

Workforce Equality
Report
2015/16

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Foreword by

Gill Alexander, Chief Executive

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 2015 to 31 March 2016.

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.

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, 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 2015/16 workforce diversity report

This report provides an overview of our employment equality monitoring data as at 31 March 2016. 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 2015/16

In the 2014/15 report we included the actions we planned to do in 2015/16. 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 2015/16

Key Aim	Planned actions	Progress
Effective leadership and management	<ul style="list-style-type: none"> • Implement the actions within the Workforce Strategy • Review the appraisal arrangements 	<ul style="list-style-type: none"> • Actions within the workforce strategy have continued to be implemented. • Appraisal arrangements have been reviewed. An implementation date for the revised arrangements has yet to be agreed.
A representative and diverse workforce across all levels	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • The Council recruited an additional 20 apprentices which started in September 2015 • The Council progressed a group of Apprentices onto a Higher Business Administration Apprenticeship • The inclusion of trend data will be considered at a later date. • The maternity policy has been reviewed and implemented • The flexible working policy has been reviewed and implemented

Key Aim	Planned actions	Progress
Equal pay and reward	<ul style="list-style-type: none">• Continue to review the data and address any identified imbalances• Ensure we comply with statutory reporting duties for equality	<ul style="list-style-type: none">• Equal Pay Audit action plan has been reviewed and refreshed.• Published the workforce Equality Report on the Council's website

Section 3

Approach to the analysis of our workforce monitoring data

Our workforce reporting for 2015/16 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 2016/17

- Develop and implement bullying and harassment policy and procedure
- Review and implement discipline and grievance policy and procedure
- Undergo re-assessment for the two ticks symbol and transfer recognition to the revised Disability Confident Employer Scheme.

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 2016, 3126 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 cent¹).
- 1.7 per cent of employees described themselves as having a disability
- 0.9 per cent were from an ethnic minority group
- 8 per cent were aged up to 25, 19 per cent were aged 26 to 35, 23 per cent were aged 36 to 45, 32 per cent were aged 46 to 55, 16 per cent were aged 56 to 65 and 2 per cent aged 66+.
- 57 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 (46 percent) at very senior (Chief Officer) levels and at the next level (Band 14-15 and Soulbury employees), females (63 per cent) are under-represented compared to the workforce (76 per cent) and the population in Hartlepool (51 per cent¹). Within Community Schools 69 per cent of headteachers are female and 82 per cent of the next level (Leadership) are female.

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 at the next level in both the Council (2 per cent) and

Community Schools (2.5 per cent) compared to the population of Hartlepool (18 per cent²)

Not surprisingly, all Council employees at very senior (Chief Officer) levels and 91 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 77 percent of the next level are aged 35 and over. 5.8 per cent of employees aged 16-24 are paid at the lowest level (Bands 1-4) compared to 15 percent of all employees who are paid at the same level.

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 2016/17

- Continue to fund apprenticeship opportunities
- Review flexi-time policy and procedure

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.

- Ensure induction arrangements are consistently applied

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

Characteristic & Type of Pay	2015/2016
Gender – Basic Pay (All Employees)	2.75%
Disability – Basic Pay (All Employees)	7.79%
Ethnicity – Basic Pay (All Employees)	9.05%
Full/Part Time – Basic Pay	38.94%

Our gender pay gap is 2.75 per cent which is less than the national gender pay gap (10 per cent³). 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.

What we will do in 2016/17

- Review Standby Payment Scheme
- Review Workforce Arrangements
- Prepare for the Councils statutory obligations under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

Appendix 1

Analysis by protected characteristic

Ethnicity

In 2015/16

- 0.9 per cent of employees were of an ethnic minority background compared to 2.4 per cent² of the population of Hartlepool
- 63.3 per cent of employees provided information about their ethnicity
- the basic pay ethnicity pay gap is 9.05%

Gender

In 2015/16

- the Council's workforce was predominantly female at 75.5 per cent, significantly higher than the proportion of women in the workforce population in Hartlepool at 51 per cent¹
- part time females (49.6 per cent) made up the majority of the workforce
- the basic pay gender pay gap was 2.75%
- 65.7 per cent of females worked on a part-time basis compared to 30.4 per cent of males

Disability

In 2015/16

- 1.7 per cent of employees described themselves as having a disability, significantly lower than the proportion of people with a disability in Hartlepool (24 per cent²)
- 56.5 per cent of employees provided disability information
- the basic pay disability pay gap was 7.79%

Age

In 2015/16

- 1.7 per cent of employees were aged 16-25
- 18.6 per cent of employees were aged 26-35
- 23.2 per cent of employees were aged 36-45
- 31.7 per cent of employees were aged 46-55
- 16.4 per cent of employees were aged 56-65
- 2.3 per cent of employees were aged 66+

Full Time/Part Time Working

In 2015/16

- 42.9 per cent of employees worked part time
- the basic pay full time/part time working pay gap was 38.9%

Sexual Orientation

In 2015/16

- 10.9 per cent of employees were heterosexual
- 11.3 per cent of employees had declared their sexual orientation

Religion and Belief

In 2015/16

- 8.9 per cent of employees were Christians, 0.5 per cent had a religion other than Christianity and 3 per cent have no religion whereas in the population of Hartlepool 70 per cent² are Christians, 1 per cent² have a religion other than Christianity and 22 per cent have no religion²
- 12 per cent of employees had declared their religion or belief

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