Annual Workforce Equality Monitoring Report

April 2018 – March 2019

LONDON BOROUGH OF RICHMOND UPON THAMES

THE BRIGHTER BOROUGH
Wandsworth

Contents

1. ONS census demographic data (2011 census)[1]

The borough demographics are a point of reference and comparison for the Richmond and Wandsworth staff analysis. London is also a useful comparison as it forms the base for much of the councils' recruitment. This data has been taken from the 2011 ONS census.

Richmond population: 186,990   Wandsworth population: 306,995   London population: 8,416,543

Gender	Female	Male
Richmond	52%	48%
Wandsworth	51%	49%
London	51%	49%

Age	Median
Richmond	38
Wandsworth	32
London	34

Race	White	BAME
Richmond	86%	14%
Wandsworth	71%	29%
London	60%	40%

Disability	Declared
Richmond	11.5%
Wandsworth	13.9%
London	10.0%

The 2011 census did not collect information on **gender reassignment** or **sexual orientation**. The ONS Integrated Household Survey (2011) estimates 1.7% adults identify as Lesbian, Gay or Bisexual (LGB). This is considered to be a conservative estimate, particularly in areas such as London with higher LGB populations. However, new data from the ONS (published in October 2017)[2] shows that in 2016 **2%** of the UK population identified themselves as lesbian, gay or bisexual (LGB), with more males (2.3%) than females (1.6%) who identified themselves as LGB in 2016.

Statistics on religious beliefs were collected in the 2011 ONS census. In the 2011 Census, over 55% of Richmond residents and 53% of Wandsworth residents classified themselves as Christian, higher than the London average of 48% but lower than the UK average of 59%. The second largest classification was no religion at 28% in Richmond and 27% in Wandsworth, again higher than the London and UK average of (21% and 25% respectively).

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[1] http://www.wandsworth.gov.uk/downloads/file/7712/key_statistics_summary_census_2011; http://www.richmond.gov.uk/borough_demographics_equality_analysis_jan_2014.pdf; https://data.london.gov.uk/demography/

Religion	United Kingdom	London	Richmond	Wandsworth
	%	%		%
Christian	59.0	48.4	55.3	53.0
Buddhist	0.4	1.0	0.8	0.8
Hindu	1.5	5.0	1.6	2.1
Jewish	0.5	1.8	0.8	0.5
Muslim (Islam)	4.8	12.4	3.3	8.1
Sikh	0.8	1.5	0.8	0.3
Other religion	0.4	0.6	0.4	0.4
No religion	25.0	20.7	28.4	27.0
Religion not stated	7.2	8.5	8.2	7.9
Total	**100**	**100**	**100**	**100**

Combined ONS statistics

To help enable further analysis of the SSA a **combined table of ONS data** is shown below. This shows the combined % of both boroughs in relation to gender, race and disability.

Gender Race Disability	Combined ONS Data for Richmond and Wandsworth					
	Female	Male	BAME	White	Disabled	Average Age
	52%	49%	22%	79%	12.70%	35

[2] https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2016

2. Workforce and protected characteristics of Richmond and Wandsworth Councils

This section presents data taken from the end of March 2019. These figures include permanent and fixed term staff working for the Shared Staffing Arrangement (SSA) for Richmond and Wandsworth Councils and how they are distributed by gender, race, disability and age, by pay grade and directorate. The same group of staff is analysed consistently throughout. At this time information on sexual orientation and religion or belief is not reliable as a high percentage of staff have not responded to these questions. Staff are encouraged, through the staff newsletter, regular advertising campaigns and publishing notes on the intranet, to provide this information on a voluntary basis.

2a. Gender Distribution within the SSA

Gender Distribution by Directorate

	Adult Social Services	Chief Executive	Children Services	Environment and Community Services	Housing and Regeneration	Resources	SSA TOTAL
■ Male %	24.0%	36.7%	22.4%	62.5%	49.3%	43.0%	40.2%
■ Female %	76.0%	63.3%	77.6%	37.5%	50.7%	57.0%	59.8%
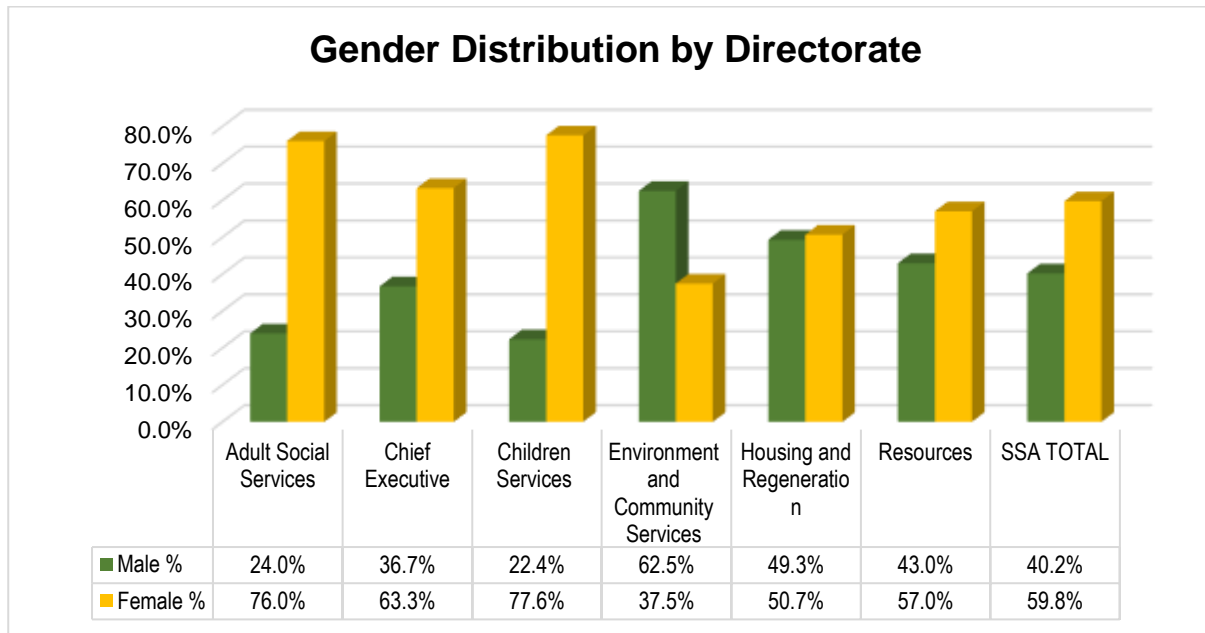
Analysis of Gender and Directorate

- The split between of gender is 60% women and 40% men, no significant change to the 2017/18 result when the distribution was 60.2% women and 39.8% men
- The highest proportions of women remain in Adult Social Services (76%) and Children's Services (77.6%)
- The only directorate where there is a higher proportion of men (62.5%) is the Environment and Community Services. This could be due to the high number of roles within this directorate that historically have been dominated by men.

Grade and Gender

Gender Distribution by Grade

|	Chief Officer	MG	PO1-6	SO1-2	SC1-6	Apprentice	OSSR	Other	SSA TOTAL
■ % Male	67.9%	49.8%	39.1%	31.8%	35.7%	38.5%	99.1%	50.0%	40.2%
■ % Female	32.1%	50.2%	60.9%	68.2%	64.3%	61.5%	0.9%	50.0%	59.8%

■ % Male   ■ % Female
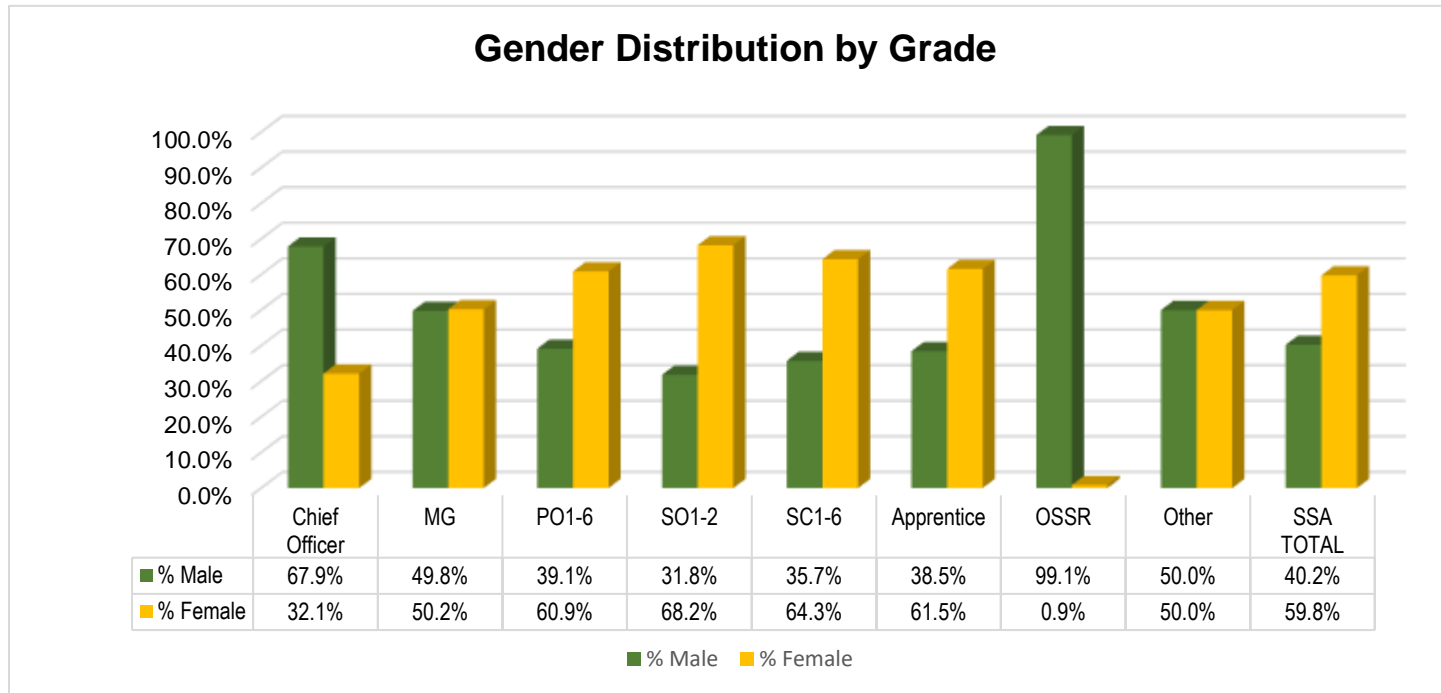
Analysis of Gender and Grade

- The overall gender split in the SSA (60% female/40% male) is broadly reflected across Apprentice, Sc1-6 and PO1-6 grades where women comprise roughly 62% of staff.
- However at the two highest grade groups there is only 50.2% females in the MG group and 32.1% in the Chief Officer group.
- At the Chief Officer level, women's representation (32.1%) has decreased in 2018/19 by 1.2% points comparing to 2017/18 (33.3%). However, at the senior management level (MG grade) the women's representation has increased by 1.4% points (from 48.8% to 50.2%).
- Operational Services Salary Range (OSSR) grade is a small group of manual workers. The majority of employees (99%) are male. This grade is made up of plumbers, roadworkers and general labourers.

2b. Ethnic Distribution

Ethnic Distribution and Gender

Ethnic Distribution - SSA

- White
- BAME
- Not Stated

9.9%

35.5%

54.6%
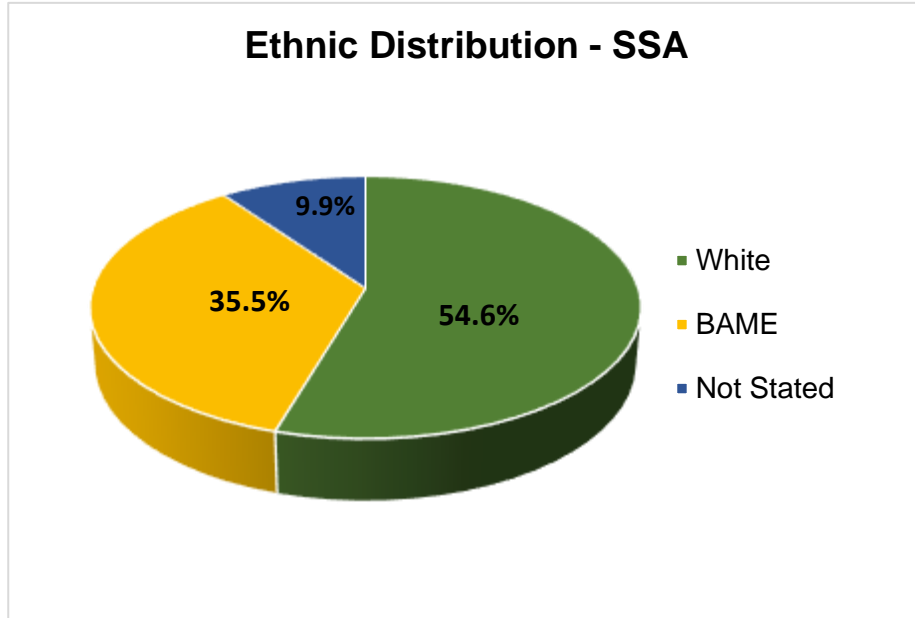
Analysis of Ethnicity

Ethnicities have been grouped together to enable a simple analysis, two groups labelled 'White' and 'BAME' (Black, Asian and Minority Ethnic) have been identified.

- Overall, BAME staff represent 35.5% of SSA staff compared to 54.6% White employees.
- The proportion of BAME staff in the SSA is higher than the combined borough average of the BAME population (22%) and has increased slightly compared to 2017/18, when it was 35.1%.
- 9.9% of staff did not disclose their ethnicity, with more men than women not declaring.

Ethnic Distribution within Directorates

Ethinic Distribution within Directorates

	Adult Social Services Directorate	Chief Executive Directorate	Children Services Directorate	Environment and Community Services Directorate	Housing and Regeneration Directorate	Resources Directorate	SSA TOTAL
■ % White	48.3%	51.3%	43.6%	72.6%	59.3%	49.5%	54.6%
■ % BAME	44.0%	34.8%	47.8%	16.9%	33.5%	37.0%	35.5%
■ % Not Known	7.7%	13.9%	8.5%	10.5%	7.2%	13.5%	9.9%
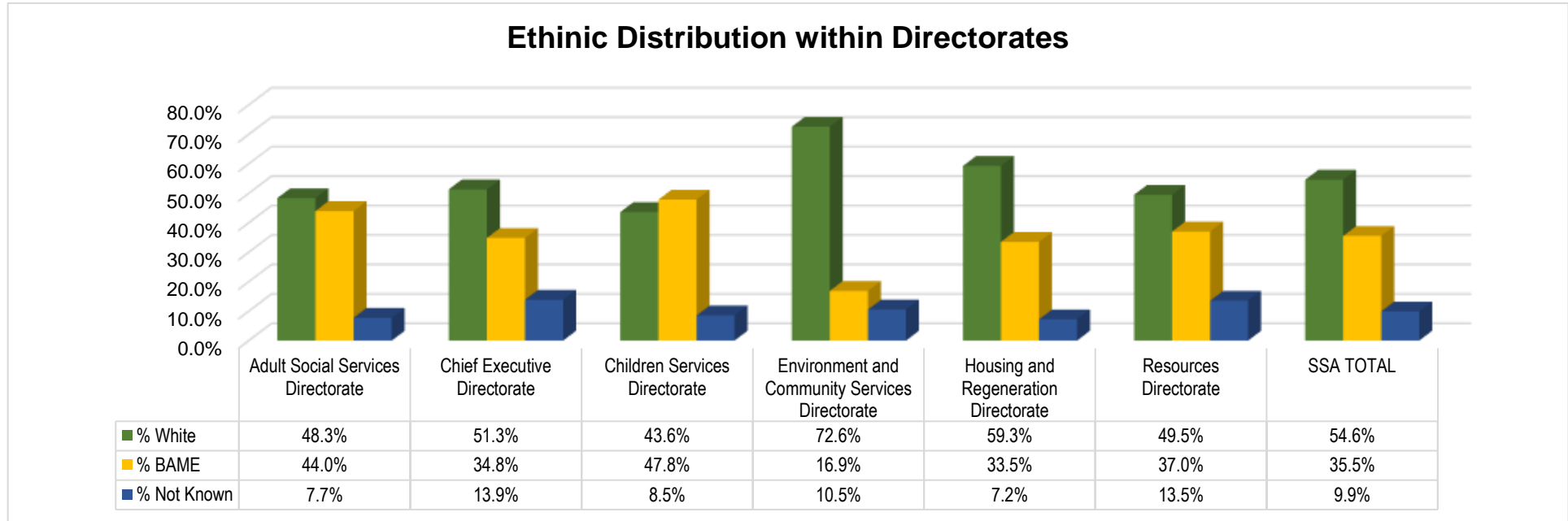
Analysis of ethnicity within directorates

- The proportions of BAME and White staff in the Chief Executive, Housing and Regeneration and Resources Directorates broadly reflect the overall split within the SSA.
- There is an almost an even split between BAME and White staff within the Adults' and Children's Services directorates.
- There are significantly more White staff (72.6%) in the Environment and Community Services directorate than in the workforce as a whole (54.6%). However, this represents a slight decrease compared to 2017/18 when the percentage of White staff within the same directorate was 75%

Ethnic Distribution by Grade

Ethnic Distribution by Grade

	Chief Officer	MG	PO1-6	SO1-2	SC1-6	Apprentice	OSSR	Other	SSA TOTAL
% White	89.3%	74.4%	58.2%	47.5%	45.4%	30.8%	78.3%	46.4%	54.6%
% BAME	3.6%	16.1%	33.5%	42.5%	43.5%	26.9%	15.7%	17.9%	35.5%
% Not Known	7.1%	9.4%	8.3%	10.1%	11.1%	42.3%	6.1%	35.7%	9.9%
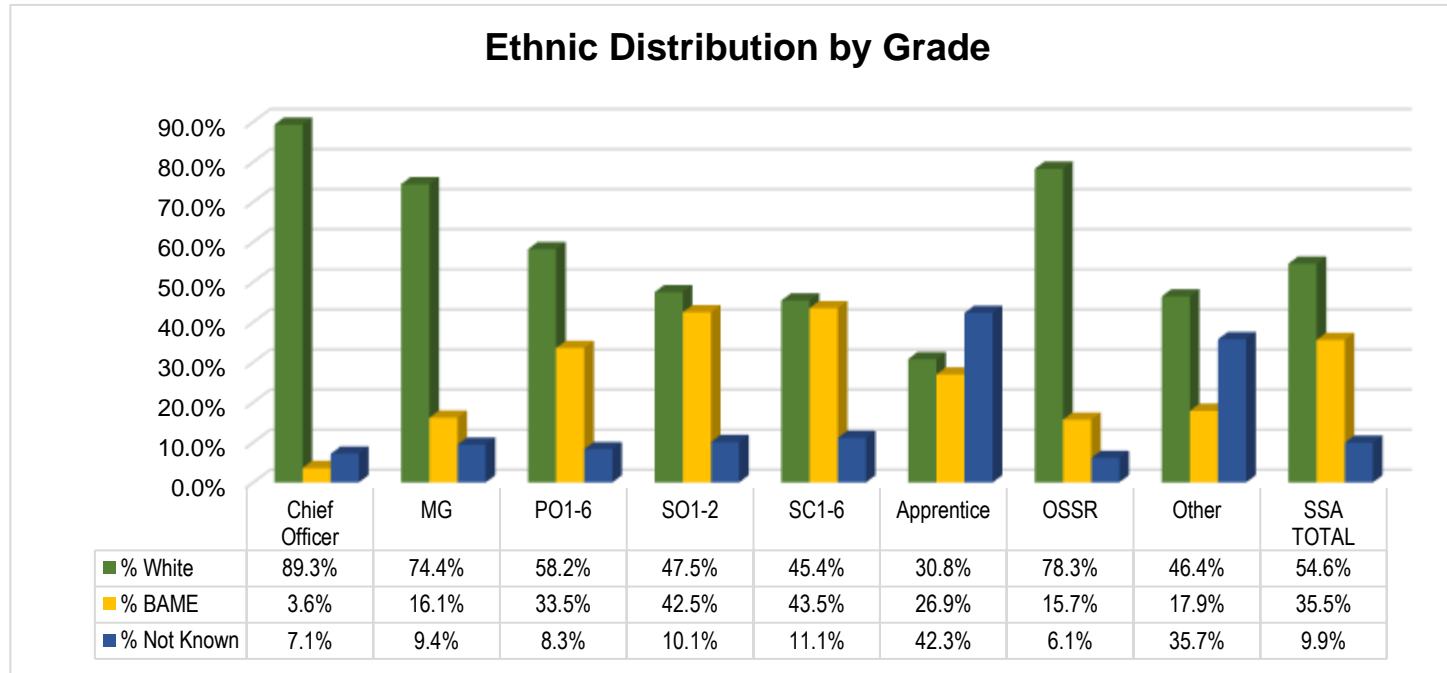
Analysis of Ethnicity and Grade

- There are higher proportions of BAME staff at Scale 1–6 and SO1-2 (43%) than in the workforce as a whole.
- The proportion at grade PO1–6 (33.5%) is broadly in line with the whole workforce.
- BAME staff are underrepresented at higher levels. This is seen at MG and Chief Officer grades where BAME representation falls to just 16.1% and 3.6% respectively which is comparable with the result in 2017/18.

2c. Disability
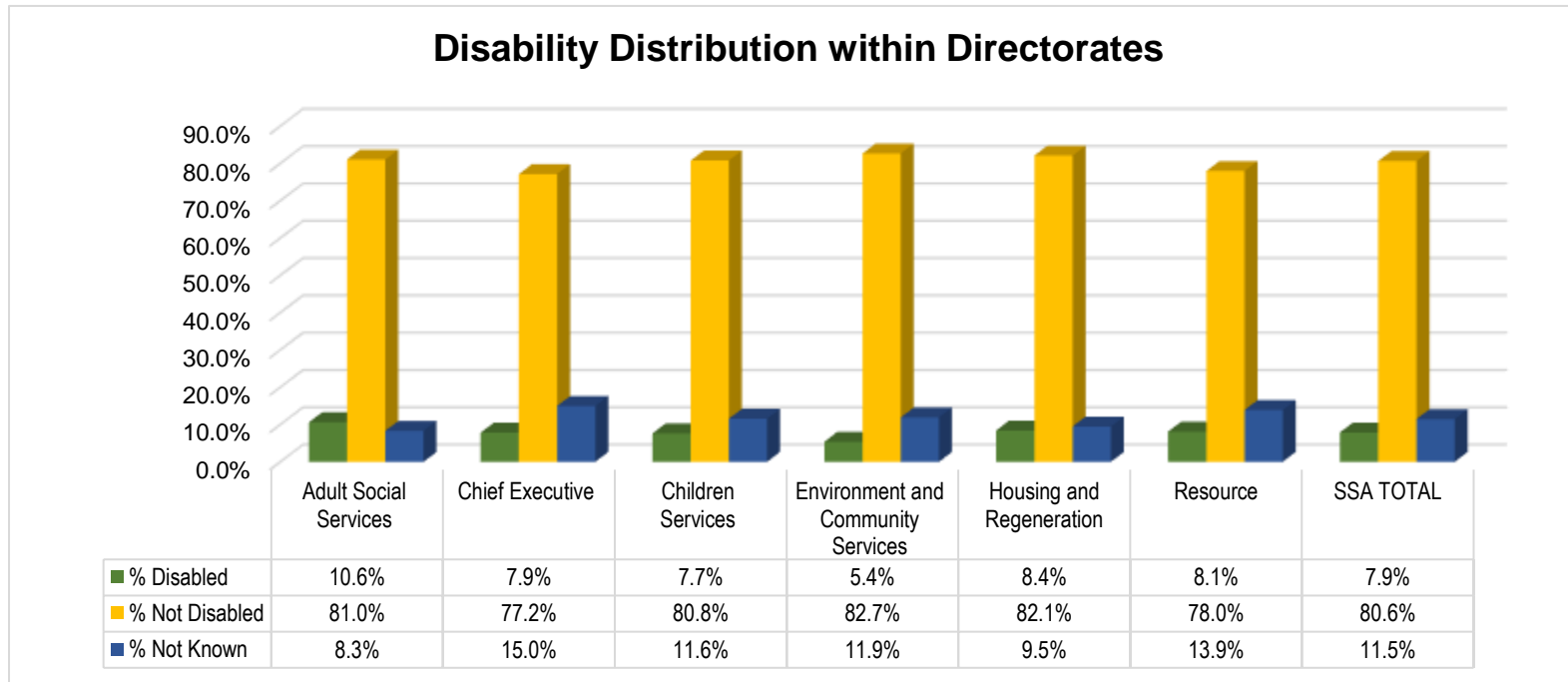
Disability Distribution - SSA

11.5%   7.9%

80.6%

- % Disabled
- % Non-Disabled
- % Not Known
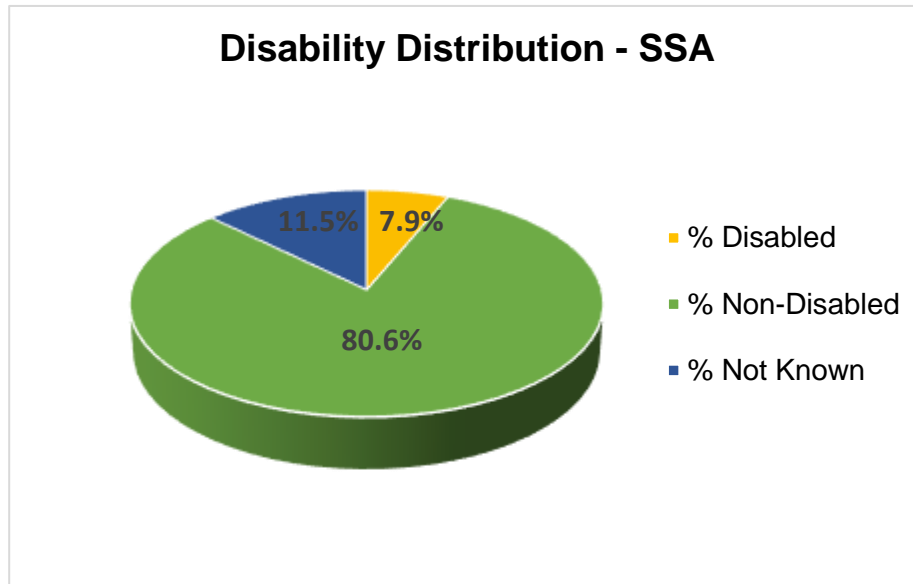
2c. Analysis of Disability

- Under the Equality Act 2010 a disability is defined as a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on a person's ability to do normal everyday activities.
- The combined borough average for residents with a disability is 12.7%. The proportion of residents of working age and able to work is unknown but it is likely to be less than 12.7%.
- 7.9% of the SSA staff have declared a disability, which is a slight increase compared to 2017/18 (7.4%).
- The number of staff with a disability may be higher than reported, as many people choose not to declare their disability. The proportion of staff who have not recorded whether they have a disability has increased from 10% in 2017/18 to 11.5% in 2018/19.

Disability distribution within directorates

Disability Distribution within Directorates

|	Adult Social Services	Chief Executive	Children Services	Environment and Community Services	Housing and Regeneration	Resource	SSA TOTAL
■ % Disabled	10.6%	7.9%	7.7%	5.4%	8.4%	8.1%	7.9%
■ % Not Disabled	81.0%	77.2%	80.8%	82.7%	82.1%	78.0%	80.6%
■ % Not Known	8.3%	15.0%	11.6%	11.9%	9.5%	13.9%	11.5%

Disability distribution within directorates

- There are similar percentages of disabled staff in 4 out of the 6 Directorates (c.8 %) which matches the overall proportion of staff reporting a disability in the SSA. This was also the case in 2017/18 (7.8%)
- Adult Social Services has a slightly higher percentage (10.6%) with a disability.
- The percentage of employees declaring disability in Environment and Community Services directorate has increased from 4.2% in 2017/18 to 5.4% in 2018/19. However, this is still lower compared with the rest of the workforce.
- The percentage of staff who have not declared their disability status is particularly high in the Chief Executive (15%) and Resources (13.9%) Directorates.

2d. Age

Age distribution within the workforce

2d. Analysis of Age
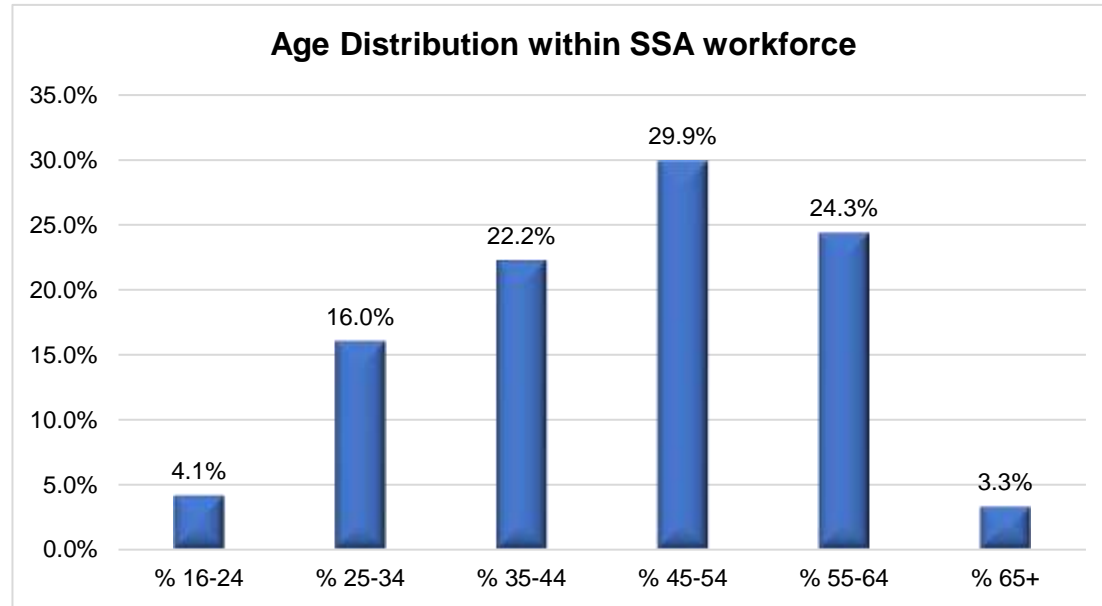
Age Distribution within SSA workforce

- The largest staff group by age in the SSA is 45-54 year olds (29.9%), although this proportion has decreased slightly since 2017/18 (31%). This is closely followed by the 35-44-year old group (22.2%) and 55-64 year old group (24.3%) which represent roughly the same proportions as in 2017/18 (22% and 23% respectively).

- The majority of 16-24 year olds (84.6%) are Apprentices, whereas the majority of 25-34 year olds (21.1%) can be found in the SO1-2 grade group. The group of 35-44 year olds is equally spread between grades SO1-2, PO1-6 and MG. The biggest group of 45-54 year olds can be found in MG and Chief Officer grade groups (40.8% and 50% respectively).

Age distribution within Directorates

Age Distribution within Directorates

	Adult Social Services	Chief Executive	Children Services	Environment and Community Services	Housing and Regeneration	Resources	SSA TOTAL
% 16-24	2.3%	6.4%	2.0%	7.0%	2.6%	5.6%	4.1%
% 25-34	14.6%	17.6%	16.6%	18.0%	15.1%	14.4%	16.0%
% 35-44	19.2%	28.1%	21.0%	22.8%	21.8%	23.6%	22.2%
% 45-54	31.7%	30.7%	31.1%	23.1%	31.6%	32.7%	29.9%
%55-64	26.7%	15.0%	26.2%	24.3%	26.0%	22.9%	24.3%
% 65+	5.2%	2.2%	3.0%	5.0%	3.0%	0.7%	3.3%
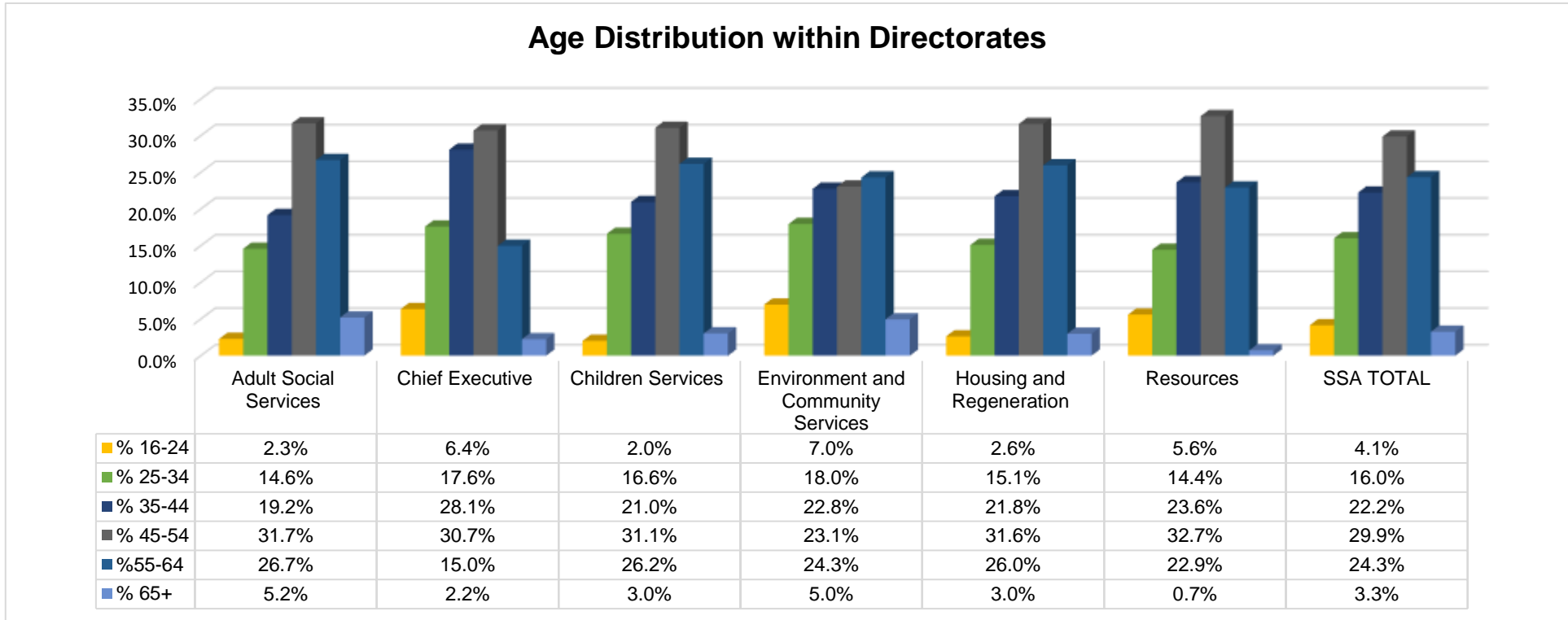
Analysis of Age distribution within Directorates

- In all directorates, except Environment and Community Services, the largest group of employees is the age range 45-54, which is consistently circa 30%. The ECS age profile is markedly different with a much more even distribution across the age ranges.
- Higher proportions of 16-24 year olds (c.6.3%) are in the Chief Executive and Resources Directorates, but the highest group is in Environment and Community Services.

3. Additional Equality and Diversity Information

3a. Contract Hours: Full Time and Part Time

Contract Type

18.3%

81.7%

■ % All Full-Time Employees

■ % All Part-Time Employees
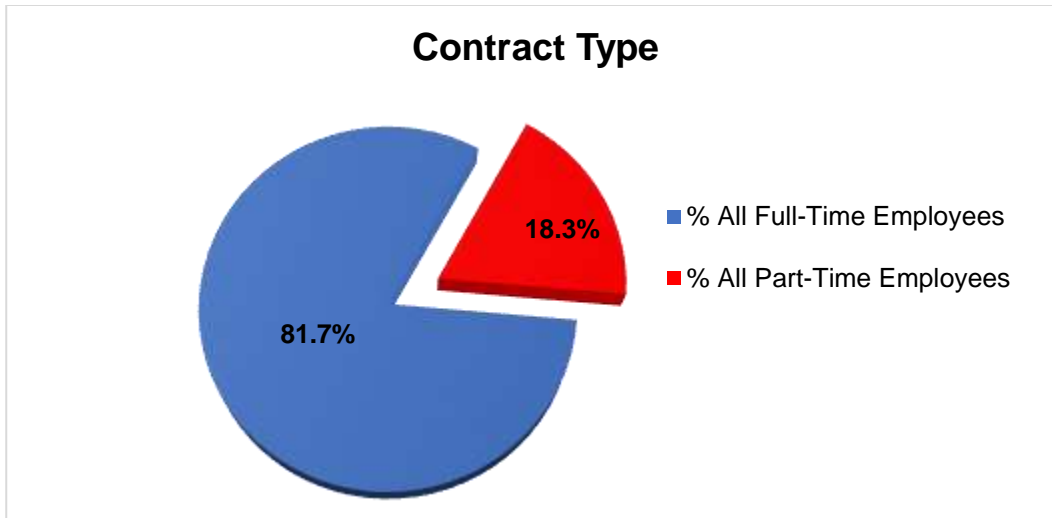
3a. Analysis of Contract Hours

- The majority of SSA staff (81.7%) work full time hours which is slightly more than in 2017/18 where full time employees represented 79% of the workforce.

- Within the group of employees working part-time, there is significantly more females (83.2% to 16.8% males).

Contract	No of Employees	% of All	Male	%	Female	%
Full time	**2621**	81.7%	1192	45.5%	1429	54.5%
Part time	**588**	18.3%	99	16.8%	489	83.2%
Grand Total	**3209**	100.0%	**1291**	**40.2%**	**1918**	**59.8%**

Contract Hours – Ethnicity
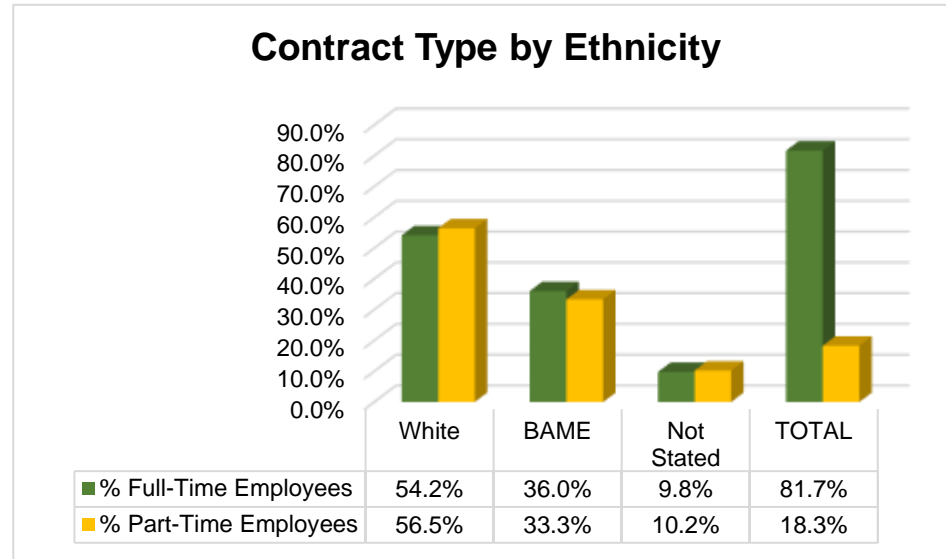
Contract Hours – Disability

Contract Type by Ethnicity

	White	BAME	Not Stated	TOTAL
% Full-Time Employees	54.2%	36.0%	9.8%	81.7%
% Part-Time Employees	56.5%	33.3%	10.2%	18.3%

Contract Type by Disability

	Disabled	Not Disabled	Not Known	TOTAL
% Full-Time Employees	7.9%	80.5%	11.6%	81.7%
% Part-Time Employees	7.8%	81.3%	10.9%	18.3%

Contract Hours – Age

Contract Type by Age

	16 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65+	Not Known	TOTAL
% All Full-Time Employees	4.1%	17.4%	22.4%	30.8%	23.5%	1.6%	0.1%	81.7%
% All Part-Time Employees	4.3%	9.9%	21.4%	25.7%	27.9%	10.7%	0.2%	18.3%

15

Contract Hours – Grade

Contract type by Grade

	Apprentice	HB1-3	MG	OSSR	Other	PO1-6	SC1-6	SO1-2	TOTAL
% Full-Time Employees	1.0%	1.1%	8.1%	4.4%	0.8%	44.6%	23.6%	16.4%	81.5%
% Part-Time Employees	0.0%	0.0%	1.9%	0.0%	1.3%	31.5%	54.0%	11.3%	18.5%
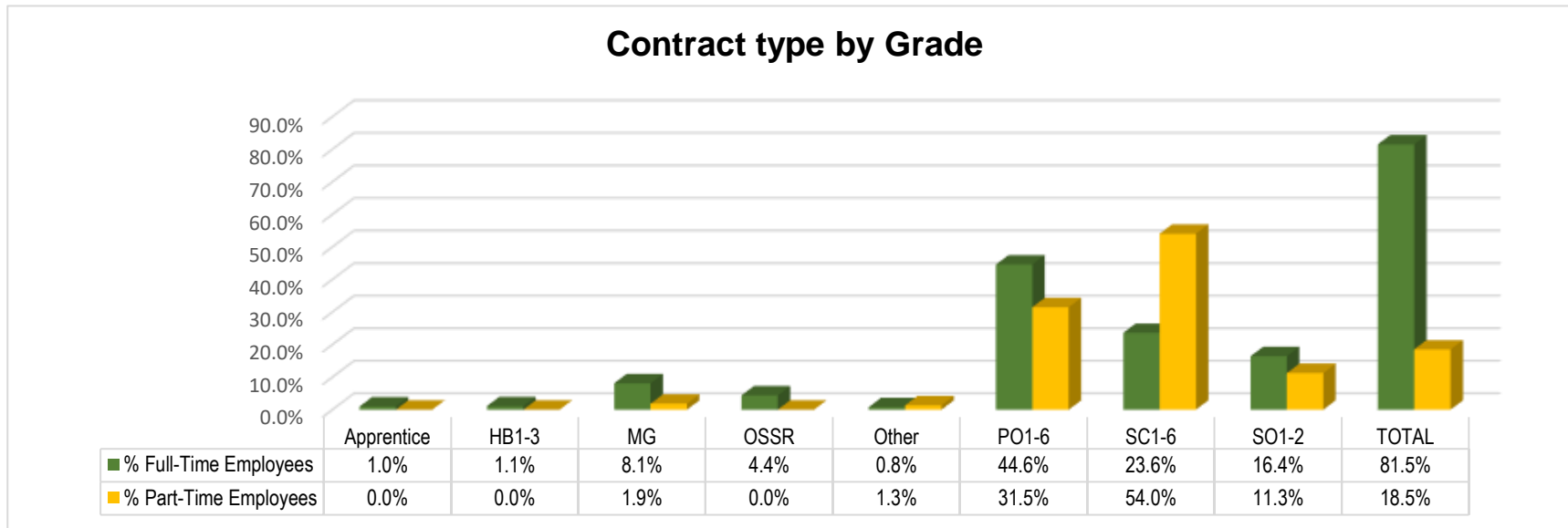
Analysis of contract hours

- The proportion of White and BAME employees working part-time (54.2% and 36% respectively) reflects the overall ethnic distribution within the SSA.
- The same proportion of disabled employees work part-time and full time (7.8%). The proportion of disabled and non-disabled employees working part-time reflects the overall proportion of disabled and non-disabled employees throughout the workforce (7.9% and 80.6% respectively).
- The highest of proportion of posts that are part-time are at grades Sc1-6 (54%)
- The biggest proportions of employees working part-time is the 45-64 years old (26.8%), closely followed by the 35-44 year olds (21.4%)
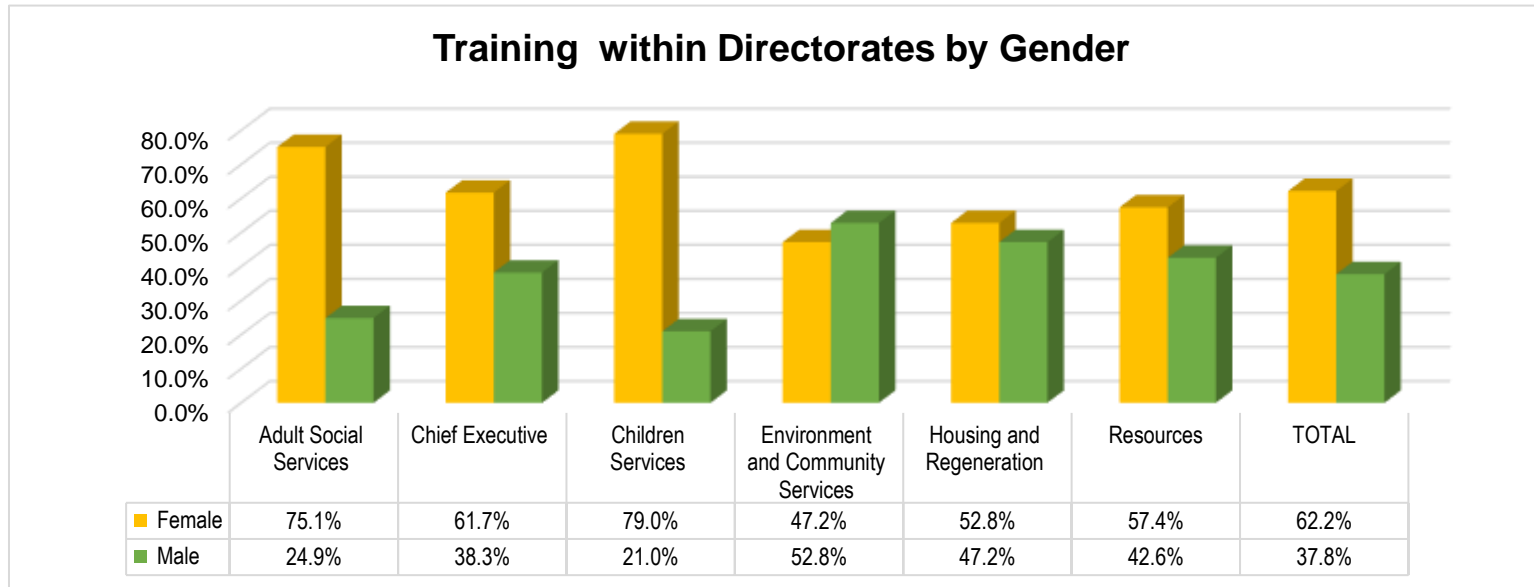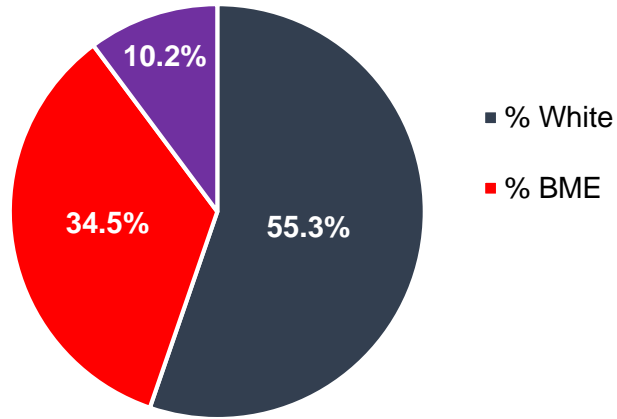
3b. Learning and Development
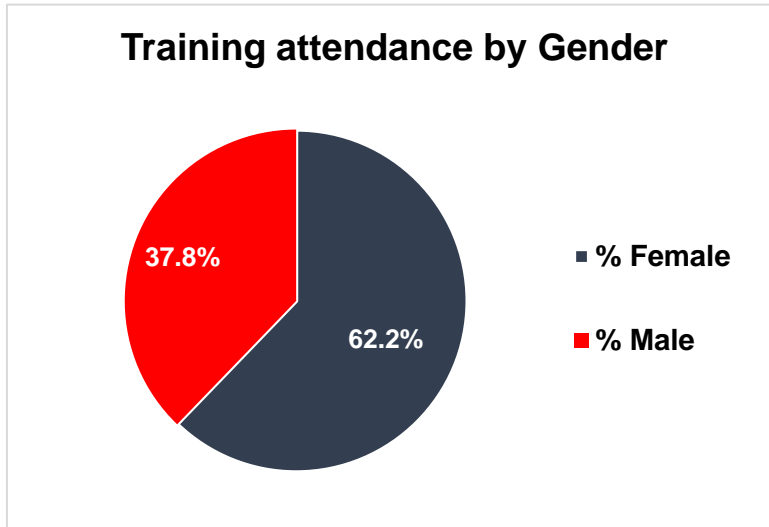
3b. Analysis of Learning and Development

- These statistics relate to the in-house training offered to all employees (training organised or run by the central Learning and Development team). In 2018-19, 326 face-to-face in-house training courses (including Health & Safety) were offered. There were 2,904 instances of staff attending training booked through the SSA's main training booking system (iTrent).

- The proportion of women compared to men attending in-house training was 62.2% to 37.8%. This split along with the Directorate breakdowns broadly follow the overall gender distribution within the SSA.

Training attendance by Gender

- 37.8%
- 62.2%
- ■ % Female
- ■ % Male

Training within Directorates by Gender

	Adult Social Services	Chief Executive	Children Services	Environment and Community Services	Housing and Regeneration	Resources	TOTAL
■ Female	75.1%	61.7%	79.0%	47.2%	52.8%	57.4%	62.2%
■ Male	24.9%	38.3%	21.0%	52.8%	47.2%	42.6%	37.8%

Training attendance by Ethnicity

- % White — 55.3%
- % BME — 34.5%
- 10.2%
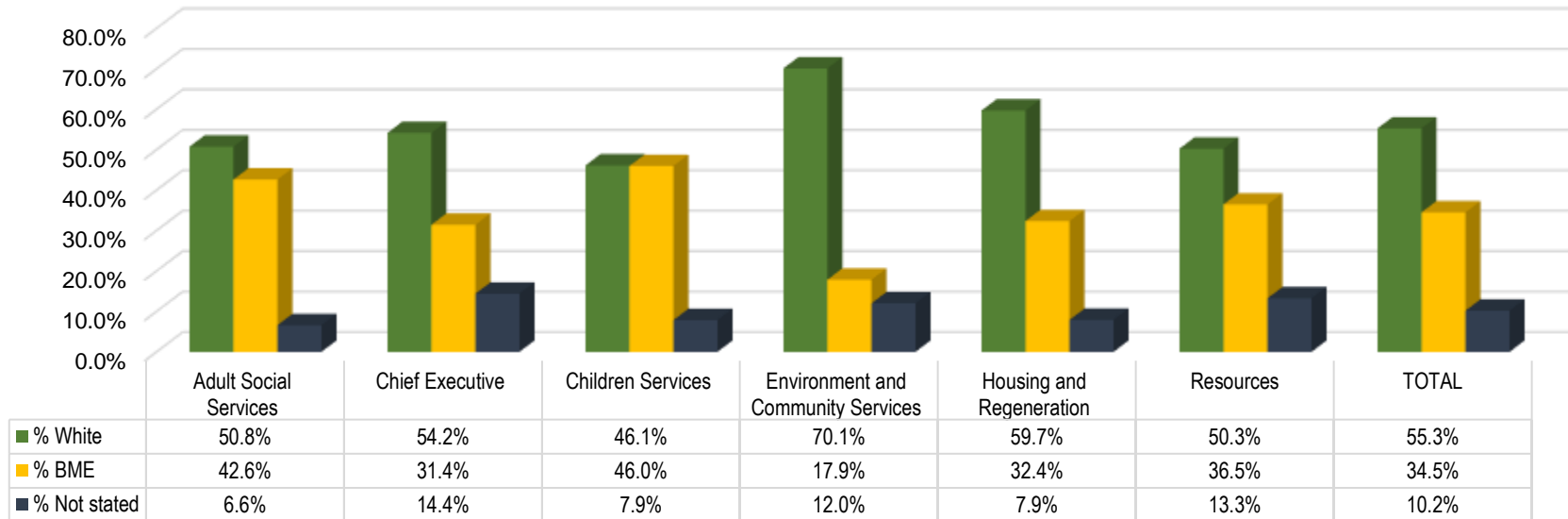
3b. Analysis of Learning and Development

- The proportion of training instances taken up by BAME staff was 34.5% which is slightly less than in 2017/18 (35.1%) but is in line with the overall proportion of BAME staff in the SSA.

Training attendance within Directorates by Ethnicity

	Adult Social Services	Chief Executive	Children Services	Environment and Community Services	Housing and Regeneration	Resources	TOTAL
■ % White	50.8%	54.2%	46.1%	70.1%	59.7%	50.3%	55.3%
■ % BME	42.6%	31.4%	46.0%	17.9%	32.4%	36.5%	34.5%
■ % Not stated	6.6%	14.4%	7.9%	12.0%	7.9%	13.3%	10.2%

Training attendance by Disability

- 8.4%
- 12.0%
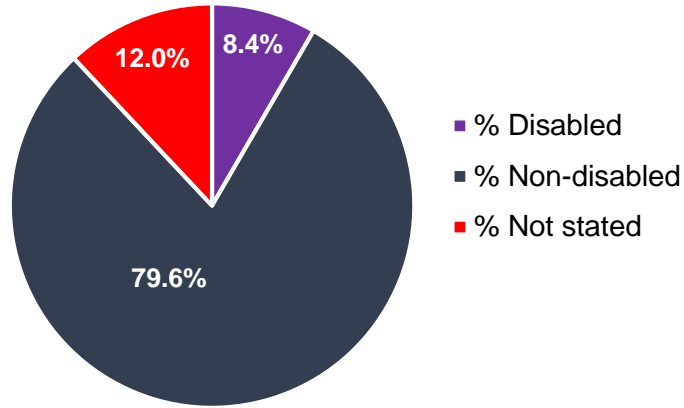- 79.6%

- ■ % Disabled
- ■ % Non-disabled
- ■ % Not stated

3b. Analysis of Learning and Development

- The proportion of training instances made up of disabled staff was 8.4% which is more than in 2017/18 (7.7%) and is in line with the overall proportion of the disabled staff in the SSA.
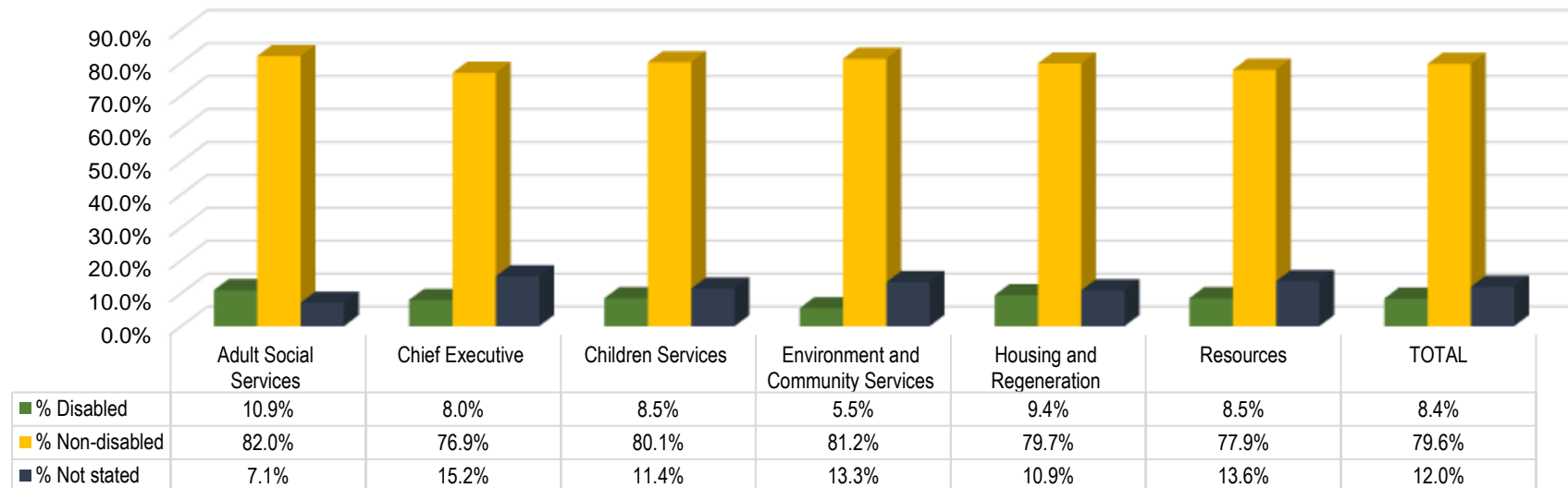
Training attendance witin Directorates by Disability

	Adult Social Services	Chief Executive	Children Services	Environment and Community Services	Housing and Regeneration	Resources	TOTAL
■ % Disabled	10.9%	8.0%	8.5%	5.5%	9.4%	8.5%	8.4%
■ % Non-disabled	82.0%	76.9%	80.1%	81.2%	79.7%	77.9%	79.6%
■ % Not stated	7.1%	15.2%	11.4%	13.3%	10.9%	13.6%	12.0%

Training attendance by Age

- % 16 to 24
- % 25 to 34
- % 35 to 44
- % 45 to 54
- % 55 to 64
- % 65+
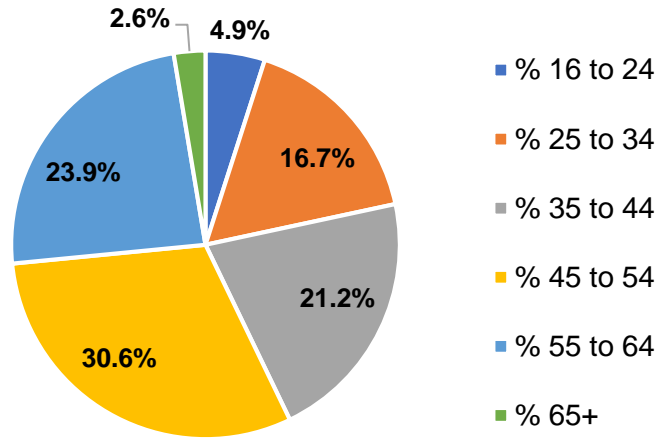
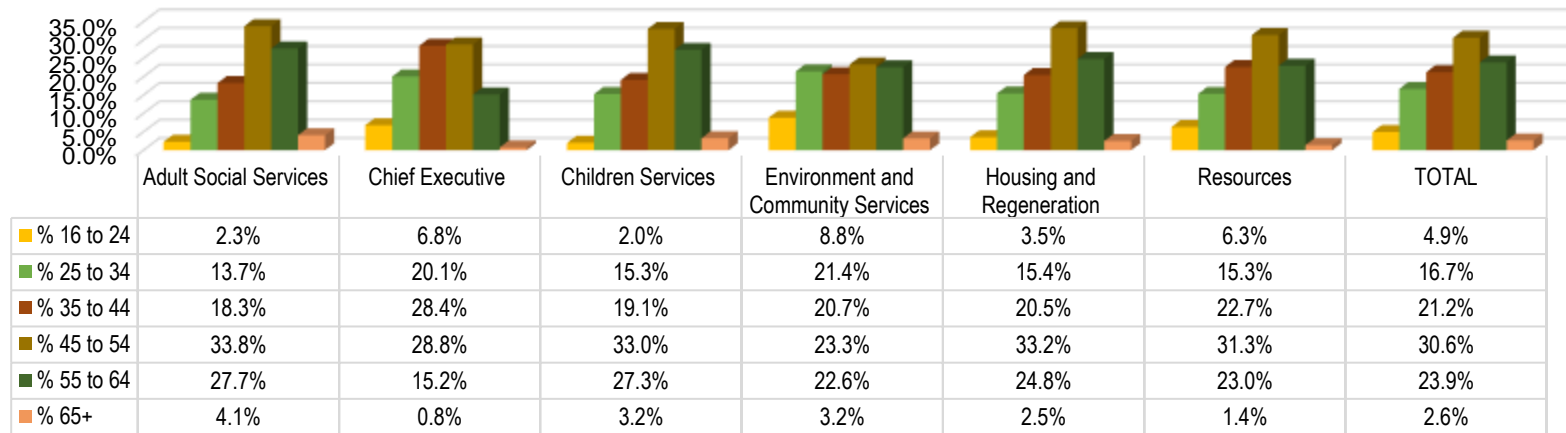**3b. Analysis of Learning and Development**

- The age of employees attending training reflects the overall distribution within directorates

Training within Directorates by Age

	Adult Social Services	Chief Executive	Children Services	Environment and Community Services	Housing and Regeneration	Resources	TOTAL
% 16 to 24	2.3%	6.8%	2.0%	8.8%	3.5%	6.3%	4.9%
% 25 to 34	13.7%	20.1%	15.3%	21.4%	15.4%	15.3%	16.7%
% 35 to 44	18.3%	28.4%	19.1%	20.7%	20.5%	22.7%	21.2%
% 45 to 54	33.8%	28.8%	33.0%	23.3%	33.2%	31.3%	30.6%
% 55 to 64	27.7%	15.2%	27.3%	22.6%	24.8%	23.0%	23.9%
% 65+	4.1%	0.8%	3.2%	3.2%	2.5%	1.4%	2.6%

4. Recruitment, Retention and Employee Relations Cases

This section analyses data taken for the period from 1 April 2018 to 31 March 2019. These figures include permanent and fixed term staff leaving and being recruited into the shared staffing arrangement and how they were distributed by gender, race, disability and age by pay grade and directorate.
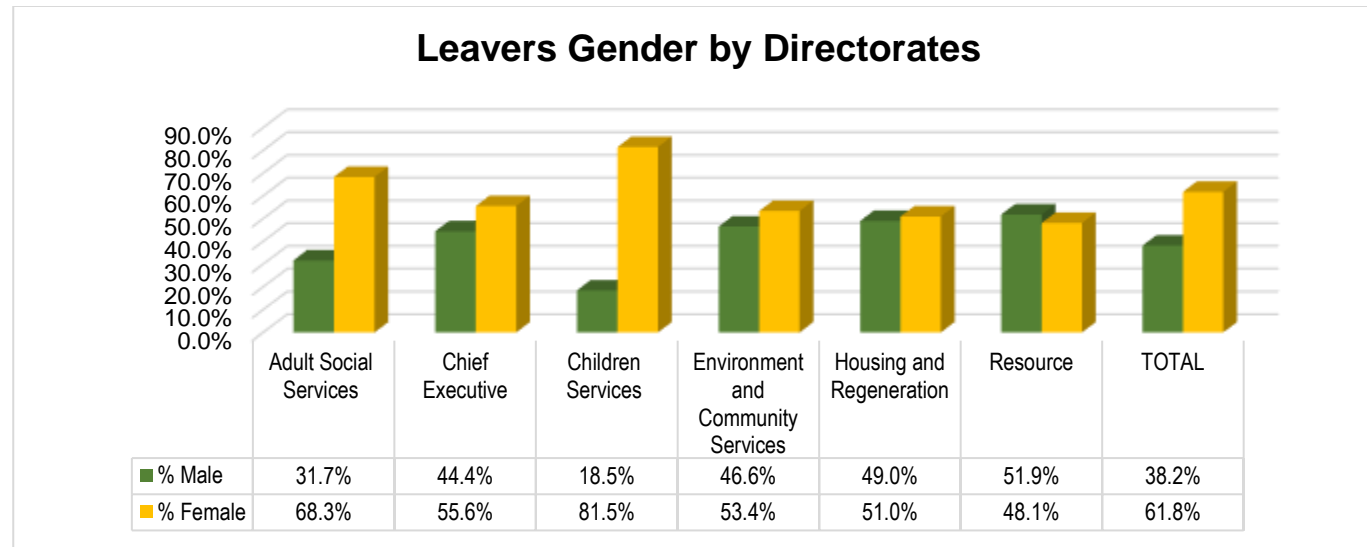
4a. Leavers by Directorate

Directorate	Total Headcount	Number of Leavers	Turnover Directorate
Adult Social Services	480	60	12.5%
Chief Executive	267	54	20.2%
Children Services	692	119	17.2%
Environment and Community Services	646	88	13.6%
Housing and Regeneration	570	51	8.9%
Resources	554	81	14.6%
SSA TOTAL	3209	453	14.1%

Analysis of leavers by directorate

- In total 453 members of staff left the SSA from April 2018 to March 2019 which is less than in 2017/18 (506).

- The Children's Services Directorate accounted for the highest percentage of leavers, whereas the lowest percentage was in the Chief Executive and Housing and Regeneration Directorates.
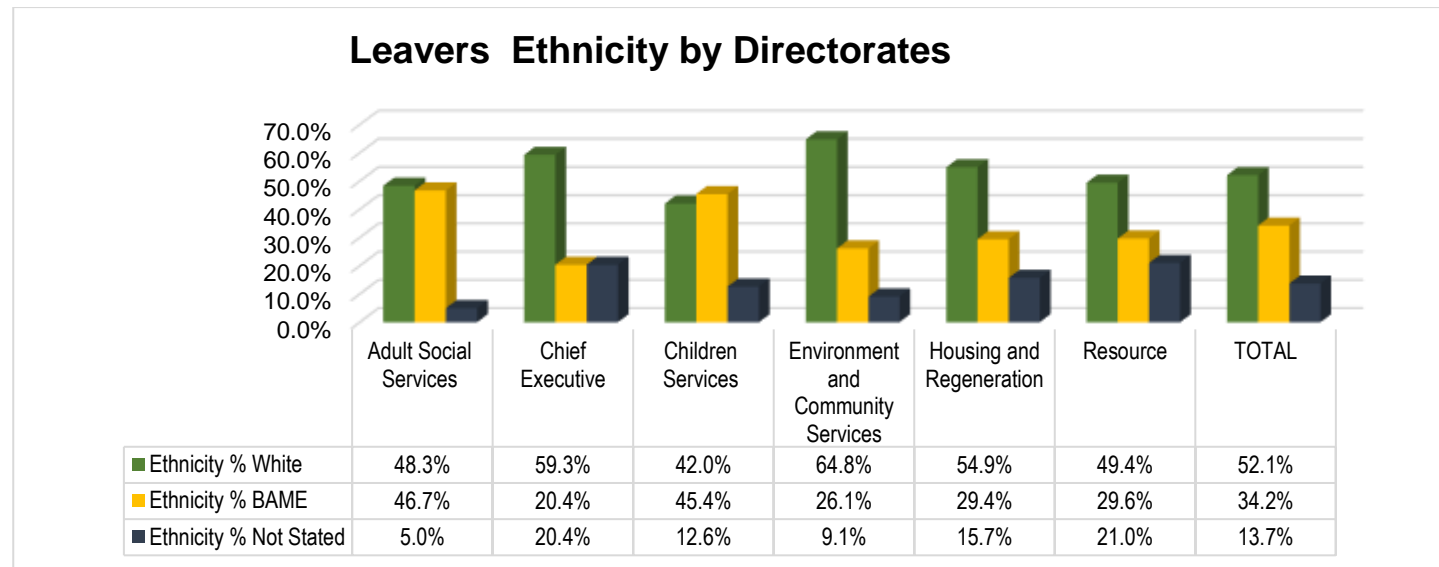
Leavers by Gender and Directorate

Leavers Gender by Directorates

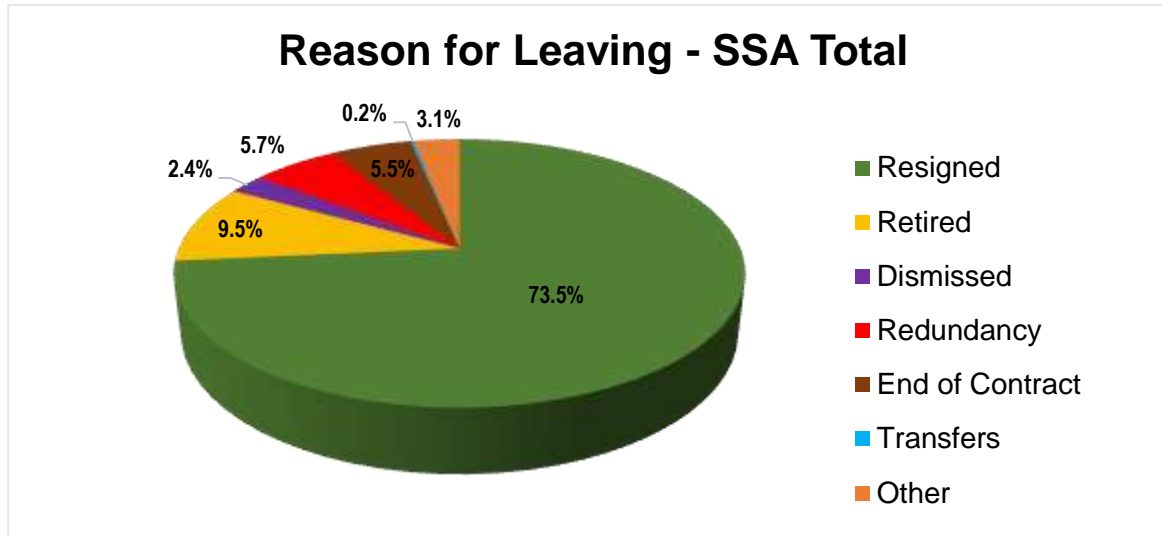|	Adult Social Services	Chief Executive	Children Services	Environment and Community Services	Housing and Regeneration	Resource	TOTAL
■ % Male	31.7%	44.4%	18.5%	46.6%	49.0%	51.9%	38.2%
■ % Female	68.3%	55.6%	81.5%	53.4%	51.0%	48.1%	61.8%

Analysis of leavers by gender and ethnicity

- The proportion of female to males leaving in the period is in proportion to the overall balance of gender
- Similarly, the proportion of BAME (34.2%) and White staff (52.1%) who left the SSA broadly reflects the overall ethnic distribution within the organisation although the percentage of BAME staff is slightly higher than in 2017/18 (32%).

Leavers by Ethnicity and Directorate

Leavers Ethnicity by Directorates

	Adult Social Services	Chief Executive	Children Services	Environment and Community Services	Housing and Regeneration	Resource	TOTAL
■ Ethnicity % White	48.3%	59.3%	42.0%	64.8%	54.9%	49.4%	52.1%
■ Ethnicity % BAME	46.7%	20.4%	45.4%	26.1%	29.4%	29.6%	34.2%
■ Ethnicity % Not Stated	5.0%	20.4%	12.6%	9.1%	15.7%	21.0%	13.7%

4b. Reasons for Leaving

Reason for Leaving - SSA Total

0.2% 3.1%

5.7%

2.4%

5.5%

9.5%

73.5%

- Resigned
- Retired
- Dismissed
- Redundancy
- End of Contract
- Transfers
- Other

Analysis of reasons for leaving

- The majority of leavers (73.5%) resigned voluntarily, which represents a 8.7% point rise compared to 2017/18.

- Dismissals account only for 2.4% of reasons for leaving which is less than in 2017/18 (3%).

- Redundancies account for 5.7% of leavers which is significantly lower than in 2017/18 (9.5%) which reflects that the main restructuring to establish the SSA has ended.

Please note that the above reasons for leaving are defined as:
Resignation includes voluntary resignation from the post and retirement (voluntary and ill-health retirement);
Transfer includes: TUPE transfers; Redundancy includes voluntary and compulsory redundancy;
End of Contract includes end of contract for fixed term staff;
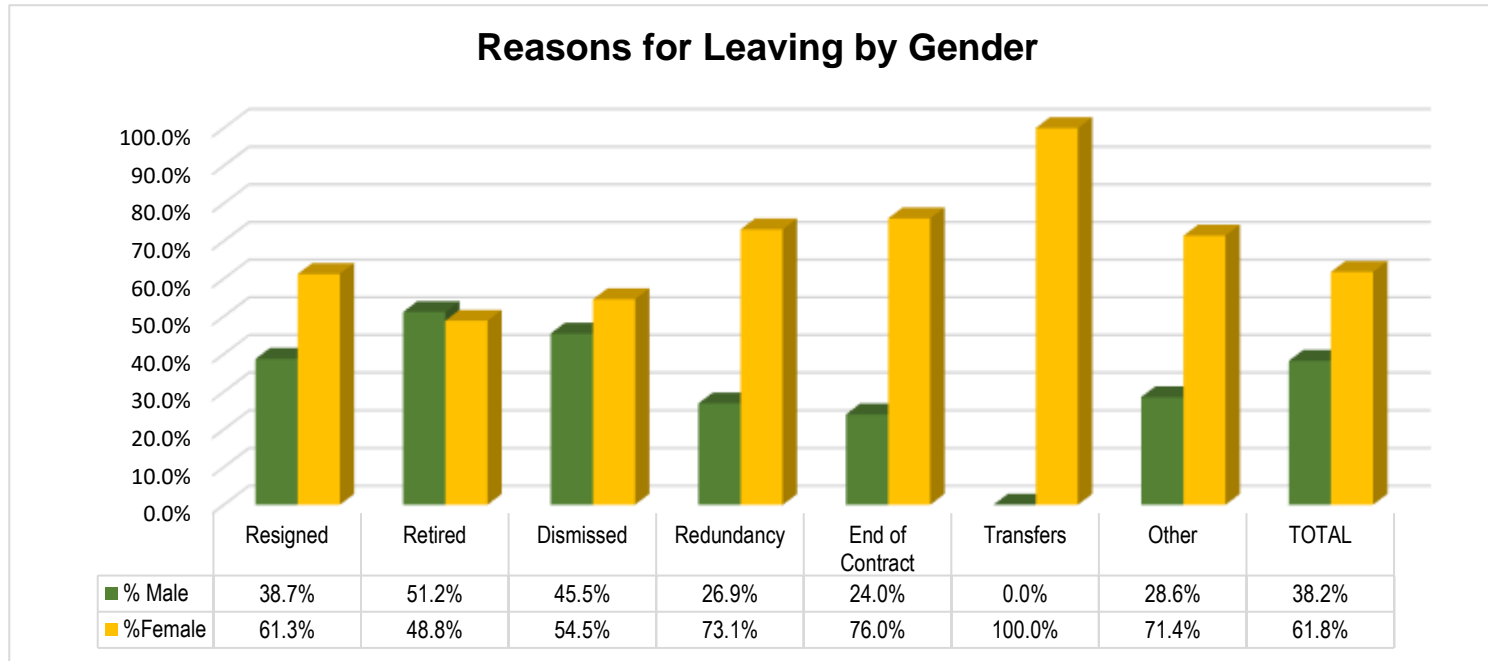Dismissed – this category includes dismissals due to absence, probation and disciplinary;
Other - includes casual terminations for permanent staff with additional casual post, non-starters, death in service and settlement agreements

Reasons for Leaving - Gender

Leaving Reason	Number of Leavers	% of Total	Male	% Male	Female	%Female
Resigned	333	73.5%	129	38.7%	204	61.3%
Retired	43	9.5%	22	51.2%	21	48.8%
Dismissed	11	2.4%	5	45.5%	6	54.5%
Redundancy	26	5.7%	7	26.9%	19	73.1%
End of Contract	25	5.5%	6	24.0%	19	76.0%
Transfers	1	0.2%	0	0.0%	1	100.0%
Other	14	3.1%	4	28.6%	10	71.4%
TOTAL	453	100.0%	173	38.2%	280	61.8%

Analysis of reasons for leaving - Gender

- The proportion of women who resigned voluntarily from the organisation was in line with the overall gender split of the SSA.

- In the other categories there is some variation away from the expected 60:40 split. For example, the proportion of women dismissed from the organisation (54.8%) was low and the proportion of women made redundant was high (78%).
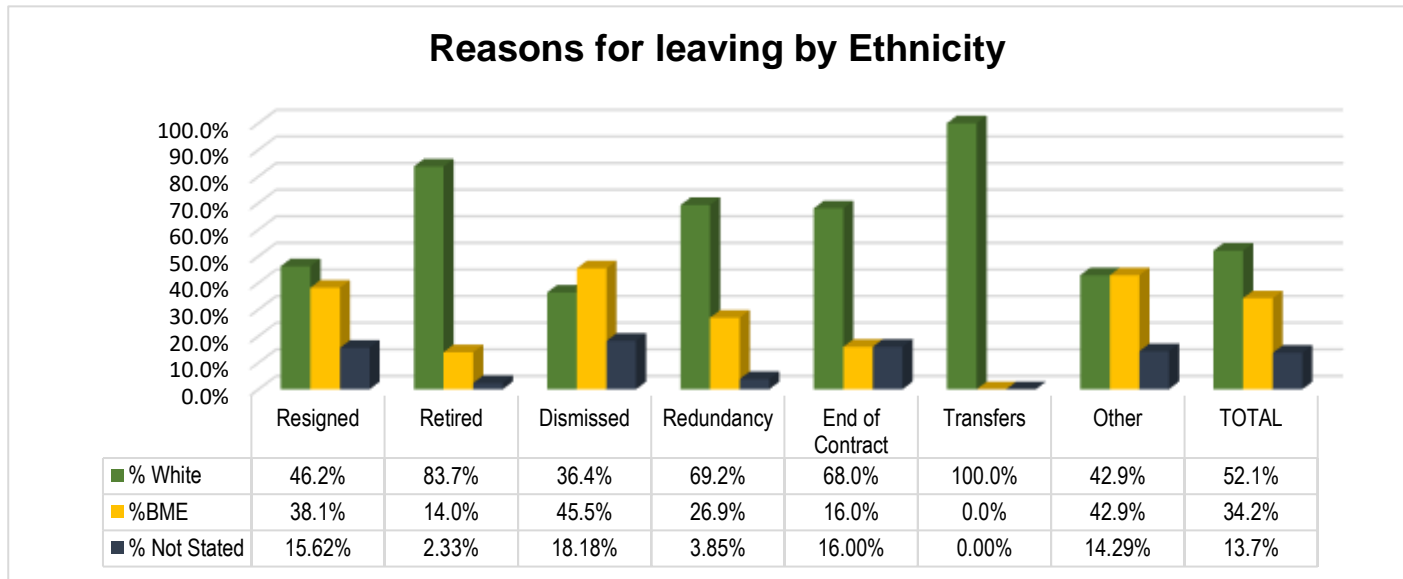
Reasons for Leaving by Gender

	Resigned	Retired	Dismissed	Redundancy	End of Contract	Transfers	Other	TOTAL
% Male	38.7%	51.2%	45.5%	26.9%	24.0%	0.0%	28.6%	38.2%
%Female	61.3%	48.8%	54.5%	73.1%	76.0%	100.0%	71.4%	61.8%

Reasons for Leaving - Ethnicity

| Leaving Reason	Number of Leavers	% of Total	White	% White	BAME	%BAME	Not Stated	% Not Stated
Resigned	333	73.5%	154	46.2%	127	38.1%	52	15.62%
Retired	43	9.5%	36	83.7%	6	14.0%	1	2.33%
Dismissed	11	2.4%	4	36.4%	5	45.5%	2	18.18%
Redundancy	26	5.7%	18	69.2%	7	26.9%	1	3.85%
End of Contract	25	5.5%	17	68.0%	4	16.0%	4	16.00%
Transfers	1	0.2%	1	100.0%	0	0.0%	0	0.00%
Other	14	3.1%	6	42.9%	6	42.9%	2	14.29%
TOTAL	453	100.0%	236	52.1%	155	34.2%	62	13.7%

Analysis of reasons for leaving - Ethnicity

- A high percentage (13.5%) of leavers did not declare their ethnicity which affects this analysis.

- The available data shows that significantly more white staff left due to retirement (83.7%), redundancy (69.2%) or at the end of their fixed term contract (68%) than the proportion of in the organisation (54.6%). This is most likely reflective of higher levels of retirement and redundancy amongst middle and senior level managers where there are higher percentages of white employees.

Reasons for leaving by Ethnicity

	Resigned	Retired	Dismissed	Redundancy	End of Contract	Transfers	Other	TOTAL
% White	46.2%	83.7%	36.4%	69.2%	68.0%	100.0%	42.9%	52.1%
%BME	38.1%	14.0%	45.5%	26.9%	16.0%	0.0%	42.9%	34.2%
% Not Stated	15.62%	2.33%	18.18%	3.85%	16.00%	0.00%	14.29%	13.7%

Reasons for leaving – Disability

Leaving Reason	Number of Leavers	% of Total	Disabled	%Disabled	Non-disabled	% Non Disabled	Not Known	% Not Known
Resigned	333	73.5%	20	6.0%	254	76.3%	59	17.7%
Retired	43	9.5%	9	20.9%	32	74.4%	2	4.7%
Dismissed	11	2.4%	1	9.1%	7	63.6%	3	27.3%
Redundancy	26	5.7%	5	19.2%	20	76.9%	1	3.8%
End of Contract	25	5.5%	3	12.0%	18	72.0%	4	16.0%
Transfers	1	0.2%	0	0.0%	1	100.0%	0	0.0%
Other	14	3.1%	3	21.4%	9	64.3%	2	14.3%
TOTAL	453	100.0%	41	9.1%	341	75.3%	71	15.7%
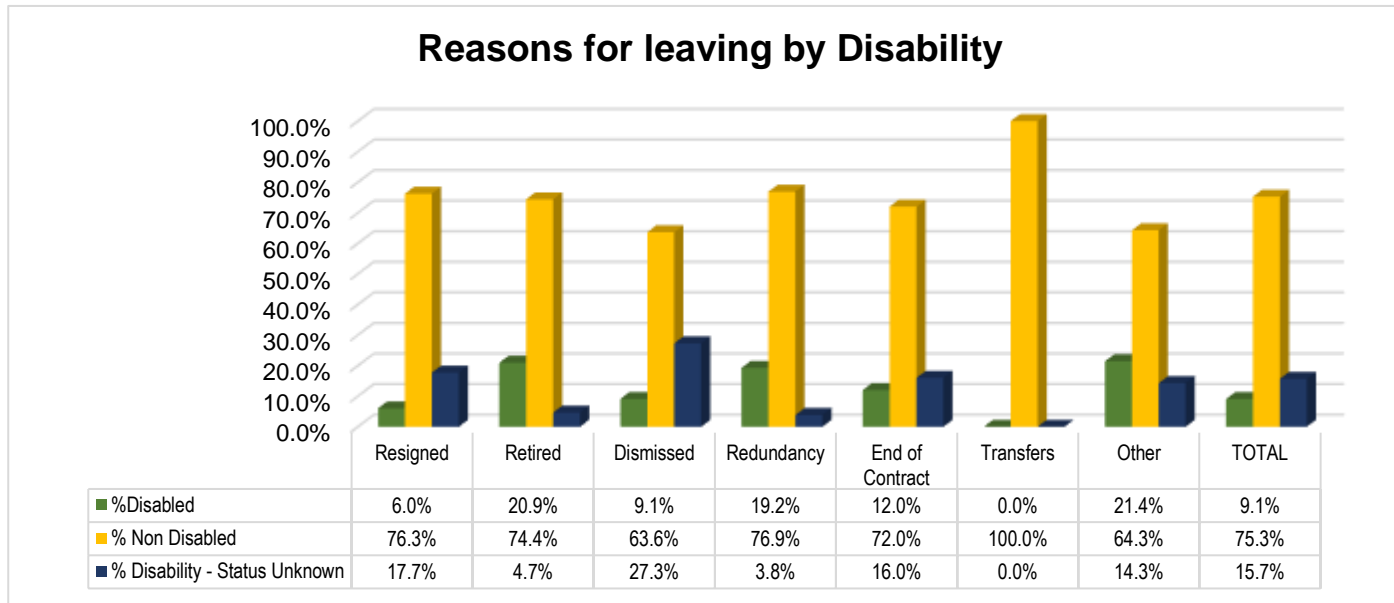
Analysis of reasons for leaving – Disability

- 9.1% of leavers had declared a disability which is slightly higher than the proportion of disabled employees in the overall organisation (7.9%)

- The percentage of disabled staff who were dismissed was 9.1%, significantly lower than in 2017/18 (21.4%).

- Only 6.7% of the resignations were from staff with disabilities.

Reasons for leaving by Disability

	Resigned	Retired	Dismissed	Redundancy	End of Contract	Transfers	Other	TOTAL
%Disabled	6.0%	20.9%	9.1%	19.2%	12.0%	0.0%	21.4%	9.1%
% Non Disabled	76.3%	74.4%	63.6%	76.9%	72.0%	100.0%	64.3%	75.3%
% Disability - Status Unknown	17.7%	4.7%	27.3%	3.8%	16.0%	0.0%	14.3%	15.7%

5. Employee Relation Cases

5a. Grievances

During the period April 2018 – March 2019 there were 12 new grievances raised. A disproportionate percentage (58.3%) of cases were raised by men. This is different to results in 2017/18 where the majority of cases were raised by women (87.5%). In terms of ethnicity, a roughly proportionate percentage of grievances were raised by BAME staff (33.3%) which compares very favourably with 2017/18 when 75% of grievances were raised by this group.

Number of cases opened	Grievance Opened in Period by Gender							
	Gender		Disability			Ethnicity		
	% Female	% Male	% Disabled	% Not Disabled	% Not Known	% White	% BME	% Not Known
12	41.7%	58.3%	16.67%	66.67%	16.67%	50.0%	33.3%	16.7%

5b. Employee relation cases

There were 371 new employee relations cases opened during the period April 2018 – March 2019 which is fewer than in 2017-18 (602 cases). The majority of these were management action due to sickness absence. There were 325 sickness cases (compared to 526 in 2017-18). The gender, ethnic and non-disability percentages roughly follow the overall distribution within the SSA amongst these groups

Oher employee relations cases are relatively small in number, so it is difficult to make firm conclusions on the representation of any of the protected characteristics.

Case Type	No of Cases	% of Cases	% Male	% Female	% BAME	% White	% Declared Disability	% No Disability
Amalgamation	2	0.5%	0.0%	100.0%	100.0%	0.0%	50.0%	50.0%
Capability	3	0.8%	66.7%	33.3%	0.0%	66.7%	0.0%	66.7%
Disciplinary	23	6.2%	78.3%	21.7%	47.8%	47.8%	8.7%	82.6%
Probation	18	4.9%	44.4%	55.6%	55.6%	16.7%	22.2%	44.4%
Sickness	325	87.6%	34.8%	65.2%	37.2%	51.1%	8.6%	78.5%
Total	**371**	100.0%	38.0%	62.0%	38.8%	49.1%	9.4%	76.8%

6. Promoting Equality and Diversity in the SSA

Richmond and Wandsworth Councils recognise that our staff group is central to our success and critical to the delivery of the services that we know residents rely on. As such, we recognise the importance in continuing to support and invest in our staff. We also realise that some staff may face additional barriers to achieving their full potential.

We are committed to promoting equality and diversity and developing a culture that values diversity, recognising that employees from a variety of different backgrounds bring important and positive contributions to the Councils and can improve the way we deliver services. Our aim is that our workforce fully reflects the people we serve. We aim to achieve a working environment where each employee feels respected, treated fairly and able to perform to the best of their abilities.

The actions we are taking

We are continuously developing and monitoring our actions to improve the organisation for our staff.   Activities to ensure that all members of staff are treated fairly and supported to perform to the best of their ability and to progress are aided by the work of the Equality, Diversity and Inclusion Forum. This group is chaired by the Chief Executive and is comprised of Chief Officers from across Directorates, Union representatives, Staff Equality Group Chairs and HR representatives. It is an action-taking forum which drives the overall direction of internal Equality and Diversity policy and activity.

In the last year, the Forum has championed and supported the following work:

- A second cohort of the Leadership Development Programme, to develop the skills of the SSA's leaders of the future.
- A 'New and Aspiring Manager' development programme has been introduced and two cohorts of learners have started studying on this.
- Work has begun to raise awareness of and tackle unconscious bias in the SSA, including content at a Senior Management Conference and for delegates on the Leadership Development Programme
- The SSA has become a member of the Employers' Network for Equality and Inclusion, and we will now work closely with them to guide our future work.
- Continued funding, support and promotion of staff equality groups which currently includes the Staff Disability Action Group, the Race Equality Network, Women's Network and the LGBT Equality & Ally Group

Future plans supported by the Forum include:

- Further work to raise awareness of and tackle unconscious bias, including supporting managers to identify where 'danger points' for unconscious bias may exist in their service and training offered to all staff;
- A campaign to encourage staff to declare/update their diversity information recorded on iTrent.
- Work to become a 'Disability Confident Leader' by summer 2020, building on our current 'Disability Confident' status;

- Work to address the gender pay gap, including guidance to ensure there are women on all interview panels and encouraging the use of skills-based assessments.
- Work to support the progression of groups that are under-represented at senior management levels, which will in turn impact on the gender pay gap:
  - ➢ Agreeing measurements and targets to improve our understanding of where there are areas of concern and to evaluate the impact of interventions;
  - ➢ Further work to embed flexible working in the SSA including reviewing our current policy, providing training for managers and reviewing information on the Loop;
  - ➢ Developing talent pipelines, including working with schools to help encourage the aspirations of under-represented groups;
  - ➢ Exploring maternity and returnships, including investigating reasons why some women do not return to work following maternity leave,
  - ➢ Explore the introduction of career sponsorship and mentoring circles to support talented individuals from underrepresented groups to progress and developing an approach to 'reverse mentoring' to break down stereotypes and tackle unconscious biases.