



**WATFORD  
BOROUGH  
COUNCIL**

# **COUNCIL FUNCTIONS COMMITTEE**

**VIRTUAL MEETING**

**3 September 2020**

**6.30 pm**

**Town Hall, Watford**

**Contact**

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For information about attending meetings please visit the [council's website](#).

**Publication date: 21 August 2020**

# Committee Membership

Councillor D Walford (Chair)

Councillor J Johnson (Vice-Chair)

Councillors A Dychton, M Mills, M Parker, N Shah and M Watkin

## Agenda

### Part A - Open to the Public

1. **Apologies for absence/ committee membership**
2. **Disclosure of interests (if any)**
3. **Minutes**

The [minutes](#) of the meeting held on 11 June 2020 to be submitted and signed.

4. **Workforce Monitoring Report 2020 (Pages 3 - 19)**

Report of the Executive Head of Human Resources and Organisational Development.

## PART A

**Report to:** Functions Committee  
**Date of meeting:** 03 September 2020  
**Report of:** Executive Head of Human Resources and Organisational Development  
**Title:** Workforce Monitoring Report

### 1.0 Summary

1.1 Watford Borough Council is committed to equality and diversity across the full spectrum of its services and in its role as an employer. This commitment is articulated in its equality objectives and associated action plan, which identifies key actions the council will take to ensure equalities for its workforce and that it reflects the community it serves. Our commitment goes beyond our statutory obligations and reinforces our corporate priority to ensure equality and diversity is at the heart of everything we do.

1.2 The statutory duties are governed by the Equality Act 2010. Under the Act, public sector organisations with over 150 employees are required to report at least annually on how their policies and practices affect staff with the following different 'Protected Characteristics':-

- Age
- Disability
- Gender
- Gender reassignment
- Pregnancy and maternity
- Race
- Sexual orientation
- Marriage and Civil Partnership
- Religious or Belief

1.3 The attached statement details the profile of Watford Borough Council's workforce from 1 April 2019 to 31 March 2020.

## 2.0 Risks

### 2.1

| Nature of Risk   | Consequence      | Suggested Control Measures | Response<br><i>(Treat, tolerate, terminate, transfer)</i> | Risk Rating<br>(the combination of severity and likelihood) |
|--|------------------|----------------------------|---|---|
| Non-Compliance with requirements of the Equalities Act | Reputation/ fine | Agree and publish to time  | Treat   | 2   |

## Recommendations

3.0 That Council Functions Committee approves the Workforce Monitoring Report.

### Contact Officer:

For further information on this report please contact: Terry Baldwin, Executive Head of Human Resources and Organisational Development on telephone extension: 8133: email: [terry.baldwin@watford.gov.uk](mailto:terry.baldwin@watford.gov.uk)

**Report approved by:** Terry Baldwin, Executive Head of Human Resources and Organisational Development.

## 4.0 Implications

### 4.1 Financial

4.1.1 The Shared Director of Finance comments that there are no financial implications in this report

### 4.2 Legal Issues (Monitoring Officer)

4.2.1 The Group Head of Democracy and Governance comments that it is a legal requirement to publish our workforce monitoring report annually.

### **4.3 Equalities/Human Rights**

**4.3.1** This report complies with our duty under the Equalities Act 2010.

#### **Appendices**

- Workforce Monitoring Statement 2020.

#### **\_Background Papers**

- No papers were used in the preparation of this report.

#### **File Reference**

None.



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WATFORD**

**WORKFORCE MONITORING REPORT  
2020**



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## **1.0 INTRODUCTION**

- 1.1 Watford Borough Council is committed to equality and diversity across the full spectrum of its services and in its role as an employer. This commitment is articulated in its equality statement and objectives, which identifies key actions the council will take to ensure equalities for its workforce and that it reflects the community it serves. Our commitment goes beyond our statutory obligations and reinforces our corporate priority to ensure equality and diversity is at the heart of everything we do.
- 1.2 This statement details the profile of Watford Borough Council's workforce from **1 April 2019 to 31 March 2020**.

## **2.0 LEGISLATIVE FRAMEWORK**

- 2.1 The statutory duties are governed by the Equality Act 2010. Under the Act, public sector organisations with over 150 employees are required to report at least annually on how their policies and practices affect staff with different 'Protected Characteristics'.
- 2.2 Watford Borough Council collects data from its workforce on the following protected characteristics:
- Age
  - Disability
  - Gender
  - Gender reassignment
  - Pregnancy and maternity
  - Race
  - Sexual orientation
  - Marriage and civil partnership
  - Religion or belief

## **3.0 MONITORING DATA**

- 3.1 The statistics are taken from the Human Resources and Payroll information system, ResourceLink. ResourceLink provides us with comprehensive reporting allowing a full analysis of our workforce data to be undertaken.
- 3.2 Although we have the capability to undertake reporting, we are dependent on individuals disclosing their personal information to us, so that meaningful reporting can be undertaken. Where employees have chosen not to disclose this information, there are gaps in our data. We recognise the limitations of this system, which relies on individuals disclosing their personal information to us, and we will introduce some new initiatives this year to improve the quality of the data held:

- We will engage with our Staff Ambassador Group, which is made up of employees from all levels of the organisation, and seek their input into how we can encourage more employees to disclose their personal information
- We are recruiting to a new position of Group Head Assistant to support the Group Heads with specific projects. Strategy and Communications and HR plan to share one resource and a key project for them will be how to improve the workforce monitoring statistics and reduce the number of staff who tick 'prefer not to state' category.
- We are starting on the implementation of a new HR system, iTrent, which will replace Resourcelink. This implementation will provide an opportunity for us to ask all members of staff to confirm their personal details as held in the system are correct and to add in any missing data.

#### **4.0 CORPORATE MONITORING**

4.1 The council is committed to ensuring it achieves equalities objectives. Equality issues are overseen by the Corporate Equalities Working Group, and through the monitoring of performance indicators on equalities. Information on the council's performance on equalities can be found on the council's website at [www.watford.gov.uk](http://www.watford.gov.uk).

#### **5.0 LEGAL GENERAL DUTIES – CORPORATE TARGETS**

5.1 Under the Equality Act 2010, there is also a general equality duty, meaning the council must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups

5.2 Due regard involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups, where there are different needs of other people.

5.3 This general equality duty replaces all previous duties specified under previous equality legislation and applies to the council as an employer as well as a provider and enabler of services.

#### **6.0 WATFORD POPULATION STATISTICS**

6.1 The council receives local population details and projected local population growth through government released population data and Census information.

6.2 This report identifies the council's current employee profile and how that profile matches local population statistics taken from Census data. The report also indicates the targets the council sets through a series of Human Resource Performance Indicators.

## 7.0 WORKFORCE ANALYSIS

7.1 **Table 1:** Analysis by Ethnicity (Ethnic composition of council employees at 31 March 2020 compared to 31 March 2019 and compared to the current local population):

| Ethnic Origin Description      | No of Employees 2019/20 | % of Employees 2019/2020 | % of Employees 2018/19 | % of local population (Census 2011) |
|--------------------------------|-------------------------|--------------------------|------------------------|-------------------------------------|
| Asian British: Bangladeshi     | 1                       | 0.46%                    | 0.45%                  | 0.40%                               |
| Asian British: Indian          | 14                      | 6.42%                    | 5.91%                  | 5.50%                               |
| Asian British: Other           | 2                       | 0.92%                    | 0.91%                  | 4.40%                               |
| Asian British: Pakistani       | 1                       | 0.46%                    | 0.45%                  | 6.70%                               |
| Black British: African         | 4                       | 1.83%                    | 1.82%                  | 3.50%                               |
| Black British: Caribbean       | 1                       | 0.46%                    | 0.45%                  | 1.70%                               |
| Black British: Other           | 3                       | 1.38%                    | 1.36%                  | 0.60%                               |
| Mixed: White & Black Caribbean | 2                       | 0.92%                    | 0.91%                  | 3.40%                               |
| Other Ethnic Group             | 0                       | 0.00%                    | 0.00%                  | 0.00%                               |
| White: British                 | 88                      | 40.37%                   | 42.27%                 | 61.90%                              |
| White: Irish                   | 6                       | 2.75%                    | 2.27%                  | 2.30%                               |
| White: Other                   | 8                       | 3.67%                    | 3.18%                  | 7.70%                               |
| Prefer not to say / not stated | 88                      | 40.37%                   | 40.00%                 | 0.00%                               |
| <b>Total</b>                   | <b>218</b>              | <b>100.00%</b>           | <b>100.00%</b>         |                                     |

7.2 **Table 2: Black, Asian or Minority Ethnic Group (BAME).** Figures for 2018/19 are shown as ( )::

| BAME                           | 2019/20                     |                | 2018/19                     |                |
|--------------------------------|-----------------------------|----------------|-----------------------------|----------------|
|                                | Total Employees (Headcount) | % of Employees | Total Employees (Headcount) | % of Employees |
| Yes                            | 28                          | 12.84%         | 27                          | 12.27%         |
| No                             | 102                         | 46.79%         | 105                         | 47.73%         |
| Prefer not to say / Not stated | 88                          | 40.37%         | 88                          | 40.00%         |
| <b>Total</b>                   | <b>218</b>                  | <b>100.00%</b> | <b>220</b>                  | <b>100.00%</b> |

7.3 The total number of employees from a Black, Asian or Minority Ethnic (BAME) background for 2019/20 is 12.84%. The council's target has been increased to 27.1% from 13.0%. The figure this year is below the council's target. 40.37% of employees have not provided this information. As noted in 3.2 above, we continue to make efforts to address this by on-going requests and reminders to our employees to update their records and the importance of

providing the information. The most recent request was in April 2020. HR Business Partners also regularly raise the matter with managers in management meetings to urge their employees to complete the on-line form.

- 7.4 The community population for those from a Black, Asian or Minority Ethnic background is 38.12% (2011 Census).
- 7.5 The target percentage for top 10% of earners being from the BAME group was 13.0%, with an exceeded target of 13.63 (3 of the 22 most senior posts in the council are occupied by employees from a BAME group).
- 7.6 **Table 3: BAME's within the council's grading structure.** Figures for 2018/19 are shown in ( ):

| Pay Band   | Broad Description  | No of BAME Employees | % of BAME employees | % of all employees               |
|--|--|----------------------|---------------------|----------------------------------|
| <b>Band 5 and below</b>                            | Most front line jobs   | 6 (6)                | 21.43%<br>(22.229%) | 2.75%<br>(2.73%)                 |
| <b>Band 6 to 8</b>                                 | Senior officers, team leaders, supervisors / technical specialists | 18 (18)              | 64.29%<br>(66.67%)  | 8.25%<br>(8.18%)                 |
| <b>Band 9 to 11</b>                                | Professional grades / Managers /Section Heads                      | 3 (3)                | 10.71%<br>(7.41%)   | 1.38%<br>(0.91%)                 |
| <b>Head of Service and Senior Leadership Team*</b> |  | 1 (1)                | 3.57%<br>(3.45%)    | 0.46%<br>(0.45%)                 |
| <b>Total</b>                                       |  | <b>28 (27)</b>       | <b>100.00%</b>      | <b>12.84%</b><br><b>(12.27%)</b> |

(\*Senior Leadership team is made up of 8 senior staff employed by Watford Borough Council and 3 senior staff who are employed by Three Rivers-District Council and therefore not directly included in the figures for Watford.)

- 7.7 The majority of the BAME population are employed in front line and Senior Officer/Supervisory roles in the council.
- 7.8 Small fluctuations will have a disproportionate effect on percentages due to lesser numbers of staff.

## 8.0 ANALYSIS BY GENDER

- 8.1 **Table 4: The council's gender profile at 31 March 2020.** Figures as at 31 March 2019 are shown as ( ):

| Gender        | Total no of employees | % of employees  |
|---------------|-----------------------|-----------------|
| <b>Female</b> | 128 (129)             | 58.72% (58.64%) |
| <b>Male</b>   | 90 (91)               | 41.28% (41.36%) |
| <b>Total</b>  | <b>218 (220)</b>      | <b>100.00%</b>  |

- 8.2 58.72% of the workforce are female. This is above the local population demographics which show that 50.41% of the working population (2016 mid-year population estimates) are female.
- 8.3 The target for the top 10% of high earners is 50% for females. The actual total was 40.9% (9 of the 22 most senior posts being occupied by females). While below target, turnover within this group has been low.
- 8.4 The council uses the National Joint Council (NJC) Job Evaluation Scheme to ensure equality of pay between genders. This protects the council's continued robustness on all aspects of "equal pay for work of equal value" principles.
- 8.5 **Table 5: Female post holders within the council's grading structure.** Figures for 2018/19 are shown as ( ):

| Pay Band                           | Total No of Female Employees | % of Total Female Employees |
|------------------------------------|------------------------------|-----------------------------|
| Band 5 and below                   | 34 (38)                      | 26.56% (29.46%)             |
| Band 6 to 8                        | 69 (72)                      | 53.90% (55.81%)             |
| Band 9 to 11                       | 21 (17)                      | 16.41% (13.186%)            |
| Head of Service / Leadership Team* | 4 (2)                        | 3.13% (1.55%)               |
| <b>Total</b>                       | <b>128 (129)</b>             | <b>100.00%</b>              |

(\*Senior Leadership team is made up of 8 senior staff employed by Watford Borough Council and 3 employed by Three Rivers District Council. The figures for 2019/20 **exclude** the three female senior staff employed by Three Rivers District Council.)

- 8.6 This demonstrates the council's commitment to career opportunities for women.

## 9.0 ANALYSIS BY DISABILITY

- 9.1 A disability is defined as a physical or mental impairment that has a substantial and long-term adverse effect on ability to perform normal day-to-day activities. 'Substantial' means more minor or trivial and the effect of the impairment will have lasted or is likely to last for at least twelve months.
- 9.2 The council fully supports the Disability Confident employer scheme. This means that all applicants who declare a disability and demonstrate in their application form that they meet the criteria detailed in the person specification are guaranteed an interview.
- 9.3 The council makes reasonable adjustments to accommodate the needs of employees who have a disability, in accordance with the 'Disability in Employment' Policy.
- 9.4 **Table 6: Council employees declaring that they have a disability.** Figures for 2019 are shown as ( ):

| Disability   | Total no of employees | % of employees  |
|--------------|-----------------------|-----------------|
| No           | 48 (50)               | 22.02% (22.73%) |
| Yes          | 6 (4)                 | 2.75% (1.82%)   |
| Not Stated   | 164 (166)             | 75.23% (75.45%) |
| <b>Total</b> | <b>218 (220)</b>      | <b>100.00%</b>  |

- 9.5 The target percentage of all employees declaring that they had a disability was 5.00%, with an actual figure of 2.75% (6 out of 218). 75.23% of employees have not provided this information. We continue to make efforts to address this by on-going requests and reminders to our employees to update their records.
- 9.6 A high percentage of employees have not stated whether they have a disability or not, limiting a detailed analysis. This has been a historical issue at the council and steps have been taken to reassure and encourage employees to provide this information via the My View self-service system (ResourceLink), including revised guidance on why we need this information.
- 9.7 The Council has a dedicated internet hub designed to look after health and wellbeing and are proud to have signed the Time to Change Employer Pledge. There is a thriving Health and Wellbeing forum and trained Mental Health Champions and Mental Health First Aiders. Our Health and Wellbeing Strategy also focuses on raising awareness of certain disabilities across the organisation by periodically organising campaigns on agreed topics.
- 9.8 The current Mental Health First Aiders have completed a two-day Mental Heal First Aid Course. The same course is offered on-line by the provider in a 15 hour workshop which we can offer to employees who want to become MHFAs to be consistent in the training going forward.

## 10.0 ANALYSIS BY AGE

- 10.1 **Table 7: The council's Age Profile as at 31 March 2020.** Figures for 31 March 2019 are shown as ( ):

| Age Group           | Number of employees | % of employees  | % of local population (from mid-2016 population estimates) |
|---------------------|---------------------|-----------------|--|
| <b>29 and under</b> | 20 (22)             | 9.17% (10.00%)  | 38.95% (38.95%)  |
| <b>30 – 39</b>      | 41 (44)             | 18.81% (20.00%) | 17.56% (17.56%)  |
| <b>40 – 49</b>      | 61 (63)             | 27.98% (28.64%) | 14.57% (14.57%)  |
| <b>50 – 59</b>      | 68 (69)             | 31.19% (31.36%) | 11.67% (11.67%)  |
| <b>60 – 64</b>      | 24 (19)             | 11.01% (8.64%)  | 4.24% (4.24%)  |
| <b>65 +</b>         | 4 (3)               | 1.83% (1.36%)   | 13.02% (13.02%)  |
| <b>Total</b>        | <b>218</b>          | <b>100.00%</b>  |  |

- 10.2 The age statistics at 31 March 2020 show a median age of council employees is between 40 and 49 years. The total number of employees under 40 is 61, which is a decrease from last year. Last year, the number of employees under 40 was 66. This represents a 7.58% decrease.

10.3 A range of initiatives have been put in place over the past 12 months to increase the number of young people coming to work in the council. Examples of these include apprenticeships and work experience. As part of the Council's revised OD Strategy, the CSC is developing into an Academy for staff to join and then move on to other services. The Council is also refreshing its role and communications with local schools and colleges about job opportunities and the variety of roles within the Council.

#### 11.0 PREGNANCY AND MATERNITY

11.1 During 2019/20, five female employees took maternity leave.

#### 12.0 SEXUAL ORIENTATION

12.1 The council currently works with the Hertfordshire LGBT group, advertising events on the Intranet to raise awareness of the support network available for Lesbian, Gay, Bisexual and Transgender employees. More collaborative work is planned.

12.2 **Table 8: Sexual Orientation as at 31 March 2020.** Figures for 31 March 2019 are shown as ( ):

| Sexual Orientation  | No of employees | % of employees  |
|---------------------|-----------------|-----------------|
| Bisexual            | 1 (1)           | 0.46% (0.45%)   |
| Gay Man             | 1(1)            | 0.46% (0.45%)   |
| Gender Reassignment | 0 (0)           | 0.00% (0.00%)   |
| Heterosexual        | 83 (82)         | 38.07% (37.27%) |
| Lesbian / Gay Woman | 1 (1)           | 0.46% (0.45%)   |
| Not Stated          | 130 (133)       | 59.63% (60.45%) |
| Prefer not to say   | 2 (2)           | 0.92% (0.91%)   |
| <b>Total</b>        | <b>218</b>      | <b>100.00%</b>  |

12.3 It is noted that the majority of employees (59.63%) have not completed this section of the Equality Monitoring form. We therefore need to work with employees to increase the collation of this data, to help inform our practice. A recent revision of the Equality Monitoring form with additional explanatory text will hopefully go some way to address this. As noted in 3.2 above, we continue to make efforts to address this by on-going requests and reminders to our employees to update their records and the importance of providing the information. The most recent request was in April 2020. HR Business Partners also regularly raise the matter with managers in management meetings to urge their employees to complete the on-line form.

#### 13.0 MARRIAGE AND CIVIL PARTNERSHIP

13.1 No information available.

#### 14.0 ANALYSIS BY RELIGION

14.1 No information available.

## **15.0 TRAINING**

15.1 The council has a strong commitment to developing staff within the resources available and the training budget for 2019/20 was £110,000. The Training team responsible for training delivery also provides training support for Three Rivers District Council.

15.2 114 days of training were provided to staff (this equates to the number of people attending specific courses). For example 10 people attending a half day training course = 5 days of training delivered.

## **16.0 RECRUITMENT**

16.1 The council operates fair recruitment practices, ensuring equality of opportunity in employment. The following measures are in place:

- All the council's vacancies are advertised in relevant on line publications and on the council's web site. A positive statement about the council's commitment to equalities appears in all job adverts.
- All the council's jobs have an up to date job description that identifies the range of criteria necessary to undertake the role.
- All jobs are evaluated by an analytical job evaluation scheme, which ensures they are graded relative to all other jobs within the council.
- Selection is made on merit and is on the basis of meeting the essential requirements of the job. This is assessed by a panel who conduct shortlisting and the selection interviews, relevant exercises and assessment centres.
- To ensure that all applicants are short-listed against the same criteria, we ask all job applicants to complete the council's job application form or if submitting CV's, to complete the CV application forms.
- If the council engages temporary workers via a recruitment agency, the agency is required to comply with the council's equalities requirements. The council operates in accordance with the requirements of the Agency Workers Regulations and the majority of temporary assignments are made via our vendor neutral supplier, Comensura.
- All new employees undergo an induction programme where they are informed of their responsibilities under the council's 'Code of Conduct' and Disciplinary Policy.

- If an external job applicant believed that their application had not been considered fairly, they may register their dissatisfaction using the council's corporate complaints procedure.
- The council is accredited with the 'Disability Confident' (Level 1) employer scheme for employment practices to support those with a disability in the work place and plan to work towards obtaining Level 2 during the coming year.
- The council encourages applications from applicants in the protected characteristic groups, where these groups are under-represented.
- The council sets equalities targets and reviews them on an annual basis.

## 17.0 JOB APPLICANTS

17.1 During 2019/20, 82 roles were advertised with 1225 job applicants. Of those 1225 applicants who answered the question about their Ethnic Group on the Equal Opportunity Monitoring Form, 21 (7.22%) were from the BAME population.

17.2 The Applicant Tracking System, Webrecruit, was implemented during 2019/20 and this has resulted in a significant increase in the number of applicants stating their ethnic origin and other equality questions on the Equal opportunity Monitoring form than in the previous year (see tables below). The form is mandatory to complete, although there is the option to 'Prefer not to Say' as there is no statutory requirement to compel applicants to provide a response to these questions.

17.3 **Table 9: Ethnicity of job applicants.** Figures for 20118/19 are shown as ( ):

| Ethnic Origin Description                 | No of Applicants<br>2019/20 | % of Applicants<br>2019/20 |
|---|-----------------------------|----------------------------|
| Asian British: Bangladeshi                | 8 (0)                       | 0.65% (0.00%)              |
| Asian British: Indian                     | 96 (5)                      | 7.84% (1.72%)              |
| Asian British: Other                      | 152 (7)                     | 12.41% (2.41%)             |
| Asian British: Pakistani                  | 41 (2)                      | 3.35% (0.69%)              |
| Asian British: Kashmiri                   | 17 (0)                      | 1.39% (0)                  |
| Black British: African                    | 70 (1)                      | 5.71% (0.34%)              |
| Black British: Caribbean                  | 5 (1)                       | 0.41% (0.34%)              |
| Black British: Other                      | 127 (2)                     | 10.37% (0.69%)             |
| Mixed Ethnic Background                   | 79 (1)                      | 6.45% (0.34%)              |
| Other Ethnic Group                        | 18 (2)                      | 1.47% (0.69%)              |
| White: British                            | 438 (4)                     | 35.76% (1.37%)             |
| White: Irish                              | 19 (0)                      | 1.55% (0.00%)              |
| White: Other                              | 117 (2)                     | 9.55% (0.69%)              |
| Prefer not to say / not stated            | 38 (264)                    | 3.1% (90.72%)              |
| <b>Total Number of Applicants 2018/19</b> | <b>1225 (291)</b>           | <b>100.00%</b>             |

**Table 9a: Ethnicity of job applicants.** Figures for 2018/19 are shown as ( ):

| BAME / NON-BAME              | Number of applications | % of applications |
|------------------------------|------------------------|-------------------|
| BAME                         | 613 (21)               | 50.04% (7.78%)    |
| Non-BAME / Prefer not to say | 612 (270)              | 49.96% (92.78%)   |
| <b>Total</b>                 | <b>1225 (291)</b>      | <b>100.00%</b>    |

17.4 **Tables 10 to 15:** Other protected characteristics for 1225 job applications received during the year:

**Table 10: Gender of job applicants.** Figures for 2018/19 are shown as ( ):

| Gender            | No of Applicants  | % of applicants |
|-------------------|-------------------|-----------------|
| Female            | 563 (177)         | 45.96% (60.82%) |
| Male              | 637 (114)         | 52.00% (39.18%) |
| Prefer Not To Say | 25 (0)            | 2.04% (0)       |
| <b>Total</b>      | <b>1225 (291)</b> | <b>100.00%</b>  |

**Table 11: Disability of job applicants.** Figures for 2017/18 are shown as ( ):

| Disability        | No of applicants  | % of applicants |
|-------------------|-------------------|-----------------|
| Yes               | 54 (5)            | 4.41% (1.72%)   |
| No                | 1129 (35)         | 92.16% (12.03%) |
| Prefer not to say | 42 (251)          | 3.43% (86.25%)  |
| <b>Total</b>      | <b>1225 (291)</b> | <b>100.00%</b>  |

**Table 12: Religion of job applicants.** Figures for 2018/19 are shown as ( ):

| Religion          | No of applicants  | % of applicants |
|-------------------|-------------------|-----------------|
| Buddhist          | 7 (0)             | 0.57% (0.00%)   |
| Christian         | 448 (17)          | 36.57% (5.84%)  |
| Hindu             | 116 (5)           | 9.47% (1.72%)   |
| Jain              | 4 (0)             | 0.33% (0.00%)   |
| Jewish            | 13 (0)            | 1.06% (0.00%)   |
| Muslim            | 171 (4)           | 13.96% (1.37%)  |
| Sikh              | 23 (1)            | 1.88% (0.34%)   |
| Other             | 434 (2)           | 35.43% (0.69%)  |
| No religion       | 0 (0)             | 0.00% (0.0%)    |
| Prefer not to say | 9 (262)           | 0.73% (90.03%)  |
| <b>Total</b>      | <b>1225 (291)</b> | <b>100.00%</b>  |

**Table 13: Age of job applicants.** Figures for 2018/19 are shown as ( ):

| Age          | No of applicants  | % of applicants |
|--------------|-------------------|-----------------|
| 16-24        | 140 (6)           | 11.43% (2.06%)  |
| 25-34        | 426 (14)          | 34.78% (4.81%)  |
| 35-44        | 317 (8)           | 25.88% (2.75%)  |
| 45-54        | 201 (6)           | 16.41% (2.06%)  |
| 55-64        | 95 (6)            | 7.76% (2.06%)   |
| Not stated   | 46 (251)          | 3.76% (86.25%)  |
| <b>Total</b> | <b>1225 (291)</b> | <b>100.00%</b>  |

**Table 14: Marital Status of job applicants.** Figures for 2018/19 are shown as ( ):

| Marital Status    | No of applicants  | % of applicants |
|-------------------|-------------------|-----------------|
| Civil Partnership | 21 (0)            | 1.71% (0.00%)   |
| Divorced          | 66 (3)            | 5.39% (1.03%)   |
| Married           | 479 (16)          | 39.10% (5.50%)  |
| Single            | 579 (18)          | 47.27% (6.19%)  |
| Widowed           | 5 (0)             | 0.41% (0.00%)   |
| Prefer not to say | 75 (254)          | 6.12% (87.29%)  |
| <b>Total</b>      | <b>1225 (291)</b> | <b>100.00%</b>  |

**Table 15: Sexual Orientation of job applicants.** Figures for 2018/19 are shown as ( ):

| Sexual Orientation | No of applicants  | % of applicants |
|--------------------|-------------------|-----------------|
| Bisexual           | 25 (1)            | 2.04% (0.34%)   |
| Gay Man            | 10 (0)            | 0.82% (0.00%)   |
| Gay woman          | 14 (0)            | 1.14% (0.00%)   |
| Heterosexual       | 1075 (35)         | 87.76% (12.03%) |
| Prefer not to say  | 101 (255)         | 8.25% (87.63%)  |
| <b>Total</b>       | <b>1225 (291)</b> | <b>100.00%</b>  |

## 18 THE WAY FORWARD

- 18.1 The council is fully committed to equalities and performing strongly as an employer of choice in representing staff with all protected characteristics at all levels in the organisation.
- 18.2 In an effort to improve representation in our workforce for those who have a disability the council will continue to participate in the Disability Confident employer scheme. We have placed an advert promoting us as an employer of choice in a specialist disability related publication and we will continue to do similar promotional work going forward.
- 18.3 An Organisation Development Strategy incorporating succession planning and talent management has been developed, in part to ensure we are forward planning to address the aging workforce profile we currently have, to avoid a potential exodus of key knowledge and skills which might impact on corporate and service delivery. We will continue to review our

strategy and ensure corporate training needs are revised annually to reflect the organisation's needs.

- 18.4 The council will seek to encourage younger people to join the organisation, by building on the existing apprenticeship schemes and work experience placements offered, including a scheme working closely with local schools. We will further explore the potential of providing a graduate scheme at the council, subject to available funding.