

Annual Workforce Equality Monitoring Report

April 2017 – March 2018



Context

In October 2016 the London Borough of Richmond upon Thames and Wandsworth Borough Council entered into an innovative shared staffing arrangement (SSA). At the core are two councils, each with its own distinct identity, local decision-making and programmes. Supporting them both is a single shared staffing group that will deliver these different agendas and help us to lift our already high standards to the next level. Our organisation is a new way of doing things that will combine the best of both.

We are proud of the quality of services that both councils provide and, while our first step is to assure those high standards as we work together, we will do more. We will seize the opportunity that working together provides to achieve even better outcomes for residents, and even better opportunities for our people.

We want the SSA to incorporate the talents, experiences and insights of the whole staff group – whether they work across two boroughs or wholly in a single borough. Better outcomes depend on all our talented and committed people. We are determined that the SSA will soon become a renowned organisation of choice for people to work in, retaining and attracting the best people, and developing the skills and expertise for the future. We want to create an environment where there will be more opportunity for people to make changes, shape new ideas and develop their skills and careers.

Richmond and Wandsworth have previously produced separate Annual Workforce Equality Monitoring Reports. As the Councils now have a combined staffing group that serve both boroughs, it is appropriate to produce a single report in line with the Public Sector Equality Duty, which requires public bodies to publish information on their staff in relation to protected characteristics, recruitment, retention and other organisations within its remit (i.e. Schools).

Prior to October 2016 both Richmond and Wandsworth Councils published separate annual workforce reports. The first SSA report, for the period of 1st October 2016 – 31st March 2017 can be accessed online

http://www.wandsworth.gov.uk/downloads/file/5544/results_of_annual_equalities_monitoring_in_respect_of_employment_and_training

The following report covers an annual period following the financial year 2017-2018. A comparison with the previous Annual Workforce Equality Monitoring Report has been included but it should be noted that this only covered the period October 2016 – March 2017.

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1. ONS census demographic data (2011 census)¹

It is useful to use borough demographic statistics as a point of reference and comparison to the SSA 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 2011 ONS census which is considered to be the most accurate.

Richmond population: 186,990

Wandsworth population: 306,995

London population: 8,416,543

Gender	Female	Male
Richmond	52%	48%
Wandsworth	51%	49%
London	51%	49%

Age	Median
Richmond	38
Wandsworth	32
London	34

Race	White	BAME
Richmond	86%	14%
Wandsworth	71%	29%
London	60%	40%

Disability	Declared
Richmond	11.5%
Wandsworth	13.9%
London	10.0%

The 2011 census did not collect information on **gender reassignment** or **sexual orientation**. The ONS Integrated Household Survey (2011) estimates 1.7% adults identify as Lesbian, Gay or Bisexual (LGB). This is considered to be a conservative estimate, particularly in areas such as London with higher LGB populations. However, new data from the ONS (published in October 2017)² shows that in 2016 **2%** of the UK population identified themselves as lesbian, gay or bisexual (LGB), with more males (2.3%) than females (1.6%) who identified themselves as LGB in 2016.

Statistics on religious beliefs were collected in the 2011 ONS census. In the 2011 Census, over 55% of Richmond residents and 53% of Wandsworth residents classified themselves as Christian, higher than the London average of 48% but lower than the UK average of 59%. The second largest classification was no religion at 28% in Richmond and 27% in Wandsworth, again higher than the London and UK average of (21% and 25% respectively).

¹ http://www.wandsworth.gov.uk/downloads/file/7712/key_statistics_summary_census_2011; http://www.richmond.gov.uk/borough_demographics_equality_analysis_jan_2014.pdf; <https://data.london.gov.uk/demography/>

Religion	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	0.4	0.4
No religion	25.0	20.7	28.4	27.0
Religion not stated	7.2	8.5	8.2	7.9
Total	100	100	100	100

Combined ONS statistics

To help enable further analysis of the SSA a **combined table of ONS data** is shown below. This shows the combined % of both boroughs in relation to gender, race and disability.

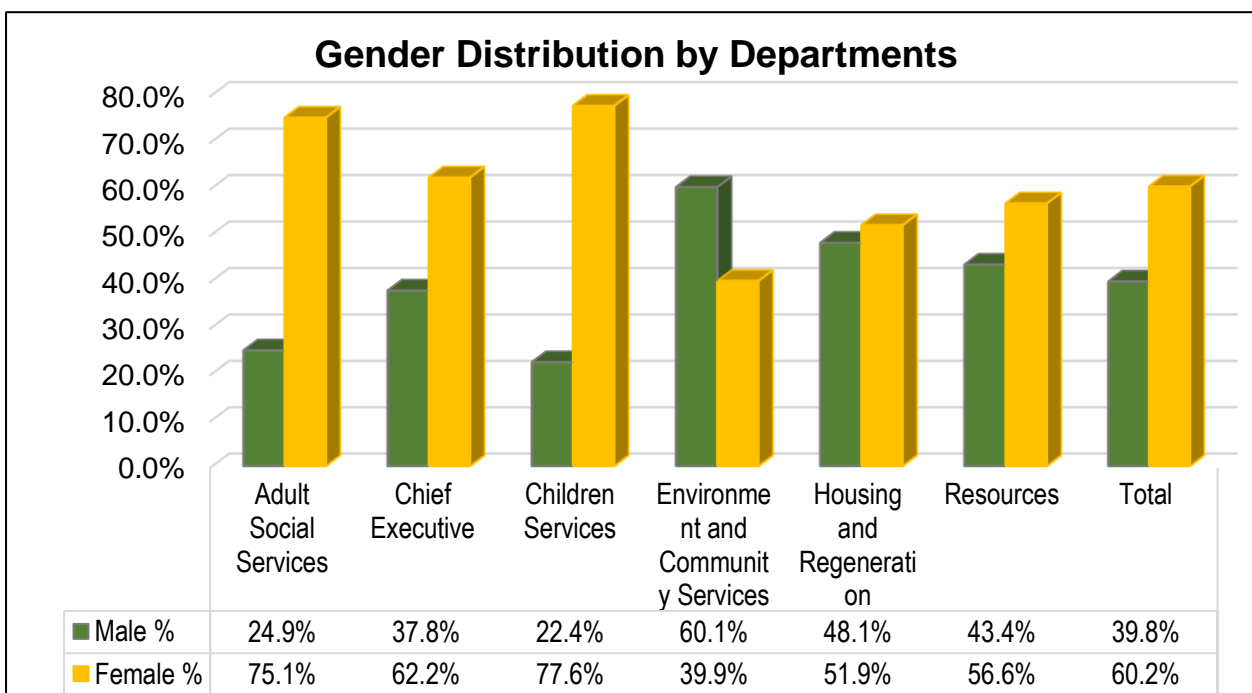
Gender Race Disability	Combined ONS Data for Richmond and Wandsworth					
	Female	Male	BAME	White	Disabled	Average Age
	52%	49%	22%	79%	12.70%	35

² <https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2016>

2. Workforce and protected characteristics of SSA

This section presents data taken from the end of March 2018. These figures include permanent and fixed term staff working for the SSA and how they are distributed by gender, race, disability and age, by pay grade and directorate. The same number of staff is analysed consistently in this section. At this time information on sexual orientation and religion or belief is not available as a high percentage of staff have not responded to these questions. Staff are encouraged, through the staff newsletter, regular advertising campaigns and publishing notes on the intranet, to provide this information on a voluntary basis.

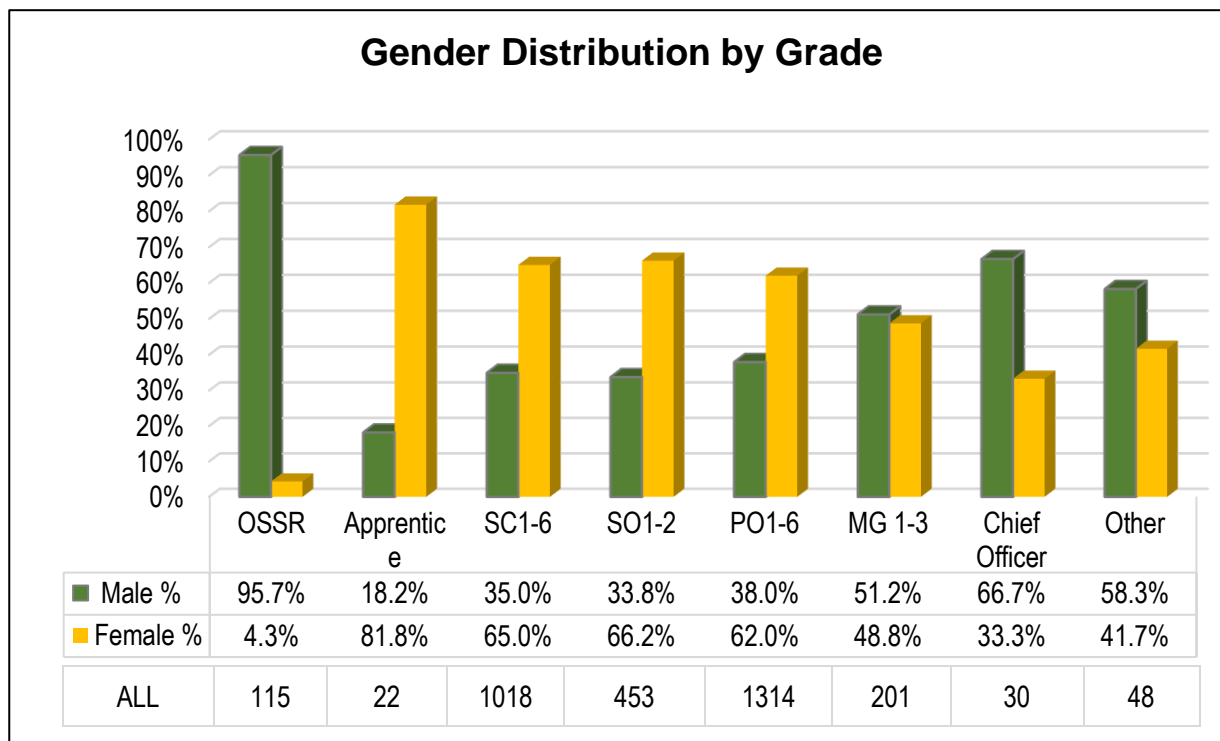
2a. Gender Distribution



Analysis of Directorate and Gender

- The split between genders across the SSA is 60% women/40% men.
- The highest proportions of women are in Adult Social Services (75%) and Children Services (77%).
- There is a higher proportion of men in Environment and Community Services (60%) than in the SSA as a whole.
- The distribution of gender in the Chief Executive and Resources Directorates is similar to the overall gender split of the SSA.
- The proportion of women in the SSA has increased slightly from 2016/17, when it was 59%

Grade and Gender



Note that OSSR refers to the Operational Services Salary Range, which operates within ECS and is outside the standard grading structure.

Gender pay gap reporting

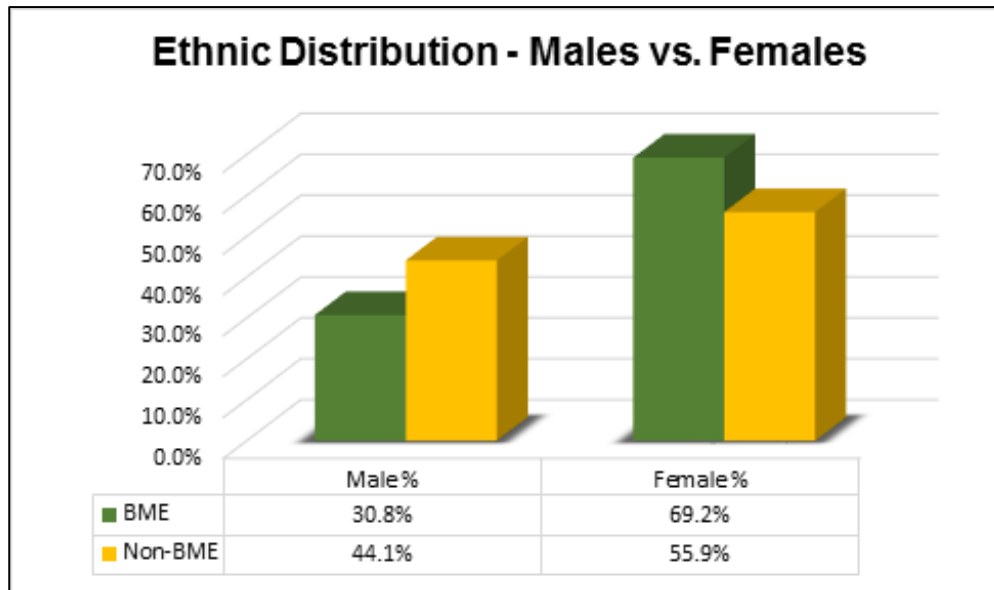
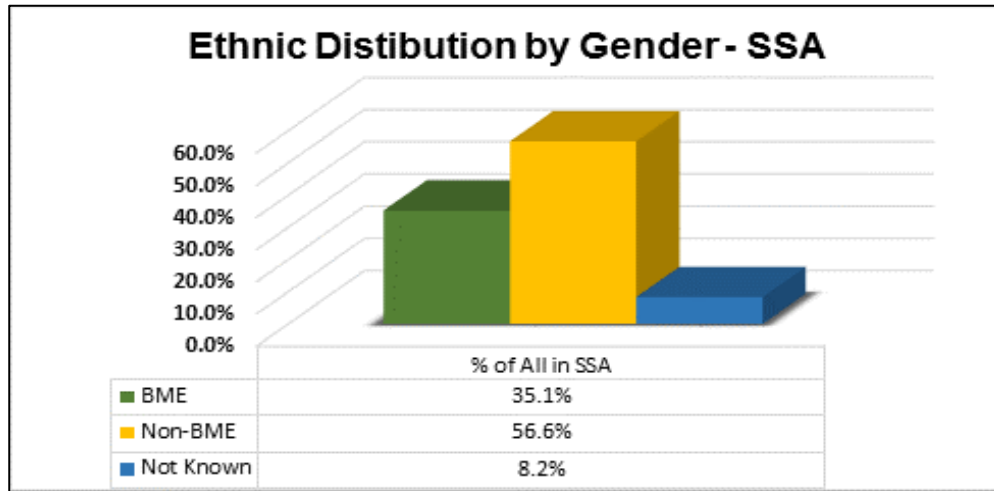
- Provisional figures for 2017/18 regarding the gender pay gap indicate a slight improvement compared to the figures for 2016/17 (published in March 2018), when a mean pay gap of 6.81% and a median gap of 5.03% was reported.
- A mean bonus gap of 16.42% and a median gap of 5.56% was reported for the April 2016 – March 2017 period.

Analysis of Gender and Grade

- The overall gender split in the SSA (60% female/40% male) is broadly reflected across Sc1-6, SO1-2 and PO1-6 grades, where women comprise roughly 64% of staff.
- At the two highest groups of grades, women’s representation decreases: MG1-3 (48%) and Chief Officer (33%).
- There is significant discrepancy within the Operational Services Salary Range (OSSR) grade where the majority (96%) are male. This grade is mainly made up of job roles that are traditionally predominantly undertaken by men, such as plumbers, roadworkers and general labourers.
- The vast majority (82%) of apprentices during this period were female.
- There are more women working in the SSA than there are represented in the local and London population. The combined demographic data for Richmond and Wandsworth shows the boroughs are 52% female compared to 49% male.
- There has been an increase in the proportion of women at all levels, compared to 2016/17. This is most notable at the MG level (up from 46% to 48.8%) and Chief Officer level (up from 28% to 33.3%).

2b. Ethnic Distribution

Ethnic Distribution by Gender

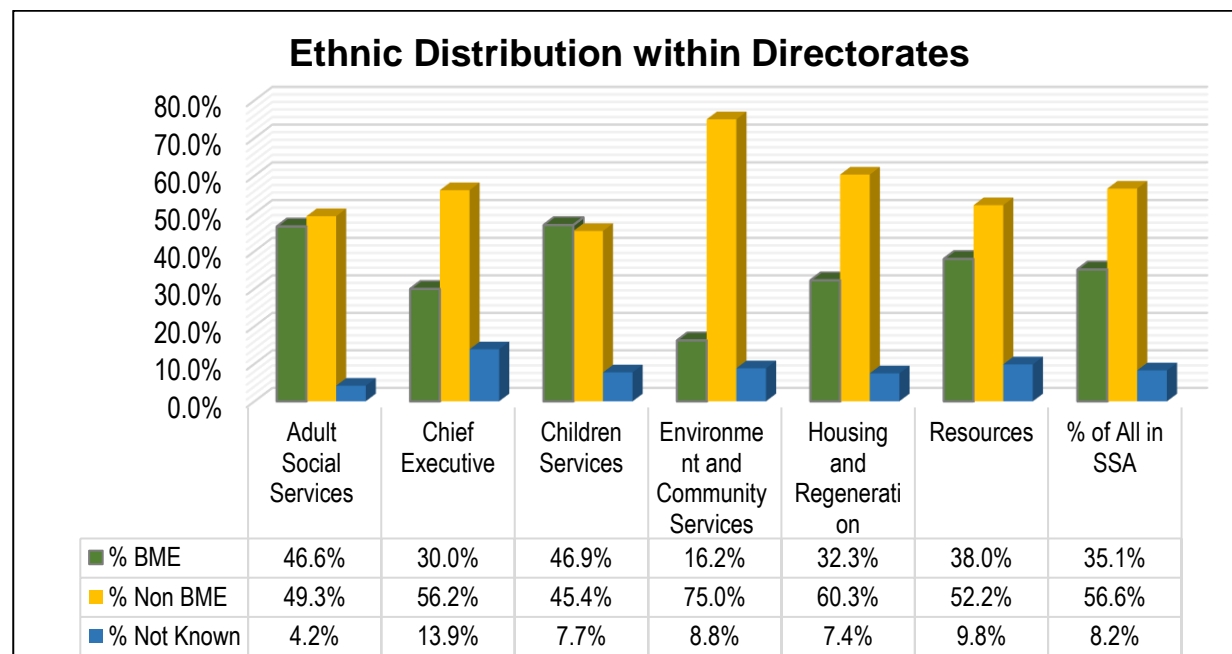


Analysis of Ethnicity and Gender

Ethnicities have been grouped together to enable a clearer analysis of staff, this is represented as BAME (Black, Asian and Minority Ethnic) and non-BAME, plus a category for those who have not declared their ethnicity.

- Overall, BAME staff represent 35% of SSA staff compared to 57% non-BAME employees. Only 8% of staff did not disclose their ethnicity, with more women than men not declaring.
- There are more BAME women (69% of BAME staff) than there are BAME men (31%) which is a greater difference than the overall gender split of the SSA (60% female, 40% male).
- The proportion of BAME staff in the SSA is higher than the combined borough average of the BAME population (22%) and has increased slightly compared to 2016/17, when it was 34%.

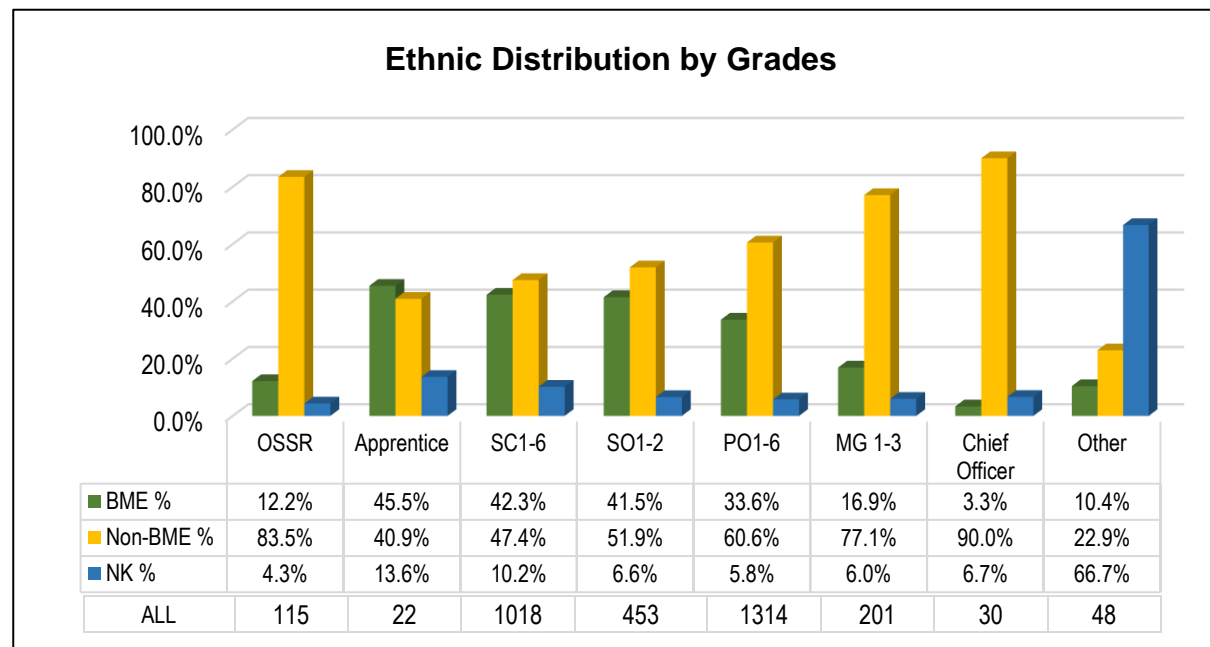
Ethnic Distribution within Directorates



Analysis of Ethnicity within directorates

- The proportions of BAME and non-BAME staff in the Chief Executive, Resources and Housing and Regeneration directorates broadly reflect the overall split within the SSA.
- There is an almost even split between BAME and non-BAME staff within the Adults’ and Children’s Services directorates.
- There are significantly more non-BAME staff (75%) in the Environment and Community Services directorate than the in the workforce as a whole (57%).

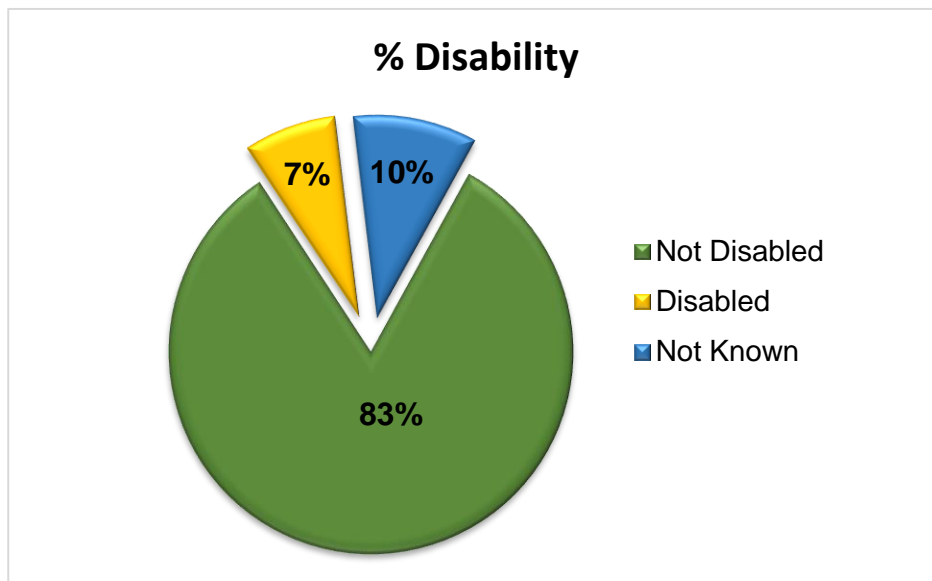
Ethnic Distribution by Grade



Analysis of Ethnicity and Grade

- There are higher proportions of BAME staff at Scale 1 – 6 and SO grades (42%) than in the workforce as a whole. The proportion at PO1 – 6 (34%) is broadly in line with the workforce as a whole.
- BAME staff are underrepresented at higher levels. This is seen at MG1-3 and Chief Officer grades, where BAME representation falls to just 17% and 3% respectively.
- Compared to 2016/17, the proportion of BAME staff has increased at all levels up to MG3. Most notably, the proportion at MG1-3 has increased from 14% to 16.9%. However, at Chief Officer level, the proportion has decreased from 7% to 3.3%. Note that due to the small numbers involved, this may have resulted from only a small change in staffing.
- A Leadership Development Programme was launched in May 2018. 40% of the programme’s delegates are from BAME backgrounds. A mentoring programme, introduced to support all staff to reach their potential and prosper in their careers, was launched in June 2018 and 52.9% of mentees are from BAME backgrounds.

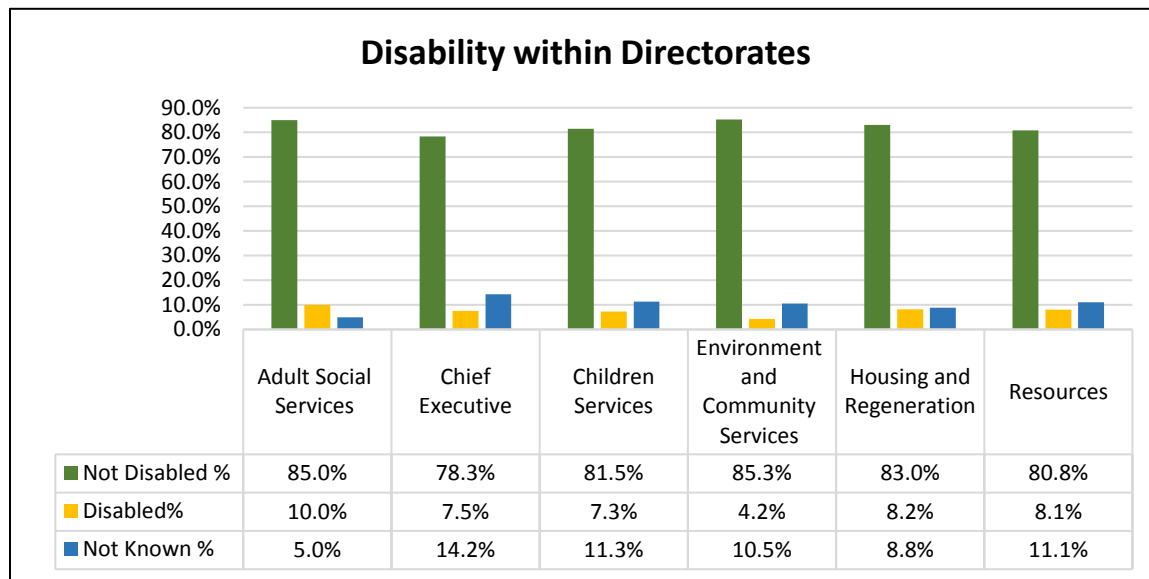
2c. Disability



2c. Analysis of Disability

- Under the Equality Act 2010 a disability is defined as a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on a person's ability to do normal everyday activities.
- The combined borough average for residents with a disability is 12.7%.
- The proportion of residents of working age and able to work is unknown but it is likely to be less than 12.7%.
- The proportion of staff who have not recorded whether they have a disability has increased from 8% in 2016/17 to 10% in 2017/18. Staff will continue to be encouraged, through the staff newsletter, regular advertising campaigns and publishing notes on the intranet, to provide this information.
- 7.4% of staff have declared a disability, which is the same as in 2016/17.
- The divide between women and men who declare a disability (66%-34%) is similar to the overall gender split in the SSA.
- The number of disabled staff is too small to gain any clarity by analysing them by grade, age or ethnicity; in some groups it would risk staff being identified.
- The number of staff with a disability may be higher than reported, as many people choose not to declare their disability. Work is underway with the Staff Disability Action Group to address this issue.
- The SSA has recently achieved Level 2 Disability Confident status. As part of the accreditation process and on-going improvements the SSA is reviewing recruitment, retention and development practices in relation to disabled staff. The Disability Confident scheme will replace our previous commitment as a '2tick' employer.

Disability distribution within directorates

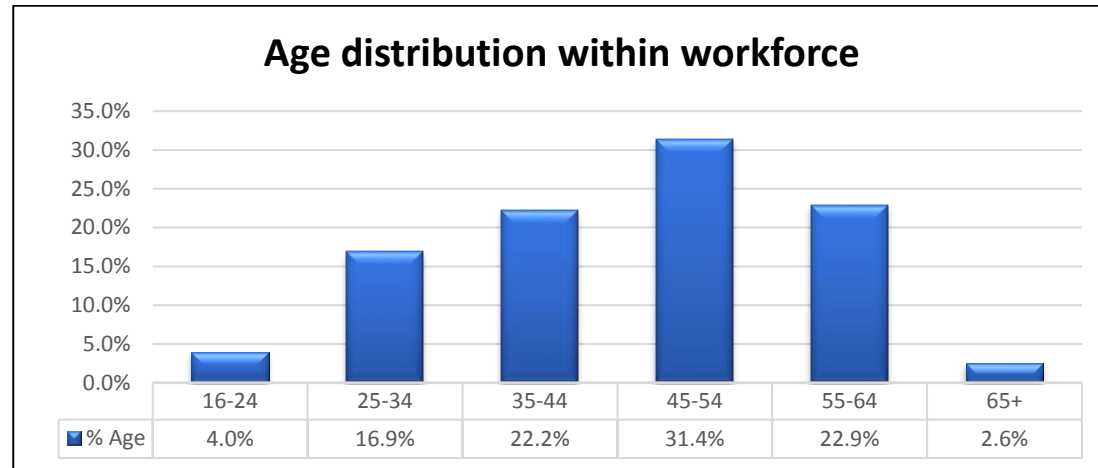


Disability distribution within directorates

- There is similar percentage of disabled staff in 4 out of the 6 Directorates (c.7.8 %) which matches the overall proportion of staff reporting a disability in the SSA.
- Adult Social Services have a slightly higher percentage (10%) of staff with a disability.
- The lowest representation of staff with a disability is in Environment and Community Services (4%).

2d. Age

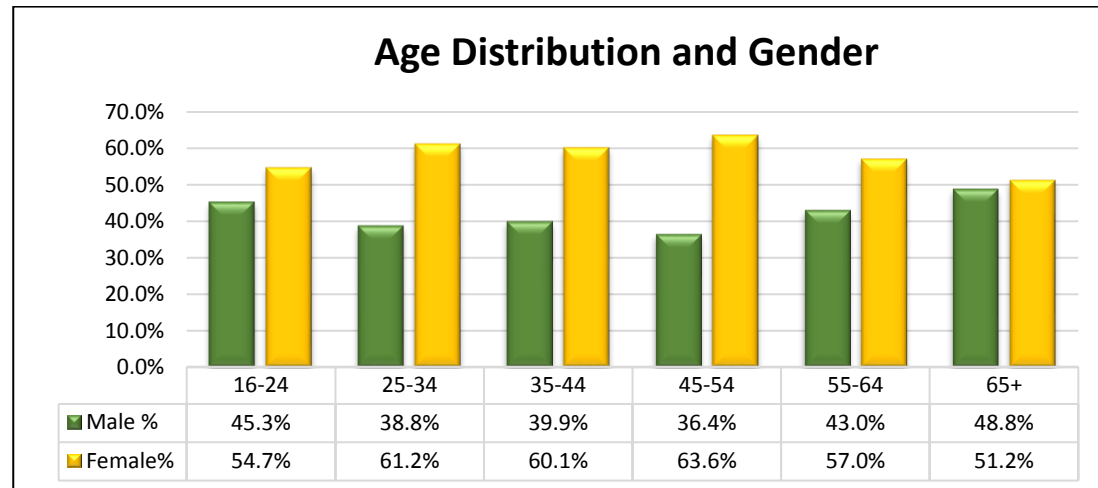
Age distribution within the workforce



2d. Analysis of Age

- The largest staff group by age in the SSA is 45-54 (31%). This is followed by 35-44 and 55-64 (22% and 23% respectively).
- For the staff aged between 25-54 years of age, the distribution across age and gender mostly follows the overall gender distribution in the SSA (60.2% of women to 39.8% of men).
- In the other age groups (16-24, 55 – 64 and 65+) there is a higher proportion of males than in the 25 – 54 age groups.
- This age breakdown is broadly consistent with the figures from 2016/17.
- Increased numbers of entry level apprenticeships are intended to assist with bringing in a younger workforce.
- An approach to succession planning is being developed to ensure potential successors are identified and development plans agreed to ensure key roles can be filled in the future.

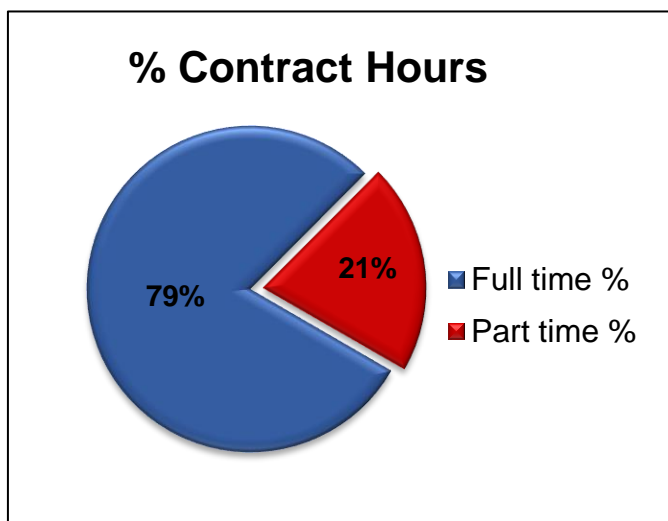
Age distribution within the workforce



2e. Contract Hours: Full Time and Part Time

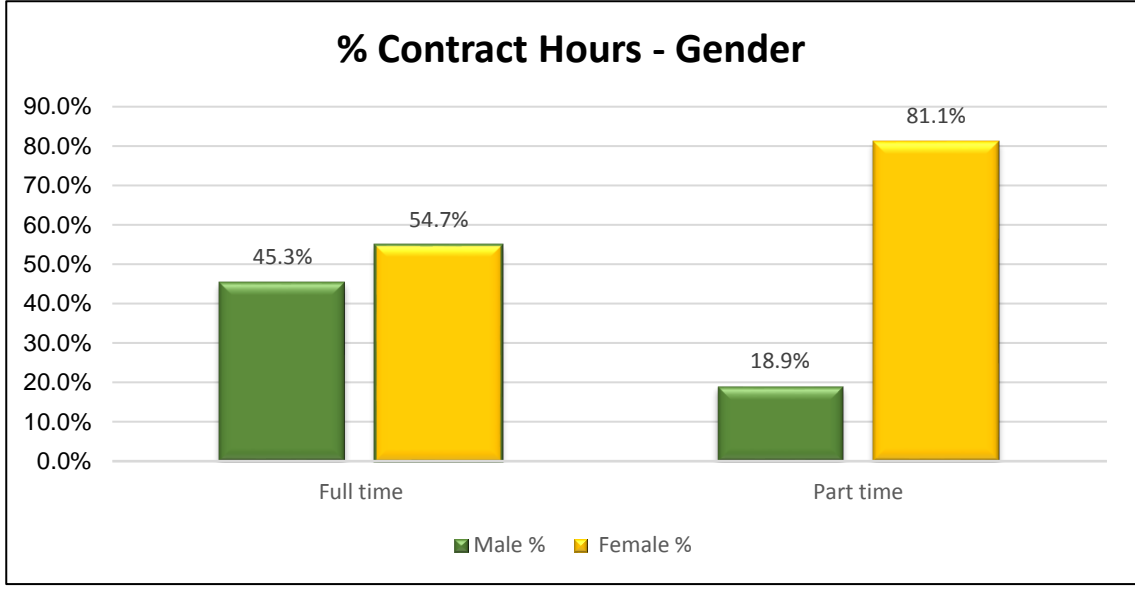
Contract				
Total	Full time	%	Part time	%
3201	2534	79.2%	667	20.8%

Contract	No of Employees	% of All	Male	%	Female	%
Full time	2534	79.2%	1147	45.3%	1387	54.7%
Part time	667	20.8%	126	18.9%	541	81.1%
Grand Total	3201	100.0%	1273	39.8%	1928	60.2%



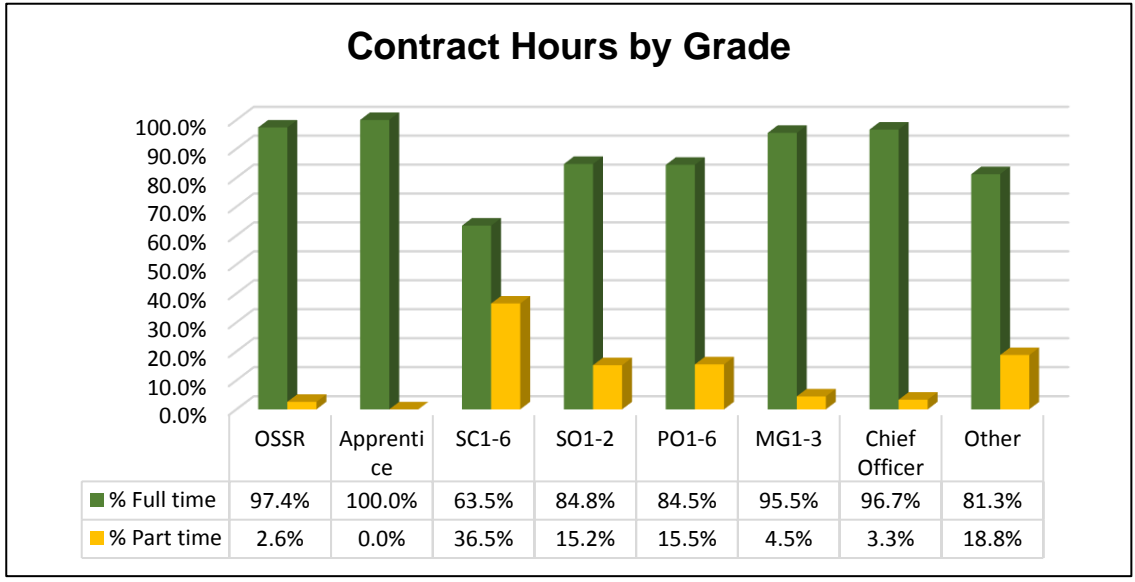
2e. Analysis of Contract Hours

- The majority of SSA staff (79%) work full time hours, whilst 21% work part time hours. This has reduced slightly from 22% of staff working part-time hours in 2016/17.
- Part-time working is heavily weighted to female staff (81:19 female to male ratio).
- Flexible working is key to the success of the SSA and is supported and encouraged. Flexible working encompasses a number of different arrangements including flexi time, part-time working, compressed hours, flexible retirement, working from home and working on the move and in the field. Different arrangements will suit different service areas and different employee circumstances. Staff are encouraged to discuss their needs with their line managers to find a solution that works for them and the service. This approach ensures staff are well supported to find a working pattern that suits everyone's needs. Training is being developed to support managers to understand the benefits of flexible working and to help them implement it



2e. Analysis of Contract Hours

- The split between women and men in full time hours is slightly closer than the overall gender split in the SSA.
- The split between full time and part time employees within grades SO1 to PO6 roughly follows the overall split in contract hours in the SSA.
- There are significantly more full-time employees in the two top groups of grades (MG1-3 and Chief Officer) as well as operational services (OSSR).
- All apprentices work full time.



2f. Learning and Development

Training attended	Female	Male	Total
	1841	1063	2904
%	63.4%	36.6%	100%

Training attended	BAME	Non-BAME	Unknown	Total
	1019	1662	223	2904
%	35.1%	57.2%	7.7%	100%

Training attended	Disabled	Not Disabled	Unknown	Total
	224	2395	90	2900
%	7.7%	82.5%	3.1%	100%

Training attended	16-24	25-34	35-44	45-54	55-64	65+
	131	503	646	925	629	69
%	4.5%	17.3%	22.2%	31.9%	21.7%	2.4%

2f. Analysis of Learning and Development

- These results relate to the in-house training offered to all employees (training organised or run by the central Learning and Development team). In 2017-18, 94 face-to-face in-house training courses were offered. There were 2,904 instances of staff attending training booked through iTrent, the SSA's main training booking system (note that if an individual attended e.g. two training events then they would be counted twice).
- The proportion of women compared to men attending the in-house training (63% v 37% of instances) broadly follows the overall gender distribution within the SSA. It is lower than in 2016/17, however, when women accounted for 67% of instances despite making up a slightly smaller proportion of the workforce.
- The proportion of training instances made up of BAME staff and disabled staff (39% and 7.7% respectively) is broadly in line with the overall proportion of BAME and disabled staff in the SSA. The proportion of instances made up of BAME staff is lower than in 2016/17 (39%), despite there now being a higher proportion of BAME staff in the SSA.
- The most employees taking part in the training events were within the age groups 45-55 (32%), followed by employees in group 35-45 and 55-65 (22%), however the training attendance across all age groups follow the overall age distribution within the SSA.

3. Recruitment, Retention and Employee Relations Cases

This section presents and analyses point in time data taken for the period from 1 April 2017 to 31 March 2018. These figures include permanent and fixed term staff leaving and being recruited for the SSA and how they were distributed by gender, race, disability and age by pay grade and directorate. The same number of staff is analysed consistently in this section.

3a. Leavers by Directorate

Directorate	Number of Leavers April 17-March 18	%
Adult Social Services Directorate	69	13.6%
Chief Executive Directorate	109	21.5%
Children Services Directorate	106	20.9%
Environment and Community Services	72	14.2%
Housing and Regeneration Directorate	52	10.3%
Resources Directorate	98	19.4%
TOTAL	506	

3a. Analysis of leavers

- In total 506 members of staff left the SSA from April 2017 to March 2018.
- The Chief Executive directorate accounted for the highest percentage of leavers, despite this being the smallest Directorate, however 58% of these dismissals were due to the TUPE transfer of Environmental Health to Merton Council. The lowest percentage was in the Housing and Regeneration Directorate.

Leavers by Gender and Directorate

Directorate	Female	%	Male	%
Adult Social Services Directorate	53	76.8%	16	23.2%
Chief Executive Directorate	52	47.7%	57	52.3%
Children Services Directorate	78	73.6%	28	26.4%
Environment and Community Services	27	37.5%	45	62.5%
Housing and Regeneration Directorate	20	38.5%	32	61.5%
Resources Directorate	58	59.2%	40	40.8%
Total	288	56.9%	218	43.1%

Analysis of leavers by gender and directorate

- The overall percentage of female leavers roughly follows the proportion in the organisation as a whole.
- In all Directorates, the gender split of leavers is either broadly comparable to the gender split of the Directorate as a whole or the proportion of female leavers is slightly lower.

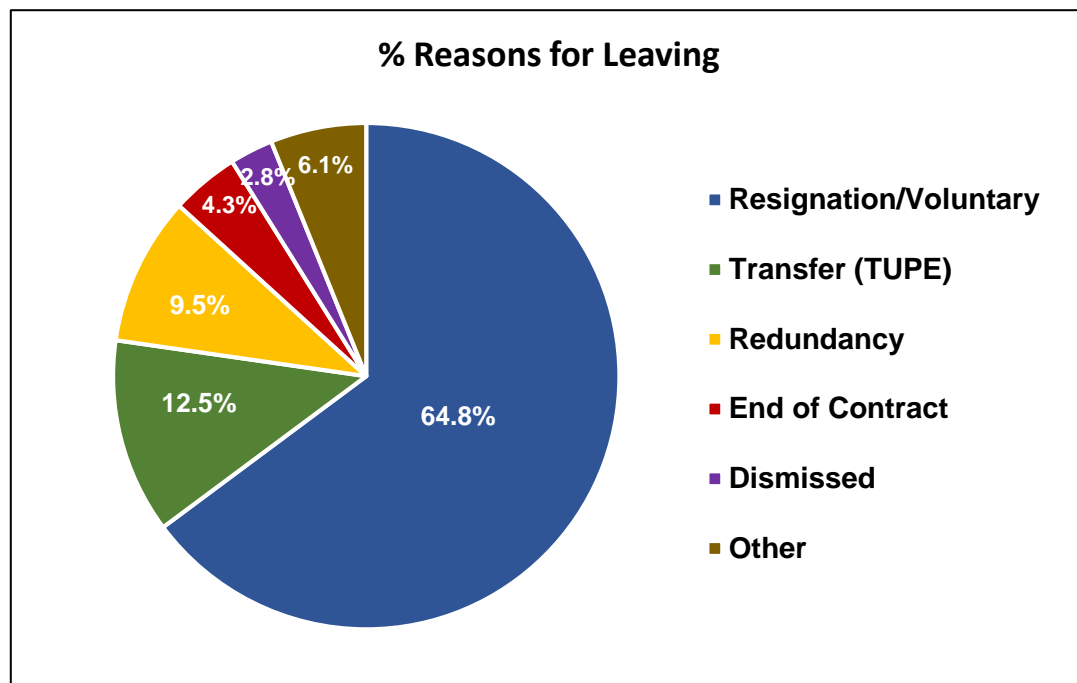
Leavers by Ethnicity and Directorate

Directorate	Non-BAME	%	BAME	%	Not known	%
Adult Social Services Directorate	42	60.9%	20	29.0%	7	10.1%
Chief Executive Directorate	65	59.6%	35	32.1%	9	8.3%
Children Services Directorate	53	50.0%	47	44.3%	6	5.7%
Environment and Community Services	52	72.2%	14	19.4%	6	8.3%
Housing and Regeneration Directorate	35	67.3%	10	19.2%	7	13.5%
Resources Directorate	59	60.2%	34	34.7%	5	5.1%
Total	306	60.5%	160	31.6%	40	7.9%

Analysis of leavers by ethnicity and directorate

- The proportion of BAME (32%) and non-BAME staff (61%) who left the SSA roughly matches the overall ethnic distribution of the organisation.
- The proportion of BAME leavers has reduced from 42% in 2016/17.
- Significantly higher percentages of non-BAME staff left Children Services, Adult Social Services, Housing and Regeneration and Resources than the average ethnic split within these directorates, although some of the difference may be accounted for by a high proportion of staff whose ethnicity is unknown leaving.

3b. Reasons for Leaving



3b. Analysis of reasons for leaving

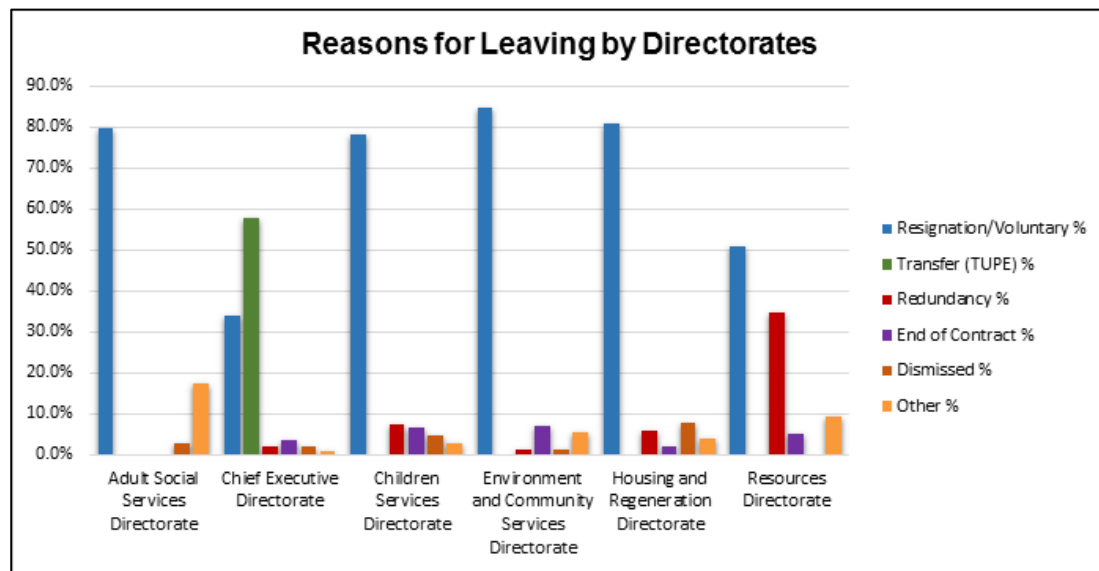
- The majority of leavers (64.8%) resigned voluntarily, which represents an 18 percentage point rise from the Oct 16 - March 17 figure.
- Dismissals account only for 3% of reasons for leaving.
- Redundancies account for 9.5% of leavers, which is a drop of 3.5 percentage points in comparison with the Oct 16 – March 17 figure. This is likely to be due to completing the restructuring for the SSA.

Please note that the above reasons for leaving include:

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

Reasons for leaving by Directorate

Directorate	Number of Leavers	Resignation/ Voluntary	Resignation/ Voluntary%	Transfer (TUPE)	Transfer (TUPE) %	Redundancy	Redundancy %	End of Contract	End of Contract %	Dismissed	Dismissed %	Other	Other %
Adult Social Services	69	55	79.7%	0	0.0%	0	0.0%	0	0.0%	2	2.9%	12	17.4%
Chief Executive	109	37	33.9%	63	57.8%	2	1.8%	4	3.7%	2	1.8%	1	0.9%
Children’s Services	106	83	78.3%	0	0.0%	8	7.5%	7	6.6%	5	4.7%	3	2.8%
Environment and Community Services	72	61	84.7%	0	0.0%	1	1.4%	5	6.9%	1	1.4%	4	5.6%
Housing and Regeneration	52	42	80.8%	0	0.0%	3	5.8%	1	1.9%	4	7.7%	2	3.8%
Resources	98	50	51.0%	0	0.0%	34	34.7%	5	5.1%	0	0.0%	9	9.2%
GRAND TOTAL	506	328	64.8%	63	12.5%	48	9.5%	22	4.3%	14	2.8%	31	6.1%



Analysis of reasons for leaving by Directorate

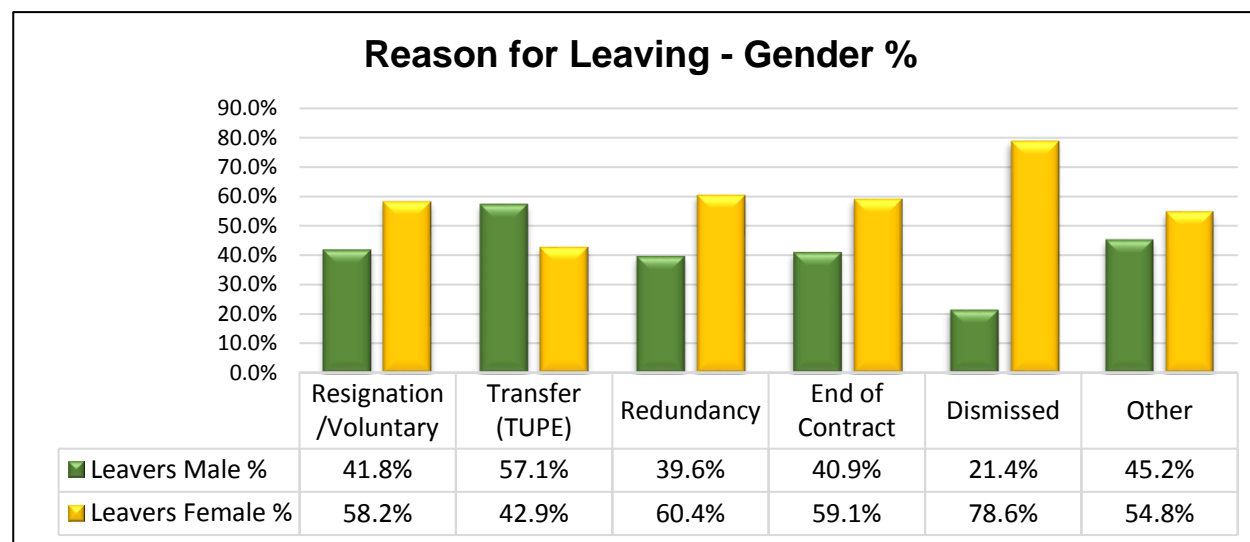
- In the SSA overall, 2.8% of leavers were dismissed. However, the proportion was significantly higher than this in Housing and Regeneration (7.7%) and Children’s Services (4.7%). There were no dismissals in Resources.
- In Resources there were 34 redundancies, accounting for 35% of their leavers.
- The Chief Executive Group had the highest number of leavers despite being one of the smaller departments but 58% of these were due to a TUPE transfer.

Reasons for Leaving - Gender

Leaving reason	Female	%	Male	%	Total	%
Resignation/Voluntary	191	58.2%	137	41.8%	328	64.8%
Transfer (TUPE)	27	42.9%	36	57.1%	63	12.5%
Redundancy	29	60.4%	19	39.6%	48	9.5%
End of Contract	13	59.1%	9	40.9%	22	4.3%
Dismissed	11	78.6%	3	21.4%	14	2.8%
Other	17	54.8%	14	45.2%	31	6.1%
Total	234	56.9%	218	43.1%	506	100.0%

Analysis of reasons for leaving - Gender

- Analysing reasons for leaving by gender shows that more women (78%) were dismissed from the organisation in comparison to men (21%). This percentage is significantly higher than the overall gender split of the SSA. It may be partly due to the higher than average level of dismissals in Children’s Services (4.7% of leavers from Children’s Services), where there are more women than average and roles are often high-risk, but this is not mirrored in Adult Social Services.
- It should also be noted that dismissals account for only 3% of reasons for leaving (14 people).
- Proportions of women compared to men who resigned voluntarily from the organisation, were made redundant or had their fixed term contracts terminated were broadly in line with the overall gender split of the SSA.
- More men (58%) retired from the organisation than women (42%) and similar proportions to this TUPE transferred out of the organisation.

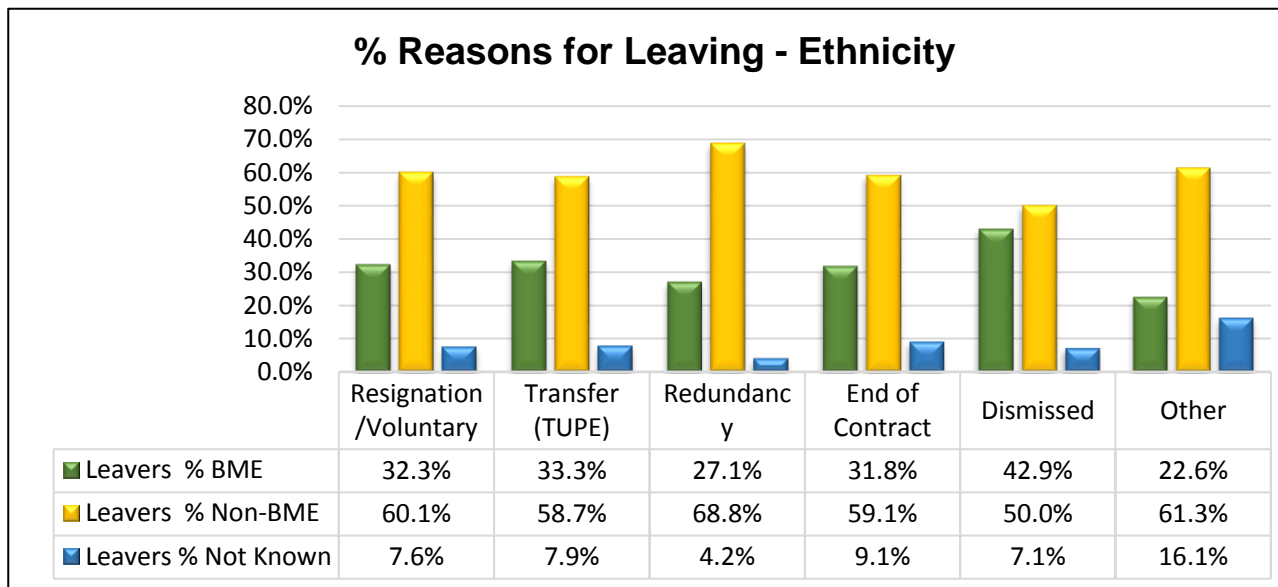


Reasons for Leaving - Ethnicity

Leaving reason	Non BAME	%	BAME	%	Not known	%	Total	%
Resignation/Voluntary	197	60.1%	106	32.3%	25	7.6%	328	64.8%
Transfer (TUPE)	37	58.7%	21	33.3%	5	7.9%	63	12.5%
Redundancy	33	68.8%	13	27.1%	2	4.2%	48	9.5%
End of Contract	13	59.1%	7	31.8%	2	9.1%	22	4.3%
Dismissed	7	50.0%	6	42.9%	1	7.1%	14	2.8%
Other	19	61.3%	7	22.6%	5	16.1%	31	6.1%
Total	306	60.5%	160	31.6%	40	7.9%	506	8.9%

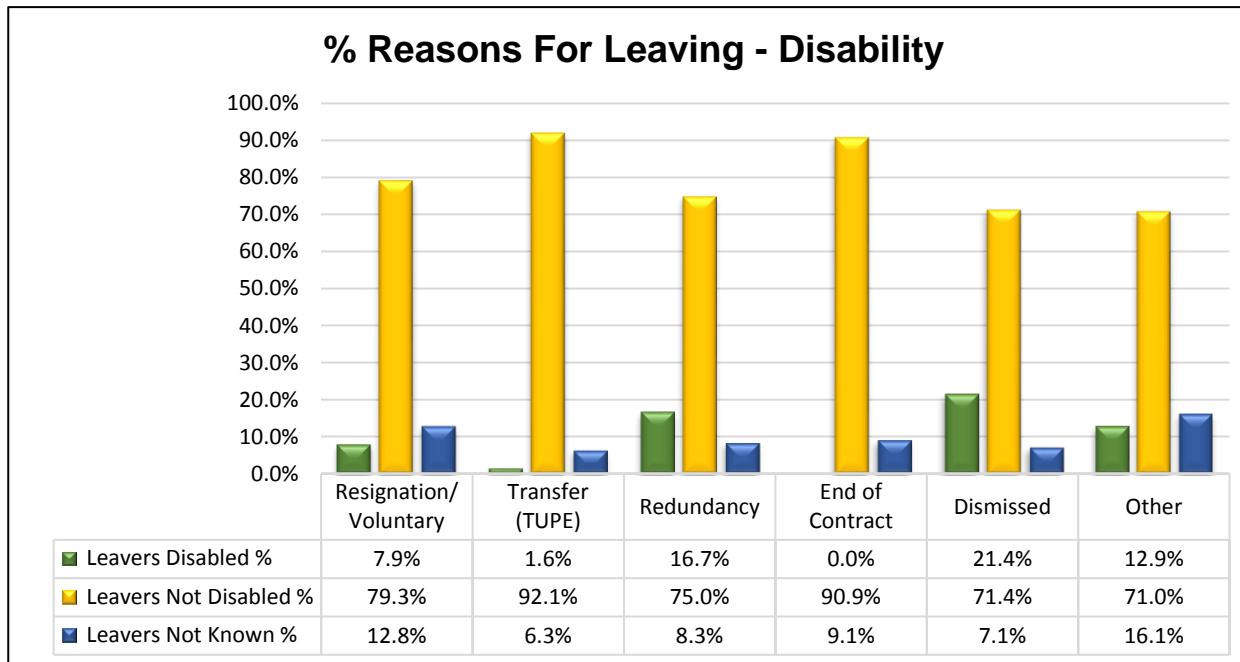
Analysis of reasons for leaving - Ethnicity

- The percentage of staff who voluntarily resigned or transferred to another organisation broadly matches the overall ethnic distribution within the SSA but more non-BAME staff left due to redundancy (69% versus 57% in the SSA's overall workforce)
- 43% of dismissals were BAME staff, which is higher than the overall percentage of BAME staff in the SSA (35%).
- However, it should be noted that dismissals account for only 3% of reasons for leaving.



Reasons for leaving – Disability

Leaving reason	Not disabled	%	Disabled	%	Not known	%	Total	%
Resignation/Voluntary	260	79.3%	26	7.9%	43	12.8%	328	64.8%
Transfer (TUPE)	58	92.1%	1	1.6%	4	6.3%	63	12.5%
Redundancy	36	75.0%	8	16.7%	4	8.3%	48	9.5%
End of Contract	20	90.9%	0	0.0%	2	9.1%	22	4.3%
Dismissed	10	71.4%	3	21.4%	1	7.1%	14	2.8%
Other	22	71.0%	4	12.9%	5	16.1%	31	6.1%
Total	406	80.2%	42	8.3%	58	11.5%	506	8.9%



Analysis of reasons for leaving – Disability

- 7.4% of staff in the SSA have declared a disability.
- The proportion of staff who were made redundant who had declared a disability is significantly higher than this (16.7%), as is the proportion of staff who were dismissed (21.4%). All of the staff with a disability who were dismissed were dismissed under the sickness absence code.
- A high percentage of staff who left the organisation did not declare whether or not they had a disability.

3c. New Starters

These statistics represent staff who have applied to work for the SSA via recruitment campaigns. There is currently a review of all recruitment practices taking place.

Stage	Total	Gender					
		Male	%	Female	%	Not Known	%
Applied	2477	1023	41.3%	1337	54.0%	117	4.7%
Shortlisted	856	331	38.7%	489	57.1%	36	4.2%
Appointed	400	148	37.0%	248	62.0%	4	1.0%

Stage	Total	Ethnicity					
		BAME	%	Non-BAME	%	Not Known	%
Applied	2477	1213	49.0%	1020	41.2%	244	9.9%
Shortlisted	856	385	45.0%	377	44.0%	94	11.0%
Appointed	400	152	38.0%	203	50.8%	45	11.3%

Stage	Total	Disability					
		Disabled	%	Not disabled	%	Not Known	%
Applied	2477	183	7.4%	1978	79.9%	316	12.8%
Shortlisted	856	53	6.2%	679	79.3%	124	14.5%
Appointed	400	23	5.8%	318	79.5%	59	14.8%

Stage	Total	Age													
		16-24	%	25-34	%	35-44	%	45-54	%	55-64	%	65+	%	Not known	%
Applied	2477	331	13.4%	772	31.2%	534	21.6%	445	18.0%	181	7.3%	7	0.3%	207	8.4%
Shortlisted	856	89	10.4%	251	29.3%	188	22.0%	189	22.1%	84	9.8%	2	0.2%	53	6.2%
Appointed	400	52	13.0%	133	33.3%	81	20.3%	85	21.3%	44	11.0%	0	0.0%	5	1.3%

3c. Analysis of new starters

- A relatively high proportion of BAME candidates applied to work in the SSA (49%) but only 38% of were appointed to positions. This is similar to the proportion of BAME staff in the council overall (35%). At each stage of the recruitment process the proportion of BAME candidates decreased, whereas non-BAME increased from the 'applied' to 'appointed' stages.
- The proportion of women increased from the 'applied' stage (54% of applicants), to the 'shortlisted' stage (57% of those shortlisted) and then again among appointments (62% of appointees). This is slightly higher than the proportion of women overall in the SSA and the borough averages.
- The proportion of disabled candidates appointed was less than the borough and SSA percentages. However, it should be noted that there is a relatively high number of candidates that have not declared their protected characteristics, so figures could be higher than reported.
- Figures compare favourably to 2016/17 when 56% of appointees were female (compared to 62% this year), 31% were BAME (38% this year) and 3% were disabled (5.8% this year).
- Most candidates who applied (31.2%) and subsequently were appointed (33.3%) were aged 25-34. 18% of all candidates who applied were within the age group 45-54 (with 21.3% appointed to positions). 7.3% of all candidates who applied were aged 55-64 with 11% subsequently appointed to positions.

3d. Returning to Work Post Maternity Leave

The majority of staff who take maternity leave return to work afterwards.

Directorate	% of Women Returners from Maternity Leave	% Resignations - non-returners from Maternity Leave	% Resignations - Leaving within 3 months of return from Maternity Leave
Adult Social Services Directorate	75.0%	12.5%	12.5%
Chief Executive Directorate	100%	0.0%	0.0%
Children Services Directorate	76.5%	17.6%	5.9%
Environment and Community Services	85.7%	14.3%	0.0%
Housing and Regeneration Directorate	100.0%	0.0%	0.0%
Resources Directorate	100.0%	0.0%	0.0%
TOTAL	80.4%	9.8%	3.9%

The Chief Executive, Housing and Regeneration and Resources Directorates all had 100% return rates whereas Adult Social Services, Children's Social Services and Environment and Community Services reported 14 - 25% of women not returning from maternity leave or leaving within 3 months. Reasons for the resignations of women who have been on maternity leave are to be explored further.

3e. Employee relation cases

Grievances

During the period of April 2017 – March 2018 there were 8 grievances raised. Of these, more women (87.5% of cases) and BAME staff (75% of cases) raised grievances.

Employee relation cases

There were 602 cases during the period of April 2017 – March 2018. The majority of these (87.4%) were related to sickness absence.

Regarding disciplinary cases, more men (61%) and slightly more BAME (41%) staff were subject to disciplinaries than the proportion in the SSA workforce.

Of 526 sickness cases, more women (64.8%), non-BAME (60.1%) and non-disabled staff (79.5%) were subject to sickness management procedures but the gender and ethnic percentage roughly follows the overall gender and ethnic distribution within the SSA. There were more disabled employees subject to sickness management procedures (13%) than the overall proportion of disabled staff within the SSA (7.4%).

Richmond and Wandsworth Councils take a positive, proactive approach to supporting staff with a registered disability or those who may be considered disabled under the Act (the decision ultimately being a legal one) by supporting them back to work through adjusted duties, phased returns, adaptations and adjustments to sickness absence triggers going forward, to take into account possible higher sickness levels due to a disability.

Type of Case	All Cases	Male	Female	BAME	Non-BAME	Disabled	Not disabled
Capability	5	20.0%	80.0%	60.0%	40.0%	0.0%	100.0%
Disciplinaries	46	60.9%	39.1%	41.3%	47.8%	4.3%	73.9%
Accepted allegations	4	50.0%	50.0%	25.0%	75.0%	0.0%	75.0%
Probation	16	43.8%	56.3%	37.5%	50.0%	6.3%	75.0%
Sickness	526	35.2%	64.8%	37.6%	60.1%	12.9%	79.5%
GRAND TOTAL	602	37.4%	62.6%	38.2%	58.5%	12.0%	78.7%

Employee relation cases by directorate

Directorate	All Cases	% All cases	Capability	Disciplinarys	Accepted Allegations	Probation	Sickness	Indeterminate
Adult Social Services	88	14.6%	2.3%	5.7%	0.0%	4.5%	87.5%	0.0%
Chief Executive	77	12.8%	0.0%	14.3%	0.0%	6.5%	77.9%	1.3%
Children Services	108	17.9%	1.9%	6.5%	0.0%	3.7%	88.0%	0.0%
Environment and Community Services	143	23.7%	0.0%	10.5%	2.8%	0.7%	85.3%	0.7%
Housing and Regeneration	91	15.1%	1.1%	5.5%	0.0%	1.1%	92.3%	0.0%
Resources	95	15.8%	0.0%	3.2%	0.0%	1.1%	92.6%	3.2%
GRAND TOTAL	602	100%	0.8%	7.6%	0.7%	2.7%	87.4%	0.8%

- The largest proportion of cases (23.7%) has been recorded in the Environment and Community Services directorate, of which 85.3% were sickness related.
- Over 85% of all cases in each directorate were sickness related with the Housing and Regeneration and Resources directorates recording that 93% of their cases were sickness related cases.
- There was a low percentage of capability cases across the SSA (0.8% of all cases)

4. Promoting Equality and Diversity in the SSA

The creation of the shared staffing arrangement (SSA) between Richmond and Wandsworth Councils in October 2016 was in response to the financial challenges facing both councils. Over a period of nearly two years, significant work went into creating an organisation that can serve the residents of both boroughs to the same high standards they are used to and expect. At the centre of this and driving our organisational goals are our staff, who are critical to the delivery of the services that we know residents rely on. As such, we recognise the importance in continuing to support and investing in our staff. We also realise that some staff may face additional barriers to achieving their full potential within our organisation. These challenges are highlighted in this report, particularly in relation to staff with one or more protected characteristics and the difficulties they face in progressing to higher grades.

The SSA is committed to promoting equality and diversity and developing a culture that values differences, recognising that employees from a variety of different backgrounds bring important and positive contributions to the Council and can improve the way we deliver services. Our aim is that our workforce reflects the people we serve and is representative of all sections of society. We aim to achieve a working environment where each employee feels respected, treated fairly and able to perform to the best of their abilities.

The actions we are taking

We are continuously developing and monitoring our actions to improve the organisation for our staff. Activities to ensure that all members of staff are treated fairly and supported to perform to the best of their ability and to progress are aided by the work of the Equality, Diversity and Inclusion Forum. This group is chaired by the Chief Executive and comprised of Chief Officers from across Directorates, Union representatives, Staff Equality Group Chairs and HR representatives. It is an action-taking forum which drives the overall direction of internal Equality and Diversity policy and activity. In the last year, the Forum has championed and supported the following work:

- The SSA has achieved Disability Confident level 2 status;
- A Leadership Development Programme has been introduced to develop the skills of the SSA's leaders of the future. Of the first cohort, 40% of delegates are from BAME groups (compared to 35% of the workforce), 62% are women (compared to 60% of the workforce) and 14% are disabled (compared to 7% of the workforce);
- A mentoring programme has been introduced to support the development of all staff. Regarding mentees, 53% are from BAME groups, 85% are women and 6% are disabled;
- The recruitment process has been reviewed to make processes more accessible and inclusive;

- A 'quiet room' has been opened in Wandsworth Town Hall, mirroring the room in Richmond's civic centre, providing a space particularly for prayer and reflection and for new mothers to express milk;
- Flexible working has been promoted to encourage managers to adopt an open and adaptable approach to working patterns and all job adverts now list potential flexible working options available to candidates.
- EINAs have been conducted to assess the impact of workforce related changes and how problems might be mediated.

Future plans supported by the Forum include:

- Developing plans to raise awareness of 'unconscious bias' and address the problems associated with it;
- Embedding our Disability Confident status and seeking to become a 'Disability Confident Leader';
- Continuing improvements to the recruitment process to ensure that candidates are selected based on their knowledge, skills and capabilities;
- Work to support the progression of groups that are under-represented at senior management levels, which will in turn impact on the gender pay gap:
 - Supporting women in the third phase of their working lives who may have multiple caring responsibilities and may need focus on skills development, particularly regarding technology;
 - Developing talent pipelines, including ensuring succession plans identify a diverse range of individuals as potential future successors for senior management roles and working with schools to help encourage the aspirations of under-represented groups;
 - Supporting maternity and returnships, including investigating reasons why some women do not return to work following maternity leave, introducing a 'returnship programme' offering paid internships and encouraging mentoring for women who are returning from maternity leave;
 - Agreeing measurements and targets to improve our understanding of where there are areas of concern and to evaluate the impact of interventions;
 - Further work to embed flexible working in the SSA including training for managers and reviewing information on the Loop;
 - Introducing career sponsorship and mentoring circles to support talented individuals from underrepresented groups to progress and developing an approach to 'reverse mentoring' to break down stereotypes and tackle unconscious biases.

Analysis of the data included in this report also suggests that further work should be carried out to:

- Investigate the reasons for the underrepresentation of BAME staff at grades MG1 and above compared to the workforce as a whole;
- Investigate the underrepresentation of BAME and disabled individuals being appointed to roles compared to the proportion of applicants (38% v 49% respectively for BAME candidates and 5.8% v 7.4% respectively for disabled candidates);

- Investigate the disparity between staff who are the subject of employee relations cases, compared to the workforce as a whole (although it should be noted that numbers are small as only 14 people were dismissed in the period and only 8 grievances raised):
 - 43% of dismissals were of BAME staff and 75% of grievances were raised by BAME staff (compared to 35% of the workforce);
 - 78% of dismissals were of women and 87.5% of grievances were raised by women (compared to 60% of the workforce);
 - 16.7% of redundancies were of disabled staff (compared to 7% of the workforce);
- Investigate the reasons for the high proportion of women not returning from maternity leave for at least 3 months, in particular within Adults' (25% of maternity cases), Children's Services (23.5%) and Environment and Community Services (14.3%) compared to 0% in the other three Directorates;
- Further encourage all staff to update their diversity details on iTrent.

These further analyses will inform the future work of the Equality, Diversity and Inclusion Forum and HR, with involvement from Directors Board and the relevant Senior Management Teams. The Staff Equality Groups also make a positive contribution towards addressing the issues highlighted in the report. Currently operating are the Staff Disability Action Group, the Race Equality Network, Women's Network and The LGBT Equality & Ally Group. As well as supporting staff these groups provide scrutiny, oversight and advice on Richmond and Wandsworth Councils' policies and actions.

Next Steps

While progress has been made it is important to recognise there are still challenges we need to respond to. Our ultimate aim is for our workforce to better represent the communities we serve. This means tackling unconscious bias and increasing the representation of marginalised groups particularly in higher levels of the organisation, in management and decision-making positions. This will improve the opportunities for many of our staff as well as help to ensure that the services we deliver are as responsive to local communities as they can be. The Leadership Development Programme we introduced aims at increasing BAME and women progression within the organisation and Mentoring Scheme will help support all staff to reach their potential and prosper in their careers.