



DERBY CITY COUNCIL

ITEM 9

Working for the Council – employment statistics

April 2006 – March 2007

| Contents | Page |
|--|-------------|
| 1 Introduction | 3 |
| 2 Recruitment | 4 |
| 3 Workforce profile | 10 |
| 4 Training and development | 17 |
| 5 Disciplinary and grievance and improving employee performance | 21 |
| 6 Setting targets | 30 |

Working for the Council – employment statistics

1 Introduction

Welcome to the new style of reporting our employment statistics. In previous years, we have produced three separate reports covering recruitment, complaints and the workforce profile.

We are now including statistics on training and development, and grievance and disciplinary. We thought it would be better to have all this information in one document so it is easier for people to find. We will be putting the booklet on our internal Derbynet following a request from our employee networks and also on our website at www.derby.gov.uk. There will also be other styles available for those who need them.

In some sections we have included a short commentary about the findings from the statistics, so you can see where we have done well and areas where we need to improve.

The statistics cover the period from April 2006 – March 2007, except for the workforce profile, which was the position in July 2007.

Please contact us if you have any queries about the figures or have any suggestions for improving the layout for future reports. Contact us on 01332 255384, minicom 01332 258427, fax 01332 255520 or email ann.webster@derby.gov.uk

Many thanks, to colleagues in the Human Resources Division, of all departments, who pulled the statistics together.

Corporate Human Resources - Operations and Policy

August 2007

2 Recruitment

This section gives information about recruitment to the Council's vacancies that were advertised between April 2006 and March 2007. It explores the stages of the process and gives details of general numbers of applications and appointed candidates. It then focuses on ethnic origin, gender, disability and senior positions.

The numbers exclude school vacancies. It also excludes vacancies in Sport and Leisure as this information was not collated in a comparable format to the rest of the Council.

General

During 2006/7, the Council advertised around 900 vacancies, excluding schools vacancies and Sport and Leisure, but including re-advertised posts.

The Council received 10,504 applications and appointed 802 people from these applications, which is 7.6% of the applicants.

A full breakdown of the recruitment statistics is shown at the end of this section. These statistics have been collected from four separate databases, each different and incompatible. After some work the first amalgamation of the data realised only 50% of the total number of appointments. We needed to reach 100%, but to get the shortlisted information would mean going back to recruitment files and original application forms. In a lot of cases these would have been destroyed, because of data protection rules on keeping job application forms. So, we took the decision for these particular annual statistics, to exclude the shortlisted information and focus on applicants and appointees.

Ethnic origin

There were 2,615 applications from visible minority ethnic people, which is 24.9% - 20% in 2004/5 – of the total applications received. The 2001 census states that the economically active minority ethnic community in Derby is 12.09%. However, a number of these applications will be from people who live outside Derby.

Advertising, including targeted work through the Job Seekers Register is therefore continuing to work, which generates a good

response from minority ethnic people. It could also support the fact the potential minority ethnic applicants see the Council as an employer of choice.

Of the 2,615 applications from minority ethnic people, 144 of these were appointed which is 18% of the total number of appointees. This percentage is higher than the Council's existing workforce and the community of Derby according to the 2001 census.

However, the statistics evidence that white applicants have an 8.3% chance of being appointed, whereas minority ethnic applicants have a lower chance at 5.5%.

Gender

There were 6,523 applications from women, 62.1% of the total applications. Of the 6,523 applications from women, 584 were appointed which is 72.8% of the total number of appointees and this figure is fairly typical of the gender split in local government.

The statistics evidence that female applicants have an 8.9% chance of being appointed which is higher the average rate of 7.6%, however, this is a reduction from the rate in 2004/5, which was 12%.

There were 3,928 applications from men, 212 were appointed, which is 26.4% of the total number of appointees.

Please note that 0.8% of applicants did not specify their gender.

Disability

There were 487 applications from disabled people, 4.6% of the total applications. Of the 487 applications, 38 were appointed, which is 4.7% of the total number of appointees. This rate is also higher than the Council's existing workforce.

The appointment rate for disabled people is 7.8%, which is higher than the general appointment rate. The rate is also a significant increase from two years ago - 5% in 2004/5.

Senior positions

We advertised five second-tier jobs between April 2006 and March 2007, they were:

Senior Assistant Director – Adult, Community Care
 Assistant Director – Corporate Finance
 Assistant Director – Customer Services
 Assistant Director – Highways, Transportation and Waste Management
 Assistant Director – Regeneration

The equality monitoring information for these senior appointments information is:

| Vacancy | Applicants | Shortlisted | Appointed |
|--|--|---|------------------|
| Senior Assistant Director – Adults, Community Care | 13 – White British 2 – White Irish 1 – Indian 2 – Other ethnic group | 5 – White British | White British |
| | 13 – Female 5 – Male | 2 – Female 3 – Male | Female |
| | None disabled | | |
| Assistant Director – Corporate Finance | 3 – White British 1 – White Irish | 3 – White British 1 – White Irish | White British |
| | 4 – Male | 4 – Male | Male |
| | None disabled | | |
| Assistant Director – Customer Services | 10 – White British 1 – Indian 1 – White Irish 1 – Other ethnic origin | 4 – White British 1 – White Irish 1 – Other ethnic origin | White British |
| | 6 – Female 11 – Male | 3 – Female 3 – Male | Female |
| | 2 - Disabled | None disabled | |
| Assistant Director – Highways, | 6 – White British 1 – African 2 – Not specified | 3 – White British 1 – African | White British |

| Vacancy | Applicants | Shortlisted | Appointed |
|-------------------------------------|-------------------------|---|------------------|
| Transportation and Waste Management | 2 – Female 7 – Male | 1 – Female 3 – Male | Female |
| | None disabled | | |
| Assistant Director - Regeneration | 18 – White British | Shortlisting information is not available | White British |
| | 4 – Female 14 – Male | | Male |
| | 1 – Disabled | | Non-disabled |

Although there were no disabled people appointed or minority ethnic people, three women were appointed to senior appointments, which is 60% of the total appointees.

Career Development

The Career Development section of the vacancy list was introduced in 2001 to support career progression within the Council. During the period April 2006 to March 2007, 119 jobs were advertised in this section, which is around 13% of the total number of vacancies.

Of the 119 jobs, 90 were successfully filled by employees already working for the Council.

The breakdown of those 90 appointees in terms of gender, ethnic origin and disability is:

- 67 women, 74.4 % of total
- 9 minority ethnic people, 10% of the total
- 5 disabled people, 5.5% of the total.

Conclusions

Advertising and positive action initiatives like the Job Seekers Registers and Guaranteed Interview Scheme are working to attract and appoint good numbers of minority ethnic and disabled people. The Council's vacancy sheets go to a wide range of community and voluntary organisations, as well as to people on the jobseekers registers.

The Council has increasing numbers of applicants from women, disabled people and minority ethnic people, which demonstrates we are an employer of choice. However, the Council cannot become complacent and must continue to target resources to continue to stimulate interest in our vacancies, but also at supporting minority ethnic people through the process to increase their appointment rate.

Currently, Employee Development in Corporate HR runs regular interview skills training courses for disabled and minority ethnic job seekers. The Recruitment Officer – Positive Action provides occasional training in the community on request.

As the Council is recruiting good numbers of people from all groups, we can focus more on ways to promote them up through the organisation.

The Council aims to increase the numbers of vacancies advertised internally through the Career Development section of the current Vacancy List. This will aid movement and development of staff. It is planned by December 2007 to assess internal advertising using an Equality Impact Assessment process.

The internet is increasingly the primary place that people look to when looking for a job. Over 30% of our applicants in 2006/7 stated that they had applied for a job after seeing it on the internet. Numbers of disabled applicants and minority ethnic applicants quoting the internet mirror this level. The Council has reduced its level of advertising in the press so that it can fund the development of a more effective online recruitment process.

We are working closely with our lesbian, gay, bi-sexual and transgender employee network to agree on how best to monitor sexuality and transgender on our job application forms. Hopefully next year we will be able to report on this monitoring decision, as this will help the Council identify what, if any, support is required to encourage applicants from the LGBT community. Equally, consideration will be given to the monitoring and reporting of applicants for the purposes of age and religion.

Recruitment Statistics 2006/7

| | No of Applicants | % | No of Appointees | % |
|--------------------------------------|------------------|------|------------------|------|
| Asian or Asian British | | | | |
| Indian | 863 | 8.2 | 37 | 4.6 |
| Pakistani | 493 | 4.7 | 16 | 2.0 |
| Bangladeshi | 38 | 0.4 | 0 | 0 |
| Any other Asian background | 61 | 0.6 | 2 | 0.3 |
| Black or Black British | | | | |
| Caribbean | 270 | 2.6 | 27 | 3.4 |
| African | 380 | 3.6 | 28 | 3.5 |
| Other black background | 42 | 0.4 | 1 | 0.1 |
| Chinese or other ethnic group | | | | |
| Chinese | 75 | 0.7 | 1 | 0.1 |
| Any other ethnic group | 223 | 2.1 | 15 | 1.9 |
| Dual Heritage | | | | |
| White and black Caribbean | 53 | 0.5 | 5 | 0.6 |
| White and black African | 8 | 0.1 | 1 | 0.1 |
| White and Asian | 26 | 0.2 | 0 | 0 |
| Other dual heritage background | 83 | 0.8 | 11 | 1.4 |
| White | | | | |
| British | 7331 | 69.8 | 593 | 73.9 |
| Irish | 47 | 0.4 | 6 | 0.7 |
| Other | 409 | 3.9 | 36 | 4.5 |
| | | | | |
| Not known | 102 | 1.0 | 23 | 2.9 |
| | | | | |
| Disabled | 487 | 4.6 | 38 | 4.7 |
| Non-disabled | 9364 | 89.2 | 717 | 89.4 |
| Not known | 653 | 6.2 | 47 | 5.9 |
| | | | | |
| Female | 6523 | 62.1 | 584 | 72.8 |
| Male | 3928 | 37.4 | 212 | 26.4 |
| Not known | 53 | 0.5 | 6 | 0.8 |
| | | | | |
| Total no of applicants | 10504 | | 802 | |

3 Workforce profile

This report covers employees in post at 1 July 2007. Data is taken from the Vision HR/Payroll system, which stores information about all employees of the Council. Where an employee has more than one job the details are analysed separately for each job.

The statistics relate to the Quarter 1 2007/08 Best Value Performance Indicators and includes additional analysis by age and gender. We have also included a departmental breakdown of employees...

- BVPI 17a – percentage of all minority ethnic employees
- BVPI 16a – percentage of all employees who are disabled people
- BVPI 11a – percentage of top 5% of earners who are women
- BVPI 11b – percentage of top 5% of earners who are minority ethnic people
- BVPI 11c – percentage of top 5% of earners who are disabled people
- age and gender profile.

Top 5% earners mean employees with a salary equal to or greater than SCP 41 £32,487 yearly

These statistics do not include employees of Derby Homes and agency staff

Ethnic origin profile – BVPI 17a

| | Non ethnic minority employees | | Minority ethnic employees | | All minority ethnic employees | Ethnic origin not known |
|---|-------------------------------|--------|---------------------------|--------|-------------------------------|-------------------------|
| | Male | Female | Male | Female | | |
| No of Employees | 2877 | 9789 | 368 | 1293 | 1661 | 2514 |
| As a % of employees with known ethnic origin | 20.08 | 68.32 | 2.57 | 9.02 | 11.59 | |

Analysis of employee ethnic origin by 2001 Census categories

| Ethnic Origin | No of Females | % | No of Males | % | Total | % |
|--------------------------------------|----------------------|--------------|--------------------|--------------|--------------|---------------|
| Asian or Asian British | | | | | | |
| Indian | 553 | 3.28 | 85 | 0.50 | 638 | 3.79 |
| Pakistani | 208 | 1.24 | 58 | 0.34 | 266 | 1.58 |
| Bangladeshi | 3 | 0.02 | 3 | 0.02 | 6 | 0.04 |
| Any Other Asian Background | 23 | 0.14 | 10 | 0.06 | 33 | 0.20 |
| Black or Black British | | | | | | |
| Caribbean | 263 | 1.56 | 108 | 0.64 | 371 | 2.20 |
| African | 55 | 0.33 | 19 | 0.11 | 74 | 0.44 |
| Other Black Background | 21 | 0.12 | 20 | 0.12 | 41 | 0.24 |
| Chinese or other ethnic group | | | | | | |
| Chinese | 23 | 0.14 | 2 | 0.01 | 25 | 0.15 |
| Any Other Ethnic Group | 35 | 0.21 | 11 | 0.07 | 46 | 0.27 |
| Dual Heritage | | | | | | |
| White And Black Caribbean | 51 | 0.30 | 21 | 0.12 | 72 | 0.43 |
| White And Black African | 11 | 0.07 | 1 | 0.01 | 12 | 0.07 |
| White And Asian | 20 | 0.12 | 7 | 0.04 | 27 | 0.16 |
| Other Dual Heritage Background | 27 | 0.16 | 23 | 0.14 | 50 | 0.30 |
| White | | | | | | |
| British | 9510 | 56.47 | 2794 | 16.59 | 12304 | 73.06 |
| Irish | 90 | 0.53 | 31 | 0.18 | 121 | 0.72 |
| Other | 189 | 1.12 | 52 | 0.31 | 241 | 1.43 |
| | | | | | | |
| Not Known | 2103 | 12.49 | 362 | 2.15 | 2465 | 14.64 |
| Personally Withheld | 33 | 0.20 | 16 | 0.10 | 49 | 0.29 |
| Grand Total | 13218 | 78.49 | 3623 | 21.51 | 16841 | 100.00 |

Departmental analysis of the percentage of minority ethnic employees

| Department | Minority ethnic employees | Non minority ethnic employees | Personally withheld | Unknown ethnic origin | % of workforce |
|------------------------------|---------------------------|-------------------------------|---------------------|-----------------------|----------------|
| Chief Executive's | 2 | 20 | | | 9.1 |
| Corporate and Adult Services | 287 | 1665 | 4 | 7 | 14.7 |
| Resources | 40 | 283 | | | 12.4 |
| Environmental Services | 239 | 2505 | 3 | 86 | 8.7 |
| Regeneration and Community | 137 | 910 | 28 | 10 | 12.7 |
| Children and Young People | 956 | 7293 | 14 | 2362 | 11.6 |
| Total | 1661 | 12666 | 49 | 2465 | |

Ethnic origin profile of Top 5% Earners – BVPI 11b

| | Non Ethnic Employees | | Minority Ethnic Employees | | All Minority Ethnic Employees | Ethnicity not known |
|--------------------------------|----------------------|--------|---------------------------|--------|-------------------------------|---------------------|
| | Male | Female | Male | Female | | |
| No. of Employees | 217 | 209 | 13 | 18 | 31 | 4 |
| As a % of all employees | 47.07 | 45.34 | 2.81 | 3.90 | 7.59 | |

Departmental analysis of the top 5% earners who are minority ethnic employees

| Department | All employees | Minority ethnic employees | % |
|------------------------------|---------------|---------------------------|-------|
| Chief Executive's | 6 | 1 | 16.67 |
| Corporate and Adult Services | 123 | 9 | 7.32 |
| Resources | 38 | 0 | 0 |
| Environmental Services | 37 | 0 | 0 |
| Regeneration and Community | 81 | 7 | 8.64 |
| Children and Young People | 176 | 18 | 10.23 |
| Total | 461 | 35 | |

Analysis of ethnic origin of top 5% earners

| Ethnic origin | No of Females | % | No of Males | % | Total | % |
|--------------------------------------|---------------|--------------|-------------|--------------|------------|---------------|
| Asian or Asian British | | | | | | |
| Indian | 6 | 1.30 | 4 | 0.87 | 10 | 2.17 |
| Pakistani | | 0.00 | 4 | 0.87 | 4 | 0.87 |
| Any Other Asian Background | | 0.00 | 1 | 0.22 | 1 | 0.22 |
| Black or Black British | | | | | | |
| Caribbean | 7 | 1.52 | 3 | 0.65 | 10 | 2.17 |
| African | | 0.00 | 1 | 0.22 | 1 | 0.22 |
| Other Black Background | 1 | 0.22 | | 0.00 | 1 | 0.22 |
| Chinese or other ethnic group | | | | | | |
| Chinese | 1 | 0.22 | | 0.00 | 1 | 0.22 |
| Any Other Ethnic Group | 1 | 0.22 | | 0.00 | 1 | 0.22 |
| Dual Heritage | | | | | | |
| White And Black Caribbean | 1 | 0.22 | | 0.00 | 1 | 0.22 |
| White And Asian | 1 | 0.22 | | 0.00 | 1 | 0.22 |
| White | | | | | | |
| British | 203 | 44.03 | 207 | 44.90 | 410 | 88.94 |
| Irish | 3 | 0.65 | 4 | 0.87 | 7 | 1.52 |
| Other | 3 | 0.65 | 6 | 1.30 | 9 | 1.95 |
| | | | | | | |
| Not Known | | 0.00 | 2 | 0.43 | 2 | 0.43 |
| Personally Withheld | 1 | 0.22 | 1 | 0.22 | 2 | 0.43 |
| Grand Total | 228 | 49.46 | 233 | 50.54 | 461 | 100.00 |

Analysis of DDA status of top 5% earners – BVPI 11c

| DDA Status | No of Females | % | No of Males | % | Total | % |
|--------------------|---------------|--------------|-------------|--------------|------------|---------------|
| Non Disabled | 216 | 46.85 | 226 | 49.02 | 442 | 95.88 |
| Disabled | 12 | 2.60 | 7 | 1.52 | 19 | 4.12 |
| Grand Total | 228 | 49.46 | 233 | 50.54 | 461 | 100.00 |

Departmental analysis of top 5% earners who are disabled people

| Department | All employees | Disabled employees | % |
|------------------------------|---------------|--------------------|------|
| Chief Executive's | 5 | 0 | 0 |
| Corporate and Adult Services | 123 | 9 | 7.32 |
| Resources | 38 | 2 | 5.26 |
| Environmental Services | 37 | 2 | 5.41 |
| Regeneration and Community | 81 | 1 | 1.23 |
| Children and Young People | 176 | 5 | 2.84 |
| Total | 461 | 19 | |

Disability profile – BVPI 16a

| | Non Disabled Employees | | Disabled Employees | | All Disabled Employees | DDA Status not known |
|--|------------------------|--------|--------------------|--------|------------------------|----------------------|
| | Male | Female | Male | Female | | |
| No. of Employees | 3379 | 12571 | 171 | 346 | 517 | 374 |
| As a % of employees with known DDA status | 20.52 | 76.34 | 1.03 | 2.10 | 3.14 | |

Analysis of ethnic origin of disabled employees

| Ethnic origin | No of Females | % | No of Males | % | Total | % |
|--------------------------------|---------------|--------------|-------------|--------------|------------|---------------|
| Asian or Asian British | | | | | | |
| Indian | 24 | 4.64 | 3 | 0.58 | 27 | 5.22 |
| Pakistani | 3 | 0.58 | 5 | 0.97 | 8 | 1.55 |
| Any Other Asian Background | 2 | 0.39 | | 0.00 | 2 | 0.39 |
| Black or Black British | | | | | | |
| Caribbean | 7 | 1.35 | 2 | 0.39 | 9 | 1.74 |
| African | | 0.00 | 1 | 0.19 | 1 | 0.19 |
| Other Black Background | 3 | 0.58 | 1 | 0.19 | 4 | 0.77 |
| Dual Heritage | | | | | | |
| White And Black Caribbean | 4 | 0.77 | | 0.00 | 4 | 0.77 |
| White And Black African | 1 | 0.19 | | 0.00 | 1 | 0.19 |
| Other Dual Heritage Background | 3 | 0.58 | | 0.00 | 3 | 0.58 |
| White | | | | | | |
| British | 262 | 50.68 | 148 | 28.63 | 410 | 79.30 |
| Irish | 5 | 0.97 | 3 | 0.58 | 8 | 1.55 |
| Other | 4 | 0.77 | 5 | 0.97 | 9 | 1.74 |
| | | | | | | |
| Any Other Ethnic Group | 1 | 0.19 | 1 | 0.19 | 2 | 0.39 |
| Not Known | 27 | 5.22 | 2 | 0.39 | 29 | 5.61 |
| Grand Total | 346 | 66.92 | 171 | 33.08 | 517 | 100.00 |

Departmental analysis of disabled employees

| Department | Disabled employees | Non-disabled employees | Personally withheld | Unknown | % disabled employees |
|-------------------------------------|--------------------|------------------------|---------------------|------------|----------------------|
| Chief Executive's | 1 | 21 | | | 4.5 |
| Corporate and Adult Services | 129 | 1830 | | 4 | 6.6 |
| Resources | 34 | 289 | | | 10.5 |
| Environmental Services | 112 | 2692 | 10 | 19 | 4.0 |
| Regeneration and Community | 74 | 1001 | 2 | 8 | 6.9 |
| Children and Young People | 167 | 10117 | | 331 | 1.6 |
| Total | 517 | 15950 | 12 | 362 | |

Age and Gender Profile

| Age Range | No, of Females | % | No, of Males | % | Total | % |
|--------------------|----------------|--------------|--------------|--------------|--------------|---------------|
| Under 20 | 88 | 0.52 | 101 | 0.60 | 189 | 1.12 |
| 20-24 | 645 | 3.83 | 369 | 2.19 | 1014 | 6.02 |
| 25-29 | 1126 | 6.69 | 339 | 2.01 | 1465 | 8.70 |
| 30-34 | 1282 | 7.61 | 325 | 1.93 | 1607 | 9.54 |
| 35-39 | 1926 | 11.44 | 438 | 2.60 | 2364 | 14.04 |
| 40-44 | 2354 | 13.98 | 448 | 2.66 | 2802 | 16.64 |
| 45-49 | 2016 | 11.97 | 449 | 2.67 | 2465 | 14.64 |
| 50-54 | 1603 | 9.52 | 445 | 2.64 | 2048 | 12.16 |
| 55-59 | 1403 | 8.33 | 385 | 2.29 | 1788 | 10.62 |
| 60-64 | 591 | 3.51 | 241 | 1.43 | 832 | 4.94 |
| 65 and over | 184 | 1.09 | 83 | 0.49 | 267 | 1.59 |
| Grand Total | 13218 | 78.49 | 3623 | 21.51 | 16841 | 100.00 |

Departmental analysis of the top 5% earners who are women BVP! 11a

| Department | All employees | Male employees | % | Female employees | % |
|-------------------------------------|---------------|----------------|------|------------------|-------|
| Chief Executive's | 6 | 2 | 33.3 | 4 | 66.67 |
| Corporate and Adult Services | 123 | 66 | 57.3 | 57 | 46.34 |
| Resources | 38 | 22 | 57.9 | 16 | 42.11 |
| Environmental Services | 37 | 29 | 78.4 | 8 | 21.62 |
| Regeneration and Community | 81 | 61 | 75.3 | 20 | 24.69 |
| Children and Young People | 176 | 53 | 30.1 | 123 | 69.89 |
| Total | 461 | 233 | | 228 | |

4 Training and Development

Relative distribution of training activity is broadly inline with representation in the workforce in most cases. Two areas call for further investigation. White British people account for 74.7% of the workforce but 81.5% of training activity and men represent 29% of training activity but only 21% of the workforce. We will try to understand the implications of this data in the coming year. We are concerned that the data tells us only about training that has happened rather than access to training. We will look to the 2007 employee survey to fill this gap.

| Ethnic origin | | % |
|--------------------------------------|--------------|----------|
| Asian or Asian British | | |
| Indian | 729 | 5.1 |
| Pakistani | 291 | 2 |
| Bangladeshi | 24 | 0.2 |
| Any Other Asian Background | 43 | 0.3 |
| Black or Black British | | |
| Caribbean | 580 | 4.1 |
| African | 227 | 1.6 |
| Other Black Background | 48 | 0.3 |
| Chinese or other ethnic group | | |
| Chinese | 37 | 0.3 |
| Any other ethnic group | 53 | 0.4 |
| Dual Heritage | | |
| White And Black Caribbean | 40 | 0.3 |
| White And Black African | 19 | 0.1 |
| White and Asian | 26 | 0.2 |
| Other Dual Heritage Background | 57 | 0.4 |
| White | 28 | 0.2 |
| British | 11549 | 81.5 |
| Irish | 141 | 1 |
| Other | 200 | 1.9 |
| | | |
| Withheld | 15 | 0.1 |
| Any Other Ethnic Group | 3 | 0 |
| Not Known | 58 | 0.4 |
| | | |
| Grand Total | 14168 | |

| Gender | | % |
|------------------------|--------------|----------|
| Female training places | 9,991 | 71 |
| Male training places | 4,177 | 29 |
| | | |
| Grand Total | 14168 | |

| Disability | | % |
|----------------------|--------------|----------|
| Disabled people | 844 | 6 |
| Non Disabled people | 13,253 | 95.5 |
| Information withheld | 23 | 0.2 |
| Unknown | 48 | 0.3 |
| | | |
| Grand Total | 14168 | |

Qualification and Leading Manager Training 2006/07 by monitoring groups

Areas of concern here are similar to those for training as a whole. White British people take what seems to be a disproportionately large amount of qualification training. Probably the biggest surprise is that men get over twice level that workforce figures suggest would be appropriate. There may be a link between full time working and access higher level, longer term education and training. Further investigation is needed.

| | Leading Manager Program | Regen and Comm | Env Service | Social Services | Corporate and Adult Services | Children and Young People | Total | % |
|--|-------------------------------|----------------------|----------------|--------------------|------------------------------------|------------------------------------|-------|------|
| Asian or Asian British | | | | | | | | |
| Indian | | 2 | | 2 | 3 | 1 | 8 | 4.7 |
| Pakistani | | 1 | 1 | | | | 2 | 1.2 |
| Bangladeshi | | 1 | | | | | 1 | 0.6 |
| Other Asian | | | | | | | | |
| Black or Black British | | | | | | | | |
| Caribbean | | 1 | 2 | | 2 | 1 | 6 | 3.5 |
| African | | | | | | 1 | 1 | 0.6 |
| Other Black | | | | | | | | |
| Chinese or other ethnic group | | | | | | | | |
| Chinese | | | | | | | | |
| Other | | | | | | | | |
| Dual Heritage | | | | | | | | |
| White and Black Caribbean | | | | | | | | |
| White and Black African | | | | | | | | |
| White and Asian | | | | | | | | |
| Other | | | | | | | | |
| White | | | | | | | | |
| British | 21 | 30 | 39 | 12 | 46 | 3 | 151 | 88.8 |
| Irish | | | 1 | | | | 1 | 0.6 |
| Other | | | | | | | | |
| Male | 11 | 21 | 24 | 2 | 17 | | 75 | 44.1 |
| Female | 10 | 14 | 19 | 12 | 34 | 6 | 95 | 55.9 |
| Disabled | | 7 | | 2 | 2 | 1 | 12 | 7.1 |

Positive Steps - Management Development Programme

To address the current under representation of visible minority ethnic middle and senior managers, the Council successfully piloted a development programme for minority ethnic employees. The programme was advertised amongst employees and 23 minority ethnic people came forward to go on the programme.

The programme included psychometric testing to discover personal strengths and weaknesses and various training workshops took place using drama, external consultancy, classroom based delivery and guest speakers. To meet their development needs, delegates collectively chose the topic areas with the support of Employee Development Section. Line managers of the employees were kept informed about the workshops so they could hold discussions at achievement and development and other meetings.

During and after the programme, four members of the group have secured promotion and one has taken a side ways job move. This is a small step change and will be continually monitored. Others have attended the Council's ILM course and PRINCE 2 project management courses to further develop themselves.

The programme has been evaluated and a report is to be presented to the Assistant Director Group for phase two of the programme. Line managers of the employees have supported the continuance of the programme to further develop this group. Where there are places, these will be opened up to other minority ethnic employees within the Council under the positive action framework.

5 Disciplinary and grievance and improving employee performance

Disciplinaries in schools by ethnic origin

| Group | Proceed to Disciplinary Hearing | | Disciplinary Action | | | | | | Outcome Appealed | | | |
|---------------|---------------------------------|----|---------------------|----------------|-----------------|-----------------------|-----------|-------|------------------|-----------|-------------|-------|
| | Yes | No | No Action | Verbal Warning | Written Warning | Final Written Warning | Dismissal | Other | Sanction Upheld | Dismissed | Substituted | Other |
| White British | | | 3 | | | | | | | | | |
| White Other | | | 1 | 1 | 1 | 3 | 1 | | 1 | 1 | 1 | |
| Total | | | 4 | 1 | 1 | 3 | 1 | | 1 | 1 | 1 | |

Disciplinaries in schools by gender

| Group | Proceed to Disciplinary Hearing | | Disciplinary Sanction | | | | | | Outcome Appealed | | | |
|--------------|---------------------------------|----|-----------------------|----------------|-----------------|-----------------------|-----------|-------|------------------|-----------|-------------|-------|
| | Yes | No | No Action | Verbal Warning | Written Warning | Final Written Warning | Dismissal | Other | Sanction Upheld | Dismissed | Substituted | Other |
| Female | | | 4 | | 1 | 1 | | | 1 | | 1 | |
| Male | | | | 1 | | 2 | 1 | | | 1 | | |
| Total | | | 4 | 1 | 1 | 3 | 1 | | 1 | 1 | 1 | |

Disciplinaries in schools by disability

| Group | Proceed to Disciplinary Hearing | | Disciplinary Sanction | | | | | | Outcome Appealed | | | |
|--------------|---------------------------------|----|-----------------------|----------------|-----------------|-----------------------|-----------|-------|------------------|-----------|-------------|-------|
| | Yes | No | No Action | Verbal Warning | Written Warning | Final Written Warning | Dismissal | Other | Sanction Upheld | Dismissed | Substituted | Other |
| Disabled | | | | | | | | | | | | |
| Non Disabled | | | 4 | 1 | 1 | 3 | 1 | | 1 | 1 | 1 | |
| Total | | | 4 | 1 | 1 | 3 | 1 | | 1 | 1 | 1 | |

Grievances in schools by ethnic origin

| Group | Outcome | | | | |
|---------------|---------|------------|------------------|-----------|---------|
| | Upheld | Not Upheld | Partially Upheld | Withdrawn | Ongoing |
| Indian | | 1 | | | |
| Pakistani | | 1 | | | 1 |
| White British | | 2 | | 3 | 1 |
| Total | | 4 | | 3 | 2 |

Grievances in schools by gender

| Group | Outcome | | | | |
|--------------|---------|------------|------------------|-----------|---------|
| | Upheld | Not Upheld | Partially Upheld | Withdrawn | Ongoing |
| Female | | 3 | | 2 | 1 |
| Male | | 1 | | 1 | 1 |
| Total | | 4 | | 3 | 2 |

Grievances in schools by disability

| Group | Outcome | | | | |
|--------------|---------|------------|------------------|-----------|---------|
| | Upheld | Not Upheld | Partially Upheld | Withdrawn | Ongoing |
| Disabled | | | | | |
| Non Disabled | | 4 | | 3 | 2 |
| Total | | 4 | | 3 | 2 |

Fairness at work grievances in schools by ethnic origin

| Group | Outcome | | | | |
|---------------|---------|------------|------------------|-----------|---------|
| | Upheld | Not Upheld | Partially Upheld | Withdrawn | Ongoing |
| White British | | | | 2 | |
| Total | | | | 2 | |

Fairness at work grievances in schools by gender

| Group | Outcome | | | | |
|--------------|---------|------------|------------------|-----------|---------|
| | Upheld | Not Upheld | Partially Upheld | Withdrawn | Ongoing |
| Female | | | | 2 | |
| Male | | | | | |
| Total | | | | 2 | |

Fairness at work grievances in schools by disability

| Group | Outcome | | | | |
|--------------|---------|------------|------------------|-----------|---------|
| | Upheld | Not Upheld | Partially Upheld | Withdrawn | Ongoing |
| Disabled | | | | | |
| Non Disabled | | | | 2 | |
| Total | | | | 2 | |

Disciplinaries in the Council by ethnic origin

| Group | Proceed to Disciplinary Hearing | | Outcome | | | | | | Outcome Appealed | | | |
|------------------------|---------------------------------|----|-----------|----------------|-----------------|-----------------------|-----------|-------|------------------|-----------|-------------|-------|
| | Yes | No | No Action | Verbal Warning | Written Warning | Final Written Warning | Dismissal | Other | Sanction Upheld | Dismissed | Substituted | Other |
| Caribbean | 4 | | | 1 | 1 | 1 | 1 | | | | | |
| Indian | 1 | | | | | | | 1 | | | | |
| White British | 47 | 10 | 4 | 6 | 6 | 8 | 16 | 7 | 2 | 1 | 2 | |
| White Other | 2 | 1 | | 1 | | 1 | | | | | | |
| Other Black Background | 2 | | | | 1 | 1 | | | | | | |
| Total | 56 | 11 | 4 | 8 | 8 | 11 | 17 | 8 | 2 | 1 | 2 | |

Note 3 cases ongoing - 2 White British and 1 Black Caribbean

Disciplinaries in the Council by gender

| Group | Proceed to Disciplinary Hearing | | Outcome | | | | | | Outcome Appealed | | | |
|--------------|---------------------------------|----|-----------|----------------|-----------------|-----------------------|-----------|-------|------------------|-----------|-------------|-------|
| | Yes | No | No Action | Verbal Warning | Written Warning | Final Written Warning | Dismissal | Other | Sanction Upheld | Dismissed | Substituted | Other |
| Female | 15 | 9 | 1 | 2 | 1 | 3 | 6 | 2 | 1 | | 1 | |
| Male | 41 | 2 | 3 | 6 | 7 | 8 | 11 | 6 | 1 | 1 | 1 | |
| Total | 56 | 11 | 4 | 8 | 8 | 11 | 17 | 8 | 2 | 1 | 2 | |

Note 3 cases ongoing: 2 females, 1 male.

Disciplinary in the Council by disability

| Group | Proceed to Disciplinary Hearing | | Outcome | | | | | | Outcome Appealed | | | |
|---------------------|---------------------------------|----|-----------|----------------|-----------------|-----------------------|-----------|-------|------------------|-----------|-------------|-------|
| | Yes | No | No Action | Verbal Warning | Written Warning | Final Written Warning | Dismissal | Other | Sanction Upheld | Dismissed | Substituted | Other |
| Disabled | 5 | 1 | | | | 2 | 3 | | | | 1 | |
| Non Disabled | 49 | 10 | 4 | 7 | 7 | 9 | 14 | 8 | 2 | 1 | 1 | |
| Not known/ declared | 2 | | | 1 | 1 | | | | | | | |
| Total | 56 | 11 | 4 | 8 | 8 | 11 | 17 | 8 | 2 | 1 | 2 | |

Note 3 cases ongoing: 1 disabled employee, 2 non-disabled employees.

The number of cases for Caribbean employees at 6% is higher than the current % for this group in the workforce but the four cases are spread across three departments. The % of males with formal action being taken against them is higher than expected at 61% and this is significantly higher than the % of males in the workforce which is 22.1%.

Grievances in the Council by ethnic origin

| Group | Outcome | | | | |
|---------------|---------|------------|------------------|-----------|---------|
| | Upheld | Not Upheld | Partially Upheld | Withdrawn | Ongoing |
| White British | | 4 | | 1 | 9 |
| Total | | 4 | | 1 | 9 |

Grievances in the Council by gender

| Group | Outcome | | | | |
|--------------|---------|------------|------------------|-----------|---------|
| | Upheld | Not Upheld | Partially Upheld | Withdrawn | Ongoing |
| Female | | 3 | | | 7 |
| Male | | 1 | | 1 | 2 |
| Total | | 4 | | 1 | 9 |

Grievances in the Council by disability

| Group | Outcome | | | | |
|--------------|---------|------------|------------------|-----------|---------|
| | Upheld | Not Upheld | Partially Upheld | Withdrawn | Ongoing |
| Disabled | | 2 | | | 3 |
| Non Disabled | | 2 | | 1 | 6 |
| Total | | 4 | | 1 | 9 |

Fairness at work grievances at the Council by ethnic origin

| Group | Outcome | | | | | |
|---------------|---------|------------|------------------|-----------|---------|-------|
| | Upheld | Not Upheld | Partially Upheld | Withdrawn | Ongoing | Other |
| Caribbean | | 1 | | | | |
| Pakistani | | 1 | | | | |
| White British | | 3 | 1 | 3 | 1 | 1 |
| Total | | 5 | 1 | 3 | 1 | 1 |

Fairness at work grievances at the Council by gender

| Group | Outcome | | | | | |
|--------------|---------|------------|------------------|-----------|---------|-------|
| | Upheld | Not Upheld | Partially Upheld | Withdrawn | Ongoing | Other |
| Female | | 4 | 1 | 2 | | |
| Male | | 1 | | 1 | 1 | 1 |
| Total | | 5 | 1 | 3 | 1 | 1 |

Fairness at work grievances at the Council by disability

| Group | Outcome | | | | | |
|--------------|---------|------------|------------------|-----------|---------|-------|
| | Upheld | Not Upheld | Partially Upheld | Withdrawn | Ongoing | Other |
| Disabled | | 1 | | | | |
| Non Disabled | | 4 | 1 | 3 | 1 | 1 |
| Total | | 5 | 1 | 3 | 1 | 1 |

There is no evidence from the number of grievances or Fairness At Work cases lodged to raise concerns in relation to any group of employees in the Council, however this will be monitored. Fairness At Work is no longer a separate procedure but complaints of bullying and harassment including those related to race, age, gender, disability, sexuality and religion or belief are now dealt with under the new Complaints and Grievance procedure.

Improving employee performance cases by ethnic origin

| Group | Proceed to Disciplinary Hearing | | Outcome | | | | | | Outcome Appealed | | | |
|---------------|---------------------------------|----|-----------|----------------|-----------------|-----------------------|-----------|-------|------------------|-----------|-------------|-------|
| | Yes | No | No Action | Verbal Warning | Written Warning | Final Written Warning | Dismissal | Other | Sanction Upheld | Dismissed | Substituted | Other |
| African | | | | | 1 | | | | | | | |
| White British | | | | | 3 | | | 1 | | | | |
| Total | | | | | 4 | | | 1 | | | | |

Improving employee performance cases by gender

| Group | Proceed to Disciplinary Hearing | | Outcome | | | | | | Outcome Appealed | | | |
|--------------|---------------------------------|----|-----------|----------------|-----------------|-----------------------|-----------|-------|------------------|-----------|-------------|-------|
| | Yes | No | No Action | Verbal Warning | Written Warning | Final Written Warning | Dismissal | Other | Sanction Upheld | Dismissed | Substituted | Other |
| Female | | | | | 2 | | | | | | | |
| Male | | | | | 2 | | | 1 | | | | |
| Total | | | | | 4 | | | 1 | | | | |

Improving employee performance cases by disability

| Group | Proceed to Disciplinary Hearing | | Outcome | | | | | | Outcome Appealed | | | |
|--------------|---------------------------------|----|-----------|----------------|-----------------|-----------------------|-----------|-------|------------------|-----------|-------------|-------|
| | Yes | No | No Action | Verbal Warning | Written Warning | Final Written Warning | Dismissal | Other | Sanction Upheld | Dismissed | Substituted | Other |
| Disabled | | | | | | | | | | | | |
| Non Disabled | | | | | 4 | | | 1 | | | | |
| Total | | | | | 4 | | | 1 | | | | |

With a low number of cases being taken into the formal procedures under Improving Employee Performance there is nothing to indicate any problem in the application of the procedure however, with steps being taken to improve individual performance management across the Council these figures are likely to rise and ongoing monitoring will be needed.

6 Setting targets

Now we have collated these statistics, our next task is to examine them in more detail and look at setting some equality targets to further improve equality and fairness in all areas of employment at the Council.

Our Best Value Performance Indicator employment targets up to 2008/2009 are...

| Performance indicator | 2007/2008 | 2008/2009 |
|--|------------------|------------------|
| BVPI 11a - % of top 5% earners that are women | 51.5% | 52% |
| BVPI 11b - % of top 5% earners who are minority ethnic people | 8% | 8.5% |
| BVPI 11c - % of top 5% earners who are disabled people | 4.5% | 5% |
| BVPI 16a – the number of disabled employees declaring they meet the DDA definition | 3.5% | 4% |
| BVPI 17a – the number of minority ethnic employees | 12% | 12.5% |

We will be discussing the findings of all these employment statistics with our Strategic Human Resources Group, which has officers from each Council department attending. They will be setting some departmental equality targets to work on in line with our Workforce Development Plan.

We will revise this document to include these equality targets in time for the November round of meetings of the three Diversity Forums.