



Public Document Pack

Cambridge City Council

EQUALITIES PANEL

To: Attendees:

Chair: Antoinette Jackson

Public Members: Graham Lewis, Nicky Wrigley, Norah Al-Ani and Bintou Niangane

Staff Members: Jackie Hanson, Ari Henry, Karen Hobbs and Joe Godwin

Elected Members: Councillor Abbott, Councillor Bick, Councillor Brown and Councillor Bird

Officers: Liz Bisset, Ian Ross, Jonathan James, Deborah Simpson, Paul Williams and Chris Williams

Despatched: Friday, 8 June 2012

Date: Monday, 18 June 2012

Time: 4.00 pm

Venue: Brown's Field 31a Green End Road, Cambridge CB4 1RU.

Contact: Toni Birkin

Direct Dial: 01223 457086

AGENDA

1 WELCOME, INTRODUCTIONS AND APOLOGIES

Attendance and apologies

2 DECLARATIONS OF INTEREST

3 MINUTES OF PREVIOUS MEETING AND MATTERS ARISING *(Pages 1 - 6)*

To agree the minutes of the meeting held on 21 November 2011.

4 REVIEW OF TERMS OF REFERENCE *(Pages 7 - 8)*

To note terms of reference.

5 CUSTOMER ACCESS STRATEGY *(Pages 9 - 28)*

To consider and comment on the equalities implications of the draft strategy.

**6 POLICY UPDATE:
THE PUBLIC SECTOR EQUALITY DUTY ONE YEAR ON**

To update the Panel on the direction of Government equalities policy and the implementation of the Equality Duty.

**7 EQUALITY IMPACT ASSESSMENTS: OLYMPIC TORCH RELAY AND
LEISURE MANAGEMENT CONTRACT** *(Pages 29 - 56)*

To provide quality assurance of the City Council's Equality Impact Assessments by asking the Panel to assess two examples.

**8 EQUALITY IN EMPLOYMENT – END OF YEAR UPDATE WORKFORCE
REPORT, APRIL 2011 - MARCH 2012** *(Pages 57 - 84)*

To update the Panel on the City Council's workforce profile and to consider the steps being taken to ensure that the workforce is representative of the local population.

9 FUTURE WORK PROGRAMME OF EQUALITIES PANEL

- High Contact Families (tbc)
- Census results (tbc)
- Mental Health / Learning Disabilities / LGBT (tbc)

Information for the public

Public attendance

You are welcome to attend this meeting as an observer, although it will be necessary to ask you to leave the room during the discussion of matters which are described as confidential.

Public Speaking

You can ask questions on an issue included on either agenda above, or on an issue which is within this committee's powers. Questions can only be asked during the slot on the agenda for this at the beginning of the meeting, not later on when an issue is under discussion by the committee.

If you wish to ask a question related to an agenda item contact the committee officer (listed above under 'contact') **before the meeting starts**. If you wish to ask a question on a matter not included on this agenda, please contact the committee officer by 10.00am the working day before the meeting. Further details concerning the right to speak at committee can be obtained from the committee section.

Filming, recording and photography at council meetings is allowed subject to certain restrictions and prior agreement from the chair of the meeting.

Requests to film, record or photograph, whether from a media organisation or a member of the public, must be made to the democratic services manager at least three working days before the meeting.

Fire Alarm

In the event of the fire alarm sounding (which is a continuous ringing sound), you should pick up your possessions and leave the building by the route you came in. Once clear of the building, you should assemble on the pavement opposite the main entrance to the Guildhall and await further instructions. If your escape route or the assembly area is unsafe, you will be directed to safe areas by a member of Cambridge City Council staff.

This page is intentionally left blank

EQUALITIES PANEL

21 November 2011

4.00 - 6.00 pm

Present:

Councillors – Gerri Bird, Sarah Brown, and Salah Al Bander

Also present: Councillor Reid

Public Members – Norah Al-Ani, Bintou Niangane Graham Lewis and Nicky Wrigley.

Staff Member – Jackie Hanson (Operations and Resources Manager),

Officers – John Frost (Head of Revenue and Benefits), Alison Cole (Benefits Manager), Deborah Simpson (Head of Human Resources), Vicki Davidson (Organisational Development Manager), Paul Williams (Diversity Advisor), Chris Williams (Strategy Officer) and Toni Birkin (Committee Manager).

FOR THE INFORMATION OF THE COUNCIL

11/31/EP Welcome, Introductions and Apologies

Apologies were received from Antoinette Jackson, Councillor Marchant-Daisley, Bridget Keady and Nacer Dali.

11/32/EP Declarations of Interest

No interests were declared.

11/33/EP Minutes of Previous Meeting and Matters Arising

The minute of the meeting of the 20th June 2011 were agreed as a correct record subject to the addition of Councillor Reid to the attendance list.

11/34/EP Welfare Reforms

The panel received presentations from the Head of Revenues and Benefits and the Benefits Manager regarding Welfare Reforms. He suggested that the fundamental changes to the welfare system would have a big impact on Cambridge. The Benefits Manager outlined the local position regarding Housing Benefit and Local Housing Allowance. Copies of the presentations would be circulated to the panel and are available on request.

Members of the panel were concerned that the changes would have a disproportionate impact on the working population. Panel members asked how vulnerable groups would be identified and assisted. The Benefits Manager outlined that the existing definitions of vulnerable groups would not change.

Cambridge City Council would be working closely with neighbouring authorities and Registered Social Landlords to deliver the changes. The timetable of the reforms is very tight and would have an impact on Local Authorities..

An EQIA of Universal Credits had demonstrated an impact on disabled claimants..

The Head of Revenues and Benefits outlined other changes that would be taking place regarding Council Tax benefits and discounts. Decisions on this would be taken at a local level and would include a consultation period.

Panel Members asked the following questions:

1) How much information has been circulated to claimants?

Initial information had been circulated and would be followed up as further changes are rolled out.

2) If residents cannot afford the under occupancy shortfall, will they be offered assistance to move?

This is currently unclear. The existing compensations scheme for those freeing up larger properties may need to be reviewed.

3) Will there be sufficient smaller properties for those needing to downsize?

Joint working with other social landlords and the private sectors is seen as the best way to address this issue.

4) When will the first impact of the changes be felt by claimants?

Once the transitional arrangements begin to be phased out (January 2012) claimants will feel the first impacts of the changes.

5) Is there a support plan in place for front line staff?

Training of such staff is on-going. Communication with claimants is seen as key.

6) The move to Universal Credit would transfer the responsibility for paying rent direct to claimants. This would make the work of agencies working with those in debt or with other issues much more difficult. It could also lead to an increase in homelessness.

Communication would again be key. External agencies are being informed of the changes and can request training.

7) What impact can the consultations process have?

This would be limited to the decisions that are being taken locally.

Councillor Reid commented on the impact of the broad market rent area policy decision and the impact on City residents. The City Council has raised this decision with Central Government.

11/35/EP Equality in Employment

The panel received a report from the Diversity Advisor regarding Equality in Employment.

Panel members questioned the low percentage figure of staff declaring their sexual orientation to be lesbian, gay or bisexual and suggested this might be linked to the relatively high proportion of staff who prefer not to answer this questions. Members were pleased to see an increase in the numbers of BAME (Black, Asian and Minority Ethnic) applicants and asked if there were any positive links to local groups to encourage this.

An error in 5.4 of the report breaking down redundancies by gender and full time, part time posts was noted.

The following points were raised:

- Members asked if information on exit interviews could be included in a future report
- It would be helpful to have a breakdown of BAME applications cross referenced to grade of job applied for.
- The concentration of BAME staff in band 3 needs further investigation.

The panel concluded that they would find it helpful to know more about the pay bands and the jobs types they encompass. Use of terms such as JNC, needed further explanation.

11/36/EP Diversity Peer Review

The panel received a tabled report from the Strategy Officer regarding the Diversity Peer Challenge. Cambridge City Council is an 'achieving' authority. The report highlights current good practice and makes a number of recommendations for future improvements. Much of what is recommended was already happening.

The panel questioned the staff take up of Equality and Diversity training. A corporate programme was in place and all staff were encouraged to attend.

Panel members asked for detail on how the findings of the review would be used. The officer responded that 'achieving' is the middle grade and the report highlighted opportunities for improvements.

Councillor Reid concluded the discussion by confirming that the report would be cross-referenced to the Single Equality Scheme 2012 - 2015, which is currently under consultation, and would inform future developments.

11/37/EP Membership of the Equalities Panel

Staff and public panel members whose terms of office is at an end were thanked for their work on the Panel over the years and invited to reapply if they so choose. Councillor Reid asked for feedback on experiences while part of the panel. It was agreed that the panel had improved over the years. Moving meetings out of the Guildhall had been helpful. There was general agreement that the panel was now fulfilling its role.

An audit of panel skills and training needs was suggested. This would highlight gaps which could be addressed by future recruitment. There is currently no training available to public members. Deborah Simpson would investigate this and would look at the possibility of them to attend member training sessions.

The panel vacancies would be advertised widely and the staff groups would be approached to promote them to their members. The staff vacancy person specifications would be updated.

11/38/EP Future Work Programme of Equalities Panel

The panel members agreed that the briefing on the recent marches in the City had been very useful. More events of this type, with invited external agencies and staff in attendance would be welcomed.

11/39/EP Date of next meeting

The next meeting would be held on 18th June 2012.

The meeting ended at 6.00 pm

CHAIR

This page is intentionally left blank

Equalities Panel

Terms Of Reference

- To monitor the Council's progress against the implementation of the Council's Race Equality Scheme
- To monitor relevant national and local performance indicators and the Council's progress against the Equality Standard for Local Government
- To monitor the Council's progress against the implementation of present and future equalities legislation
- To evaluate the equalities implications for the Council of the results of Council consultation
- To evaluate the work the Council is undertaking to help communities directly affected by equalities issues become more fully engaged in the work of the Council

Principles and Objectives

The Panel will support Council-led initiatives that:

- | | |
|--|---|
| <ul style="list-style-type: none">• Play a leading role in the promotion of equalities and diversity.• Celebrate the diversity of lifestyles, faiths and cultures of the local population.• Respect and value differences.• Challenge and aim to eradicate discrimination.• Encourage the identification and sharing of good practice.• Establish networks and joint/partnership working internally and externally.• Develop and | <p>Focus on the equality target groups:</p> <ul style="list-style-type: none">• Black and Minority Ethnic communities, including Gypsies/Travellers, refugees and asylum seekers.• Women and transgendered people.• Disabled people.• Lesbian, gay and bisexual people.• Older people.• Children and young people.• Faith or belief groups. |
|--|---|

implement positive
action to achieve
cultural change.

- Improve workforce representation in recruitment, training and promotion.
- Promote positive relations and tolerance in the workplace and community.

Relationship to the Council

The Panel is an independent body that supports the Council's decision-making process. The role of the Panel is to have balanced discussion around the Council's equalities progress and assist with forward planning. While not a 'committee' as such the Panel reports annually to the Strategy & Resources Committee.



Cambridge City Council

Customer Access Strategy

2012 - 2015

Putting Our Customers First



Contents

1.0	Introduction	3
2.0	What difference will the strategy make to customers?	4
3.0	Key themes	5
	• 3.1 Customer Channel Management	
	• 3.2 Customer choice and control	
	• 3.3 Engaging with our customers	
	• 3.4 Marketing Products and Services	
	• 3.5 Leadership	
4.0	Customer Charter and Service Standards	9
5.0	How will the strategy be delivered	11
6.0	Improvement plan	13
7.0	Document Control Page	16
	1. Document Identification	
	2. History	



1.0 Introduction

The implementation of the first Customer Access Strategy (CAS) in 2008 has seen the continued development of the Customer Service Centre (CSC) to provide more joined-up services. Since its inception the CSC has brought together an increased range of services to customers through the contact centre, on-line services, face to face and payments (formerly cashiers) in one location and over extended hours of operation. This has been completed with minimal disruption to both service provision and adverse effects to overall performance.



Now that the first CAS strategy has been completed there is a need for more fundamental change to reflect the changing needs of customers and the changes in society as a whole. The change will need to be driven by innovation at all levels and in all ways – people, processes, and technology. We need to develop multiple ways for customers to access our services. These channels will harness technology to improve the speed and flexibility of service provision. Services that are provided in partnership should also be developed to allow greater flexibility and ease of access.

We need to undertake further work collaboratively with internal and external partners e.g. Cambridge Citizen Advice Bureau, to explore front line customer service improvements. We also need to consider the options for shared services with other partners including the County Council and South Cambridgeshire District Council.

1.1 Customer Access Strategy 2011 -2014

This new strategy outlines the Council's vision for customer service over the next three years. The strategy has been designed to be a "high level" document setting out the overarching framework for customer service in Cambridge City. It builds on the implementation of the first Customer Access Strategy (CAS) and the continued development of services in the Customer Service Centre (CSC) over the last three years to provide more joined-up services.

The strategy aims to put the customer first – at the heart of everything the Council does. It recognises the importance of the customers' needs in the City, which is diverse and tolerant, values activities, which bring people together and where everyone feels they have a stake in the community. The strategy builds on the Council's vision for the city, where people matter, is a good place to live, learn and work and we care for the planet. It also includes our revised customer service standards for the Council.

A key consideration in the development of and the implementation of our strategy is that the structure and organisation of the Council are not important to customers trying to access Council services - rather the ease of accessibility, quality and speed of response is what counts. In essence, this strategy and its associated projects and initiatives aim to continue the improvement in the quality of customer experience, initiated in the first CAS.

In continuing to improve how we work we will review our services to ensure that they are designed with our customers' wishes and needs in mind and also offer value for money. The Council has an ambitious programme of service reviews and other service changes to ensure our services are focussed on understanding and meeting customer needs, delivering high quality services in the context of policy and legislative changes, and rising or changing demands from residents. All of which must be done within the (shrinking) resources available. The strategy impacts on everyone from the park rangers, planners and refuse crews to those working in the Corn Exchange, customer contact centre staff and public protection officers.

This strategic document sets out:

- One Council Approach: Whichever route a customer chooses to contact the council, they will receive a consistent level of customer care.
- The improvement in service delivery and choice of communication channels that customers can expect to experience over the next 3 years.
- The priority areas for us to focus on to be able to deliver this change.
- How we will manage the change.
- An action plan for implementing change required within each priority area.

The main principle will be to maintain and implement a service design and delivery strategy, which improves the quality of council services, creates significant take-up

by electronic channels and results in cost savings. The principle is predicated on the idea that a high quality service will meet customer need and be efficient to run.

2.0 What difference will the strategy make to customers?

Our aim is for all customers to experience:

- Confidence in the Council's ability to deliver to what it promises.
- Transparency of what services the Council provides.
- Being able to track where they are in a process and the resolution delivery time.
- Courteous and friendly attitude from all Council representatives.
- A sense of one Council working for them, not them working through several Council departments.
- Increased opportunities to choose the way they would like to contact, transact and communicate with the Council.
- Multiple ways of engaging with the services of both the council and the rest of the public and voluntary sector.
- Increasing value for money in service provision.
- Greater influence on how services are delivered.

The strategies overall objectives are:

1. Value our customers
2. Improve customer satisfaction
3. Through consultation and feedback listen to our customers and respond
4. Deliver better access - more convenient, easier and quicker
5. Customers serve themselves where possible

3.0 What are the key themes of this strategy?

This strategy will focus on the five key themes:

1. Customer channel management
2. Customer choice and control
3. Engaging with our customers
4. Marketing products and services
5. Leadership

Below is a summary of each theme and why it is a priority for delivering excellent customer service.

3.1 Customer Channel management



We recognise through the Citizen Survey that customers and residents will continue to want to contact us by phone and in person at the customer contact centre.

These key channels will continue to be invested in but we plan to develop multiple ways for customers to access our services so people have greater choice. These channels will harness what technology we can offer to improve the speed and flexibility of service provision. Services that are provided in partnership will also be developed to allow greater flexibility and ease of access. Priority areas will have to deliver:

- New electronic channel options – e.g. (SMS) text messaging and social networking.
- Incentives to self-service where it is appropriate e.g. Council Tax online and automated cashiering machines
- Integrated channels with partners where joint services are provided e.g. Cambridge Citizen Advice Bureau.

Customer Service Centre

We will use the Customer Service Centre as the primary driver for change, improving the quality, consistency and accessibility of services we provide to customers. As the Council continues to focus on service improvements, further economies and efficiencies will follow as more services are taken on board accordingly.

Equality and diversity

The Council adopts a design for all approach where all customer needs are met irrespective of age, gender, disability, ethnic origin, race, religion or geographical location. We provide multiple access channels, together with the provision of multi

agency, joined up services working closely with other councils, agencies and charities. In this way, we hope to make it as simple as we can for a customer to request and receive a service.

Cambridge City Council believes in the dignity of all people and their right to respect and equality of opportunity. We value the strength that comes with difference and the positive contribution that diversity brings to our city.

Managing diversity in service delivery is about providing appropriate services, according to need, for everyone in the City. We aim to offer high quality services by recognising the diversity of our customers and acting to ensure that individual needs are met. All our reception facilities are fully accessible to people with disabilities, customers who use languages other than English, and those who might otherwise find it difficult to access services.

As a service provider, we will ensure that:

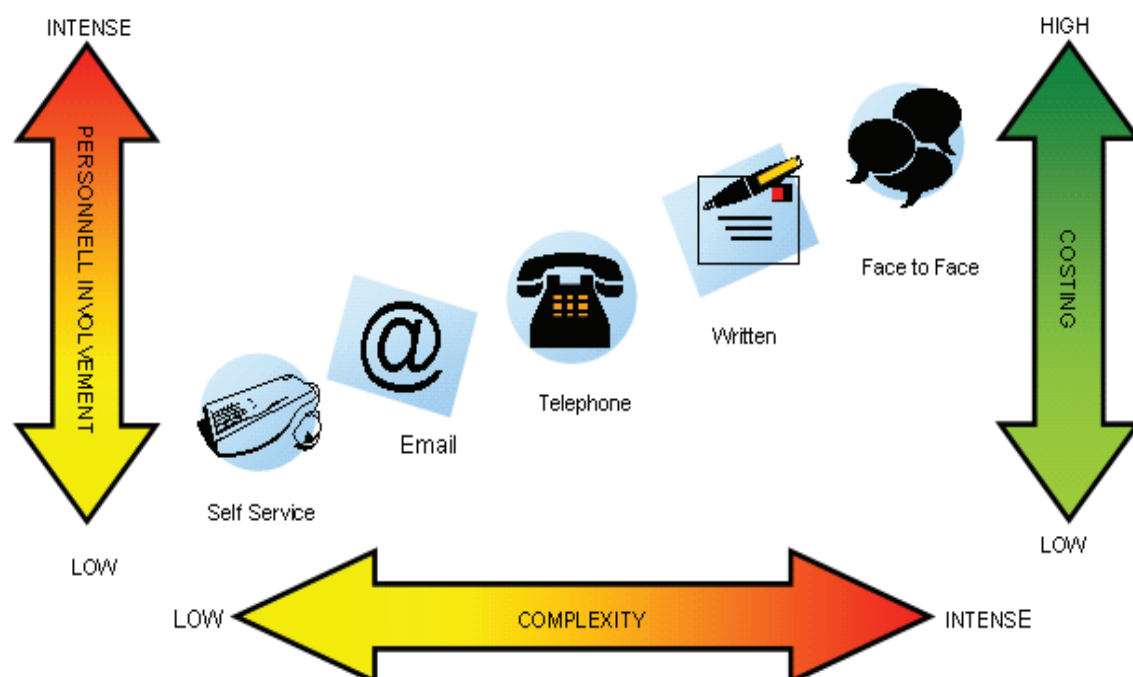
- service users receive fair, sensitive and equal treatment
- services are relevant and responsive to the changing and diverse needs of our local population
- services, buildings and information are fully accessible, particularly to those groups or individuals who face disadvantage or discrimination

3.2 Customer choice and control

Customers will be able to experience greater choice and control in the services they receive. To improve the delivery and responsiveness of council services to our customers we need to:

1. Design and deliver services around customers' choices and needs. Customer requirements must be at the heart of the design process - usability and accessibility through multiple devices should be central to the design of services.
2. Develop and maintain a set of measurable, one-council performance standards for customer service, including complaints handling.
3. Widen the choice of access channels for customers, and improve performance but still focus on telephone contact as the most popular contact method as identified by the citizen survey.
4. Promote customer self-service and cheaper channels through effective communication and by making them easier to use, to deliver significant efficiency and quality improvements.

The council will need to manage a migration plan, which progressively moves customers to cheaper channels and a lower cost per transaction as shown in the diagram below. This will need to be undertaken whilst maintaining or improving the quality of the service.



The council has a unique opportunity to harness this shift in how people communicate to its advantage, as encouraging people to shift to different channels can bring substantial savings. The table below shows the industry standard costs per transaction incurred by local authorities for different contact channels.

Channel	Average cost per transaction
Face to face	£14
Telephone (through call centre)	£4
Self service	20p
Web	17p

Note: Average costs based on data gathered by SOCITM.

As demonstrated there are substantial differences between the costs associated with different channels. The average face-to-face transactions cost £14 for the council to handle, while the average website transaction (providing the system is fully integrated and automated) costs on average just 17p.

Trying to change people's behaviour so that they use cheaper channels when interacting with the council is a key challenge. Some behaviours are easy to influence, and change can potentially come about naturally, without the need for the completely redesigning of services and processes. We also have the opportunity to influence behaviour through creating an ideal customer journey, which we believe will suit the needs of our customers. Along with other tools Lean business transformation is being used to this end. Lean provides a key resource in creating more efficient ways of delivering services and ensuring that they are configured around improving value for the customer. They focus on identifying and eliminating waste processes, so that improved value and service can be achieved.

It is however unrealistic to assume that we will be able to change the behaviour of all of our customers, for every different service we offer. For some, certain behaviours

may be deeply ingrained, and therefore, any attempts we make to change this will be of limited use unless we understand what the customer need is. In theory, if we are able to save costs by changing the behaviour of those who we know we can change, these costs could then be allocated to services and customers who most need them.

“No-one is ever going to move to a channel or service that is harder to use or less beneficial”

Colum Joyce, Global Electronic Business Strategy Manager, DHL

New channels produce greater choice for customers. Understanding the needs and preferences of customers is vital if these channels are to be successfully exploited by the Council. Customer preferences vary considerably by age, socio-demographic group, and location. Universal preferences cannot be assumed and therefore, to ensure accessibility, and inclination to use a channel, the Council will need to find out the preferences of our customers in relation to the services and the types of transactions required. Demanding customers seek services that are accessible and easy to use, and the Council is committed to meeting this expectation efficiently.

3.3 Engaging with our customer

The city council engages with its customers in a variety of ways and seeks advice, information and opinions about strategies, policies and services. These are used to inform the Councils decision making and help design good services.

On going engagement and feedback is important to identify needs and to develop services. Different methods are used to engage with our customer. The ChYpPS service for example builds 1-2-1 relationships and trust with its customers by working closely with them on a informal and common level, while City Homes has residents forums and mystery shopping exercises to identify how it is performing. Customer feedback and satisfaction data will be crucial in shaping services to the needs of our customers. The CSC for example will introduce feedback mechanisms at every point of customer interaction using the Gov-metric feedback system.



Feedback from our customers is important in shaping our services to meet customers needs and can help us to continually improve the services we offer. The Council wants to be open and honest, that it cares about providing good services, and that it genuinely values feedback on its services.

Our aim is to:

- Capitalise on best practice in handling positive and negative customer feedback in all service areas
- Develop integrated complaints and representations handling processes across Directorates using the customer services CRM,
- Embed a pro-active, problem-solving culture across the Council through organisational learning and workforce development
- Enable more consistent and effective complaints and representations monitoring across all Directorates, linking across to the corporate performance management framework

- Consider compliments, comments and complaints as part of a broader commitment to the development of the Council's customer care agenda

We must have access to timely information about our customers, their needs and preferences. Having a regular dialogue with our customers will help us shape the services that they want, in a way that they require it. This priority area will deliver:

1. A programme of diverse consultation methods.
2. Feedback mechanisms at every point of customer access at the CSC using Govmetric.
3. A 'customer insight' programme making use of consumer and demographic data sources to target specific services to customers e.g. council tax direct debit.

Relationships with our customers and enforcement

The Council provides many and varied services and carries out a range of functions which involve aspects of enforcement. This is one of the principle functions of any government service, to serve and protect by the application of laws [in addition to other advisory roles].

Maintaining good customer relationships is important but some times we have to take action against our customers due to non-compliance or breaches of council permissions, policies, statutory laws and byelaws e.g. benefit fraud, planning and building control, environmental health, etc.

The council have powers to enforce some current legislation which can mean that the council can issue warnings, statutory notices, fixed penalty notices, and even court proceedings against alleged offenders. All of our enforcement actions are undertaken in accordance with the Enforcement Concordat and the council's Enforcement Policy.

The law sometimes requires the Council or its staff to do certain things in certain ways, which can appear confusing to others. Where anybody is uncertain what they are being asked to do or why, there should always be an opportunity to have it explained in clear and simple language by a member of staff.

Where better enforcement is possible through working with others, such as other Councils, enforcing agencies, or the business community, these links will be formed and developed. Where there is a right of appeal against an enforcement activity, this will be clearly explained with the opportunity for informal appeal to a senior officer. The Council also has a corporate complaints procedure if residents and businesses are unhappy with how they have been treated.

As a caring Council we will listen to the views of its residents, businesses and others in promoting fair and appropriate enforcement to encourage economic growth and prosperity and the enjoyment of personal freedoms without unacceptable risk of harm, whilst protecting those in need.

3.4 Marketing products and services

All customers should be aware of the products and services that the Council can offer. Information can be gathered at the Guildhall, Tourist information, Mandela House and area Housing offices, community centres as well as online information on

the website, twitter face book etc. Information is also published in newspapers and direct to the resident's houses in newsletters and with council tax information.

Effective marketing can help to explain and promote what the City Council is doing across the city. It can also be helpful in changing behaviours and attitudes and helping to increase public confidence. Good marketing is also needed to make sure that residents can clearly identify the services that are available to support them.

Simply making services available through new channels does not necessarily mean that customers will use them. Behaviour can be influenced by making people aware of the value added to their service experience when using new channels and thus making take-up more likely. The key to influencing behaviour positively is to market the advantages of changing – or indeed the disadvantages of not changing - to the customer. Positive drivers need to be identified and used since inertia is often the most powerful shackle preventing behavioural change.

Information about these services and products should be transparent and easily accessible. This priority area will deliver:

1. Marketing that demonstrates a one council approach for all.
2. Developed information feeds across the whole council to advertise and promote services harnessing existing technology, e.g. Website, Twitter, Facebook, Youtube and Flickr.
3. Promotion to customers of the benefits of self service and online services.

3.5 Leadership:

The council is committed to putting the customer at the heart of everything it does and developing a culture that demonstrates positive behaviours during every contact with our customers.

We will prioritise customer focus at all levels throughout our organisation by embedding this focus within our Organisational Development Strategy and induction process and we will evaluate individual and team commitment using our performance management system.

We will empower, train and encourage all of our staff to actively promote what we do and feel able to deliver the customer focused culture that we want to provide within the council. Embedding best practice throughout the council will begin with customer awareness workshops for all staff to ensure consistent values are shared and understood.

Finally we need strong leadership to pursue good customer service and to embed the 'One Council' approach for customers. This priority area will:

1. Continue with the corporate leadership programme that focuses on improving corporate capability when dealing with customers and develops the ethos of a one Council approach.
2. Identify and develop 'Customer First' champions to provide continued challenge and stimulus throughout the Council.

3. Regular staff promotional and service events to activity keep the 'customer experience' at the forefront of everything we do.

The Councils Change programme

The Council's vision is focussed on people, place and planet in all we do, and everyone should be able to see how they support those goals. To deliver this ambitious vision for Cambridge, the Council will have to keep changing, to ensure its services are equipped to deliver the vision with fewer resources.

To help our services meet this challenge, we need to change the way we do things in the Council. We cannot afford to do all the things we've done previously, in the way we've always done them. The Council has changed a lot already in recent years, for instance introducing the customer service centre, and implementing the corporate restructure, by removing the client contractor split in City Services.

Over the coming years the council will be implementing its key change programme which includes four strands:

Culture change - recognising that we need to keep changing, and building a more flexible, customer-focussed approach to how we do things, working as "one council".

Bureaucracy busting - recognising that some aspects of some of our policies and procedures slow down the pace at which we can make decisions or changes, and that some of this may be unnecessary

Managing service change - ensuring our services are focussed on understanding and meeting customer needs, delivering high quality services in the context of policy and legislative changes, and rising or changing demands from residents.

Modern Business Environment - making sure that the council's infrastructure, its buildings, systems and processes, are modern and flexible and focussed on efficiency, effectiveness and sustainability.

4.0 Customer Charter

The customer service charter will be adopted for use across the Council. It is explicit about the standards our customers can expect to experience when contacting us. The charter will be regularly reviewed to reflect the changing needs of our customers and the opportunities that we will have in the future to improve delivery due to the improved use of technology.

At the charter's heart is our commitment to improving the quality of life of local people. We strive to get it right, first time, every time. We believe that customers have the right to know what level of service they can expect from us all the time - even when we fall short of the very high standards we have set ourselves.

We will:

- Improve our speed of response in handling enquiries from customers by ensuring our information is in a format that can be easily accessed and understood.
- Maintain a single point of contact, open at times that, reflect customer need and at a cost, which is suitable and acceptable to our customers.
- Provide responsive, reliable, satisfying services that meet the expectations of the residents and customers.
- Provide a consistent, co-ordinated and proactive service. Customer Service employees will be able to identify if the customer needs extra help or advice, will help resolve problems and take personal responsibility for them.
- Make it more convenient, easier and quicker for the residents of Cambridge City to deal with us.
- Make sure that the customer experience is consistent – whether in a local area housing office, interaction with a Park Ranger or at the Guildhall reception.
- Enable customers to serve themselves if they choose to and encourage more to choose to by making this an easy and efficient option.
- Treat our customers with respect, courtesy and friendliness, being receptive to customer feedback.
- Enable our customers to provide feedback easily, through customer surveys, focus groups, feedback, consultation and improved complaint handling.
- Ensure our employees are skilled and able to provide high quality customer care.
- Partner with other Council departments and organisations to achieve a joined up programme of work, including sharing of learning and best practice to ensure a seamless Customer Service approach.

Quality of Service

We already set measurable standards for the timeliness of response for complaints and freedom of information requests. This strategy now brings all standards under one document to include all forms of customer contact including phone calls, e-communications and personal callers. Our customer service standards are as follows:

Contacting us in person

- We aim to see customers in the Customer Service Centre, Housing Area offices or Guildhall reception within 10 minutes from arriving.
- Waiting areas will be comfortable and tidy and facilities for children will be provided in the Customer Service Centre at Mandela House.
- All customer facing staff will wear identification badges.
- Opening hours will be clearly displayed.
- Information will be kept up-to-date and will be well presented.
- Facilities for people with a disability will be available at public receptions.
- Private interview facilities will be provided when necessary.
- Customer comment cards or feedback screens will be available for you to let us know what you thought of the service you received.

Contacting us on the telephone

- We will aim to answer all telephone calls within 12 seconds of the first ring.
- When answering the telephone, staff will clearly state their name and section.
- The staff member who answers your call will aim to answer your enquiry there and then. If we cannot answer your enquiry or transfer you to the right person straight away, we will take your details and make sure someone contacts you.
- When returning your calls, staff will clearly state their name, their section and their reason for calling.

Contacting us by letter or fax

- If you contact us by letter or fax we will endeavour to respond fully within 7 working days unless, for example, your query is complex or involves several service units. In this case we will acknowledge your letter within 5 working days of receipt and let you know who is looking after your query, what action we are taking and when a reply can be expected.
- The response you receive will clearly address your enquiry, but we will include contact details if this is not the case or you have any further enquiries.

Contacting us by email

- We aim to respond to all emails received by our Customer Service Centre within 4 working hours.

- The response you receive will clearly address your enquiry, but we will include contact details if this is not the case or you have any further enquiries.
- All other council services will respond fully to your email within 7 working days, unless you receive an 'out of office' notification to your email advising that the staff member is unavailable. The notification will include contact details for urgent enquiries and a date when the staff member will be available to reply.

Freedom of Information requests

- We will supply the information under FOI within 20 working days, except in exceptional circumstances. In such circumstances we will contact you to let you know why it is going to take longer than 20 days to collate the information requested, or if there are reasons why it is not appropriate to release all the information requested. We will explain why we are not releasing the information, if that is the case, and explain the appeal process.

Complaints

- We aim to reply to all complaints within 7 working days. If we need longer, we will tell you why. We will also let you know who is dealing with your complaint and when we will reply.
- If you are not happy with the response you can ask for the complaint to be referred to the independent complaints investigator, who will investigate the complaint for you.

Facebook and Twitter

- We aim to respond to posts within 1 working day.

Translation and interpretation

- If English is not your first language and you need some help in understanding any of the services the Council delivers, we offer telephone or Face-to-Face language interpretation services.

Other defined service standards exist for specific services across the Council including the Housing Support service, Housing Options and Advice service and Sport and Fitness services.

5.0 How will the strategy be delivered?

The success of this strategy will be determined not only by consultation and feedback we receive from customers and the increased measures of performance but by the effectiveness of its dissemination and understanding throughout the Council.

The key actions required to be undertaken to deliver this strategy include:

- Customer Service Champions will be created across the organisation and will have authority to be sufficiently influential to encourage both senior management and staff at all levels to make sure that their working practices support both the resident and corporate needs, ahead of their departmental needs.
- Customer awareness workshops and a customer care training and development programme will be introduced. The customer awareness workshop will be rolled-out to all staff. New employees will receive customer awareness training as part of their Corporate Induction to the Council.
- All employees will be provided with a summary of the strategy and they will be expected to demonstrate that they are contributing towards the Council's vision for customer service.
- In order to make sure that services are delivered in-line with best practice, we will publish our comprehensive range of service standards. The Customer Charter and service standards detailed in section 4.0 have provide the benchmark against which all council staff need to deliver services.
- Performance targets within the CSC have been developed with the aim to continuously improve customer service. We will monitor customer satisfaction with a goal of increasing this year on year.
- Design customer interactions from a customer perspective using business process reviews e.g. Lean Thinking*.

*Lean is a method that focuses on service provision in the most efficient manner by improving flow and eliminating waste from processes. By undertaking process reviews across targeted service areas the customer interface and the supporting back office processes can be streamlined. Each process needs to be assessed for its added value to the customer, if it is found to have more non added value than added value, then this is classed as "waste" within the process and we will look to eliminate this to provide a more efficient and customer focussed service. A programme of reviews will be arranged to deliver these improvements.

6.0 Improvement Plan

Priority Area	Outcome	Actions	When	Lead
Leadership	Leaders will promote a one council approach for customers.	Create and support a team of customer champions to practice and develop consistently high quality customer service within their service areas.	October 2012	Senior management team
	Customer ethos is embedded across Council	Undertake a continuous customer service promotion campaign for staff using posters, newsletters, events etc.	Start August 2012	Senior management team and Head of Customer Services
	Efficient and customer focussed services	Develop and implement a staff customer service awareness programme, which enhances our capacity to deliver sustained high quality customer service. Designed and run by Customer Champion's across the Council.	November 2102	Customer champions and Head of Customer Services
		Implementation of customer Lean process reviews across six service areas.	July 2013	Heads of Service

Engaging with Our Customers	We have access to timely information about our customers, their needs and preferences.	CSC -Introduce feedback mechanisms at every point of customer interaction using Gov-metric.	Face to face already introduced Phones by July 2012 Web by August 2012 Emails by September 2012	Head of Customer Services
	We have a regular dialogue with customers, which gives us an insight that helps us shape and improve the services we provide to customers.	Year on year rise in customer satisfaction.	March 2013	Service Managers
Customer Channel management and Choice and Control	We have multiple ways for customers to access our services. These channels, with the support of technology, provide fast and flexible service provision.	Develop SMS and social media service provision as appropriate. 10% increased take up of emails, face-book twitter , web hits over the year.	Already started April 2013	Head of Customer Services Head of Customer Services
	Where appropriate provide services in partnership to allow greater flexibility and ease of access.	Introduce self service payment machine at Mandela House.	September 2012	Head of Customer Services
		Introduce self help information kiosks at Area Housing offices.	January 2013	Head of Customer Services

		Greater working with CCAB including debt advisers based at Mandela House	November 2012	Head of Customer Services
		Increase web traffic by 10% following introduction of the new web site	November 2013	Head of corporate strategy
		Service standards published and periodically reviewed	Published by August 2012	Head of customer services
		Develop the capability for managers to analyse customer and demographic data using ESD toolkit.	Managers courses run and implemented by April 2013	Service Managers
		Our customers are aware of the products and services that the Council can offer and the standards they will receive.		
		Information about these services and products are transparent and easily accessible.		
Marketing and services				

6.0 Document Control Page

Document Identification

Title : Customer Access Strategy
Document Ref. : CMS v8 Committee Version
CI Ref. :
Version : 8
Date : 25/05/12

History

Version	Date	Author	Description
V1	12/01/11	JJ	First draft for discussion
V3	16/05/11	JJ	Version 3
V4	23/09/11	JJ	Version 4
V6	22/01/12	JJ	Version 6 Final draft
V7	4/02/12	JJ	Version 7 Final draft
V8	1/03/12	JJ	Version 8 SLT draft
V8	25/05/12	JJ	Committee Version

Any comments, queries or change control requests about this document
Should be addressed to: Jonathan James

FINAL

Cambridge City Council

Equality Impact Assessment – Action plan

<p>What is this template for?</p> <p>Completing this template will help you to think about what the impact of existing or new strategies, policies, plans, projects, contracts, major changes in services or decisions may be on service users, residents and staff. It will help you to deliver better services by making sure that, as far as possible, they reflect the needs of all our citizens, and of our staff.</p>
<p>When do I need to do an Equality Impact Assessment?</p> <p>You only need to do an Equality Impact Assessment if your strategy, policy, plan, project, contract, major change in service or decision is relevant to equality. The 'relevance test' in the General Guidance notes will help you to decide whether your activity is relevant to equality. The assessment is now a single stage rather than a three stage process as previously.</p>
<p>How do I use the template?</p> <p>The template is easy to use. You do not need to have specialist 'equalities' knowledge to complete it. It asks you to make judgements based on evidence and experience. There are guidance notes to help you complete this template, which you can refer to. You can also get advice from Andrew Limb, Head of Corporate Strategy on 01223 457004 or email Andrew.limb@cambridge.gov.uk or from your departmental Equalities Link Officer.</p>

Equality Impact Assessment

General Information			
1.	Title of strategy, policy, plan, project, contract, major change in service or decision:	Cambridge Olympic Torch Relay	
2.	What is the objective or purpose of the strategy, policy, plan, project, contract, major change in service or decision?	This is an opportunity to showcase Cambridgeshire; this is a free community event bringing all communities together, sharing cultural elements within Cambridge City Council's Arts Strategy. A lifetime opportunity to be part of a recorded piece of world history.	
3.	Who will be affected by this strategy, policy, plan, project, contract, major changes in services or decision? (Please tick those that apply)	<input checked="" type="checkbox"/> Residents <input checked="" type="checkbox"/> Visitors <input checked="" type="checkbox"/> Staff	A specific client group or groups (please state): Broad range of groups Wide reaching
4.	What type of strategy, policy, plan, project, contract, major change in service or decision is this? (Please tick)	<input checked="" type="checkbox"/> New Revised Existing	
5.	Responsible department, section, service manager and Head of Service.	Department: Community Services Section: Arts & Recreation Service Manager: Elaine Midgley Head of Service: Debbie Kaye	

<p>6.</p>	<p>Are other departments or partners involved in delivering this strategy, policy, plan, project, contract, major change in service or decision?</p>	<div> <input type="checkbox"/> No </div> <div> <input checked="" type="checkbox"/> Yes (please give details): </div> <div> Community Development Refuse & Environment Streets & Open Spaces Finance / Legal / Procurement Tourism & City Centre Management Police & emergency services LOCOG Cambridgeshire County Council Health Care Providers Cambridge & District Volunteers Centre Local Territorial Army (volunteers) </div>
-----------	--	--

Gathering Performance Data	
7.	<div> <p>How do you (or how will you) monitor the impact of the strategy, policy, plan, project, contract, major change in service or decision? <i>(Please tick any that apply and give examples e.g. bench marking with the Housing Quality Network)</i></p> </div> <div> <p><input type="checkbox"/> Performance indicators/targets</p> <p><input checked="" type="checkbox"/> Benchmarking with other organisations (local authority contacts across region, Daily NRE reports of other relay events, visit to Cheltenham event & Uppingham dress rehearsal)</p> <p><input checked="" type="checkbox"/> User satisfaction survey results (Big Weekend survey monkey survey)</p> <p><input type="checkbox"/> Consultation results</p> <p><input checked="" type="checkbox"/> Complaints information</p> <p><input type="checkbox"/> Freedom of Information requests</p> <p><input checked="" type="checkbox"/> Service uptake data</p> <p><input checked="" type="checkbox"/> External verification e.g. inspection results, views of organisations representing equalities groups</p> <p><input type="checkbox"/> Staff survey results</p> <p><input type="checkbox"/> Workforce monitoring data</p> <p><input checked="" type="checkbox"/> Partnership consultation (survey distributed to other agencies & groups)</p> <p><input checked="" type="checkbox"/> Other (please state:) Debrief meetings with stakeholders, partners & delivery groups e.g. Community Task Force, Volunteers Centre</p> <p><input type="checkbox"/> None</p> </div>

8.	Which of the equalities groups does this monitoring data relate to? <i>(Please tick any that are relevant)</i>	<input checked="" type="checkbox"/> Age <input checked="" type="checkbox"/> Disability <input checked="" type="checkbox"/> Gender/transgender <i>(inc gender re-assignment, pregnancy and maternity)</i> <input type="checkbox"/> Marriage and Civil Partnership <input checked="" type="checkbox"/> Race <input checked="" type="checkbox"/> Religion/belief <input type="checkbox"/> Sexual orientation <input type="checkbox"/> None	Other factors that may lead to inequality e.g. social class, income or financial exclusion, children in care, ex-offenders <i>(please state)</i> :																				
			<p>If you collect different monitoring data for different groups for different aspects of your service please give details here:</p> <p><i>As this is an area not seen before the use of monitoring will be required for future independent events.</i></p>																				
Analysing Performance Data																							
9.	Using the monitoring information that you have or will be collecting, please indicate if the impact of the strategy, policy, plan, project, contract, major change in service or decision is/is likely to be the same for the equalities groups as it is for the population or the workforce as a	Age Disability Gender <i>(Inc pregnancy and maternity)</i> Transgender <i>(inc gender re-assignment)</i>	<table border="1"> <thead> <tr> <th>Same impact</th> <th>Not same impact</th> <th>Positive (P) / Negative(N)</th> <th>Insufficient evidence</th> </tr> </thead> <tbody> <tr> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input checked="" type="checkbox"/> (N)</td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input checked="" type="checkbox"/> (N)</td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input checked="" type="checkbox"/> (N)</td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table>	Same impact	Not same impact	Positive (P) / Negative(N)	Insufficient evidence	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> (N)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> (N)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> (N)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Same impact	Not same impact	Positive (P) / Negative(N)	Insufficient evidence																				
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> (N)	<input type="checkbox"/>																				
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> (N)	<input type="checkbox"/>																				
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> (N)	<input type="checkbox"/>																				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																				

whole.	Marriage and Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Religion/belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Sexual orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Other factors that may lead to inequality (please state):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	None	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Equalities Group Affected	What the potential negative impact is	Evidence of potential negative impact if there is any.
10.	<p>List and explain any negative impacts identified in Qu 9. State which equalities group is/may be affected, what the negative impact is/may be and give details of any evidence of this impact/potential impact e.g. document titles, web links.</p> <p>If you have no evidence of the negative impact but believe it may exist, please say so.</p>	<p>Senior Citizens, disabled residents, pregnant women and children could have limited access due to mobility / facilities access.</p> <p>Publicity might not reach disability groups i.e.: visual / hearing impairments. Those with no access to web.</p> <p>Route may cause potential disruption to planned religious services.</p> <p>Access to properties may be restricted on route during event</p>	<p>No suitable viewing areas for these groups.</p> <p>Parking restrictions limit access.</p> <p>Lack of toilets on route.</p> <p>Majority of information if web based. Groups are not able to access route or road closure information or last minute changes if no web access.</p> <p>Route will take place last afternoon Sat & early Sun AM.</p>

11.	<p>Are or will people from equalities groups take up services associated with the strategy, policy, plan, project, service, contract, major change in service or decision at the same rate as the population or the workforce as a whole?</p> <p><i>(Please tick)</i></p>	<p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p> <p><input type="checkbox"/> Insufficient evidence</p>	<p>If no, please provide details....</p> <p>Groups may be unable to access information about the events and may not be able to view due to access restrictions. Please see above.</p>
-----	---	---	--

12.	<p>Is your strategy, policy, plan, project, service, contract, major change in service or decision likely to exclude or disadvantage equalities groups in the longer term?</p> <p><i>(Please tick)</i></p>	<div> <input type="checkbox"/> Yes </div> <div> <input checked="" type="checkbox"/> No </div> <div> <input type="checkbox"/> Insufficient evidence </div>	<p>If yes, please indicate which groups will be affected and what the impact will be...</p>
-----	--	---	--

Checking Delivery Arrangements					
		Yes	No	Insufficient evidence	Reason
13.	<p>Please check the delivery arrangements for the strategy, policy, plan, project, service, contract, major change in service or decision against these criteria:</p> <p>Are any premises involved accessible to all?</p> <p>Is any ICT software and equipment accessible to all?</p> <p>Is consultation and participation inclusive of all?</p> <p>Are public events and meetings accessible to all?</p> <p>Do public meetings and events avoid conflict with religious events?</p> <p>Is electronic, web based and paper information accessible for all?</p> <p>Are images and text in documents and publicity campaigns representative of all?</p> <p>If you answered no to any of the criteria, please explain why, giving details of any legal justification if there is one.....</p>	<input type="checkbox"/> NA ✓ ✓ □ ✓ ✓	<input checked="" type="checkbox"/> □ □ □ ✓ □ □	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p>Areas of the route not near welfare facilities & on street may be non-accessible to those with mobility restrictions.</p> <p>The event itself may conflict with services due to timings.</p>

Conclusions and Next Steps	
14.	<p>a) The evidence has not identified any disadvantages or negative impacts.</p> <p>b) The evidence indicates that there are no disadvantages or negative impacts that cannot be easily addressed.</p> <p>c) It has not been possible to say whether or not there is a disadvantage or negative impact e.g. there is insufficient evidence.</p> <p>d) The evidence indicates potential disadvantages or negative impacts that cannot be easily addressed.</p>
	<p>No further action required. Sign off this form and send to Andrew Limb, Head of Corporate Strategy, Andrew.limb@cambridge.gov.uk who will arrange for it to be published on the Internet and Intranet.</p> <p>Complete the Action Plan :</p> <p>Go to Question 15</p> <p>Complete Action Plan</p>

Gathering additional information		
15.	<p>What additional evidence are you going to gather? <i>(Please tick any that apply)</i></p> <div> <input checked="" type="checkbox"/> Advice from experts <div> <input type="checkbox"/> Demographic profile e.g. Census <input type="checkbox"/> Existing consultation results <input type="checkbox"/> Existing user data <input type="checkbox"/> External verification e.g. expert views of people/organisations representing equality group(s) <input type="checkbox"/> Local needs analysis e.g. Joint Strategic Needs Assessments <input type="checkbox"/> National best practice information e.g. Audit Commission reports <input checked="" type="checkbox"/> New consultation with a specific equality group(s) <input type="checkbox"/> Research reports <input type="checkbox"/> Relevant staff group expertise </div> </div>	<p>Other <i>(please state)</i>:</p> <p>Consulted with: Cambridge Ethnic Community Forum Relevant City and County Council staff e.g. Tulat Raja and Mark Taylor</p>

16.	If you have any additional comments please add them here.	
Completion		
17.	Name and job title of assessment lead officer:	Elaine Midgley – Arts & Events Manager
	Date of completion:	23 rd November 2011. Updated 28 th May 2012.
	Names of other assessment team members and people consulted:	Neil Jones – Marketing Manager Abigail Cheverst – Event coordinator Trevor Woollams – Head of community Development Ariadne Henry – CDO (review)
	Date of next review of the EqIA <i>This should be within three years of the date of completion of the original EqIA.</i>	N/A

Note: when completed a copy of this form should be saved with the relevant strategy, plan, policy, project, contract, major change in service or decision and an electronic copy sent to Andrew Limb, Head of Corporate Strategy, Andrew.limb@cambridge.gov.uk who will arrange for publication on the Council's web pages and the Intranet.

ACTION PLAN

Equality Impact Assessment Title: Olympic Torch Relay

Date: 2/01/11 Updated 28.5.12.....

Equality Group	Details of possible disadvantage or negative impact	Action to be taken to address the disadvantage or negative impact	Officer responsible for progressing the action	Date action to be completed by
Age	Unable to view OTR Unable to access marketing for OTR	Last minute marketing to ensure access to those without Internet Disabled / elderly viewing points to be ensured	AC / NJ	June 2012 . Press & marketing team briefed to distribute info. Disabled viewing points advised on website
Disability	Unable to view OTR Unable to access marketing for OTR	Disabled / elderly viewing points to be ensured Sufficient toilets to be provided on the route Marketing to be made available in alternative formats if required Disabled parking to be ensured Consult with disability and ethnic community forums and relevant Council staff to discuss concerns and ways of reducing impacts	AC / NJ	June 2012. As above. Additional free disabled parking will be provided at Dept of Chemistry (Lensfield Rd) on Sat 7 th and Shire Hall on Sun

				8 th .
Gender/Transgender <i>Inc gender reassignment and Pregnancy and Maternity</i>				
Marriage and Civil Partnership				
Race/ethnicity	May not engage with event	Consult with disability and ethnic community forums and relevant Council staff to discuss concerns and ways of reducing impacts	AC	May 2012. AC visited CECF & met with Tulat Raja regularly through Mela planning process..
Religion or belief	Route times may conflict with planned religious services.	Inform religious groups./buildings on route	AC/TW	Community development spoken to Mill Rd businesses on route. Mill Rd Bridges Newsletter used. All premises given leaflet warning of details. No issues of

					concern raised to date.
Sexual orientation					
Other factors that may lead to inequality	General equality monitoring actions	Ask LOCOG recommendations for monitoring diversity of attendance, pro formas etc. Anyone / anything we can benchmark with? Analyze complaints and compliments after event Marketing to carry out monitoring survey Police to estimate numbers Staff to visually estimate diversity of audience	AC / NJ		July 2012

Name and Job Title of Officer completing the Action Plan: Abigail Cheverst Events Coordinator / Elaine Midgley, Arts & Events Manager

Department/Service: Arts and Recreation

This plan will next be updated (*Please give date*): 28th May 2011 / N/A

DRAFT

Cambridge City Council

Equality Impact Assessment

Leisure Management Contract Re-tender (2013 onwards)

Equality Impact Assessment

General Information		
1.	Title of strategy, policy, plan, project, contract, major change in service or decision:	Leisure Management Contract Re-tender (2013 onwards)
2.	What is the objective or purpose of the strategy, policy, plan, project, contract, major change in service or decision?	<p>The organisation that is awarded the contract will deliver the City Council's Leisure Management portfolio from October 2013 onwards. Key objectives of the contract will be to ensure that the authority is securing value for money, improving the accessibility and affordability of the services on offer, as well as reducing the carbon emissions of the services.</p> <p>The purpose of this EqlA is to consider what equalities issues need to be considered in the tendering and award process in order to improve accessibility to the City Council's leisure services & facilities.</p>
3.	Who will be affected by this strategy, policy, plan, project, contract, major changes in services or decision? (Please tick those that apply)	<div> <input checked="" type="checkbox"/> Residents <input checked="" type="checkbox"/> Visitors <input checked="" type="checkbox"/> Staff </div> <div> A specific client group or groups (please state): Existing swimming and diving Clubs, groups and schools that use the facilities. </div>
4.	What type of strategy, policy, plan, project, contract, major change in service or decision is this? (Please tick)	<div> <input type="checkbox"/> New <input checked="" type="checkbox"/> Revised – this is a re-tendering exercise of an existing contract. <input type="checkbox"/> Existing </div>

5.	Responsible department, section, service manager and Head of Service.	<p>Department: Customer & Community Services</p> <p>Section: Client team in Arts and Recreation</p> <p>Service Manager: Ian Ross</p> <p>Head of Service: Debbie Kaye</p>
6.	Are other departments or partners involved in delivering this strategy, policy, plan, project, contract, major change in service or decision?	<p><input type="checkbox"/> No</p> <p><input checked="" type="checkbox"/> Yes (please give details):</p> <p>Procurement, Legal, Finance, Strategy and Partnerships, Environmental Health, Chypps, Corporate Health & Safety, Human resources, Property, ICT, and Streets & Open Spaces are all involved in helping shape the future leisure management contract.</p>

Gathering Performance Data	
7.	<div> <p>How do you (or how will you) monitor the impact of the strategy, policy, plan, project, contract, major change in service or decision? <i>(Please tick any that apply and give examples e.g. bench marking with the Housing Quality Network)</i></p> <div> <input checked="" type="checkbox"/> Performance indicators/targets <input checked="" type="checkbox"/> Benchmarking with other organisations <input checked="" type="checkbox"/> User satisfaction survey results <input checked="" type="checkbox"/> Consultation results <input checked="" type="checkbox"/> Complaints information <input type="checkbox"/> Freedom of Information requests <input checked="" type="checkbox"/> Service uptake data <input checked="" type="checkbox"/> External verification e.g. inspection results, views of organisations representing equalities groups <input type="checkbox"/> Staff survey results <input checked="" type="checkbox"/> Workforce monitoring data <input checked="" type="checkbox"/> Partnership consultation <input checked="" type="checkbox"/> Other (please state:) NBS – National Benchmarking Services & Quest Quality Assurance <input type="checkbox"/> None </div> </div>

8.	Which of the equalities groups does this monitoring data relate to? (Please tick any that are relevant)	<input checked="" type="checkbox"/> Age <input checked="" type="checkbox"/> Disability <input type="checkbox"/> Gender/transgender (<i>inc gender re-assignment, pregnancy and maternity</i>) <input type="checkbox"/> Marriage and Civil Partnership <input checked="" type="checkbox"/> Race <input checked="" type="checkbox"/> Religion/belief <input type="checkbox"/> Sexual orientation <input type="checkbox"/> None	<p>Other factors that may lead to inequality e.g. social class, income or financial exclusion, children in care, ex-offenders (<i>please state</i>):</p> <p>Income</p> <p>Availability of public transport network</p> <p>If you collect different monitoring data for different groups for different aspects of your service please give details here:</p>
----	--	---	---

Analysing Performance Data				
	Same impact	Not same impact	Positive (P) / Negative(N)	Insufficient evidence

9.	Using the monitoring information that you have or will be collecting, please indicate if the impact of the strategy, policy, plan, project, contract, major change in service or decision is/is likely to be the same for the equalities groups as it is for the population or the workforce as a whole.	Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Gender (<i>Inc pregnancy and maternity</i>)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Transgender (<i>inc gender re-assignment</i>)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Marriage and Civil Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
		Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Religion/belief									
	Sexual orientation									
	Other factors that may lead to inequality (please state):									
	1. Income									
	2. Physical accessibility									
	3. Transport									
	4. Ability									

	Equalities Group Affected	What the potential negative impact is	Evidence of potential negative impact if there is any.
10. List and explain any negative impacts identified in Qu 9. State which equalities group is/may be affected, what the negative impact is/may be and give details of any evidence of this impact/potential impact e.g. document titles, web links. If you have no evidence of the negative impact but believe it may exist, please say so.	People on low incomes Disabled people Women and people from different religions and cultures Older people Younger people Transgender	Cost is a key barrier that prevents people from participating in leisure services activities to improve their health and well being. The contract will need to consider how a range of activities and participation events can be more affordable. A range of activities and specialist facilities are currently in place at all sites to enable disabled people to use the facilities. The contract will need to ensure that the new provider continues to consider the needs of disabled people. Some religions and cultures prefer that there are exclusively women only sessions. The contract will need to ensure that the new provider continues to consider the needs of different cultures. Programming provision made specifically for older people. This may be required in the new leisure contract, however evidence for demand for exclusivity is limited. Programming provision made specifically for younger people (schools). Uncomfortable about using single sexed changing facilities. Contract will need to be flexible to retain village and mixed changing areas.	Low uptake of Free leisure Card A's to targeted City resident groups. Work undertaken with the Judge Business School Lack of available pool time and complaints from public about exclusive use of pool spaces for 3-4 people during busy holiday periods. Availability of suitable locations and pool time. Screening of Pool hall activities at Parkside due to expanse of glass frontage. Lack of available pool time and complaints from public about exclusive use of pool spaces for 3-4 people during busy holiday periods Timetable dedication to off peak hours traditionally not always suitable for the age groups to attend. Parkside Pools changing room consultations. Main pools offer "village" changing.

11.	<p>Are or will people from equalities groups take up services associated with the strategy, policy, plan, project, service, contract, major change in service or decision at the same rate as the population or the workforce as a whole?</p> <p><i>(Please tick)</i></p>	<p> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Insufficient evidence </p>	<p>If no, please provide details....</p> <p>Local representation form disabled participation and that of older age groups is very good and reflects the local population demographic.</p> <p>Younger people and those on low incomes participation is lower than expected.</p> <p>Use of the facilities by ethnic groups is improving and dedicated sessions at certain sites are popular but need to be embedded into core programming rather than just short term taster sessions.</p>
12.	<p>Is your strategy, policy, plan, project, service, contract, major change in service or decision likely to exclude or disadvantage equalities groups in the longer term?</p> <p><i>(Please tick)</i></p>	<p> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Insufficient evidence </p>	<p>If yes, please indicate which groups will be affected and what the impact will be...</p> <p>The purpose of consulting people is to identify what the community needs and key areas for improvement that can be built into the new contract to prevent disadvantage in the longer term.</p>

Checking Delivery Arrangements

Checking Delivery Arrangements

Conclusions and Next Steps									
----------------------------	--	--	--	--	--	--	--	--	--

- | Conclusions and Next Steps | |
|--|--|
| 14. a) The evidence has not identified any disadvantages or negative impacts. | No further action required. Sign off this form and send to Andrew Limb, Head of Corporate Strategy, Andrew.limb@cambridge.gov.uk who will arrange for it to be published on the Internet and Intranet. |
| b) The evidence indicates that there are no disadvantages or negative impacts that cannot be easily addressed. | Completed the Action Plan |

	<p>c) It has not been possible to say whether or not there is a disadvantage or negative impact e.g. there is insufficient evidence.</p>	<p>Go to Question 15</p>
	<p>d) The evidence indicates potential disadvantages or negative impacts that cannot be easily addressed.</p>	<p>Complete Action Plan</p>
<p>Gathering additional information</p>		
<p>15.</p>	<p>What additional evidence are you going to gather? <i>(Please tick any that apply)</i></p>	<p>Other <i>(please state)</i>:</p> <p>Currently ongoing</p> <p>Supplied by SLM and Performance Management reports.</p> <p>From club and group consultation exercises</p> <p>Currently being undertaken</p> <p>Judge Business School on low uptake of LCA</p> <p>Internal working groups</p>

16.	If you have any additional comments please add them here.	
17.		Completion
	Name and job title of assessment lead officer:	Ian Ross, Sports and Recreation Manager
	Date of completion:	December 2011 – updated May 2012
	Names of other assessment team members and people consulted:	Mac McDonald, Technical Officer Dashlina Souleeyo, Senior Community Worker Julie Durrant – Project Support Officer
	Date of next review of the EqIA <i>This should be within three years of the date of completion of the original EqIA.</i>	The assessment will be refined following further consultation, including with equalities groups.

Note: when completed a copy of this form should be saved with the relevant strategy, plan, policy, project, contract, major change in service or decision and an electronic copy sent to Andrew Limb, Head of Corporate Strategy, Andrew.limb@cambridge.gov.uk who will arrange for publication on the Council's web pages and the Intranet.

ACTION PLAN

Equality Impact Assessment Title: Leisure Management Contract Re-tender

Date: 1 June 2012

Equality Group	Details of possible disadvantage or negative impact	Action to be taken to address the disadvantage or negative impact	Officer responsible for progressing the action	Date action to be completed by
All	Identification of further requirements	Undertake further consultation to identify equalities issues.	Sport and Recreation Manager	October 2012
Age	Loss of exclusive age related classes opened up to ability levels	Undertake further consultation to identify equalities issues.	Sport and Recreation Manager	October 2012
Disability	Loss of exclusive pool times	Ensure programming enables exclusive use whilst balancing public demand of shallow pool water space in key holiday periods.	Sport and Recreation Manager	October 2012
Gender/Transgender <i>Inc gender reassignment Pregnancy and Maternity</i>	None - Identified	Main pools have changing rooms unisex/mixed village changing spaces.		N/A
Marriage and Civil Partnership	None - Identified	None.		N/A
Race/ethnicity	Loss of exclusive pool times	Ensure programming enables exclusive use whilst balancing public demand.	Sport and Recreation Manager	October 2012
Religion or belief	Loss of exclusive pool times	Ensure programming enables exclusive use whilst balancing public demand.	Sport and Recreation Manager	October 2012
Sexual orientation	None - Identified	None		N/A
Income	Leisure services are unaffordable	Ensure concession pricing is a firm requirement in the tender with appropriate importance.	Sport and Recreation Manager	October 2012

Name and Job Title of Officer completing the Action Plan: Ian Ross, Sport and Recreation Manager
Department/Service: Customer & Community Services, Arts and Recreation Service
This plan will next be updated (*Please give date*): April 2013

CAMBRIDGE CITY COUNCIL

To: Equalities Panel Meeting

Date: 18th June 2012

Report by: Head of HR

**Equality in Employment – End of year Update Workforce Report,
April 2011 - March 2012**

Contents

Section		Page
One	Purpose	3
Two	Workforce Profile – Employee numbers and targets	3
Three	Recruitment Profile	6
Four	Training	7
Five	Disciplinary, Capability, Grievance and Redundancy	8
Six	Starters	10
Seven	Leavers	10
Eight	Pay Bands	11
Nine	Summary	11

1. Purpose

- 1.1 The purpose of this report is to update the Equalities Panel on the workforce profile as at March 2012.

2. Workforce Profile – Employee numbers and targets

- 2.1 The Equality Act 2010 was implemented on 1st October 2010 and covers nine protected characteristics on the grounds upon which discrimination is unlawful. These are race, disability, gender, gender reassignment, sexual orientation, age, religion or belief, marriage and civil partnership, pregnancy and maternity.
- 2.2 The following information sets out the Council's workforce profile as at 31st March 2012 in relation to ethnicity, disability, gender, age, religion or belief and sexual orientation. All the data shown is in headcount – not full time equivalents
- 2.3 Our workforce data was updated by staff completing data validation forms at the end of 2011 and this report reflects those updates.
- 2.4 Cambridge City Council's Single Equality Scheme was approved by Strategy & Resources Committee in March 2012. This contains an Action Plan over 2012/2015 with two key objectives in relation to employment issues:
- To ensure that the City Council's employment policies and practices are non-discriminatory and compliant with equalities legislation as a minimum standard.
 - To work towards a more representative workforce within the City Council.
 - The Council's targets for BAME and disabled representation will be reviewed when the 2011 Census data is available (likely mid 2012)

2.5 Ethnicity

In March 2012, 7.20% of all staff declared themselves to be BAME (Black, Asian and Minority Ethnic), which is up slightly from 6.85% in March 2011. This equates to 71 BAME members of staff in March 2012 in comparison with 73 BAME members of staff in March 2011. Our target for 2011/12 is 8.5%.

- Please see appendices 1 and 2 for the Council's workforce profile.
- The highest representation of minority ethnic staff is shared between Asian or Asian British: Indian (1.12%) and Black or Black British: African (1.12%) followed by Asian or Asian British:Other (1.01%) and Black or Black British:Caribbean (1.01%). Mixed:White & Asian (0.81%) are then followed by Asian or Asian British:Bangladeshi (0.51%).
- There is a low number of BAME staff from the Chinese community with 0.20% of our staff being Chinese. This figure remains low in comparison with the Chinese community which is the highest single ethnic minority in Cambridge City with 3% of the total population being Chinese (CCC Best Value Residence Survey Sept/Nov 2006).

- The overall staff numbers have reduced by 69 from 1079 in April 2011 to 1010 in March 2012.
- According to the census in 2001 around 10% of Cambridge population are from the BAME community (Black, Asian and Minority Ethnic). BAME refers to those in Mixed, Asian or Asian British, Black or Black British, Chinese and Other ethnic groups.

2.6 Disability

Currently, 5.05% of the Council's workforce declares themselves as disabled, which equates to 51 staff. This is higher than the March 2011 figure of 43 (3.99%). The main reason for the increase in this percentage has been changes in self-declaration through the data validation exercise. Our target for the total number of disabled employees was 4.5% for 2011/12.

- Please see appendix 3 for the Council's workforce profile.
- We continue our work with the Papworth Trust to improve the representation of the City's workforce by increasing the number of disabled people applying for jobs with the Council. The Council has a 'Work Choice' agreement with the Papworth Trust (formerly known as Workstep), which offers help and support to disabled employees.

2.7 Gender

Of our staff, 47.23% are female and 52.77% are male. In March 2011 45.69% of the workforce were female and 54.31% were male.

- Please see appendix 4 for the Council's workforce profile.
- Part time female employees make up 20.20% (204 members of staff) of all staff and part time male employees make up 8.22% (83 members of staff) as detailed below:

Gender	Full Time	Part Time	Total	% Full Time	% Part Time
Male	450	83	533	44.55	8.22
Female	273	204	477	27.03	20.20
Total	723	287	1010	71.58	28.42

2.8 Age

The highest percentage of Council staff are now in the 45-54 age group (31.98%). This is followed by the 35-44 age group (26.14%), then the 25-34 age group (20.99%). The age profile has remained very similar since March 2011.

- Please see appendix 5 for the Council's workforce profile.
- We have 26 staff aged 24 or under and 7 staff aged 65 or over.
- There are 2 apprentices employed in Waste and Fleet. Streets and Open Spaces have worked in partnership with Nordic Pioneer and 8 young people undertook NVQ 2 training in 2011. One of these young people was successful in being appointed to a job with Cambridge City through recruitment. It is anticipated that we will continue this scheme with another 12 placements being

offered in 2012. Community Development – CHYPPS, are in the process of recruiting 2 full time apprentice project workers to start in September 2012.

- 18.3% of the Council's workforce is 55 or over.
- Appendix 6 shows that 405 staff (40.10%) have been working for the Council 10 years or more. 94 staff (9.31%) have been working for the Council less than a year, this figure has increased from 49 last year.

2.9 Religion or Belief

The Council's current workforce profile in relation to religion or belief is shown in the table below.

- 41.98% of the Council's staff declare themselves as Christians. 27.23% state that they have no religion or belief.

Count of Employees Religion/Belief	March 2012		March 2011	
	Total	%	Total	%
Buddhist	3	0.30	3	0.28
Christian	424	41.98	444	41.15
Hindu	5	0.50	5	0.46
Jewish	1	0.10	1	0.09
Muslim	14	1.39	13	1.20
Sikh	2	0.20	2	0.19
None	275	27.23	279	25.86
Other	32	3.17	33	3.06
Refuse/Not Specified	254	25.15	299	27.71
Grand Total	1010	100.00	1079	100.00

2.10 Sexual Orientation

The Council's current workforce profile in relation to sexual orientation is shown below:

Count of Employees Sexual Orientation	March 2012		March 2011	
	Total	%	Total	%
Bisexual	13	1.29	10	0.93
Gay	10	0.99	6	0.56
Heterosexual	622	61.58	654	60.61
Lesbian	3	0.30	5	0.46
Other	3	0.30	5	0.46
Questioning	5	0.50	4	0.37
Refuse/Not Specified	354	35.05	395	36.61
Grand Total	1010	100.00	1079	100.00

- 61.58% of the Council's staff declare themselves as heterosexual.
- 2.58% declare their sexual orientation as being lesbian, gay or bisexual, which has increased slightly from 1.95% in March 2011 and 35.05% prefer not to say (36.61% in March 2011).

3. Recruitment Profile

3.1 Ethnicity

Appendices 7 and 8 show ethnicity in relation to recruitment April 2011 - March 2012 compared to April 2010 - March 2011. The figures below are a summary and reflect numbers of applicants who were successful at interviews.

	April 2011 – March 2012		April 2010 – March 2011	
Applications	All applicants	BAME	All applicants	BAME
Received	1704	247 (14.05%)	1223	185 (15.13%)
Shortlisted	473 (27.7%)	52 (10.99%)	342 (27.96%)	39 (11.40%)
Appointed	145 (8.51%)	15 (10.34%)	108 (8.8%)	12 (11.11%)

- The percentage of BAME applications has been lower in 2011/12 at 14.05% compared to 15.13% in 2010/11.
- The number of BAME candidates shortlisted in 2011/12 was 10.99% compared to 11.40% in 2010/11 and 10.34% were appointed compared to 11.11% in 2010/11.
- Our profile of BAME staff is 7.2% and our target is 8.5%, the figures shown above exceed our profile and target.

3.2 Disability

Appendices 7 and 8 show disability in relation to recruitment April 2011 – March 2012 compared to April 2010 - March 2011. The figures below are a summary and reflect numbers of applicants who were successful at interviews.

	April 2011 – March 2012		April 2010 – March 2011	
Applications	All applicants	Disabled	All applicants	Disabled
Received	1704	72 (4.23%)	1223	48 (3.92%)
Shortlisted	473 (27.7%)	22 (4.65%)	342 (27.96%)	12 (3.51%)
Appointed	145 (8.51%)	6 (4.14%)	108 (8.8%)	2 (1.85%)

- The percentage of applications received from disabled applicants has increased slightly from 3.92% between April 2010-March 2011 to 4.23% between April 2011-March 2012.
- The percentage of shortlisted disabled applicants is higher in the time frame from April 2011 – March 2012 (4.65%) in comparison to April 2010 – March 2011 (3.51%).
- 6 disabled applicants were appointed during April 2011 – March 2012 (4.14%), which is an increase from April 2010 – March 2011 when there were 2 appointed (1.85%).

- Having and displaying the “Two Ticks” symbol remains a Council commitment. The symbol is a recognition, which Jobcentre Plus gives to employers who have agreed to make certain positive commitments regarding the employment, retention, training and career development of disabled people.
- The Council will continue our work with the Papworth Trust to increase the number of disabled applicants applying to us.
- Our profile of disabled staff is 5.05% and our target is 4.5%, the figures shown above are below our current profile of staff.

3.3 Age

Appendices 7 and 8 show age in relation to recruitment April 2011 – March 2012 compared to April 2010 - March 2011.

- Average applications per job have decreased slightly from 11.32 in April 2010 – March 2011 to 10.85 in April 2011 to March 2012.
- At application stage and appointment stage the 25 – 34 year age group is predominant

3.4 Vacancies by pay band

Appendix 9 shows the vacancies by pay band for 2011/12, together with total applications, and of that, the number of BAME applicants.

4. Training

The Council monitors attendance at Corporate Learning and Development staff training courses in terms of diversity. A total of 150 courses were held from April 2011 – March 2012 compared to 136 courses (excluding corporate induction courses) from April 2010 - March 2011 (see information below):

April 2011 – March 2012

Non BAME	BAME	Not given	Female	Male	Not given	54 and under	55 and over	Not given	Disabled	Non disabled	Not given
827	68	14	491	418	0	760	149	0	52	857	0
909			909			909			909		
90.9%	7.5%	1.5%	54%	46%	0%	83.6%	16.4%	0%	5.7%	94.3%	0%

April 2010 – March 2011

Non BAME	BAME	Not given	Female	Male	Not given	54 and under	55 and over	Not given	Disabled	Non disabled	Not given
652	47	0	302	397	0	555	144	0	34	665	0
699			699			699			699		
93.3%	6.7%	0%	43.2%	56.8%	0%	79.4%	20.6%	0%	4.9%	95.1%	0%

- 7.5% of staff attending training in April 2011 to March 2012 declared themselves as BAME, which is in line with the percentage of BAME people in the workforce 7.2% (some staff have attended more than one course). From April 2010 – March 2011, 6.72% of BAME staff attending training and 6.85% of the total workforce declared themselves as BAME.
- The percentage split of the council's workforce is 47.23% females and 52.77% males. 54% of staff attending training are female and 46% are male. More women

than men attended training over this period compared with the previous year when more men attended training (56.8%).

- 83.6% of staff were 54 and under and 16.4% of staff were 55 and over. This profile is similar to the 2009/10 and the 2010/11 profile for age
- 52 staff on training declare themselves as disabled and 857 as non disabled. These figures show that the percentage of disabled staff attending training (5.7%) is higher than the total percentage of disabled staff employed by the council (5.05%). From April 2010 – March 2011 4.9% of staff attending training declared themselves as disabled.
- As part of the HR induction training a ½ day training session is delivered for all new staff on equalities. There is also a shorter 30 minutes diversity slot delivered as part of the full day's staff induction.
- The Corporate Learning and Development Programme includes a diversity course (staff and managers). All equalities training sessions have been updated to reflect changes to legislation following the implementation of the Equality Act 2010.

5. Disciplinary, Capability, Grievance and Redundancy

Disciplinary, Capability, Grievance and Redundancy cases are monitored in terms of diversity as outlined below.

5.1 Disciplinary

During the period from April 2011 – March 2012, 10 people (0.99%) have been involved in disciplinary cases, compared to 20 people from April 2010 – March 2011, which is broken down as follows:

	Non BAME	BAME	Not given	Female	Male	Not given	Under 55	55 or over	Not given	Disabled	Non disabled	Not given
April 2011 - March 2012	9	1	0	2	8	0	8	2	0	0	10	0
April 2010 - March 2011	20	0	0	5	15	0	15	5	0	0	20	0

- 8 male and 2 female workers were involved in disciplinary cases.
- 1 BAME staff and no disabled staff have had a disciplinary case in this period.
- 2 members of staff who were 55 years of age or over were involved in a case.

5.2 Capability

There were 2 capability processes in the period April 2011 – March 2012. None of which were from the protected groups.

	Non BAME	BAME	Not given	Female	Male	Not given	Under 55	55 or over	Not given	Disabled	Non disabled	Not given
April 2011 – March 2012	2	0	0	0	2	0	2	0	0	0	2	0
April 2010 – March 2011	2	2	0	0	4	0	4	0	0	1	3	0

5.3 Grievance

11 people (1.09%) raised individual grievances and there was one collective grievance during April - March 2012. Compared to 7 people during April 2010 - March 2011. Six were female, none were disabled, none were BAME and one was 55 or over.

	Non BAME	BAME	Not given	Female	Male	Not given	Under 55	55 or over	Not given	Disabled	Non disabled	Not given
April 2011 to March 2012	10	0	1	6	5	0	9	1	1	0	10	1
April 2010 to March 2011	5	2	0	3	4	0	6	1	0	1	6	0

5.4 Redundancy

In the same time period the Council made 16 people (1.58%) redundant, compared to 19 people from April 2010 – March 2011, which can be broken down as follows:

	Non BAME	BAME	Not given	Female	Male	Not given	Under 55	55 or over	Not given	Disabled	Non disabled	Not given
April 2011 to March 2012	15	1	0	6	10	0	9	7	0	1	15	0
April 2010 to March 2011	18	1	0	11	8	0	8	11	0	1	18	0

	FT	PT
Female	4	2
Male	7	3

- 7 people aged 55 or over were made redundant.
- 1 BAME staff member was made redundant.
- 1 disabled member of staff was made redundant.

5.5 Bullying and Harassment

There has been one new bullying and harassment case from April 2011 – March 2012.

6. Starters

All new appointments made are monitored in terms of race, gender and disability (please see Appendices 10 and 11) and cover internal as well as external recruitment.

- The Council has made 145 new appointments from April 2011 – March 2012 whereas 108 appointments were made between April 2010 - March 2011.
- 94 (65%) were external appointments and 51 (35%) were internal appointments, compared to 66 (61%) external and 42 (39%) internal appointments between April 2010 – March 2011. Of the 51 internal appointments between April 2011 and March 2012, 18 were promotions (increased pay band) and of the 18, 13 were female, 5 male, none were disabled, 2 were BAME and 1 was under 55.
- Of the 145 appointments made 5 were disabled, 84 were women and 15 were from the BAME community. Between April 2010 – March 2011, of the 108 new appointments 2 were disabled, 60 were women and 12 were BAME.

7. Leavers

The purpose of monitoring leavers in terms of diversity (see Appendices 12 and 13) is to highlight whether a disproportionate number of women, disabled or BAME people are leaving the council in comparison to our overall staff turnover.

From April 2011 to March 2012 150 staff left the Council and figures show that out of these 6 were disabled, 67 were women and 12 were BAME. Reasons for leaving are shown in the table below:

	Reason for leaving
53	Voluntary
4	Dismissal
10	End of contract
2	Death in service
4	Career break
16	Redundancy
23	Retirement
38	TUPE
150	

Turnover during the period 2011-2012 is 5.1% based on voluntary leavers as a percentage of the average number of employees.

Appendices 12 and 13 show changes from the April 2010 – March 2011 figures as displayed below.

- From April 2011 – March 2012 4.05% of all leavers were disabled against 4.39% from April 2010 – March 2011.
- From April 2011 – March 2012 8.11% of all leavers were BAME against 10.53% from April 2010 – March 2011.
- From April 2011 – March 2012 44.62% of all leavers were women against 53.04% from April 2010 – March 2011.

Appendix 14 shows the number of leavers by pay band in 2011/12 and 2010/11. The highest percentage of leavers was in Band 5 in 2011/12 and Band 3 in 2010/11.

Appendix 15 shows the analysis of completed exit questionnaires. These are completed voluntarily and can be completed anonymously. For 2011/12 these were completed by 42 people.

8. Pay Bands

8.1 Ethnicity

We are performing well against our set target of 8.5% for 2011/12 of BAME representation within the lower pay bands 1 and 2.

- Please see appendices 1 and 2 for the Council's workforce profile.
- However, we are below target for the higher pay bands particularly band 9 where we do not have any BAME staff represented.
- Representation of BAME staff in pay bands 2, 4, 6 and 8 has increased since March 2011.

8.2 Disability

Our current target for disabled employees 2011/12 is 4.5% (see appendix 3), the council wide figure is 5.05% and we are exceeding our target in bands 1, 3, 4, 7, 9, and Senior Management.

8.3 Gender

Of our 1010 members of staff, 47% are female and 53% are male (see appendix 4).

- Women outnumber men in pay bands 4, 6 and 9. In pay band 9 (£38,042 – £46,370), there is now a higher representation of women (58.82%) than men (41.18%).

8.4

Age

All younger employees (18 or under and 19-24) are in the low to mid pay bands 1-5 (see appendix 6). For our remaining age bands there is representation across all grades.

9.

Summary

We have set ourselves targets for both BAME (8.5%) and disabled (4.5%) staff as a percentage of the workforce. The percentage of staff who declare themselves as BAME has increased slightly from 6.85% at the end of March 2011 to 7.20% in March 2012.

The Council's targets for BAME and disabled representation will be reviewed when the 2011 Census data is available (likely mid 2012).

The percentage of staff who declare themselves as disabled has increased slightly from 3.99% at the end of March 2011 to 5.05% in March 2012.

Our representation of male (53%) and female (47%) members is similar to the figures reported at the end of March 2011.

Women are now more represented than men in pay band 9, although men are still more represented at Senior Management level.

The highest percentage of Council staff (31.98%) are now in the 45-54 age group.

The number of BAME candidates who were successful in being appointed (10.34%) is proportionate to the number of shortlisted BAME applicants (10.99%).

The percentage of shortlisted disabled applicants (4.65%) is higher in this period in comparison to April 2010 – March 2011, which was 3.51%.

The average applications per job have decreased from 11.32 in April 2010 – March 2011 to 10.85 in April 2011 to March 2012.

BAME/Pay Band Profile
Information Date: 31/03/2012

Ethnic Origin	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	SEN MGT	OTHER	Grand Total	% Ethnicity
Asian or Asian British:Bangladeshi			2	2		1						5	0.51%
Asian or Asian British:Indian	2	1		1	3	1	2			1		11	1.12%
Asian or Asian British:Other	1	6	1	1	1							10	1.01%
Asian or Asian British:Pakistani		1		1		1						3	0.30%
Black or Black British:African		3	2	2	2	2						11	1.12%
Black or Black British:Caribbean		1	4	3	1		1					10	1.01%
Black or Black British:Other		1	1	1								3	0.30%
Chinese or other Ethnic:Chinese			1									1	0.10%
Chinese or other Ethnic:Other						1						1	0.10%
Mixed:Other			1	1	2							4	0.41%
Mixed:White&Asian		4	1		1	2						8	0.81%
Mixed:White&Black African		1		1								2	0.20%
Mixed:White&Black Caribbean		1				1						2	0.20%
Traveller: From a Travelling Community												0	0%
White:British	11	93	204	145	137	129	68	28	17	19		851	86.31%
White:Irish		2	2	2	3	2		1		1		13	1.32%
White:Other	2	13	15	10	4	4	2			1		51	5.17%
Total BAME Employees	3	19	13	13	10	9	2	1	0	1	0	71	
Total in Payband (BAME Data Supplied)	16	127	234	170	154	144	72	30	17	22	0	986	7.20%
BAME %	18.75%	14.96%	5.56%	7.65%	6.49%	6.25%	2.78%	3.33%	0.00%	4.55%	0.00%		

Prefer not to say		2	3	4	3	5					7	24	2.38%
-------------------	--	---	---	---	---	---	--	--	--	--	---	----	-------

Total Workforce within payband	16	129	237	174	157	149	72	30	17	22	7	1010	
Percent	1.58%	12.77%	23.47%	17.23%	15.54%	14.75%	7.13%	2.97%	1.68%	2.18%	0.69%	100.00%	

BAME/Pay Band Profile
Information Date: 31/03/11

Appendix 2

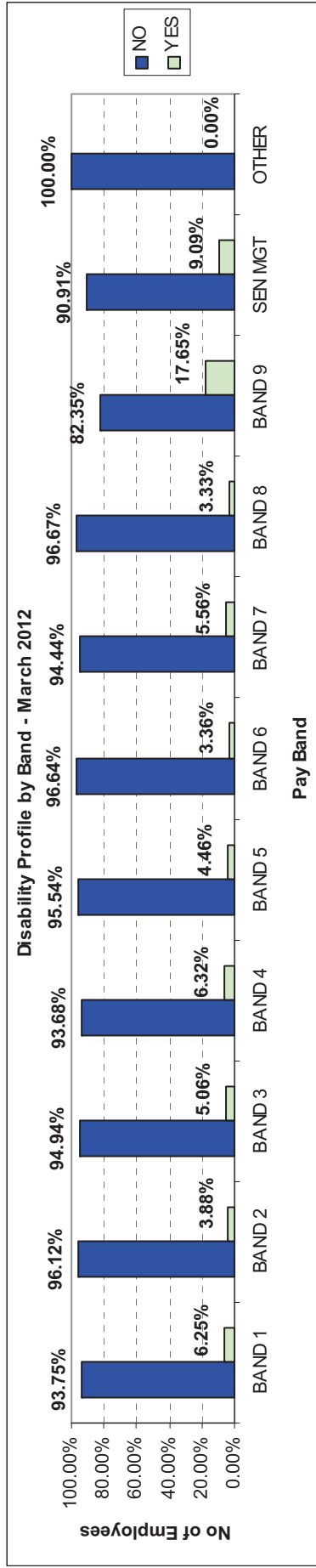
Ethnic Origin	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	SEN MGT	OTHER	Grand Total	% Ethnicity
Asian or Asian British:Bangladeshi			2	1		1						4	0.37%
Asian or Asian British:Indian	2		1	1	3	1	2			1		11	1.02%
Asian or Asian British:Other	1	7	1	1	1							11	1.02%
Asian or Asian British:Pakistani			1			1						2	0.19%
Black or Black British:African		1	2	2	4	1						10	0.93%
Black or Black British:Caribbean		3	5	3	1		1					13	1.20%
Black or Black British:Other		1	1	2								4	0.37%
Chinese or other Ethnic:Chinese			1									1	0.09%
Chinese or other Ethnic:Other						1						1	0.09%
Mixed:Other		1	1	2	3							7	0.65%
Mixed:White&Asian		2		1	1	1						5	0.46%
Mixed:White&Black African		1		1								2	0.19%
Mixed:White&Black Caribbean		1				1						2	0.19%
Traveller: From a Travelling Community												0	0.00%
White:British	11	100	201	159	168	138	68	38	15	18	1	917	84.99%
White:Irish		3	3	1	4	1		1		2		15	1.39%
White:Other	2	13	18	13	6	6	2			1		61	5.65%
Total BAME Employees	3	17	15	14	13	7	3	0	0	1	0	73	
Total in Payband (BAME Data supplied)	16	133	237	187	191	152	73	39	15	22	1	1066	6.85%
BAME %	18.75%	12.78%	6.33%	7.49%	6.81%	4.61%	4.11%	0.00%	0.00%	4.55%	0.00%		

Prefer not to say		1	3	3	3	3						13	1.20%
-------------------	--	---	---	---	---	---	--	--	--	--	--	----	-------

Total Workforce within Payband	16	134	240	190	194	155	73	39	15	22	1	1079	
--------------------------------	----	-----	-----	-----	-----	-----	----	----	----	----	---	------	--

Disability Profile

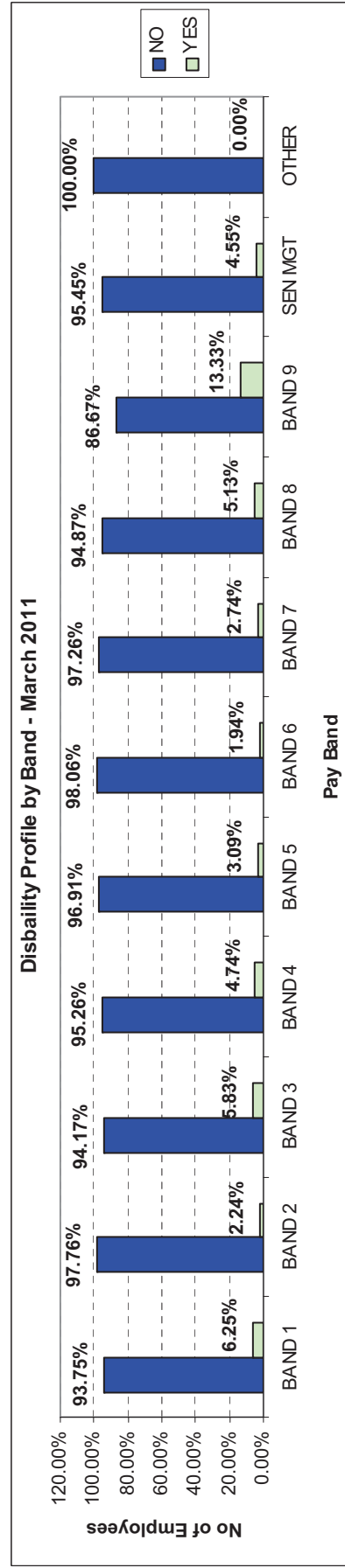
Information Date 31/03/2012



Disabled	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	SEN MGT	OTHER	TOTAL	%
NO	15	124	225	163	150	144	68	29	14	20	7	959	94.95%
YES	1	5	12	11	7	5	4	1	3	2		51	5.05%
												1010	

Disability Profile

Information Date 31/03/2011

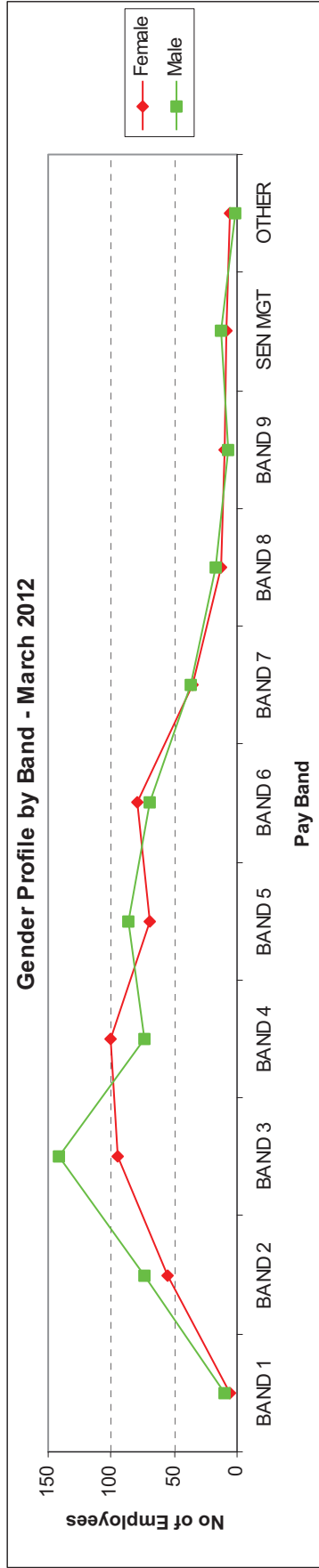


Disabled	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	SEN MGT	OTHER	TOTAL	%
No	15	131	226	181	188	152	71	37	13	21	1	1036	96.01%
Yes	1	3	14	9	6	3	2	2	2	1	0	43	3.99%
												1079	

Gender Profile

Information Date 31/03/2012

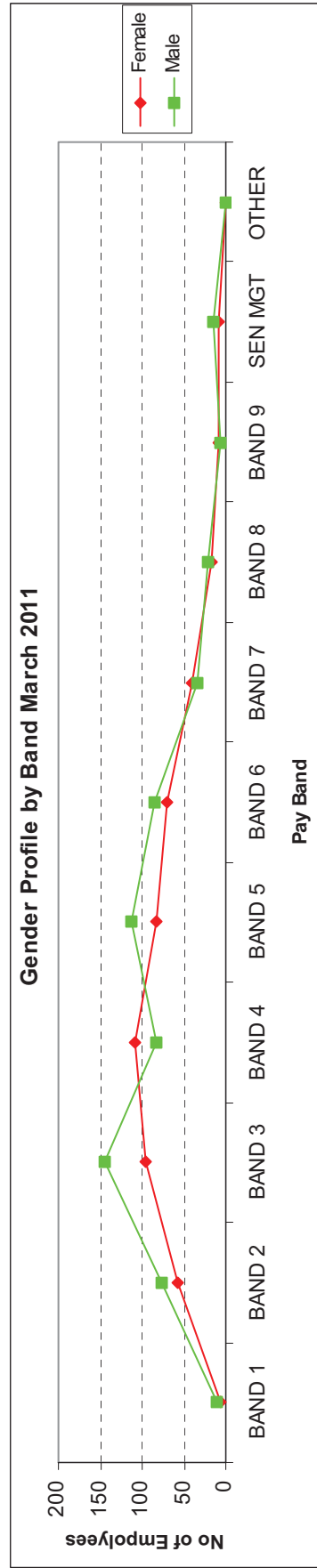
Appendix 4



Gender	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	SEN MGT	OTHER	Grand Total	%
Female	6	55	95	100	70	79	35	13	10	9	5	477	47.23%
Male	10	74	142	74	87	70	37	17	7	13	2	533	52.77%
Grand Total	16	129	237	174	157	149	72	30	17	22	7	1010	

Gender Profile

Information Date 31/03/2011



Gender	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	SEN MGT	OTHER	Grand Total	%
Female	6	58	95	108	82	70	40	18	8	8	0	493	45.69%
Male	10	76	145	82	112	85	33	21	7	14	1	586	54.31%
Grand Total	16	134	240	190	194	155	73	39	15	22	1	1079	

Age Profile

Information Date 31/03/2012

	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	SEN MGT	OTHER	Total in Age Band	Percent
18 or under	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
19-24		5	14	5	2							26	2.57%
25-34	2	32	40	56	34	38	6		3		1	212	20.99%
35-44	4	41	49	38	49	42	24	11	3	2	1	264	26.14%
45-54	5	24	83	50	46	47	30	14	9	14	1	323	31.98%
55-64	4	27	49	24	26	21	11	5	2	6	3	178	17.62%
65 and over	1		2	1		1	1				1	7	0.69%
Total in Pay Band	16	129	237	174	157	149	72	30	17	22	7	1010	
Percent	1.58%	12.77%	23.47%	17.23%	15.54%	14.75%	7.13%	2.97%	1.68%	2.18%	0.69%		

Age Profile

Information Date 31/03/2011

	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	SEN MGT	OTHER	Total in Age Band	Percent
18 or Under	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
19 - 24	2	6	8	4	3	1					1	25	2.32%
25 - 34		39	44	67	40	35	6	2				233	21.59%
35 - 44	4	33	47	39	62	44	28	16	5	2		280	25.95%
45 - 54	5	27	86	53	59	49	24	12	7	12		334	30.95%
55 - 64	5	27	55	26	30	25	14	9	3	7		201	18.63%
65 and Over		2		1		1	1			1		6	0.56%
Grand Total	16	134	240	190	194	155	73	39	15	22	1	1079	
Percent	1.48%	12.42%	22.24%	17.61%	17.98%	14.37%	6.77%	3.61%	1.39%	2.04%	0.09%		

Length of Service Profile

Appendix 6

Information Date 31/03/2012

Department	Up to 6 months	6 months to 1 yr	1 yr to 2 yrs	2 yrs to 5 yrs	5 yrs to 10 yrs	10 yrs to 20 yrs	20 years +	Total
Chief Executives	2	3	3	7	8	6	1	30
Customer & Community Services	36	21	12	62	114	85	46	376
Environment	22	5	19	78	123	115	64	426
Resources	1	4	3	20	62	47	41	178
Grand Total	61	33	37	167	307	253	152	1010
Percentage	6.04%	3.27%	3.66%	16.53%	30.40%	25.05%	15.05%	

Information Date 31/03/2011

Department	Up to 6 months	6 months to 1 yr	1 yr to 2 yrs	2 yrs to 5 yrs	5 yrs to 10 yrs	10 yrs to 20 yrs	20 years +	Total
Chief Executives	3	1	3	6	6	7	2	28
Customer & Community Services	6	11	22	85	125	75	53	377
Environment	14	12	14	103	136	98	73	450
Resources	1	1	2	29	91	49	51	224
Grand Total	24	25	41	223	358	229	179	1079
Percentage	2.22%	2.32%	3.80%	20.67%	33.18%	21.22%	16.59%	

Recruitment Equal Opportunities Profile April 2011- March 2012

Appendix 7

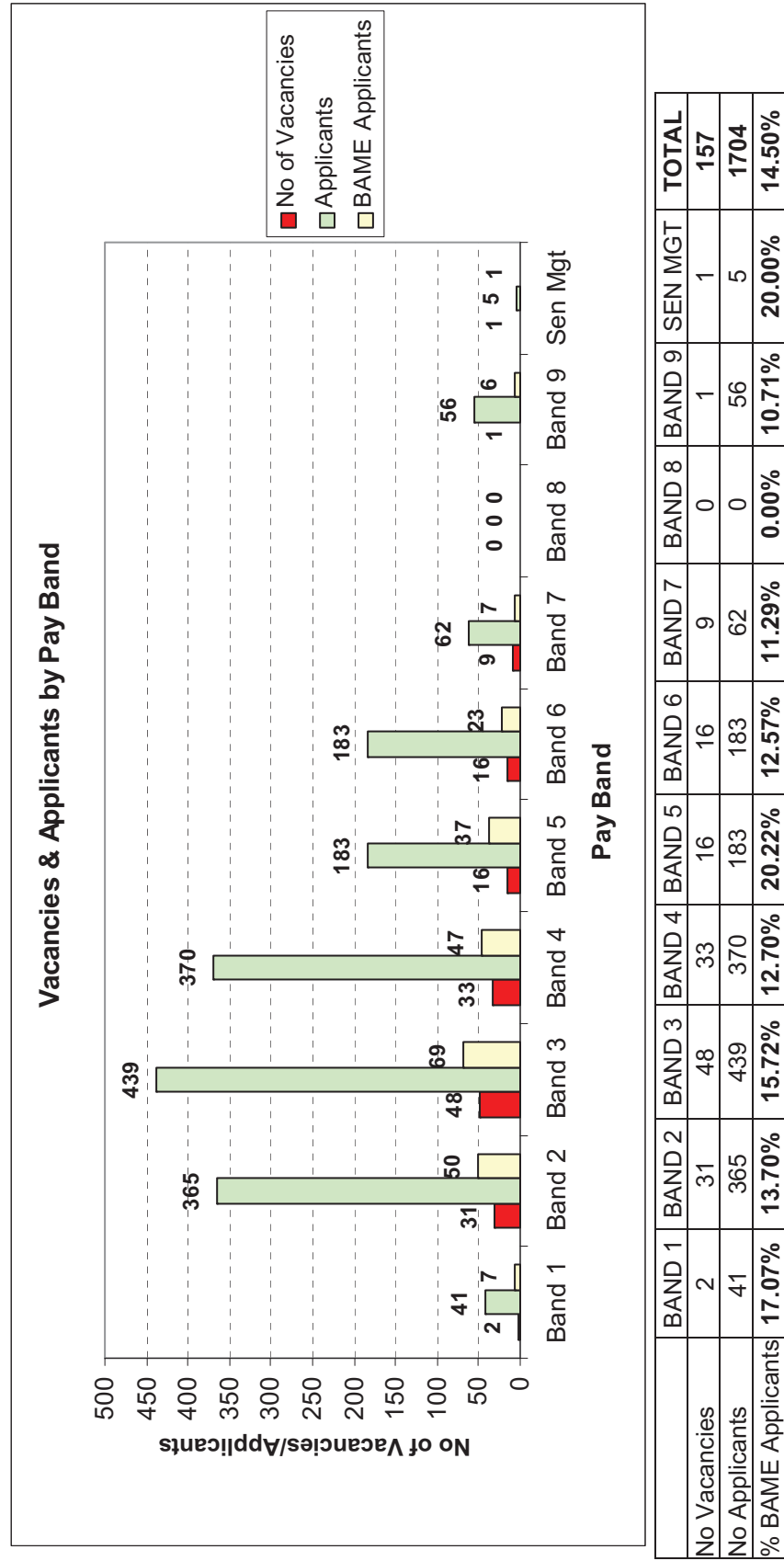
Ethnic Origin	Applications Received				Applicants Shortlisted				Applicants Successful								
	Male	Female	Not Given	Disabled	Age Profile		Male	Female	Not Given	Disabled	Age Profile						
Asian or Asian British:Bangladeshi	21	15	0	0	Under 18	14	7	3	0	0	2	1	0	Under 18	0		
Asian or Asian British:Indian	12	21	0	1	19 -24	311	2	3	0	1	60	0	0	19 -24	17		
Asian or Asian British:Other	15	10	0	0	25-34	600	2	4	0	0	161	0	3	25-34	56		
Asian or Asian British:Pakistani	9	10	0	1	35-44	303		2	0	0	93	0	1	35-44	40		
Black or Black British:African	21	13	0	0	45-54	308	7	4	0	0	110	1	0	45-54	22		
Black or Black British:Caribbean	8	6	0	0	55-64	122	1	1	0	0	40	0	0	55-64	9		
Black or Black British:Other	1	0	0	0	65+	5	0	0	0	0	1	0	0	65+	0		
Chinese or other Ethnic:Chinese	2	9	0	0	Not Given	41	0	2	0	0	8	0	0	Not Given	1		
Chinese or other Ethnic:Other	0	2	0	0			0	0	0	0		0	0	0			
Mixed:Other	6	10	0	1			3	0	0	1		1	0	0			
Mixed:White&Asian	6	17	0	0			2	3	0	0		2	3	0	0		
Mixed:White&Black African	6	8	0	0			1	2	0	0		1	0	0	0		
Mixed:White&Black Caribbean	12	7	0	0			1	2	0	0		0	0	0	0		
Traveller: From a Travelling Community	0	0	0	0			0	0	0	0		0	0	0	0		
White:British	581	626	1	58			171	187	1	18		44	68	1	5		
White:Irish	8	10	0	1			1	4	0	0		1	0	0	0		
White:Other	72	102	0	5			20	24	0	0		8	6	0	0		
Not Given	14	10	2	0			2		1	0		0	0	0	0		
Prefer not to say	13	18	0	5			4	6	0	2		0	2	0	1		
	807	894	3	72	Total	1704	224	247	2	22	Total	473	60	84	6	Total	145

Recruitment Equal Opportunities Profile April 2010- March 2011

Appendix 8

Ethnic Origin	Applications Received				Applicants Shortlisted				Applicants Successful				
	Male	Female	Not Given	Disabled	Age Profile	Male	Female	Disabled	Age Profile	Male	Female	Disabled	Age Profile
Asian or Asian British:Bangladeshi	5	6	0	0	Under 18 20	0	0	0	Under 18 2	0	0	0	Under 18 0
Asian or Asian British:Indian	16	22	0	1	19 -24 163	5	3	1	19 -24 31	1	2	0	19 -24 13
Asian or Asian British:Other	8	16	0	0	25-34 403	1	6	0	25-34 97	1	3	0	25-34 38
Asian or Asian British:Pakistani	11	4	0	2	35-44 245	4	0	1	35-44 70	0	0	0	35-44 15
Black or Black British:African	24	12	0	0	45-54 242	2	5	0	45-54 99	1	1	0	45-54 35
Black or Black British:Caribbean	5	5	0	1	55-64 86	1	1	0	55-64 23	0	0	0	55-64 7
Black or Black British:Other	5	0	0	0	65+ 3	1	0	0	65+ 0	0	0	0	65+ 0
Chinese or other Ethnic:Chinese	0	12	0	0	Not Given 61	0	1	0	Not Given 20	0	0	0	Not Given 0
Chinese or other Ethnic:Other	2	2	0	0		0	1	0		0	0	0	
Mixed:Other	7	5	0	1		2	2	0		1	1	0	
Mixed:White&Asian	2	3	0	0		2	0	0		0	0	0	
Mixed:White&Black African	5	5	0	4		1	0	1		0	0	0	
Mixed:White&Black Caribbean	2	1	0	0		1	0	0		1	0	0	
Traveller: From a Travelling Community	0	0	0	0		0	0	0		0	0	0	
White:British	474	382	0	33		144	120	7		39	41	2	
White:Irish	8	3	0	0		3	0	0		0	1	0	
White:Other	58	74	0	5		12	16	1		3	10	0	
Prefer not to say	21	17	1	1		3	5	1		1	1	0	

Recruitment – Vacancies by Pay Band: April 2011 – March 2012



New Starters Profile

April 2011 – March 2012

	Female		Male		Total Starters	% total BAME Starters
	Non-Disabled	Disabled	Non-Disabled	Disabled		
Asian or Asian British: Bangladeshi	1	0	2	0	3	2.10%
Asian or Asian British: Indian	0	0	0	0	0	0.00%
Asian or Asian British: Other	3	0	0	0	3	2.10%
Asian or Asian British: Pakistani	1	0	0	0	1	0.70%
Black or Black British: African	0	0	1	0	1	0.70%
Black or Black British: Caribbean	0	0	0	0	0	0.00%
Black or Black British: Other	0	0	0	0	0	0.00%
Chinese or other Ethnic: Other	0	0	0	0	0	0.00%
Chinese or other Ethnic: Chinese	0	0	0	0	0	0.00%
Mixed White & Asian	3	0	2	0	5	3.50%
Mixed White & Black African	0	0	1	0	1	0.70%
Mixed White & Black Caribbean	0	0	0	0	0	0.00%
Mixed: Other	0	0	1	0	1	0.70%
Traveller: From a Travelling Community	0	0	0	0	0	0.00%
White: British	65	3	43	2	113	79.02%
White: Irish	0	0	1	0	1	0.70%
White: Other	6	0	8	0	14	9.79%
Total Disabled Female / Male	79	3	59	2	143	100.00%
Total Disabled Percentage Female / Male	3.66%		3.28%			3.50%
Total BAME Female/Male	8	0	7	0	15	
Total BAME Percentage Female/Male	5.59%		4.90%			10.49%

Prefer not to say	1	1	0	0	2	1.38%
-------------------	---	---	---	---	---	-------

Total Female/Male	80	4	59	2	145
Total %	55.17%	2.76%	40.69%	1.38%	100.00%

New Starters Profile

April 2010 – March 2011

	Female		Male		Total Starters	% total BAME Starters
	Non-Disabled	Disabled	Non-Disabled	Disabled		
Asian or Asian British: Bangladeshi					0	0.00%
Asian or Asian British: Indian	2		1		3	2.83%
Asian or Asian British: Other	3		1		4	3.77%
Asian or Asian British: Pakistani					0	0.00%
Black or Black British: African	1		1		2	1.89%
Black or Black British: Caribbean					0	0.00%
Black or Black British: Other					0	0.00%
Chinese or other Ethnic: Other					0	0.00%
Chinese or other Ethnic: Chinese					0	0.00%
Mixed White & Asian					0	0.00%
Mixed White & Black African					0	0.00%
Mixed White & Black Caribbean			1		1	0.94%
Mixed: Other	1		1		2	1.89%
Traveller: From a Travelling Community					0	0.00%
White: British	40	1	38	1	80	75.47%
White: Irish	1				1	0.94%
White: Other	10		3		13	12.26%
Total Disabled Female / Male	58	1	46	1	106	100.00%
Total BAME Female/Male	7	0	5	0	12	
Total BAME Percentage Female/Male	6.60%		4.72%			11.32%

Prefer not to say	1		1		2	1.85%
-------------------	---	--	---	--	---	-------

Total Female/Male	59	1	47	1	108	
-------------------	----	---	----	---	-----	--

Leavers Profile

Appendix 12

Leavers Profile		Female		Male		Total Leavers	% Total BAME Leavers
April 2011 - March 2012		Non Disabled	Disabled	Non Disabled	Disabled		
Asian or Asian British:Bangladeshi	1					1	0.68%
Asian or Asian British:Indian						0	0.00%
Asian or Asian British:Other	1			1		2	1.35%
Asian or Asian British:Pakistani						0	0.00%
Black or Black British:African						0	0.00%
Black or Black British:Caribbean	2			1		3	2.03%
Black or Black British:Other						0	0.00%
Chinese or other Ethnic:Chinese						0	0.00%
Chinese or other Ethnic:Other				1		1	0.68%
Mixed:Other	2			1		3	2.03%
Mixed:White&Asian						0	0.00%
Mixed:White&Black African				1		1	0.68%
Mixed:White&Black Caribbean				1		1	0.68%
Traveller: From a Travelling Community	0	0	0	0	0	0	0.00%
White:British	46	1	1	68	3	118	79.73%
White:Irish	1			1		2	1.35%
White:Other	11			3	2	16	10.81%
Total Disabled Female/Male	64	1	1	78	5	148	100.00%
Total Disabled Percentage Female/Male	1.54%			6.02%			4.05%
Total BAME Female/Male	6	0	0	6	0	12	
Total BAME Percentage Female /Male	4.05%			4.05%			8.11%
Prefer not to say	2	0	0	0	0	2	1.33%
Total Female/Male	66	1		78	5	150	
Total %	44.00%	0.67%		52.00%	3.33%	100.00%	

Leavers Profile		Female		Male		Total Leavers	% total BAME Leavers
April 2010 - March 2011		Non-Disabled	Disabled	Non-Disabled	Disabled		
Asian or Asian British:Bangladeshi				2		2	1.75%
Asian or Asian British:Indian						0	0.00%
Asian or Asian British: Other						0	0.00%
Asian or Asian British:Pakistan						0	0.00%
Black or Black British:African		2		3		5	4.39%
Black or Black British:Caribbean		2				2	1.75%
Black or Black British:Other						0	0.00%
Chinese or other Ethnic:Other						0	0.00%
Chinese or other Ethnic:Chinese						0	0.00%
Mixed White & Black Asian						0	0.00%
Mixed White & Black Caribbean				1		1	0.88%
Mixed:White&Black African					1	1	0.88%
Mixed:Other		1				1	0.88%
Traveller: From a Travelling Community						0	0.00%
White:British		47	3	43	1	94	82.46%
White:Irish		2				2	1.75%
White:Other		4		2		6	5.26%
Total Disabled Female / Male		58	3	51	2	114	100.00%
Total Disabled Percentage Female / Male		4.92%		3.77%			4.39%
Total BAME Female/Male		5	0	6	1	12	
Total BAME Percentage Female/Male		8.33%		12.77%			10.53%
Prefer not to say		0	0	1	0	0	0.00%
Total Female/Male		58	3	52	2	115	
Total %		50.43%	2.61%	45.22%	1.74%	100.00%	

Leavers by Pay Band

Appendix 14

April 2011 – March 2012

Pay Band	Headcount	%	Leavers	%
Band 1: £12489 - £15725	16	1.58%	2	1.33%
Band 2: £15039 - £19126	129	12.77%	29	19.33%
Band 3: £16830 - £22221	237	23.47%	30	20.00%
Band 4: £19621 - £26276	174	17.23%	24	16.00%
Band 5: £22221 - £30851	157	15.54%	34	22.67%
Band 6: £25472 - £34549	149	14.75%	19	12.67%
Band 7: £29236 - £39855	72	7.13%	7	4.67%
Band 8: £33661 - £42500	30	2.97%	3	2.00%
Band 9: £38042 - £46370	17	1.68%	2	1.33%
Senior Management Grades	22	2.18%	0	0.00%
Other	7	0.69%	0	0.00%
Total	1010		150	

April 2010 – March 2011

Pay Band	Headcount	%	Leavers	%
Band 1: £12489 - £15725	16	1.48%	3	2.61%
Band 2: £15039 - £19126	134	12.42%	18	15.65%
Band 3: £16830 - £22221	240	22.24%	30	26.09%
Band 4: £19621 - £26276	190	17.61%	20	17.39%
Band 5: £22221 - £30851	194	17.98%	12	10.43%
Band 6: £25472 - £34549	155	14.37%	15	13.04%
Band 7: £29236 - £39855	73	6.77%	8	6.96%
Band 8: £33661 - £42500	39	3.61%	1	0.87%
Band 9: £38042 - £46370	15	1.39%	2	1.74%
Senior Management Grades	22	2.04%	6	5.22%
Other	1	0.09%	0	0.00%
Total	1079		115	

Analysis of Exit Questionnaires April 2011 – March 2012

Appendix 15

Completed on a voluntary basis

Reason for Leaving	Total	%
Promotion - new job	7	26%
Personal reasons	5	19%
Career development opportunity	4	15%
Concerns over future of current job	4	15%
Career break	3	11%
Workload pressures	3	11%
Dissatisfaction with current job	3	11%
Better Pay/Benefits	2	7%
Relocation	2	7%
Retirement	2	7%
Changed work/life balance	2	7%
Relationship with managers/colleagues	2	7%
Education or study	1	4%
To travel	1	4%
End of Fixed Term Contract	1	4%

Top 3 Employee Destinations	Total	%
Private Sector	5	19%
Other	4	15%
Other Local Authority	2	7%
Other Public Sector	2	7%
Voluntary Sector	2	7%

This page is intentionally left blank