



# Workforce Equalities Report

2008/09



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## 1. Introduction

This report has been compiled by the People service at Buckinghamshire County Council, which includes Human Resources (HR), learning and development (LD) and organisational development (OD) teams.

**The data in this report relates to the approximately 12,167 employees working for the County Council at 31<sup>st</sup> March 2009, excluding casual workers, agency staff and schools that do not purchase human resource or payroll services from the Council.**

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 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, disability and age as at 31 March 2009. There is a legal requirement to publish this data by ethnicity.

The report provides analysis of our findings, and where possible compares the results with previous years. 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 2008- 31 March 2009

The HR and OD Equalities and Diversity Group continued to meet regularly to monitor the progress of the service action plan. All sections of the HR and OD service are represented at the group i.e. learning and development, organisational development, recruitment, consultancy (employee relations) and HR contract and Payroll systems.

Key actions successfully completed in the plan included:-

- 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 is ongoing and includes theatre-based diversity awareness, and diversity action planning training. Both employees and their managers have taken part in the training.
- Disability awareness training has now been included in the core corporate training programme. Managing people with disabilities has been included in the Bucks Manager course.
- Work placements for people with disabilities have lead to employment contracts.
- In order to raise the profile and attract new attendees to the five employee forums, which are- *carer's, lesbian gay bisexual and transgender, disability, faith and Black and minority ethnic*, a leaflet explaining the forum role is sent out with contracts of employment to all new employees.
- We are challenging the use of qualifications and length of experience requirements used in person specifications in our job evaluation and recruitment process. This is to ensure that these types of requirements do not exclude or discourage job applicants.
- A new Health and Attendance policy has been published; its aim is to promote the health and well-being of employees through the early identification of problems which the manager and individual employee can address.
- An equal pay review has been completed and no inequality in pay rates in relation to gender, race or age has been found.
- An employee assistance programme has been made available to all employees and their families. Fully trained counsellors and qualified professionals are available 24 hours/7 days a week to provide information, practical support and counselling relating to a vast range of issues including, debt, health, bullying/harassment and bereavement.

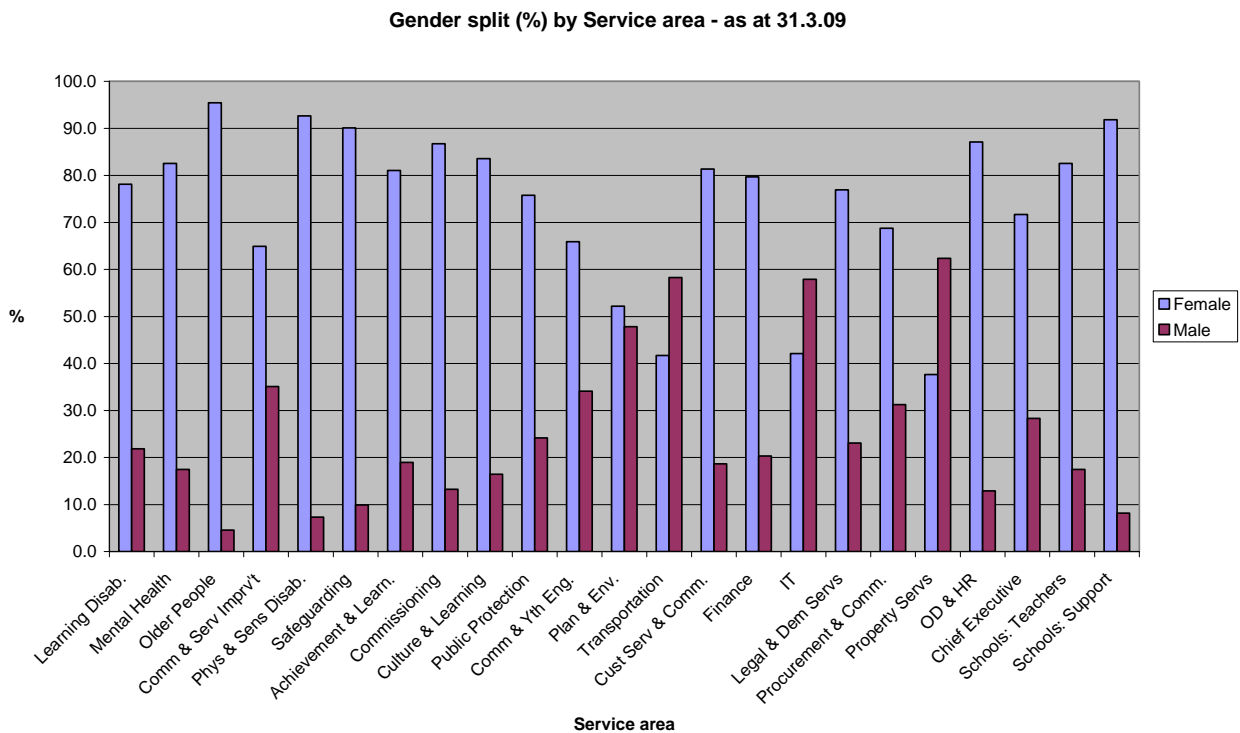
### 3. Workforce Profile

#### 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 2009



Based on the data at 31.03.09, - 77.4% of non-schools employees are female and 22.6% are male. In schools 84.2% are female, and 15.8% are males. Overall the percentage female employees are 84%. This is a higher percentage compared to other local authorities which is an average of 74% (source DLA Piper).

### Conclusions and actions to be taken forward

Although the overall average of female employees is 84% is higher than the average in local authorities, the breakdown between schools and non-schools shows that schools have the highest proportion of female employees. To a large extent this is due to the fact that there are traditionally female orientated jobs in schools such as Schools Support staff. The teaching profession is also mainly female with a national shortage of male teachers in primary schools.

### 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 2009 and compares 2007 and 2008 figures and the 2001 Census figures for Buckinghamshire which record a population in Buckinghamshire of 479,026. The figures are based on 12,167 employees working for Buckinghamshire County Council as at 31 March 2009 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 09			Ethnic Profile of Total Workforce 31 March 08	Ethnic Profile of Total Workforce 31 March 07	Ethnic Profile of Buckinghamshire 2001 Census Data
	Schools	Non-Schools	Average 09			
White: British	79.8%	81.4%	80.6%	80.4%	81.7%	87.64%
White: Irish	0.92%	1.29%	1.10%	1.0%	1.0%	1.21%
White :Other Background	2.64%	2.24%	2.44%	2.7%	2.8%	3.29%
White & Black Caribbean	0.21%	0.29%	0.25%	0.2%	0.2%	0.50%
White & Black African	0.08%	0.09%	0.12%	0.1%	0.1%	0.10%
White & Asian	0.21%	0.2%	0.2%	0.2%	0.2%	0.39%
Other: Mixed Background	0.15%	0.16%	0.15	0.2%	0.2%	0.32%
Indian	0.94%	1.11%	1.02%	0.9%	0.8%	1.06%
Pakistani	1.59%	1.73%	1.66%	1.6%	1.4%	3.14%
Bangladeshi	0.03%	0%	0.015%	0%	0%	0.08%
Other: Asian Background	0.29%	0.29%	0.29%	0.3%	0.3%	0.33%
Black: Caribbean	0.88%	1.56%	1.22%	0.9%	0.9%	0.94%
Black: African	0.35%	0.51%	0.43%	0.3%	0.3%	0.24%
Black: Other Background	0.12%	0.24%	0.18%	0.1%	0.1%	0.10%

Chinese	0.16%	0.2%	0.18%	0.2%	0.1%	0.33%
Other Ethnic Group	0.26%	0.49%	0.37%	0.3%	0.3%	0.32%
Non Declared	11.4%	8.24%	9.82%	10.6%	9.5%	0%

### Conclusions and actions to be taken forward

The percentage of black and minority ethnic employees for the reporting period is 6.75% and is higher than last year, which was 5.4%.

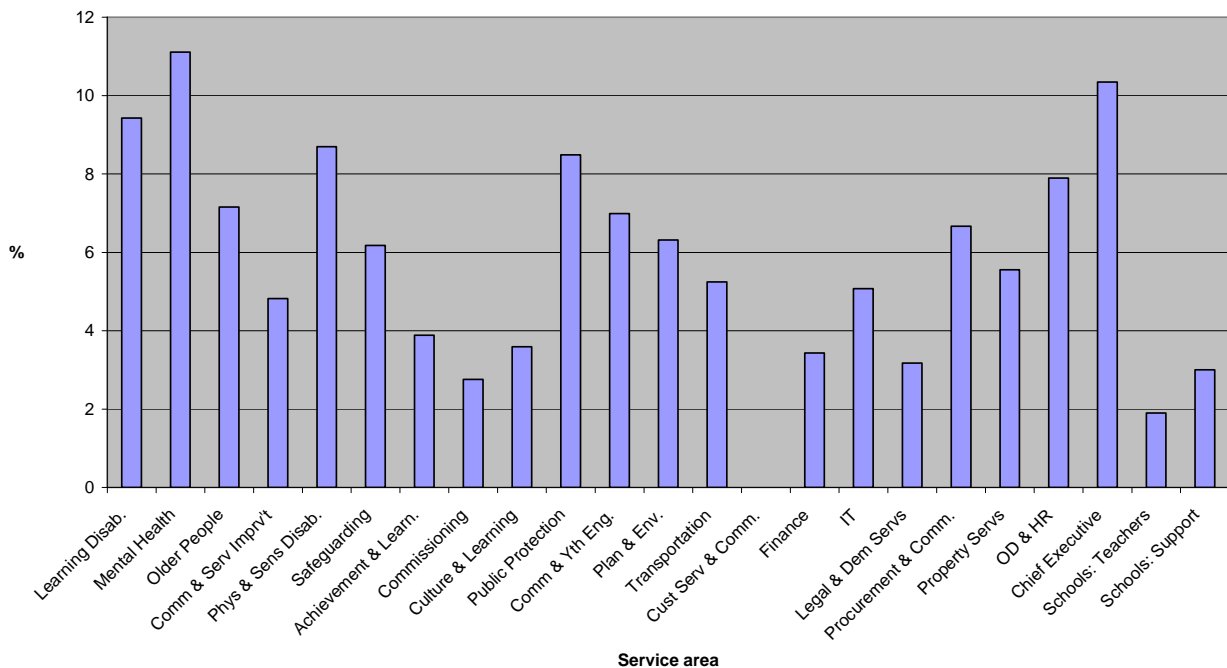
Based on the 2001 census data, the workforce does not reflect the ethnic profile of Buckinghamshire although the census data is widely accepted as being out of date and does not, therefore, provide an accurate picture of the County profile today; it is however, the most readily available dataset.

The table also shows that 9.82% of employees have not declared their ethnicity, which is an improvement on last years figure. We aim to further improve on the number of employees declaring their ethnicity 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.

### 3.4 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.

Employees Declaring a Disability (%) by Service area - as at 31.3.09



## Conclusions and actions to be taken forward

The total number of employees declaring a disability is 390, which equates to 3.69% of the total workforce. This percentage is within the upper quartile of the national indicators which compares data across all local authorities. Only 1,606 out of the total workforce of 12,167 employees have **not** declared whether they have a disability or not.

### 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.

Census data shows that a proportion of 10.05% is average 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 31.03.09</b>	5.09%	16.36%	27.23%	43.82%	7.46%	0.05%
<b>County Council Workforce data 31.03.08</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

At 43.82% we have a higher percentage of employees in the 45-59 age group when compared to census benchmark data at 20.54%. However as previously stated the census data is widely accepted as being out of date and does not, therefore, provide an accurate picture of the County profile. 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.

The learning and development team are working in partnership with Aylesbury college to promote apprenticeships in the Council. Fifteen young people are now working in apprenticeships across all service areas. The apprenticeships will last from 3-18months, with apprentices gaining an NVQ level 2 or 3, and also technical certificates, and will also, hopefully, lead to a career in the council.

An initiative in social care has meant that under 25's, working in social care, have been recruited as 'care ambassadors' to promote a career in social care to younger people in 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, leavers and reasons for leaving, 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 2008/9 are detailed below:-

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

Table 6: Disciplinary cases in 2008/9 showing comparison with 2007/8 and 2006/7

<b>Ethnicity</b>	<b>2008/9 Schools</b>	<b>2008/9 Non- Schools</b>	<b>2007/8</b>	<b>2006/7</b>
White: British	30	28	46	29
White: Irish	1	1	0	1
White :Other Background	1	1	4	0
White & Black Caribbean	0	2	0	0
White & Black African	0	0	0	0
White & Asian	0	0	0	0
Other: Mixed Background	0	0	0	0
Indian	0	0	0	1
Pakistani	3	3	3	0
Bangladeshi	0	0	0	0
Other: Asian Background	0	0	1	0
Black: Caribbean	1	4	2	1
Black: African	0	1	3	0
Black: Other Background	0	0	0	0
Chinese	0	0	0	0
Other Ethnic Group	0	0	0	0
Non Declared	1	4	4	15
<b>TOTAL</b>	<b>37</b>	<b>44</b>	<b>63</b>	<b>47</b>

### Conclusions and actions to be taken

There has been a slight rise in disciplinary cases this reporting year. Professional human resource managers closely monitor each disciplinary case at all stages, and legal advice is sought where necessary.

### 4.2 The number of employees involved in grievance

Table 7: Grievance cases recorded for 2008/9 showing comparison with 2007/8 and 2006/7

Ethnicity	2008/9 Schools	2008/9 Non Schools	2007/8	2006/7
White: British	6	23	24	14
White: Irish	0	0	0	0
White :Other Background	0	0	2	2
White & Black Caribbean	0	3	0	0
White & Black African	0	0	0	0
White & Asian	0	0	0	0
Other: Mixed Background	0	1	0	1
Indian	1	0	0	0
Pakistani	0	0	0	0
Bangladeshi	0	0	0	0
Other: Asian Background	0	0	0	0
Black: Caribbean	0	0	3	0
Black: African	0	2	0	0
Black: Other Background	0	1	0	0
Chinese	0	0	0	0
Other Ethnic Group	0	0	1	0
Non Declared	0	4	3	9
<b>TOTAL</b>	<b>7</b>	<b>34</b>	<b>33</b>	<b>26</b>

### Conclusions and actions to be taken

Professional human resource managers closely monitor grievance cases at each stage, seeking legal advice where necessary.

### 4.3 Recruitment

Table 8: Recruitment activity report 1 April 2008 to 31 March 2009 by ethnicity, these figures do not include schools employees

Ethnic Group Totals	Applications Received		Applications received as a % of total		Invited for Interview		Jobs Offered		% of jobs offered from applications received	
	08/09	07/08	08/09	07/08	08/09	07/08	08/09	07/08	08/09	07/08
Non-Declared	419	680	4.7	9.88	197	267	64	142	7.66	20.43
White : British	5911	4810	66.37	69.88	2214	1350	632	457	75.69	65.76
White: Irish	93	70	1.04	1.02	43	31	10	16	1.20	2.3
White: Other	430	231	4.83	3.36	140	72	40	14	4.79	2.01
White & Black Caribbean	56	26	0.63	0.38	20	5	7	1	0.84	0.14
White & Black African	29	9	0.33	0.13	6	1	0	0	0	0
White & Asian	41	24	0.46	0.35	25	10	4	3	0.48	0.43
Other: Mixed Background	53	36	0.60	0.52	17	12	4	2	0.48	0.29
Asian: Indian	399	287	4.48	4.17	91	54	13	15	1.55	2.16
Asian: Pakistani	719	264	8.07	3.84	152	53	26	14	3.11	2.01
Asian: Bangladeshi	24	9	0.27	0.13	1	0	0	0	0	0
Asian: Other	146	50	1.64	0.73	39	14	3	1	0.36	0.14
Black: Caribbean	230	110	2.58	1.6	77	32	18	13	2.15	1.87
Black: African	230	149	2.58	2.16	54	38	7	8	0.84	1.15
Black: Other	27	15	0.30	0.22	7	6	2	3	0.24	0.43
Chinese	39	21	0.44	0.31	8	4	1	1	0.12	0.14
Other Ethnic Group	60	92	0.67	1.34	23	26	4	5	0.48	0.72
<b>Total</b>	<b>8906</b>	<b>6883</b>			<b>3114</b>	<b>1975</b>	<b>835</b>	<b>695</b>		

## Conclusions and actions to be taken

The above recruitment figures do not include school employees as each school manages their own recruitment process.

24.16% of applicants came from black and minority ethnic groups; benchmarking data for the percentage of black and minority ethnic applicants for other large local authorities from DLA piper for the same period is 10.60%.

11.54% of people from black and minority ethnic groups were offered jobs from the total jobs offered, excluding people who did not declare their ethnicity.

In June this year Hays recruitment became Buckinghamshire council's new recruitment partner. The partnership will not only deliver more cost efficient recruitment, an enhanced e-recruitment system will enable more effective recruitment monitoring in the future.

### 4.4 Number of internal promotions April 1<sup>st</sup> 2008 – March 31<sup>st</sup> 2009

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.

Table 9: Internal promotions

Ethnicity	Promotions for reporting period 1/04/08 – 31/03/09	Percentages 2008 of 106 internal promotions	Percentages 2007 Actual number not available
White: British	73= 82%	83% = 88	72.88%
White: Irish	3=3.41%	0%	1.06%
White :Other Background	2=2.27%	1.9% = 2	2.18%
White & Black Caribbean	0	0.9% = 1	0.20%
White & Black African	0	0%	0.40%
White & Asian	0	1.9% = 2	0.86%
Other: Mixed Background	0	0%	0.20%
Indian	0	0.9% = 1	3.24%
Pakistani	2=2.27%	0%	3.37%
Bangladeshi	0	0%	0%
Other: Asian Background	0	0.9% = 1	0.33%
Black: Caribbean	0	0.9% = 1	1.32%
Black: African	0	0.9% = 1	0.60%

Black: Other Background	0	0%	0.20%
Chinese	0	0%	0.20%
Other Ethnic Group	1=1.14%	0%	3.04%
Non Declared	0	8.5% = 9	1.85%
<b>Total</b>	<b>81</b>	<b>106</b>	

#### Conclusions and actions to be taken

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'.

In order to address budgetary restraints and to make efficiency savings, the council is undergoing a transformation programme. The whole organization is subject to reorganisation and some redundancies have and will occur as a result. So that skilled and experienced employees may be retained, the majority of vacancies are currently being offered internally prior to external advertising. This not only ensures skilled employee retention, it also reduces external advertising costs.

All applicants go through a competitive recruitment process, have an interview and, where necessary tests, to assess employment suitability.

#### 4.5 Monitoring, by ethnicity, employees who received a merit increment pay increase or had an increment pay rise withheld

Table 10: Number of employees who received a merit increment or had an increment withheld during the reporting period, including schools purchasing Human Resource service from the council

Ethnicity	Merit Increments Received	Merit Increments withheld
White: British	62	2
White: Irish	1	0
White :Other Background	2	0
White & Black Caribbean	1	0
White & Black African	0	0
White & Asian	1	0
Other: Mixed Background	1	0
Indian	1	0
Pakistani	2	1
Bangladeshi	0	0
Other: Asian Background	0	0

Black: Caribbean	1	0
Black: African	0	0
Black: Other Background	0	0
Chinese	0	0
Other Ethnic Group	0	1
Non Declared	8	0
<b>Total</b>	<b>80</b>	<b>4</b>

### Conclusions and actions to be taken

This data is reported so that we can demonstrate whether performance appraisals have resulted in adverse action for employees.

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 80 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; four increments were withheld during this reporting period.

### 4.6 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 statistics of employees attending external training.

Table 11: The ethnic breakdown of the 3374 people who attended internal training for the period April 1st 2008 – March 31<sup>st</sup> 2009, data does not include school employees.

<b>Ethnicity</b>	<b>Number</b>	<b>Percentages of total 08/09</b>	<b>Percentages of total (4207) 07/08</b>
White: British	2985	88.47	85.7%
White: Irish	24	0.71	0.42%
White :Other Background	25	0.74	1.25%
White & Black Caribbean	1	0.03	0.28%
White & Black African	3	0.09	0.02%
White & Asian	0	0	0.04%
Other: Mixed Background	2	0.06	0.06%

Indian	16	0.47	0.30%
Pakistani	33	0.98	0.81%
Bangladeshi	0	0	0%
Other: Asian Background	4	0.12	0.26%
Black: Caribbean	19	0.56	0.93%
Black: African	12	0.36	0.22%
Black: Other Background	5	0.15	0.26%
Chinese	1	0.03	0.06%
Other Ethnic Group	3	0.09	0.22%
Non Declared	241	7.14	9.18%
<b>Total</b>	<b>3374</b>	<b>100</b>	

### 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.

### 4.7 Leavers

Table 12: The number of employees who have left the Council between 1 April 2008 and 31 March 2009. The figures do not include data from schools that do not purchase HR/Payroll services.

Ethnicity	Non Schools	Schools		Totals
		Teaching	Support staff	
White British	395	309	552	<b>1256</b>
White Irish	6	8	8	<b>22</b>
Other White Background	26	29	25	<b>80</b>
White & Black Caribbean	4	1	1	<b>6</b>
White & Black African		1	1	<b>2</b>
White & Asian	1		4	<b>5</b>
Other Mixed Background	4	2	2	<b>8</b>
Indian	6	5	7	<b>18</b>
Pakistani	18	9	16	<b>43</b>
Bangladeshi				<b>0</b>

Other Asian Background	1		5	6
Black Caribbean	10		4	14
Black African	6	2	2	10
Other Black Background	3			3
Chinese	1	2	2	5
Other Ethnic Group	4	2	1	7
Non Declared	50	94	112	256
<b>Totals</b>	<b>535</b>	<b>464</b>	<b>742</b>	<b>1741</b>

Table 13: The reasons for leaving, shown by ethnicity. The figures do not include data from schools not purchasing HR/Payroll services. Each % figure shown is a percentage of the total number of leavers in each category.

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	72.1	70.1	75.4	78.3	69.2	73.2	25.0	72.5	66.7	94.4	71.2	100.0	63.0	54.5	84.2	83
White Irish	1.3	0.8	0	1.2	2.5	0	0	0	0	0	2.3	0	7.4	9.1	1.6	0
White other Background	4.6	5.2	1.8	4.8	4.4	2.8	28.6	0	0	0	5.4	0	7.4	27.3	1.6	0
White & Black Caribbean	0.3	0.3	0	1.2	0	1.4	0	0	4.2	0	0	0	0	0	0	0
White & Black African	0.1	0.0	0	0	0	0	7.1	0	0	0	0	0	0	0	0	0
White & Asian	0.3	0.3	0	0	0.6	0	3.6	0	0	0	0	0	0	0	0	1.5
Other: Mixed Background	0.5	0.3	0	1.2	2.5	0	0	0	0	0	0.5	0	0	0	0	0
Indian	1.0	1.1	3.5	1.2	0.6	0	0	2.5	0	0	1.4	0	0	0	0.5	1.5
Pakistani	2.5	2.3	5.3	1.2	3.8	1.4	10.7	0	4.2	0	3.2	0	0	0	0	4.6
Bangladeshi	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Asian Background	0.2	0.3	0	0	0	1.4	0	0	4.2	0	0.5	0	0	0	0	0

Black Caribbean	<b>0.8</b>	0.8	0	1.2	1.9	1.4	0	0	0	0	0.5	0	3.7	0	0.5	0
Black African	<b>0.6</b>	0.4	1.8	0.0	0.6	0	3.6	0	2.1	0	0.5	0	7.4	0	0	0
Black other Background	<b>0.2</b>	0.0	0	0	0.6	1.4	0	0	0	0	0.5	0	0	0	0	0
Chinese	<b>0.3</b>	0.3	0	0	0	1.4	0	0	0	0	0.9	0	0	0	0	0
Other Ethnic Group	<b>0.4</b>	0.1	1.8	0	0.6	0	0	0	0	0	0.5	0	3.7	0	0.5	1.5
Non Declared	<b>14.7</b>	17.7	10.5	9.6	12.6	15.5	21.4	25.0	19.0	5.6	13.1	0	7.4	9.1	10.9	7.7
<b>Total number of leavers</b>	<b>1741</b>	<b>725</b>	<b>57</b>	<b>83</b>	<b>159</b>	<b>71</b>	<b>28</b>	<b>40</b>	<b>48</b>	<b>18</b>	<b>222</b>	<b>3</b>	<b>27</b>	<b>11</b>	<b>184</b>	<b>65</b>

### Conclusions and actions to be taken

There were 1741 voluntary and involuntary leavers in the reporting period. The percentage of voluntary leavers for the period is 10.3%. The average voluntary turnover rate for local authorities is 10.2% - sourced DLA Piper.

### 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 and 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 equality and diversity in the workforce.

The action plan below sets out planned actions by the People 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 to ensure robust recruitment practice</li> </ul>	In consultation with recruitment partner- Hays Review relevant Policies Improve Website	December 2009
<ul style="list-style-type: none"> <li>Increase number of employees declaring ethnicity, religion/belief and disability</li> </ul>	Employee Self Service enables self-declaration- widely advertise and ensure in IT systems training programme. Publish leaflet to encourage employees self declaring	September 2009
<ul style="list-style-type: none"> <li>Increased promotion opportunities and reduce voluntary turnover</li> </ul>	Embed Talent management and succession planning across the Council	Ongoing
<ul style="list-style-type: none"> <li>Establish prayer/quiet room in Council offices</li> </ul>	Negotiate with facilities and Employee faith forum to ensure achieved	August 2009
<ul style="list-style-type: none"> <li>Carry out Equality Impact assessments on all new and revised policies</li> </ul>	HR Equalities and Diversity Action group to monitor resultant action plans on a quarterly basis	Quarterly monitoring

<b><u>Learning and Development</u></b>		
<ul style="list-style-type: none"> <li>• On an ongoing basis, provide disability training for managers, which includes 'managing people with disabilities'.</li> <li>• Roll-out equality training e-learning package</li> </ul>	Monitor effectiveness of disability awareness training, which is now part of the core corporate training programme.	<p>Ongoing</p> <p>July 2009</p>

**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.