

**RETENTION AND EQUALITIES UPDATE  
MARCH 2014**

**\*PART 1 – PUBLIC DOCUMENT**

**AGENDA ITEM No.**

**TITLE OF REPORT: RETENTION AND EQUALITIES UPDATE**

**REPORT OF THE CORPORATE HUMAN RESOURCES MANAGER**

**PORTFOLIO HOLDER**

**1. SUMMARY**

- 1.1 To update JSCC on the current position with regard to equalities in employment and the Council's retention rate.

**2. RECOMMENDATIONS**

- 2.1 JSCC to note the update on retention and progress with equalities in relation to our employees.

**3. REASONS FOR RECOMMENDATIONS**

- 3.1 To maintain the awareness of the retention and equalities situation by the JSCC.

**4. ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 None

**5. CONSULTATION WITH EXTERNAL ORGANISATIONS AND WARD MEMBERS**

- 5.1 None

**6. FORWARD PLAN**

- 6.1 This report does not contain a recommendation on a key decision and has not been referred to in the Forward Plan.

**7. BACKGROUND**

- 7.1 Equalities and the retention of staff are projects contained in the People Strategy. This report is to update JSCC on progress with equalities and retention in relation to our employees.

- 7.2 This Report covers leavers from the Council during the period 1<sup>st</sup> January 2013 to 31<sup>st</sup> December 2013, looks at the reasons for leaving and identifies any retention issues that need to be addressed.

7.3 This Report also includes the equalities performance indicators currently used and the equalities data published on the Council's website in January 2014 as part of the Public Sector Equalities Duty.

## 8. ISSUES

### 8.1 Turnover

Annual turnover for 1<sup>st</sup> January 2013 – 31<sup>st</sup> December 2013 was 9.5% (1<sup>st</sup> January 2012 – 31<sup>st</sup> December 2012 – 14.35%).

As a benchmark, the median average annual turnover rate for districts is 11.6% and for local government as a whole is 13.1% (taken from the 2012 Local Government Workforce Survey – latest data available – 2013 results due Spring 2014).

### 8.2 Analysis of Leavers

61 people left the Council in the period January 2013 to December 2013.

- 38% Resignations (23 staff) – see point below re analysis of leavers questionnaires
- 8% Redundancy (5 staff)
- 5% Early severance (3 staff)
- 5% Retirement (3 staff)
- 2% Dismissal (1 member of staff)
- 42% End of contract (26 staff)

The leavers had the following protected characteristics:

- 70% White British, 3% Asian or Asian British, 1% Mixed, 28% no information.
- 75% Female, 25% Male
- 64% Not disabled, 3% disabled, 31% no information, 3% declined
- 21% aged under 25, 22% aged 25-34, 13% aged 35-44, 14% aged 45-54, 31% aged 55-64, 6% aged 65 or over.
- 54% Heterosexual, 4% gay, lesbian or bisexual, 5% declined and 37% no information.
- Atheist 5%, 36% Christian, Hindu 2%, other 2%, no religion 16% and no information 39%.

The leavers were from the following grades:

|               |               |
|---------------|---------------|
| Grade 1 – 21% | Grade 6 – 8%  |
| Grade 2 – 7%  | Grade 7 - 5%  |
| Grade 3 – 16% | Grade 8 - 3%  |
| Grade 4 – 10% | Grade 9 - 11% |
| Grade 5 – 12% | Grade 11 -7%  |

### 8.3 Comments

Annual turnover for 2013 at 9.5% is over 2% below the latest figures we have for districts and local government as a whole, but these national figures come from 2012 data and the 2013 figures expected in Spring 2014 may show a different picture.

4 leavers (6.6% of the total) were from ethnic minority groups and two (3.3%) had a declared disability. The figure for those from ethnic groups is in line with the current overall percentage of ethnic minority staff in the workforce (6.0%) and the figure for those with a disability is well below the overall rate of staff with a disability across the Council (5%). Regardless of the numbers involved however, in analysing the data for leavers from protected groups the significant factor is to ensure that the reason for leaving did not directly relate to either their declared ethnicity or disability, which we understand they did not.

Leavers were spread across the age groups with the largest number (13) coming from the 55 – 64 age group. This follows an established trend. Those who resigned from the Council were spread across the age ranges, with the largest numbers, 26%, coming from the age 24 -34 and 35-44 categories.

The overall percentage of male leavers (25%) is considerably lower than the percentage of males in the Council which is 32% and the percentage of female leavers (75%) is considerably above that in the overall make up of the organisation which is 68%. This is particularly the case in grades 1–5 where 85% of leavers were female. In grades 6-11, 52% of leavers were female. These figures may be seen as reinforcing a perception that restructures/changes to the organisation have a greater impact on female staff than males. However it should be understood that many of the changes to date have been to back office, lower grade and administrative roles which tend to have a greater female base in the Council's staff makeup and therefore, proportionately, the number of females leaving the organisation is more. Furthermore, analysis of the reasons for leaving show the percentage of females who leave the Council due to redundancy (61%) is less than the percentage of females in the overall Council, (68%). In addition, consideration of the leavers questionnaires (see below) for those who resigned from the Council, shows that almost half (47%) were females who left to go to another job or for promotion elsewhere.

| Reason for leaving    | Female % | Male% |
|-----------------------|----------|-------|
| End of contract       | 81       | 19    |
| Voluntary Resignation | 61       | 39    |
| Redundancy            | 60       | 40    |
| Retirement            | 100      | 0     |
| Early Severance       | 100      | 0     |
| Dismissal             | 100      | 0     |

#### 8.4 Leavers Questionnaires

The leavers questionnaires completed by those who have resigned in the period were analysed to give further details on the reasons for leaving. 21 staff resigned in the period and of these 6 did not complete a leavers questionnaire. This is a mixture of cases where the circumstances of the resignation meant that it was not appropriate to issue the questionnaire or it was simply not completed or returned by the leaver.

For the questionnaires returned the principal reason for leaving was shown as:

- Job dissatisfaction 6
- New job 3
- Promotion 2
- Relocation 2
- Personal reasons 1
- Lack of job security 1

Other reasons given for leaving were:

- Promotion 3
- Job dissatisfaction 2
- Need for a change 2
- Lack of training and career development 1

## 8.5 Equalities performance

We are maintaining our performance indicators BV11a, b and c, BV16 and 17.

- BV 11a - top 5% of earners that are women is currently at 38.54% (January 2014). (Local government median average for districts is 31% and for all authorities is 43% - 2012 Local Government Workforce Survey)
- BV 11b - top 5% of earners that are from ethnic minority groups has increased to 6.42% (January 2014) from 0% at the time of the last report. (Local government median average for districts is 0% and for all authorities is 2% - 2012 Local Government Workforce Survey)
- BV 11c - top 5% of earners that have a disability is 12.85%. (January 2014) (Local government median average for districts is 1% and for all authorities is 3% - 2012 Local Government Workforce Survey)
- BV16 – the percentage of employees with a disability is 4.8% (January 2014), which is slightly lower than the figure in the last report of 5.57%.
- BV17a – the percentage of employees from an ethnic minority group is 9.0% (January 2014), which is higher than the figure in the last report which was 7.8%.

## 8.6 Equalities data

The Public Sector Equality Duty (section 149 of the Equality Act 2010) came into force on 5 April 2011. The Equality Duty applies to public bodies and others carrying out public functions. The Equality Duty is supported by specific duties, set out in regulations which came into force on 10 September 2011. The specific duties require public bodies to annually publish relevant, proportionate information demonstrating their compliance with the Equality Duty; and to set themselves specific, measurable equality objectives.

The information published must include:

- Information on the effect that the public body's policies have had on people who share a relevant protected characteristic, to demonstrate the extent to which it furthered the aims of the general equality duty for its employees and for others with an interest in the way it performs its functions.
- Evidence of analysis undertaken to establish whether their policies and practices have or would further the aims of the general equality duty.
- Details of the information considered in carrying out this analysis.

The information published by NHDC which is attached as Appendix 1 covers the following:

**Recruitment** - Internal and external recruitment by age, disability, race, gender, religion and sexual orientation for the period 1.1.2013 - 31.12.2013.

## **Current Staff**

- Analysis of staff as at 31.12.2013 by all protected characteristics except pregnancy/maternity and gender reassignment.
- Summary of the results of our last Staff Survey carried out in 2012 in respect of the answers to questions where staff were asked to provide an agreement rating based on how committed they felt the Council to be to Equal Opportunities in principle and practice, how they were treated as an employee by NHDC in respect of their gender, ethnicity, disability, age, religion and sexual orientation.
- Analysis of full time staff as at 31.12.2013 by all protected characteristics except pregnancy/maternity and gender reassignment.
- Analysis of part time staff as at 31.12.2013 by all protected characteristics except pregnancy/maternity and gender reassignment.

**Policies** - Analysis of use of Managing Misconduct, Complaints Resolution, Bullying and Harassment, Improving Performance and Absence procedures by all protected characteristics except pregnancy/maternity and gender reassignment for the period 1.1.2013 - 31.12.2013.

**Learning and Development** - Analysis of refusal of applications for learning and development opportunities during 2013.

**Pregnancy and Maternity** - Analysis of those taking and returning from maternity leave during 2013 by age, disability, marriage and civil partnership, race, religion and sexual orientation.

**Leavers** - Analysis of leavers by reason for leaving and all protected characteristics except pregnancy/maternity and gender reassignment for the period 1.1.2013 - 31.12.2013.

**Equal Pay** - Summary of the Equal Pay Audit 2012 results showing analysis by gender, age, ethnic group, disability, religion and sexuality. A summary of the analysis of starting pay and allowances by protected characteristic and the conclusions of the Audit are also included.

In the provision of the data percentages have been used instead of raw numbers in order to protect confidentiality and analysis was not been undertaken where overall numbers are less than 10, in accordance with the guidelines on the production of information under the Equality Duty.

## **9. LEGAL IMPLICATIONS**

- 9.1 These are outlined in the body of the report.

## **10. FINANCIAL IMPLICATIONS**

- 10.1 All actions mentioned in the report can be accommodated from within existing budgets.

## **11. RISK IMPLICATIONS**

- 11.1 Risk relating to workforce planning is currently a Top Risk for NHDC. This risk is monitored by the Finance, Audit and Risk Committee.

## **12. EQUALITIES IMPLICATIONS**

- 12.1 These are outlined in the body of the report. In addition to the annual publication of Equality data, the Council has a responsibility to ensure that its decision making process is mindful of its duty of due regard. The Council is responsible for making a wide range of decisions, from decisions about overarching policies and setting budgets, to day-to-day decisions, which affect specific individuals or specific groups. Relevant to this report, this also includes any major service provision revision - i.e. restructure proposals, changes to working practices, which would impact on internal customers/staff. When any revision is made an analysis of equality is carried out to ensure that impact on those that share a protected characteristic is measured. All impacts are carefully considered and mitigating actions are taken where appropriate.

## **13. SOCIAL VALUE IMPLICATIONS**

- 13.1 As the recommendations made in this report do not constitute a public service contract, the measurement of 'social value' as required by the Public Services (Social Value) Act 2012 need not be applied, although equalities implications and opportunities are identified at paragraph 8.

## **14. HUMAN RESOURCE IMPLICATIONS**

- 14.1 The HR implications are outlined in the body of the report.

## **15. APPENDICES**

- 15.1 Appendix 1 – Equalities data published January 2014

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**17. BACKGROUND PAPERS**

17.1 None

Appendix 1 - JSCC Retention and Equalities Update - March 2014 - Published Equalities Data 31.1.2014

**Current Staff**

**Protected Characteristics**

1. Age
2. Disability
3. Gender Reassignment
4. Marriage and Civil Partnership
5. Pregnancy and Maternity
6. Race
7. Religion
8. Sex
9. Sexual Orientation

| Requirements | Data  |           |
|--------------|---|-----------|
|              | <p><b>Current Staff - 31.12.2013</b></p> <p><b>Analysis of current staff as at 31.12.2013 by protected characteristics 1, 2, 4, 6, 7, 8 and 9</b></p> <p><b>Total number of staff - 368</b></p> |           |
|              | <b>Analysis of current staff by protected characteristic</b>  | <b>%*</b> |
|              | <p><b>Age</b></p> <p>Under 25 5</p> <p>25 - 34 16</p> <p>35 - 44 21</p> <p>45 - 54 34</p> <p>55 - 64 20</p> <p>65 and over 3</p> <p><b>Disability</b></p> <p>Disabled 5</p>                     |           |



|                                       |    |
|---------------------------------------|----|
| Declined to state                     | 7  |
| Not - disabled                        | 75 |
| No Information                        | 14 |
| <b>Gender Reassignment</b>            |    |
| Not collected                         |    |
| <b>Marriage and Civil Partnership</b> |    |
| Single                                | 26 |
| Married                               | 56 |
| Divorced                              | 5  |
| Separated                             | 2  |
| Civil Partner                         | 1  |
| Partner                               | 2  |
| Widowed                               | 1  |
| No information                        | 8  |
| <b>Pregnancy and Maternity</b>        |    |
| Not collected                         |    |
| <b>Race</b>                           |    |
| Asian or Asian British                | 3  |
| Black or Black British                | 1  |
| Mixed                                 | 2  |
| Other                                 | 0  |
| White                                 | 88 |
| Declined to state                     | 5  |
| No information                        | 0  |
| <b>Religion</b>                       |    |
| Agnostic                              | 1  |
| Atheist                               | 1  |
| Buddhist                              | 1  |
| Christian                             | 58 |
| Hindu                                 | 0  |
| Jewish                                | 1  |

|   |    |
|---|----|
| Muslim  | 1  |
| None  | 12 |
| Not specified   | 18 |
| Other   | 1  |
| Sikh  | 1  |
| No information  | 6  |
| <b>Sex</b>  |    |
| Female  | 68 |
| Male  | 32 |
| <b>Sexual Orientation</b>                               |    |
| Heterosexual  | 74 |
| Gay, Lesbian, Bisexual                                  | 3  |
| Declined to state                                       | 6  |
| No information  | 18 |
| * Percentages may not always add to 100 due to rounding |    |

|  |   |                  |
|--|---|------------------|
| <p>Information from staff surveys.</p> | <p><b>2012 Staff Satisfaction Survey</b><br/> Staff were asked if they believed that the Council was committed to Equal Opportunities both in principle and in practice. 83% responded that they believed the Council was committed to Equal Opportunities in principle and 75% in practice. These are significant increases since the last Staff Survey carried out in 2010. Only 4% of staff believed that the Council was not committed to Equal Opportunities in principle and 5% in practice.<br/> Six questions in the 2012 Staff Survey asked staff to provide an agreement rating based on how they were treated as an employee by NHDC in respect of their gender, ethnicity, disability, age, religion and sexual orientation. The agreement range across the six questions was 67% to 86%.<br/> Disagreement was low across the six elements with the disagreement range being 0% to 2%. Disagreement was highest for the element 'I am treated fairly in respect of my age' with 1.8% (based on 4 staff).<br/> The 2012 Survey included three questions around bullying / harassment at work. The agreement range (negative indicators) across the three statements was 3% to 4%. Agreement was highest for the statement 'I have concerns over bullying/harassment at work directed at me by management' with 3% (5 staff). Overall the concerns regarding bullying and harassment are lower than at the time of the last Survey in 2010. To tackle the issues and areas of concern raised by this Survey, a corporate action plan was produced and publicised. Results by service were made available where 10 or more staff responded and each service completed their own Staff Survey Action Plan.<br/> We also continue to offer Dignity at Work training to all staff that informs staff of our zero tolerance and encourages staff to come forward if they feel they are being subjected to any unwanted behaviours.<br/> A further staff survey will be carried out in 2014 and the results from this will be published in the next update of the equalities data.</p> |                  |
|  | <p><b>Analysis of full time and part time staff as at 31.12.2013 by protected characteristics 1, 2, 4, 6, 7, 8 and 9</b></p> <p><b>Total number of full time staff - 234</b></p>  |                  |
|  | <p><b>Analysis of full time staff by protected characteristic</b></p>   | <p><b>%*</b></p> |

|                                       |    |
|---------------------------------------|----|
| <b>Age</b>                            |    |
| Under 25                              | 7  |
| 25 - 34                               | 17 |
| 35 - 44                               | 21 |
| 45 - 54                               | 34 |
| 55 - 64                               | 19 |
| 65 and over                           | 2  |
| <b>Disability</b>                     |    |
| Disabled                              | 5  |
| Declined to state                     | 21 |
| Not - disabled                        | 74 |
| No Information                        | 0  |
| <b>Gender Reassignment</b>            |    |
| Not collected                         |    |
| <b>Marriage and Civil Partnership</b> |    |
| Single                                | 31 |
| Married                               | 51 |
| Divorced                              | 6  |
| Separated                             | 2  |
| Civil Partner                         | 1  |
| Partner                               | 2  |
| Widowed                               | 0  |
| No information                        | 8  |
| <b>Pregnancy and Maternity</b>        |    |
| Not collected                         |    |
| <b>Race</b>                           |    |
| Asian or Asian British                | 4  |
| Black or Black British                | 2  |
| Mixed                                 | 2  |
| Other                                 | 0  |
| White                                 | 88 |

|  |           |
|--|-----------|
| Declined to state  | 2         |
| No information   | 2         |
| <b>Religion</b>  |           |
| Agnostic   | 1         |
| Atheist  | 2         |
| Buddhist   | 1         |
| Christian  | 56        |
| Hindu  | 0         |
| Jewish   | 0         |
| Muslim   | 1         |
| None   | 13        |
| Not specified  | 18        |
| Other  | 1         |
| Sikh   | 2         |
| No information   | 6         |
| <b>Sex</b>   |           |
| Female   | 55        |
| Male   | 45        |
| <b>Sexual Orientation</b>  |           |
| Heterosexual   | 74        |
| Gay, Lesbian, Bisexual   | 2         |
| Declined to state  | 6         |
| No information   | 18        |
| * Percentages may not always add to 100 due to rounding                    |           |
| <b>Total number of part time (less than 37 hours per week) staff - 134</b> |           |
| <b>Analysis of part time staff by protected characteristic</b>             | <b>%*</b> |
| <b>Age</b>   |           |
| Under 25   | 3         |

|                                       |    |
|---------------------------------------|----|
| 25 - 34                               | 14 |
| 35 - 44                               | 20 |
| 45 - 54                               | 33 |
| 55 - 64                               | 25 |
| 65 and over                           | 4  |
| <b>Disability</b>                     |    |
| Disabled                              | 14 |
| Declined to state                     | 7  |
| Not - disabled                        | 77 |
| No Information                        | 12 |
| <b>Gender Reassignment</b>            |    |
| Not collected                         |    |
| <b>Marriage and Civil Partnership</b> |    |
| Single                                | 18 |
| Married                               | 64 |
| Divorced                              | 5  |
| Separated                             | 2  |
| Civil Partner                         | 1  |
| Partner                               | 1  |
| Widowed                               | 1  |
| No information                        | 7  |
| <b>Pregnancy and Maternity</b>        |    |
| Not collected                         |    |
| <b>Race</b>                           |    |
| Asian or Asian British                | 1  |
| Black or Black British                | 1  |
| Mixed                                 | 1  |
| Other                                 | 0  |
| White                                 | 90 |
| Declined to state                     | 0  |
| No information                        | 7  |

|   |    |
|---|----|
| <b>Religion</b>   |    |
| Agnostic  | 1  |
| Atheist   | 0  |
| Buddhist  | 0  |
| Christian   | 62 |
| Hindu   | 0  |
| Jewish  | 1  |
| Muslim  | 0  |
| None  | 11 |
| Not specified   | 16 |
| Other   | 1  |
| Sikh  | 0  |
| No information  | 7  |
| <b>Sex</b>  |    |
| Female  | 90 |
| Male  | 10 |
| <b>Sexual Orientation</b>                               |    |
| Heterosexual  | 75 |
| Gay, Lesbian, Bisexual                                  | 2  |
| Declined to state                                       | 4  |
| No information  | 19 |
| * Percentages may not always add to 100 due to rounding |    |





