



WOKINGHAM BOROUGH COUNCIL

A Meeting of the **PERSONNEL BOARD** will be held
Virtually on **TUESDAY 17 NOVEMBER 2020 AT 7.00 PM**

Susan Parsonage
Chief Executive
Published on 9 November 2020

Note: The Council has made arrangements under the Coronavirus Act 2020 to hold the meeting virtually via Team Meetings, the meeting can be watched live at the following link: <https://youtu.be/Rz6BQt0Rlwc>



WOKINGHAM BOROUGH COUNCIL

Our Vision

A great place to live, learn, work and grow and a great place to do business

Enriching Lives

- Champion outstanding education and enable our children and young people to achieve their full potential, regardless of their background.
- Support our residents to lead happy, healthy lives and provide access to good leisure facilities to complement an active lifestyle.
- Engage and involve our communities through arts and culture and create a sense of identity which people feel part of.
- Support growth in our local economy and help to build business.

Safe, Strong, Communities

- Protect and safeguard our children, young and vulnerable people.
- Offer quality care and support, at the right time, to prevent the need for long term care.
- Nurture communities and help them to thrive.
- Ensure our borough and communities remain safe for all.

A Clean and Green Borough

- Do all we can to become carbon neutral and sustainable for the future.
- Protect our borough, keep it clean and enhance our green areas.
- Reduce our waste, improve biodiversity and increase recycling.
- Connect our parks and open spaces with green cycleways.

Right Homes, Right Places

- Offer quality, affordable, sustainable homes fit for the future.
- Build our fair share of housing with the right infrastructure to support and enable our borough to grow.
- Protect our unique places and preserve our natural environment.
- Help with your housing needs and support people to live independently in their own homes.

Keeping the Borough Moving

- Maintain and improve our roads, footpaths and cycleways.
- Tackle traffic congestion, minimise delays and disruptions.
- Enable safe and sustainable travel around the borough with good transport infrastructure.
- Promote healthy alternative travel options and support our partners to offer affordable, accessible public transport with good network links.

Changing the Way We Work for You

- Be relentlessly customer focussed.
- Work with our partners to provide efficient, effective, joined up services which are focussed around you.
- Communicate better with you, owning issues, updating on progress and responding appropriately as well as promoting what is happening in our Borough.
- Drive innovative digital ways of working that will connect our communities, businesses and customers to our services in a way that suits their needs.

MEMBERSHIP OF THE PERSONNEL BOARD

Councillors

John Halsall (Chairman)
Lindsay Ferris
Simon Weeks

John Kaiser (Vice-Chairman)
Pauline Helliar-Symons

Carl Doran
Clive Jones

ITEM NO.	WARD	SUBJECT	PAGE NO.
16.		APOLOGIES To receive any apologies for absence	
17.		MINUTES OF PREVIOUS MEETING To confirm the Minutes of the Meeting held on 22 September 2020.	5 - 6
18.		DECLARATION OF INTEREST To receive any declarations of interest	
19.		PUBLIC QUESTION TIME To answer any public questions A period of 30 minutes will be allowed for members of the public to ask questions submitted under notice. The Council welcomes questions from members of the public about the work of this committee. Subject to meeting certain timescales, questions can relate to general issues concerned with the work of the Committee or an item which is on the Agenda for this meeting. For full details of the procedure for submitting questions please contact the Democratic Services Section on the numbers given below or go to www.wokingham.gov.uk/publicquestions	
20.		MEMBER QUESTION TIME To answer any member questions	
21.	None Specific	ANNUAL EQUALITY WORKFORCE MONITORING REPORT To consider the Annual Equality Workforce Monitoring Report.	7 - 32
22.		EXCLUSION OF THE PUBLIC That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule	

12A of the Act (as amended) as appropriate.

- | | | | |
|------------|---------------|--|------------------|
| 23. | None Specific | DIRECTOR PLACE AND GROWTH
To consider a report. | To Follow |
| 24. | None Specific | DIRECTOR COMMUNITIES, INSIGHT AND CHANGE
To consider a report. | To Follow |
| 25. | None Specific | AGENCY WORKER USAGE - QUARTER 2
To receive the Agency Worker Usage – Quarter 2 report. | 33 - 38 |

Any other items which the Chairman decides are urgent

A Supplementary Agenda will be issued by the Chief Executive if there are any other items to consider under this heading.

CONTACT OFFICER

Madeleine Shopland
Tel
Email
Postal Address

Democratic & Electoral Services Specialist
0118 974 6319
madeleine.shopland@wokingham.gov.uk
Civic Offices, Shute End, Wokingham, RG40 1BN

**MINUTES OF A MEETING OF THE
PERSONNEL BOARD
HELD ON 22 SEPTEMBER 2020 FROM 7.00 PM TO 7.30 PM**

Committee Members Present

Councillors: John Halsall (Chairman), Lindsay Ferris, Pauline Helliard-Symons and Simon Weeks

Officers Present

Madeleine Shopland, Democratic and Electoral Services Specialist
Sarah Swindley, Lead Specialist HR

9. APOLOGIES

Apologies for absence were submitted from Councillors Carl Doran, John Kaiser and Clive Jones.

10. MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of the Board 3 July 2020 were confirmed as a correct record and will be signed by the Chairman at a future date.

11. DECLARATION OF INTEREST

There were no declarations of interest received.

12. PUBLIC QUESTION TIME

There were no public questions.

13. MEMBER QUESTION TIME

There were no Member questions.

14. EXCLUSION OF THE PUBLIC

RESOLVED: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A of the Act (as amended) as appropriate.

15. AGENCY WORKER USAGE

The Board received an update on agency worker usage.

RESOLVED: That the update on agency worker usage be noted.

This page is intentionally left blank

Agenda Item 21.

TITLE Annual Equality Workforce Monitoring Report

FOR CONSIDERATION BY Personnel Board on 17 November 2020

WARD None Specific;

LEAD OFFICER Director, Communities, Insight and Change - Keeley Clements

OUTCOME / BENEFITS TO THE COMMUNITY

To ensure compliance with our Public Sector Equality Duty

RECOMMENDATION

Personnel Board are asked to approve the 2020 - 2021 Annual Equality Workforce Monitoring Report

SUMMARY OF REPORT

The report provides comparison workforce and demographic statistics and an analysis if our workforce is reflective of our population and proportionate across salary scales.

Background

This annual report provides information on employees obtained from our monitoring processes and procedures, which allows us to meet the reporting requirements outlined in the Equality Act 2010. Using this data we can understand the composition of our people, help identify areas for action, and publish the information required to show compliance with the duty. The report for 20-21 is attached and produced by the Employment Equalities Working Group. It takes account of both the Employment Tribunal Findings and the Tackling Racism at Work feedback

Analysis of Issues

N/A – see Attachment 1 which contains the analysis, progress against the 2019-2020 action plan and the action plan for 2020-2021.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe funding pressures, particularly in the face of the COVID-19 crisis. It is therefore imperative that Council resources are focused on the vulnerable and on its highest priorities.

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	Nil	n/a	n/a
Next Financial Year (Year 2)	Nil	n/a	n/a
Following Financial Year (Year 3)	Nil	n/a	n/a

Other financial information relevant to the Recommendation/Decision

None

Cross-Council Implications

The proposed actions will take place across all Council directorates

Public Sector Equality Duty

The entire report enables us to demonstrate our commitment to complying with this Duty.

Reasons for considering the report in Part 2

N/A

List of Background Papers

Attachment 1 – Annual Equality Workforce Monitoring Report 2020-2021

Contact Sarah Swindley

Service Business Services

Telephone No Tel: 0118 974 6076

Email

sarah.swindley@wokingham.gov.uk



Wokingham Borough Council Equality Monitoring Workforce Report 2020-2021

Purpose

The Equality Act 2010 introduced a new General Equality Duty which requires organisations to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not

In addition to this there is a Specific Equality Duty which requires organisations to:

- Publish information which demonstrates compliance with the Equality Duty
- Set and publish equality objectives

This annual report demonstrates the Council's compliance with the Public Sector Equality Duty in relation to its workforce. It captures data about Wokingham Borough Council employees (excluding Schools) and relates this to the protected characteristics and other relevant indicators along with actions taken to address any gaps.



Version	Date	Description
1	12/10/16	1 st report
2	22/02/18	2 nd report
3	09/08/18	3 rd report
4	31/05/19	4 th report
5	21/08/20	5 th report
Document Approvals		
Author: Employment Equality Steering Group		
Approval: CLT and Personnel Board		

Contents

Introduction.....	4
Borough Demographic.....	4
Council Information.....	4
Gender.....	5
4 years comparison – Gender Headcount.....	6
Gender Profile of the Council.....	6
Gender Profile of Starters.....	7
Gender Profile of Leavers.....	7
Salaries Across Gender Profile (as percentage of entire workforce).....	7
Salaries Across Gender Profile (as percentage of gender within each salary band).....	8
Age.....	9
Age Profile of Wokingham Borough.....	9
4 years comparison – Gender Headcount.....	9
Age Profile of the Council.....	10
Age Profile of Starters.....	10
Age Profile of Leavers.....	10
Salaries Across Age Ranges (as percentage of entire workforce).....	11
Disability.....	11
Disability Profile of Wokingham Borough.....	12
4 years comparison – Declared Disability Headcount.....	12
Disability Profile of the Council.....	13
Disability Profile of Starters.....	13
Disability Profile of Leavers.....	13
Salaries Across Disability Profile(as percentage of entire workforce).....	14
Ethnicity.....	14

Ethnicity Profile of Wokingham Borough	15
4 years comparison – Ethnicity Headcount	15
Ethnicity Profile of the Council	15
Ethnicity Profile of Starters.....	16
Salaries Across Ethnicity Profile (as a percentage of the whole workforce)	16
Religion and Sexual Orientation	17
Grievance, Capability and Disciplinary Action	18
How we meet the Equality Duty.....	18
Activity in 2019/2020	Error! Bookmark not defined.
Activity planned for 2020/2021.....	20

Introduction

Under the Equality Act 2010 Wokingham Borough Council (WBC) has a legal duty to advance equality of opportunity for people with protected characteristics, eliminate unlawful discrimination and promote good relations between people who share a characteristic and those who do not. We also have a responsibility to promote equality and recognise diversity; understanding our own workforce and how it relates to the community we serve.

To assist us in undertaking these duties, we review relevant information and data to recognise areas of strength and identify areas for improvement. We then work with relevant groups to develop necessary actions and monitor performance.

It is important that the Council's workforce reflects the composition of the local population to ensure it is representative of the community we serve, thereby helping to ensure that appropriate services are provided to all citizens.

This annual report provides information on employees obtained from our monitoring processes and procedures, which allows us to meet the reporting requirements outlined in the Equality Act 2010. Using this data we can understand the composition of our people, help identify areas for action, and publish the information required to show compliance with the Equality duties.

The report has been delayed this year for several reasons:

- 1) The tragic circumstances that led to the resurgence of Black Lives Matter and has caused us all to reflect on the unconscious bias and privilege that still remains in our society. An employee survey has been undertaken and the outcomes of this survey will feed into further actions we want to take within the organisation to ensure that all of our workforce feel they have equal access to opportunities in work.
- 2) COVID-19 and our workforce focussing on responding to the pandemic
- 3) Considering the Employment Tribunal findings we unsuccessfully defended in relation to Disability Discrimination.

Borough Demographic

The Borough population was estimated to be 171,119 in 2019. The demographic composition has changed markedly over the course of the past 15 years. For example, the 2001 census showed that 6.1% of the population were classified as Black or Minority Ethnic (BME), while in 2011 this had risen to 11.75%. A new census is due in 2021 and until then the most recent Office of National Statistics data available has been used to carry out the comparisons of Borough v Workforce.

Council Information

Wokingham is a small unitary authority that employs just over 1200 staff, with 54 Councillors, 10 of whom sit on the Executive. We are one of 6 Unitary Authorities in Berkshire and work in a complex multi-agency context, in close partnership with the other unitary authorities.

Budgetary pressures on local authorities are severe. Added to which Wokingham Borough Council is the worst funded unitary authority in England. We rely on council tax as our main income source and, therefore, the accountability relationship with our residents is very strong

and real. There have also been changes to national legislation that directly impact the way we deliver our services. Therefore it is very important that we, as an organisation, are prepared for these challenges to ensure the ongoing success of our Borough. We decided the best way to do this was to ensure we had a clear vision with meaningful and realistic priorities, focusing on the needs of our residents. Our Community Vision and Corporate Delivery Plan includes a section on Our Commitment to Equality and is underpinned by this Report and Action Plan when ensuring we “continue to monitor our employment policies and practices”.

When we monitor the composition of the workforce we consider a variety of factors (e.g. starters, leavers and salary) across several protected characteristics (i.e. age, gender, disability, ethnicity, religion and sexual orientation). The data used in this report was drawn on 7 May 2020.

The majority of the information collected is through self-declaration and is reliant on the provision of this data from the workforce.

This is the first year that we have introduced trend data as we now have sufficient information to consider whether our interventions are having any impact.

In addition to our normal data collection in 2019 we conducted an Employee Engagement Survey which while due bi-annually, due to circumstances beyond our control, had not been undertaken since 2015. In the survey 100 out of the 756 respondents said that they had either observed bullying or harassment, or experienced it, in the last 2 years. This is just under 10% of the total workforce and it is universally agreed that this is unacceptable and needs further exploration. This analysis of the equality data in relation to the responses to this question is included in Appendix 1. The survey also highlighted the need for greater visibility from our Leadership and increased communication. Action plans to improve these things are in place and pulse checks will be undertaken to track our progress.

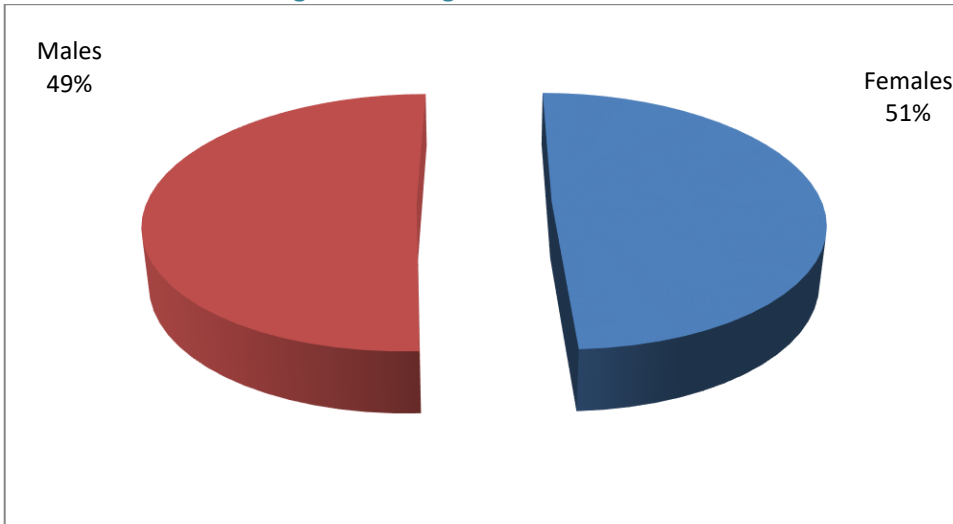
Gender

While the Borough has an equal split of men and women, the Council has a gender profile where over 74% of the workforce is women and 26% men. This appears to have remained stable over the last 4 years’.

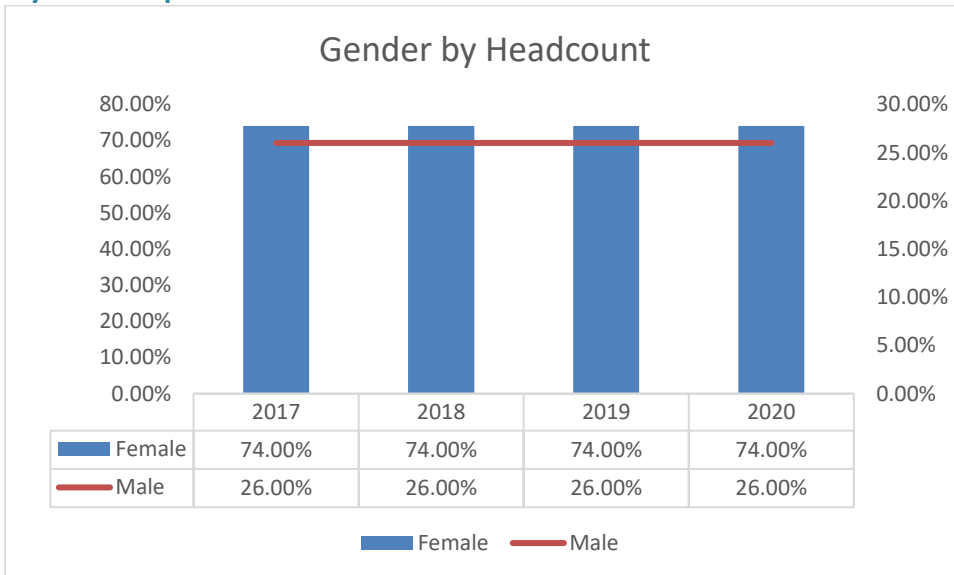
The salary profile appears to show a fairly consistent level of men achieving each salary range, while there is a skew for women to occupy lower salary ranges, which is a national picture and exacerbated at Wokingham as a result of the opportunities the Council offers for flexible working. The percentage of females earning £50,000 is 49.3%, against a national average of 41.8% (*Source: XpertHR – Analysis of 2019 Gender Pay Gap reporting*).

Our mean gender pay gap is 15.23% against a national average mean gender pay gap of 17.31% (2019 ONS Annual Survey of Hours and Earnings). While female workers are well represented in the ‘upper middle’ and ‘upper’ pay quartiles they make up greater proportions of the ‘lower middle’ and ‘lower’ pay quartiles and this pulls the average earnings of female workers down.

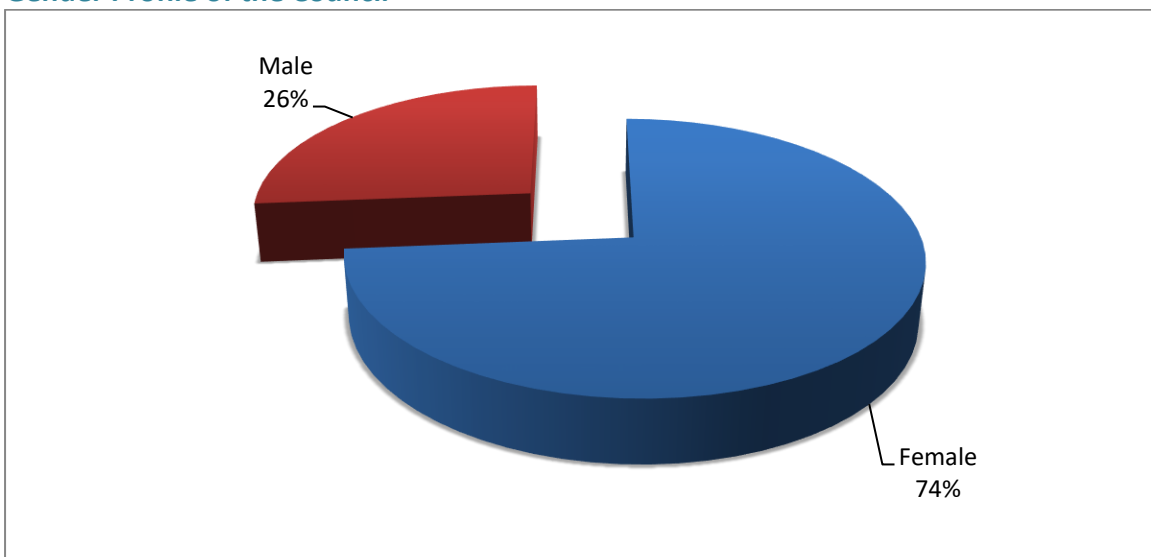
Gender Profile of Wokingham Borough



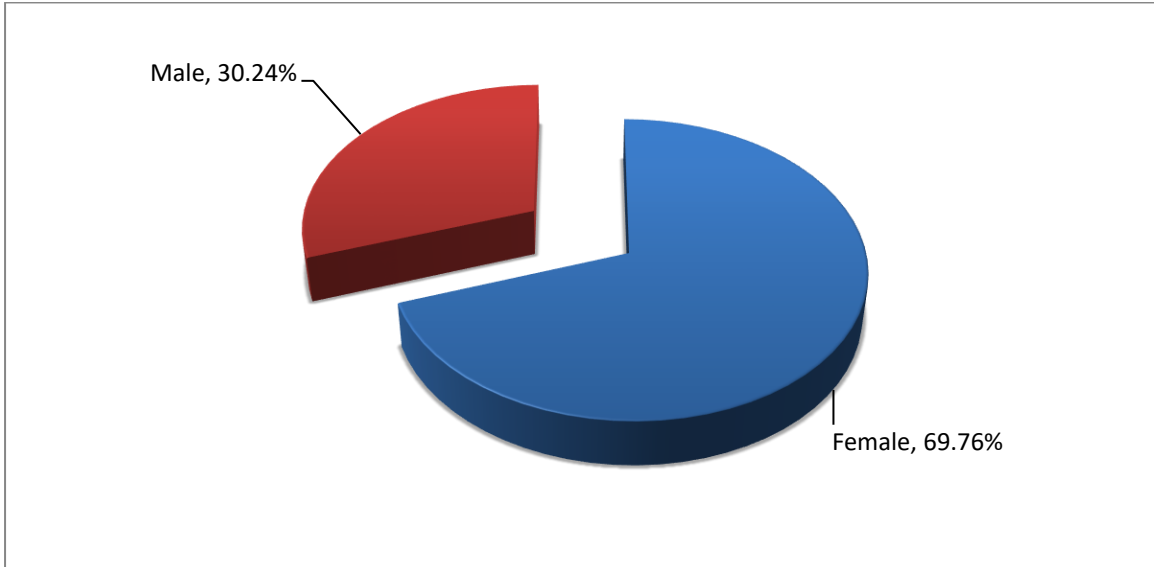
4 years comparison – Gender Headcount



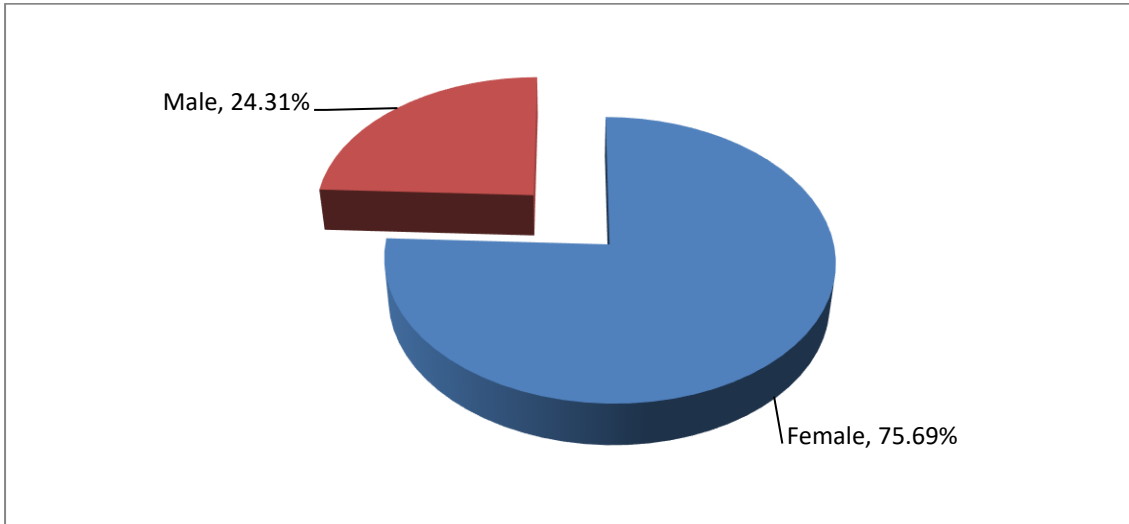
Gender Profile of the Council



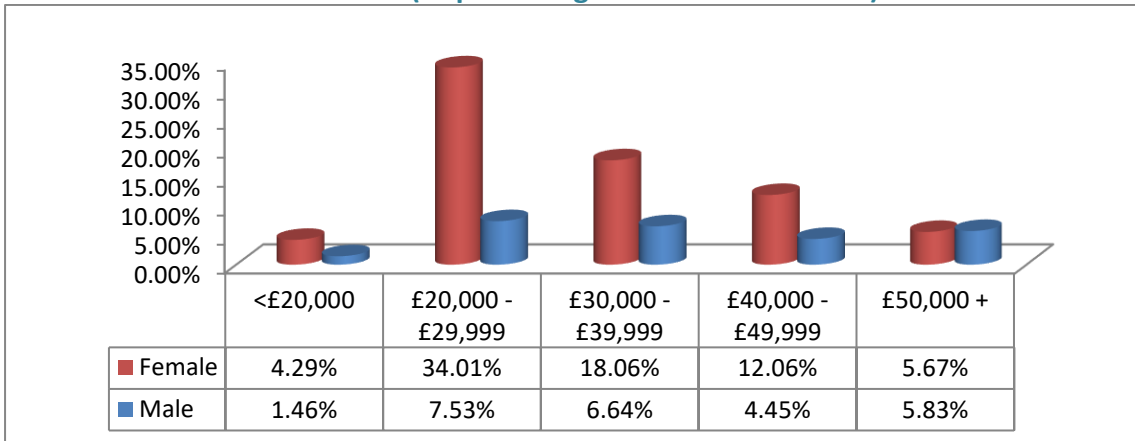
Gender Profile of Starters



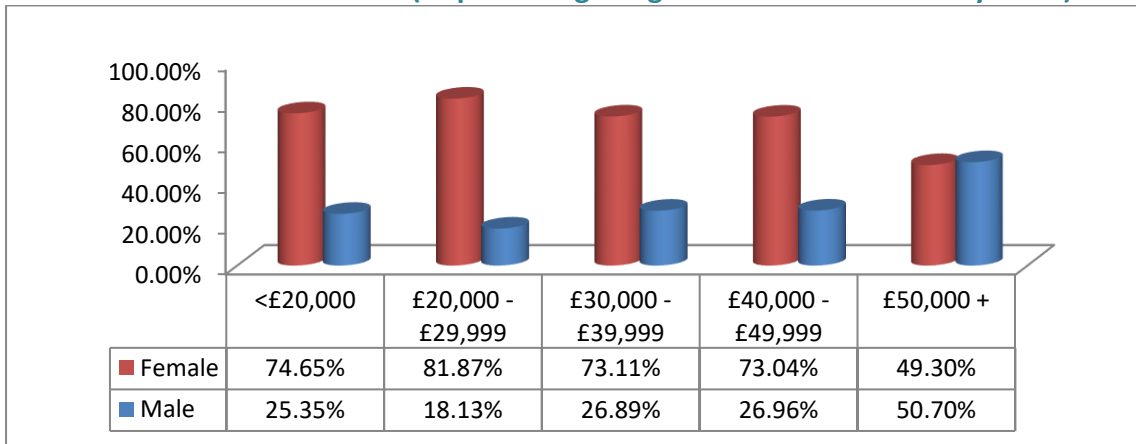
Gender Profile of Leavers



Salaries Across Gender Profile (as percentage of entire workforce)



Salaries Across Gender Profile (as percentage of gender within each salary band)



While on the surface the data does not indicate any major concerns, there appears to be a slight skew in the number of male new starters who's starting salaries are mid- grade range rather than bottom of scale. 2 actions will result from the gender data of this years' report, namely to review any potential reasons for this and to actively looking at reducing our gender pay gap.

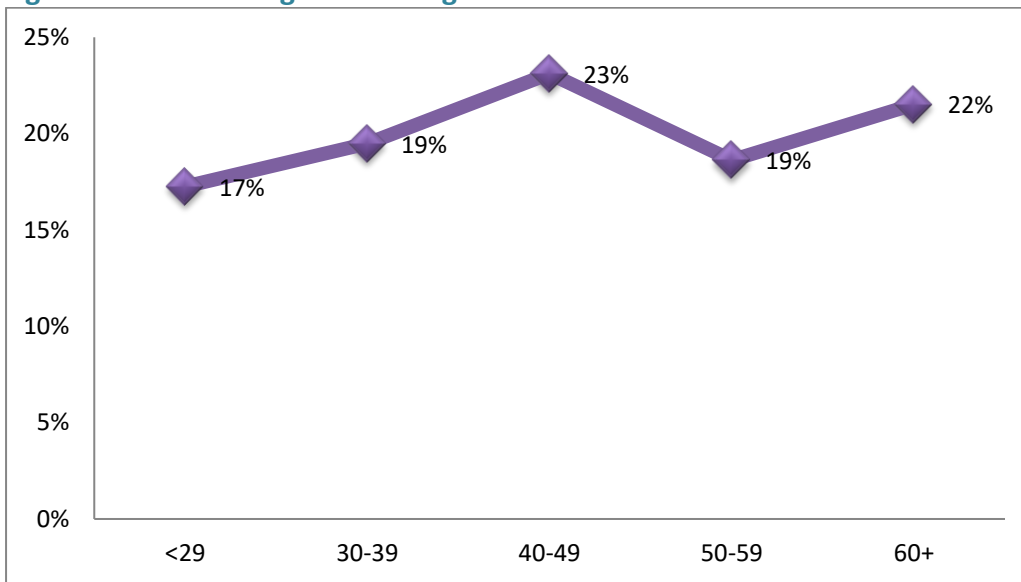
Age

The Council's age profile is mostly representative of the Borough its workforce serves, although a lower proportion (12.17%) of workers are under 30 years of age compared to 17% of the population. We did however, have more starters than leavers within this age band and this may be indicative of the work undertaken to promote Apprenticeships over the last 2 years'.

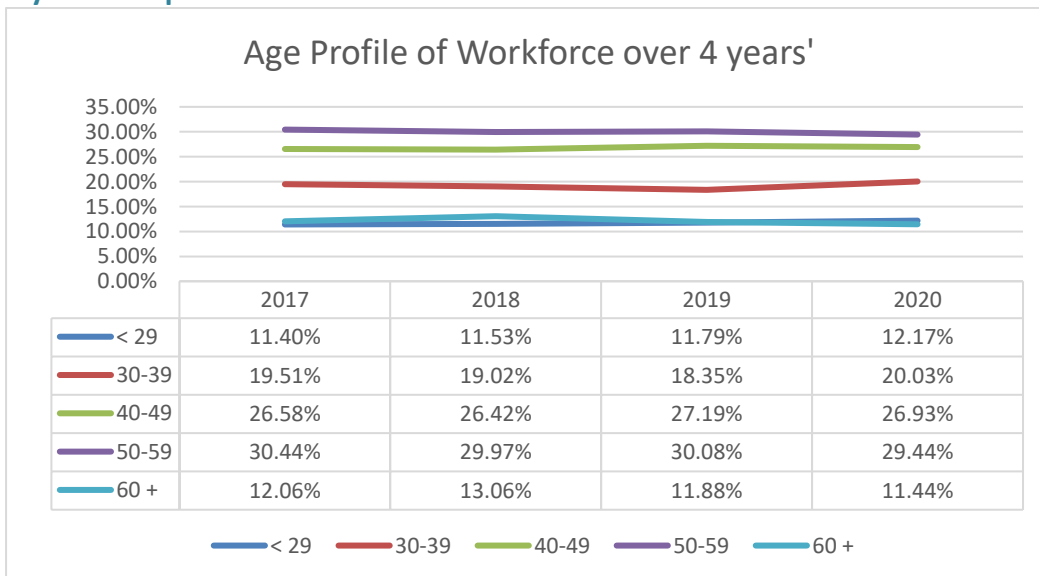
When considering salaries across age ranges, there is slight skew towards lower salaries for those below 30 years of age, but this skew is moving slightly for each of the following ranges, translating in to older members of the workforce generally commanding higher salaries.

It is pleasing to see the gradual movement in overall workforce age profile and would indicate that we are slowly addressing any potential risks that our workforce age profile creates. This is in large due to our success in developing our Apprenticeship offer.

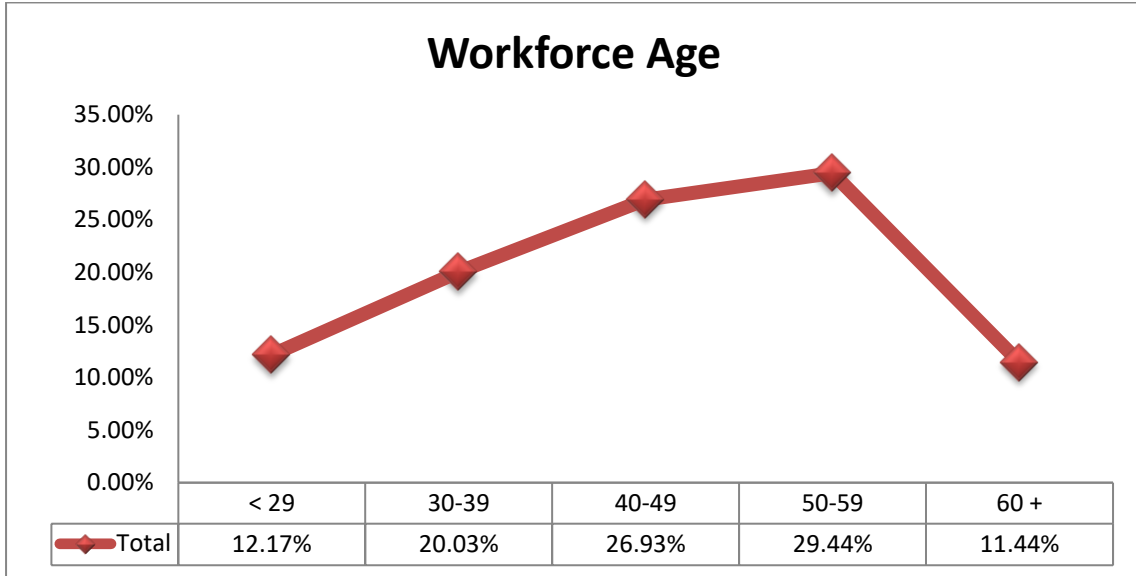
Age Profile of Wokingham Borough



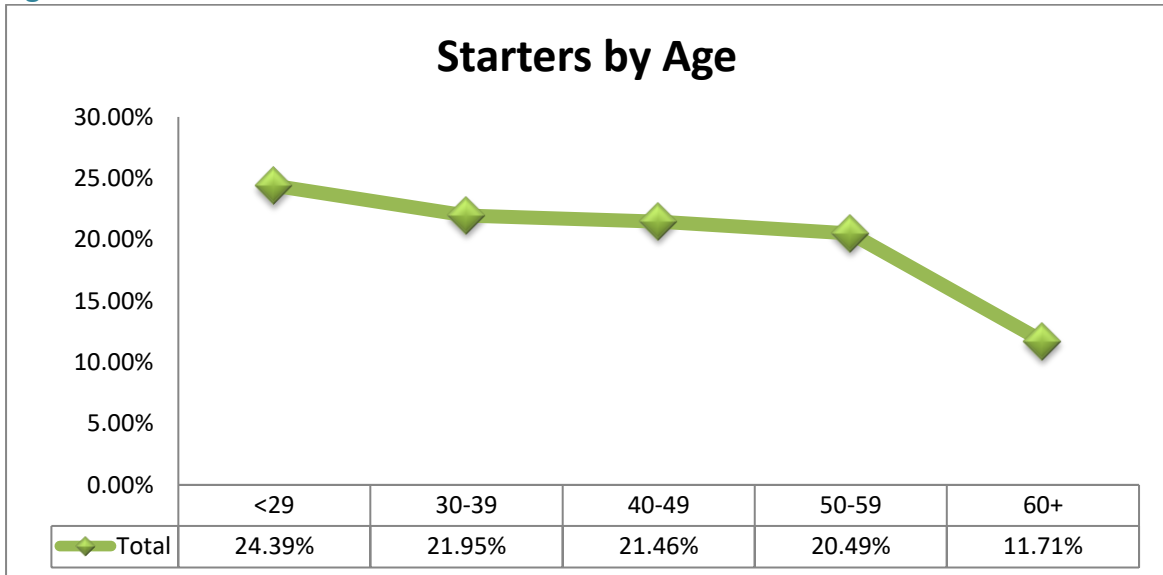
4 years comparison – Gender Headcount



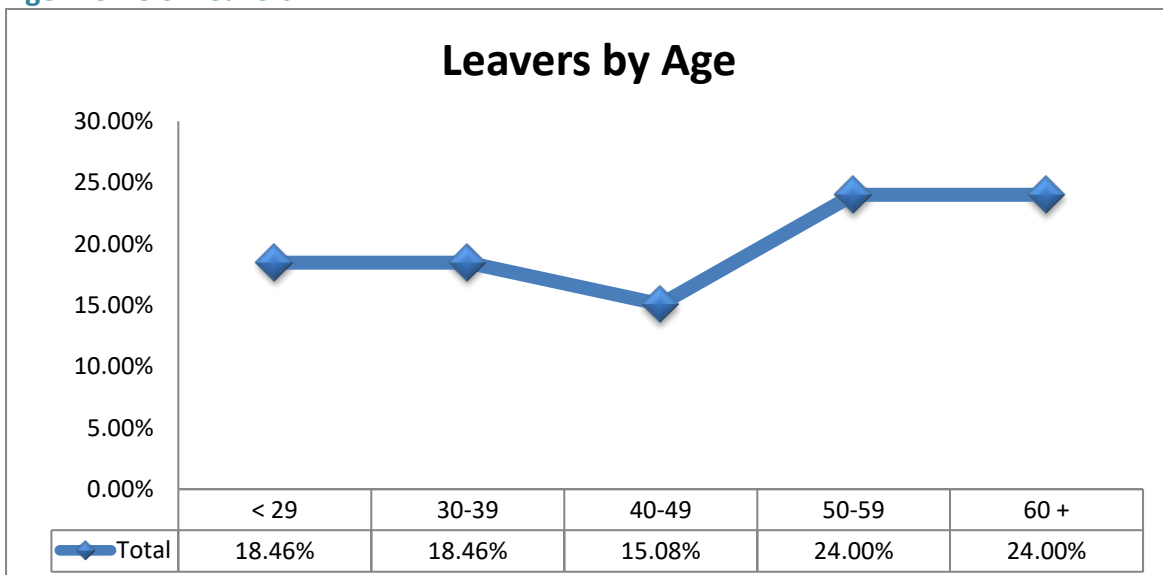
Age Profile of the Council



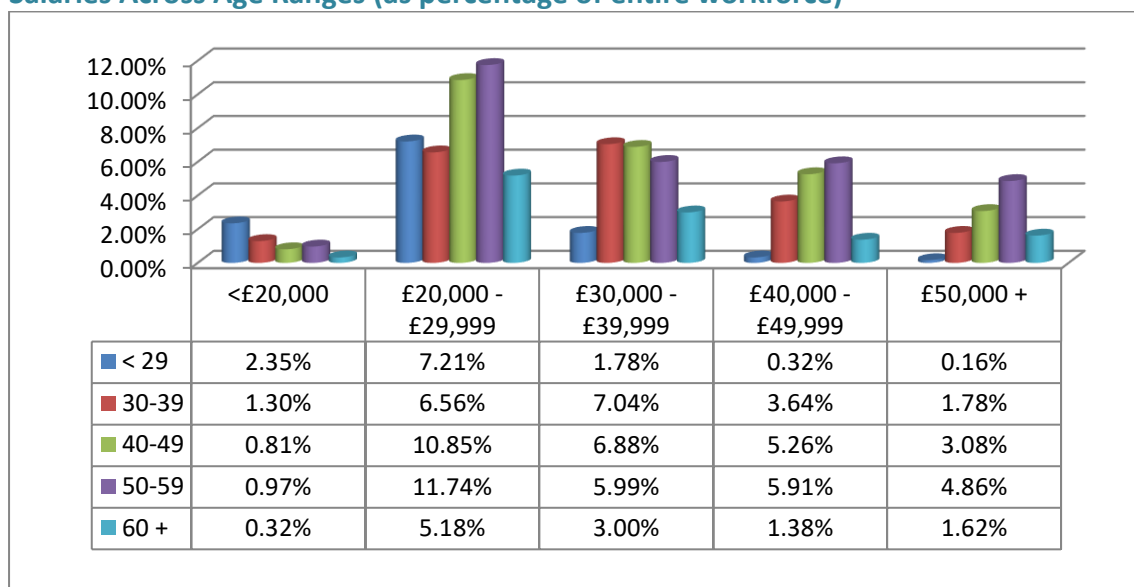
Age Profile of Starters



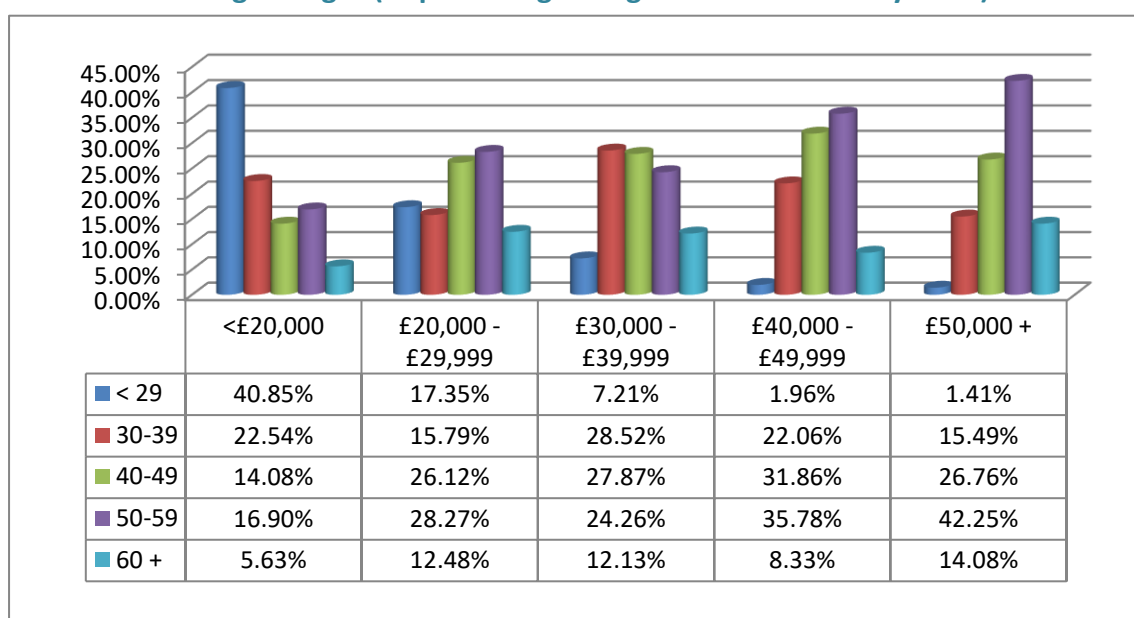
Age Profile of Leavers



Salaries Across Age Ranges (as percentage of entire workforce)



Salaries Across Age Ranges (as percentage of age within each salary band)



Disability

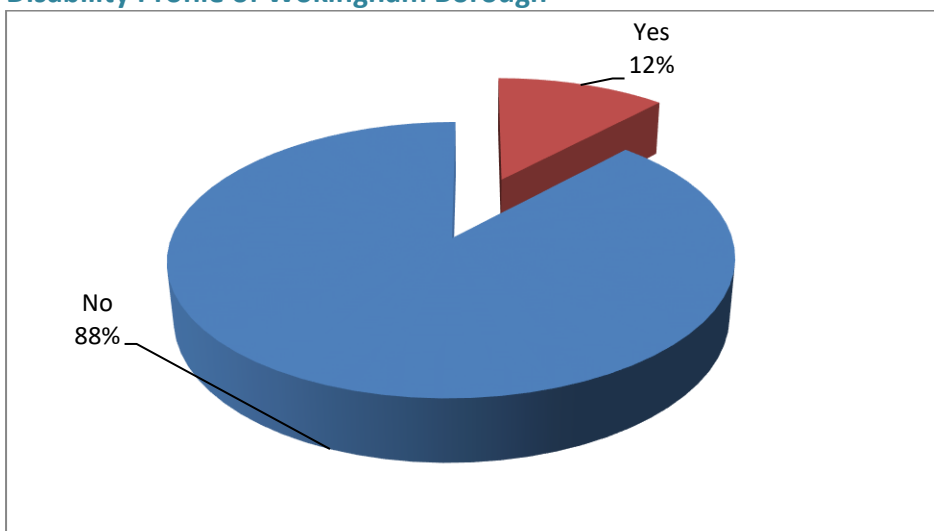
From the information provided, it appears only 5% of the workforce have a disability, and this is not as high as we would expect as 30% of the workforce have not declared their status. This data is reasonably consistent with other local government organisations where 30% of respondents report that they have 5% or more workers with a disability but 37.4% don't know (*source XPerthHR "Disability 2014: What Percentage of your organisation's workforce has a disability"*). Even without complete data our overall workforce is more than reflective of the community we serve where 2.84% have a declared long term health problem or disability (*source Office of National Statistics 2011 census*). It is out of kilter however with the national picture which indicates that 19% of working age adults are disabled (*Source <https://www.scope.org.uk/media/disability-facts-figures/>*). This may in part be due to the fact we are relying on census data from 9 years' ago with no alternative source available.

We have had a larger number of leavers who had not declared their status meaning the reporting has improved by 2%, but this still suggests that further work needs to be undertaken to encourage staff to declare their status. The council holds 'Disability Confident' status, the new Government Scheme, replacing the previous two ticks guaranteed interview scheme.

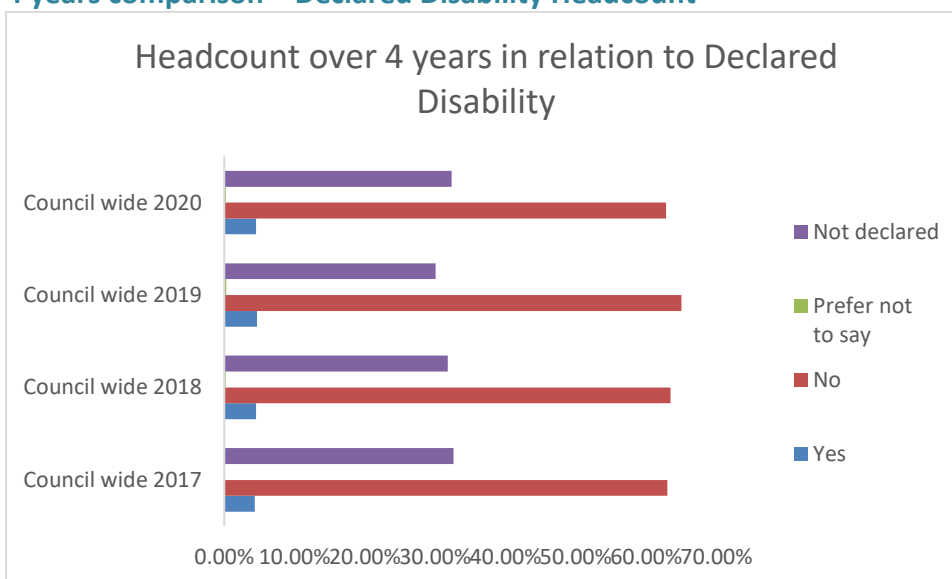
In the 4 years' of producing this report and action plan we have put different initiatives in place to promote employees' sharing their equality data but over this period the numbers have not significantly changed. We will continue to promote and encourage people to declare whether they have a disability as it is difficult to determine whether there are any biases with a third of the workforce not reporting.

With this in mind, to the best of our knowledge, the profile of those with a disability across pay ranges appears to indicate no issues in this area.

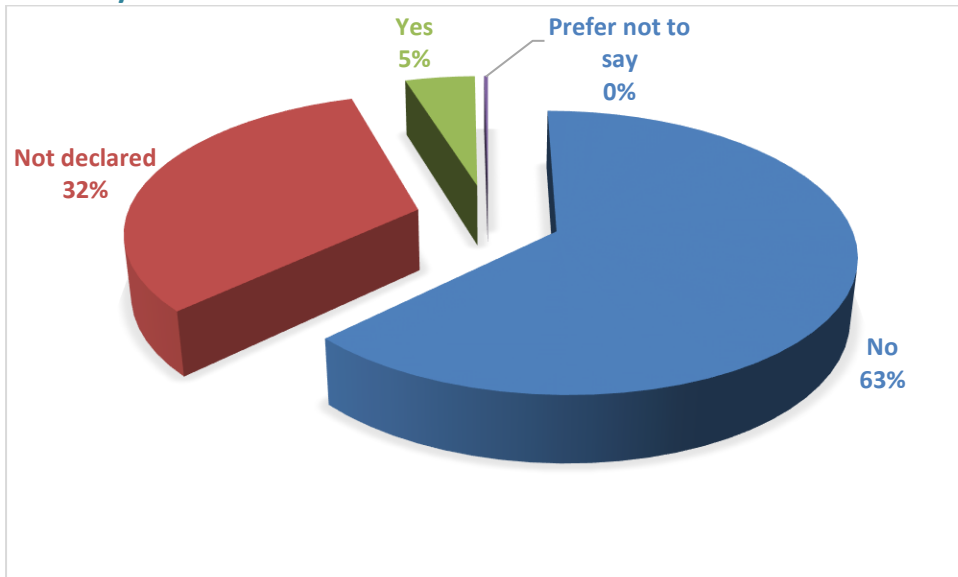
Disability Profile of Wokingham Borough



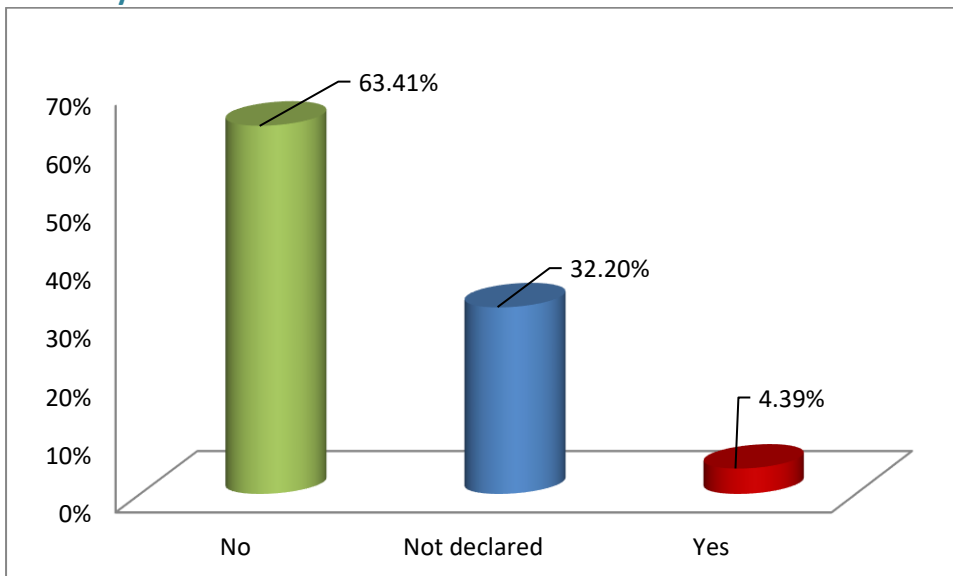
4 years comparison – Declared Disability Headcount



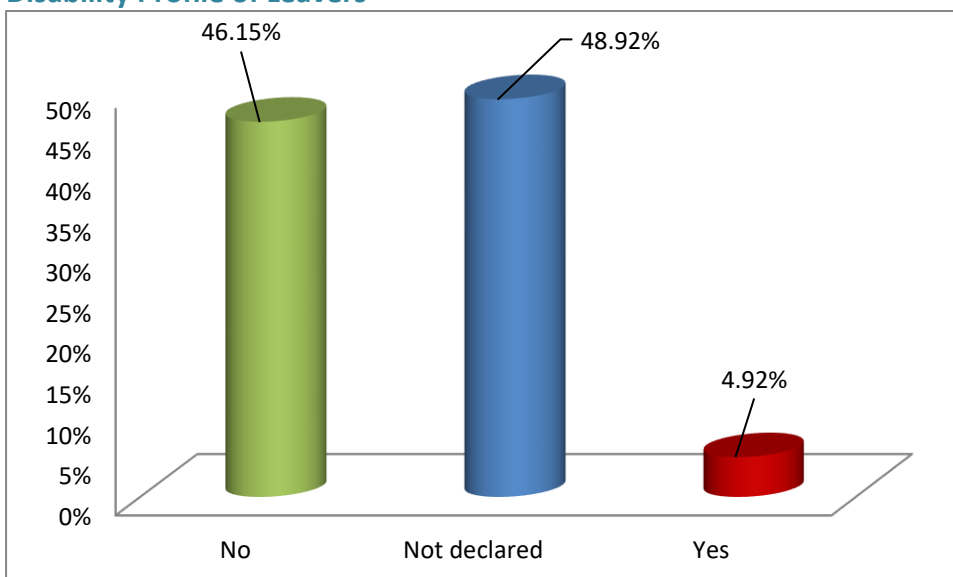
Disability Profile of the Council



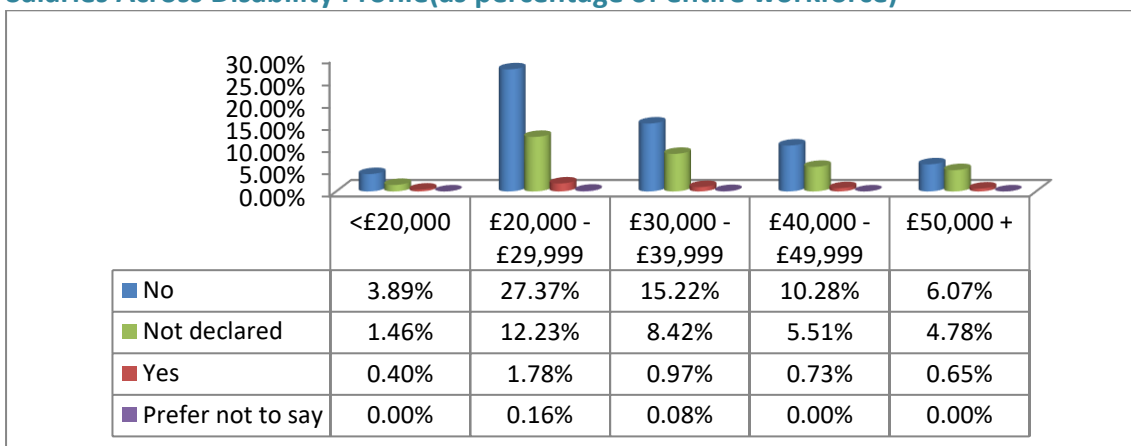
Disability Profile of Starters



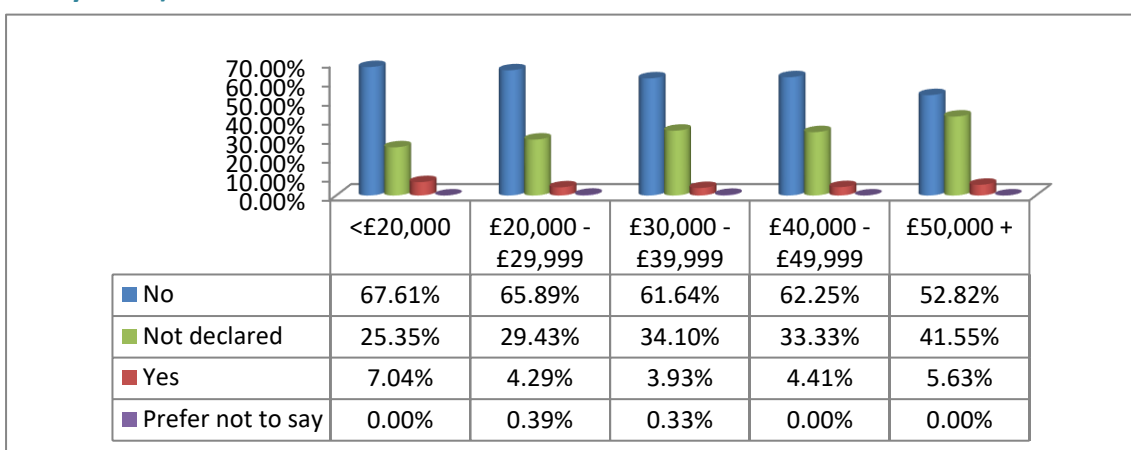
Disability Profile of Leavers



Salaries Across Disability Profile(as percentage of entire workforce)



Salaries Across Disability Profile (as percentage of people with disabilities within each salary band)

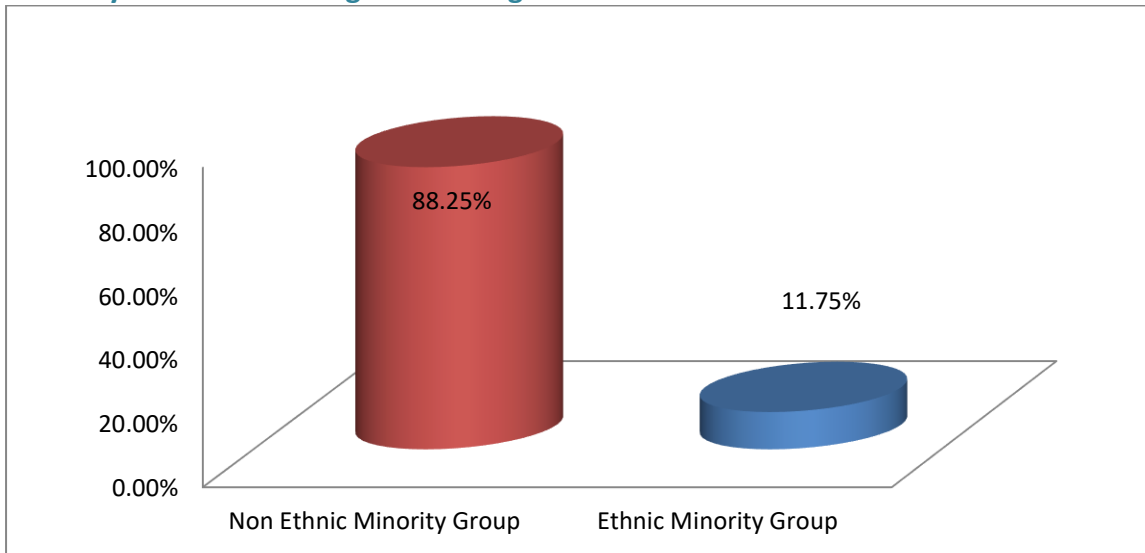


Ethnicity

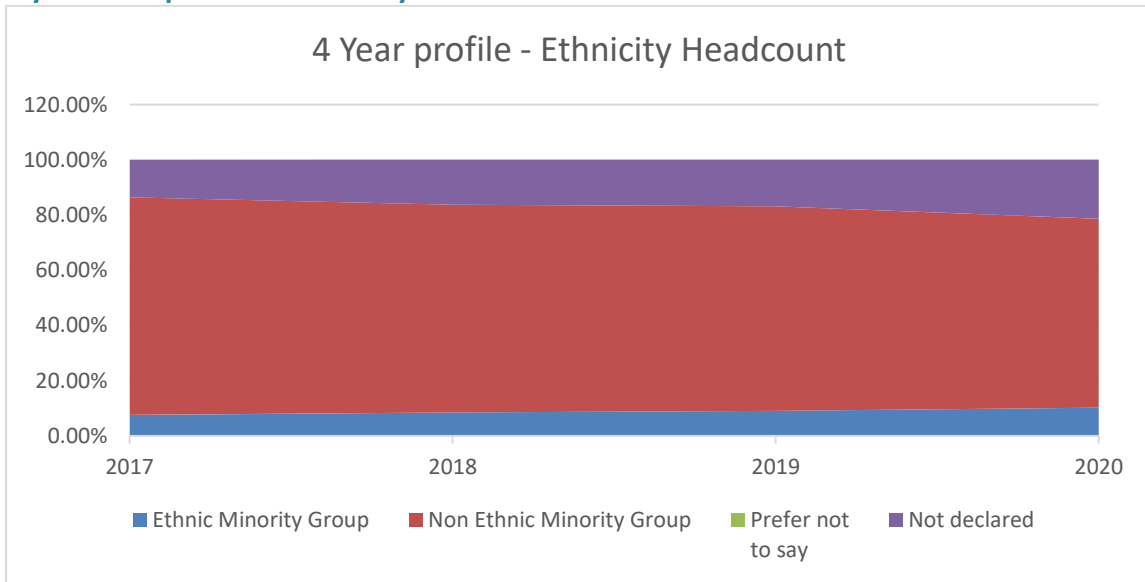
Ethnicity reporting is well established and it is likely that the workforce is actually more diverse than the population it serves, with 68% of the workforce being White British compared to 88% of the Borough (based on 2011 census data). There appears to be a trend in increasing the level of diversity with more starters than leavers being from ethnic minority groups. However, there are a still large percentage of employees who are not declaring their ethnicity, this is growing and still needs to be addressed. Saying that, the action from last year’s plan to show New Starters how to declare the equal opportunity data at Corporate Induction appears to have been successful. It is anticipated that when the 2021 census data is available that the Borough population for non-ethnic minorities will increase. Anecdotally we also believe that the majority of ‘Prefer Not to Say’ or ‘Not Declared’ are from Ethnic Minorities and there is a critical focus on our data collection this year to ensure we have an accurate picture for when we have the new Census data.

The salary profile for those from ethnic minority groups appears to be representative of the general distribution.

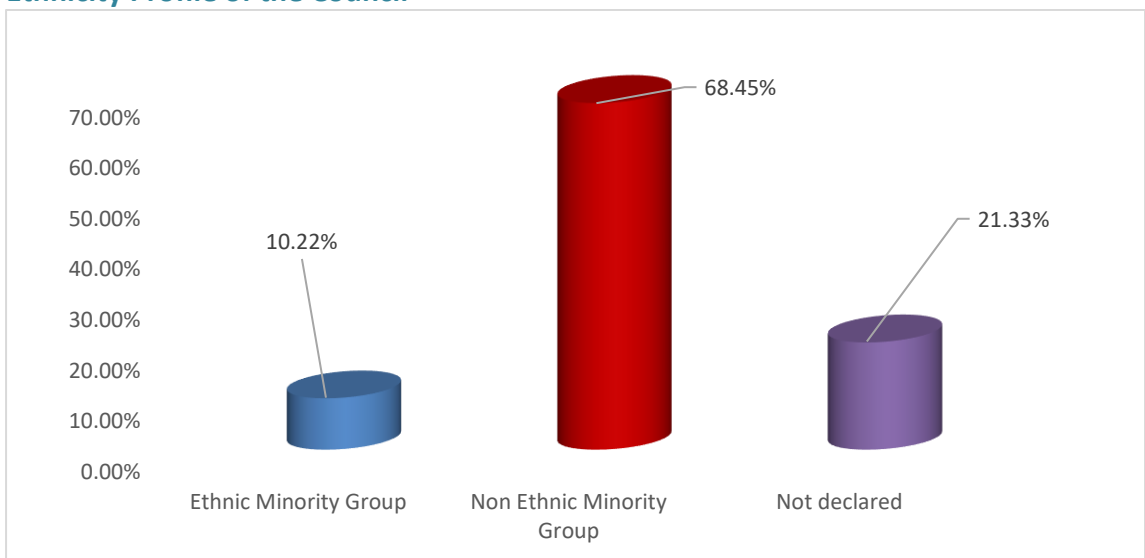
Ethnicity Profile of Wokingham Borough



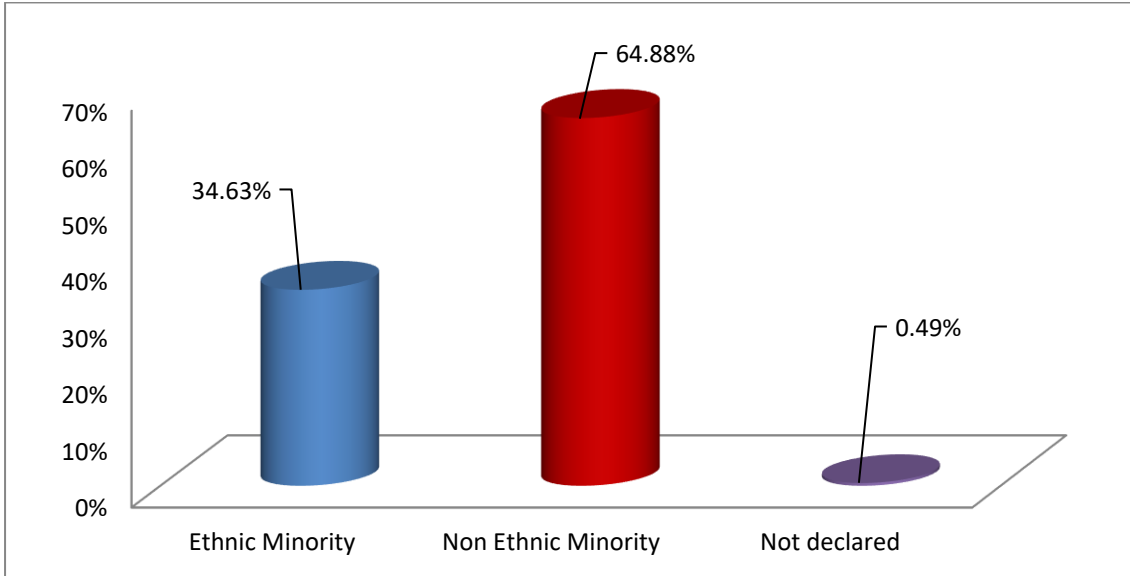
4 years comparison – Ethnicity Headcount



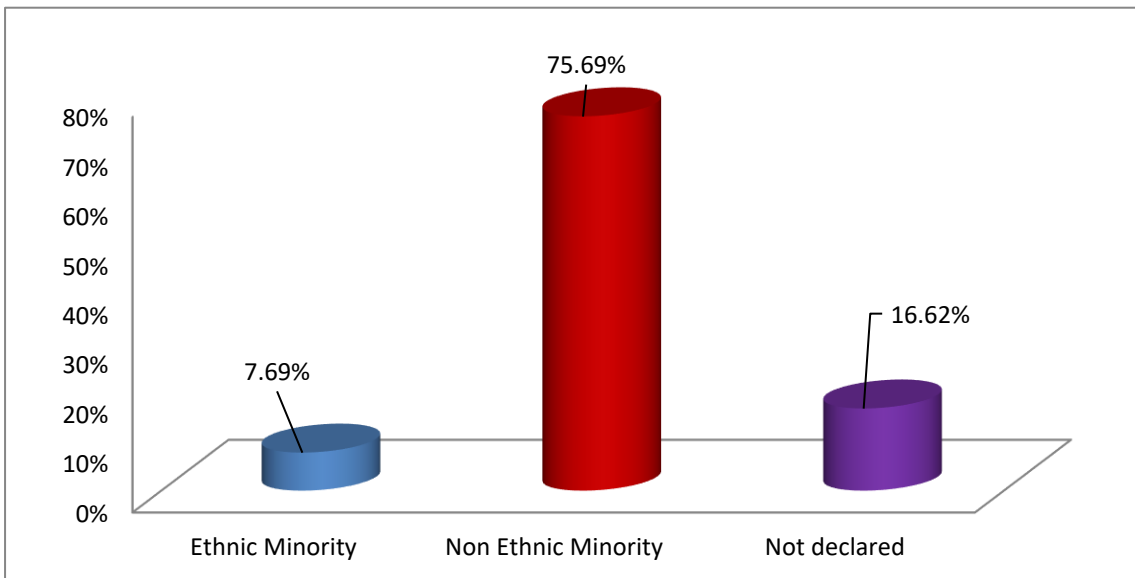
Ethnicity Profile of the Council



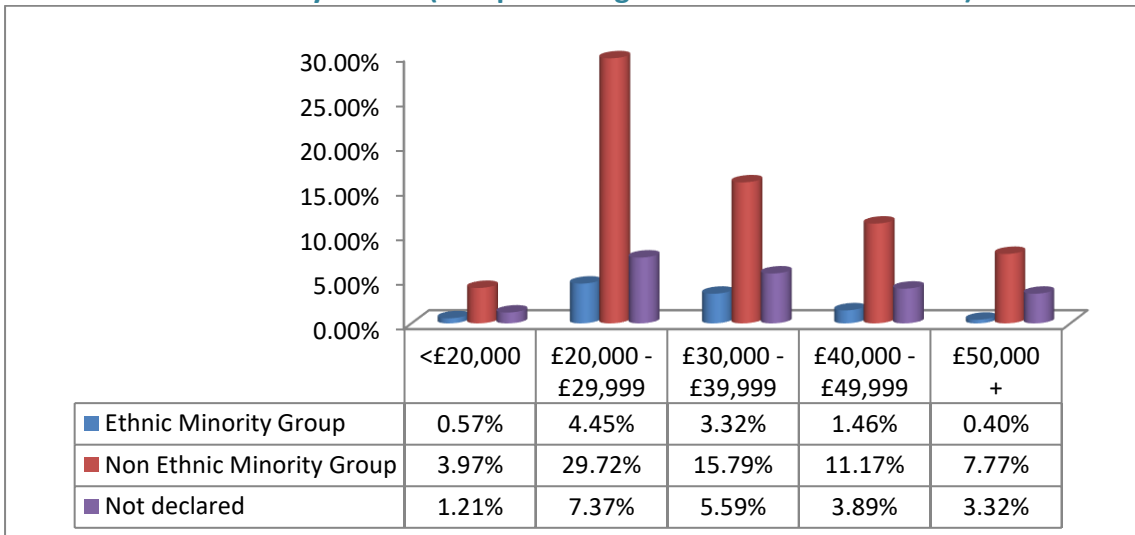
Ethnicity Profile of Starters



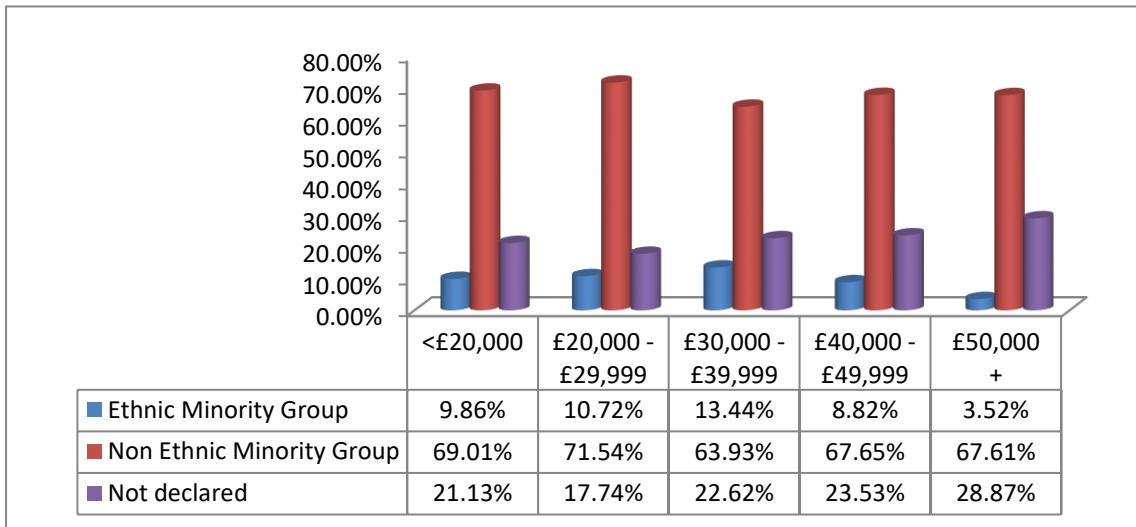
Ethnicity Profile of Leavers



Salaries Across Ethnicity Profile (as a percentage of the whole workforce)

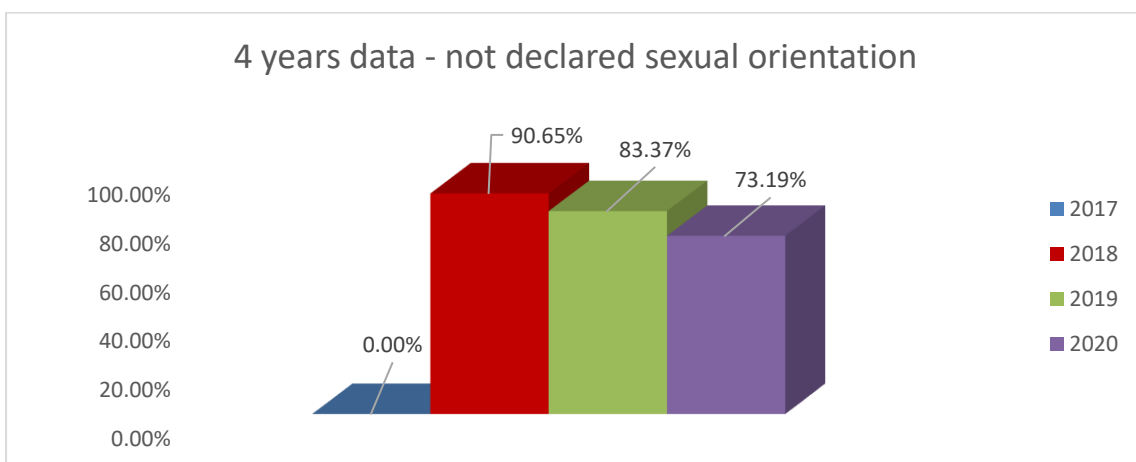
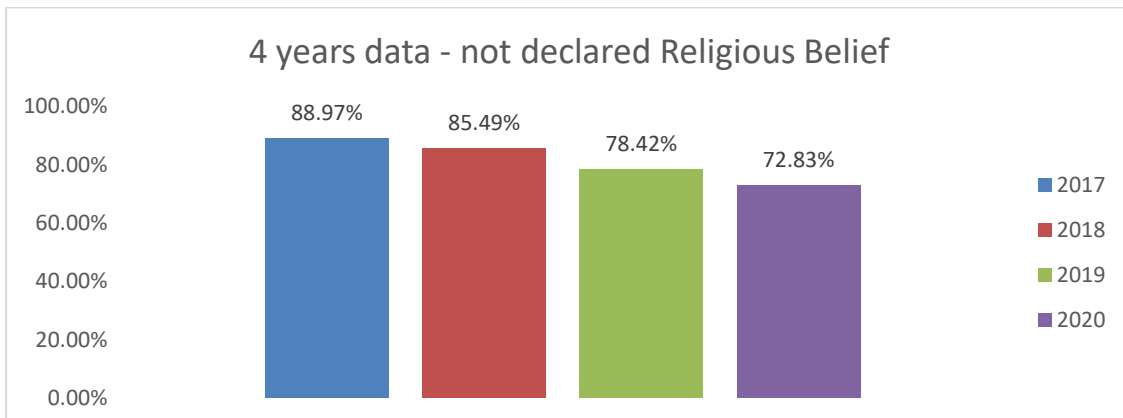


Salaries Across Ethnicity Profile (as percentage of ethnicity within each salary band)



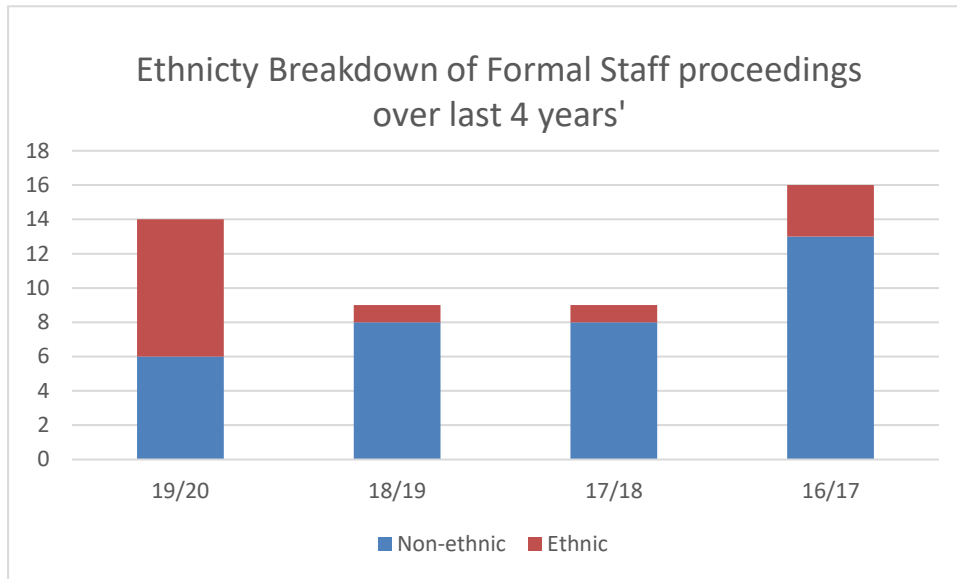
Religion and Sexual Orientation

The Council provides an opportunity for its employees to provide information on their religion or belief and sexual orientation; however while we are seeing an increase in declarations it is not yet sufficient to provide any meaningful information, other than further work needs to be done to improve the recording of this data.



Grievance, Capability and Disciplinary Action

Our records would indicate a total of 15 workers went through a formal casework process during the reporting period including capability, disciplinary, probation and grievance cases, an increase on the previous year. The previous 3 years were (16 in 2016-2017 and 9 in 2017-2018, 4 in 2018-2019). While there is limited data, we can see that in the last 12 months' there has been a significant increase in formal staff proceedings involving staff from ethnic minorities. Of the 8 cases involving Ethnic Minority employees, 5 were grievances. This is concerning and actions have been put in place within the plan through the Tackling Racism at Work agenda.



How we meet the Equality Duty

There are several practices already in place, and work already started that demonstrates our commitment to Equality. These are:

- Our new Community Vision and Corporate Delivery Plan with our commitment to Equality
- A lead for the Equalities agenda at Director level
- Guaranteed Interview Scheme for any candidate who declares a disability and meets the essential criteria of the role
- All roles are advertised on our website and are accessible to all employees unless there is someone who meets the requirements of the role and is awaiting redeployment
- The Employment Equality Steering Group meets quarterly, is chaired by the Head of Human Resources & Organisation Development and made up of representatives from each Directorate in the Council, are responsible for ensuring that no potential or existing member of staff is excluded from career or training opportunities due to their age, disability, sex, gender reassignment, pregnancy, maternity, race (which includes colour, nationality and ethnic or national origins), sexual orientation, religion or belief, or because someone is married or in a civil partnership.
- Equal Opportunity training is already in place
- Recruitment training includes learning in relation to equality and diversity and unconscious bias

- Full Equality Impact Assessments take place whenever there is a major change that affects employees
- Individual COVID-19 Risk Assessments for vulnerable and Black and Ethnic Minority workers
- Reasonable building and equipment adjustments to make offices accessible to all
- Enhanced maternity pay by offering 12 weeks' half pay on the condition that the employee returns to work for at least 3 months' upon completion of their maternity leave
- Meeting our statutory duties with regard to leave for family care. E.g. Shared parental leave, Paternity leave and pay, Care Leave, Adoption Leave & Pay, Parental Bereavement Leave
- Elevate Wokingham who seek Apprenticeships and Work Experience for 16-19 year olds not in education, employment or training. Wokingham Borough Council has taken on 39 Apprentices in the last financial year
- Our dormant staff café 'Shuters' has been opened up to provide work experience and for vulnerable and disadvantaged young people from Addington School to enable the young people to acquire catering skills

Action Plan and outcomes 2019/2020

Subject	Action	Target	Outcome
Recruitment	Identify a way to capture the recruitment data to identify trends and risks	By April 2020	Applicant tracking system delayed implementation due to COVID-19 will now be end of 2020 and carry forward into 2020-21 plan
	Increase take up of Apprenticeships in order to encourage younger people into the Council.	41 by 31 March 2020 (25 per annum plus the not-achieved in 2017 to maximise use of the levy)	39 Apprenticeships started in 2019-2020. 27 therefore required next year in order to maximise levy use
Data Collection	Increase staff confidence in disclosing their personal information to increase the accuracy of workforce monitoring by ensuring confidentiality and anonymity (particularly sexual orientation, religious beliefs & disability)	80% of workforce disclosed (currently disclosed 67% for Disability and 12% for religious beliefs & sexual orientation)	This has not improved and declaration has declined despite a variety of interventions. Needs further work

Case Work	Improve accuracy of Case Work reporting by: a) Offering managers bite size training in capability, disciplinary and grievance b) Improving guidance on recording c) Reporting effectiveness of working practice to leadership team	All Disciplinary, Grievances and Capabilities recorded as they should be.	b) & c) complete. a) disciplinary webinar launched and capability & grievance expected to be launched by end of September 2020
-----------	---	---	--

Activity planned for 2020/2021

The data and information we hold appears to indicate that no significant issues face us at this point, but there remain areas where we can continue to improve. However, as indicated in the introduction we do want to ensure that there is no unconscious bias or privilege within our employment policies and practice. Therefore the action plan this year incorporates activity to support not only what the data is telling us, but also actions coming out of:

- The Employee Engagement Survey
- The 'Tackling Racism at Work' Survey recently undertaken.
- The recommendations coming out of the recent Employment Tribunal.

Our commitment to reduce the Gender Pay Gap Therefore, the action plan for this year is as follows:

Subject	Action	Target	Owner	Outcome
Recruitment	Identify a way to capture the recruitment data to identify trends and risks	By December 2020	HR & OD (JC)	
	Increase take up of Apprenticeships in order to encourage younger people into the Council.	27 by 31 March 2021 (25 per annum plus the non-achieved in 2017 to maximise use of the levy)	HR & OD (JC)	
	Review of guidance in relation to use of pay scales in starting salaries	That pay points on starting employment are representative of the gender make-up of the workforce	HR & OD (JV)	

Data Collection	Set up a separate working group to look at: 1) improving data collection Increase staff confidence in disclosing their personal information to increase the accuracy of workforce monitoring by ensuring confidentiality and anonymity (particularly sexual orientation, religious beliefs & disability). 2) How we define and record HR Case Work to ensure all activity is captured	1) 80% of workforce disclosed (currently disclosed 63% for Disability and 16% for religious beliefs & sexual orientation) 2) New agreed methodology	HR & OD (RR)	
Gender Pay Gap	Set up separate working group to review Gender Pay Gap and provide separate action plan and recommendations to reduce our Gender pay gap.	Reduce Mean Gender Pay Gap by 1% year on year for next 3 years	HR & OD (SS)	
Bullying & Harassment Action plan	Set up a separate working group to review the data in relation to bullying and harassment and provide separate action plan and recommendations	Action plan implemented reported again in late 2021	Resources & Assets (NC)	
Tackling Racism at Work	Review the survey findings and set up working groups deliver on agreed activity	Working groups to be formed and action plans generated by mid October 2020	HR & OD (SS)	
Tackling Racism at Work	Form a BME Employee Sub Group	30 Sep 2020	Resources & Assets (KI)	
Tackling Racism at Work	Produce an Ethnicity Pay Gap Report alongside the Gender Pay Gap report for publication	Report published before 30 March 2021	HR & OD (RR)	
Disability protection	Amend the leave policy to record that people who are unfit for work are not precluded from taking accrued annual leave	30 Sept 2020	HR & OD (HL)	
Disability protection	Ensure Managers' understand the importance of documenting risk assessments and having a Personal Emergency Evacuation Plan for those with Mobility Issues	31 Dec 2020	Health & Safety (LM)	

Disability protection	Develop a 'Management Handover' checklist as part of on-boarding to be used when a manager leaves so new incumbent knows where all employee information is and for employees moving department	31 Dec 2020	HR & OD (FC)	
Disability protection	Consider whether any changes are required to the Organisation Change Policy to ensure that employees on sick leave are not disadvantaged	31 Dec 2020	HR & OD (HL)	

Appendix 1 – Equality analysis of responses to Engagement Survey (October 2019) regarding bullying

Question: I have not been bullied while working at the council

***(100 people out of 756 either slightly disagreed or strongly disagreed to the above statement)**

Gender			
	Bullied*	Total Respondents %	Total Workforce %
Female	76	70%	74%
Male	16	25%	26%
Prefer not to say	8	5%	0%

Disability			
	Bullied*	Total Respondents %	Total Workforce %
No	83	89%	63%
Yes	8	5%	5%
Prefer not to say	9	6%	32%

Sexual orientation			
	Bullied*	Total Respondents %	Total Workforce %
Gay	1	2%	Not reported as insufficient data
Heterosexual	81	85%	
Prefer not to say	16	11%	
Other	2	<1%	

Age			
	Bullied*	Total Respondents %	Total Workforce %
Under 29	8	12%	12%
30-39	15	20%	20%
40-49	22	28%	27%
50-59	44	31%	30%
60+	11	9%	11%

Ethnicity			
	Bullied*	Total Respondents %	Total Workforce %
Ethnic Minority Group	19	20%	10%
Not declared	10	6%	21%
Non-Ethnic Minority Group	71	74%	69%

This page is intentionally left blank

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank