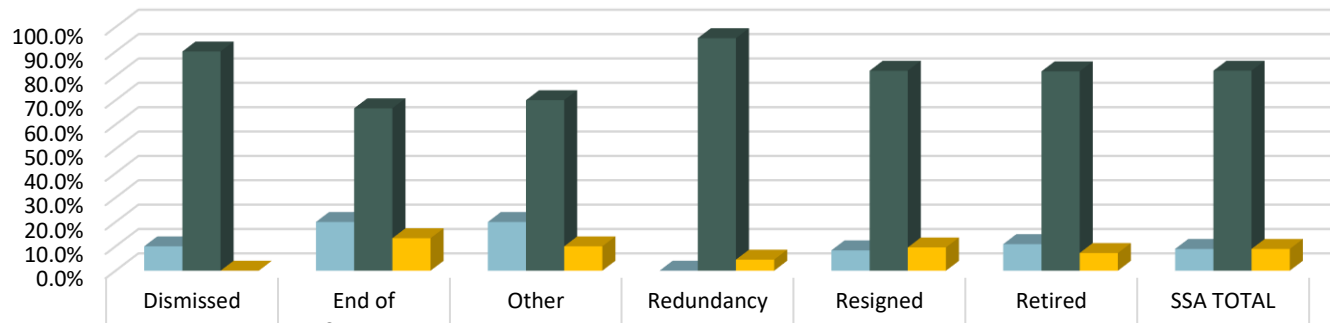


### Leaving Reasons by Disability 2020-21



% Disabled	20.0%	6.3%	0.0%	9.1%	5.0%	7.5%	0.0%	6.1%
% Non Disabled	53.3%	62.5%	87.5%	72.7%	80.4%	87.5%	70.0%	78.5%
% Disability - Status Unknown	26.7%	31.3%	12.5%	18.2%	14.5%	5.0%	30.0%	15.4%

### Leaving Reasons by Disability 2021-22



% Disabled	10.0%	20.0%	20.0%	0.0%	8.4%	10.9%	8.9%
% Non Disabled	90.0%	66.7%	70.0%	95.5%	82.1%	81.8%	82.1%
% Disability - Status Unknown	0.0%	13.3%	10.0%	4.5%	9.6%	7.3%	8.9%

## 6. Employee Relation Cases

### 6a. Grievances

During the period April 2021 - March 2022 there were 12 new grievances raised. A disproportionate percentage of cases (75%) were raised by women which constitutes 10.7% points drop comparing to 2020/21 (87.7%) but is similar to 2019/20 when 75% of cases were raised by women. Note that women make up 61.9% of the overall workforce. This pattern over three years of a disproportionate number of grievances being raised by women should be investigated further, with initial work to look at the reasons for the grievances.

In terms of ethnicity, there were more grievances raised by White than Black, Asian and Minority Ethnic employees and this figure increased by 1.2% points compared to 2020/21 (57.1%). It is also slightly higher than proportion of White staff in the workforce (51.5%). The proportion of grievance cases raised by the Black, Asian and Minority Ethnic employees is broadly in line with the proportion of BAME staff in the workforce (34.8%).

In terms of disability, 16.7% of grievances were raised by staff with disabilities which constitutes 2.4% points increase comparing to 2020/21 (14.3%) and is still a significantly higher than a proportion of disabled staff in the workforce (9.7%). Again, this should be investigated further.

		Grievance Opened in Period by Gender							
Year	Number of cases opened	Gender		Disability			Ethnicity		
		% Female	% Male	% Disabled	% Not Disabled	% Not Known	% White	% BAME	% Not Known
2020-21	14	85.7%	14.3%	14.3%	64.3%	21.4%	57.1%	42.9%	0.0%
<b>2021-22</b>	<b>12</b>	<b>75.0%</b>	<b>25.0%</b>	<b>16.7%</b>	<b>66.6%</b>	<b>16.7%</b>	<b>58.3%</b>	<b>33.3%</b>	<b>8.3%</b>

## **6b. Employee relation cases**

There were 280 new employee relations cases opened during the period April 2020 – March 2021 which is fewer than in 2019-20 (300) and 2018-19 (371 cases).

Black, Asian and Minority Ethnic staff continue to be overrepresented in employee relations cases, accounting for 44.4% of cases in 2021/22 and 40.4% in 2020/21. Note that Black, Asian and Minority Ethnic staff made up 34.6% of the workforce in 2021/22. This must be investigated further and relevant action taken.

### **2020-21**

<b>Case Type</b>	<b>No of Cases</b>	<b>% All Cases</b>	<b>% Female</b>	<b>% Male</b>	<b>% BAME</b>	<b>% White</b>	<b>% Declared Disability</b>	<b>% No Disability</b>
Accepted Allegation	4	1.4%	50.0%	50.0%	50%	25%	0%	75%
Capability	1	0.4%	0%	100%	100%	0%	0%	100%
Disciplinary	11	3.9%	18.2%	81.8%	54.5%	27.8%	25%	81.8%
New Employee	13	4.6%	46.2%	53.8%	23.1%	30.8%	7.7%	53.9%
Sickness	247	88.2%	67.2%	32.8%	40.5%	45.7%	18.2%	68.8%
Tribunal	4	1.4%	50.0%	50.0%	25%	25%	25%	50%
<b>Grand Total</b>	<b>280</b>	<b>100%</b>	<b>63.6%</b>	<b>36.4%</b>	<b>40.4%</b>	<b>43.6%</b>	<b>17.1%</b>	<b>68.6%</b>

### **2021-22**

<b>Case Type</b>	<b>No of Cases</b>	<b>% All Cases</b>	<b>% Female</b>	<b>% Male</b>	<b>% BAME</b>	<b>% White</b>	<b>% Declared Disability</b>	<b>% No Disability</b>
Accepted Allegation	4	1.15%	25.00%	75.00%	25.0%	50.0%	0.00%	75.00%
Capability	8	2.31%	75.00%	25.00%	12.5%	87.5%	25.00%	62.50%
Disciplinary	15	4.32%	66.67%	33.33%	66.7%	26.7%	14.29%	71.43%
New Employee	14	4.03%	57.14%	42.86%	42.9%	42.9%	21.43%	78.57%
Sickness	301	86.74%	68.44%	31.56%	44.2%	42.5%	16.28%	74.75%
Tribunal	5	1.44%	80.00%	20.00%	60.0%	20.0%	0.00%	80.00%
<b>Grand Total</b>	<b>347</b>	<b>100.00%</b>	<b>67.72%</b>	<b>32.28%</b>	<b>44.4%</b>	<b>42.7%</b>	<b>16.43%</b>	<b>74.64%</b>

## 7. Promoting Equality and Diversity in the SSA

Equality, diversity and inclusion are at the heart of the SSA. We are committed to promoting equality, diversity and inclusion and developing a culture that values differences, recognising that employees from a variety of different backgrounds bring important and positive contributions to the Councils and can improve the way we deliver services.

The SSA works hard to focus on equality, diversity and inclusion issues, considering both staff and service users, to make sure this is a truly inclusive place to work and that we provide the best possible services to all of our residents.

### **The actions we are taking**

Over the last year, the SSA has taken the following action:

- All Directorates have developed local plans to enhance the diversity of their staffing groups and the experiences of different groups of staff.
- Most Directorates have held SafeSpace discussions with Black, Asian and Minority Ethnic colleagues to better understand experiences and priorities for action;
- Wider focus group discussions have also taken place to inform changes to graduate recruitment processes to ensure greater diversity of appointees and to identify approaches to development that Black, Asian and Minority Ethnic staff would value.
- Sponsored staff to take part in the Black on Board development programme for Black, Asian and Minority Ethnic aspiring Board members.
- Celebrated a variety of notable dates, including Black History Month, Asia Day, International Women's Day, the International Day of Persons with Disabilities and Pride month.
- Encouraged staff to share their diversity information so full information has now been provided by 71% of staff.
- Continued to support the Staffing Equality Groups (Staff Disability Action Group, Race Equality Network, Women's Network, LGBT Equality and Ally Group and the newly created Black Workers' Network).

### **Future plans supported by the Forum include:**

- Identifying a Leadership Development Programme tailored to specific needs identified by Black, Asian and Minority Ethnic colleagues.
- The SSA will offer a range of internships for students and recent graduates, including taking part in the '10,000 Black Interns' programme and schemes run by local universities, some of which are specifically for Black, Asian and Minority Ethnic students.
- The SSA will develop new 'menopause' and 'transgender' policies and introduce these alongside information and resources for staff
- Launch new guidance supporting staff to complete meaningful Equality Impact Needs Assessments when making staffing-related changes
- Continuing work to renew our Disability Confident Employer status and progress to become a Disability Confident Leader.