

# Annual Workforce Equality Monitoring Report

April 2019 – March 2020



## Contents

Table	Topic	Page
1	Introduction	3
2	Comparison to ONS data	4 - 5
3	Workforce and protected characteristics of Richmond and Wandsworth	6 - 15
3a	Gender	6 - 8
3b	Ethnicity	9 - 11
3c	Disability	12 - 13
3d	Age	14 - 15
4	Additional Equality and Diversity Information	16 - 22
4a	Contract Hours: full time/part time	16 - 18
4b	Learning and Development	19 - 22
5	Retention	23 - 28
5a	Leavers	23 - 24
5b	Reasons for Leaving	25 - 28
6	Employee Relations	29 - 30
6a	Grievances	29
6b	Employee Relations cases	30
7	Promoting Equality and Diversity in the Councils	30 - 32

## 1. Introduction

This report provides an analysis of the Council's directly employed workforce over the 12 month period 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020.

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 as 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. In particular, an organisation-wide campaign was launched in January 2020 to encourage all staff to share their diversity information. This work is on-going and will next focus on encouraging new starters to ensure their diversity information is recorded on the HR Information System.

Residential 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 2011 ONS census<sup>1</sup> and boroughs' statistic (DataWand and DataRich)<sup>2,3</sup>.

Richmond population projection: 199,157<sup>2</sup>

Wandsworth population projection: 332,524<sup>3</sup>

London population projection: 8,991,329<sup>2,3</sup>

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 (2014)<sup>4</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 with higher LGB populations. However, data from the ONS (published in March 2020)<sup>5</sup> shows that in 2018 2.2% of the UK population aged 16 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.

<sup>1</sup> <https://www.ons.gov.uk/census/2011census/2011censusdata>

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

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

<sup>4</sup> <https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/integratedhouseholdsurvey/2015-10-01>

<sup>5</sup> <https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2018#sexual-orientation-in-the-uk>

Statistics on religious beliefs were collected in the 2011 ONS census<sup>6</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).

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
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

### 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

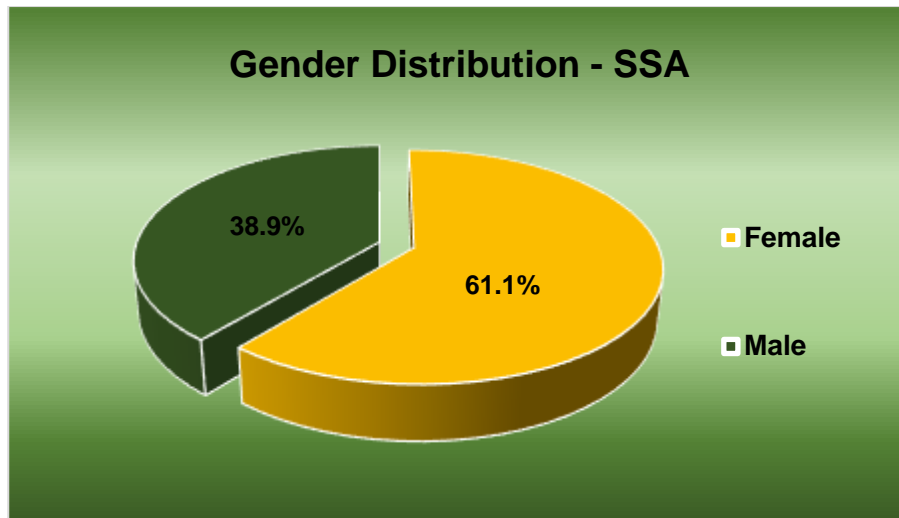
<sup>6</sup> <https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/religion/adhocs/009830religionbylocalauthoritygreatbritain2011to2018>

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

This section presents data taken from the end of March 2020. 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

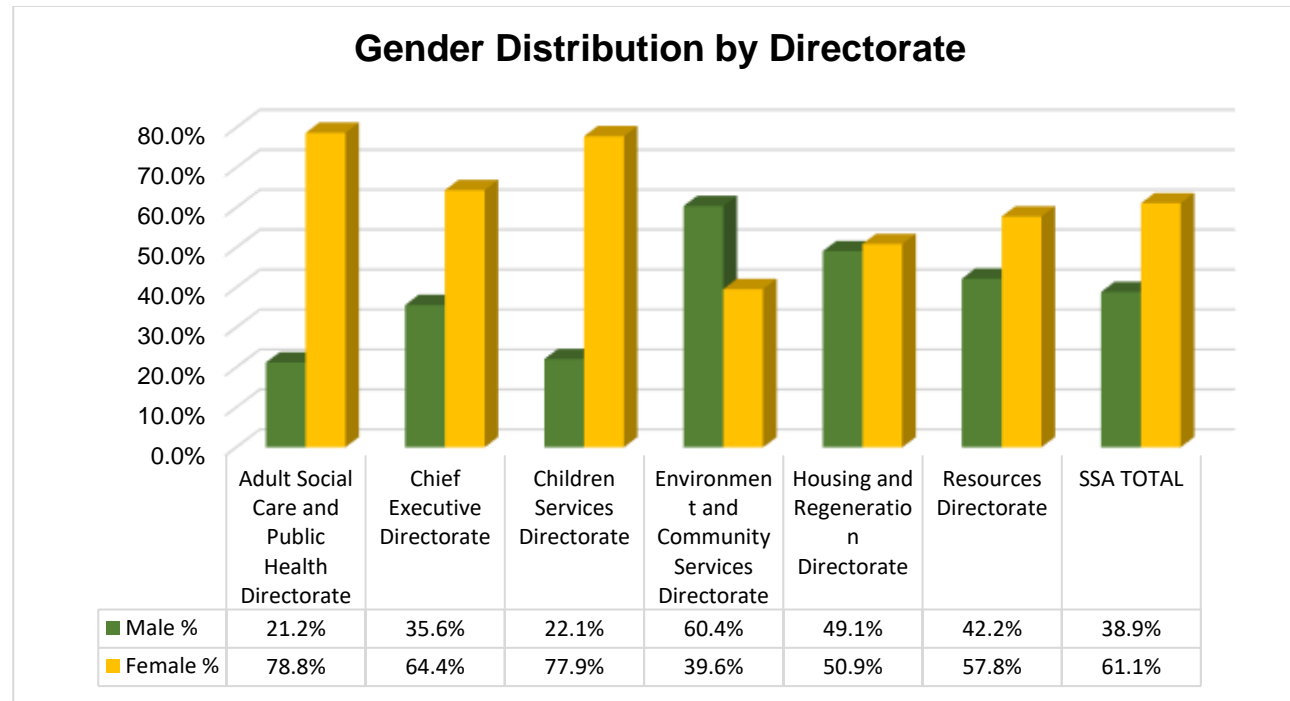
##### Gender distribution within the workforce



##### Analysis of Gender distribution

- The split between the genders is 61.1% women and 38.9% men, so there is little change comparing to the 2018/19 result when the distribution was 58.9% women and 40.2% men
- In 2017/18 the gender distribution was 60.2% women and 39.8% men so in the last three years the gender distribution within the organisation has remained at broadly the same level.

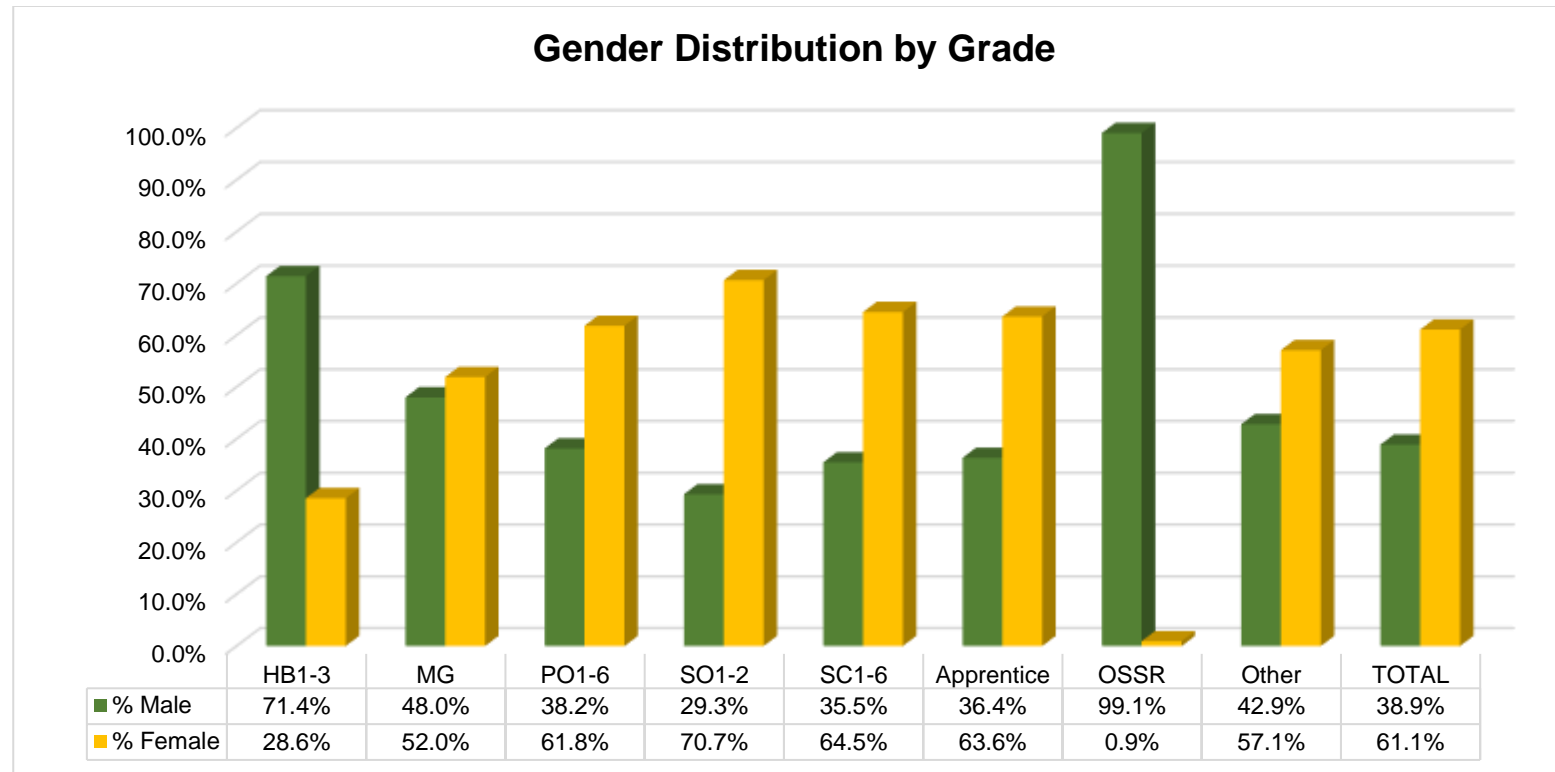
**Gender Distribution within Directorates**



**Analysis of Gender distribution within directorates**

- The highest proportion of women remain in Adult Social Care and Public Health (78.8%) and Children’s Services (77.9%) directorates
- The only directorate where there is a higher proportion of men than women (60.4% to 39.6%) is the Environment and Community Services directorate. However, this result has changed slightly in favour of women comparing to 2018/19 where the proportions were 62.5% men to 37.5% of women. This means that more women could be taking on the roles historically dominated by men.
- In other Directorates, the results are similar to gender proportions noted in 2018/19

**Grade and Gender**



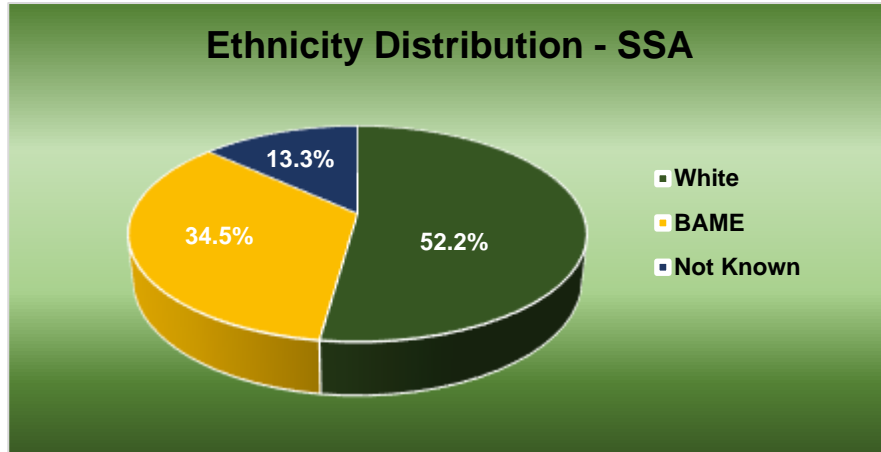
**Analysis of Gender and Grade**

- The overall gender split in the SSA (61.1% female/38.9% male) is broadly reflected across Apprentice, Sc1-6 and PO1-6 pay grades where women comprise roughly 63.3% of staff.
- However, at the two highest grade groups, there are only 52% females in the MG group and 28.6% in the Chief Officer (HB1-3) group.
- At the Chief Officer level, women’s representation has decreased in 2019/20 by 3.5% points comparing to 2018/19 (32.1%) and by 4.7% points comparing to 2017/18 (33.3%). However, at the senior management level (MG grade) the women’s representation has increased by 1.8% points comparing to 2018/19 (49.8%) and by 3.2% points comparing to 2017/18 (48.8%).
- Operational Services Salary Range (OSSR) grade is a small group of manual workers. The majority of employees (99.1%) are male. This grade is made up of a group of traditionally male occupations including plumbers, roadworkers and general labourers.

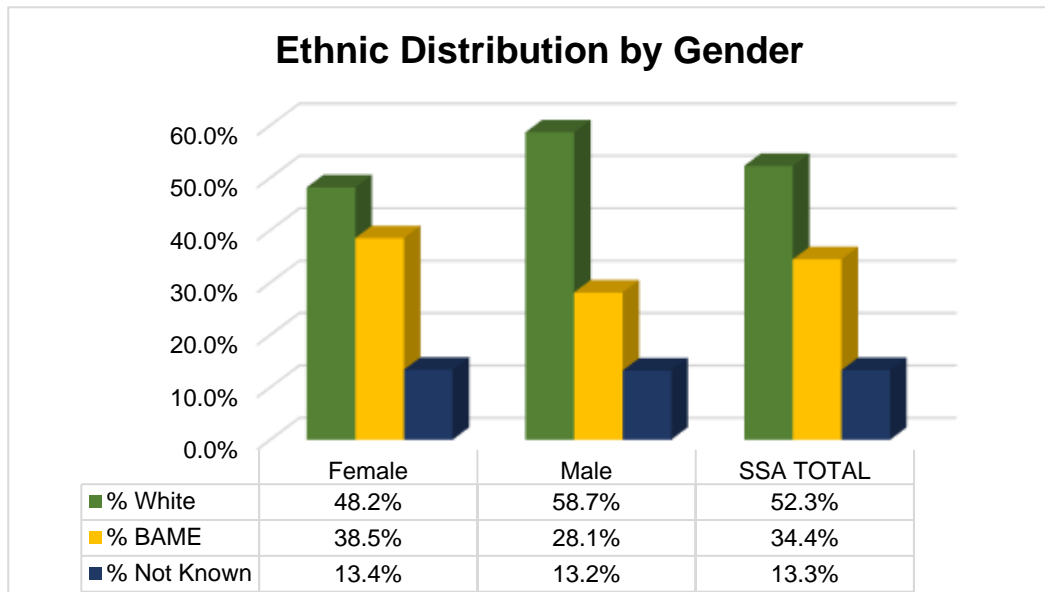


### 3b. Ethnic Distribution

#### Ethnic Distribution in the workforce



#### Ethnic Distribution and Gender

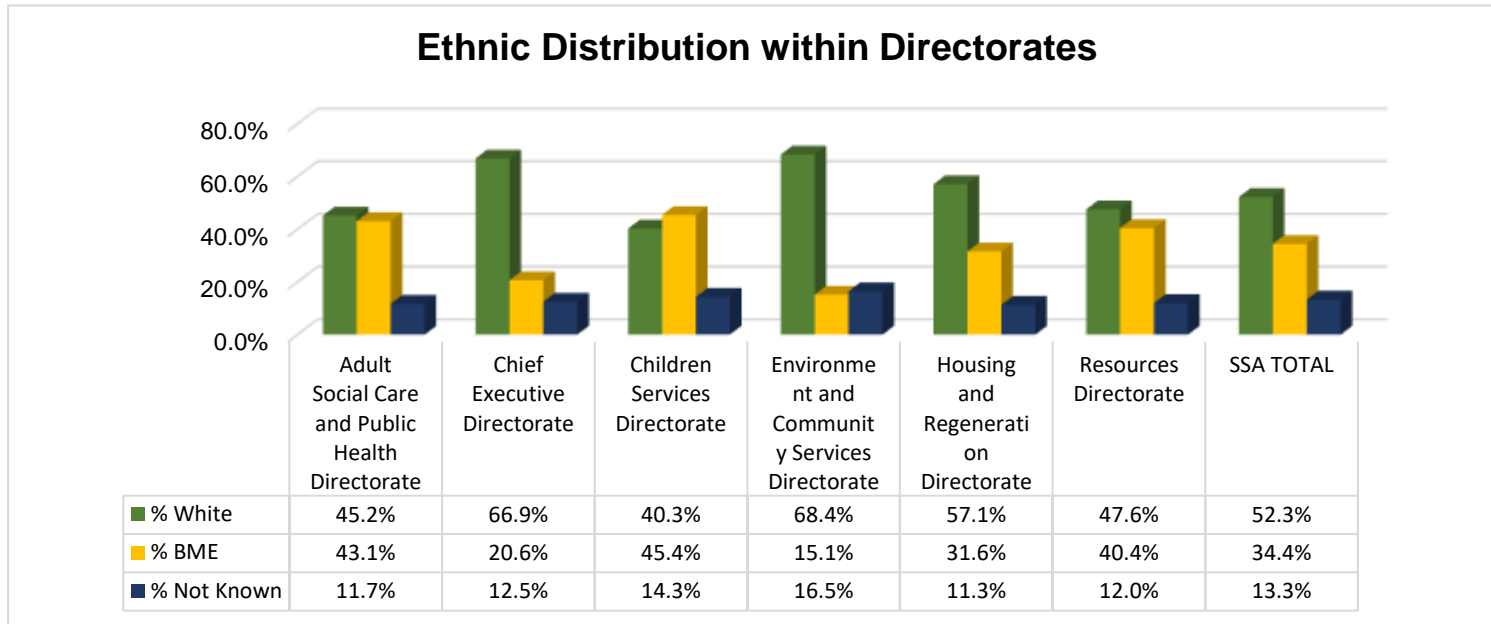


#### **Analysis of Ethnicity**

As in previous years, ethnicities have been grouped together to ensure groups are large enough for meaningful analysis. Two groups labelled 'White' and 'BAME' (Black, Asian and Minority Ethnicity) have been identified.

- Overall, BAME staff represent 34.5% of SSA staff compared to 52.2% White employees and 13.3% 'Not known'.
- The combined borough averages for our residents regarding ethnicity are 22% BAME and 79% White.
- The total number of employees identifying themselves as BAME is 1% point lower than in 2018/19 (35.5%). However, the number of employees identifying themselves as White also decreased by 2.2% points, whereas the number of employees who did not disclose their ethnicity has significantly increased (from 9.9% in 2018/19 to 13.3% in 2019/20).
- Communications are being sent out specifically to encourage staff to share their ethnicity information via the HR Information System.
- The same percentage of men and women chose not to disclose their ethnicity (13.3%) which has changed comparing to 2018/19 when more men than women did not declare their ethnicity.

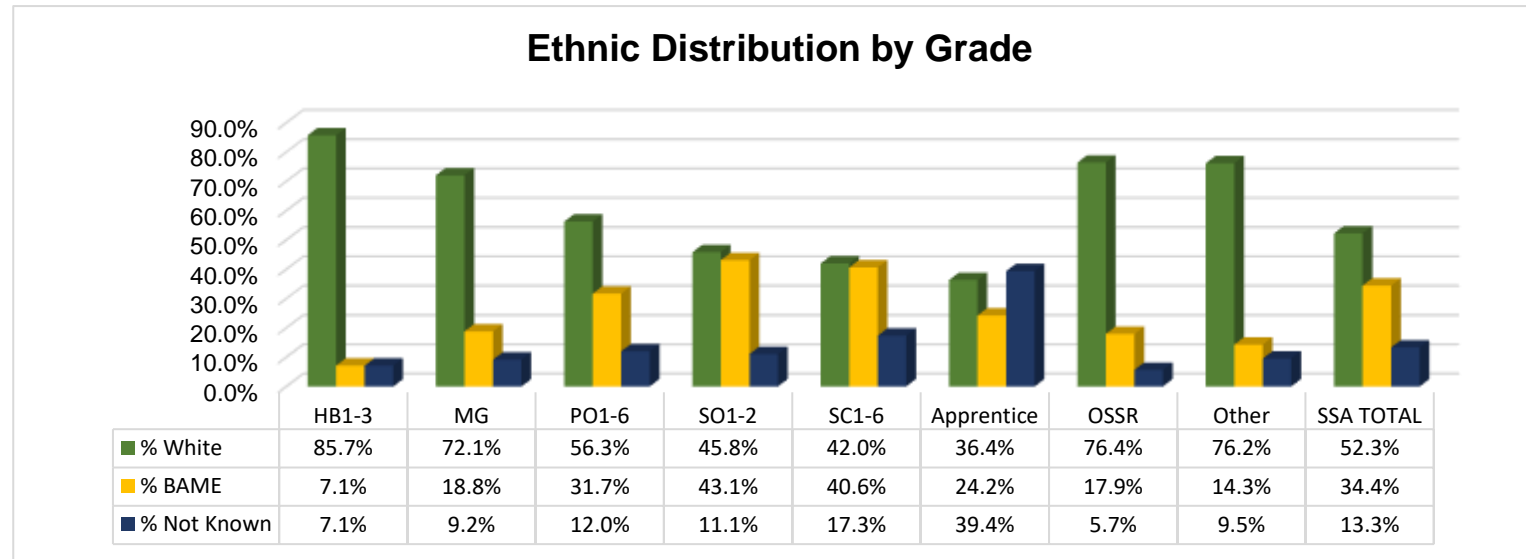
**Ethnic Distribution within Directorates**



**Analysis of ethnicity within directorates**

- The overall SSA proportions of BAME and White staff is broadly reflected only in one directorate – Housing and Regeneration.
- There is an almost an even split between BAME and White staff within the Adult Social Care and Public Health, Children’s Services and Resources directorates.
- There are significantly more White staff (68.4%) in the Environment and Community Services directorate than in the workforce as a whole (52.2%). However, this represents a decrease comparing to 2018/19 when the percentage of White staff within the same directorate was 72.6% and in 2017/18 when it was 75%.
- The most significant change has been noted in the Chief Executive directorate where the percentage of White staff rose by 15.3% points and now stands at 66.9% compared to 20.6% BAME.
- The percentage of staff not declaring their ethnicity has significantly increased in Adult Social Care and Public Health, Children’s Services, Environment and Community Services and Housing and Regeneration directorates (an average of 5% points).

**Ethnic Distribution by Grade**

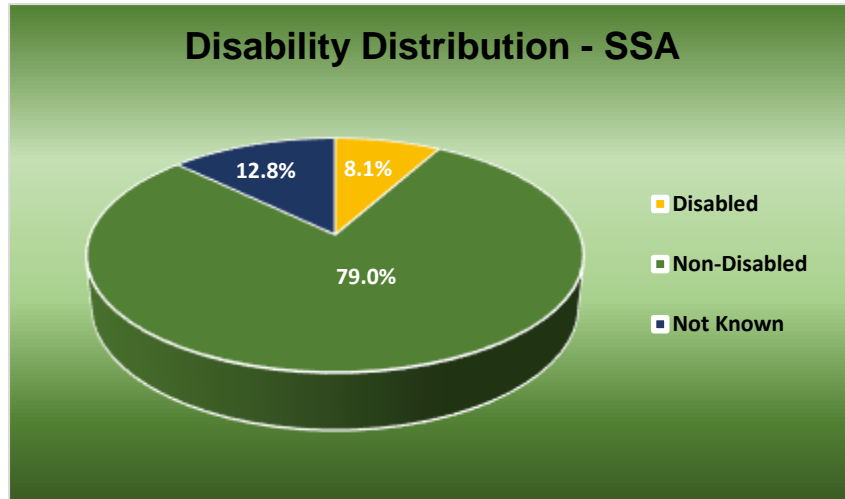


**Analysis of Ethnicity and Grade**

- There are higher proportions of BAME staff at Scale 1–6 and SO1-2 (41.8%) than in the workforce as a whole. However, this is less than in the 2018/19 (43%).
- The ethnic distribution at grade PO1–6 (31.7%) is lower than the percentage in the overall workforce.
- BAME staff are underrepresented at higher levels. This is seen at MG and Chief Officer grades where BAME representation falls to just 18.8% and 7.1% respectively. However, this is a higher percentage than the result noted in 2018/19 (16.1% and 3.6% respectively).
- There is no significant change in Apprentice and OSSR grade groups comparing to 2018/19 and the percentage of the apprentices who chose not to disclose their ethnicity remains exceptionally high. Various actions to address this are being considered although it should be noted that the number of people on the apprentice grade is small.

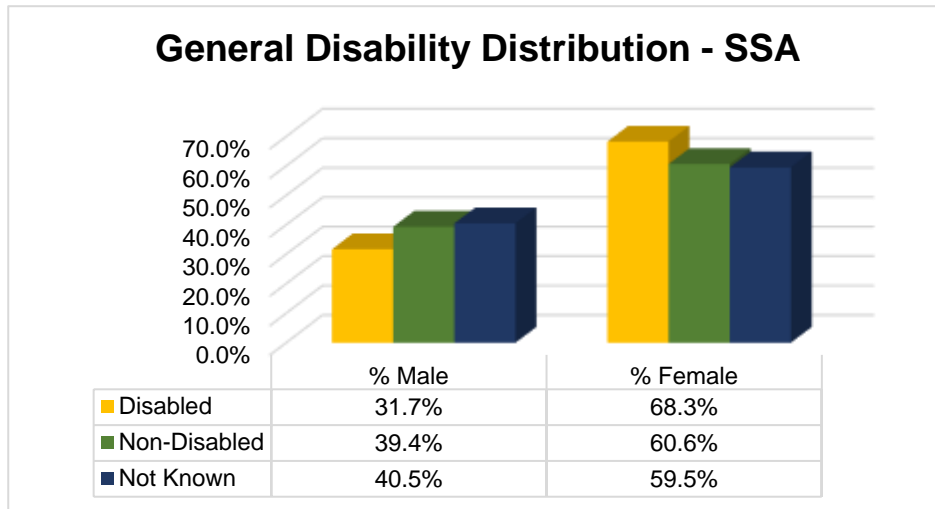
### 3c. Disability

#### Disability Distribution within the workforce

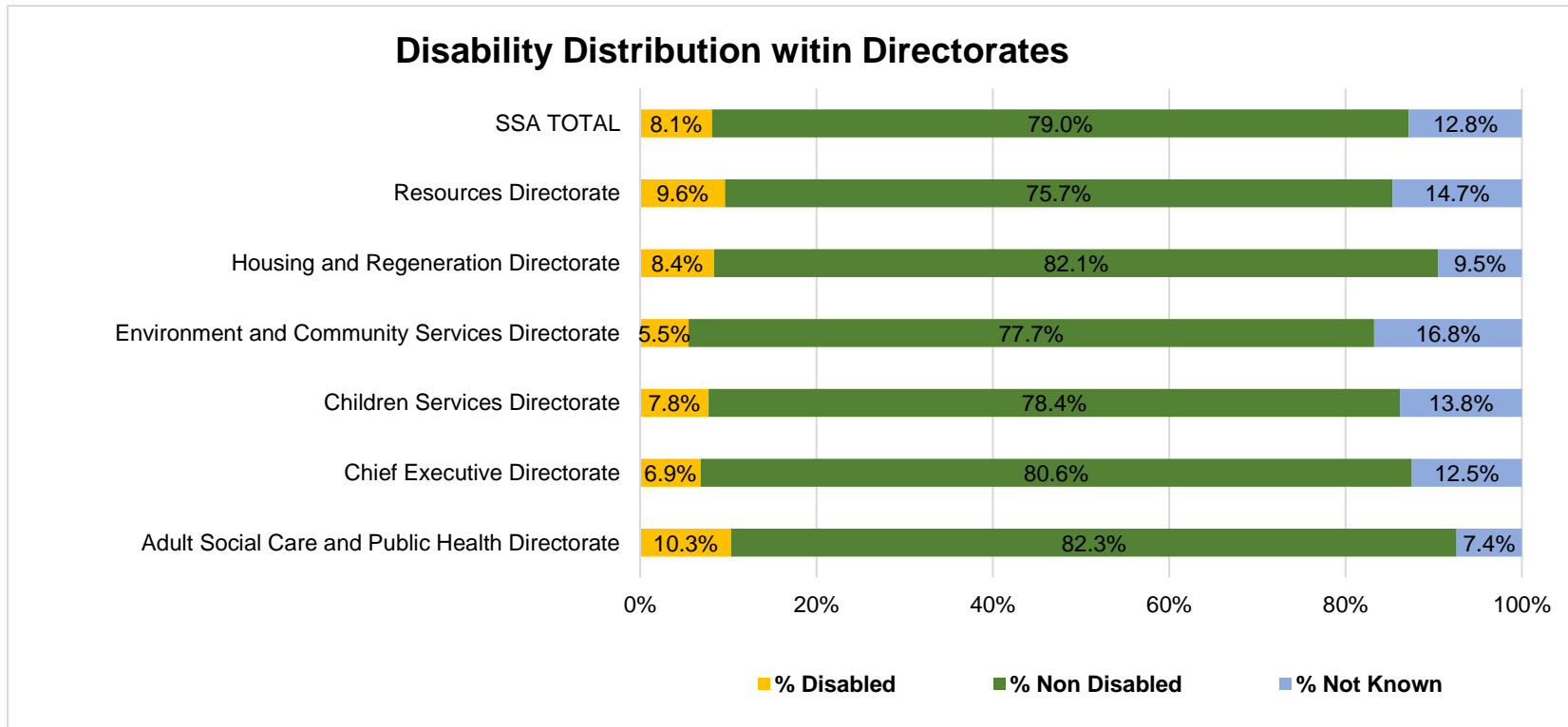


#### 3c. Analysis of Disability

- 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%.
- 8.1 % of the SSA staff have declared a disability, which represents a slight increase compared to 2018/19 (7.9%) and 2017/18 (7.4%).
- The number of staff with a disability may be higher than reported, as many people choose not to declare their disability. The proportion of staff who have not recorded whether they have a disability has increased from 11.5% in 2018/19 and 10% in 2017/18 to 12.8% in 2019/20.



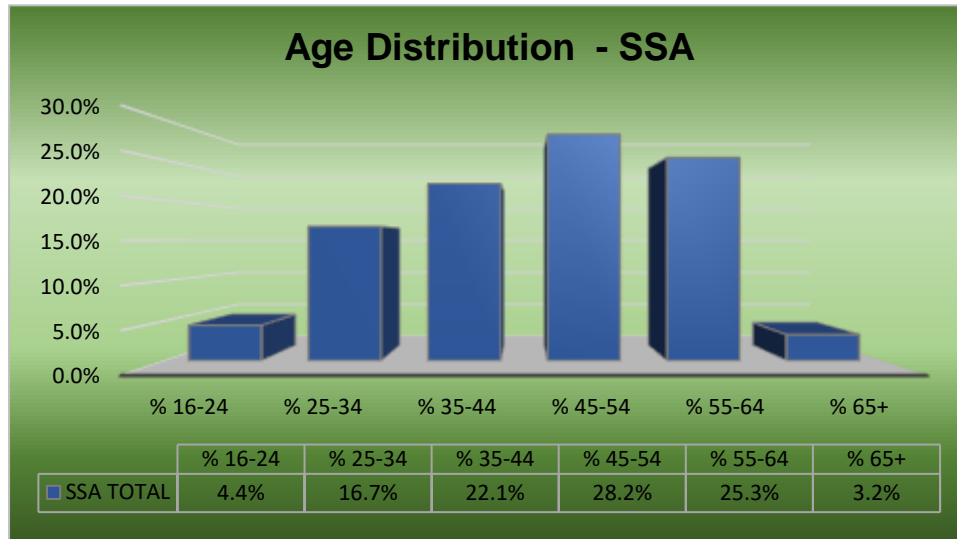
**Disability distribution within directorates**



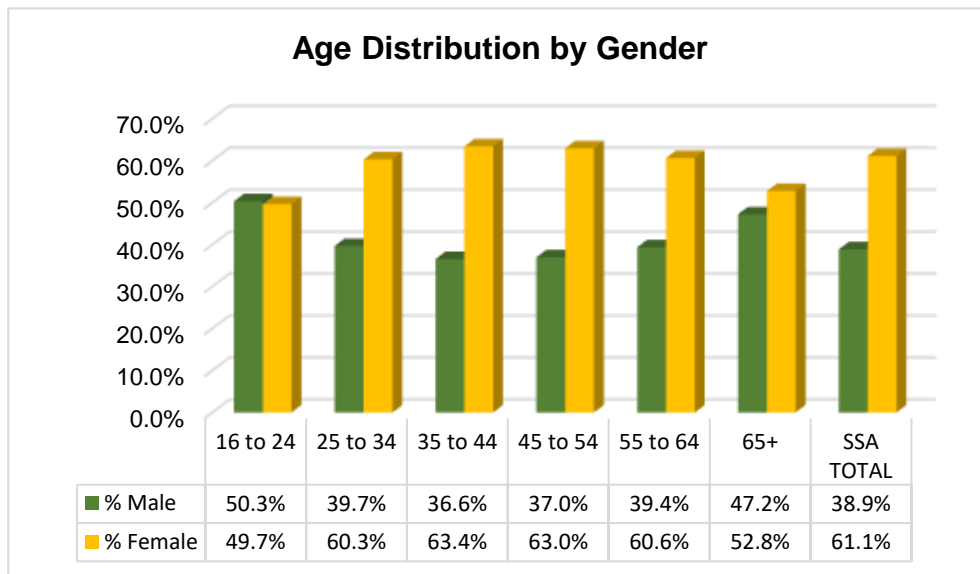
**Disability distribution within directorates**

- There are similar percentages of disabled staff in 3 out of the 6 directorates, which have a percentage of disabled staff (8.1 %) that matches the overall proportion of staff reporting a disability in the SSA.
- Adult Social Care and Public Health and Resources directorates have a slightly higher percentage of staff with a disability (10.3% and 9.6% respectively). Resources directorate noted a 1.5% point increase in the number of staff with a disability.
- The percentage of staff across the SSA who have not declared their disability status has increased from 11.5% in 2018/19 to 12.8% in 2019/20 and is particularly high in the Environment and Community Services directorate (16.8% which is a 4.9% points increase from 2018/19) Resources directorate (14.7% which is a 0.8% point increase from 2018/19) and Children Services directorate (13.8% which is a 2.2% points increase from 2018/19).

**Age distribution within the workforce**



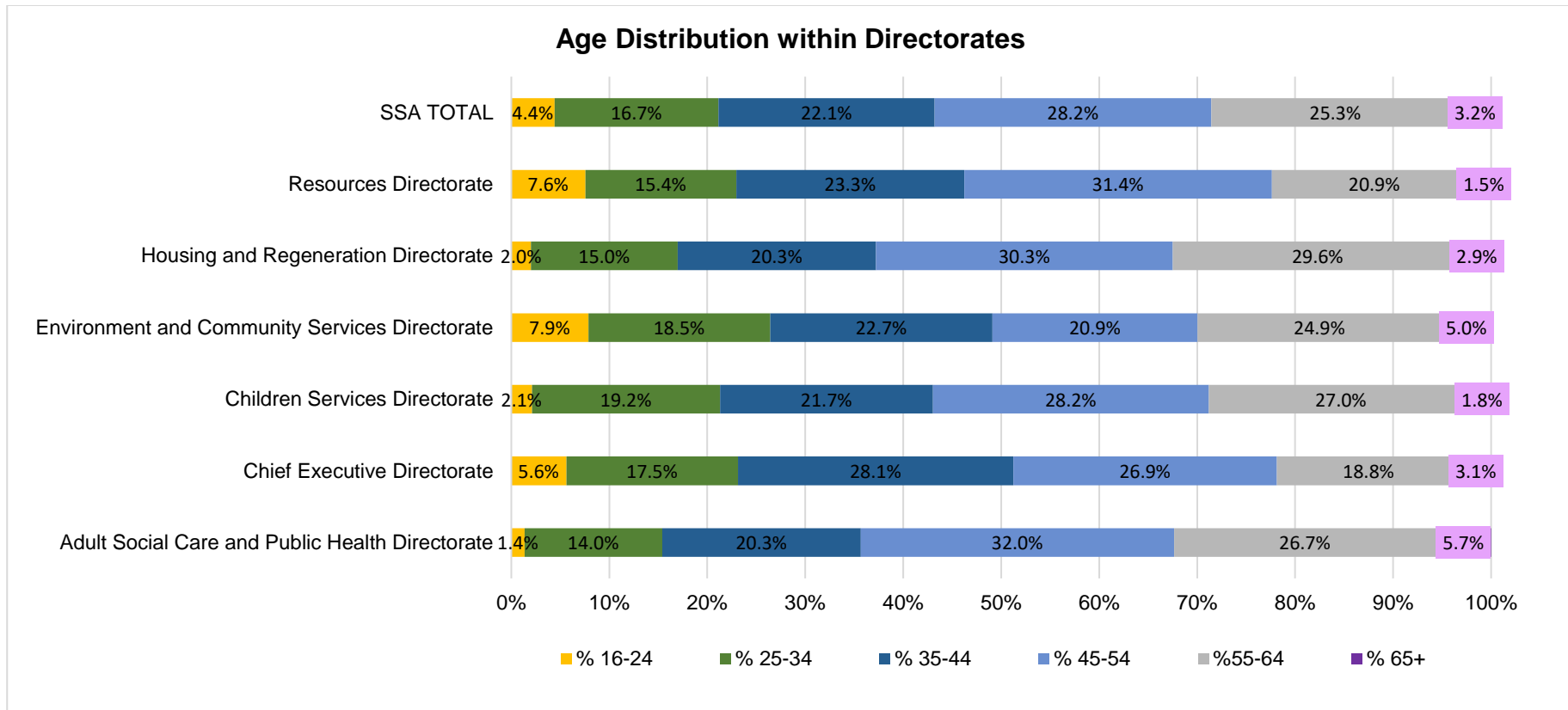
**Age distribution by Gender**



**3d. Analysis of Age**

- The largest staff group by age in the SSA is 45-54 year olds (28.2%), although this proportion has decreased slightly since 2018/19 (29.9%) and 2017/18 (31%).
- This is closely followed by the 55-64 year old group (25.3%) and 35-44-year old group (22.1%) which represent closely the same proportions as in 2018/19 (22.2% and 24.3% respectively).
- The majority of 16-24 year olds (84.8%) are Apprentices, whereas the majority of 25-34 year olds (21.2%) can be found in the SO1-2 grade group. The group of 35-44 year olds is equally spread between grades SO1-2, PO1-6 and MG (c.24.2%). The biggest group of 45-54 year olds (50%) can be found in MG and Chief Officer grade groups. This represents no variation to the results achieved in 2018/19.
- The gender distribution amongst the age groups roughly reflect the overall gender distribution in the SSA (38.9% to 61.1% male to female ratio) apart from the 16-24 year olds where there are more males (50.3%) than females (49.7%) which represents a change from 2018/19 where there were more females (50.4%) than males (49.6%).

**Age distribution within Directorates**

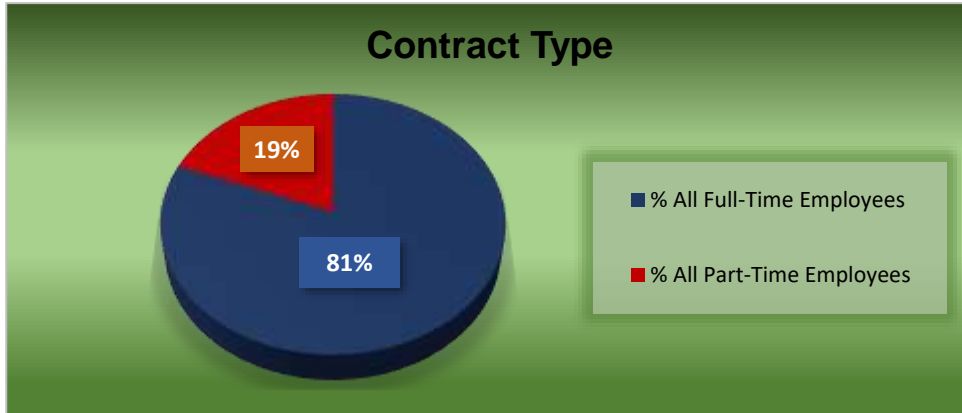


**Analysis of Age distribution within Directorates**

- In all directorates, except Environment and Community Services and Chief Officer directorates, the largest group of employees is the age range 45-54, which is consistently c.30.4%.
- Highest proportions of 16-24 year olds are in the Environment and Community Services (7.9%), Resources (7.7%) and Chief Executive directorates (5.6%) which represents no change from 2018/19.

## 4. Additional Equality and Diversity Information

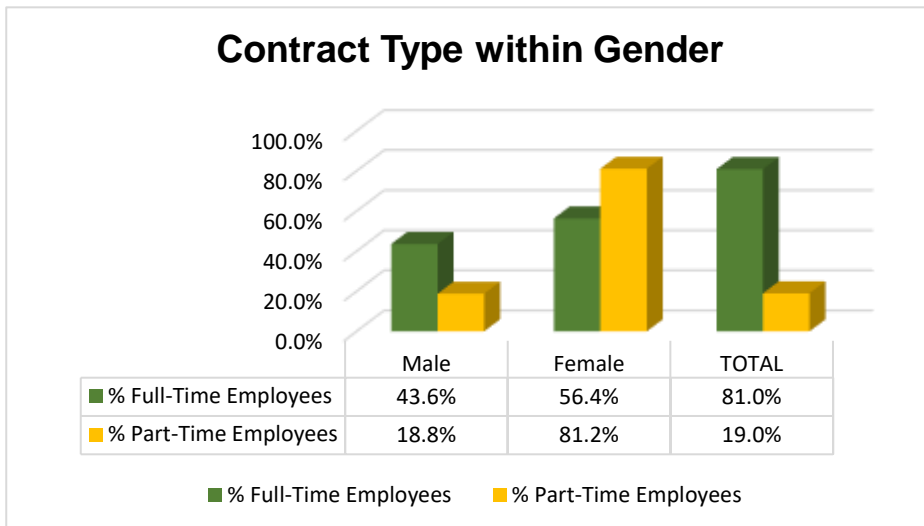
### 4a. Contract Hours: Full Time and Part Time



### 4a. Analysis of Contract Hours

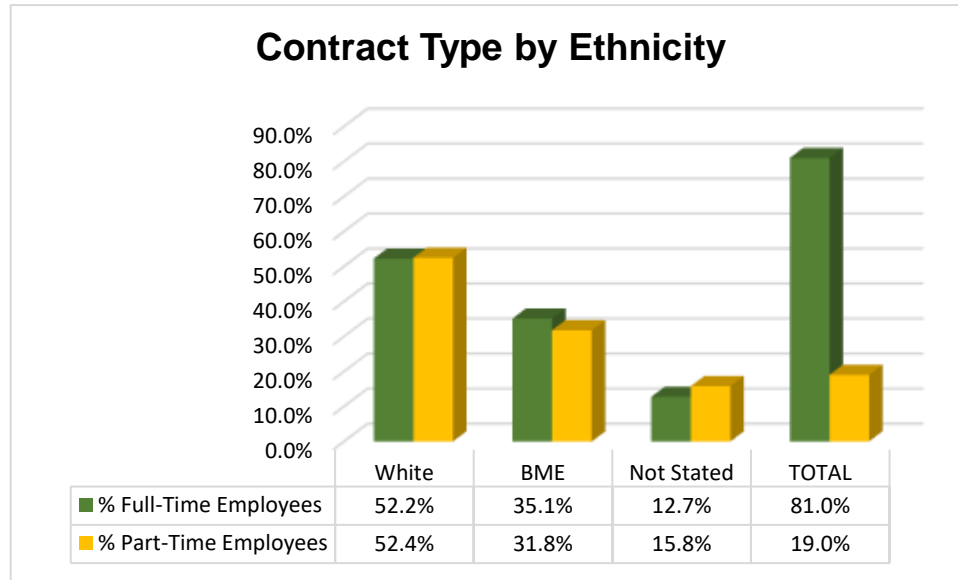
- The majority of SSA staff (81%) work full time hours which is the same result as in 2018/19 (81.7%).
- Within the group of employees working part-time, there are significantly more females (81.2% to 18.8% males).
- The percentage of women in this group has decreased by 2% points since 2018/19 (83.2%). The percentage of men working part-time has increased by 2% points since 2018/19 (16.8%).

### Contract Hours – Gender

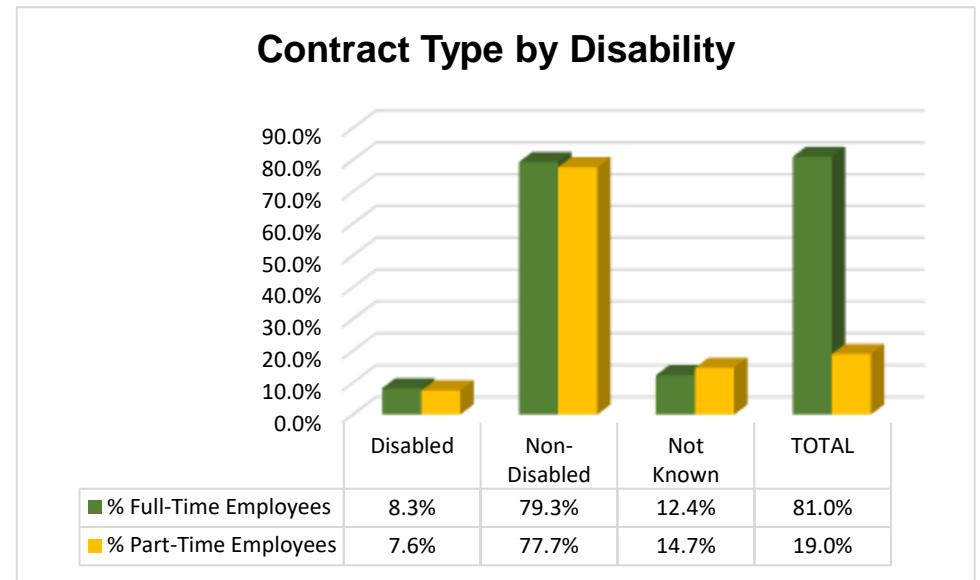




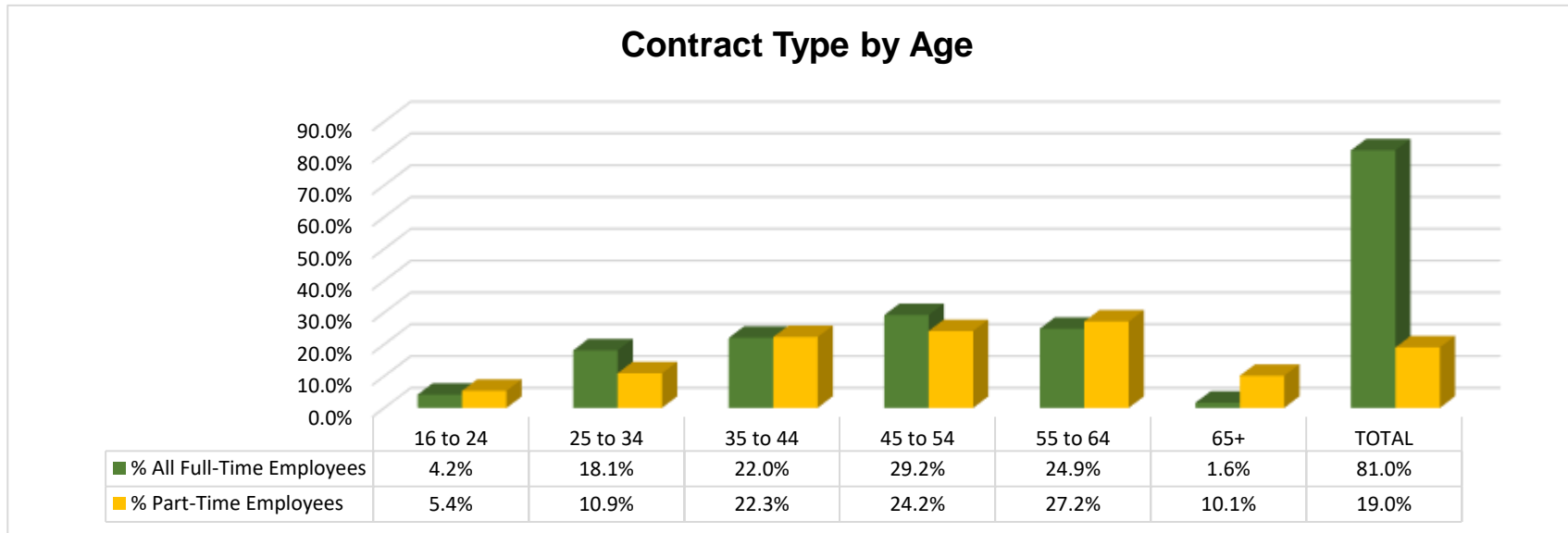
### Contract Hours – Ethnicity



### Contract Hours – Disability



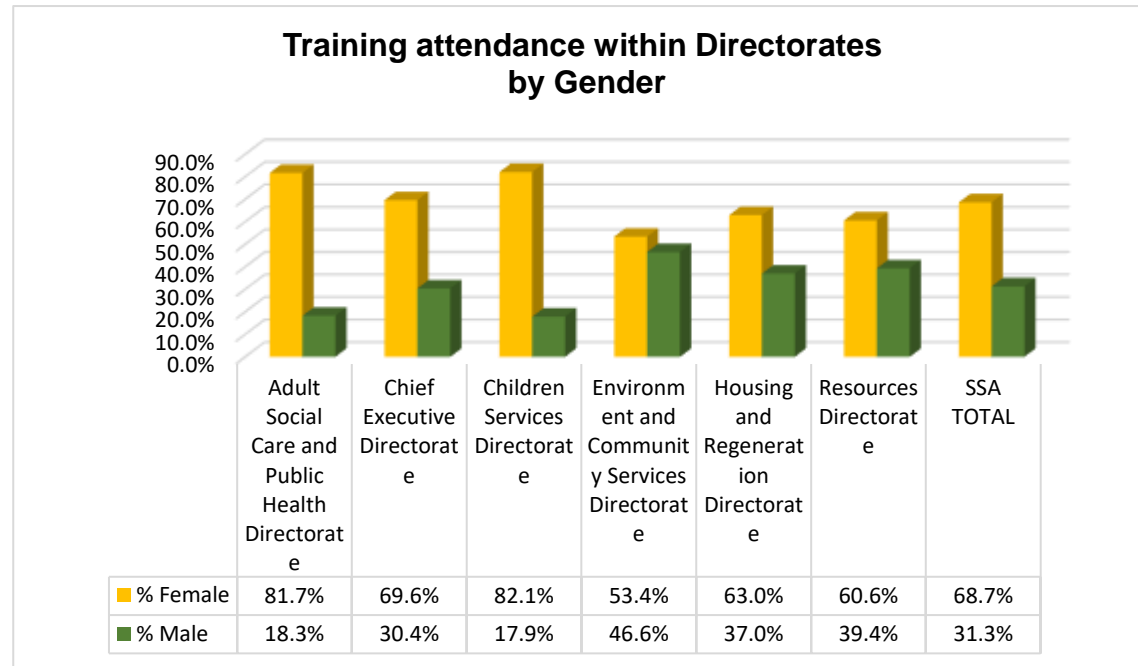
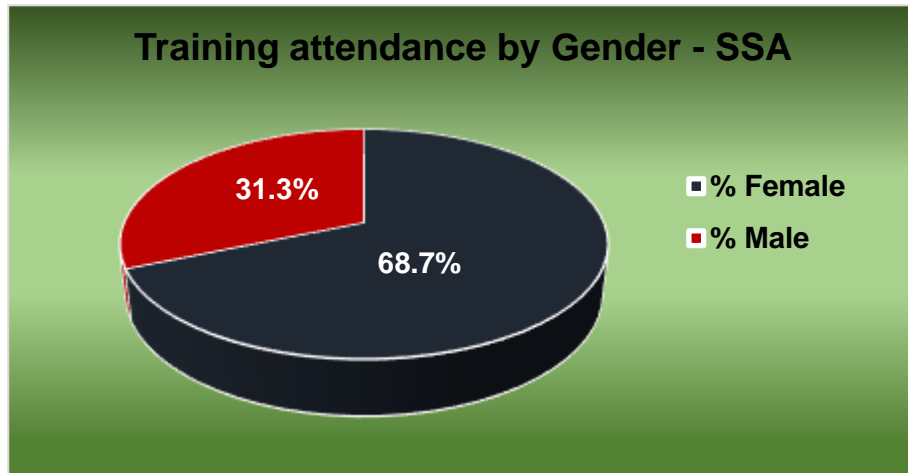
### Contract Hours – Age



### **Analysis of contract hours**

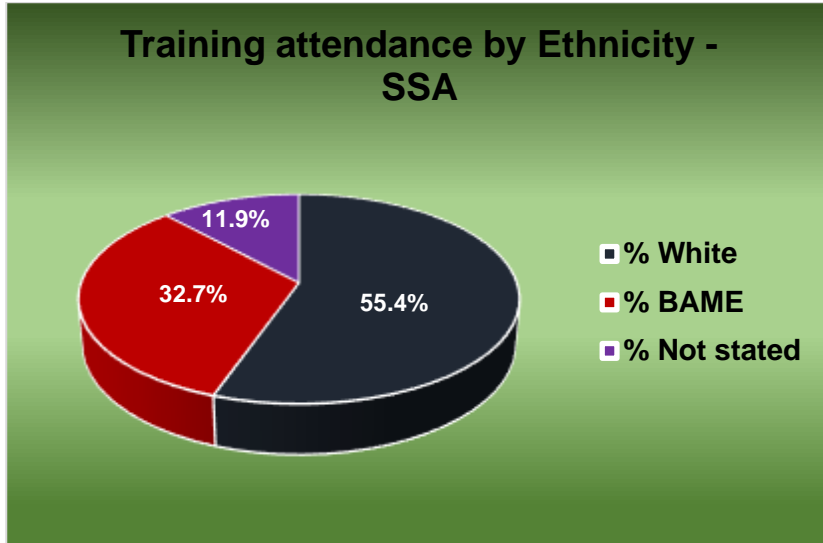
- The proportion of White and BAME employees working part-time (52.4% and 31.8% respectively) broadly reflects the overall ethnic distribution within the SSA. The result is different from the one noted in 2018/19 where 54.2% of White employees and 36% of the BAME employees worked part-time.
- In 2019/20, 8.3% of full-time staff and 7.9% of part-time staff were disabled which differs from results in 2018/19 when 7.8% of both full-time staff and part-time staff were disabled.
- In 2018/19 the biggest proportions of employees working part-time were the 45-64 years old (26.8%), closely followed by the 35-44 year olds (21.4%). This has changed in 2019/20 with the 55-64 years old having the highest representation of employees working part-time (27.9%). This group is closely followed by the 45-54 years old (24.2%) and 35-44 (22.3%).

#### 4b. Learning and Development



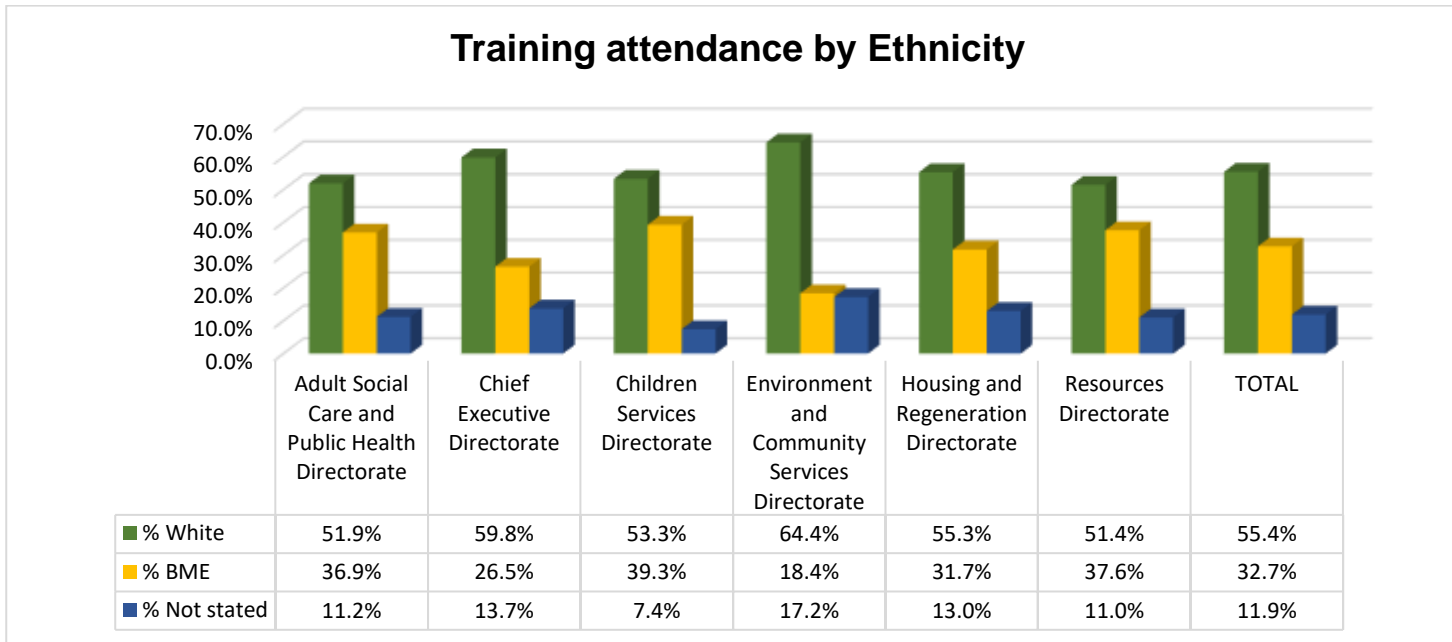
#### 4b. Analysis of Learning and Development

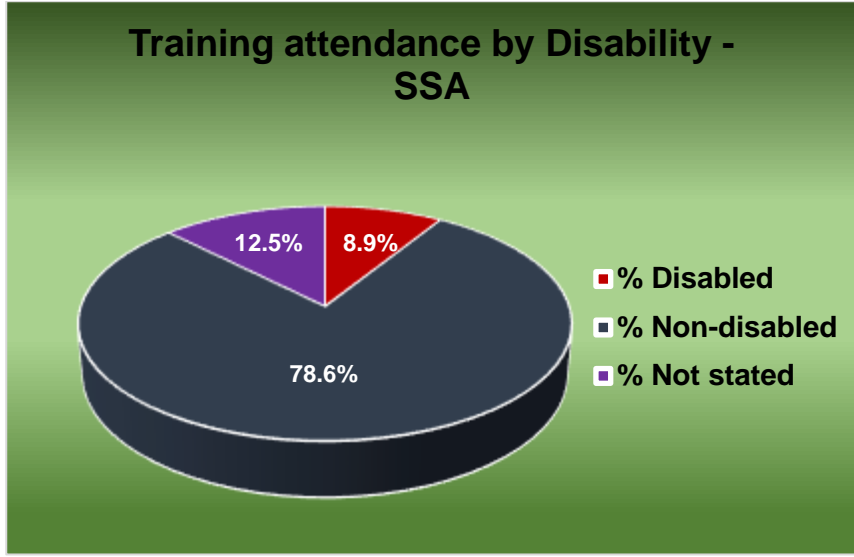
- These statistics relate to the in-house training, including e-learning, organised or run by the central Learning and Development team that is offered to all employees
- In 2019/20, 228 face-to-face in-house training courses (including Health & Safety) were offered. There were 1,236 instances of staff attending training booked through the SSA main training booking system (iTrent). This is much lower than training sessions attended in 2018-19 (2,904) and number of courses organised (326). The drop in figures is likely a result of there not being as much 'en mass' e-learning rolled in 2019/20. In the previous year, the Information Security Awareness training most likely accounted for the higher figures.
- The proportion of women compared to men attending in-house training was 68.7% to 31.3% reflecting 6.5% points decrease in the number of men attending training compared to 2018/19 (37.8%).
- Apart from the Environment and Community Services and Housing and Regeneration directorates, the gender split within directorates, broadly follow the overall gender distribution within the SSA.



#### 4b. Analysis of Learning and Development

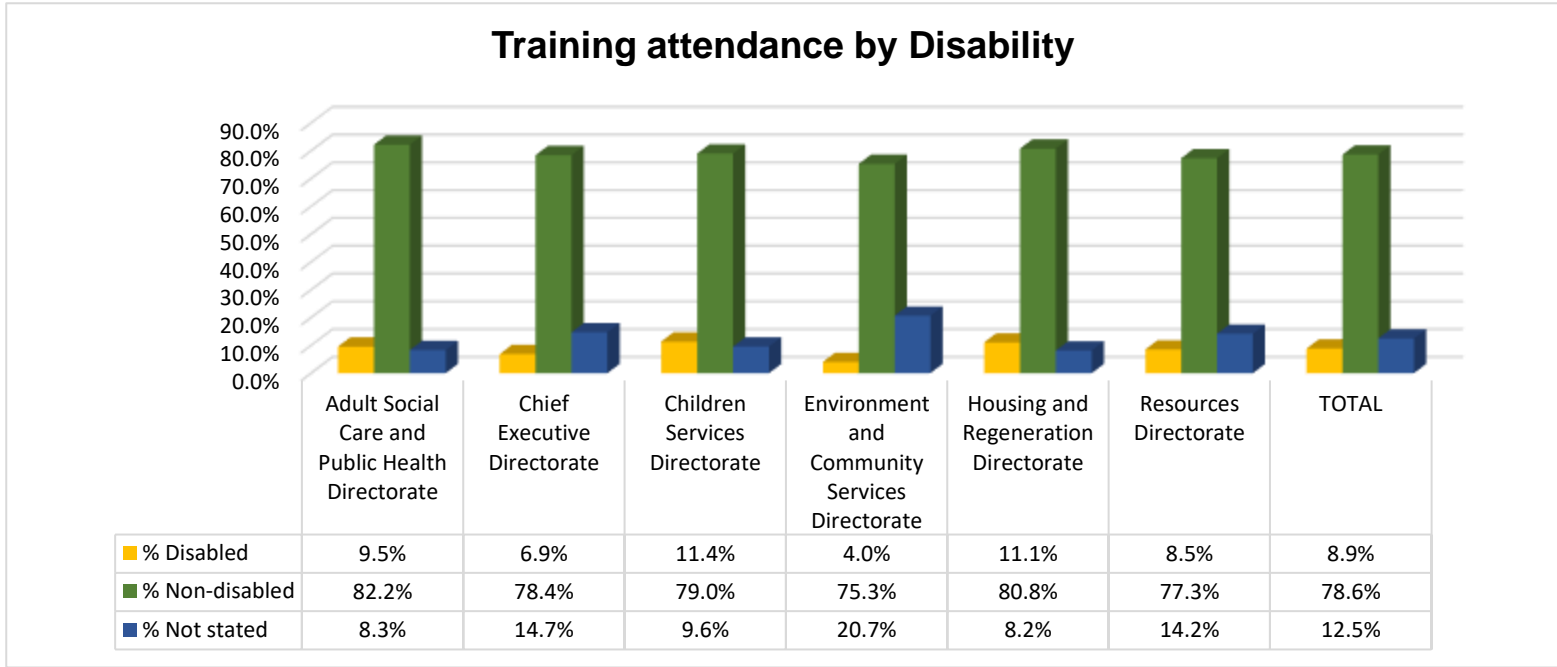
- The proportion of training instances taken up by BAME staff was 32.7% which is 1.8% points less than the year before but is broadly in line with the overall proportion of BAME staff in the SSA.

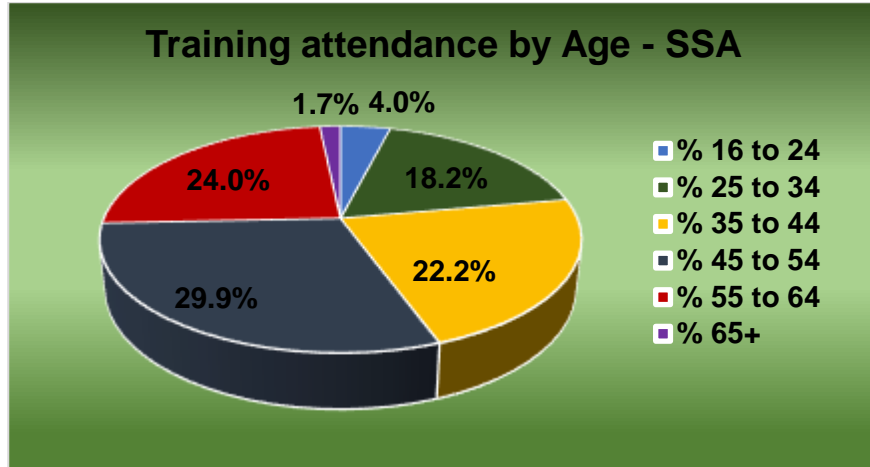




#### 4b. Analysis of Learning and Development

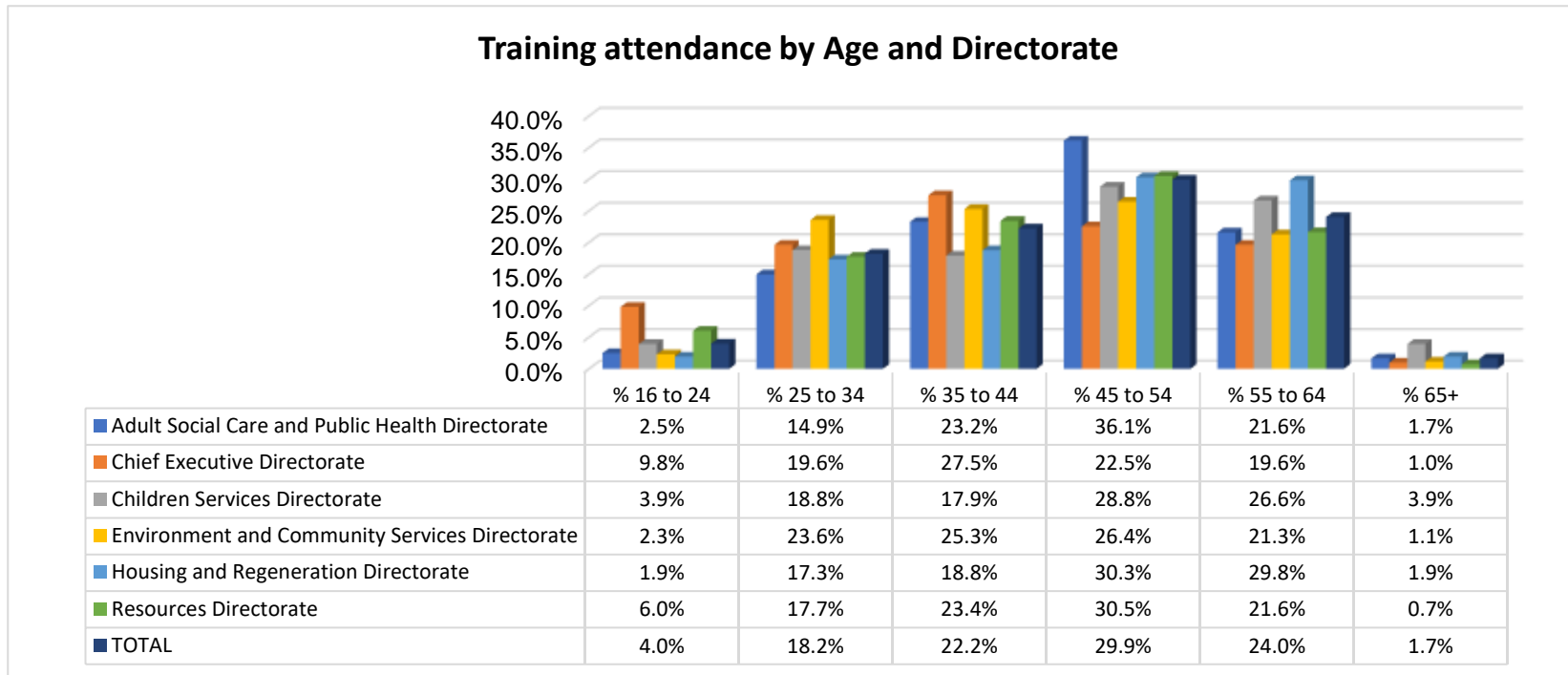
- The proportion of training instances by disabled staff was 8.9% which is similar to the result noted in 2018/19 (8.4%) and is in line with the overall proportion of disabled staff in the SSA.





#### 4b. Analysis of Learning and Development

- The age of employees attending training reflects the overall distribution within directorates
- Employees in some age groups have been more actively attending training sessions than others comparing to their distribution within individual directorates. Specifically, the 16-24 years old in the Chief Executive directorate, 25-34 year old in the Children Services directorate, 35-44 years old in the Environment and Community Services directorate, 45-54 years old in the Adult Social Care and Public Health and the Environment and Community Services directorates and 55-64 years old in the Adult Social Care and Public Health directorate.



## 5. Retention and Employee Relations Cases

This section analyses data taken for the period 1 April 2019 to 31 March 2020. 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.

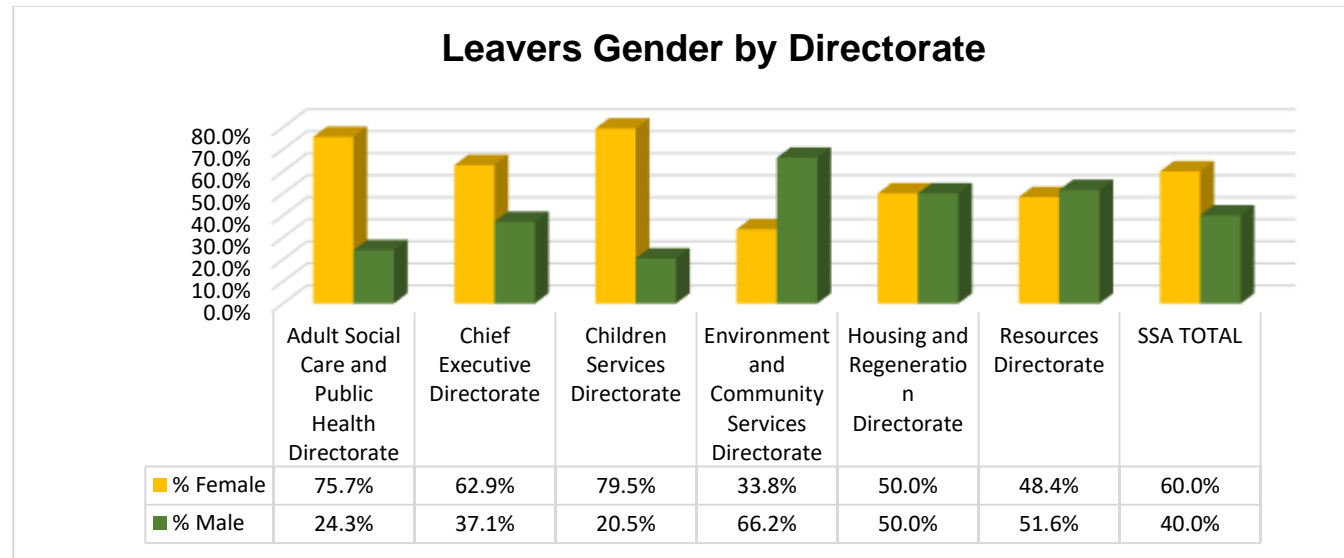
### 5a. Leavers by Directorate

Directorate	Total Headcount	Number of Leavers	Turnover Directorate
Adult Social Services	513	70	13.6%
Chief Executive	160	35	21.9%
Children Services	760	122	16.1%
Environment and Community Services	674	74	11.0%
Housing and Regeneration	548	92	16.8%
Resources	675	62	9.2%
<b>SSA TOTAL</b>	<b>3330</b>	<b>455</b>	<b>13.7%</b>

### Analysis of leavers by directorate

- In total 455 members of staff left the SSA from April 2019 to March 2020 which is almost the same as in 2018/19 (453).
- The Chief Executive directorate noted the highest turnover (21.9%), followed by the Housing and Regeneration (16.8%) and Children's Services (16.1%) directorates, which are all higher than the overall SSA turnover (13.7%).
- The overall SSA turnover in 2019/20 does not vary greatly from the turnover result in 2018/19 (14.1%).

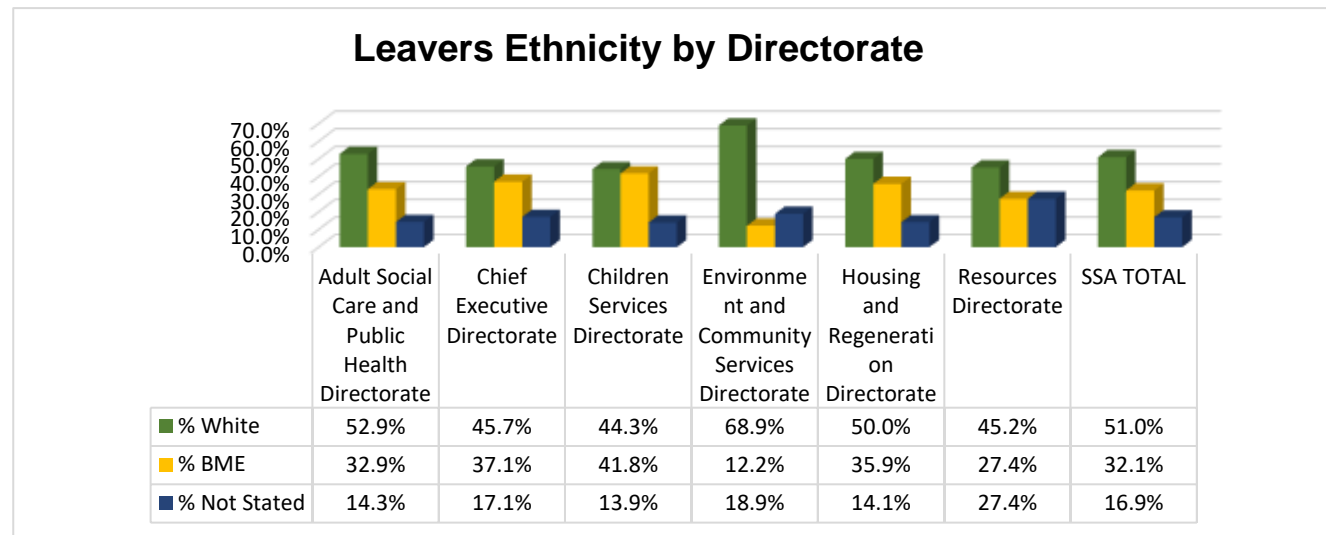
### Leavers by Gender and Directorate



### Analysis of leavers by gender and ethnicity

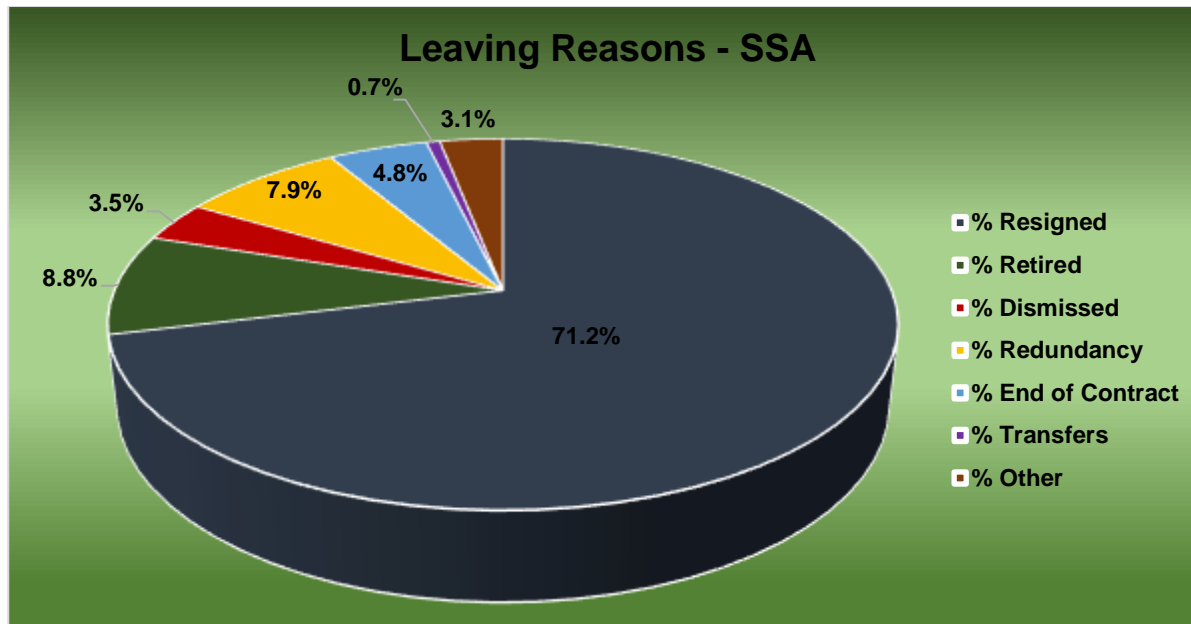
- The proportion of females (60%) to males (40%) leaving in the period is in proportion with the overall distribution of gender across the SSA.
- Similarly, the proportion of BAME (32.1%) and White Staff (51.0%) who left the SSA broadly reflects the overall ethnic distribution within the organisation and the percentage of BAME staff leaving is 2.1% points lower than in 2018/19.

### Leavers by Ethnicity and Directorate





### 5b. Reasons for Leaving



#### Analysis of reasons for leaving

- The majority of leavers (71.2%) resigned voluntarily, which represents 2.3% points drop compared to 2018/19.
- Dismissals account for 3.5% of reasons for leaving which is a 1.1%-point increase comparing to 2018/19 and is a similar result to the one noted in 2017/18 (3%).
- Redundancies account for 7.9% of leavers which is 2.2% points more than in 2018/19.

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;

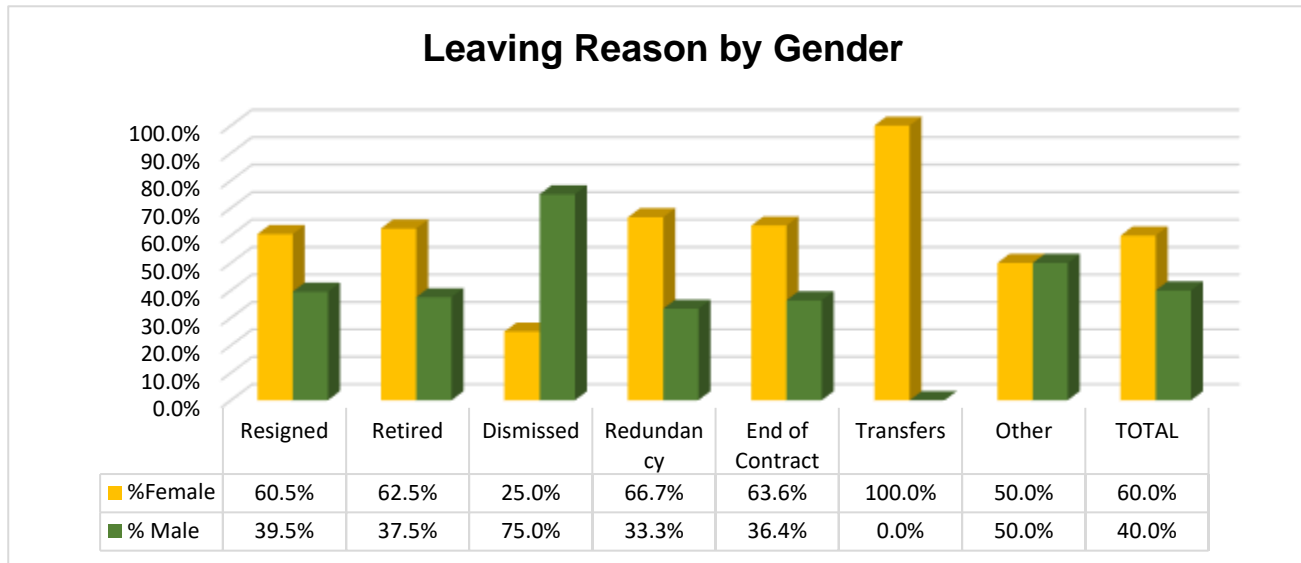
Other - includes casual terminations for permanent staff with additional casual post, non-starters, death in service and settlement agreements

### Reasons for Leaving - Gender

Leaving Reason	Number of Leavers	% of Total	Number of Females	% Female	Number of Males	% Male
Resigned	324	71.2%	196	60.5%	128	39.5%
Retired	40	8.8%	25	62.5%	15	37.5%
Dismissed	16	3.5%	4	25.0%	12	75.0%
Redundancy	36	7.9%	24	66.7%	12	33.3%
End of Contract	22	4.8%	14	63.6%	8	36.4%
Transfers	3	0.7%	3	100.0%	0	0.0%
Other	14	3.1%	7	50.0%	7	50.0%
<b>SSA TOTAL</b>	<b>455</b>	<b>100.0%</b>	<b>273</b>	<b>60.0%</b>	<b>182</b>	<b>40.0%</b>

### Analysis of reasons for leaving - Gender

- The proportion of women who resigned voluntarily from the organisation was in line with the overall gender split of the SSA.
- However, the proportion of women dismissed from organisation was 29.8% points lower than in 2018/19 (54.8%) and accounted for 25% of all dismissals. Percentage of men dismissed in 2019/20 accounted for 75% of all dismissals, which represents 20.5%points increase comparing to 2018/19.
- The proportion of women that were made redundant was 66.7% which is significantly lower than in 2018/19 (73.1%).
- A higher percentage of people who retired were women in 2019/20 (62.5%) than in 2018/19 (48.8%).



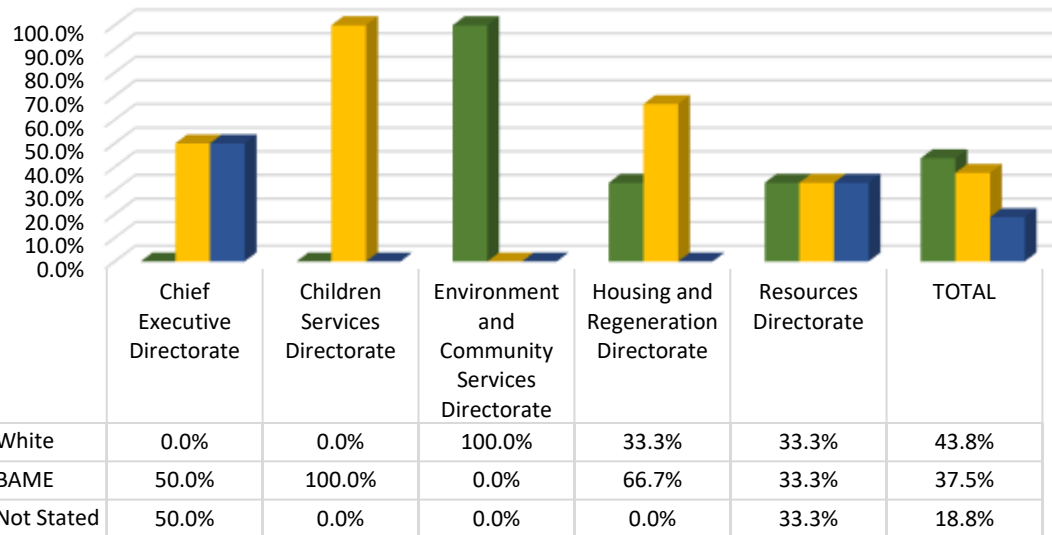
### Reasons for Leaving - Ethnicity

Leaving Reason	Number of Leavers	% of Total	Total Number White	% White	Total Number BAME	% BAME	Total Number Not Stated	% Not Stated
Resigned	324	71.2%	156	48.1%	112	34.6%	56	17.3%
Retired	40	8.8%	32	80.0%	7	17.5%	1	2.5%
Dismissed	16	3.5%	7	43.8%	6	37.5%	3	18.8%
Redundancy	36	7.9%	25	69.4%	8	22.2%	3	8.3%
End of Contract	22	4.8%	6	27.3%	9	40.9%	7	31.8%
Transfers	3	0.7%	1	33.3%	2	66.7%	0	0.0%
Other	14	3.1%	5	35.7%	2	14.3%	7	50.0%
<b>SSA TOTAL</b>	<b>455</b>	<b>100.0%</b>	<b>232</b>	<b>51.0%</b>	<b>146</b>	<b>32.1%</b>	<b>77</b>	<b>16.9%</b>

### Analysis of reasons for leaving - Ethnicity

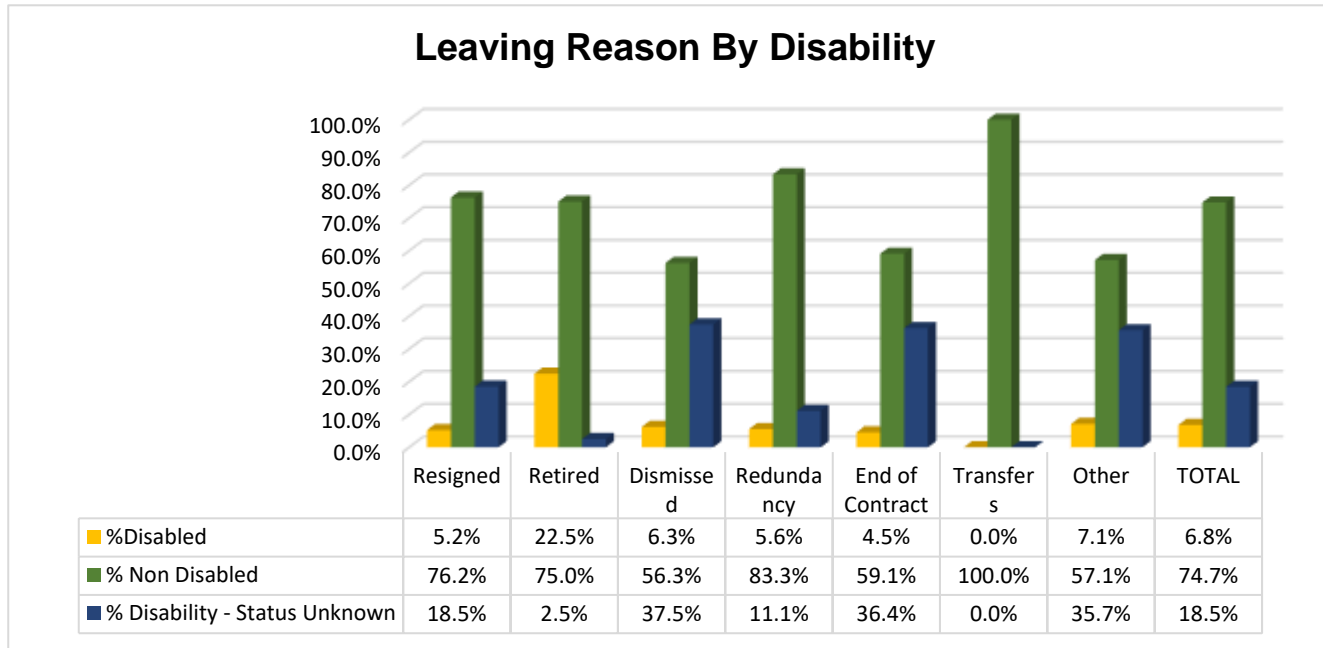
- A high percentage (16.9%) of leavers did not declare their ethnicity which is even higher than the previous year (13.5%).
- The available data shows that a disproportionately high percentage of White staff left due to retirement (80.0%) and redundancy (69.4%) when compared to this group's overall representation in the SSA (52.2%).
- White staff were under-represented in all other reasons for leaving including dismissals (43.8%) and end of contracts (27.5%). BAME staff were slightly over-represented in dismissals (37.5%) and in end of contracts (40.9%). There are also high levels of staff not declaring their ethnicity in these groups (18.8% and 31.8% respectively).
- There is a significant change in data for employees who reached the end of their fixed term contract comparing to results noted in 2018/19. 40.7% points less White employees and 24.9% points more BAME left because of this reason. However, the percentage of employees who did not declare their ethnicity in this group rose by 15.8% points.

### Number of Dismissals by Ethnicity



### Reasons for leaving – Disability

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	324	71.2%	17	5.2%	247	76.2%	60	18.5%
Retired	40	8.8%	9	22.5%	30	75.0%	1	2.5%
Dismissed	16	3.5%	1	6.3%	9	56.3%	6	37.5%
Redundancy	36	7.9%	2	5.6%	30	83.3%	4	11.1%
End of Contract	22	4.8%	1	4.5%	13	59.1%	8	36.4%
Transfers	3	0.7%	0	0.0%	3	100.0%	0	0.0%
Other	14	3.1%	1	7.1%	8	57.1%	5	35.7%
<b>TOTAL</b>	<b>455</b>	<b>100.0%</b>	<b>31</b>	<b>6.8%</b>	<b>340</b>	<b>74.7%</b>	<b>84</b>	<b>18.5%</b>



### Analysis of reasons for leaving – Disability

- There were 6.8% of leavers who had declared a disability which is 2.3% points less than in 2018/19 and less than the overall proportion of disabled employees in the organisation (8.1%).
- The percentage of disabled staff who were dismissed was 6.3% which is lower than in 2018/19 (9.1%).
- Only 5.2% of the resignations were from staff with disabilities which, again, is lower than in 2018/19 (6.7%).

## 6. Employee Relation Cases

### 6a. Grievances

During the period April 2019 – March 2020 there were 8 new grievances raised. A disproportionate percentage of cases (75%) were raised by women which is 33.3% points more than in 2018/19 (41.7%) but similar to 2017/18 when 87.5% of cases were raised by women.

In terms of ethnicity, the same percentage of grievances were raised by BAME and White staff (50%) however this constitutes 16.7% points increase for BAME staff when comparing to 2018/19 (33.3%) and is significantly higher than the proportion of BAME staff in the workforce.

In terms of disability, 25% of grievances were raised by staff with disabilities, which is a significantly higher proportion than disabled staff in the workforce. In 2019/20, a higher proportion of grievances were raised by staff with disabilities comparing to 2018/19 (16.67%).

Grievance Opened in Period by Gender								
Number of cases opened	Gender		Disability			Ethnicity		
	% Female	% Male	% Disabled	% Not Disabled	% Not Known	% White	% BAME	% Not Known
8	75.0%	25.0%	25.0%	75.0%	0.0%	50.0%	50.0%	0.0%

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

There were 300 new employee relations cases opened during the period April 2019 – March 2020 which is fewer than in 2018-19 (371) and 2017-18 (602 cases).

Looking at cases overall, the gender split followed the split in the overall workforce. Regarding ethnicity, BAME staff were over-represented (40.7%) and White staff under-represented (48%) in Employee Relations cases. This is particularly seen in relation to Capability cases (50% BAME), New Employee/Probation (50% BAME) and Sickness (40.9% BAME). Disabled staff were significantly over-represented in capability cases (50%) and tribunal cases (100%). It should be noted however, that numbers are often very small (for example there were two capability cases, fourteen new employee/probation cases and one tribunal case).

The majority of Employee Relations cases were management action due to sickness absence. There were 259 sickness cases (compared to 325 cases in 2018-19 and 526 in 2017-18). The gender percentage across sickness cases follows the overall gender distribution across the SSA. However, the percentage of new cases involving BAME employees (40.9%) was 6.4% points more than the overall representation of this group of employees in the SSA (34.5%). Also, the percentage of new cases involving employees with a disability (12.7%) was 4.6% points more than the overall representation of this group of employees in the SSA (8.1%).

Other employee relations cases are relatively small in number, so it is difficult to make a firm conclusion on the representation of any of the protected characteristics.

<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>
Capability	2	0.7%	0.0%	100.0%	50.0%	50.0%	50.0%	50.0%
Disciplinary	24	8.0%	29.2%	70.8%	33.3%	50.0%	4.2%	79.2%
New Employee	14	4.7%	64.3%	35.7%	50.0%	35.7%	14.3%	71.4%
Sickness	259	86.3%	65.3%	34.7%	40.9%	48.3%	12.7%	73.7%
Tribunal	1	0.3%	100.0%	0.0%	0.0%	100.0%	100.0%	0.0%
<b>Grand Total</b>	<b>300</b>	<b>100.0%</b>	<b>62.0%</b>	<b>38.0%</b>	<b>40.7%</b>	<b>48.0%</b>	<b>12.7%</b>	<b>73.7%</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**

We have a well-established ED&I Forum, chaired by the Chief Executive and is comprised of Chief Officers from across Directorates, Union representatives, Staff Equality Group Chairs and HR representatives, which guides the organisation's policy, priorities and activity regarding workforce-related ED&I.

In the last year, the Forum has championed and supported the following work:

- Continued programmes to develop the SSA's leaders of the future, including the 'New and Aspiring Manager Programme', Leadership Development Programme and new MSc in Public Sector Management and Leadership.
- A campaign to encourage staff to share/update their diversity information recorded on iTrent.
- The development of a new 'Staff Performance and Development Approach' with an expectation that all managers will have regular conversations with their staff, including giving feedback and coverage of career planning, values and behaviours (which include ED&I) and well-being.
- A staff survey to better understand staff experiences of flexible working opportunities in the SSA and to identify any differences between different groups.
- Continued funding, support and promotion of staff equality groups which currently includes the Staff Disability Action Group, the Race Equality Network, Women's Network and the LGBT Equality & Ally Group

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

- A focus on Black Lives Matter, including two-way communications and engagement with staff, the creation of a new post within HR to further drive forward improvement and good practice in all aspects of ED&I with a particular focus on ethnic diversity and the appointment of an Executive Sponsor for race equality as part of the Directors Board.
- Work to improve consideration of ED&I issues in recruitment, including ensuring diverse panels for all roles and that all candidates are asked about their experience and understanding of ED&I considerations.
- Development of an Ethnicity Action Plan to sit alongside the organisation's ED&I action plan, to improve the experiences of BAME staff in our workforce and to work towards BAME groups being proportionately represented at senior management levels. This may include for example introducing development programmes to support BAME staff to progress and ensuring that recruitment processes encourage applications from BAME individuals for vacancies at all levels.
- The introduction of a Reverse or Reciprocal Mentoring programme for BAME colleagues to mentor Chief Officers.
- Directorates to produce local plans to enhance the diversity of their staffing group including better representation at senior levels.
- Work to become a 'Disability Confident Leader' by summer 2021, building on our current 'Disability Confident' status.
- On-going work to encourage staff to share/update their diversity information.
- Further work to embed flexible working in the SSA including reviewing our current policy, providing training for managers and reviewing information on the Loop.