



Hartlepool Borough Council

Diversity Workforce Data Report

2013/14

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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 2013 to 31 March 2014.

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.

Dave Stubbs

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 contributes to the delivery of the Council.

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

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, race, religion, sex, religion or belief, sexual orientation, caring status, and maternity and pregnancy.

- Disparities in the diversity profile of our workforce helps us in developing actions to address any perceived inequalities and barriers to equality of opportunity.
- 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.

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 in order to harmonise the race/ethnicity, disability and gender equality duties and extend protection to the new protected characteristics of age, gender re-assignment/trans, pregnancy and maternity, religion/belief and sexual orientation/LGB. There is now a requirement for 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 2013/14 workforce diversity report

This report provides an overview of our employment equality monitoring data as at 31 March 2014. 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/Trans (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 2013/14

In the 2012/13 report we included the actions we planned to do in 2013/14. 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 2013/14

Key Aim	Planned actions	Progress
Effective leadership and management	a) Re-issue reviewed Committee report writing guidance on equality and diversity considerations when the new Governance arrangements for the Council are introduced in May 2013 b) Incorporate leadership and management in the Workforce Strategy for 2014/15 onwards	a) The report writing guide for Member reports (including guidance on equality and diversity considerations) was reissued when the new Governance arrangements were implemented in May 2013 b) The draft Workforce Strategy 2014 – 2017 (which was developed in 2013/14) incorporates leadership and management
A representative and diverse workforce across all levels	a) Improve the quality and quantity of employee monitoring information by <ul style="list-style-type: none"> • encouraging employees and applicants to declare their age, gender, disability, ethnicity, sexual orientation and religion and/or belief and providing reassurance to employees and applicants as to how equality monitoring data will be held and processed • completing the phased roll out of HR/Payroll system self service facilities whereby employees can update 	a) The quality and quantity of employee monitoring information was improved in 2013./14 by <ul style="list-style-type: none"> • a revised Equal Opportunities in Employment Policy Statement (which encourages applicants to complete the Equality Monitoring Form and provides reassurance to employees and applicants as to how equality monitoring data will be held and processed) being agreed and posted on the Council's recruitment website (https://www.northeastjobs.org.uk/default.aspx?page=orghome&orgid=75) • completion of the phased roll out of the HR/Payroll system self service facilities with

	<p>their equality information and</p> <ul style="list-style-type: none"> • undertaking a survey of employees to ensure that the equality information held is accurate and up to date <p>b) Ensure staff at all levels continue to have access to appropriate learning and development opportunities, including training tailored to their personal development plans, continuing professional development, shadowing, mentoring and coaching opportunities</p> <p>c) Review the Appraisal Scheme</p> <p>d) Continue to fund apprenticeship opportunities</p>	<p>employees encouraged to review and update their equality information</p> <p>The planned survey of employees did not take place in 2013/14 so has been planned for 2015/16 and be combined with a broader survey of the employee information held in the HR/Payroll system</p> <p>b) Employees continued to have access to appropriate learning and development opportunities</p> <p>c) The Appraisal Scheme was reviewed to ensure it continued to be fit for purpose.</p> <p>d) Five new apprentice opportunities were created specifically for young people leaving care</p>
<p>An inclusive workplace culture and environment</p>	<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</p>	<p>a) The Employee Assistance Programme continued to be promoted during 2013/14</p> <p>b) The draft Workforce Strategy 2014 – 2017 (which was developed in 2013/14) incorporates new values and associated behaviours</p>

	an appreciation of an inclusive workplace.	
Equal pay and reward	<p>a) Carry out an equal pay review/audit in 2013/14 and prepare an action plan to address any issues arising</p> <p>b) Continue to consider the feasibility of extending our pay gap reporting to cover age, sexual orientation and religion and/or belief</p> <p>c) Respond to the JNC for Local Government's Review of its Job Evaluation Scheme</p>	<p>a) An equal pay review/audit in relation to 2012/13 pay was undertaken in 2013/14 and an action plan developed.</p> <p>b) The feasibility of extending our pay gap reporting to cover age, sexual orientation/LGB and religion and/or belief was considered. However the delay in the planned survey of employees means that the robustness of the sexual orientation/LGB and religion and/or belief data has not improved sufficiently to be able to report pay gaps in relation to these characteristics. The practical difficulties associated with age pay gap reporting continue to apply.</p> <p>c) No response was made to the JNC for Local Government's Review of its Job Evaluation Scheme as revised national scheme guidance was issued but changes to the computerised job evaluation scheme (Gauge) to reflect the revised national scheme guidance was not issued..</p>

The Council increased the pay of the lowest paid employees from £6.54 to £7.43 per hour in September 2013

The phased roll out of the HR/Payroll system self service facilities continued and office based employees encouraged to check/ provide monitoring data in relation to sexual orientation and religion and/or belief in addition to data in relation to gender, ethnicity, age and disability..

Section 3

Approach to the analyses of our workforce monitoring data

Our workforce reporting for 2013/14 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 2014/15

- Agree the Workforce Strategy 2014 – 2017
- Review the Induction Guidance for Managers
- Review the Equality in Employment Policy

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 2014, just over 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 cent¹).

- 1.7 per cent of employees described themselves as having a disability
- 0.6 per cent were from an ethnic minority group
- 9 per cent were aged 16-24, 18 per cent were aged 25-34 22 per cent were aged 35-44, 35 per cent were aged 45 - 54 and 20 per cent of the workforce were aged over 55
- 37 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 (35.7 per cent) at very senior (Chief Officer) levels and at the next level (Band 14-15 and Soulbury employees), females (85.7 per cent) are over-represented compared to the workforce (76 per cent) and the population in Hartlepool (51 per cent¹). Within Community Schools 67 per cent of headteachers are female and 79 per cent of the next level (Leadership) are female. Part time females (76 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 (3 per cent) at the next level in both the Council and Community Schools compared to the population of Hartlepool (18 per cent²) and the workforce (3 per cent).

Not surprisingly, all Council employees at very senior (Chief Officer) levels and 94 per cent at the next level (Band 14-15 and Soulbury employees) are aged 35 and over compared to 75 per cent of the workforce. Within Community Schools 100 percent of headteachers and 75 percent of the next level are aged 35 and over. 27 per cent of employees aged 16-24 are paid at the lowest level (Bands 1-4) compared to 11 per cent of all employees who are paid at the same level.

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 2014/15

- Continue to fund apprenticeship opportunities
- Explore opportunities to develop and expand the Apprenticeship Programme
- Develop and Implement a Marketing Scheme for Child Care Vouchers
- Review our Carers Leave arrangements
- Include trend data in future Workforce Equality Reports

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.

What we will do in 2014/15

Communicate the new vision and values of the Council as detailed in the Workforce Strategy 2014-2017.

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	March 2014
Gender – Basic Pay	4.7%
Gender – All Pay	7.4%
Disability – Basic Pay	1.17%
Disability – All Pay	-0.35%
Ethnicity – Basic Pay	-0.25%
Ethnicity – All Pay	-21.14%
Full/Part Time – Basic Pay	43.6%
Full/Part Time – All Pay	42%

Our gender pay gap is 4.7 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.

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 2013 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 8.65

What we will do in 2014/15

- Continue to consider the feasibility of extending our pay gap reporting to cover age
- Implement the year 1 actions included in the Equal Pay Audit action plan

³ Office of National Statistics - 2013 Annual Survey of Hours and Earnings

Appendix 1

Analysis by protected characteristic

Ethnicity

In 2013/14

- 0.7 per cent of employees were of an ethnic minority background compared to 2.4 per cent² of the population of Hartlepool.
- 68 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)
- 2 per cent of applicants were from ethnic minority groups and 3 per cent of successful candidates were from ethnic minority groups
- 0.48 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 -0.25% and the all pay ethnicity pay gap is -21.14%

Gender

In 2013/14

- 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 cent¹.
- within the Council there was under-representation of females (35.7 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 (85.7 per cent) were under-represented compared to the workforce (76 per cent) and over-represented compared to the population in Hartlepool (51 per cent¹).
- within community schools 67 per cent of headteachers are female and 79 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 -7.4%

1 ONS 2012 Mid Year Estimate

2 Census 2011

- 37 per cent of applicants were male, 51 per cent were female and 12 per cent did not declare their gender.
- recruitment success rates for female applicants were around 55 per cent compared with a success rate of 28 per cent for males and 17 per cent for applicants who did not declare their gender.
- 76 per cent of females worked on a part-time basis compared to 35 per cent of males.
- 76 per cent of our workforce leavers were female.
- 60 per cent of the employees who were made redundant, 63 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 2013/14

- 3 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)
- 62 per cent of employees provided disability information
- within the Council there were no employees with a disability at very senior (Chief Officer) levels and 3 per cent of 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 (both 3 per cent) was significantly less than the proportion of people with a disability in Hartlepool. the Council operated a two tick symbol policy
- 1.45 per cent employees with a declared disability were made redundant or left on voluntary redundancy grounds.
- no employees with a declared disability left the Council on health grounds
- 5 per cent of all leavers had a declared disability
- the basic pay disability pay gap was 1.17% and the all pay disability pay gap was -3.5%

Age

In 2013/14

- 9 per cent of employees were aged 16-24, compared to , 26 per cent of applicants and an appointment rate of 28 per cent
- 18 per cent of employees were aged 25-34, compared to , 27 per cent of applicants and an appointment rate of 27 per cent
- 22 per cent of employees were aged 35-44, compared to 17 per cent of applicants and an appointment rate of 16 per cent
- 31 per cent of employees were aged 45 - 54 compared to 16 per cent of applicants and an appointment rate of 9 per cent
- 20 per cent of employees were aged 55+ compared to 5 per cent of applicants and an appointment rate of 6 per cent
- not surprisingly, all employees at very senior (Chief Officer) levels and 94 per cent at the next level (Band 14-15 and Soulbury employees) within the Council were aged 35 and over compared to 75 per cent of the workforce.
- Similarly, all Head teachers and 78 per cent of the next level (Leadership) within community schools are aged 35 and over.
- 8 per cent of applicants did not declare their age
- the largest age group of employees (23 per cent) leaving the Council were aged 25 - 34
- the second largest group of leavers (20 per cent) were between the ages of 55 - 64
- 4 percent of employees made redundant were aged 25 - 34, 7 per cent were aged 35 - 44, 14 per cent were aged 45 – 54 and 63 per cent were aged 50+
- 75 percent of employees who left on voluntary redundancy grounds were aged 55 - 64
- 81 per cent of employees who left on health grounds were aged 45+

Full Time/Part Time Working

In 2013/14

- 65 per cent of employees worked part time
- the basic pay full time/part time working pay gap was 43.6% and the all pay full time/part time working pay gap was 42%

Sexual Orientation

In 2013/14

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

¹ ONS 2012 Mid Year Estimate

Religion and Belief

In 2013/14

- 11 per cent of employees were Christians, 0.63 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
- 11.63 per cent of employees had declared their religion or belief
- 39 per cent of applicants did not provide information about their religion or belief

Pregnancy and Maternity

In 2013/14

- 5 per cent of employees whose maternity leave ended in 2013/14 did not return to work

