



# Hartlepool Borough Council

## Diversity Workforce Data Report

2014/15

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## **Foreword**

I am pleased to present the Hartlepool Borough Council's fourth annual Workforce Diversity Report, as required by the Equality Act 2010, for the period 1 April 2014 to 31 March 2015.

At the Council we recognise that ensuring equality in employment and eliminating workplace discrimination and harassment are essential for developing a diverse workforce that reflects the community that we serve, attracting and retaining high calibre employees and maximising productivity.

We see the diversity of our staff as one of our key strengths, with the range of knowledge, skills and experience our employees bring to their work.

Respecting and valuing the diversity of our staff contributes to our working environment and helps foster an inclusive place to work. It also improves communication and understanding both internally and with external stakeholders and makes us a stronger organisation.

Through our workforce diversity monitoring and reporting we continue to demonstrate our commitment to understanding, valuing and incorporating differences to ensure a workplace that is fair, equitable and inclusive for all.

With the significant organisational change ahead for the Council it has never been more important to ensure that we manage our staff fairly, that we treat each other with dignity and respect and that we demonstrate our values in all we do.

**Chief Executive**

## Section 1

### Introduction

Maximising the benefits of workplace diversity in the Council means managing individual differences in a way that capitalises on them. Supporting individual differences helps every employee reach their own potential and thereby contributes to the delivery of the Council services.

To do this we need to have an in-depth understanding of the effect of our workplace cultures, policies, practices and procedures on our employees. Collating and analysing employee data by protected characteristics (workforce diversity data) gives a good starting point to develop this understanding. It provides us with a robust evidence base to identify any differences in outcomes for employees which could help identify inequalities so they can be addressed. Outlined below are a few examples of how the Council uses workforce diversity data.

- Disparities in the diversity profile of our workforce helps us in developing actions to address any perceived inequalities and barriers to equality.
- We gain an understanding of whether our employment policies, practices and procedures are equitable and are being implemented fairly by examining under- or over-representation of staff.
- We identify differences in the outcomes or experience of staff, and where required, develop training and guidance to support our managers in managing a diverse workforce.

#### What is workforce diversity

A simple definition of workforce diversity can be described as the similarities and differences among employees in terms of age, race, disability, religion, sex, religion or belief, sexual orientation, caring status, and maternity and pregnancy.

### Background

#### *The legislative framework*

The new public sector equality duty, which came into force on 5 April 2011, was created by the Equality Act 2010. The Act harmonised existing equality legislation and extended the protection to include other areas where discrimination exists for these groups of people. The nine protected characteristics under the Equality Act 2010 are race, sex, disability, age, religion and religious belief, pregnancy and maternity, gender reassignment, marriage and civil partnerships, and sexual orientation. . The Public Sector Equality Duty required public bodies like the Council to publish:

- equality objectives, at least every four years
- equality information to demonstrate their compliance with the equality duty, at least annually.

Our workforce data will form part of the equality information we will collate, monitor and publish to help us meet our responsibilities under the new duty and ensure equality considerations are reflected in our employment practices and policies.

### ***Scope of the 2014/15 workforce diversity report***

This report provides an overview of our employment equality monitoring data as at 31 March 2015. Workforce monitoring data collated includes: age, disability, race/ethnicity, gender, including full time/part time working, sexual orientation/LGB, religion and belief, pregnancy and maternity. It does not include any information about gender re-assignment (as we do not collect any data).

### ***Who is included?***

The data relates only to individuals who are directly employed by the Council including Community and Voluntary Controlled school employees, regardless of contractual status or hours worked. It does not include employees of Voluntary Aided or Foundation schools as the Governing Body is the employer or employees of Academies as the Board of Directors are the employer.

### ***Data quality***

The Council has a number of years equality and diversity trend information enabling us to assess progress, investigate any disparities in outcomes of our different employee groups and identify where we can do more.

## Section 2

### Progress made in 2014/15

In the 2013/14 report we included the actions we planned to do in 2014/15. Set out in Table 1 is an assessment of how far we achieved what we planned to do.

**Table 1 Assessment of progress against planned actions for 2014/15**

Key Aim	Planned actions	Progress
Effective leadership and management	<ul style="list-style-type: none"> <li>a) Agree the Workforce Strategy 2014 - 2017</li> <li>b) Review the Induction Guidance for Managers</li> <li>c) Review the Equality in Employment Policy</li> </ul>	<ul style="list-style-type: none"> <li>a) Workforce Strategy was agreed by the Finance and Policy Committee in May 2014</li> <li>b) Induction guidance for managers was reviewed and updated December 2014.</li> <li>c) The Equality in Employment Policy was reviewed and was submitted to Members for approval.</li> </ul>
A representative and diverse workforce across all levels	<ul style="list-style-type: none"> <li>a) Continue to fund apprenticeship opportunities</li> <li>b) Explore opportunities to develop and expand the apprenticeship programme</li> <li>c) Develop and implement a marketing scheme for child care vouchers</li> <li>d) Review our carers leave arrangements</li> <li>e) Include trend data in future workforce equality reports</li> <li>f) Employee survey</li> </ul>	<ul style="list-style-type: none"> <li>a) The council has continued to fund apprenticeship opportunities and has seen a steady increase in the number of apprentices from the previous year. In addition apprenticeship opportunities are funded/offered specifically to care leavers.</li> <li>b) The Council introduced Higher Apprenticeships which provides opportunities at level 4 onwards.</li> <li>c) The Child Care Voucher initiative is promoted to all employees via the Council's intranet, in new starter packs and also through the Corporate Induction Programme.</li> <li>d) Carers leave arrangements have been reviewed, changes agreed and implemented.</li> <li>e) The inclusion of trend data in future workforce equality reports will be considered further prior to publication.</li> </ul>

		f) The employee survey has been delayed
An inclusive workplace culture and environment	<p>a) Continue to promote our Employee Assistance Programme to support staff through the organisational change.</p> <p>b) Review our values and associated behaviours and promote them through training, development and communications to progress and encourage an appreciation of an inclusive workplace.</p>	<p>a) The Council continues to promote the Employee Assistance Programme to employees when appropriate and supports them with a tailored programme of relevant activities.</p> <p>b) The values of the council have been reviewed/ developed with employees and included in the Workforce Strategy 2014/17. These will be embedded further through the implementation of the strategy.</p>
Equal pay and reward	<p>a) Continue to consider the feasibility of extending our pay gap reporting to cover age.</p> <p>b) Implement the year 1 actions included in the Equal Pay Audit action plan</p>	<p>a) This action will be carried forward to 2015/16.</p> <p>b) The Council continues to work though and implement all of the actions highlighted in the Equal Pay Audit action plan.</p>

## **Section 3**

### **Approach to the analyses of our workforce monitoring data**

Our workforce reporting for 2014/15 continues to be structured across the following key aims:

- Effective leadership and management
- A representative and diverse workforce across all levels
- An inclusive workplace culture and environment
- Equal pay and reward

A detailed analysis of our workforce data and information can be found in Appendix 1. This has helped us to understand how well we are progressing towards our aims for each protected characteristic. A summary of the main findings and the resulting actions is presented below.

#### ***Effective leadership and management***

At the Council we view leadership as key in taking forward the diversity agenda. To gain value from diversity requires leadership and a sustained, systematic approach and long-term commitment.

Managers are all responsible for being able to manage a diverse workforce, work alongside members of diverse teams and create an inclusive culture.

We are committed to continuing to build the capabilities of our managers so that they can champion our leadership commitment to diversity.

#### **What we will do in 2015/16**

- Implement the actions within the Workforce Strategy
- Review the appraisal arrangements

#### ***A representative and diverse workforce across all levels***

Our diverse workforce enables us to benefit from the creativity and skills of all our staff and it is important that this diversity is present across all levels of the organisation. It enables us to tap into a broad spectrum of experience and ideas that comes as being part of a diverse team.

#### **Organisational diversity**

The Council continues to maintain a diverse workforce. At 31 March 2015, just under 4000 people worked for the Council (including Community and Voluntary Controlled School employees) of whom:

- 76 per cent were female. Female representation remained significantly higher than the proportion of women in Hartlepool (51 per cent<sup>1</sup>).



- 1.7 per cent of employees described themselves as having a disability
- 0.7 per cent were from an ethnic minority group
- 9 per cent were aged 16-24, 18 per cent were aged 25-34 21 per cent were aged 35-44, 32 per cent were aged 45 - 54 and 20 per cent of the workforce were aged over 55
- 64 per cent worked part time
- There was insufficient workforce data in relation to religion and belief and sexual orientation for meaningful analysis to be undertaken

N.B. The analysis in relation to employees does not take into account where employees have not provided monitoring information for example the percentage of employees who are from an ethnic minority group is calculated by reference to employees who have declared that they are either white or from an ethnic minority group only.

More detailed analysis of the workforce by protected characteristic is available at Appendix 1.

### **Representation by organisational level**

Within the Council there is under-representation of females (42 percent) at very senior (Chief Officer) levels and at the next level (Band 14-15 and Soulbury employees), females (65 per cent) are under-represented compared to the workforce (76 per cent) and the population in Hartlepool (51 per cent<sup>1</sup>). Within Community Schools 67 per cent of headteachers are female and 81 per cent of the next level (Leadership) are female. Part time females (78 per cent) make up the majority of the overall workforce.

There is no ethnic minority representation at very senior levels or the next level down in both the Council and in Community Schools.

There are no employees with a disability at very senior levels within the Council and Community Schools. There is under-representation of employees with a disability (1 per cent) at the next level in both the Council and Community Schools compared to the population of Hartlepool (18 per cent<sup>2</sup>) and the workforce (2 per cent).

Not surprisingly, all Council employees at very senior (Chief Officer) levels and 96 per cent at the next level (Band 14-15 and Soulbury employees) are aged 35 and over compared to 73 per cent of the workforce. Within Community Schools 100 percent of headteachers and 84 percent of the next level are aged 35 and over. 2 per cent of employees aged 16-24 are paid at the lowest level (Bands 1-4) compared to 21 per cent of all employees who are paid at the same level.

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1 ONS 2012 Mid Year Estimate

2 Census 2011

As the Council moves to reduce staff numbers through the implementation of our transformation programme, there may be limited opportunity to use positive action measures within recruitment to address the under-representation of male, ethnic minority and disabled employees. Recognising this we continue to develop other medium and long term activities focused around improving the quality of candidate and employee diversity information and positive action in learning and development that will help all staff to maximise their individual potential for progression.

### **What we will do in 2015/16**

- Continue to fund apprenticeship opportunities
- Explore opportunities to develop and expand the Apprenticeship Programme
- Consider including trend data in future Workforce Equality Reports
- Review maternity leave policy and procedure
- Review flexible working policy

### ***Behaviours and workplace culture***

We want to enable all our staff to be fully involved in the Council's work, to protect them from unfair treatment and ensure each individual can reach their potential.

As the Council continues to go through a period of change it has never been more important to ensure that we do everything we can to help our staff to succeed in their role and manage the changes ahead.

### ***Equal pay and reward***

The Council undertook its first pay gap calculations in respect of gender, disability and ethnicity in 2010/11. We have extended this to include pay gap calculations for full time/part time working. We have not extended our pay gap reporting to include age, sexual orientation or religion or belief due to the difficulties in interpreting the findings (in respect of age) and the relatively small sample size that we would be working with (in respect of sexual orientation or religion or belief). We will continue to monitor the feasibility of reporting on pay gap data relating to age, sexual orientation and religion and/or belief in future reporting.

The Council reports on its pay gaps (see Table 2) using a single measure, by calculating the difference of the advantaged and disadvantaged group's full time equivalent average earnings as a percentage of the advantaged group. For example the gender pay gap is the difference between men's and women's average earnings as a percentage of men's average earnings.

**Table 2 Pay gaps**

<b>Characteristic &amp; Type of Pay</b>	<b>March 2015</b>
Gender – Basic Pay	3.8%
Gender – All Pay	7..21%
Disability – Basic Pay	0.53%
Disability – All Pay	-1.49%
Ethnicity – Basic Pay	-25.11%
Ethnicity – All Pay	-18.34%
Full/Part Time – Basic Pay	42.9%
Full/Part Time – All Pay	42.71%

Our gender pay gap is 3.82 per cent which is less than the national gender pay gap (10 per cent<sup>3</sup>). The gender pay gap arises primarily because of a combination of occupational segregation (e.g. almost all cleaners and catering staff are female, almost all street cleansing and Refuse collectors are male) and the disproportionate number of (primarily part time) women employed in lower graded jobs.

The Council's pay multiple is defined as the ratio between the highest paid employees hourly rate and the median hourly rate of the whole of the Council's workforce (i.e. excluding all school employees). The Council's pay multiple as at 31 December 2014 based on the actual hourly rate of the highest paid employee is 8.13 and based on the maximum hourly rate within the pay band of the highest paid employee is 8.47.

### **What we will do in 2015/16**

- Continue to review the data and address any identified imbalances
- Ensure we comply with statutory reporting duties for equality

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<sup>3</sup> Office of National Statistics - 2013 Annual Survey of Hours and Earnings

## Appendix 1

### Analysis by protected characteristic

#### *Ethnicity*

In 2014/15

- 0.7 per cent of employees were of an ethnic minority background compared to 2.4 per cent<sup>2</sup> of the population of Hartlepool
- 64 per cent of employees provided information about their ethnicity
- within the Council there is no ethnic minority representation at very senior levels (Chief Officers or the next level (Band 14 -15 and Soulbury)
- within community schools there is no ethnic minority representation at Head teacher level or at the next level (Leadership)
- 1 per cent of applicants were from ethnic minority groups and 3 per cent of successful candidates were from ethnic minority groups
- 0.18 per cent of leavers from the Council were from an ethnic minority background
- no employees from ethnic minority groups left the Council on health grounds, were made redundant or left on voluntary redundancy grounds
- the basic pay ethnicity pay gap is -25.11% and the all pay ethnicity pay gap is -18.34%

#### *Gender*

In 2014/15

- the Council's workforce was predominantly female at 76 per cent, significantly higher than the proportion of women in the workforce population in Hartlepool at 51 per cent<sup>1</sup>
- within the Council there was under-representation of females (42 per cent) at very senior (Chief Officer) levels compared to the workforce (76 per cent) At the next level (Band 14-15 and Soulbury employees), females (65 per cent) were under-represented compared to the workforce (76 per cent) and over-represented compared to the population in Hartlepool (51 per cent<sup>1</sup>)
- within community schools 67 per cent of headteachers are female and 81 per cent of the next level (Leadership) were female.
- part time females (76 per cent) made up the majority of the workforce
- the basic pay gender pay gap was 4.7% and the all pay gender pay gap was -7.21%

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1 ONS 2012 Mid Year Estimate

2 Census 2011

- 16 per cent of applicants were male, 31 per cent were female and 54 per cent did not declare their gender
- 78 per cent of females worked on a part-time basis compared to 22 per cent of males
- 75 per cent of our workforce leavers were female
- 60 per cent of the employees who were made redundant, 69 per cent of the employees who left on voluntary redundancy grounds and 69 per cent of employees who left on health grounds were female

## ***Disability***

In 2014/15

- 2 per cent of employees described themselves as having a disability, significantly lower than the proportion of people with a disability in Hartlepool (24 per cent<sup>2</sup>)
- 58 per cent of employees provided disability information
- within the Council there were no employees with a disability at very senior (Chief Officer) levels and no employees at the next level (Bands 14 -15 and Soulbury) had a disability, within Community Schools there were no Head Teachers with a disability and only 3% of employees at the next level (leadership) with a disability
- the percentage of applicants and appointees with a disability was significantly less than the proportion of people with a disability in Hartlepool. the Council operated a two tick symbol policy
- no employees with a declared disability were made redundant or left on voluntary redundancy grounds
- 1 per cent of employees with a declared disability left the Council on health grounds
- 1 per cent of all leavers had a declared disability
- the basic pay disability pay gap was 0.53% and the all pay disability pay gap was -1.49%

## Age

In 2014/15

- 9 per cent of employees were aged 16-24, compared to , 5 per cent of applicants and an appointment rate of 27 per cent
- 18 per cent of employees were aged 25-34, compared to , 6 per cent of applicants and an appointment rate of 27 per cent
- 22 per cent of employees were aged 35-44, compared to 4 per cent of applicants and an appointment rate of 19 per cent
- 31 per cent of employees were aged 45 - 54 compared to 4 per cent of applicants and an appointment rate of 18 per cent
- 20 per cent of employees were aged 55+ compared to 2 per cent of applicants and an appointment rate of 9 per cent
- not surprisingly, all employees at very senior (Chief Officer) levels and 92 per cent at the next level (Band 14-15 and Soulbury employees) within the Council were aged 35 and over compared to 73 per cent of the workforce
- Similarly, all Head teachers and 84 per cent of the next level (Leadership) within community schools are aged 35 and over
- 80 per cent of applicants did not declare their age
- the largest age group of employees (25 per cent) leaving the Council were aged 25 - 34
- the second largest group of leavers (22 per cent) were between the ages of 55 - 64
- 5 percent of employees made redundant were aged 25 - 34, 12 per cent were aged 35 - 44, 10 per cent were aged 45 – 54 and 74 per cent were aged 50+
- 33 percent of employees who left on voluntary redundancy grounds were aged 55 – 64
- 88 per cent of employees who left on health grounds were aged 45+

## Full Time/Part Time Working

In 2014/15

- 64 per cent of employees worked part time
- the basic pay full time/part time working pay gap was 42.9% and the all pay full time/part time working pay gap was 42.71%

## Sexual Orientation

In 2014/15

- 13 per cent of employees were heterosexual
- 13 per cent of employees had declared their sexual orientation
- 57 per cent of applicants did not provide information about their sexual orientation

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<sup>1</sup> ONS 2012 Mid Year Estimate

## Religion and Belief

In 2014/15

- 11 per cent of employees were Christians, 0.54 per cent had a religion other than Christianity and 3 per cent have no religion whereas in the population of Hartlepool 70 per cent<sup>2</sup> are Christians, 1 per cent<sup>2</sup> have a religion other than Christianity and 22 per cent have no religion<sup>2</sup>
- 11.21 per cent of employees had declared their religion or belief
- 55 per cent of applicants did not provide information about their religion or belief

## Pregnancy and Maternity

In 2014/15

- 0.88 per cent of employees whose maternity leave ended in 2014/15 did not return to work