



# Workforce Equalities Report

2007/08

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## 1. Introduction

The information gained through this annual reporting process will be used to ensure Buckinghamshire County Council's people and organisational development policies and practices are not resulting in illegal discrimination.

More specifically it will allow us to:

- Identify under represented groups and where action may be needed
- Help evaluate how fair and effective our policies, processes and practices are
- Demonstrate to what extent we are a fair employer
- Show commitment to equality of opportunity for employees and potential employees

Buckinghamshire County Council is fully committed to equality of opportunity in employment and will strive to ensure that all barriers are removed and encourage applications from all sections of the community. We will also promote community cohesion and equalities to all employees, through training and communication, to increase awareness of these issues in day-to-day service delivery and in their own lives.

This report summarises key management information and statistics about the staff employed by the County Council and provides breakdowns of the workforce profile by gender, ethnicity, religion, disability and age as at 31 March 2008. There is a legal requirement to publish this data by ethnicity.

The data in this report relates to the approximately 11,633 employees working for the County Council at 31<sup>st</sup> March 2008, excluding casual workers and schools that do not purchase human resource or payroll services from the Council.

The report provides analysis of our findings, and where possible compares the results with 2006/07. We have included information that is in line with the requirements of the Race Relations (Amendment) Act 2000 as well as other legislation, e.g. Age Discrimination legislation, which was introduced in October 2006.

The Council is committed to promoting Community Cohesion and Equalities across all its services and continues to increase awareness and work toward understanding and commitment across all levels and dimensions of the Council. We are committed to providing equality of opportunity for all by eliminating unwarranted and inappropriate discrimination. We do this by ensuring that our practices reflect relevant employment legislation and good practice and that employment decisions are based upon job related, objective criteria.

## **2. Summary of Key Actions Taken Between 1 April 2007- 31 March 2008**

The Human Resources (HR) Equalities and Diversity Group continued to meet regularly to monitor the progress of the group's action plan. All sections of the HR service are represented at the group ie:- learning and development, organisational development, recruitment, consultancy and HR and Payroll systems and is chaired by a Senior HR Manager.

Key actions successfully completed in the plan included:-

- A recruitment media guide for managers has been published so that recruiting managers are able to assess which type of media or publication will ensure that a wide and diverse coverage is achieved in their recruitment advertising. This in turn will ensure that people from diverse backgrounds have the opportunity to apply for posts in the council.
- Job adverts are available in recorded formats and a telephone number is provided so people can contact us and receive the application form in a different format such as Braille, Large Print and Audio Tape.
- Written guidance has been provided for managers who are arranging work experience for people with disabilities.
- The employee benefits package, which includes 'more for your family, more for you, more for your health and more for your money' has been reviewed and re-launched, consultation with employee groups enabled the package to be updated so that employee needs have been met as fully as possible.
- On-going monitoring of Equality Impact Assessments completed across the service to ensure any actions identified are being appropriately addressed.
- A comprehensive diversity learning and development plan has included disability awareness, theatre-based diversity awareness, and diversity action planning training. Both employees and their managers have taken part in the training.
- A Carers Policy was published earlier this year. Buckinghamshire County Council recognises that caring and parenting responsibilities affect most employees at some stage in their lives and careers and is committed to helping employees find ways to successfully combine caring responsibilities with work.
- A number of employee forum groups have been established to enable not only support for employees but so that the groups contribute toward organisational and service delivery development, e.g. consultation of HR policy. The groups established are, disabled employee forum, lesbian, gay, bisexual and transgender employee forum, black and minority ethnic employee forum, faith employee forum and the carers employee forum.

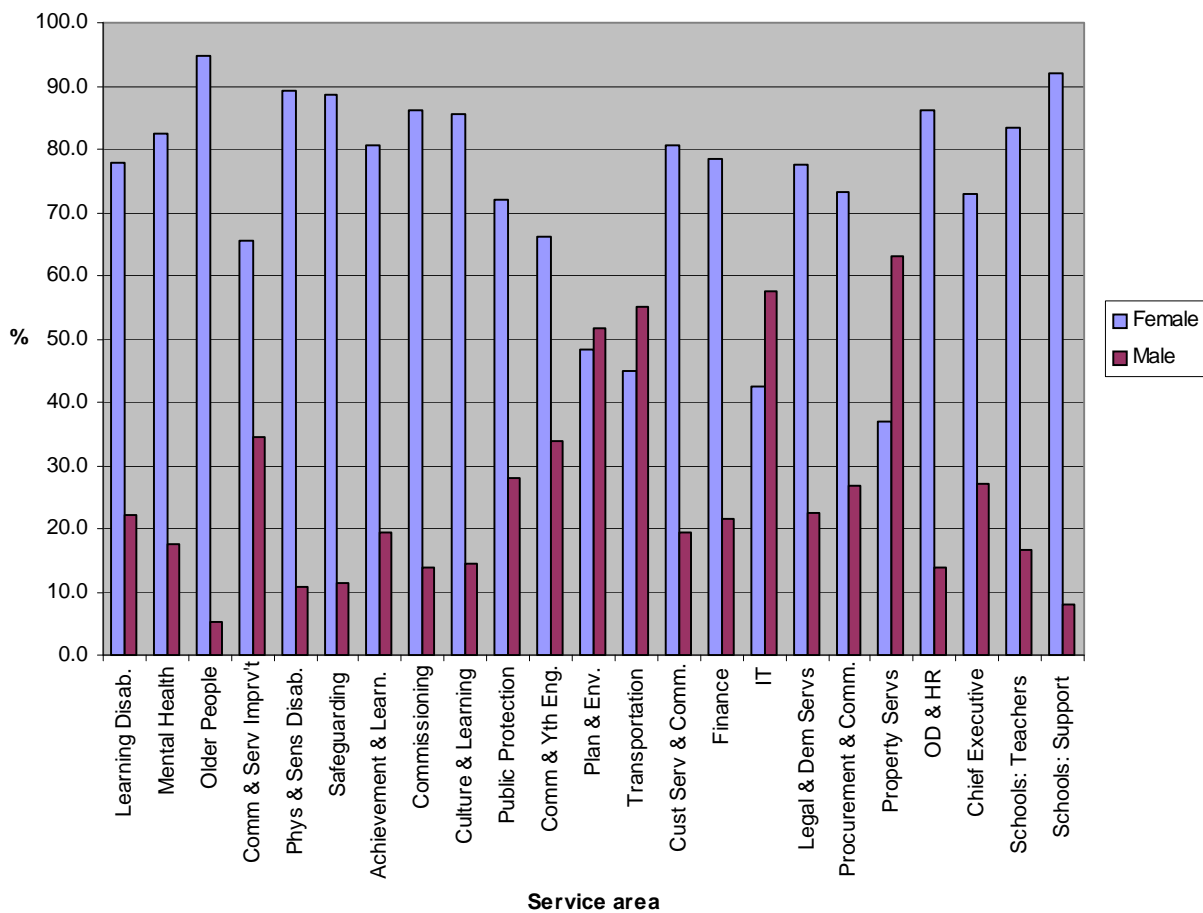
### 3. Workforce Profile

#### 3.1 Gender

The Council has a requirement to report on Gender under the Equality Act 2006 (including the Sex Discrimination Act 1975, section 76a) which created a public sector duty to have due regard to eliminating unlawful discrimination and to promote equality of opportunity between men and women. The duty came into effect on 6 April 2007.

In addition, the Equal Pay Act 1970 gives men and women the right to claim equal pay with each other under their contract of employment.

Table 1 below shows the gender split by service area across the Council as at 31 March 2008



Approximately 84% of the workforce is female, of this percentage, approximately 94% work part-time. These percentages have remained fairly static in recent years. This is a higher percentage compared to other local authorities which sits at 74%.

Traditionally female orientated jobs such as Home Carers, Schools Support staff, or Administrative and Secretarial Support, are likely to be part-time positions and we have a large number of these posts across the Council.

### Conclusions and actions to be taken forward

An equal pay review is in progress and is investigating any pay differences between men and women and potential pay gaps in other groups.

An equal pay steering group has been established whose membership includes Human Resources and UNISON and a member of the Corporate Cohesion and Equalities Steering Group. The group will develop and monitor an action plan arising from the equal pay review.

### 3.2 Ethnicity

Local Authorities have a duty under the Race Relations (Amendment) Act 2000) to make appropriate arrangements to ensure their various functions are carried out with due regard to the need to eliminate unlawful racial discrimination and to promote equality of opportunity and good relations between people of different racial groups.

Table 2 below shows the ethnic profile of the workforce as at 31 March 2008 and compares 2007 figures and the 2001 Census figures for Buckinghamshire which record a population in Buckinghamshire of 479,026. The figures are based on 11,633 employees working for Buckinghamshire County Council as at March 2008 excluding data from schools not purchasing HR/Payroll services.

Table 2: Ethnic profile of workforce and Buckinghamshire County shown as percentages

Ethnicity	Ethnic Profile of Workforce 31 March 08	Ethnic Profile of Workforce 31 <sup>st</sup> March 2007	Ethnic Profile of Buckinghamshire 2001 Census Data
White: British	80.4%	81.7%	87.64%
White: Irish	1.0%	1.0%	1.21%
White :Other Background	2.7%	2.8%	3.29%
White & Black Caribbean	0.2%	0.2%	0.50%
White & Black African	0.1%	0.1%	0.10%
White & Asian	0.2%	0.2%	0.39%
Other: Mixed Background	0.2%	0.2%	0.32%
Indian	0.9%	0.8%	1.06%
Pakistani	1.6%	1.4%	3.14%
Bangladeshi	0%	0%	0.08%
Other: Asian Background	0.3%	0.3%	0.33%
Black: Caribbean	0.9%	0.9%	0.94%
Black: African	0.3%	0.3%	0.24%
Black: Other Background	0.1%	0.1%	0.10%
Chinese	0.2%	0.1%	0.33%
Other Ethnic Group	0.3%	0.3%	0.32%
Non Declared	10.6%	9.5%	0%

### Conclusions and actions to be taken forward

The percentage of black and minority ethnic employees for reporting period is 5.4% and is higher than last year, which was 4.9%. This compares favourably with National Best Value Performance Indicators which places us in the upper quartile compared with all local authorities.

Based on the 2001 census data, the workforce does not reflect the ethnic profile of Buckinghamshire although the census data is widely accepted as being out of date and does not, therefore, provide an accurate picture of the County profile today, it is however, the most readily available dataset. Further analysis is being undertaken of the Council's recruitment and leaver data to ensure policies relating to recruitment and retention are robustly applied.

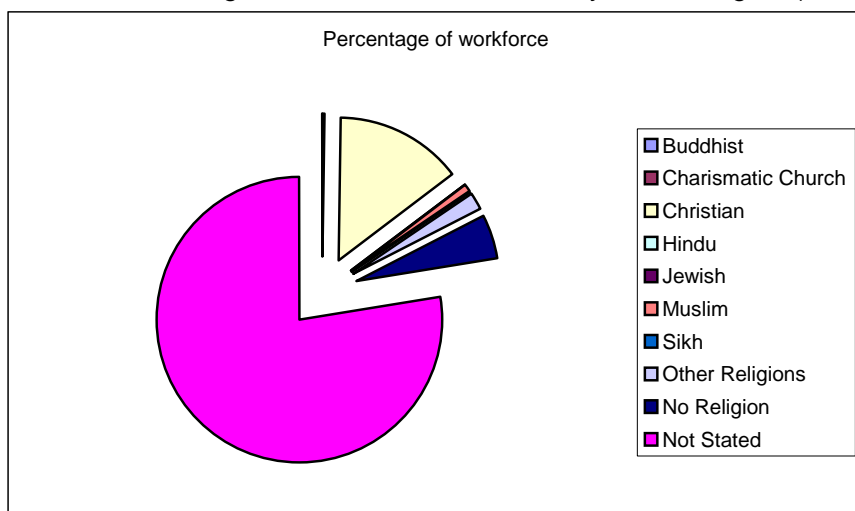
The table also shows that 10.6% of employees have not declared their ethnicity. We aim to improve on this figure by improving our recruitment monitoring systems and through publishing a leaflet to new starters and existing employees explaining the reasons why ethnicity and other workforce data are collected.

### 3.3 Faith/Religion

The Council does not have a statutory duty to monitor employees by Faith or Religion, however, gathering data on the religion or belief of our employees can help us understand their needs in the workplace and for business planning; for example when employees may wish to take time off for religious festivals.

This is the first year the Council has published Religion/belief statistics and it is noted that a high percentage of employees ie: 77.54%, have not stated a religion.

Table 3: Percentage breakdown of workforce by Faith/Religion (schools data not included).



Religion/Belief	% of workforce
Buddhist	0.12
Charismatic Church	0.02
Christian	14.48
Hindu	0.13
Jewish	0.08
Muslim	0.64
Sikh	0.09
Other Religions	1.82
No Religion	5.08
Not Stated	77.54

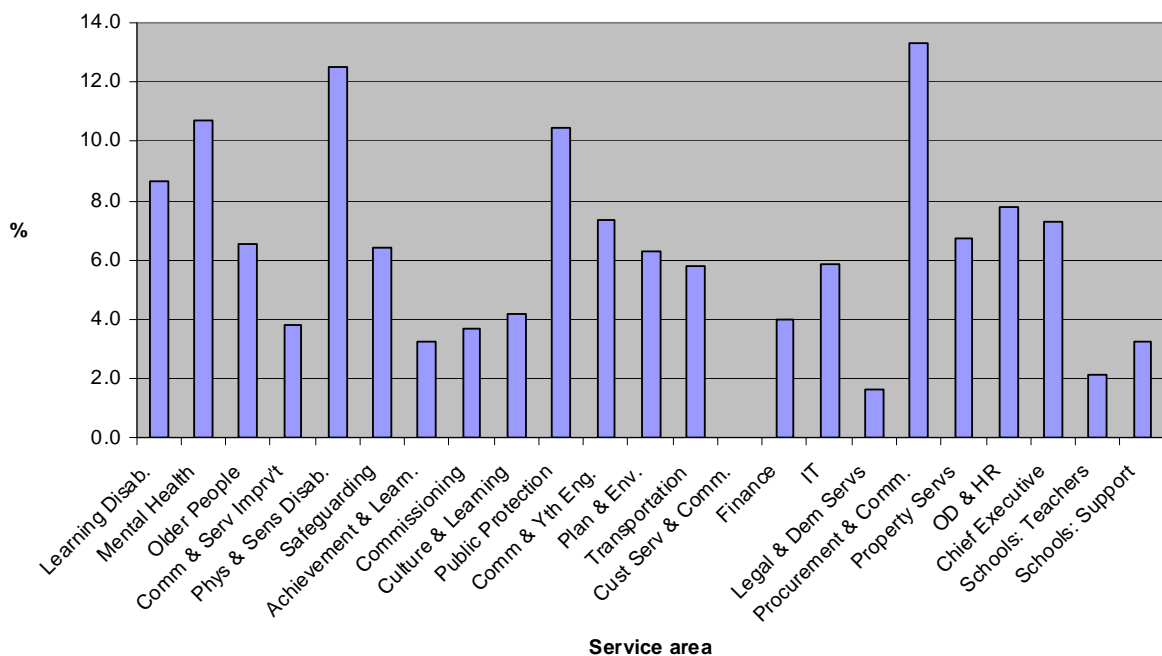
### Conclusion and actions to be taken forward

The Faith Employee Forum has requested a quiet/prayer room. Whilst quiet rooms can be used for prayer or contemplation and meditation across all ethnic groups, it is recognised that some groups do have specific needs and these are being addressed as part of the accommodation specification.

### 3.4 Disability

The Disability Discrimination Act 2005 introduced a new duty on public authorities as at December 2006 to have regard to the need to eliminate unlawful discrimination against and harassment of disabled persons and to promote equality of opportunity.

**Table 4:- Employees Declaring a Disability (%) by Service area - as at 31.3.08**



The total percentage of employees declaring a disability compared to the workforce overall is 3.9%, compared to 4.1% during the previous reporting period 06/07. This represents a small fall of 0.2%, but is still within the upper quartile of the national indicators which compares data across all local authorities.

### Conclusions and actions to be taken forward

In September 2008, the Council successfully retained the right to use the disability symbol (two ticks). In completing the review a number of actions were highlighted in relation to the quality and detail of the data that is collected and this is to be addressed going forward.

### 3.5 Age

The Employment Equality (Age) regulations 2006, in force from 1 October 2006, provide protection against direct and indirect discrimination, harassment and victimisation in the fields of employment and vocational training.

DLA Piper Benchmark data in local authorities is 5.04% for under 25's and 20.54% for 45-59 age groups. We particularly look at data in these two age groups so that we can ensure succession plans are in place through workforce planning, to ensure continuity of service.

Table 5 below shows the percentage breakdown of the workforce by age groups and shows a comparison with 2001 Census data for the County.

Table 5	Age					
	16-24	25-34	35-44	45-59	60-74	75 & over
<b>County Council Workforce data</b>	4.77%	16.55%	27.60%	43.75%	7.27%	0.06%
<b>Buckinghamshire 2001 census data</b>	10.05%	13.33%	15.81%	20.54%	12.78%	6.67%

### Conclusions and actions to be taken forward

We have a higher percentage of employees in the 45-59 age group when compared to benchmark data. Workforce and succession planning is an ongoing process in all service areas of the Council to ensure the appropriate resource is in place to continue to deliver high quality and effective services to residents.

Research is also taking place to look at strategies for attracting younger people to work for the Council, for example considering offering more apprenticeship opportunities and providing careers information to schools

### 4. Monitoring under the Race Relations Act 1976 (section 5)

Local authorities are required to monitor and publish the results of the following information by ethnic group:- the existing workforce (see section 3.2 above), applicants for jobs, employee job promotions, training undertaken, employees who are the subject of disciplinary procedures or involved in grievances and those employees who benefit or suffer disadvantage as a result of performance assessment. The results for 2008 are detailed below:-

#### 4.1. The number of employees involved in disciplinary cases

Table 6: Disciplinary cases in 2008 showing comparison with 2007

<b>Ethnicity</b>	<b>2008</b>	<b>2007</b>
White: British	46	29
White: Irish	0	1
White :Other Background	4	0
White & Black Caribbean	0	0
White & Black African	0	0
White & Asian	0	0
Other: Mixed Background	0	0
Indian	0	1
Pakistani	3	0
Bangladeshi	0	0
Other: Asian Background	1	0
Black: Caribbean	2	1
Black: African	3	0
Black: Other Background	0	0
Chinese	0	0
Other Ethnic Group	0	0
Non Declared	4	15
<b>TOTAL</b>	<b>63</b>	<b>47</b>

#### Conclusions and actions to be taken

There is a rise in the number of disciplinary cases compared to the previous reporting period. This is attributed to better data collection and a more robust approach to managing employee performance. Professional human resource managers closely monitor each disciplinary case at all stages, and legal advice is sought where necessary.

#### 4.1. The number of employees involved in grievance

Table 7: Grievance cases in 2008 compared with cases recorded for 2007

<b>Ethnicity</b>	<b>2008</b>	<b>2007</b>
White: British	24	14
White: Irish	0	0
White :Other Background	2	2
White & Black Caribbean	0	0
White & Black African	0	0
White & Asian	0	0
Other: Mixed Background	0	1
Indian	0	0
Pakistani	0	0
Bangladeshi	0	0
Other: Asian Background	0	0
Black: Caribbean	3	0
Black: African	0	0
Black: Other Background	0	0
Chinese	0	0
Other Ethnic Group	1	0
Non Declared	3	9
<b>TOTAL</b>	<b>33</b>	<b>26</b>

#### Conclusions and actions to be taken

The number of grievance cases shows a small increase on 2007 figures, this is due to a commitment to improved data collection. Professional human resource managers closely monitor grievance cases at each stage, seeking legal advice where necessary.

### 4.3 Recruitment

Table 8: Recruitment activity report 2008 by ethnicity, these figures do not include schools employees

<b>Ethnic Group Totals</b>	<b>Applications Received</b>	<b>Applications received as a % of total</b>	<b>Invited for Interview</b>	<b>Jobs Offered</b>	<b>% of jobs offered from applications received</b>
Non-Declared	680	9.8	267	142	20.88
White : British	4810	69.88	1350	457	9.50
White: Irish	70	1.02	31	16	22.86
White: Other	231	3.36	72	14	5.14
White & Black Caribbean	26	0.38	5	1	3.84
White & Black African	9	0.13	1	0	0
White & Asian	24	0.35	10	3	12.5
Other: Mixed Background	36	0.52	12	2	5.55
Asian: Indian	287	4.17	54	15	5.2
Asian: Pakistani	264	3.84	53	14	5.3
Asian: Bangladeshi	9	0.13	0	0	0
Asian: Other	50	0.73	14	1	2
Black: Caribbean	110	1.60	32	13	10.6
Black: African	149	2.16	38	8	7.8
Black: Other	15	0.22	6	3	20
Chinese	21	0.31	4	1	4.76
Other Ethnic Group	92	1.34	26	5	7.2
<b>Total</b>	<b>6883</b>		<b>1975</b>	<b>695</b>	

#### Conclusions and actions to be taken

15.86% of applicants came from ethnic minority communities and 9.5% of those applicants were successfully appointed. Benchmarking data for other large local authorities for the same period shows a % of applicants from ethnic minority communities as 10.60%.

Further analysis is to be undertaken to look at the reasons why candidates from ethnic minority communities are not shortlisted or appointed to posts to ensure there are no barriers within the Council's recruitment processes.

The Council is currently undertaking a New Ways of Recruiting Project, one of the key aims is for the Council to be first choice employer and promote 'customers first' by improving the quality and experience of managers and candidates in the recruitment cycle. The revised process is planned to be launched during the first quarter of 09/10 and with an enhanced e-recruitment system will enable more effective recruitment monitoring going forward.

#### 4.4 Number of internal promotions April 1<sup>st</sup> 2007 – March 31<sup>st</sup> 2008

The figures in the table below include all locally paid employees, but exclude Teachers and schools based employees in schools who do not purchase the payroll and contracts service from the council.

Promotion is defined as an employee moving to a higher grade, the figures have been obtained from the HR payroll system and denoted in the payroll system as 'promotion'. All fixed term and permanent posts at the Council, during this reporting period, have been advertised internally and externally. All applicants go through a competitive recruitment process, have an interview and, where necessary tests, to assess employment suitability.

Table 9: Internal promotions

Ethnicity	Percentages 2008 of 106 internal promotions	Percentages 2007 Actual number not available
White: British	83% = 88	72.88%
White: Irish	0%	1.06%
White :Other Background	1.9% = 2	2.18%
White & Black Caribbean	0.9% = 1	0.20%
White & Black African	0%	0.40%
White & Asian	1.9% = 2	0.86%
Other: Mixed Background	0%	0.20%
Indian	0.9% = 1	3.24%
Pakistani	0%	3.37%
Bangladeshi	0%	0%
Other: Asian Background	0.9% = 1	0.33%
Black: Caribbean	0.9% = 1	1.32%
Black: African	0.9% = 1	0.60%
Black: Other Background	0%	0.20%
Chinese	0%	0.20%
Other Ethnic Group	0%	3.04%
Non Declared	8.5% = 9	1.85%

NB: The actual numbers of promotions are not available from the previous reporting period; the percentage figures are those published in the previous year's report.

### Conclusions and actions to be taken

Following a pilot in four service areas, a talent management and succession planning toolkit is being extended across the Council. Heads of service are asked to identify their top talent and plan for future service demands through succession and workforce planning. This will ensure the right people with the right skills are in place during the coming years.

#### 4.5: Monitoring of Internal Training

The data below is provided by the Human Resources Learning and Development team and is for internally provided training only. It is not currently possible to capture employees going to external training.

Table 10 shows the ethnic breakdown of the 4967 people who attended internal training for the period April 1st 2007 – March 31<sup>st</sup> 2008, data does not include school employees.

Table 10

Ethnicity	Percentages of total (4967) 07/08	Percentages of total (4207) 06/07
White: British	85.7%	75.9%
White: Irish	0.42%	0.97%
White :Other Background	1.25%	3%
White & Black Caribbean	0.28%	0.07%
White & Black African	0.02%	0%
White & Asian	0.04%	0.48%
Other: Mixed Background	0.06%	0.20%
Indian	0.30%	0.5%
Pakistani	0.81%	0.88%
Bangladeshi	0%	0%
Other: Asian Background	0.26%	0.16%
Black: Caribbean	0.93%	2.9%
Black: African	0.22%	0.43%
Black: Other Background	0.26%	0.38%
Chinese	0.06%	0.07%
Other Ethnic Group	0.22%	0.36%
Non Declared	9.18%	13.48%

The table shows an increase in the amount of people attending internal training courses compared to last year. There has also been an increase in the number of employees declaring their ethnic origin.

### Conclusions and actions to be taken

Currently there is limited data available in this area. Work is planned during 2009/10 to further develop the current Human Resource IT system to incorporate a training module which will provide an improved system for monitoring training to enable reporting not only by ethnicity but on gender and part-time employees etc, as the training module is linked to employee records.

#### 4.6: Leavers

Table 11 shows the number and percentage of employees who have left the Council between 1 April 2007 and 31 March 2008 and table 12 shows the reasons for leaving, shown by ethnicity.

Table 11

Ethnicity	Leavers Total	
	No.	%
White British	1505	77.2
White Irish	19	1.0
White: Other Background	75	3.8
White & Black Caribbean	8	0.4
White & Black African	2	0.1
White & Asian	6	0.3
Other: Mixed Background	3	0.2
Indian	18	0.9
Pakistani	34	1.7
Bangladeshi	0	0
Other: Asian Background	12	0.6
Black Caribbean	20	1.0
Black African	14	0.7
Black :Other Background	1	0.1
Chinese	1	0.1
Other Ethnic Group	9	0.5
Non Declared	222	11.4
<b>Totals:</b>	<b>1949</b>	<b>100%</b>

Table 12

Ethnicity	Leavers total	Resig, No reason given	Resig, Family commit.	Resig, Relocation	Resig, Change of emp'er (not LA)	Resig, To other Auth.	Resig, Emigration	Resig, Following maternity leave	Resig, Entering Education	Resig, Career Break	End of Fixed term contract	Unsatisfactory Probation	Dismissal (Conduct/Capability)	Death in Service	Retirement (Voluntary Early/III-Health/Compulsory)	Redundancy (Voluntary/Compulsory)
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
White British	77.2	76.0	84	74	75	81.0	53.3	82.1	76.7	75.0	77.6	25.0	75.9	85.0	91.8	81.1
White Irish	1	1.1	0	1.4	0	3.4	0.0	0	0	0	0.8	0	3.4	0	0.7	1.9
White other Background	3.8	3.4	3.3	7.0	3.5	0	22.2	3.6	0	0	4.7	0	10.3	5.0	0	0
White & Black Caribbean	0.4	0.5	0	0	1.2	1.7	0	0	0	0	0.4	0	0	0	0	0
White & Black African	0.1	0.0	0	0	0	0	0	0	0	0	0.8	0	0	0	0	0
White & Asian	0.3	0.5	0	1.4	0	0	0	0	0	0	0	0	0	0	0	0
Other: Mixed Background	0.2	0.1	0	0	0.6	0	0	0	0	0	0	0	0	0	0.7	0
Indian	0.9	0.9	0	0.7	1.2	0	2.2	3.6	2.3	0	1.2	0	0	5.0	0	0
Pakistani	1.7	1.8	6.6	0	1.2	0	0	3.6	7.0	15.0	1.2	0	0	0	0.7	1.9
Bangladeshi	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0
Other Asian Background	0.6	0.6	0	0	0.6	0	2.2	0	2.3	0	0.8	0	0	0	0.7	1.9
Black Caribbean	1	0.9	0	1.4	3.5	0	2.2	0	2.3	0	0.8	0	0	0	0	0
Black African	0.7	1.0	0	0.7	0.6	0	0	0	0	5.0	0	25.0	0	0	0	1.9
Black other Background	0.1	0.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Chinese	0.1	0.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Ethnic Group	0.5	0.2	0	0.7	0	1.7	4.4	0	0	0	0.8	0	0	0	0	1.9
Non Declared	11.4	12.7	6.6	13	13	12.1	13.3	7.1	9.3	5.0	11.0	50.0	10.3	5.0	5.4	9.4
<b>Total number of leavers</b>	<b>1949</b>	<b>874</b>	<b>61</b>	<b>142</b>	<b>171</b>	<b>58</b>	<b>45</b>	<b>28</b>	<b>43</b>	<b>20</b>	<b>254</b>	<b>4</b>	<b>29</b>	<b>20</b>	<b>147</b>	<b>53</b>

Each % figure shown, is a percentage of the total number of leavers in each category.

### Conclusions and actions to be taken

The above figures represent a turnover rate for that period of 16.9%. This is comparable with other large County Councils. The percentage of leavers from ethnic minority communities in 2007/08 was 13%. Further analysis is taking place this year to look at both

recruitment and leaver data to identify to ensure that our policies and processes are free from bias and do not give rise to any barriers.

**4.7: Monitoring, by ethnicity, employees who received a merit increment pay increase or had an increment pay rise withheld**

Table 13: Number of employees who received a merit increment or had an increment withheld, including schools that purchase Human Resource service from the council

Ethnicity	Merit Increments Received	Merit Increments withheld
White: British	7	0
White: Irish	0	0
White :Other Background	0	0
White & Black Caribbean	0	0
White & Black African	0	0
White & Asian	0	0
Other: Mixed Background	0	0
Indian	0	0
Pakistani	0	0
Bangladeshi	0	0
Other: Asian Background	0	0
Black: Caribbean	0	0
Black: African	0	0
Black: Other Background	0	0
Chinese	0	0
Other Ethnic Group	0	0
Non Declared	1	0

Employees receive an increment rise each year, until the top of grade is reached; the increment is subject to employees having satisfactory performance in post.

At the date of publishing 8 employees received a merit increment in the reporting period. Merit increments are awarded for exceptional performance, usually, but not always, at employee appraisal in March each year.

Increments may be withheld until satisfactory performance has been reached; no increments were withheld during this reporting period.

## 5. Conclusion- and actions planned for the coming year

The County Council continually seeks to improve its performance on equality through measures such as monitoring the effectiveness of its Diversity and Equality in Employment Policies through collecting relevant data on potential recruits and existing employees.

All employees are encouraged to disclose personal information about their ethnicity, disability status etc. to help the Council make better decisions about how to support diversity in the workforce.

The action plan below sets out planned actions by the Organisational and Human Resources service in the coming year.

<b>Aims</b>	<b>Action Planned</b>	<b>Completion</b>
<ul style="list-style-type: none"> <li>Review recruitment process</li> </ul>	Via New Ways of Recruiting project Review relevant Policies New Website New IT systems	July 2009
<ul style="list-style-type: none"> <li>Increase number of employees declaring ethnicity</li> </ul>	Employee Self Service enables self-declaration- widely advertise and ensure in IT systems training programme. Publish leaflet to encourage employees self declaring	March 2009
<ul style="list-style-type: none"> <li>Increased promotion opportunities and reduce turnover</li> </ul>	Investigate downward trend % in ethnic minority groups Embed Talent management and succession planning across the Council	March 2009
<ul style="list-style-type: none"> <li>Establish prayer/quiet rooms in Council offices</li> </ul>	Negotiate with facilities and Employee faith forum to ensure achieved	March 2009
<ul style="list-style-type: none"> <li>Carry out Equality Impact assessments on all new and revised policies, strategies and processes.</li> </ul>	HR Equalities and Diversity Action group to monitor resultant action plans on a quarterly basis	Quarterly monitoring
<ul style="list-style-type: none"> <li>Review current HR Diversity policy</li> </ul>	Consult widely on way forward	March 2009
<ul style="list-style-type: none"> <li>Monitor relevant employment data and identify areas for further investigation</li> </ul>	Turnover research Monitor Ethnicity recruitment data and supply to Heads of service for information and action	Ongoing
<ul style="list-style-type: none"> <li>Increase the number of</li> </ul>	Investigate apprenticeship	Ongoing

employment opportunities for young people	schemes also promote diversity recruitment guide	
<b><u>Learning and Development</u></b> <ul style="list-style-type: none"> <li>• On an ongoing basis, provide disability training for managers including managing people with disabilities.</li> <li>• Intranet e-learning package purchased to be rolled out on diversity</li> <li>• Accurate recording of all who are attending training org-wide</li> <li>• Tender process planned for future cohesion and equalities training for whole workforce.</li> </ul>	Include disability awareness training in Bucks Manager course	Completed
	Monitor effectiveness of disability awareness training, which is now part of the core corporate training programme.	Ongoing
	Addition of learning & development module to the Council Personnel IT system	December 2009
	Working with contracts service to ensure our equalities & diversity training needs are fully met	April 2009

**Contact Us:**

If you can read this but know someone who can't, please contact us on 01296 387090 so that we can provide this information in a more suitable format such as large print, Braille or audio.