

Report of the Corporate Director of Resources

Working for the Council – employment statistics April 2008 to March 2009

RECOMMENDATION

1. To note the annual equality employment statistics and the objectives highlighted to improve representation of equality groups in the workplace.

SUPPORTING INFORMATION

- 2.1 Every year we collect our equality employment statistics and produce equality employment objectives. We produce the statistics in a booklet and this is posted on our website and reported to the three Diversity Forums as well as the three Employee Networks.
- 2.2 The figures are analysed and a commentary is included within the booklet. Each department studies the figures and then makes some equality objectives to help increase the representation of equality groups in the workplace.
- 2.3 The booklet also includes progress reports on the Pakistani Recruitment Initiative and the Succession Planning Pool for potential Assistant Directors and Heads of Service.

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Background papers: Statistics from the Vision System and reports on equality employment objectives from departments

List of appendices: Appendix 1 Implications

IMPLICATIONS

Financial

1. None from this report

Legal

2. We have a legal requirement under the equality positive duties – Race Equality Duty, Gender Equality Duty and Disability Equality Duty to compile these annual employment statistics.

Human Resources

3. The statistics and equality employment objectives have been produced by Departmental and Corporate Human Resources Teams

Equalities Impact

- 4.1 By analysing these statistics we can find out if any particular equality groups are under-represented in the workplace and take action to do all we can to change this.
- 4.2 When our new 'Recruit Active' module within our Human Resources Computer System goes live very soon, we will be collecting recruitment monitoring information on sexuality and religion or belief and transgender. These equality areas are already monitored in grievances and in Succession Planning.

Corporate Priorities

5. Supporting everyone in learning and achieving.

WORKING FOR THE COUNCIL – EMPLOYMENT STATISTICS APRIL 2008 TO MARCH 2009

INTRODUCTION

- 1.1 Welcome to our latest employment statistics covering the period from April 2008 to March 2009. The statistics include recruitment, workforce profile, training and development and disciplinary and grievances.
- 1.2 Since we produced our last employment statistics report, we have improved the data collection for recording disciplinary and grievances and also recruitment statistics.
- 1.3 In the section called 'Moving forward' we have included an update on the previous year's employment equality objectives from departments and some new objectives for this year. The objectives do not yet include those from Children and Young People and these will be included in a later version.
- 1.4 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. The statistics will also be presented to our three Diversity Forums and employee networks and will be available in other styles for those who need them.
- 1.5 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 013332 255520 or email ann.webster@derby.gov.uk
- 1.6 Many thanks, to colleagues in the Human Resources Division, of all departments, who helped pull the statistics together.

RECRUITMENT

- 2.1 This section gives information about recruitment to the Council's vacancies that were advertised between April 2008 and March 2009. The numbers exclude school vacancies. It explores the stages of the process and focuses on ethnic origin, gender, disability and senior positions. For next year's statistics we hope to have captured equality monitoring in recruitment for sexuality and religion or belief as our new application form will be in use. The section also includes a progress report on our Pakistani Recruitment Initiative.
- 2.2 This table shows the breakdown of applicants, those short listed and the appointees based on the total number of vacancies. It also shows the appointment rate for each category, which is the percentage of appointments made against the number of applications for each category.

	Number of applicants	%	Number Shortlisted	%	Number of appointees	%	Appoint rate %
Asian or Asian British							
Indian	798	4.7	165	4.5	34	4.0	4.3
Pakistani	821	4.8	145	3.9	22	2.6	2.7
Bangladeshi	36	0.2	5	0.1	1	0.1	2.8
Any other Asian background	148	0.9	12	0.3	1	0.1	0.7
Black or Black British							
Caribbean	334	1.9	83	2.3	7	0.8	2.1
African	314	1.8	65	1.8	8	1.0	2.5
Other Black background	63	0.4	14	0.4	5	0.6	7.9
Chinese or other ethnic group							
Chinese	84	0.5	14	0.4	3	0.4	3.6
Any other ethnic group	45	0.3	9	0.2	2	0.2	4.4
Dual Heritage							
White and Black Caribbean	177	1.0	39	1.1	13	1.5	7.3
White and Black African	54	0.3	11	0.3	2	0.2	3.7
White and Asian	79	0.5	10	0.3	2	0.2	2.5
Other dual heritage background	89	0.5	16	0.4	4	0.5	4.5
White							
British	11952	69.7	2667	72.2	647	75.9	5.4
Irish	82	0.5	19	0.5	8	0.9	9.8
Other	538	3.1	68	1.8	27	3.2	5.0
Not known	1391	8.1	334	9.0	61	7.2	4.4
Personally withheld	135	0.8	17	0.5	5	0.6	3.7
Disabled	689	4.0	174	4.7	22	2.6	3.2
Non-disabled	15253	89.0	3255	88.1	784	92.0	5.1
Not known	940	5.5	220	6.0	31	3.6	3.3
Personally withheld	258	1.5	44	1.2	15	1.8	5.8
Female	9893	57.7	2113	57.2	521	61.2	5.3
Male	7163	41.8	1568	42.5	329	38.6	4.6
Not known	84	0.5	12	0.3	2	0.2	2.4
Total no of applicants	17,140		3,693		852		5.0

Senior Positions

2.3 We have defined 'senior' as Head of Service, Assistant Director and Corporate Director for the purposes of this report.

2.4 We advertised 15 senior positions between April 2008 and March 2009. The equality monitoring information for these senior appointments information is:

Vacancy	Applicants	Shortlisted	Appointed
Assistant Director- Regeneration and Community	2 White British	2 White British	White British
	1 Female 1 Male	1 Female 1 Male	Female
	None disabled	None disabled	Non disabled
Director, Derby City Partnership – Regeneration and Community	8 White British	6 White British	White British
	3 Female 5 Male	2 Female 4 Male	Female
	None disabled	None disabled	Non disabled
Environmental Health Manager – Environment Services	5 White British	5 White British	White British
	1 Female 4 Male	1 Female 4 Male	Male
	None disabled	None disabled	Non-disabled
Head of Assessment and Enablement – Corporate and Adult Services	3 White British 1 Caribbean 1 White Irish	5 White British 1 Caribbean 1 White Irish	White British
	3 Female 2 Male	3 Female 2 Male	Female
	None disabled	None disabled	Non-disabled
Head of Business Efficiency and Delivery – Corporate and Adult Services	3 White British	2 White British	White British
	3 Male	2 Male	Male
	None disabled	None disabled	Non-disabled
Head of Communications and Consultation – Corporate and Adult Services	25 White British 1 Caribbean 1 Pakistani 1 White other 2 Unknown	7 White British	White British
	12 Female 18 Male	4 Female 3 Male	Female
	2 Disabled 27 Non-disabled 1 Unknown	None disabled	Non-disabled
Head of Employee Service Centre - Resources	8 White British 1 African	3 White British	White British
	7 Female 2 Male	2 Female 1 Male	Male
	None disabled	None disabled	Non-disabled
Head of Reduction and Prevention – Regeneration and Community	4 White British 1 Indian 3 Other Black background 1 Other dual heritage	2 White British 1 Other Black background 1 Other dual heritage	Other dual heritage

	3 Female 6 Male	2 Female 2 Male	Female
	None disabled	None disabled	Non-disabled
Head of Revenues – Resources	7 White British	4 White British	White British
	2 Female 5 Male	1 Female 3 Male	Male
	None disabled	None disabled	Non-disabled
Head of Service – Regeneration and Community	23 White British 2 Indian	1 Indian 4 White British	White British
	6 Female 19 Male	5 Male	Male
	1 Disabled 24 Non-disabled	None disabled	Non-disabled
Trading Standards Manager – Environmental Services	4 White British	4 White British	White British
	1 Female 3 Male	1 Female 3 Male	Male
	None disabled	None disabled	Non-disabled
Chief Executive	16 White British 1 Indian 1 Black African 15 Unknown	5 White British	White British
	10 Female 8 Male 15 Unknown	1 Female 4 Male	Male
	17 Non-disabled 15 Unknown	None disabled	Non-disabled
Acting Head of Neighbourhood Services	4 White British 1 White Irish	4 White British 1 White Irish	White Irish
	2 Female 3 Male	2 Female 3 Male	Male
	None disabled	None disabled	Non-disabled
Assistant Director – Locality Services	5 White British 1 Pakistani 1 Caribbean 1 White other	2 White British 1 Pakistani 1 Caribbean	White British
	3 Female 5 Male	2 Female 2 Male	Female
	None disabled	None disabled	Non-disabled
Head of Market and Development	5 White British	2 White British	White British
	3 Female 2 Male	1 Female 1 Male	Male
	1 Disabled 4 Non-disabled	1 Disabled 1 Non-disabled	Non-disabled

Positive Action – Pakistani Recruitment Initiative Project

- 2.5 To tackle the chronic under representation of Pakistani employees in the workforce, the Council initiated the Pakistani Recruitment Initiative Project in April this year by seconding an officer from Employee Development to lead on the initiatives until March 2010.
- 2.6 There has been reporting of achievements and the difficulties to the Minority Communities Diversity Forum, Personnel Committee and the Pakistani Recruitment Initiative Board which is steered by the Corporate Director of Resources, Assistant Director Human Resources, Head of Employee Service Centre, Head of Performance and Learning, JET Executive, Chair of Pakistan Community Centre and Executive of Radio Ikhlas.
- 2.7 This is what the project has achieved since April this year...
- Written and agreed a comprehensive Project Initiation Document and Project Plan
 - Promoted the initiative through Radio Ikhlas during Ramadhan 2009 to attract people from the community onto a mailing list where job seekers receive regular vacancy lists, training on interview skills and information about traineeships targeted at the community.
 - Helped 10 people secure traineeships.
 - In total, 43* Pakistani people have been recruited into positions since April 2009 – compared to 12 during 2007/08 and 22 during 2008/09.
 - There are currently 7 Pakistani origin apprentices - 15%
 - Applied to external funding for the creation of new apprenticeship positions – awaiting outcome
 - Helped the Council reduce the deficit of Pakistani employees from 400 to 269
 - Arranged a well attended project celebratory event with dignitaries, senior managers and new Chief Executive in attendance, publicising the event in the internal council newsletter for all Council employees to raise awareness
 - Created awareness of the under representation and the project aims to managers, through internal manager newsletters, equality training for managers, corporate induction and new manager induction training courses
 - Attended planned recruitment events to promote the initiative
 - Offered on-going one to one support and guidance assisting four people into permanent full time positions and into traineeships.
- 2.8 The project also plans to:
- explore the possibilities of creating temporary non-specialist and non-technical opportunities, saving costs of paying third party search organisations
 - pilot drop-in sessions in the community

- work with City Teaching Assistant Co-ordinator to set up a workshop to inform members of the community about teaching pathways.
- generate employment pools for Pakistani candidates that have been short listed and not recruited, offering support and guidance into Council jobs.
- mainstream the work of the project into the new Employee Services Centre.

*These are the total number of Pakistani people on the Council's Vision system shown to be recruited from 1 April 2009 to 11 September 2009. They include permanent employees, apprentices, trainees, fixed term and temporary contracts. Based on this information, recruitment statistics will show a higher percent success rate next year and if the employees with short contracts are retained by the Council it could show a positive impact on the workforce make-up next year too.

WORKFORCE PROFILE

- 3.1 This section covers Council employees in post at 31 March 2009. The information in the report comes from the Vision HR/Payroll system. Where an employee has more than one job, each job is analysed separately.
- 3.2 The statistics relate to the Quarter 4 2008/09 Best Value Performance Indicators and includes additional analysis by age and gender. Also included are departmental breakdowns of employees and leavers information. The main report headings are:
- 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
 - leavers information

Top 5% earners - means employees with a salary equal to or greater than SCP 41 £34,207 a year.

The statistics do not include employees of Derby Homes and agency staff.

- 3.3 The information contained in last year's report also excluded staff employed in schools because a large amount of equalities data was still being collected for this group. The majority of the outstanding data has now been collected and it seems appropriate that the report should again include information on staff employed in schools.

Ethnic origin profile - BVPI 17a

	Non minority ethnic employees		Minority ethnic employees		All minority ethnic employees	Ethnic origin unknown
	Male	Female	Male	Female		
No of employees	2824	9270	359	1307	1666	858
As a % of employees with known ethnic origin	20.5	67.4	2.6	9.5	12.1	

The Council's BVPI 17a target for 2008/09 was 12.0%. The Quarter 4 2008/09 actual figure of 12.1% is above that target and would easily put us in the top quartile for unitary authorities.

Departmental analysis of the percentage of minority ethnic employees

Department	Minority ethnic employees	Non minority ethnic employees	Personally withheld	Unknown ethnic origin	% of workforce with known ethnic origin
Chief Executive's		9			0.0
Corporate and Adult Services	271	1432	3	2	15.9
Resources	47	345		2	12.0
Environmental Services	240	2151	4	42	10.0
Regeneration and Community	127	956	22	3	11.5
Children and Young People	981	7153	19	809	12.0
Total	1,666	12,046	48	858	12.1

Analysis of employee ethnic origin by 2001 Census categories

Ethnic origin	Number of females	%	No of males	%	Total	%	2001 Census Data
Asian or Asian British							
Indian	503	3.45	84	0.57	587	4.02	3.84
Pakistani	255	1.74	55	0.38	310	2.12	3.96
Bangladeshi	6	0.04	3	0.02	9	0.06	0.09
Any Other Asian Background	38	0.26	16	0.11	54	0.37	0.46
Black or Black British							
Caribbean	239	1.63	86	0.59	325	2.22	1.40
African	60	0.41	31	0.21	91	0.62	0.20
Other Black Background	29	0.20	22	0.15	51	0.35	0.16
Chinese or other ethnic group							
Chinese	20	0.14			20	0.14	0.39
Any Other Ethnic Group	41	0.28	14	0.10	55	0.38	0.26
Dual Heritage							
White And Black Caribbean	51	0.35	16	0.11	67	0.46	1.03
White And Black African	9	0.06	3	0.02	12	0.08	0.09
White And Asian	28	0.19	9	0.06	37	0.25	0.44
Other Dual Heritage Background	28	0.19	20	0.14	48	0.33	0.22
White							
British	8959	61.29	2721	18.61	11680	79.90	84.39
Irish	84	0.57	29	0.20	113	0.77	1.38
Other	195	1.33	58	0.40	253	1.73	1.68
Unknown	704	4.82	154	1.05	858	5.87	
Personally Withheld	32	0.22	16	0.11	48	0.33	
Grand Total	11,281	77.17	3,337	22.83	14,618	100.00	100.00

Disability profile - BVPI 16a

	Non disabled employees		Disabled employees		All disabled employees	DDA status unknown
	Male	Female	Male	Female		
No. of employees	3,036	10,464	191	426	617	501
As a % of employees with known DDA status	21.51	74.12	1.35	3.02	4.37	

The Council's BVPI 16a target for 2008/09 was 4.00%. The Quarter 4 2008/09 actual figure of 4.37% is above that target and would easily put us in the top quartile for unitary authorities.

Departmental analysis of disabled employees

Department	Disabled employees	Non disabled employees	Personally withheld	Unknown	% of workforce with known DDA status
Chief Executive's		9			0.00
Corporate and Adult Services	166	1541	1		9.72
Resources	48	343		3	12.28
Environmental Services	139	2257	8	33	5.78
Regeneration and Community	87	1000	11	10	7.92
Children and Young People	177	8329	1	455	2.08
Total	617	13479	21	501	4.37

Analysis of ethnic origin of disabled employees

Ethnic origin	Number of females	%	Number of males	%	Total	%
Asian or Asian British						
Indian	21	3.40	2	0.32	23	3.72
Pakistani	6	0.97	4	0.65	10	1.62
Any Other Asian Background	2	0.32			2	0.32
Black or Black British						
Caribbean	9	1.46	2	0.32	11	1.78
African			2	0.32	2	0.32
Other Black Background	1	0.16	2	0.32	3	0.49
Chinese or other ethnic group						
Chinese	1	0.16			1	0.16
Any Other Ethnic Group	6	0.97	1	0.16	7	1.13
Dual Heritage						
White And Black Caribbean	2	0.32			2	0.32
White And Black African	2	0.32			2	0.32
Other Dual Heritage Background	2	0.32			2	0.32
White						
British	348	56.43	172	27.89	520	84.32
Irish	5	0.81	3	0.49	8	1.30
Other	4	0.65	3	0.49	7	1.13
Unknown	16	2.59			16	2.59
Personally Withheld	1	0.16			1	0.16

Grand Total	426	69.04	191	30.96	617	100.00
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Departmental analysis of the top 5% earners who are women - BVPI 11a

Department	All employees	Male employees	%	Female employees	%
Chief Executive's	4	2	50.00	2	50.00
Corporate and Adult Services	110	61	55.45	49	44.55
Resources	55	32	58.18	23	41.82
Environmental Services	36	23	63.89	13	36.11
Regeneration and Community	93	64	68.82	29	31.18
Children and Young People	211	55	26.07	156	73.93
Total	509	237	46.56	272	53.44

The Council's BVPI 11a target for 2008/09 was 52.00%. The Quarter 4 2008/09 actual figure of 53.44% is above that target and would put us in the top quartile for unitary authorities.

Ethnic origin profile of top 5% earners - BVPI 11b

	Non minority ethnic employees		Minority ethnic employees		All minority ethnic employees	Unknown ethnic origin
	Male	Female	Male	Female		
No. of employees	219	252	18	20	38	
As a % of all employees	43.03	49.50	3.54	3.93	7.47	

The Council's BVPI 11b target for 2008/09 was 8.00%. Although our actual figure of 7.47 is below target, it would still easily put us in the top quartile for unitary authorities.

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

Department	All employees	Minority ethnic employees	%
Chief Executive's	4	0	0.00
Corporate and Adult Services	110	11	10.00
Resources	55	3	5.45
Environmental Services	36	0	0.00
Regeneration and Community	93	8	8.60
Children and Young People	211	16	7.58
Total	509	38	7.47

Analysis of ethnic origin of top 5% earners

Ethnic origin	Number of females	%	Number of males	%	Total	%
Asian or Asian British						
Indian	5	0.98	7	1.38	12	2.36
Pakistani			5	0.98	5	0.98
Any Other Asian Background			2	0.39	2	0.39
Black or Black British						
Caribbean	7	1.38	3	0.58	10	1.96
African	1	0.20	1	0.20	2	0.39
Other Black Background	1	0.20			1	0.20
Chinese or other ethnic group						
Chinese	1	0.20			1	0.20
Any Other Ethnic Group	2	0.39			2	0.39
Dual Heritage						
White And Black Caribbean	1	0.20			1	0.20
White And Asian	1	0.20			1	0.20
Other Dual Heritage Background	1	0.20			1	0.20
White						
British	240	47.15	208	40.86	448	88.02
Irish	4	0.78	4	0.78	8	1.57
Other	7	1.38	6	1.17	13	2.55
Personally Withheld	1	0.20	1	0.20	2	0.39
Grand Total	272	53.46	237	46.54	509	100.00

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

	Non disabled employees		Disabled employees		All disabled employees	DDA status unknown
	Male	Female	Male	Female		
No. of employees	227	250	10	20	30	2
As a % of all employees	44.60	49.12	1.96	3.93	5.89	0.39

The Council's BVPI 11c target for 2008/09 was 5.00%. The Quarter 4 2008/09 actual figure of 5.89% is above that target and would easily put us in the top quartile for unitary authorities.

Departmental analysis of top 5% earners who are disabled people

Department	All employees	Disabled employees	%
Chief Executive's	4	0	0.00
Corporate and Adult Services	110	15	13.64
Resources	55	5	9.09
Environmental Services	36	1	2.78
Regeneration and Community	93	0	0.00
Children and Young People	211	9	4.27
Total	509	30	5.89

Age and Gender Profile

Age range	Number of females	%	Number of males	%	Total	%
Under 20	131	0.90	105	0.72	236	1.62
20-24	503	3.44	325	2.22	828	5.66
25-29	932	6.38	340	2.33	1272	8.71
30-34	1065	7.29	306	2.09	1371	9.38
35-39	1558	10.66	359	2.46	1917	13.12
40-44	2006	13.71	392	2.68	2398	16.40
45-49	1732	11.84	405	2.77	2137	14.62
50-54	1429	9.78	390	2.67	1819	12.44
55-59	1217	8.33	377	2.58	1594	10.90
60-64	550	3.76	240	1.64	790	5.40
65 and over	158	1.08	98	0.67	256	1.75
Grand Total	11,281	77.17	3,337	22.83	14,618	100.00

Departmental Analysis of leavers

Department	All employees	Male employees	%	Female employees	%
Chief Executive's					
Corporate and Adult Services	186	31	1.93	155	9.66
Resources	41	12	0.75	29	1.81
Environmental Services	263	97	6.05	166	10.35
Regeneration and Community	145	62	3.87	83	5.17
Children and Young People	969	151	9.41	818	51.00
Total	1,604	353	22.01	1,251	77.99

The gender split between male leavers - 22.01% - and female leavers - 77.99 - reflects the gender profile of the current workforce. Males - 22.83% - and females - 77.17%.

Ethnic Origin profile of Leavers

Ethnic origin	Number of females	%	Number of males	%	Total	%
Asian or Asian British						
Indian	39	2.43	12	0.75	51	3.18
Pakistani	25	1.56	10	0.62	35	2.18
Bangladeshi	1	0.06			1	0.06
Any Other Asian Background	1	0.06			1	0.06
Black or Black British						
Caribbean	21	1.31	4	0.25	25	1.56
African			7	0.44	7	0.44
Other Black Background	4	0.25	2	0.12	6	0.37
Chinese or other ethnic group						
Chinese	2	0.12	2	0.12	4	0.25
Any Other Ethnic Group	2	0.12	1	0.06	3	0.19
Dual Heritage						
White And Black Caribbean	11	0.69	1	0.06	12	0.75
White And Black African	3	0.19	1	0.06	4	0.25
White And Asian	2	0.12	2	0.12	4	0.25
Other Dual Heritage Background	6	0.37	4	0.25	10	0.62
White						
British	902	56.25	250	15.61	1152	71.82
Irish	11	0.69	1	0.06	12	0.75
Other	27	1.68	7	0.44	34	2.12
Unknown	189	11.78	48	2.99	237	14.78
Personally Withheld	5	0.31	1	0.06	6	0.37
Grand Total	1251	77.99	353	22.01	1604	100.00

Analysis of DDA status of Leavers

	Non disabled leavers		Disabled leavers		All disabled leavers	DDA status unknown
	Male	Female	Male	Female		
No. of employees	305	1116	23	71	94	89
As a % of leavers with known DDA status	20.13	73.66	1.52	4.69	6.21	

Training and Development

- 4.1 This table shows the incidence of employees taking part in a training event, broken down by monitoring groups. Distribution is broadly in line with representation in the workforce as shown in column 3. This is employee training, so the positive action work like job seekers training for people on the minority job seekers register and users of Jet is not shown.

Ethnic origin	1 Number of events	2 %	3 Workforce %
Asian or Asian British			
Indian	526	4	4.02
Pakistani	202	1.5	2.12
Bangladeshi	4	0.03	0.06
Any Other Asian Background	59	0.4	0.37
Black or Black British			
Caribbean	450	3.4	2.22
African	108	0.8	0.62
Other Black Background	72	0.5	0.35
Chinese or other ethnic group			
Chinese	15	0.1	0.14
Any other ethnic group	20	0.2	0.38
Dual Heritage			
White And Black Caribbean	46	0.3	0.46
White And Black African	13	0.1	0.08
White and Asian	11	0.1	0.25
Other Dual Heritage Background	41	0.3	0.33
White			
British	11,262	84.9	79.90
Irish	147	1.1	0.77
Other	212	1.6	1.73
Withheld	21	0.2	0.33
Not Known	30	0.2	5.87
Grand Total	13,261		

Gender	Events	%	% employee s
Female training places	10236	77	77.17
Male training places	3026	23	22.83
Grand Total	13,262		

Disability	Events	%	% Employee s
Disabled people	704	5.3	4.37
Non Disabled people	12452	93.9	95.63
Information withheld	1	0	
Unknown	105	0.8	
Grand Total	13,262		

Equality Statistics for Succession Pools in 2008 and 2009

- 4.2 The Council set up its first Succession Pool in 2008, for middle managers and officers aspiring to be heads of service. We recognised that most equality groups were under-represented at head of service level, and set targets for ethnic minority employees, women and disabled people after carrying out an equality impact assessment. We also wrote an article for the Council employee magazine encouraging people from these groups to apply, repeated this message in the Policy and Procedure, and sent a letter to all senior managers asking them to support this approach. In addition, we sent emails to all members of the Council's three employee networks – Black Employees Support Network, Disability Employees Network and Lesbian, Gay, Bi-sexual and Transgender Employees Network. We were pleased to meet and exceed the targets we had set.
- 4.3 In 2009, we set up a second Head of Service Pool and a first Assistant Directors Pool for people aspiring to be assistant directors. We again encouraged senior managers to support under-represented groups. This time the results were mixed. This was partly due to the success of 2008 and the low numbers of some of the under-represented groups amongst those eligible to apply.
- 4.4 There were no targets set for Sexuality and Religion and Belief as we have only recently started monitoring these groups and do not have accurate records yet.
- 4.5 The five tables on the next three pages show the number of employees selected for the pools, broken down by monitoring groups.

Ethnic origin	1 Head of Service Pool 2008	2 Head of Service Pool 2009	3 Assistant Director Pool 2009	4 Total
Asian or Asian British				
Indian	0	1	0	1
Pakistani	2	0	0	2
Bangladeshi	0	0	0	0

Any Other Asian Background	0	0	0	0
Black or Black British				
Caribbean	2	0	0	2
African	0	0	1	1
Other Black Background	0	0	0	0
Chinese or other ethnic group				
Chinese	0	0	0	0
Any Other Ethnic Group	0	0	0	0
Dual Heritage				
White And Black Caribbean	1	0	0	1
White and Black African	0	0	0	0
White and Asian	0	0	0	0
Other Dual Heritage Background	0	0	0	0
	Actual Target	Actual Target	Actual Target	Actual Target
Sub Total	5 4	1 3.3	1 1	7 8.3
White				
British	24	15	9	48
Irish	1	1	0	2
Other	0	2	0	2
Withheld	0	0	0	0
Any Other Ethnic Group	0	0	0	0
Not Known	0	1	0	1
Grand Total	30	20	10	60

Gender	1 Head of Service Pool 2008	2 Head of Service Pool 2009	3 Assistant Director Pool 2009	4 Total
	Actual Target	Actual Target	Actual Target	Actual Target
Female	16 15	11 11	2 3.5	29 29.5
Male	14	9	8	31
Grand Total	30	20	10	60

Disability	1 Head of Service Pool 2008	2 Head of Service Pool 2009	3 Assistant Director Pool 2009	4 Total
	Actual Target	Actual Target	Actual Target	Actual Target
Disabled People	2 2	0 2	0 1	2 5
Non Disabled People	26	17	9	52
Information Withheld	2	2	1	5
Not Known	0	1	0	1
Grand Total	30	20	10	60

Sexuality	1 Head of Service Pool 2008	2 Head of Service Pool 2009	3 Assistant Director Pool 2009	4 Total
Lesbian / Gay	1	1	0	2
Bi-sexual	0	0	0	0
Heterosexual	22	16	8	46
Prefer not to say	7	2	2	11
Not Known	0	1	0	1
Grand Total	30	20	10	60

Religion and Belief	1 Head of Service Pool 2008	2 Head of Service Pool 2009	3 Assistant Director Pool 2009	4 Total
Christian / Church of England	10	7	4	21
Catholic	2	0	1	3
Orthodox	1	0	0	1
Islam	2	0	0	2
Prefer not to say	12	8	3	23
None	2	3	1	6
Aetheist / Agnostic	1	1	0	2
Buddhist / Transhumanist	0	0	1	1
Not Known	0	1	0	1
Grand Total	30	20	10	60

DISCIPLINARIES AND GRIEVANCES

This section provides information on disciplinary and grievance cases submitted between April 2008 and March 2009. Each table focuses on the ethnic origin, gender and disability status of each employee and compares the total for each group against the workforce profile. School based employees are not included in these figures.

Disciplinary Investigations

- 5.1 During 2008/09 the Council undertook 102 disciplinary investigations. Of these, 67 proceeded to a disciplinary hearing – 65.7% of all disciplinary investigations. This compares with 49 – 61.25% for 2007/08. The proportion of investigations moving on to formal action is therefore fairly consistent although the number of investigations required has increased.
- 5.2 A full breakdown of all disciplinary investigations and outcomes is given in figures 1 to 5.

Ethnic Origin

- 5.3 Figure 1 shows the breakdown of disciplinary investigations by ethnic origin. The figures for Pakistani at 3.9%, Caribbean at 3.9%, African at 1%, Other Black Background 2.9%, White and Black Caribbean Dual Heritage at 3.9% and White and Asian Dual Heritage at 1% are all larger than the percentage which these groups represent in the workforce. By contrast, the figures for Indian and White British are lower.
- 5.4 Of the 67 cases which proceeded to a hearing, those involving Indian, Pakistani, Caribbean, African Other Black Background, White and Black Caribbean and White and Asian were also greater than the percentages those groups represent in the workforce. Likewise, out of 15 dismissals those involving African, Indian and Pakistani were in a greater proportion than the workforce as a whole. However with numbers this small, one more or less employee has such a large impact on percentages that it is not possible to draw meaningful conclusions.

Disability and Gender

- 5.5 The number of investigations involving disabled employees at 14.7% was significantly higher than the percentage of disabled people in the workforce, 4.37%. This was also a sharp rise on 2007/08 at 8.75%.
- 5.6 As with 2007/08, the proportion of male employees involved in disciplinary investigations at 59%, far exceeded their proportion in the workforce, 22.83%

Disciplinary Investigations 2008/2009

Figure 1 - Disciplinary Investigations by ethnic origin

Ethnic Origin	Total number of disciplinary investigations by ethnic origin	% of total disciplinary investigations	% ethnic origin of the workforce
Asian or Asian British			
Indian	4	3.9	4.02
Pakistani	4	3.9	2.12
Bangladeshi			0.06
Any Other Asian Background			0.37
Black or Black British			
Caribbean	4	3.9	2.22
African	1	1.0	0.62
Other Black Background	3	2.9	0.35
Chinese or other ethnic group			
Chinese			0.14
Any Other Ethnic Group			0.38
Dual Heritage			
White And Black Caribbean	4	3.9	0.46
White And Black African			0.08
White And Asian	1	1.0	0.25
Other Dual Heritage Background			0.33
White			
British	79	77.5	79.90
Irish			0.77
Other			1.73
Not Known			5.87
Personally Withheld	2	2.0	0.33
Total	102	100%	100%

Figure 2 - Disciplinary investigations by ethnic origin and the proposed action

Ethnic Origin	Proposed Action 2008/ 2009								Total	Proposed Action 2007/08				
	Proceeded to disciplinary hearing						Investigations Ongoing				Proceeded to disciplinary hearing			
	Yes	%	No	%	Other Informal Action Taken	%					Yes	%	No	%
Indian	3	4.5	1	4.2					4	2	3.8	1	7.1	
Pakistani	3	4.5	1	4.2					4	1	1.9	1	7.1	
Caribbean	2	3.0	1	4.2	1	10			4	4	7.5			
African	1	1.5							1	2	3.8			
Other Black Background	3	4.5							3					
Any Other Ethnic Group														
White And Black Caribbean	2	3.0	2	8.3					4	1	1.9			
White And Asian	1	1.5							1	1	1.9			
Other Dual Heritage										1	1.9	1	7.1	
British	50	74.6	19	79.2	9	90	1	100	79	40	75.5	10	71.4	
White Other												1	7.1	
Personally Withheld	2	3.0							2	1	1.9			
Total	67		24		10		1		102	53		14		

Figure 3 - Disciplinary dismissals by ethnic origin

	2008/2009		2007/08	
Ethnic Origin	Total Number of dismissals by ethnic origin	% of total dismissals	Total Number of dismissals by ethnic origin	% of total dismissals
African	1	6.7		
Indian	2	13.3	1	6.25
Pakistani	1	6.7		
Caribbean			3	18.75
White British	10	66.7	12	75.00
White and Asian	1	6.7		
Total	15	100%	16	100%

Figure 4 - Analysis of disciplinary investigations by disability

Disability	Total number of disciplinary investigations by disability	% of total disciplinary investigations	% of known disabled people in the Workforce
Non Disabled	87	85.3	95.63
Disabled	15	14.7	4.37
Total	102	100%	100%

Figure 5 - Analysis of disciplinary investigations by gender

Gender	Total number of disciplinary investigations by gender	% of total disciplinary investigations	% Gender profile of the workforce
Female	42	41	77.17
Male	60	59	22.83
Total	102	100%	100%

GRIEVANCES

- 5.7 During 2008/9, employees raised 90 grievances – a small reduction on the 2007/08 figure of 98.

Ethnic Origin

- 5.8 Although the percentage of grievances raised by non-white British employees generally exceeded their representation in the workforce, the most significant was for Caribbean employees. This group represents 2.22% of the workforce and yet raised 7.8% of the grievances.

Disability

- 5.9 22 disabled people raised grievances which represented 24% of the grievances raised. Disabled people represent 4.37% of the workforce so the figure is disproportionate. However, only one of the grievances was raised on the grounds of disability itself.

Gender

- 5.10 The number of grievances raised by male employees was 60, representing 67% of grievances. This is significantly higher than their representation in the workplace which stands at 22.83%.

Grounds for grievances

- 5.11 There was one grievance in grounds of disability and another one on grounds of race. There were no grievances on grounds of sexuality, religion or belief, age or gender.

Bullying, Harassment and Discrimination cases

- 5.12 There were 11 allegations during 2008/09. None of these have found in favour of the claimant although five are still ongoing.

Grievances 2008/2009

Figure 6 - Analysis of grievances received by ethnic origin

Ethnic Origin	Total number of grievances by ethnic origin	% of total grievances	% ethnic origin of the workforce
Asian or Asian British			
Indian	6	6.7	4.02
Pakistani			2.12
Bangladeshi			0.06
Any Other Asian Background			0.37
Black or Black British			
Caribbean	7	7.8	2.22
African	1	1.1	0.62
Other Black Background	1	1.1	0.35
Chinese or other ethnic group			
Chinese			0.14
Any Other Ethnic Group			0.38
Dual Heritage			
White And Black Caribbean	1	1.1	0.46
White And Black African			0.08
White And Asian			0.25
Other Dual Heritage Background			0.33
White			
British	72	80	79.90
Irish	1	1.1	0.77
Other	1	1.1	1.73
Not Known			5.87
Personally Withheld			0.33
Total	90	100%	100%

Figure 7 - Analysis of grievances by disability

Disability	Total number of grievances by disability	% of total grievances	% known disabled people in the workforce
Non Disabled	68	76	95.63
Disabled	22	24	4.37
Total	90	100%	100%

Figure 8 - Analysis of Grievances received by gender

Gender	Total number of Grievances by Gender	% of total grievances	% Gender profile of the Workforce
Female	30	33	77.17
Male	60	67	22.83
Total	90	100%	100%

Figure 9 - Grounds for grievances

Grounds	Total number of Grievances	% of total grievances
Disability	1	1
Ethnicity	1	1
Other	88	98
Total	90	100%

Figure 10 - Analysis of bullying, harassment and discrimination cases for 2008/2009

Charge	Outcome						Total
	Investigation Stage	Withdrawn	Resolved - DCC won Employment Tribunal	Resolved Informally	Not upheld	Ongoing	
Bullying and Harassment		1	1			5	7
Discrimination				1	2	1	4
							11

MOVING FORWARD

- 6.1 This section contains updates from departmental employment equality objectives set last year and some new objectives for 2009/2010.
- 6.2 Updates on the Best Value Performance Indicator targets that were set for 2008/2009, are mentioned in the commentary for Section 3 – workforce profile.
- 6.3 Our latest Best Value Performance Indicator employment aims for 2009/2010 are...

Performance indicator	2009/2010
BVPI 11a - % of top 5% earners who are women	52.5%
BVPI 11b - % of top 5% earners who are minority ethnic people	7.5%
BVPI 11c - % of top 5% earners who are disabled people	5.5%
BVPI 16a – the number of disabled employees declaring they meet the DDA definition	4.5%
BVPI 17a – the number of minority ethnic employees	12.5%

- 6.4 Our Strategic Human Resources Group, which comprises officers from each Council department, discussed the findings of all these employment statistics. They looked at each department's figures and the best value performance indicator aims. From these, they came up with a set of initiatives to further improve our performance in equality in employment at the council. These initiatives have been endorsed by their Departmental Senior Management Teams and the Council's Assistant Director Group, as well as our three Diversity Forums and Employee Networks.

Here are the initiatives set by each department.

Corporate and Adult Services

BVPI 11a – Percentage of top earners that are women

- 6.5 By the end of 2008/9 the Council wanted to achieve a target of 52%. According to the statistics, Corporate and Adult Services had 48.46% for 2007/08. However based on the latest information for -2008/09 this has slipped by 0.5% to 47.96%. To achieve the target figure, represents the promotion or appointment of 4 more female employees and the Directorate will attempt this.
- 6.6 However, the possibility of achieving this target in step changes of one to two posts a year over the next three years is constrained by the availability of funded posts. Given the pressures on finance that impact on recruitment to posts at this level in the current and future years, and the implementation of service restructure, this may be difficult to achieve.

BVPI 11b – Percentage of top earners that are minority ethnic people

- 6.7 By the end of 2008/9 the Council was seeking to achieve a target of 8.5%. Corporate and Adult Services achieved 6.3% in 2007/08, but by the end of 2008/09 had succeeded in raising this to 9.1%, so exceeding its target. The target of the Directorate is to maintain this level of representation.

BVPI 11c – Percentage of top earners who are disabled people

- 6.8 The target for 2008/09 for the Council was 5% and Corporate and Adult Services has already achieved this by 2007/08. By 2008/09 this figure had increased to 13.23% of the workforce. The Directorate will seek to maintain and/or increase this level of representation but recognises the target will be challenging in the current employment environment.

BVPI 16a – Percentage of the number of disabled employees declaring they meet the DDA definition

- 6.9 Corporate and Adult Services has a good record of employing disabled people and has improved on its position between 2007/08 and 2008/09. In 2007 it had 7.21% of its workforce declaring that they were disabled people as opposed to a Council figure of 6.15%. By 2008/09 this had increased to 10%. The Directorate will try to maintain and enhance the overall percentage of disabled employees for future years and to encourage those of its employees who are disabled people to declare this if they have not already done so.
- 6.10 The Directorate will attempt to secure employment over the coming year for service users in its Learning Disability Service in Adults Service who are deemed to be job ready and require jobs commensurate with their impairment and skills. At the end of the 2007/08 year the Directorate had taken on 6 people from this group and by 2008/09 this had increased by a further 7. Its target will be to continue to achieve this level of increase of people with Learning Disabilities in employment in its workforce. This will be done by working through the Job Trainers who work in the Learning Disability Service.
- 6.11 As has been explained in previous sections of this report any increase in numbers recruited is dependant upon there being posts available. Given the level of organisational change in the Council generally there may not be posts available for people either in this group or from minority communities in order to increase representation. It also has to be said that shrinkage of staffing numbers, could affect the balance of numbers in all categories mentioned in this section.

BVPI 17a – The number of minority ethnic people as a proportion of the workforce

- 6.12 Corporate and Adult Services has a good record in employing minority ethnic people. In 2007/08 15% of its workforce was from this group against a Council average of 13.66%. By 2008/09 this had increased slightly to 15.29%, including 42 employees from the Pakistani community. The target for the Directorate for future years is at a minimum to sustain this level of employment and to increase it by a further 1%. The constraints on recruitment are mentioned in the section above apply equally to this target area.

Interpreting the data

- 6.13 There is one word of caution in using the data from the HR Report. This is that it reports for 2008/09. The data for 2009/10 is not yet available, although some checking has been done of the existing staffing base to inform this report. There is the possibility that the base for calculation against the target may have already shifted. When the new report is available it will be examined and amended targets submitted if necessary
- 6.14 Additionally it must be pointed out that shifts in the workforce population in the Directorate itself may affect the calculation of averages and can account for some of the changes in the figures for representative groups.

The future – Corporate and Adult Services

- 6.15 The Directorate has to recognise the impact of the large scale transformation agenda for the Council in its workforce strategies. It has therefore concentrated on consolidating its position rather than creating unnecessary expectations.
- 6.16 In Adult Services many initiatives are already under way in respect of recruitment and retention of employees from minority groups. This is because of the thrust over a number of years towards improving recruitment and retention in Social Care. Work continues in schools and the community to bring to the attention of people there the range of jobs available and to encourage applications. It also has a Foundation Management Programme to encourage the training and development of potential managers.
- 6.17 The scope for recruitment is still compromised by the fundamental changes to Adult Social Care that are taking place as a result of both funding issues and changes in regulations and government policy, as well as the need to modernise services. There is a vacancy management policy in place that significantly restricts appointments to posts. However there are opportunities to manage its workforce and to

develop its employees, and in so doing affect its make-up and composition of the workforce..

- 6.18 The Directorate will continue to maintain a presence and profile at Careers and Recruitment Fairs to showcase the opportunities available within Corporate and Adult Services, and continue its outreach work in communities, targeting specific groups, to develop awareness of employment opportunities.
- 6.19 The Directorate will utilise the JET-based agreement that the Council has entered into to improve representation of people from the Pakistani community by establishing traineeships. The Directorate has three trainees currently and will seek to improve representation in this area. It will maintain its support to people from under-represented groups on positive training initiatives, such as the Positive Steps programme.
- 6.20 Learning Disability Traineeships will be supported with the express intent of enabling these trainees to make the transition to the mainstream workforce, thereby increasing representation from this minority group in the workforce.
- 6.21 The Directorate will promote the Succession Pools at Head of Service level and Assistant Director level to people from under-represented groups and will support those that are selected to participate.

Conclusion – Corporate and Adult Services

- 6.22 Corporate and Adult Services has a strong base to build on. The steps above are consistent with the Council's Workforce Development aspirations and are commensurate with the level of change that the Council is now experiencing.

Environmental Services

BVPI 11a – Percentage of top 5% earners who are women

- 6.23 The Directorate has 36.11% of women at this level, compared with the Council's aim for 2008/ 2009 of 52%. Our aim is to do our best to promote or employ a further 3 women at this level, recognising that achieving this aim relies on the posts becoming available and the existing number of female employees already at this level not declining.

BVPI 11b – Percentage of top 5% earners who are minority ethnic people

- 6.24 The Directorate had no minority ethnic employees at this level when the 2008/2009 statistics were collected. The Council is looking to achieve a target of 8.5%. To reach this target the Directorate would need to employ or promote one person at this level. Again this would be dependent on available posts at this level.

BVPI 11c – Percentage of top 5% earners who are disabled people

- 6.25 The Directorate has 2.78% of disabled people at this level, compared to a Council aim for 2008/ 2009 of 5%. Our aim for 2009/ 2010 is to increase representation of disabled people at this level by promoting or employing a further 2 people. This will be dependent on funded posts becoming available and the existing number of disabled people at this level not declining.

BVPI 16a – Percentage of the number of disabled employees declaring they meet the DDA definition

- 6.26 The Directorate has 5.78% of employees who are disabled people compared with a Council aim for 2008/ 2009 of 4%. Our aim is to maintain and increase the percentage of disabled employees in 2009/ 2010 and seek to encourage those employees who are disabled people to declare this if they have not done so already.

BVPI 17a – The number of minority ethnic people as a proportion of the workforce

- 6.27 The Directorate's workforce comprises 10% of minority ethnic people compared with a Council aim of 12%. Our aim is to employ another 30 minority ethnic employees to improve the diversity of the workforce.

Initiatives – Environmental Services

- 6.28 There are a number of actions and initiatives that the Directorate can implement or participate in to increase the representation of minority groups within the workforce. These initiatives aim to ensure we have a workforce that better represents the local Census information and to try and address under representation in the workforce where it exists.
1. Continue to attend careers and recruitment fairs and community events to highlight the range of job opportunities within Environmental Services.
 2. Continue to work with managers and Corporate HR to utilise and promote the JET scheme to improve representation of people from the Pakistani community by identifying appropriate posts for traineeships and supporting people into employment.
 3. Review our work experience practices and work pro-actively with managers and Corporate HR to explore linking of individuals on the Job Seekers registers for disabled people and for minority ethnic communities into work experience placements in Environmental Services.

4. Work pro-actively with colleagues from the Learning Disability Service to identify suitable employment opportunities for people with learning disabilities and support them into employment.
5. Continue to actively support and promote the role of the three employee networks – Black Employee Support Network, Disabled Employees Network and Lesbian, Gay, Bi-Sexual and Transgender (LGBT) Network and seek specific feedback on actions and initiatives Environmental Services could consider.
6. Continue to work with managers and Corporate HR on supporting positive training initiatives such as the Positive Steps programme as detailed in the Workforce Development Plan 2007/ 2010.
7. Review current equality and diversity awareness training and promotion activities within Environmental Services and undertake a workforce survey to evaluate current levels of employee awareness and understanding. Use this data to inform and address any areas for improvements by actions such as targeted awareness training. This initiative would assist Environmental Services in identifying if there are any potential retention issues that relate to equality issues.

Resources

BVPI 11a – Percentage of top earners that are women

- 6.29 By the end of 2008/9 the Council was looking to achieve a percentage target of 52%. In 2007/2008, Resources had 42.11%. By the end of 2008/09 this had increased to 49.5%. The continuing aim of Resources will be to attain this target and it will seek to recruit 2 more women to posts at this level should funded posts becoming available, and if the existing base of female employees already at this level does not deteriorate. Given the current position of the Council this may be a challenging.

BVPI 11b – Percentage of top earners that are minority ethnic people

- 6.30 By the end of 2008/9 the Council was looking to achieve a target of 8.5%. The Directorate had achieved 2.44% in 2007/08, but by the end of 2008/09 had improved this to 4.4%. Its target is to seek to appoint a further 3 employees from this minority group on the basis of 1 per year over the next three years. However the same caveats as above in relation to the employment environment apply.

BVPI 11c – Percentage of top earners who are disabled people

- 6.31 The target for 2008/9 the Council hoped to achieve was 5%. The Directorate had achieved 4.88% in 2007/08 and by 2008/09 had improved this to 5.5%. It recognises the requirement to maintain this level and if possible to increase representation within a difficult employment climate.

BVPI 16a – Percentage of the number of disabled employees declaring they meet the DDA definition

- 6.32 Resources have a good record in employing disabled people (12.7% as opposed to a Council figure of 6.15% in 2007/08). This has only slipped by 0.5% in 2008/09 and the Directorate recognises the need to maintain and improve on this figure and not to allow it to slip back further over the following years.

BVPI 17a – The number of minority ethnic people as a proportion of the workforce

- 6.33 Resources has a good record in employing minority ethnic people. The data shows that it has 13% of its workforce in this group in 2007/08 against a Council average of 13.66% and a target of 12%. In 2008/09 this has slipped back to 11.31% and its target for the next three years is to achieve the target level of 12% as a minimum and attempt to get back to the 2007/08 level. Despite the above slippage the Directorate has almost doubled the representation of Pakistani employees in its workforce from 8 to 15 and its continuing aim will be to increase this representation.

Interpreting the data

- 6.34 There is a word of caution in using the data from the HR Report. This is that it reports for 2008/2009 and the full corporate data for 2009/2010 is not yet available. Therefore there is the significant possibility that the base for the current calculations may have already shifted. The statistics given in this report show trends that are emerging but the reasons for these may be as a result of changes in the base data rather than the success or otherwise of initiatives.

The future

- 6.35 The Directorate in its future strategies for the representation of minority ethnic communities within its workforce has to recognise the impact of the large-scale transformation agenda for the Council. It will therefore be concentrating on maintaining its position rather than creating expectations that cannot be met.

- 6.36 It will continue to support the JET initiative for recruitment from the Pakistani community and will seek to improve on the number of trainees in employment. Where Careers and Jobs Fairs take place it will continue to maintain a presence and to promote jobs in the Council to Minority Groups
- 6.37 It will continue to encourage disabled people to complete Disability Equality at Work forms if they have not already done so, so that it can provide appropriate support at work as well as boosting representation from this group.
- 6.38 It will continue to encourage women to join the Succession Pools that the Council operates so that they are prepared for Senior Management posts.
- 6.40 It will continue to support people from under-represented groups on positive training initiatives, such as the Positive Steps programme, and to work with Corporate Training to see how this can be adapted for women and disabled people.

Conclusion - Resources

- 6.42 The steps outlined above are consistent with the Directorates aim to maintain and enhance if possible its position in relation to Minority Groups in a fast changing environment for employment with the Council.

Regeneration and Community Review of 2008-9 Statistics and Initiatives

BVPI 11a Percentage of top 5% earners who are women

Council 2008-9	Target	52%	R&C 2007-8	24.69%	R&C 2008-9	31.8% ↑
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- 6.43 Our target was to increase this percentage by three posts. In fact we have achieved a significant percentage increase as a result of increasing the number of top 5% posts held by women by seven.

BVPI 11 b - % of top 5% earners who are minority ethnic people

Council 2008-9	Target	8%	R&C 2007-8	8.64%	R&C 2008-9	8.6% →
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- 6.44 During 2008-9, we maintained our performance against this indicator, remaining ahead of the council's corporate target.

BVPI 11c – Percentage of top 5% earners who are disabled

Council 2008-9	Target	5%	R&C 2007-8	1.23%	R&C 2008-9	0% ↓
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6.45 The fall in our performance against this indicator is as the result of one person leaving the authority.

BVPI 16a – the number of disabled employees declaring they meet the DDA definition

Council 2008-9	Target	4%	R&C 2007-8	6.9%	R&C 2008-9	7.9% ↑
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6.46 We continue to encourage employees to self-declare and this is reflected in our increased performance against this target.

BVPI 17a – the number of minority ethnic employees

Council 2008-9	Target	12%	R&C 2007-8	12.7%	R&C 2008-9	11.5% ↓
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6.47 A reduction in the number of minority ethnic employees of four, plus a reduction in the staff with unknown ethnicity, has led to a small decrease in our performance against this indicator, dropping us just below the council target.

6.48 Review of initiatives from 2008-9 – Regeneration and Community

- Identify suitable entry level vacancies that can be converted into temporary traineeships and we will aim for 5 over 3 years.
- Traineeships that can be filled through JET nominations and our aim is for 1 traineeship
- Look into converting some suitable management vacancies into six months temporary traineeships, following more information about the positive steps programme.

6.49 Vacancy Controls and concerns on budget situation have affected our ability to introduce traineeships within the department. We do not anticipate any change in this situation during 2009-10.

6.50 The Director and two Assistant Directors have volunteered to act as mentors, and one of these is a woman. Assistant Directors will ask for volunteers for senior manager mentors at their Management Teams

- 6.51 Both the Director and Assistant Directors are now acting as mentors and senior managers have also volunteered to act as mentors as required. Assistant Directors to think about a diverse representation for nominees for the Leading Manager course and the Heads of Service Succession Planning Pool.
- 6.52 75% of the 2008-9 Leading Manager cohort from Regeneration and Community are women. In 2009-10, 50% of the Leading Manager from Regeneration and Community cohort, 40% of the Head of Service Succession Pool and 25% of the Assistant Director Succession Pool are women.

Initiatives for 2009-10 – Regeneration and Community

- 6.53 With the budget constraints, associated vacancy controls, Employee Service Centre programme schedule and the uncertainty of the structure of the council, most vacancies are being filled through secondments of existing staff. Because of the proposed dissolution of the department as part of the overall council restructure we feel this restricts our ability to proactively implement specific initiatives during 2009-10.
- 6.54 Pending the finalisation of the organisational structure we shall aim to maintain our levels of performance against all indicators during 2009-10. Minor initiatives we will work on during 2009-10 in relation to these are:-

BVPI 11a Percentage of top 5% earners who are women

- 6.55 We will continue to develop our base of existing female employees – as identified by the female representation in 2009-10 on the Leading Manager and Succession Pools.

BVPI 11 b - % of top 5% earners who are minority ethnic people

- 6.56 During 2009-10 we will concentrate on trying to establish specific ethnicity data, particularly Pakistani representation, in order to enable us to develop clearer objectives allied to corporate strategies in the future.

BVPI 11c – Percentage of top 5% earners who are disabled people

- 6.57 Vacancy controls and the imminent organisational restructure are likely to restrict our ability to respond to this proactively during 2009-10.

BVPI 16a – the number of disabled employees declaring they meet the DDA definition

- 6.58 For 2009-10 we will aim to ask as many disabled people as possible to complete Disability Equality at Work forms so that we have less 'unknown' status in our figures and will be able to record this information.

BVPI 17a – the number of minority ethnic employees

- 6.59 For 2009-10 we will aim to reduce the number of employees listed as 'unknown ethnicity' and hope to be able to record the ethnicity of all employees

Children and Young People's Services

- 6.60 The employment objectives are not quite ready yet for this department and will be included in a later version of this document.

Monitoring

- 6.61 All Directorates will be monitoring the aims and initiatives identified through their Departmental Management Teams and reporting back in twelve months to appear in the next year's employment statistics report.