

# Mainstreaming Employment within the City of Edinburgh Council – 2011 Annual Report

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## Policy and Strategy Committee

6 December 2011

### 1 Purpose of report

1.1 This report provides a strategic overview of:

- i Equality in employment within the City of Edinburgh Council; and
- ii Progress being made towards meeting the targets and objectives set in the EDHR Scheme 2009-2012.

### 2 Summary

2.1 The report explains how certain strategic issues impact on how the Council approaches equality in employment and also highlights that new specific public sector duties are likely to be introduced under the Equality Act 2010.

2.2 The following areas are then considered in detail:

- i Employment measurements (a position statement of equalities groups within the Council's employment as at 31 March 2011);
- ii Employee feedback (where available); and
- iii Action plans (EDHR Scheme – Employment section).

2.3 Finally, recommendations are made as a result of the analysis of each of these areas and these are used to compile a proposed new Employment section for the EDHR Scheme.

### 3 Main report

#### Key strategic issues affecting equality in employment

3.1 There are a number of strategic issues (e.g. changes in legislation, current economic climate, Council decisions) which will have an impact on how the Council approaches equality in employment. These are described in more detail below.

## **Legislative Changes - Equality Act 2010 – Public Sector general and specific duties**

3.2 The Equality Act 2010 introduced three new general public sector duties which require public authorities to pay due regard to:

- Eliminating discrimination, harassment, victimisation or any other prohibited conduct;
- Advancing equality of opportunity by removing or minimising disadvantage, meeting the needs of particular groups that are different from the needs of others, by encouraging participation in public life; and
- Fostering good relations.

3.3 In addition to the general duties prescribed within the Equality Act, the Scottish Ministers can place additional specific duties on public authorities to assist in the delivery of the general duties. Initial draft regulations were considered by the Parliament's Equal Opportunities Committee in March 2011 and rejected. Scottish Ministers have reviewed these draft regulations and a consultation is underway to seek views from Scottish public authorities on new proposals. Amended regulations are expected to be laid before Parliament early in 2012.

3.4 It is apparent from the consultation document that there will be an emphasis on demonstrating measurable outcomes based on both evidence and consultation, alongside a requirement to mainstream equality through all systems, policies and practices. The Council is well placed to discharge these duties within the employment context due to the application of a robust impact assessment process. It is also likely that some changes will be required to the employment data reported including publishing data on all protected characteristics in the areas of recruitment, retention and development.

### **Current economic climate**

3.5 Given the current economic climate and the difficult budget pressures facing the Council, it is vitally important that our efforts to address the financial pressures do not undermine the need to treat employees with fairness and respect and that care is taken to ensure that minority groups are not adversely and disproportionately affected.

### **Council decisions - Employment targets**

3.6 The EDHR scheme – “Fairness and Respect” (approved by the Policy and Strategy Committee in June 2010) contains employment targets for the Council's workforce. These targets were agreed so that the workforce might better reflect the population that it serves and therefore be more able to serve that population through a better understanding of its needs. These are illustrated in the table below.

3.7 Since the commencement of reporting employment figures in 2003/04 the levels of women in senior positions has increased substantially and, due to a change in the way these are calculated which is explained in detail in Appendix 1A, have now exceeded the target. The proportion of the Council's staff from

BME communities has increased, although the level is still short of the agreed target. In respect of disabled staff there has been relatively little movement towards the agreed target. This is in large part due to the recent low levels of external recruitment, given the Council's employee costs savings targets. In addition, as identified below at paragraph 3.9, there may be a number of BME and disabled employees who are not recorded as such. A summary of progress against the agreed targets is illustrated in the table below:

	31 March 2004	31 March 2011	Target
Percentage of the top 2% of earners that are women	20%	54.4%	50%
Percentage of the top 5% of earners that are women	17.5%	56.2%	50%
Black and Minority Ethnic (BME)	1.6%	2.9%	4.2%
Disabled	1.5%	1.6%	6%

Furthermore, as can be seen in Appendix 1B, the challenges which face the Council in respect of increasing the levels of BME and disabled employees also face a number of other Scottish local authorities.

Despite a difficult financial and economic climate it is important the Council continues to aspire to these targets in order to achieve the strategic goal of having a workforce which is broadly representative of the community it serves.

### **People Plans**

- 3.8 The People Plans produced by Departments to bring together actions from the Employee Survey, the Health and Safety Executive (HSE) Stress survey and Investors in People (IiP) results constitute a key strategic tool for ensuring that staff morale, motivation and retention are increased, despite the difficult economic and budget pressures facing the Council. A number of equalities related commitments and actions have been included in the People Plans produced in 2011. In order to ensure that the particular needs of minority groups continue to be recognised it is recommended that the actions identified in this report are included within the Departmental People Plans. This may also help to increase the overall percentage population of minority groups in employment.

### **Employment Measurements**

- 3.9 Employment measurements can be found in Appendix 1 and cover the following areas:
- The Council Position (gender in senior positions, BME, disabled);
  - Departmental Position (gender in senior positions, BME, disabled);
  - Recruitment and Selection
  - Age Profile

- Discipline and Grievance
- Training
- Pay Data and Equal Pay Statement
- Leavers

Key areas of improvements are:

- representation of women in senior positions (albeit that this has been due to a change in the way the figures are calculated);
- City Development increased the percentage of BME employees from 1.57% to 3.05% and Corporate Services increased from 1.8% to 2.27%; and
- pay data and an Equal Pay Statement are included in the report for the first time.

Areas that cause concern are:

- levels of employees not stating / not giving their equalities monitoring data (Appendix 1B shows that 16.6% of employees have not stated BME information and 18.29% have not stated disability information). If the Council does not have accurate data recorded in the system, it is very difficult to assess the impact and evaluate the effectiveness of policies and practices; and
- the overall target set for disabled employees is far from being met and the level of disabled leavers in the period October 2010 – March 2011 (2.16%) is high in comparison to the percentage population (1.59%).

Actions proposed to address these concerns include:

- analysis of the new specific duties, when approved (expected early 2012), to understand the reporting requirements for future reports;
- service areas to analyse and encourage improved accuracy of data through a programme of sensitive employee engagement; and
- analysis of the recruitment figures to form part of the equality impact assessment on the Recruitment and Selection Policy (due to be carried out in late 2011 / early 2012).

### **Employee Feedback**

- 3.10 In the 2010 annual mainstreaming report, in order to try and gain some understanding of the opinions of minority groups in the Council, the results of the 2009 Employee Opinion Survey were analysed alongside the results of a benchmarking survey run by Stonewall Scotland.
- 3.11 As there have been no further Council-wide surveys carried out since then, this report does not include any employee feedback.

3.12 In anticipation of the 2012 Employee Survey being carried out and use of its results informing the 2012 annual mainstreaming report, it is recommended that:

- all minority strands, including BME, sexual orientation and religion / belief are monitored and analysed in the 2012 employee survey.

#### **EDHR Scheme – Employment section action plan**

3.13 A copy of the Employment Section action plan as introduced in the EDHR Scheme in April 2009 (amended by the 2010 annual mainstreaming report) can be found at Appendix 2. An update of the actions as at October 2011 is included at the end of Appendix 2. Key achievements within these actions include:

- Inclusion of Equalities considerations in the People Plans;
- Implementation of a programme of policy review and development including Equality Impact Assessment as an integral part of the process; and
- Introduction of a number of key work programmes which support Equalities work in the Council (e.g. work of the Public Sector Academy, Health and Wellbeing Strategy, Communication and Engagement Project)

#### **Revised Employment Section of the EDHR Scheme**

3.14 In order to reflect the work that has been carried out since the introduction of the EDHR Scheme and to capture the recommendations suggested, it is recommended that a revised employment section be agreed. This revised section is included in Appendix 3.

### **4 Financial Implications**

4.1 There are no direct financial implications arising from this report.

### **5 Equalities Impact**

5.1 The report supports and reports on action taken in the Council in regard to the general duties of the Equality Act 2010 and therefore no further impact assessment is required.

### **6 Environmental Impact**

6.1 There are no adverse environmental impacts arising from this report.

### **7 Conclusions**

7.1 This report provides the employment statistics as at 31 March 2011. In order to reflect the work that has been carried out since the introduction of the EDHR Scheme in 2009 and to capture the recommendations suggested, a revised employment section has been developed.

## 8 Recommendations

8.1 It is recommended that the Committee:

- a) notes progress to date in mainstreaming equalities in employment within the Council;
- b) agrees that the 2012 Employee Survey includes monitoring and analysis of all protected characteristic groups as defined by the Equality Act 2010;
- c) agrees to the revised employment section, which includes appropriate actions being incorporated as part of the EDHR Scheme – ‘Fairness and Respect’;
- d) agrees that Services incorporate all relevant actions identified from this report into their ‘People Plans’;
- e) agrees that, in compliance with the requirements of the Equality Act 2010, this report be sent to the Equality and Human Rights Commission; and
- f) refers this report to the Council’s Joint Consultative Group (JCG) for its interest.

**Alastair Maclean**  
Director of Corporate Governance

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Appendices	1 Employment Measurements 2 EDHR Scheme – Employment Section Actions 3 EDHR Scheme – Revised Employment Section
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Contact/tel/Email	Melanie Stronach – 0131 529 6576 <a href="mailto:Melanie.Stronach@edinburgh.gov.uk">Melanie.Stronach@edinburgh.gov.uk</a>
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Wards affected

Single Outcome Agreement	Supports National Outcome 2 – ‘We realise our full economic potential with more and better employment opportunities for our people’.
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Supports Local Outcome – ‘The Participation of employers and developers in the support and delivery of labour market interventions is increased.’

Supports National Outcome 7 – ‘We have tackled the significant inequalities in Scottish Societies’.

Supports Local Outcome – ‘Individuals with significant barriers to employment have improved access to employability training.’



**Employment Measurements**

Appendix 1A – Employment Monitoring and Targets

Appendix 1B – The Council Position

Appendix 1C – Departmental Position

Appendix 1D – Recruitment and Selection

Appendix 1E – Age Profile of the Council workforce

Appendix 1F – Discipline and Grievance

Appendix 1G – Training

Appendix 1H – Pay Data and Equal Pay Statement

Appendix 1I - Leavers



### Employment Monitoring and Targets

#### Pay data

New pay and grading systems, based on a new job evaluation scheme are now in place for all employees except teachers and craft employees. Pay data is therefore now included in the annual report for the first time alongside the Council's Equal Pay Statement.

A further aspect of the new pay and grading arrangements has been the introduction of contribution based pay, based on Performance, Review and Development (PRD) outcomes. This commenced with the PRD cycle for 2010/11. Detailed monitoring of the PRD process will be required to ensure that it is being applied consistently and in an equitable way and as the use of this system becomes fully embedded, this will be included in the annual mainstreaming report.

#### Myjobscotland

A review of equalities information that is recorded in myjobscotland (the national shared recruitment portal) has been undertaken and improvements recommended by this Council have been adopted, including monitoring of sexual orientation and faith / belief. Monitoring of sexual orientation and faith / belief has now therefore commenced on myjobscotland and the E-HR system now also records that data for recruitment candidates who are subsequently appointed.

#### Setting Targets

The Council has a number of diversity in employment targets. These are based on experience within other large public and private sector organisations, and the composition of the City's population. They state that by 2012 the Council should have achieved:

- at least 50% of the top 2% of employees being women;
- at least 50% of the top 5% of employees being women;
- at least 6% of all employees being people with disabilities; and
- at least 4.2% of all employees being from BME groups.

The way in which the top 2% of employees and top 5% of employees is calculated has been revised in this report. Previously the top 2% were based on Chief Officer grades and the top 5% based on Senior Officer grades 7-13. This gave a good approximation which was administratively easy to calculate. However, with the introduction of modernising pay, the senior officer grades no longer exist. Therefore in order to also provide a more accurate reflection of the full workforce, the figures are now based on the top 2% of earners and top 5% of earners in the Council as a whole, including teaching staff. This gives a more accurate reflection of the Council workforce, mirrors the statutory indicator figure required by Audit Scotland (although the figures in this report include Teaching staff which the statutory figures do not) and also shows that the targets for senior women have been achieved.

The other targets (BME and disabled) are not close to being met at this time, although there has been a slight increase in the level of BME employees within the year. The levels of employees 'not stating' their data in these categories is included in this report (Appendix 1B) for the third year. If these employees can be encouraged to provide

their data, the targets may become more realistic to achieve. However, it should be noted that in this respect the Council is in a similar situation to other local authorities and public services throughout Scotland.

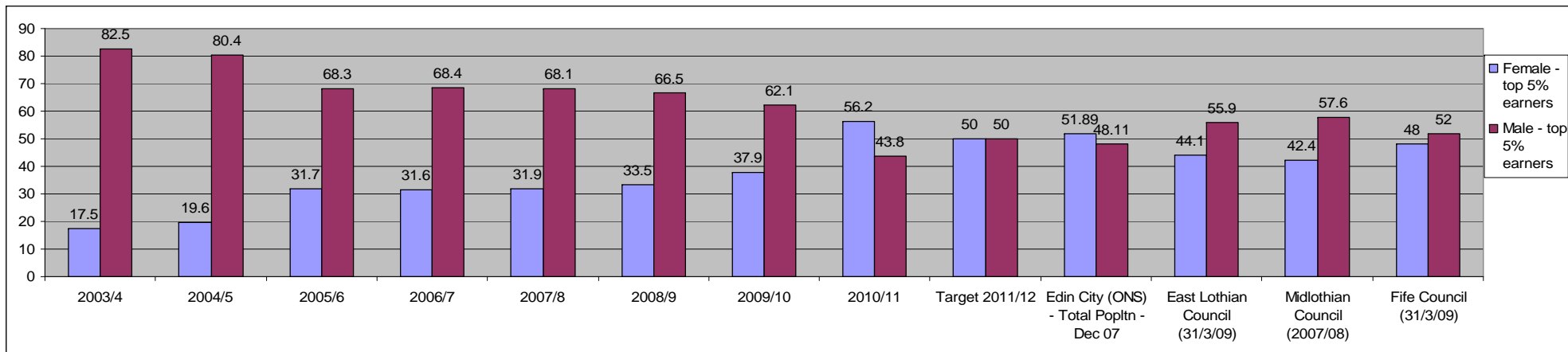
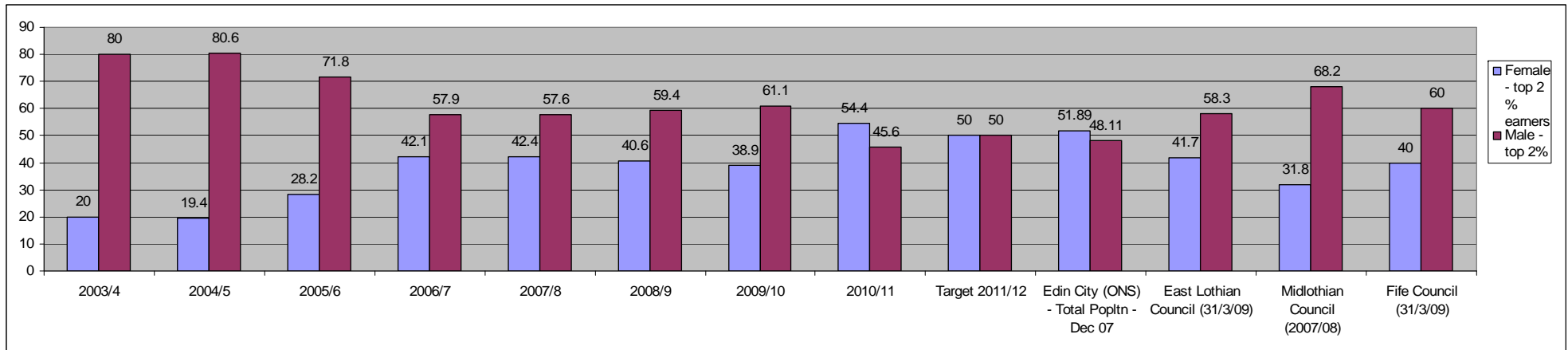
### **New specific duties**

In addition to the general duties of the Equality Act, Scottish ministers can place additional specific duties on public authorities to assist in the delivery of the general duties. A consultation is underway to seek views from Scottish public authorities on the proposed specific duties. These regulations are expected to be laid before parliament early in 2012.

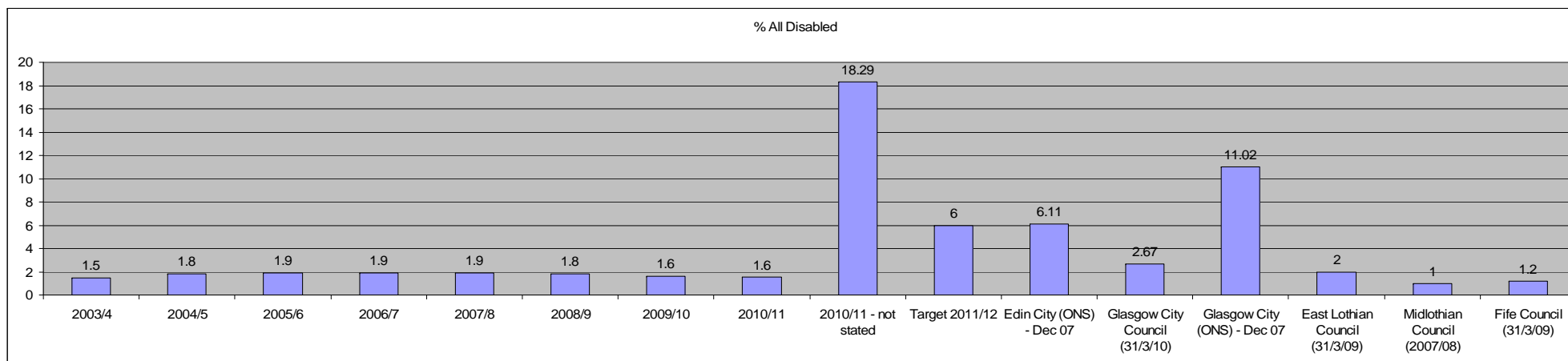
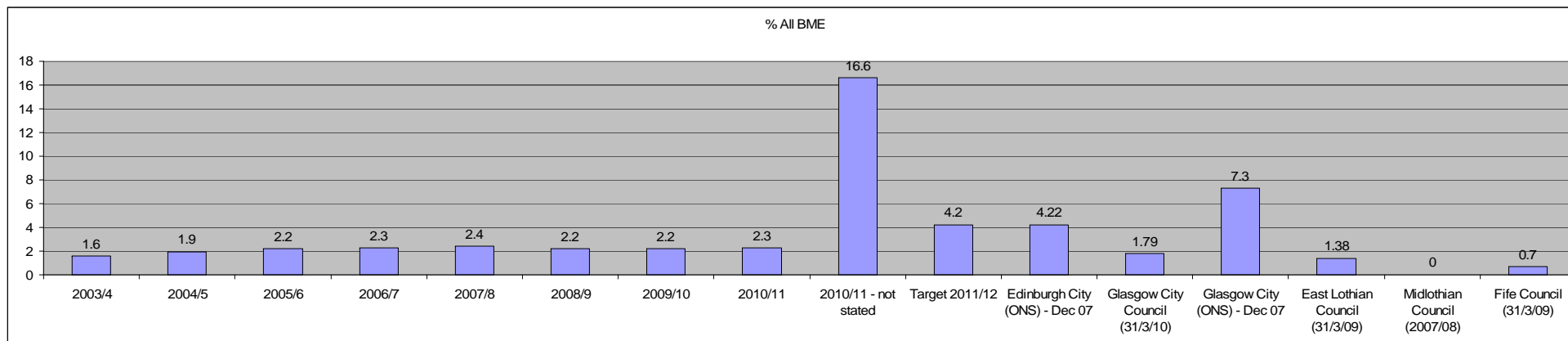
From the consultation document it can be seen that there will be some changes to the employment data which is to be reported including publishing data on all the protected characteristics in areas of recruitment, retention and development and pay data on gender, disability and race. Consideration is being given as to how this information can be captured for future reports.

## The Council Position as at 31 March 2011

Year	Female - top 2% earners	Male - top 2% earners	Year	Female - top 5% earners	Male - top 5% earners	Year	% All BME	Year	% All Disabled
2003/4	20	80	2003/4	17.5	82.5	2003/4	1.6	2003/4	1.5
2004/5	19.4	80.6	2004/5	19.6	80.4	2004/5	1.9	2004/5	1.8
2005/6	28.2	71.8	2005/6	31.7	68.3	2005/6	2.2	2005/6	1.9
2006/7	42.1	57.9	2006/7	31.6	68.4	2006/7	2.3	2006/7	1.9
2007/8	42.4	57.6	2007/8	31.9	68.1	2007/8	2.4	2007/8	1.9
2008/9	40.6	59.4	2008/9	33.5	66.5	2008/9	2.2	2008/9	1.8
2009/10	38.9	61.1	2009/10	37.9	62.1	2009/10	2.2	2009/10	1.6
2010/11	54.4	45.6	2010/11	56.2	43.8	2010/11	2.3	2010/11	1.6
Target 2011/12	50	50	Target 2011/12	50	50	2010/11 - not stated	16.6	2010/11 - not stated	18.29



The way in which the top 2% and 5% of employees is calculated has been amended for this year's report. Previously, the calculation has been based on the grading structure which no longer exists since the introduction of modernising pay. The new way of reporting is based on the highest 2% and 5% of earners across the whole Council and therefore gives a more accurate reflection of the workforce and is reflective of the statutory indicator figures required by Audit Scotland. It also means that the Council has more women than men in the top 2% and 5% of earners.



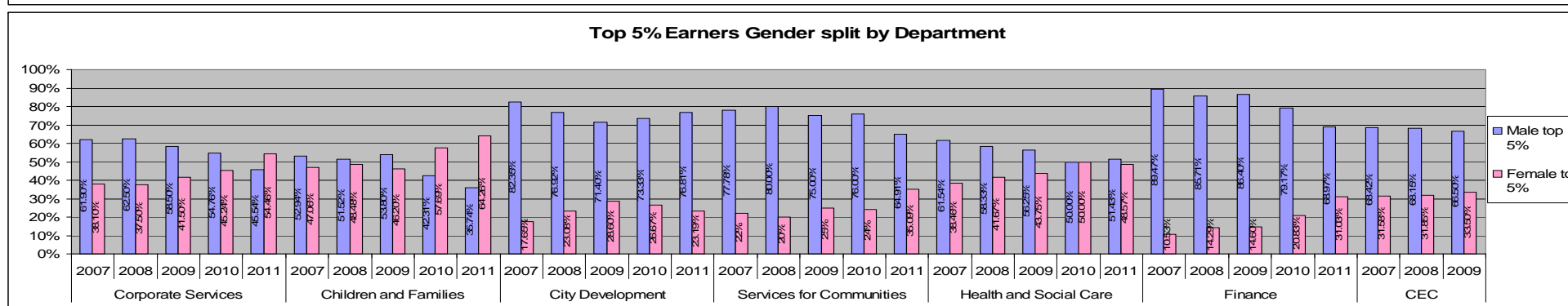
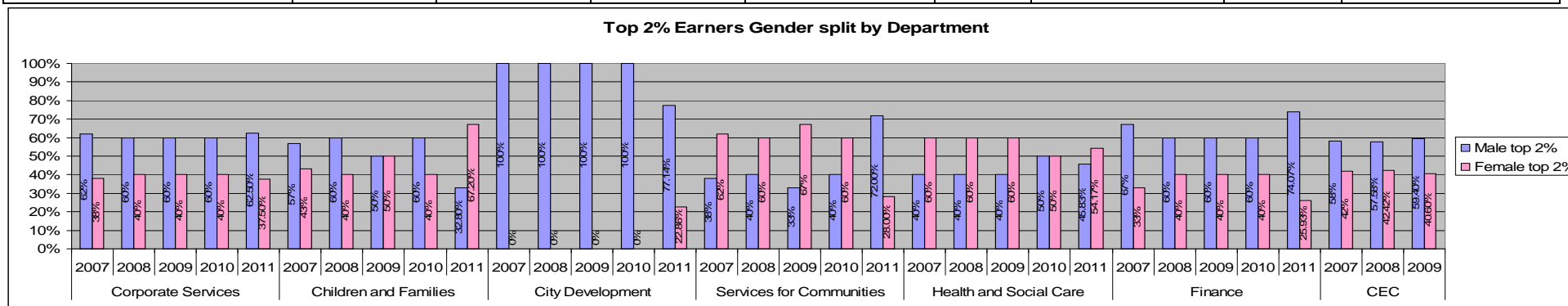
BME individuals represent 2.3% of Council employees and 1.6% of disabled employees. This is a slight increase in BME employees from 2.2% in 2010 to 2.3% in 2011.

The levels of employees 'not giving' or 'declining to specify' their status has been recorded for 2010/11. It is anticipated that if these employees were to provide details of their status, the true levels of employees in these categories would be significantly higher.

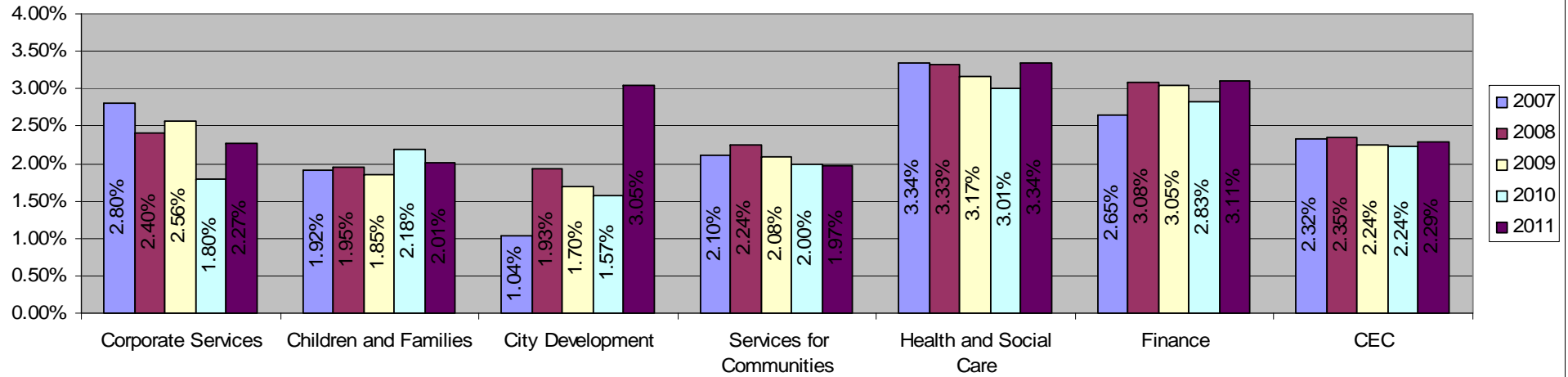
Comparison percentages are also provided for other local authorities in the near geographic vicinity. As can be seen, the challenges of increasing the levels of employees in these groups are consistent with other local authorities in Scotland.

Departmental Position as at 31 March 2011

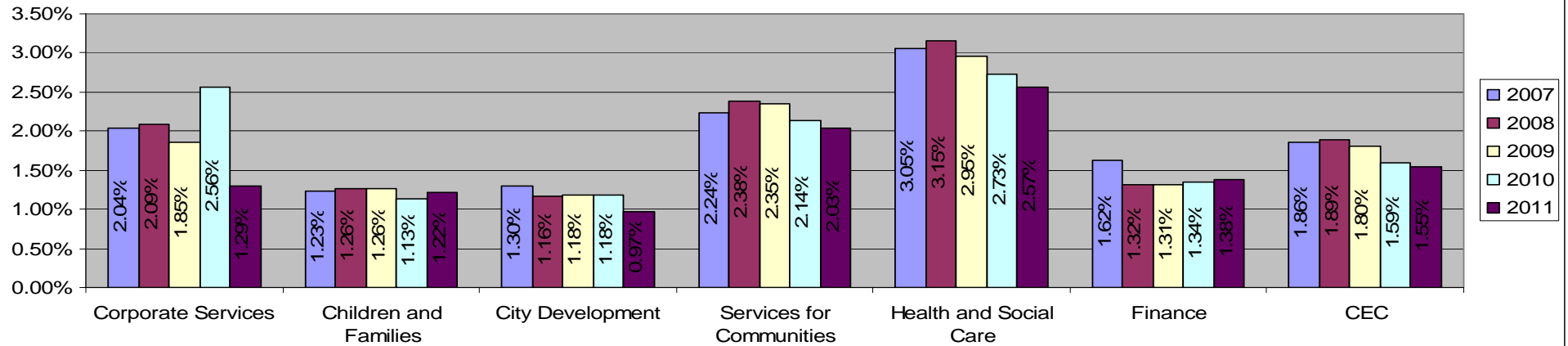
	Male - top 2% earners	Female - top 2% earners	Male - top 5% earners	Female - Top 5% earners	BME	BME not given / not specified	Disabled	Disability not given / not specified
Corporate Services	62.50%	37.50%	45.54%	54.46%	2.27%	10.89%	1.29%	12.88%
Children and Families	32.80%	67.20%	35.74%	64.26%	2.01%	14.44%	1.22%	20.23%
City Development	77.14%	22.86%	76.81%	23.19%	3.05%	12.74%	0.97%	15.33%
Services for Communities	72.00%	28.00%	64.91%	35.09%	1.97%	18.14%	2.03%	18.72%
Health and Social Care	45.83%	54.17%	51.43%	48.57%	3.34%	12.12%	2.57%	12.24%
Finance	74.07%	25.93%	68.97%	31.03%	3.11%	8.81%	1.38%	9.33%
CEC	45.64%	54.36%	43.81%	56.19%	2.29%	16.62%	1.55%	18.29%



### % BME

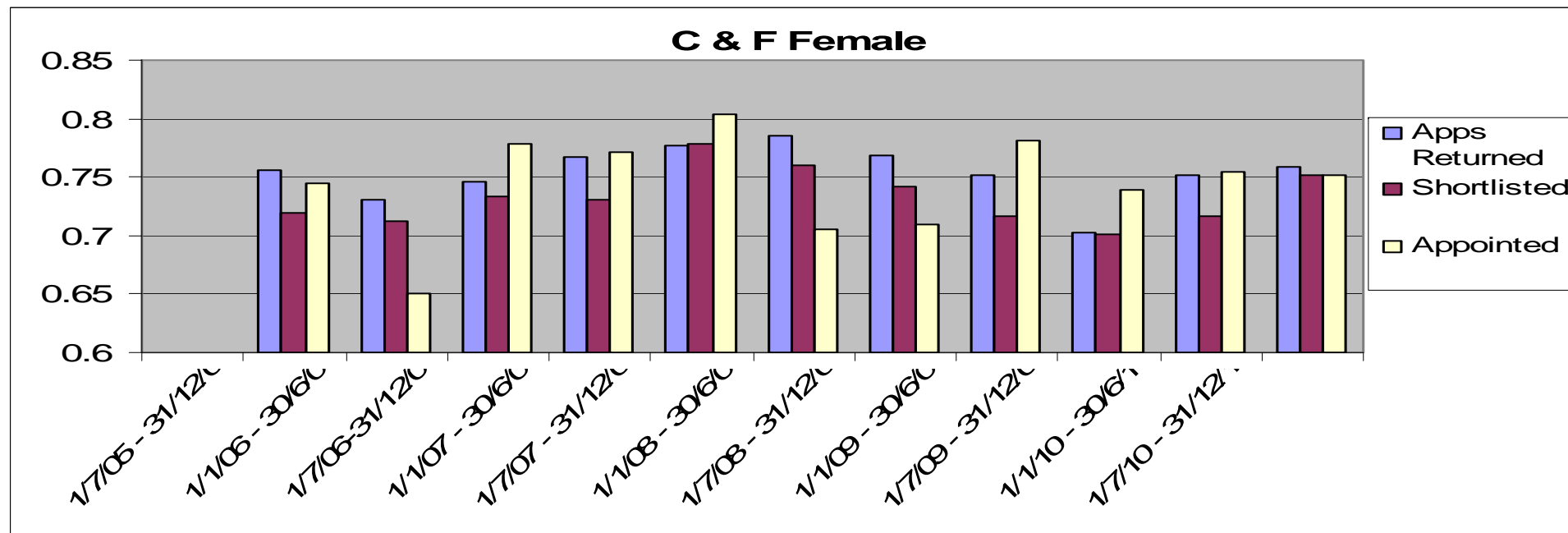


### % Disabled

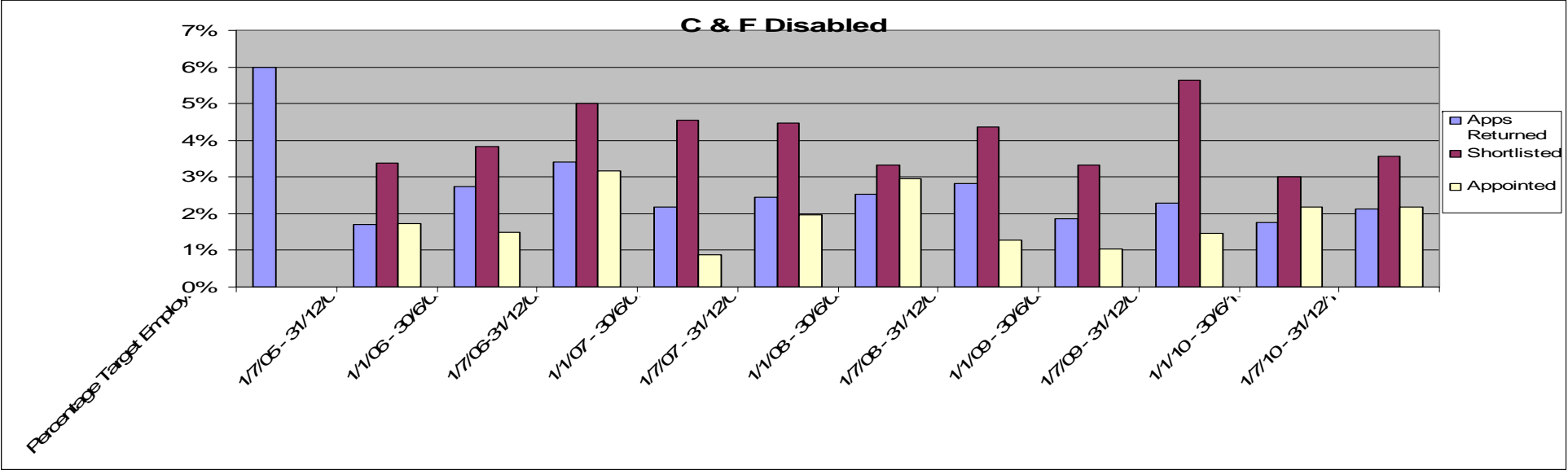
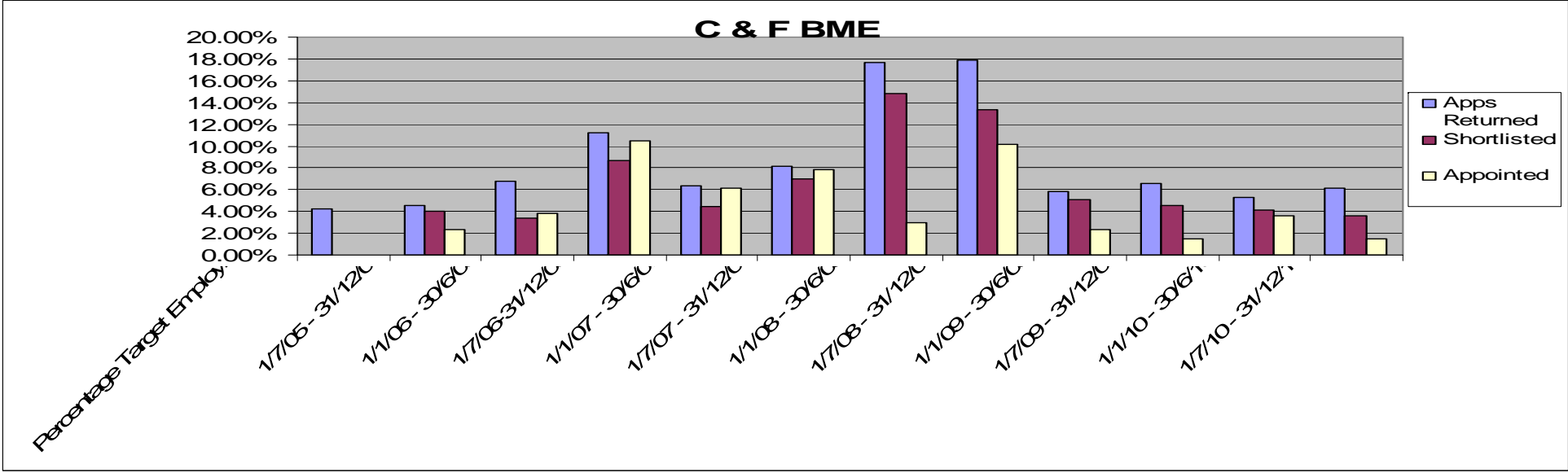


**Recruitment and Selection  
Children and Families**

	Percentage Target Employment	1/7/05 - 31/12/05	1/1/06 - 30/6/06	1/7/06- 31/12/06	1/1/07 - 30/6/07	1/7/07 - 31/12/07	1/1/08 - 30/6/08	1/7/08 - 31/12/08	1/1/09 - 30/6/09	1/7/09 - 31/12/09	1/1/10 - 30/6/10	1/7/10 - 31/12/10
Female Apps Returned		75.55%	73.09%	74.61%	76.77%	77.63%	78.54%	76.91%	75.12%	70.20%	75.10%	75.93%
Female Shortlisted		71.93%	71.18%	73.32%	73.05%	77.82%	76.05%	74.24%	71.69%	70.10%	71.59%	75.18%
Female Appointed		74.49%	64.99%	77.85%	77.19%	80.39%	70.59%	70.89%	78.15%	73.90%	75.50%	75.18%
BME Apps Returned	4.20%	4.51%	6.81%	11.19%	6.32%	8.12%	17.67%	17.85%	5.84%	6.54%	5.27%	6.12%
BME Shortlisted		4.05%	3.34%	8.64%	4.41%	6.94%	14.86%	13.30%	5.08%	4.58%	4.16%	3.62%
BME Appointed		2.32%	3.86%	10.44%	6.14%	7.84%	2.94%	10.13%	2.31%	1.46%	3.59%	1.46%
Disabled Apps Returned	6%	1.71%	2.75%	3.40%	2.18%	2.45%	2.54%	2.82%	1.87%	2.28%	1.76%	2.13%
Disabled Shortlisted		3.38%	3.82%	5.01%	4.55%	4.46%	3.33%	4.38%	3.33%	5.64%	3.00%	3.57%
Disabled Appointed		1.74%	1.48%	3.16%	0.88%	1.96%	2.94%	1.27%	1.03%	1.46%	2.19%	2.19%

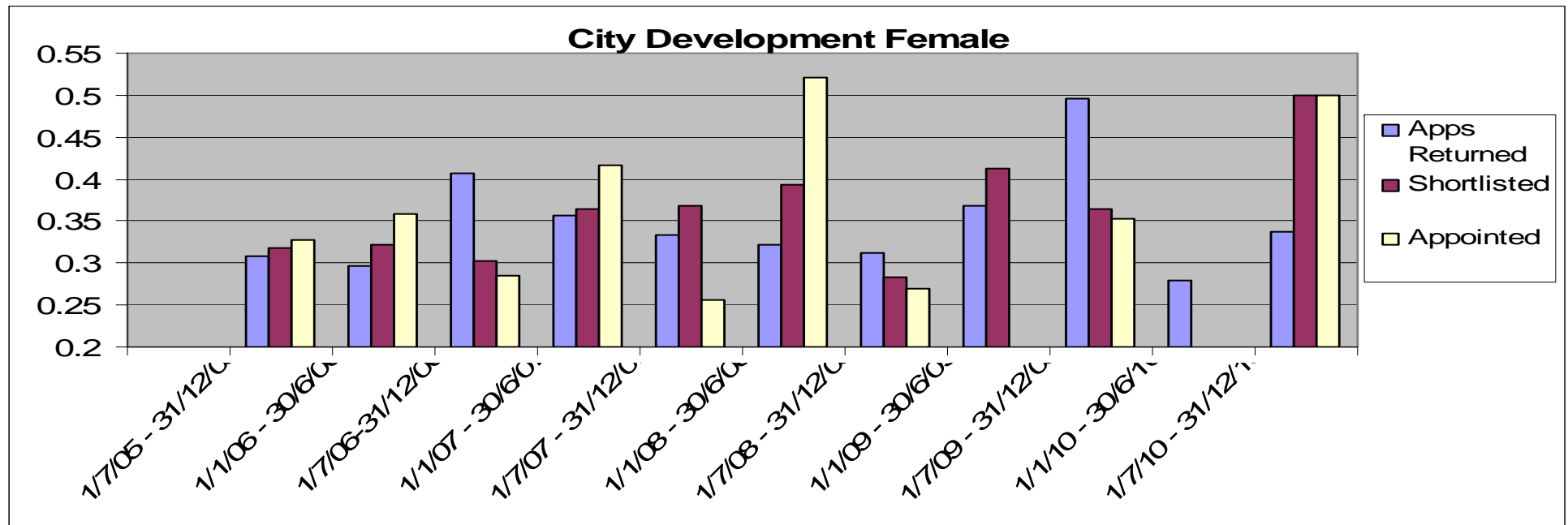


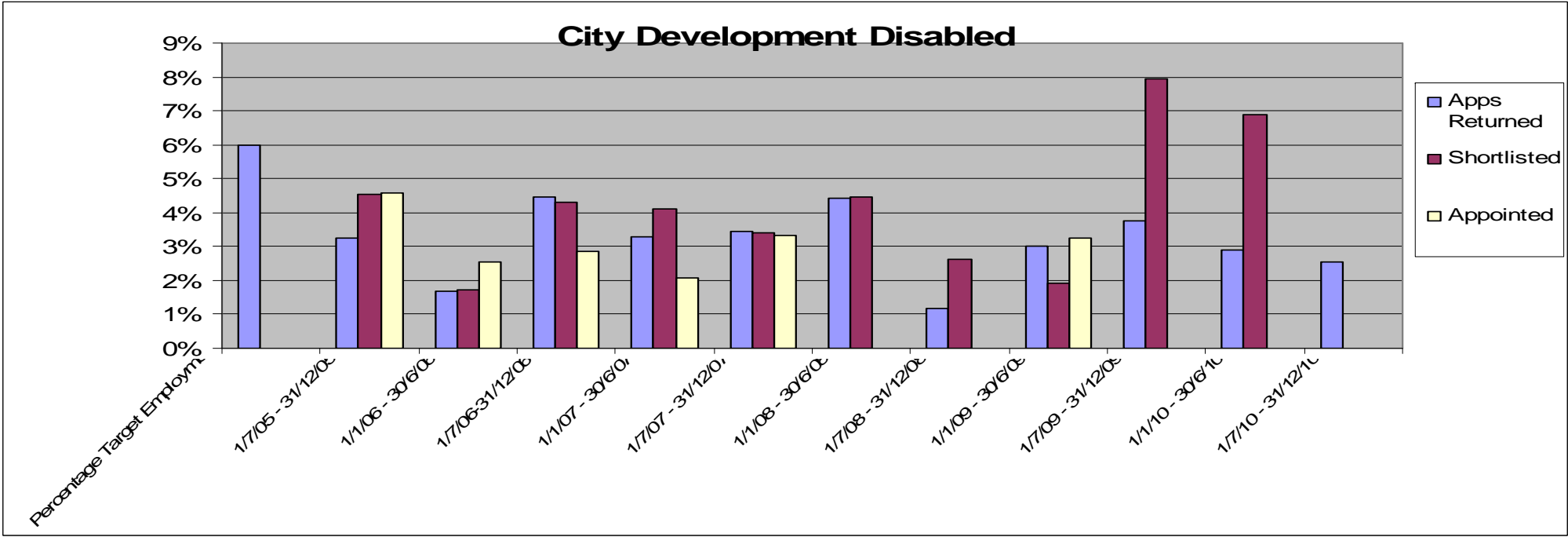
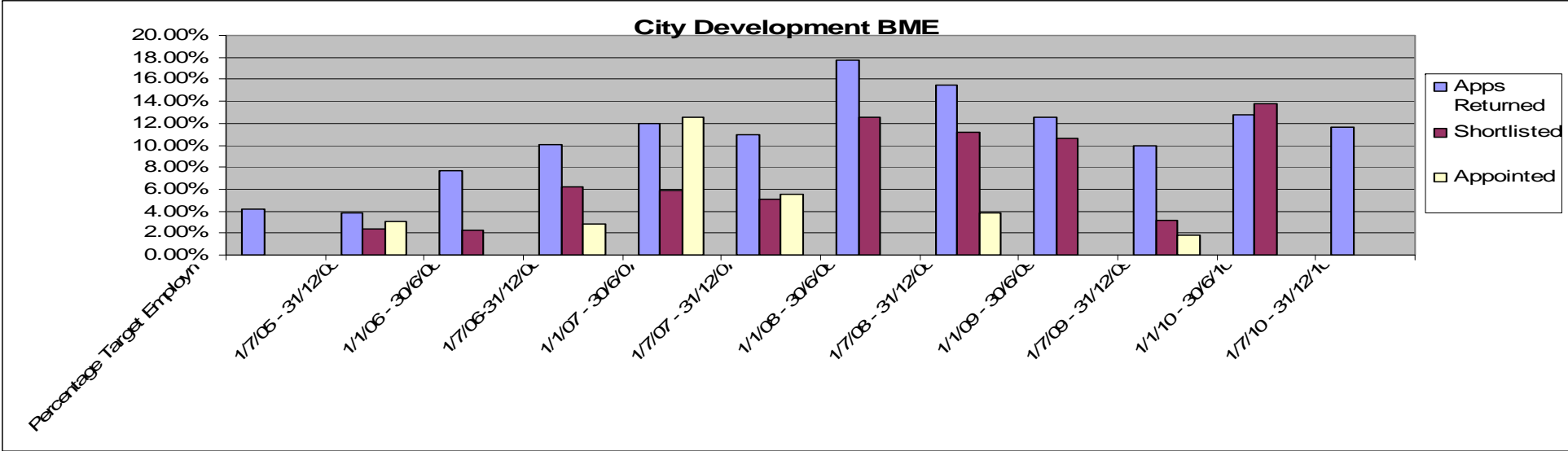




## City Development

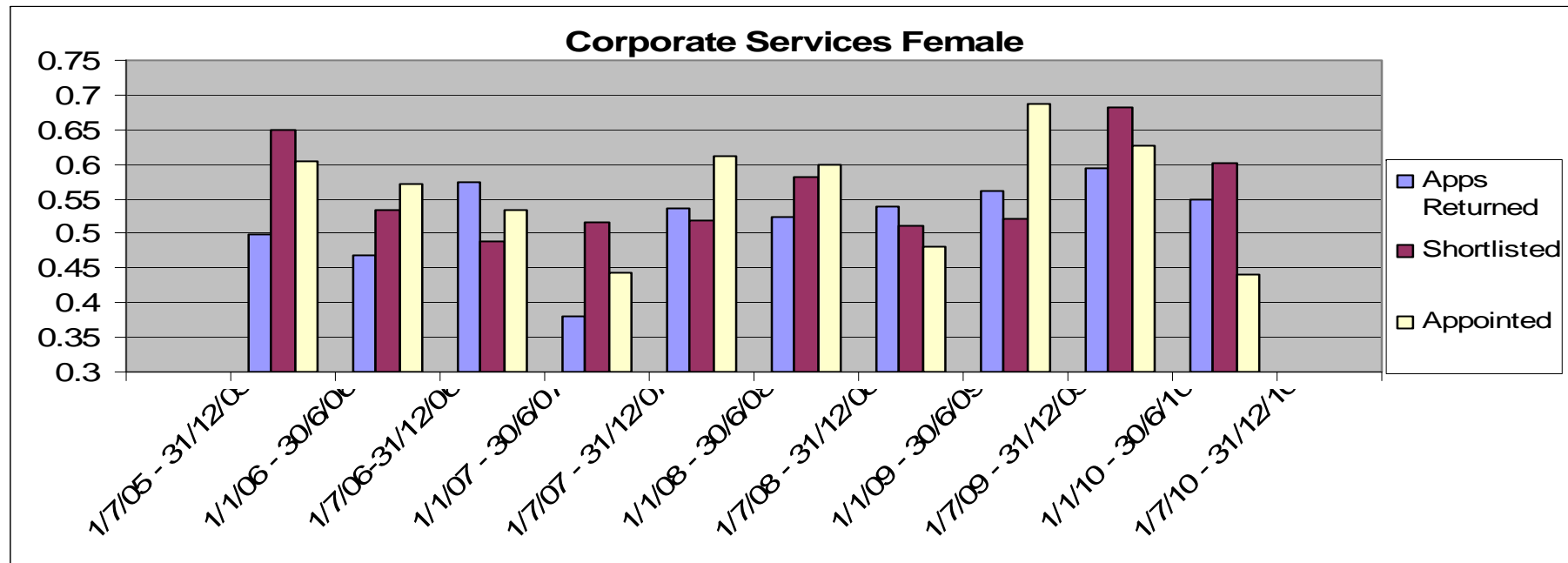
	Percentage Target Employment	1/7/05 - 31/12/05	1/1/06 - 30/6/06	1/7/06- 31/12/06	1/1/07 - 30/6/07	1/7/07 - 31/12/07	1/1/08 - 30/6/08	1/7/08 - 31/12/08	1/1/09 - 30/6/09	1/7/09 - 31/12/09	1/1/10 - 30/6/10	1/7/10 - 31/12/10
Female Apps Returned		30.79%	29.72%	40.63%	35.71%	33.43%	32.28%	31.25%	36.89%	49.64%	27.91%	33.82%
Female Shortlisted		31.78%	32.18%	30.25%	36.47%	36.75%	39.29%	28.29%	41.35%	36.51%	10.34%	50.00%
Female Appointed		32.82%	35.90%	29%	41.67%	25.56%	52.17%	26.92%	12.90%	35.19%	0.00%	50.00%
BME Apps Returned	4.20%	3.79%	7.66%	10.02%	11.97%	10.91%	17.72%	15.51%	12.57%	9.96%	12.79%	11.64%
BME Shortlisted		2.41%	2.30%	6.17%	5.88%	5.13%	12.50%	11.18%	10.58%	3.17%	13.79%	0.00%
BME Appointed		3.05%	0.00%	2.86%	12.50%	5.56%	0.00%	3.85%	0.00%	1.85%	0.00%	0.00%
Disabled Apps Returned	6%	3.24%	1.68%	4.45%	3.28%	3.45%	4.43%	1.16%	3.01%	3.74%	2.91%	2.55%
Disabled Shortlisted		4.52%	1.72%	4.32%	4.12%	3.42%	4.46%	2.63%	1.92%	7.94%	6.90%	0.00%
Disabled Appointed		4.58%	2.56%	2.86%	2.08%	3.33%	0.00%	0.00%	3.23%	0.00%	0.00%	0.00%

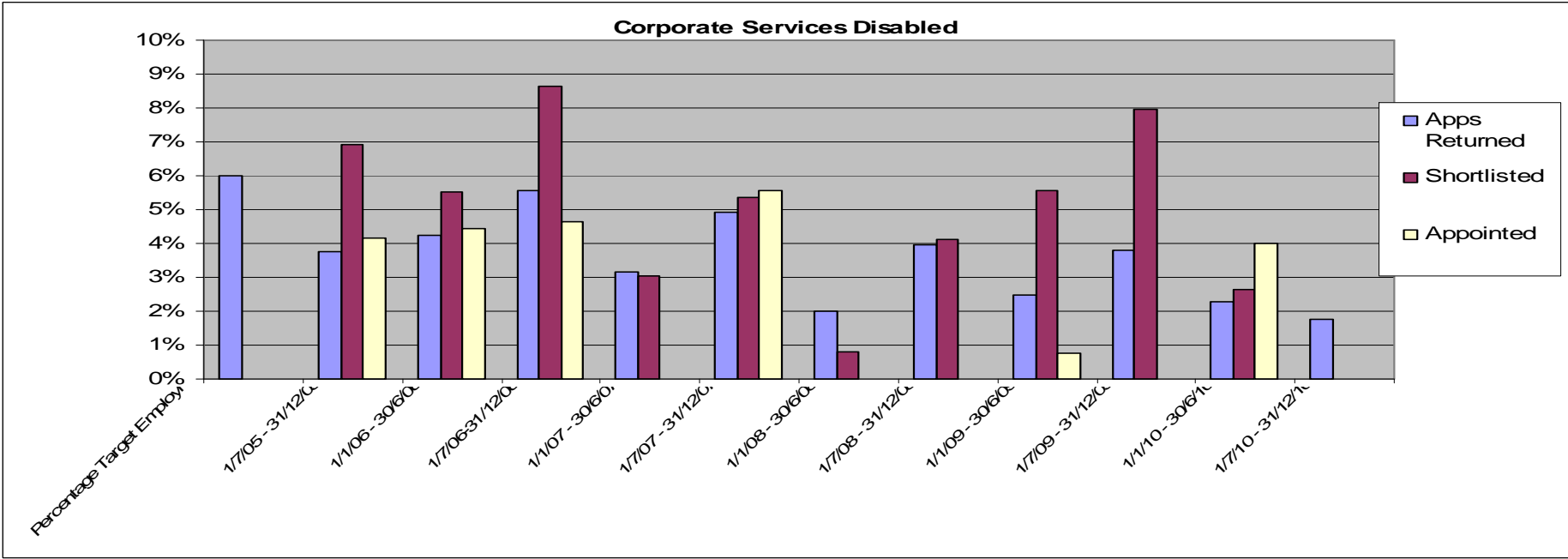
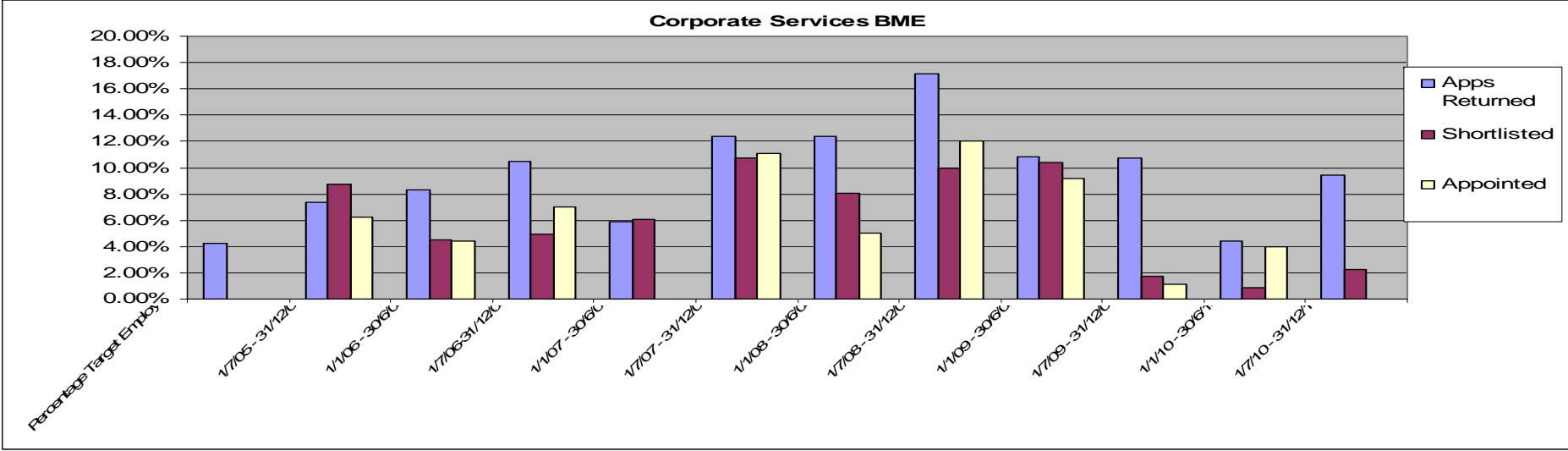




## CORPORATE SERVICES

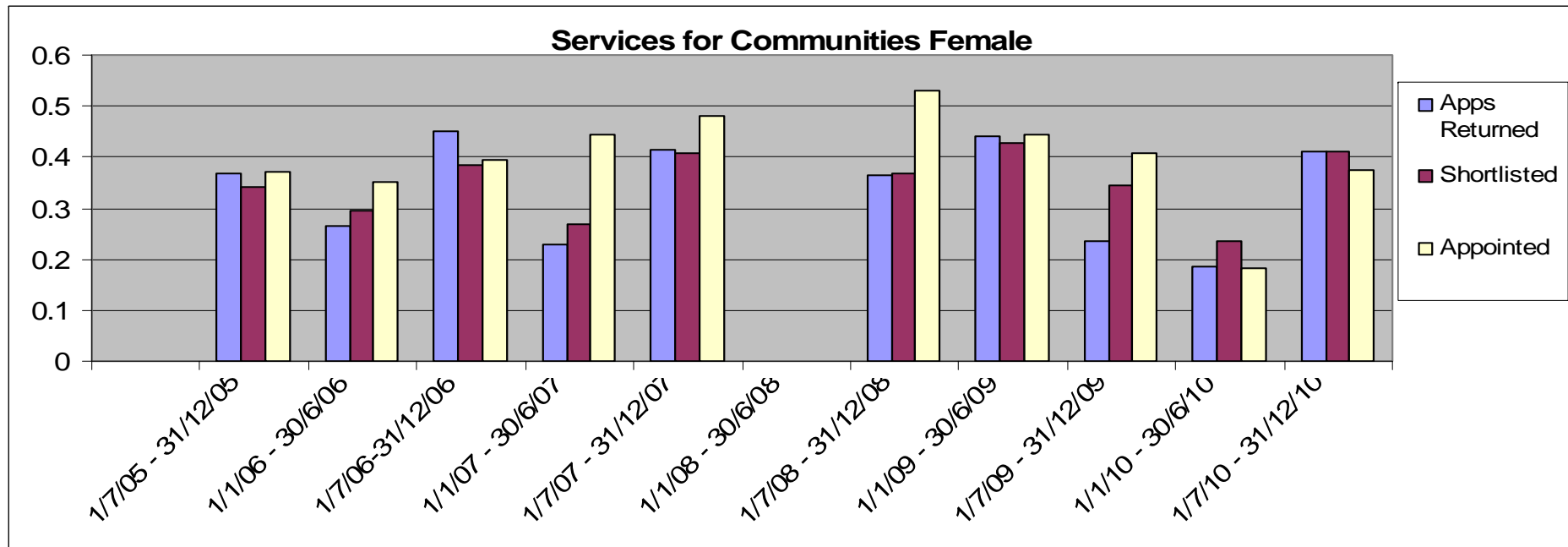
	Percentage Target Employment	1/7/05 - 31/12/05	1/1/06 - 30/6/06	1/7/06- 31/12/06	1/1/07 - 30/6/07	1/7/07 - 31/12/07	1/1/08 - 30/6/08	1/7/08 - 31/12/08	1/1/09 - 30/6/09	1/7/09 - 31/12/09	1/1/10 - 30/6/10	1/7/10 - 31/12/10
Female Apps Returned		49.83%	46.84%	57.44%	38.03%	53.70%	52.45%	53.85%	56.04%	59.49%	55.00%	8.53%
Female Shortlisted		64.98%	53.27%	48.77%	51.52%	51.79%	58.06%	51.24%	52.08%	68.14%	60.18%	7.95%
Female Appointed		60.42%	57.04%	53.49%	44.44%	61.11%	60.00%	48.00%	68.70%	62.79%	44.00%	26.67%
BME Apps Returned	4.20%	7.36%	8.33%	10.44%	5.88%	12.35%	12.39%	17.16%	10.83%	10.76%	4.38%	9.41%
BME Shortlisted		8.76%	4.52%	4.94%	6.06%	10.71%	8.06%	9.92%	10.42%	1.77%	0.88%	2.27%
BME Appointed		6.25%	4.44%	6.98%	0.00%	11.11%	5.00%	12.00%	9.16%	1.16%	4.00%	0.00%
Disabled Apps Returned	6%	3.76%	4.26%	5.56%	3.15%	4.94%	2.02%	3.94%	2.50%	3.80%	2.27%	1.76%
Disabled Shortlisted		6.91%	5.53%	8.64%	3.03%	5.36%	0.81%	4.13%	5.56%	7.96%	2.65%	0.00%
Disabled Appointed		4.17%	4.44%	4.65%	0.00%	5.56%	0.00%	0.00%	0.76%	0.00%	4.00%	0.00%



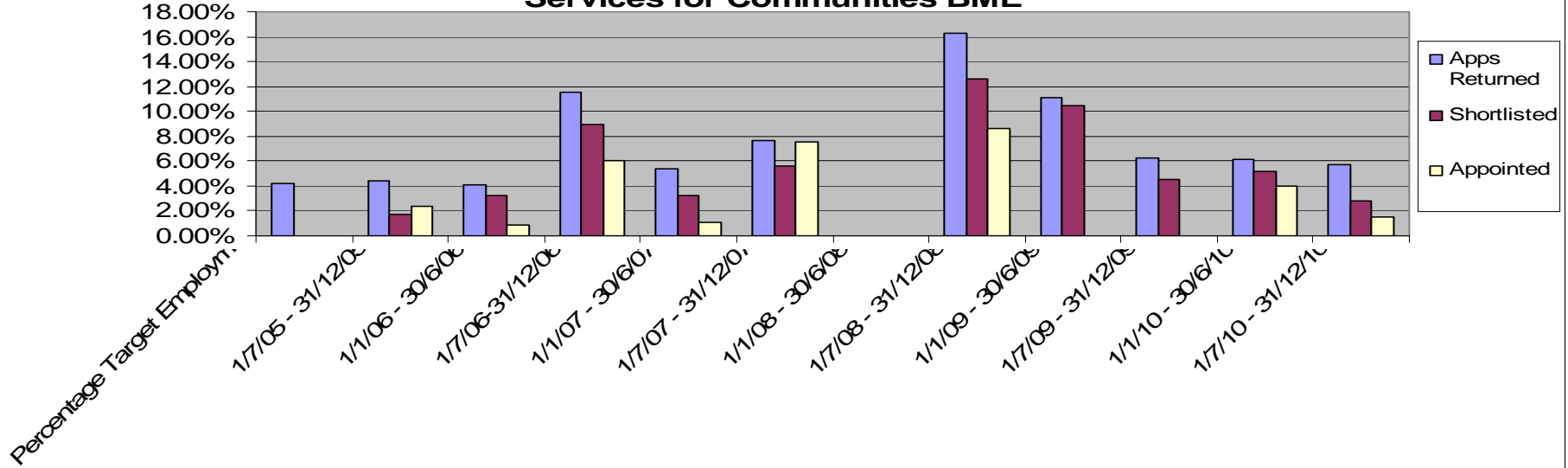


## SERVICES FOR COMMUNITIES

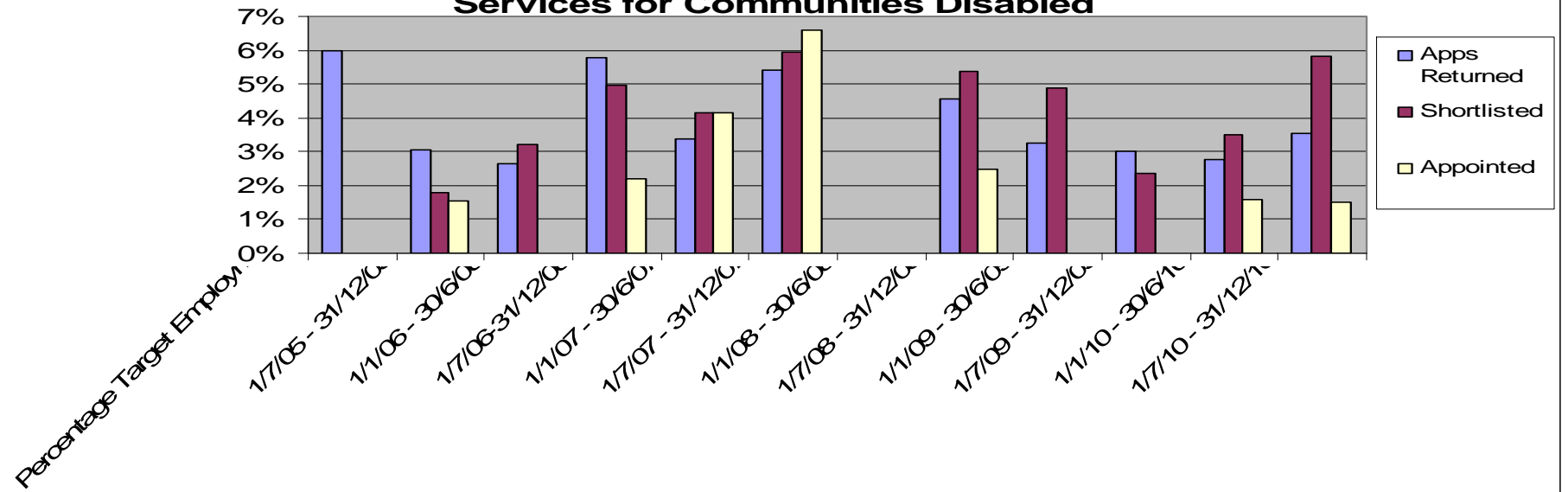
	Percentage Target Employment	1/7/05 - 31/12/05	1/1/06 - 30/6/06	1/7/06- 31/12/06	1/1/07 - 30/6/07	1/7/07 - 31/12/07	1/1/08 - 30/6/08	1/7/08 - 31/12/08	1/1/09 - 30/6/09	1/7/09 - 31/12/09	1/1/10 - 30/6/10	1/7/10 - 31/12/10
Female												
Female Apps Returned		36.86%	26.56%	44.93%	22.93%	41.53%	0	36.46%	44.00%	23.43%	18.59%	41.12%
Female Shortlisted		34.00%	29.55%	38.48%	26.91%	40.87%	0	36.84%	42.79%	34.54%	23.40%	41.27%
Female Appointed		37.21%	35.14%	39.34%	44.56%	48.11%	0	53.09%	44.44%	40.91%	18.11%	37.31%
BME Apps Returned	4.20%	4.45%	4.05%	11.48%	5.38%	7.62%	0	16.24%	11.10%	6.29%	6.13%	5.67%
BME Shortlisted		1.78%	3.20%	8.90%	3.28%	5.56%	0	12.58%	10.42%	4.48%	5.22%	2.78%
BME Appointed		2.33%	0.90%	6.01%	1.04%	7.55%	0	8.64%	0.00%	0.00%	3.94%	1.49%
Disabled Apps Returned	6%	3.04%	2.64%	5.79%	3.37%	5.41%	0	4.57%	3.26%	3.00%	2.77%	3.56%
Disabled Shortlisted		1.78%	3.20%	4.97%	4.16%	5.95%	0	5.39%	4.88%	2.35%	3.48%	5.82%
Disabled Appointed		1.55%	0.00%	2.19%	4.15%	6.60%	0	2.47%	0.00%	0.00%	1.57%	1.49%



### Services for Communities BME

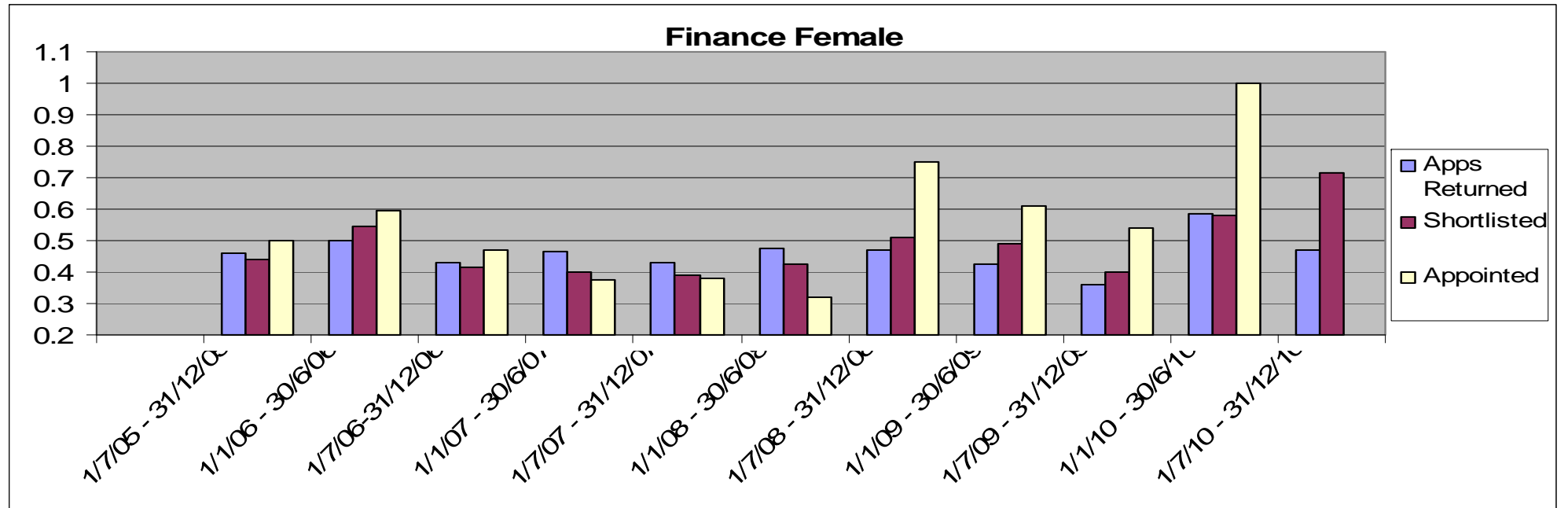


### Services for Communities Disabled

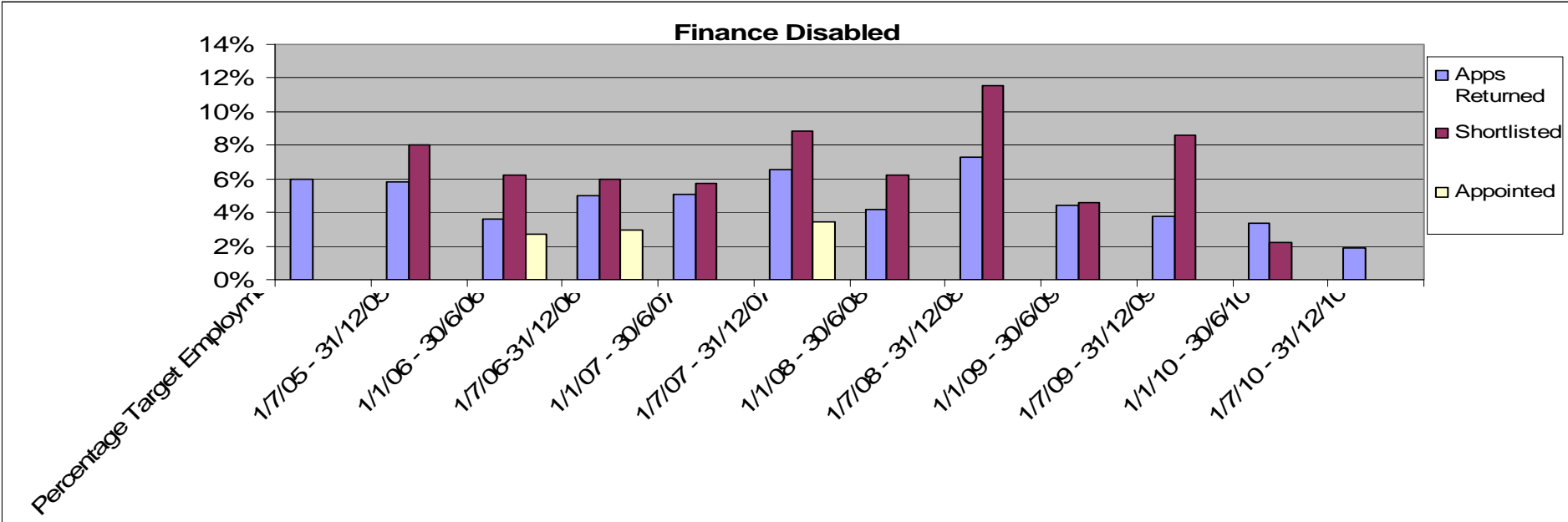
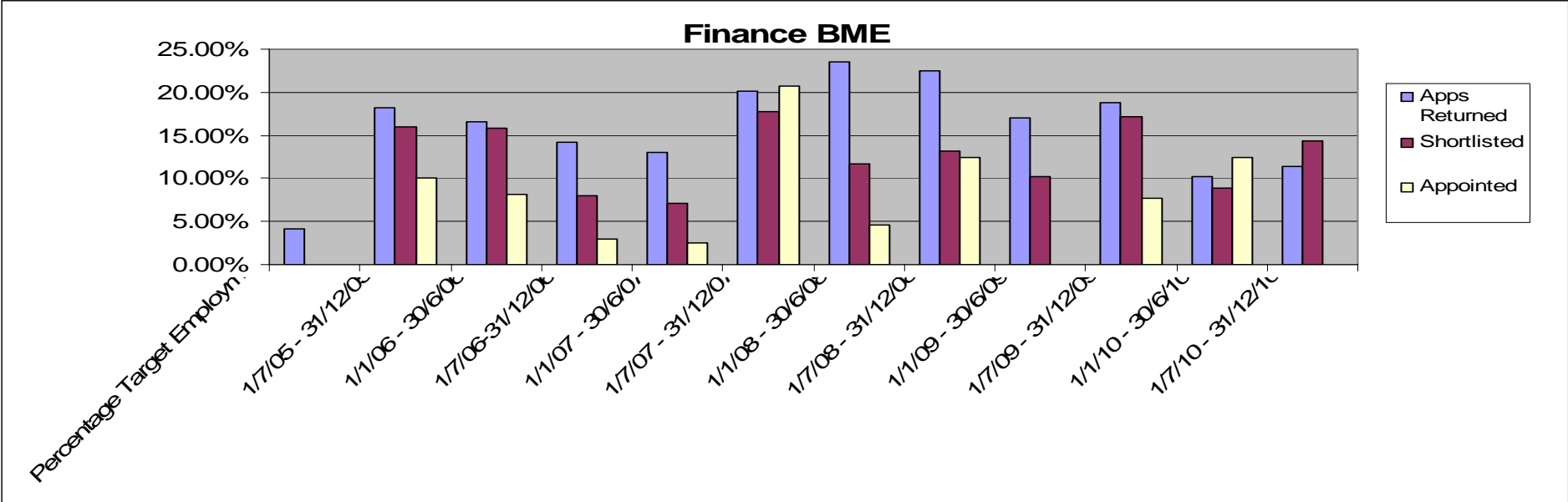


## FINANCE

	Percentage Target Employment	1/7/05 - 31/12/05	1/1/06 - 30/6/06	1/7/06 - 31/12/06	1/1/07 - 30/6/07	1/7/07 - 31/12/07	1/1/08 - 30/6/08	1/7/08 - 31/12/08	1/1/09 - 30/6/09	1/7/09 - 31/12/09	1/1/10 - 30/6/10	1/7/10 - 31/12/10
Female												
Female Apps Returned		45.99%	49.82%	43.01%	46.36%	43.02%	47.68%	46.97%	42.43%	36.25%	58.47%	47.17%
Female Shortlisted		44.00%	54.48%	41.58%	40.00%	39.24%	42.64%	51.24%	48.86%	40.00%	57.78%	71.43%
Female Appointed		50.00%	59.46%	47.06%	37.50%	37.93%	31.82%	75.00%	60.87%	53.85%	100.00%	0.00%
BME Apps Returned	4.20%	18.25%	16.55%	14.20%	13.08%	20.16%	23.47%	22.47%	17.08%	18.75%	10.17%	11.32%
BME Shortlisted		16.00%	15.86%	7.92%	7.14%	17.72%	11.63%	13.22%	10.23%	17.14%	8.89%	14.29%
BME Appointed		10.00%	8.11%	2.94%	2.50%	20.69%	4.55%	12.50%	0.00%	7.69%	12.50%	0.00%
Disabled Apps Returned	6%	5.84%	3.64%	5.01%	5.05%	6.59%	4.16%	7.32%	4.40%	3.75%	3.39%	1.89%
Disabled Shortlisted		8.00%	6.21%	5.94%	5.71%	8.86%	6.20%	11.57%	4.55%	8.57%	2.22%	0.00%
Disabled Appointed		0.00%	2.70%	2.94%	0.00%	3.45%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

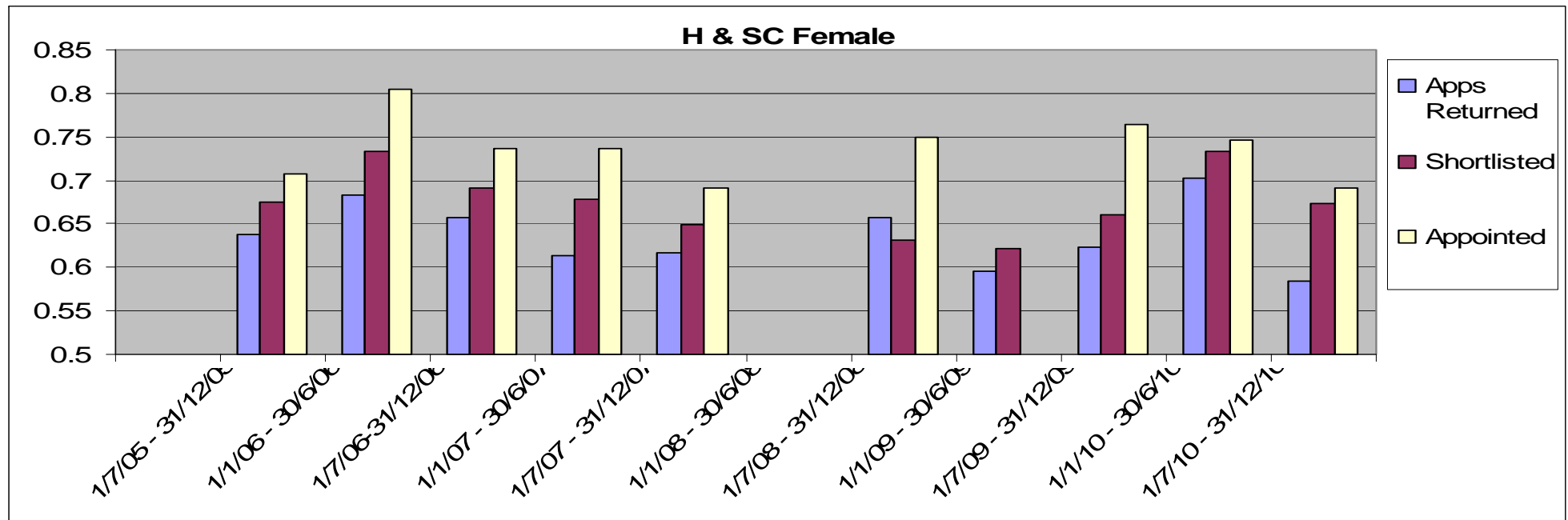


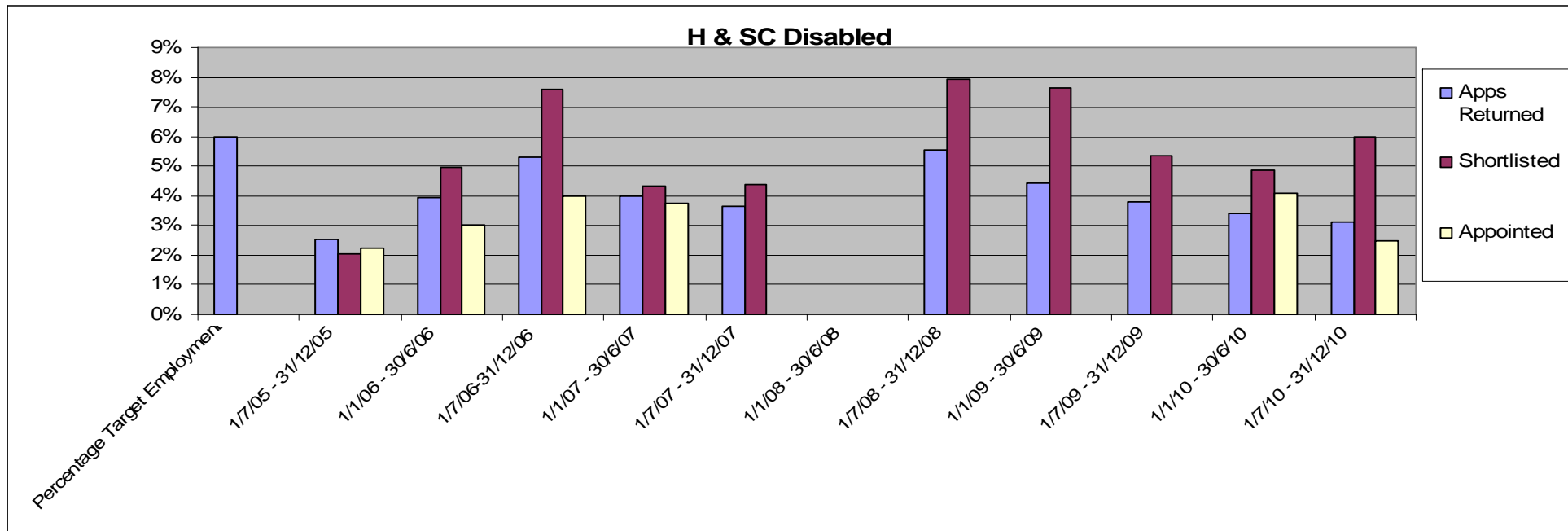
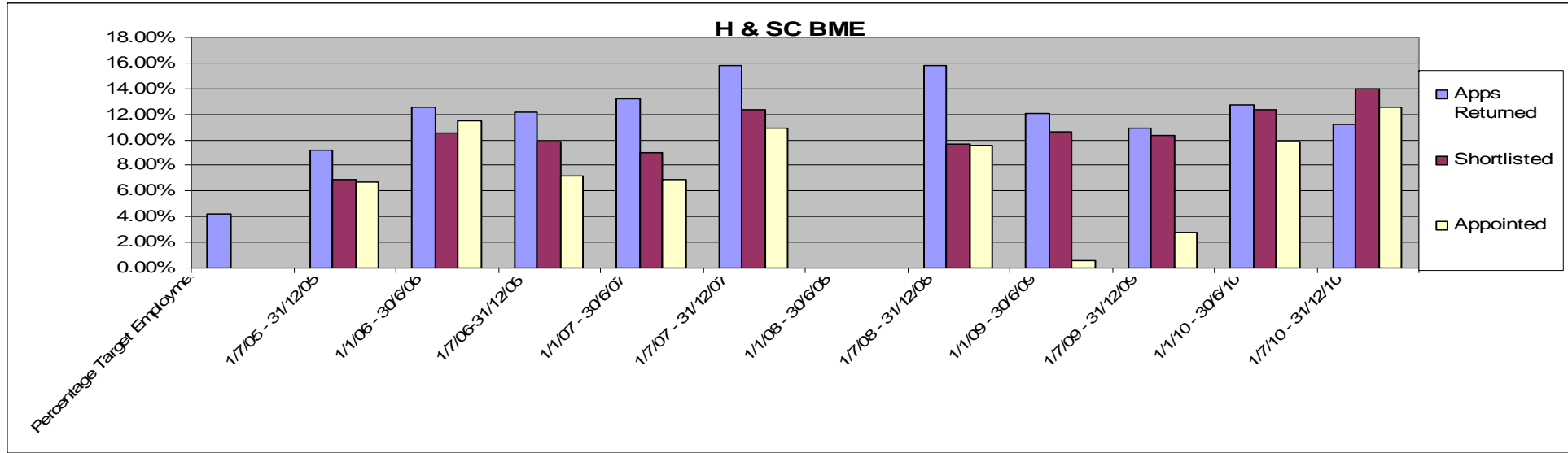




## Health and Social Care

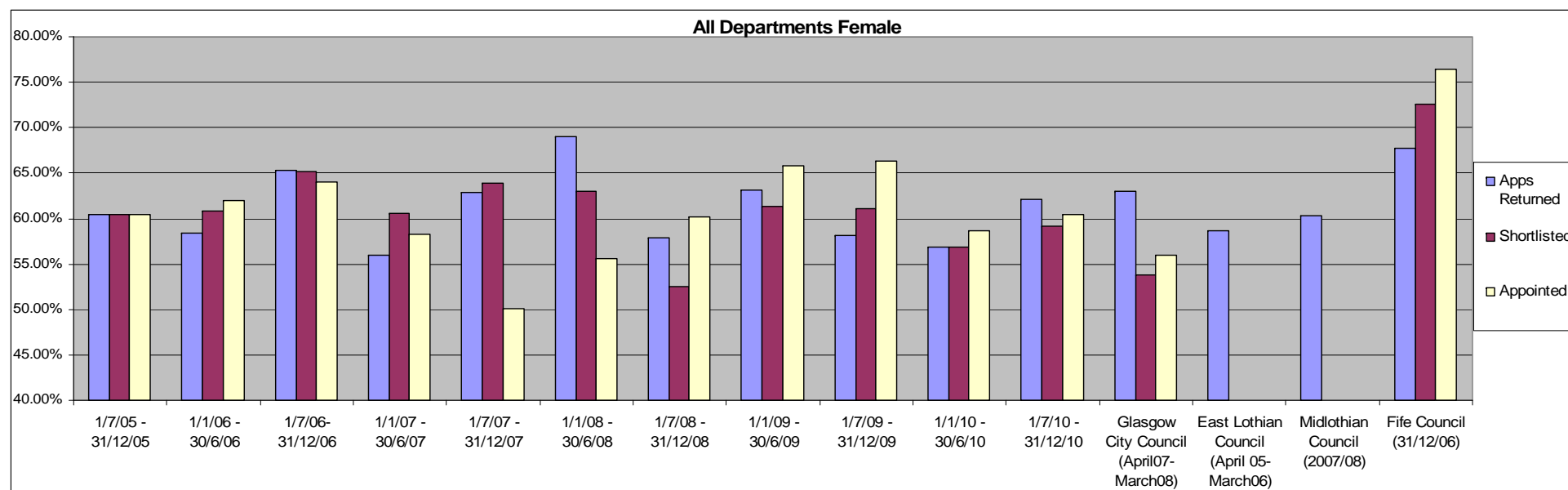
	Percentage Target Employment	1/7/05 - 31/12/05	1/1/06 - 30/6/06	1/7/06- 31/12/06	1/1/07 - 30/6/07	1/7/07 - 31/12/07	1/1/08 - 30/6/08	1/7/08 - 31/12/08	1/1/09 - 30/6/09	1/7/09 - 31/12/09	1/1/10 - 30/6/10	1/7/10 - 31/12/10
Female Apps Returned		63.83%	68.35%	65.67%	61.28%	61.59%	0	65.66%	59.54%	62.25%	70.33%	58.37%
Female Shortlisted		67.50%	73.30%	69.20%	67.90%	64.87%	0	63.10%	62.08%	65.98%	73.26%	67.35%
Female Appointed		70.79%	80.50%	73.60%	73.58%	69.09%	0	75.00%	44.44%	76.39%	74.59%	69.17%
BME Apps Returned	4.20%	9.18%	12.53%	12.16%	13.18%	15.78%	0	15.76%	12.05%	10.91%	12.75%	11.24%
BME Shortlisted		6.90%	10.52%	9.89%	9.01%	12.31%	0	9.66%	10.59%	10.36%	12.34%	14.02%
BME Appointed		6.74%	11.50%	7.20%	6.92%	10.91%	0	9.62%	0.58%	2.78%	9.84%	12.50%
Disabled Apps Returned	6%	2.52%	3.94%	5.30%	3.97%	3.67%	0	5.54%	4.41%	3.81%	3.39%	3.10%
Disabled Shortlisted		2.02%	4.98%	7.60%	4.32%	4.36%	0	7.93%	7.63%	5.35%	4.88%	5.98%
Disabled Appointed		2.25%	3.00%	4.00%	3.77%	0.00%	0	0.00%	0.00%	0.00%	4.10%	2.50%

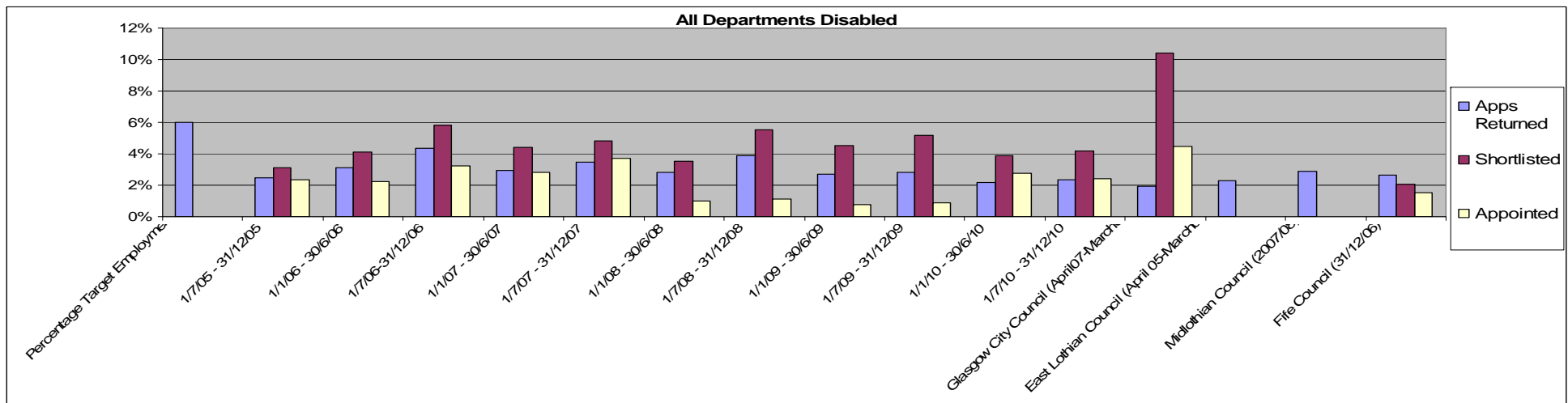
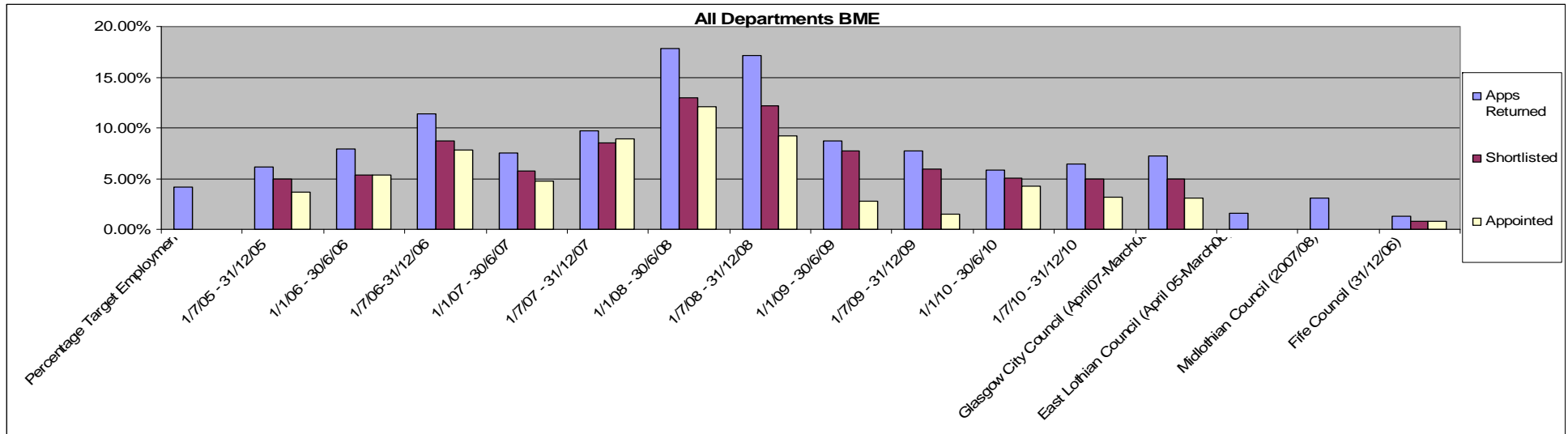




## ALL DEPARTMENTS

	Percentage Target Employment	1/7/05 - 31/12/05	1/1/06 - 30/6/06	1/7/06- 31/12/06	1/1/07 - 30/6/07	1/7/07 - 31/12/07	1/1/08 - 30/6/08	1/7/08 - 31/12/08	1/1/09 - 30/6/09	1/7/09 - 31/12/09	1/1/10 - 30/6/10	1/7/10 - 31/12/10
Female Apps Returned		60.45%	58.34%	65.34%	55.95%	62.90%	68.96%	57.94%	63.15%	58.12%	56.87%	62.10%
Female Shortlisted		60.40%	60.86%	65.18%	60.57%	63.90%	62.99%	52.51%	61.30%	61.06%	56.87%	59.17%
Female Appointed		60.40%	61.93%	64%	58.22%	50.14%	55.56%	60.15%	65.85%	66.29%	58.72%	60.43%
BME Apps Returned	4.20%	6.16%	7.94%	11.43%	7.49%	9.67%	17.81%	17.14%	8.74%	7.69%	5.86%	6.42%
BME Shortlisted		4.97%	5.35%	8.70%	5.72%	8.47%	12.99%	12.18%	7.76%	5.92%	5.09%	4.91%
BME Appointed		3.69%	5.36%	7.78%	4.72%	8.88%	12.12%	9.23%	2.82%	1.52%	4.24%	3.14%
Disabled Apps Returned	6%	2.46%	3.14%	4.34%	2.94%	3.48%	2.82%	3.85%	2.70%	2.84%	2.19%	2.35%
Disabled Shortlisted		3.11%	4.12%	5.80%	4.43%	4.82%	3.55%	5.55%	4.55%	5.16%	3.88%	4.17%
Disabled Appointed		2.38%	2.21%	3.25%	2.80%	3.72%	1.01%	1.11%	0.77%	0.88%	2.75%	2.43%



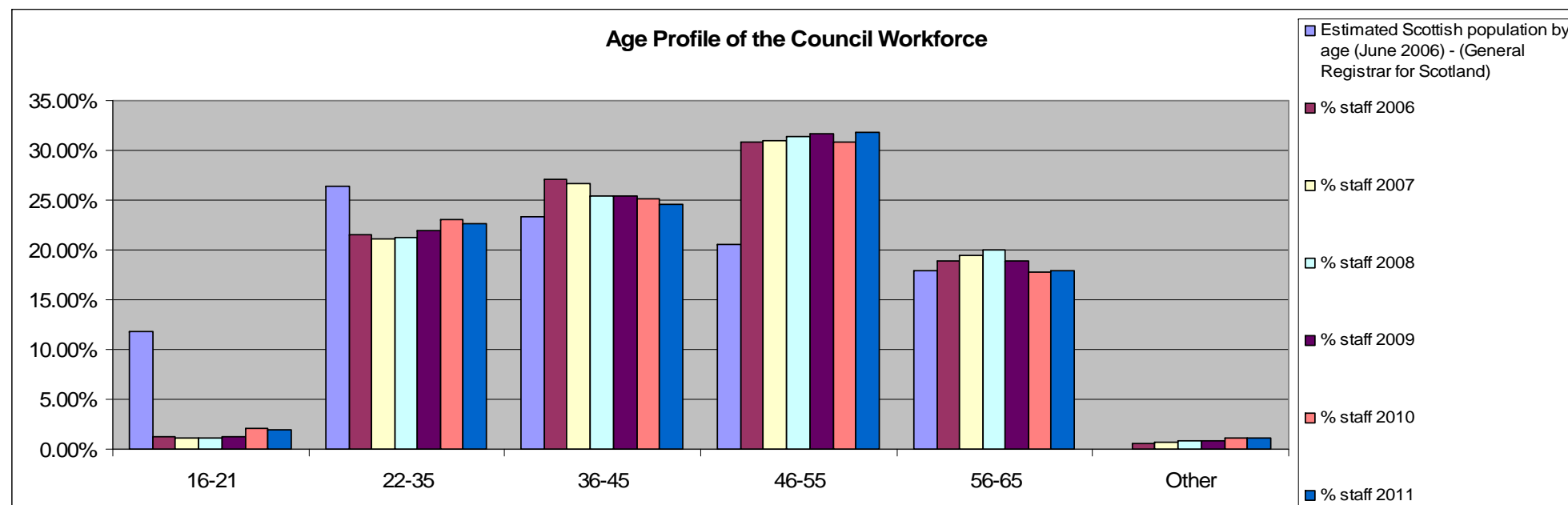


## Recruitment and Selection Statistics

Recruitment statistics are shown for the previous five and a half years. MyjobsScotland, the Council's on line recruitment portal, was introduced in January 2009 and the recruitment statistics now include a period when this portal has been in use. As can be seen, the levels of applicants by gender, race and disability have not varied greatly with the introduction of the recruitment portal. Therefore potential candidates from these groups have not been discouraged from applying.

## Age Profile of the Council Workforce as at 31 March 2011

	Corp Serv	City Dev	C&F	HSC	SFC	Finance	CEC
Age							
16-21	3.26%	1.39%	2.17%	0.29%	2.11%	1.55%	1.95%
22-35	17.75%	22.44%	26.94%	15.95%	18.66%	18.83%	22.69%
36-45	25.08%	24.38%	23.83%	22.84%	26.40%	36.44%	24.54%
46-55	34.68%	32.55%	29.80%	36.13%	32.46%	32.82%	31.84%
56-65	17.62%	19.11%	16.28%	24.19%	18.19%	10.36%	17.86%
Other	1.63%	0.14%	0.99%	0.60%	2.17%	0.00%	1.13%



The age profile of the Council has remained well balanced since monitoring commenced in 2006. Please note that the Scottish National statistics cover the total population and not just those in employment. Therefore the statistic shown in the 16-21 age group will include a large proportion of those in further and higher education

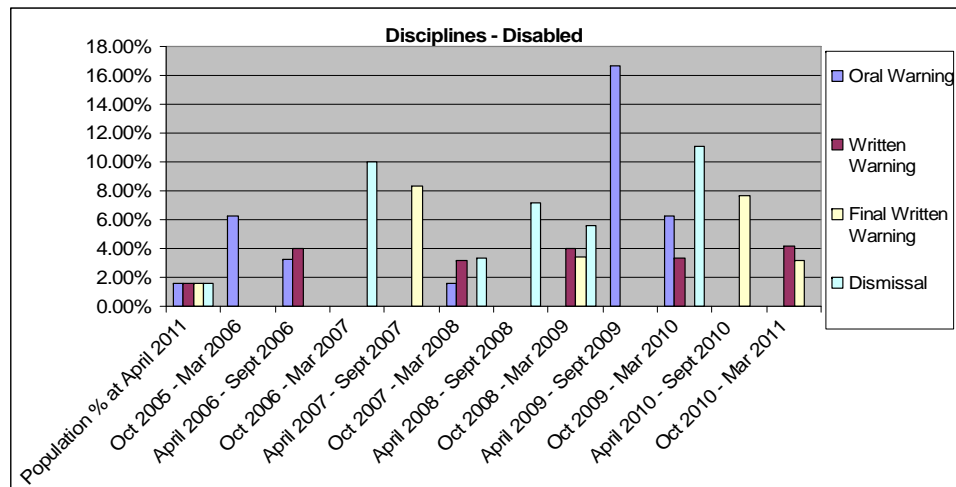
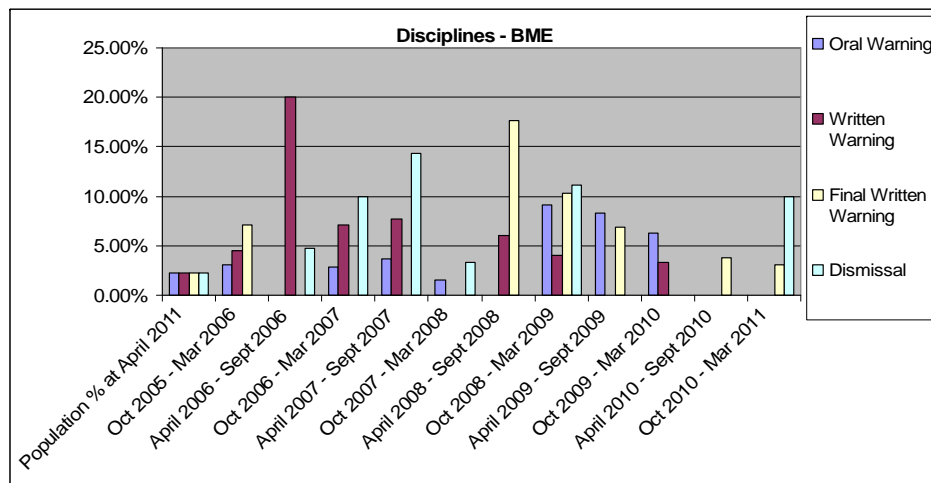
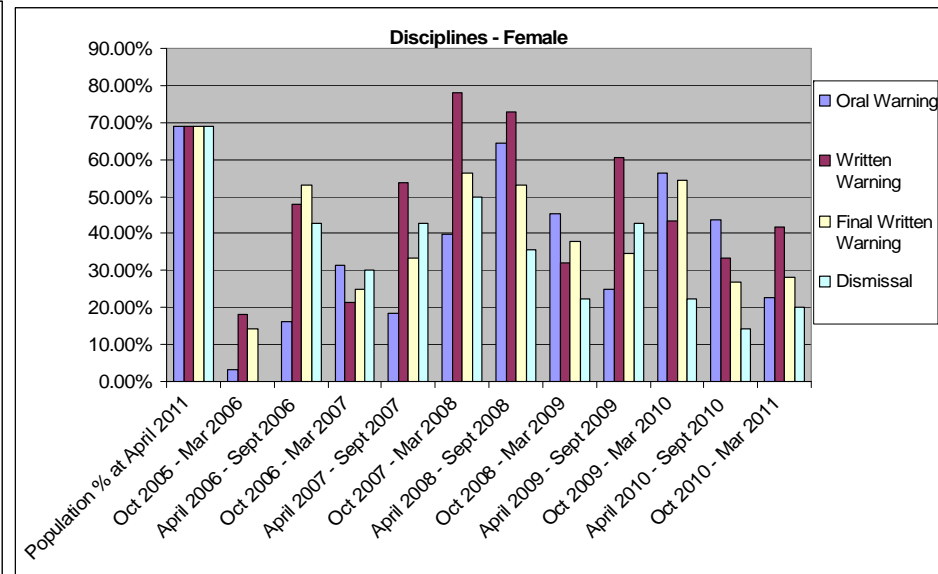
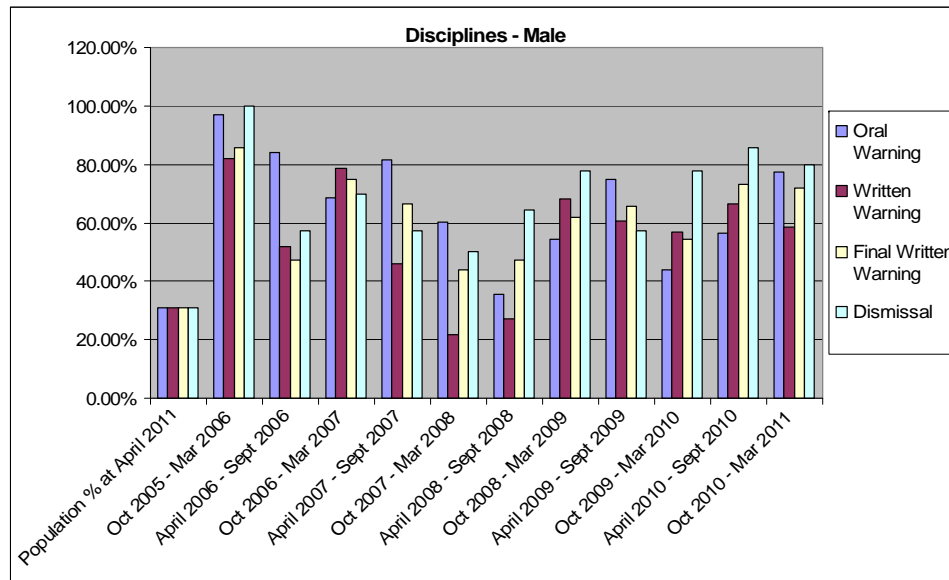


Appendix 1F

**Discipline and Grievance  
Discipline**

<b>Male</b>	Population % at April 2011	Oct 2005 - Mar 2006	April 2006 - Sept 2006	Oct 2006 - Mar 2007	April 2007 - Sept 2007	Oct 2007 - Mar 2008	April 2008 - Sept 2008	Oct 2008 - Mar 2009	April 2009 - Sept 2009	Oct 2009 - Mar 2010	April 2010 - Sept 2010	Oct 2010 - Mar 2011
Oral Warning	31.11%	96.88%	83.87%	68.57%	81.48%	60.32%	35.48%	54.55%	75.00%	43.75%	56.25%	77.27%
Written Warning	31.11%	81.82%	52.00%	78.57%	46.15%	21.88%	27.27%	68.00%	60.61%	56.67%	66.67%	58.33%
Final Written Warning	31.11%	85.71%	47.06%	75.00%	66.67%	43.75%	47.06%	62.07%	65.52%	54.29%	73.08%	71.88%
Dismissal	31.11%	100.00%	57.14%	70.00%	57.14%	50.00%	64.29%	77.78%	57.14%	77.78%	85.71%	80.00%
<b>Female</b>												
Oral Warning	68.89%	3.13%	16.13%	31.43%	18.52%	39.68%	64.52%	45.45%	25.00%	56.25%	43.75%	22.73%
Written Warning	68.89%	18.18%	48.00%	21.43%	53.85%	78.13%	72.73%	32.00%	60.61%	43.33%	33.33%	41.67%
Final Written Warning	68.89%	14.29%	52.94%	25.00%	33.33%	56.25%	52.94%	37.93%	34.48%	54.29%	26.92%	28.13%
Dismissal	68.89%	0.00%	42.86%	30.00%	42.86%	50.00%	35.71%	22.22%	42.86%	22.22%	14.29%	20.00%
<b>BME</b>												
Oral Warning	2.24%	3.13%	0.00%	2.86%	3.70%	1.59%	0.00%	9.09%	8.33%	6.25%	0.00%	0.00%
Written Warning	2.24%	4.55%	20.00%	7.14%	7.69%	0.00%	6.06%	4.00%	0.00%	3.33%	0.00%	0.00%
Final Written Warning	2.24%	7.14%	0.00%	0%	0.00%	0.00%	17.65%	10.34%	6.90%	0.00%	3.85%	3.13%
Dismissal	2.24%	0.00%	4.76%	10%	14.29%	3.33%	0.00%	11.11%	0.00%	0.00%	0.00%	10.00%
<b>Disabled</b>												
Oral Warning	1.59%	6.25%	3.23%	0.00%	0.00%	1.59%	0.00%	0.00%	16.67%	6.25%	0.00%	0.00%
Written Warning	1.59%	0.00%	4.00%	0.00%	0.00%	3.13%	0.00%	4.00%	0.00%	3.33%	0.00%	4.17%
Final Written Warning	1.59%	0.00%	0.00%	0.00%	8.33%	0.00%	0.00%	3.45%	0.00%	0.00%	7.69%	3.13%
Dismissal	1.59%	0.00%	0.00%	10.00%	0.00%	3.33%	7.14%	5.56%	0.00%	11.11%	0.00%	0.00%

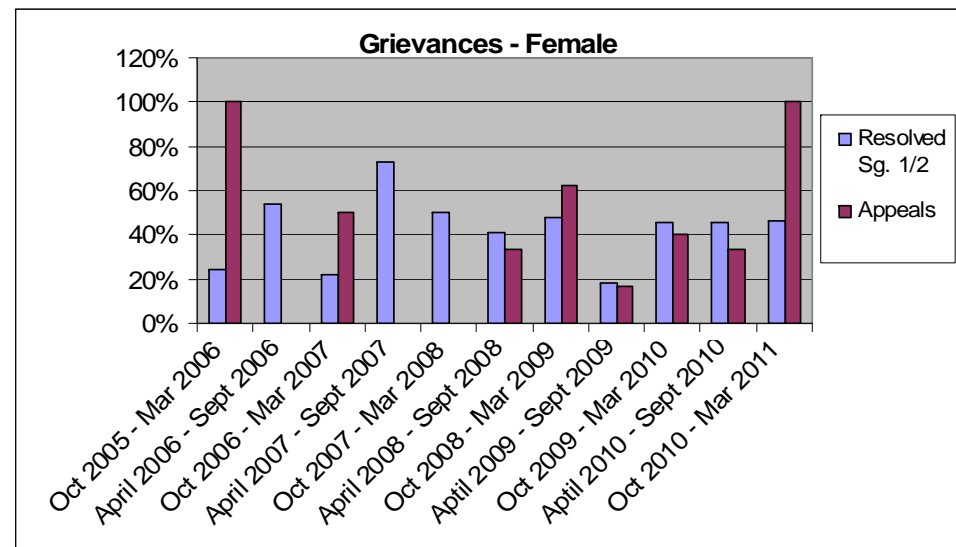
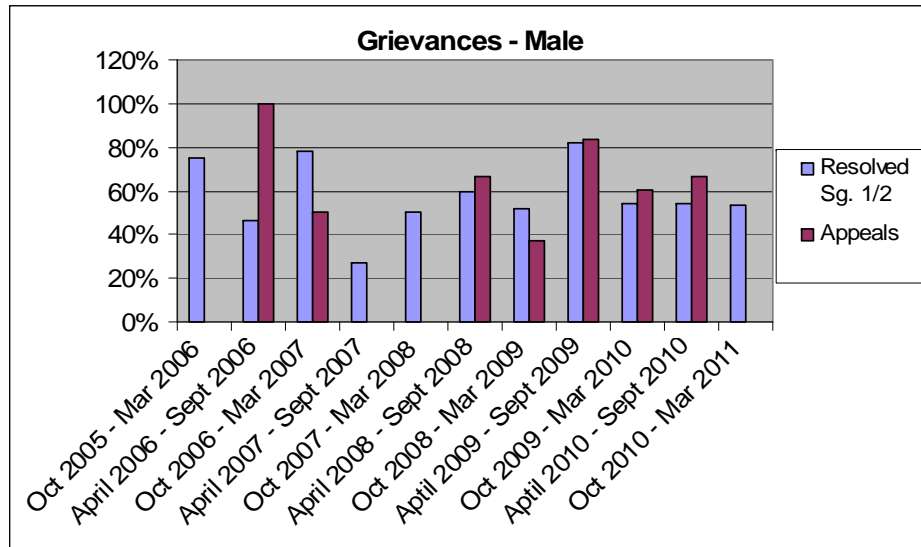


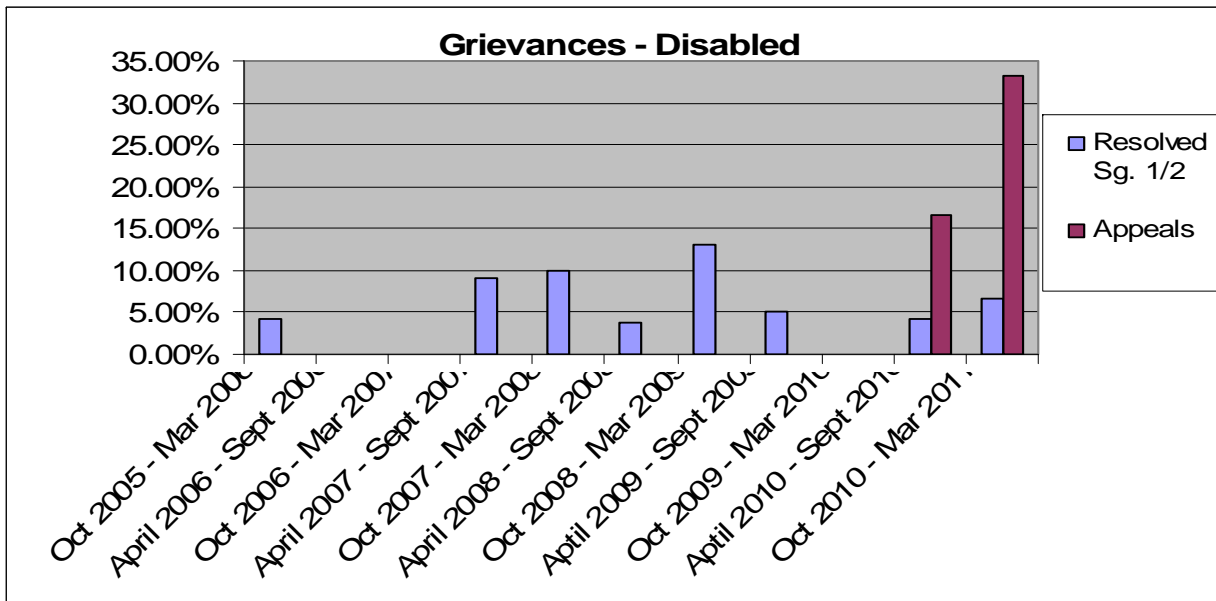
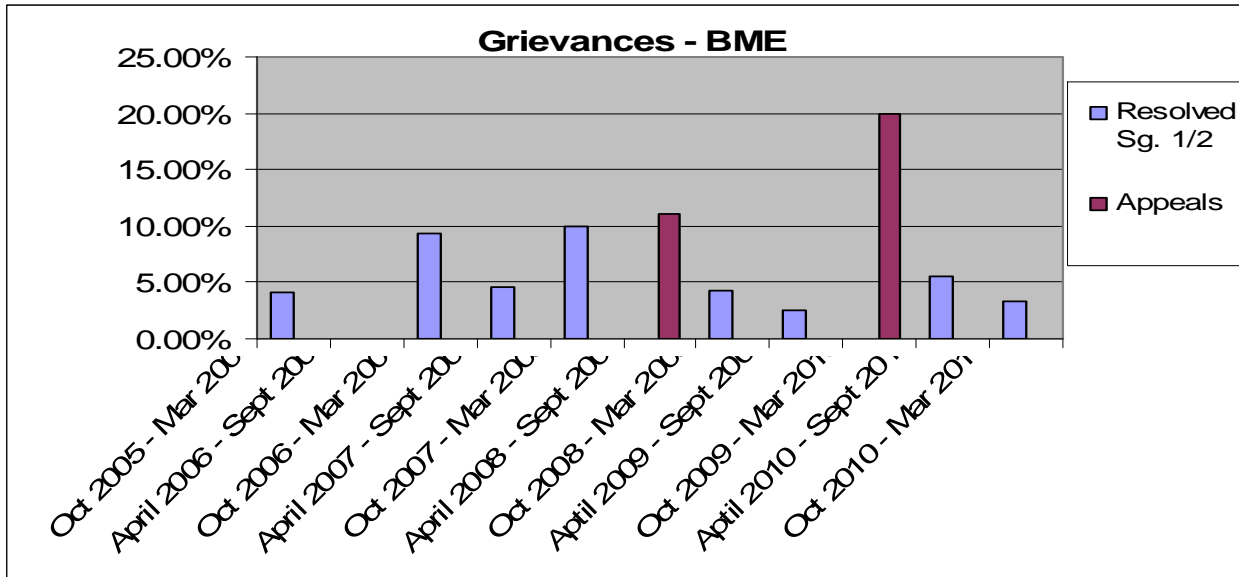


Due to the low numbers of disciplinary and grievance cases that occur, it is difficult to discern any trends which would give cause for concern

## Grievances

Grievances - Male	Oct 2005 - Mar 2006	April 2006 - Sept 2006	Oct 2006 - Mar 2007	April 2007 - Sept 2007	Oct 2007 - Mar 2008	April 2008 - Sept 2008	Oct 2008 - Mar 2009	April 2009 - Sept 2009	Oct 2009 - Mar 2010	April 2010 - Sept 2010	Oct 2010 - Mar 2011
Resolved Sg. 1/2	75%	46%	78%	27.27%	50.00%	59.26%	52.17%	82.05%	54.55%	54.17%	53.33%
Appeals	0%	100%	50%	0.00%	0.00%	66.67%	37.50%	83.33%	60.00%	66.67%	0.00%
Grievances - Female	Oct 2005 - Mar 2006	April 2006 - Sept 2006	Oct 2006 - Mar 2007	April 2007 - Sept 2007	Oct 2007 - Mar 2008	April 2008 - Sept 2008	Oct 2008 - Mar 2009	April 2009 - Sept 2009	Oct 2009 - Mar 2010	April 2010 - Sept 2010	Oct 2010 - Mar 2011
Resolved Sg. 1/2	24%	53.85%	21.88%	72.73%	50.00%	40.74%	47.83%	17.95%	45.45%	45.83%	46.67%
Appeals	100%	0%	50%	0.00%	0.00%	33.33%	62.50%	16.67%	40.00%	33.33%	100.00%
Grievances - BME	Oct 2005 - Mar 2006	April 2006 - Sept 2006	Oct 2006 - Mar 2007	April 2007 - Sept 2007	Oct 2007 - Mar 2008	April 2008 - Sept 2008	Oct 2008 - Mar 2009	April 2009 - Sept 2009	Oct 2009 - Mar 2010	April 2010 - Sept 2010	Oct 2010 - Mar 2011
Resolved Sg. 1/2	4.17%	0%	9.38%	4.55%	10.00%	0.00%	4.35%	2.56%	0.00%	5.56%	3.33%
Appeals	0%	0%	0%	0.00%	0.00%	11.11%	0.00%	0.00%	20.00%	0.00%	0.00%
Grievances - Disabled	Oct 2005 - Mar 2006	April 2006 - Sept 2006	Oct 2006 - Mar 2007	April 2007 - Sept 2007	Oct 2007 - Mar 2008	April 2008 - Sept 2008	Oct 2008 - Mar 2009	April 2009 - Sept 2009	Oct 2009 - Mar 2010	April 2010 - Sept 2010	Oct 2010 - Mar 2011
Resolved Sg. 1/2	4.17%	0%	0.0%	9.09%	10.00%	3.70%	13.04%	5.13%	0.00%	4.17%	6.67%
Appeals	0%	0%	0%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	16.67%	33.33%

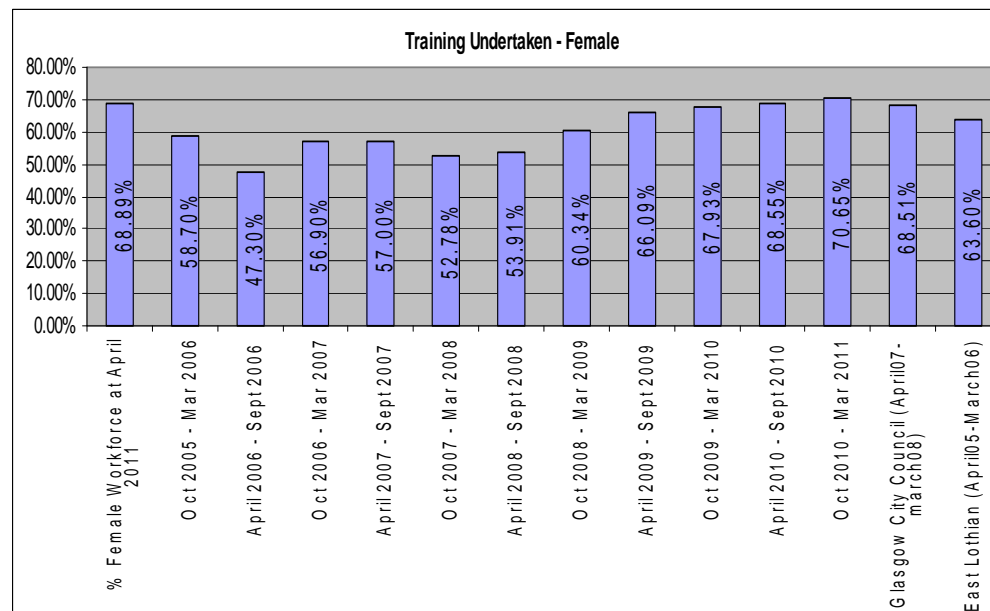
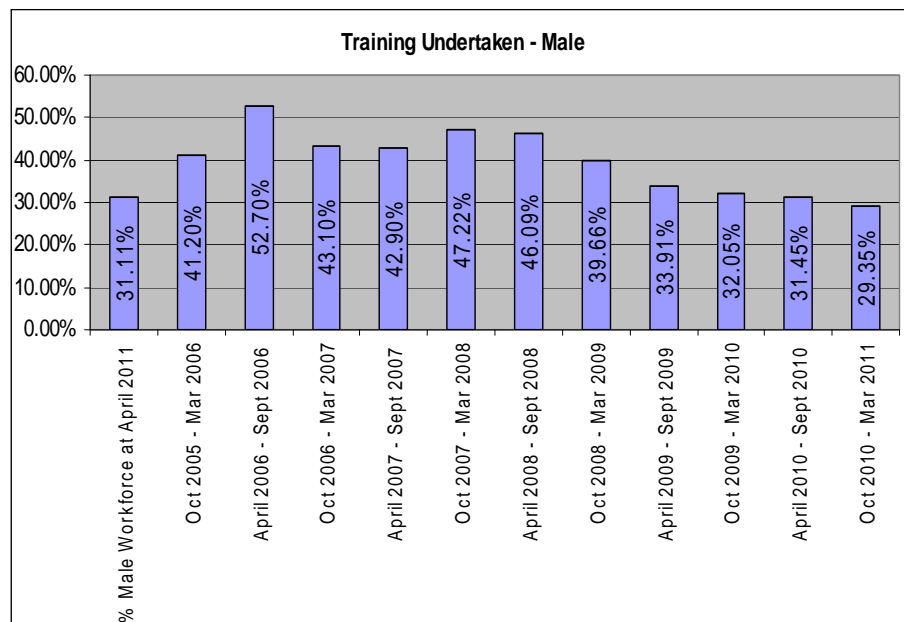


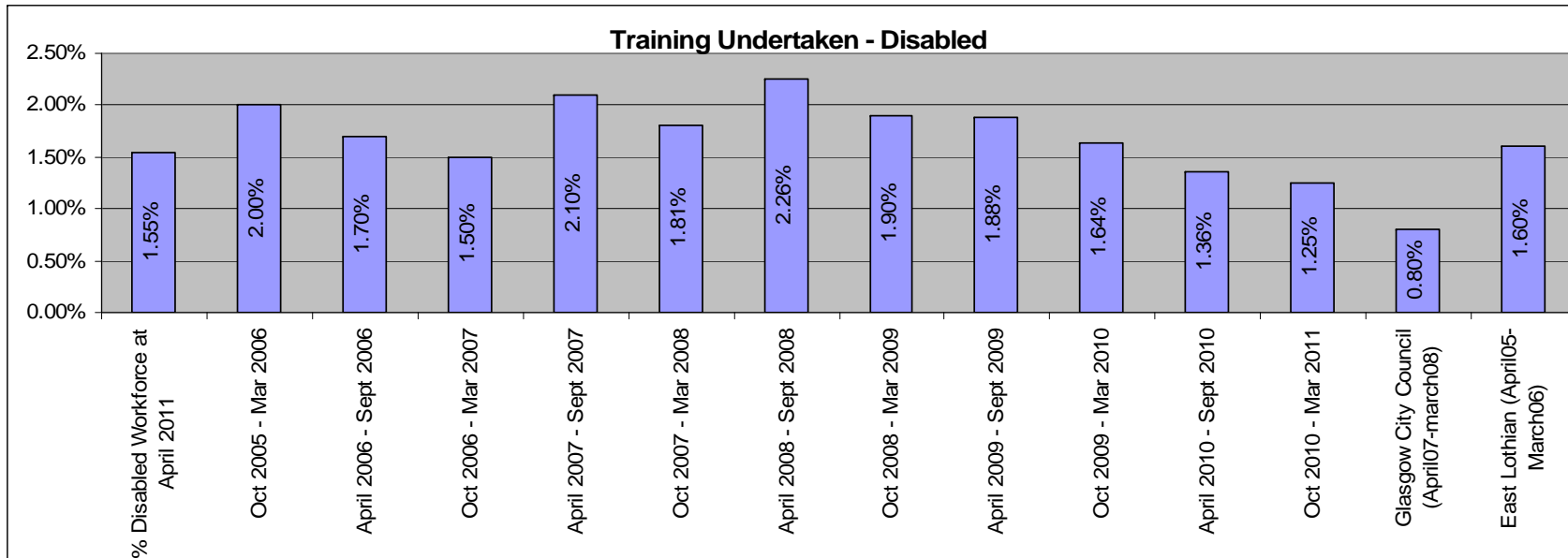
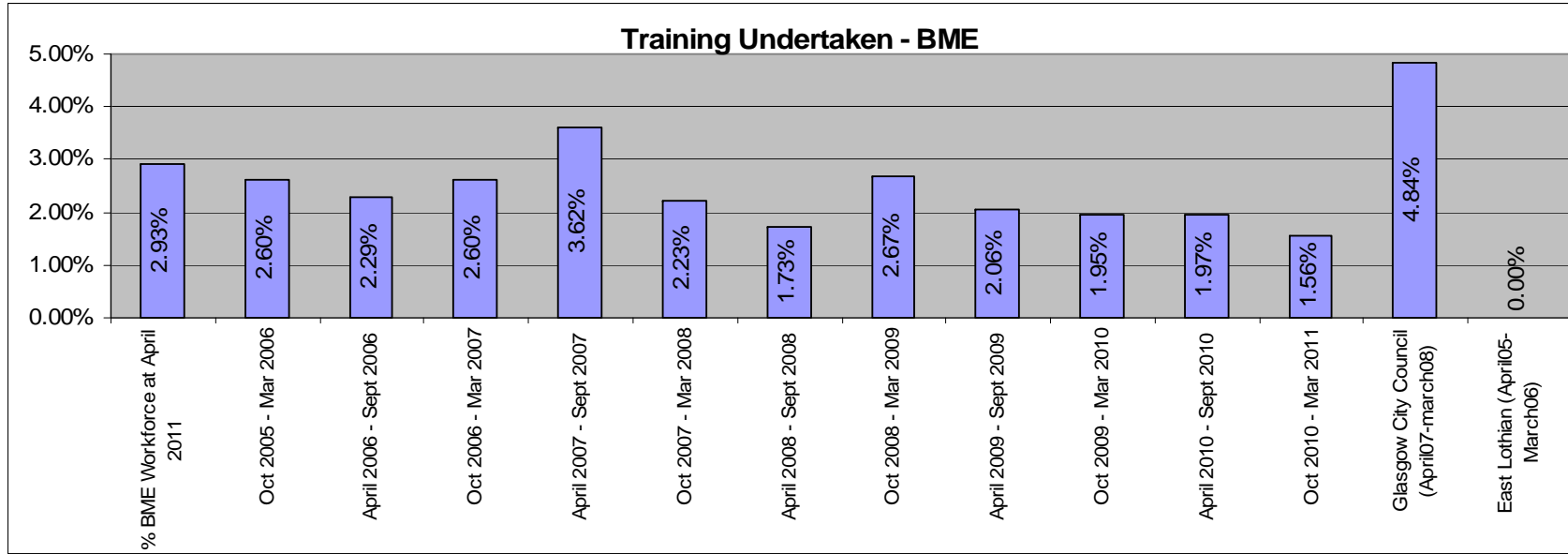


Due to the low numbers of disciplinary and grievance cases that occur, it is difficult to discern any trends which would give cause for concern

Training

	% Workforce at April 2011	Oct 2005 - Mar 2006	April 2006 - Sept 2006	Oct 2006 - Mar 2007	April 2007 - Sept 2007	Oct 2007 - Mar 2008	April 2008 - Sept 2008	Oct 2008 - Mar 2009	April 2009 - Sept 2009	Oct 2009 - Mar 2010	April 2010 - Sept 2010	Oct 2010 - Mar 2011
Male	31.11%	41.20%	52.70%	43.10%	42.90%	47.22%	46.09%	39.66%	33.91%	32.05%	31.45%	29.35%
Female	68.89%	58.70%	47.30%	56.90%	57.00%	52.78%	53.91%	60.34%	66.09%	67.93%	68.55%	70.65%
BME	2.93%	2.60%	2.29%	2.60%	3.62%	2.23%	1.73%	2.67%	2.06%	1.95%	1.97%	1.56%
Disabled	1.55%	2.00%	1.70%	1.50%	2.10%	1.81%	2.26%	1.90%	1.88%	1.64%	1.36%	1.25%

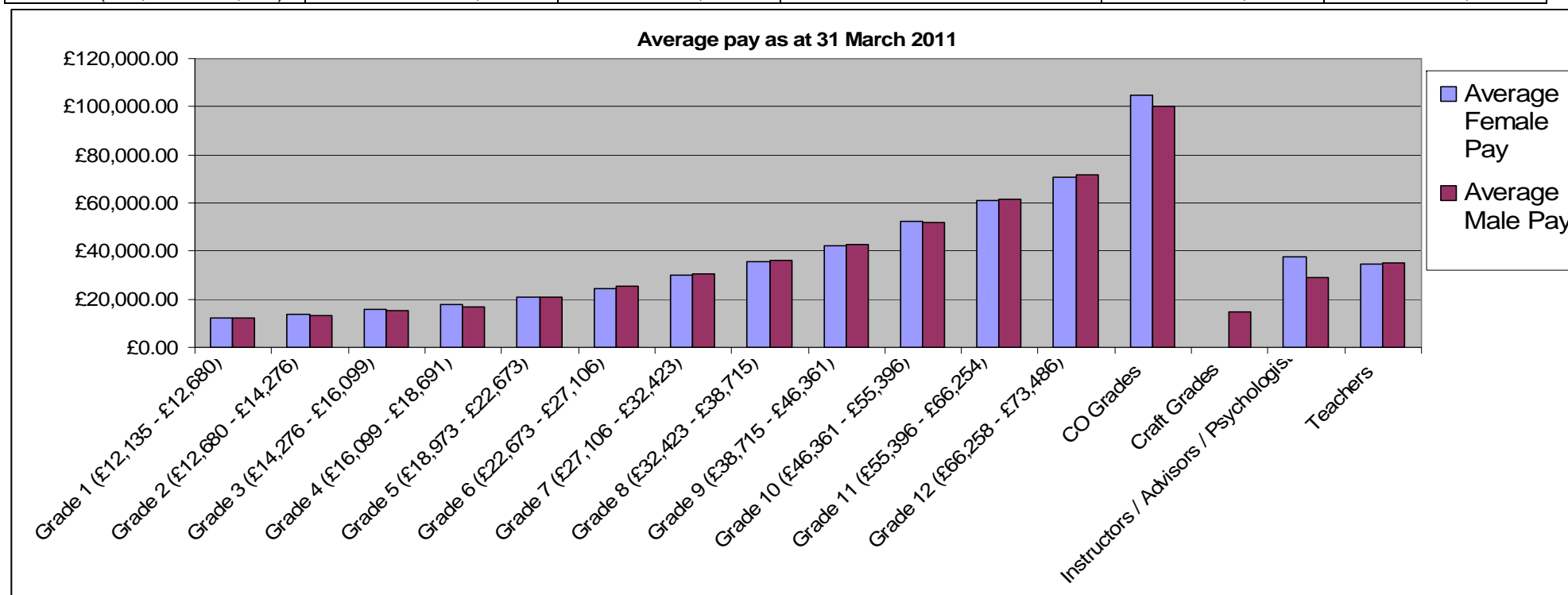




Training statistics currently cover formal training courses only.

**Pay data and Equal Pay Statement**  
**Average pay as at 31 March 2011**

Pay Scale	Average Female Pay	Average Male Pay	Pay Scale	Average Female Pay	Average Male Pay
Grade 1 (£12,135 - £12,680)	£12,154.29	£12,322.54	Grade 9 (£38,715 - £46,361)	£42,290.54	£42,719.69
Grade 2 (£12,680 - £14,276)	£13,505.06	£13,011.76	Grade 10 (£46,361 - £55,396)	£52,567.97	£51,682.81
Grade 3 (£14,276 - £16,099)	£15,606.33	£15,041.26	Grade 11 (£55,396 - £66,254)	£60,826.25	£61,482.41
Grade 4 (£16,099 - £18,691)	£17,832.93	£16,942.38	Grade 12 (£66,258 - £73,486)	£70,829.00	£71,714.50
Grade 5 (£18,973 - £22,673)	£20,965.19	£20,711.48	CO Grades	£104,679.50	£100,069.14
Grade 6 (£22,673 - £27,106)	£24,657.30	£25,207.44	Craft Grades	£0.00	£14,537.43
Grade 7 (£27,106 - £32,423)	£30,167.49	£30,430.53	Instructors / Advisors / Psychologists	£37,852.82	£29,173.70
Grade 8 (£32,423 - £38,715)	£35,643.38	£36,025.51	Teachers	£34,338.63	£35,295.12



## Equal Pay Statement

The City of Edinburgh Council is committed to the principle of equal pay for all employees. It has begun to address the elimination of any gender bias in pay systems by concluding the project on modernising pay arrangements. Bringing Craft employees who are not currently included in these arrangements is being actively pursued. Other employee groups within the Council are Chief Officials and Teachers (and associated professionals viz. Educational Psychologists and Music Instructors) who are covered by National Agreements which contain job evaluation schemes and other pay arrangements which have been checked for inclusivity at National level.

The City of Edinburgh Council is also an equal opportunities employer and positively values the different perspectives and skills that a diverse workforce brings to the Council. We believe that all employees should receive equal pay for doing equal work or work of equal value regardless of age, sex, race, nationality, disability status, ethnic origin, gender identity, marital status, sexual orientation, religion or similar belief, working pattern, employment status, caring responsibilities or trade union membership.

Our objectives are to:

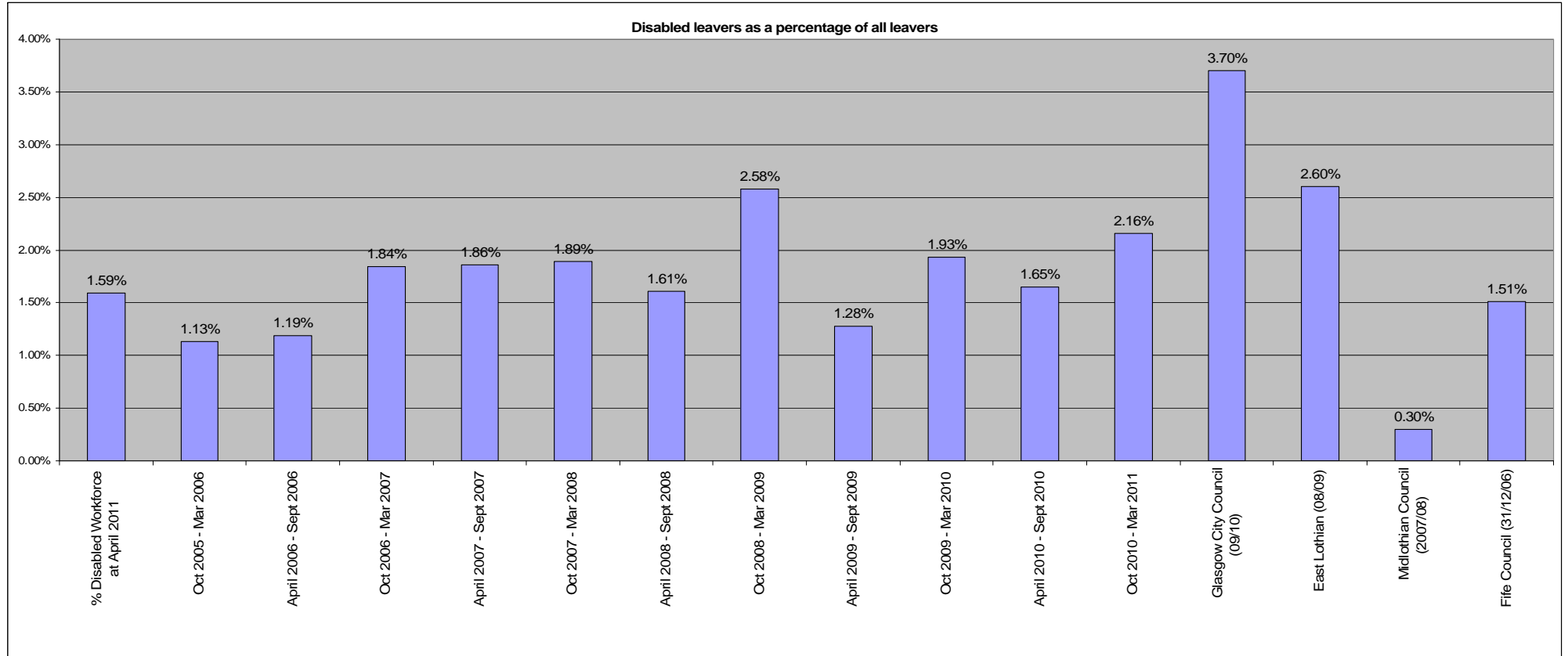
- Eliminate any unfair, unjust or unlawful practices that impact on pay
- Take appropriate remedial action if necessary.

We will:

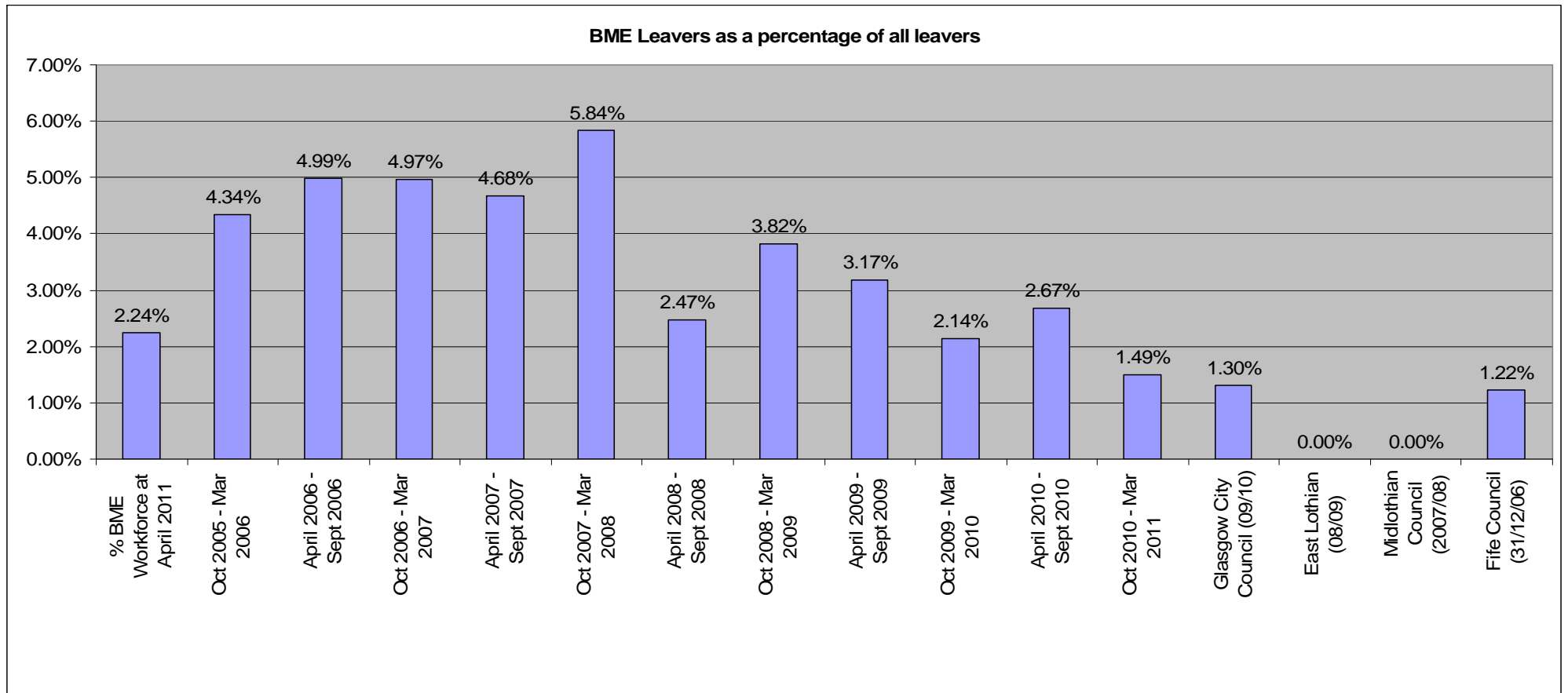
- Undertake regular equal pay reviews in line with appropriate guidance
- Undertake consultation with recognised trade unions on the outcome of any reviews
- Provide training and guidance for those involved in determining pay
- Inform employees of how these practices work and how their own pay is determined
- Respond to grievances on equal pay appropriately
- Monitor pay statistics annually.

Leavers

	% Workforce at April 2011	Oct 2005 - Mar 2006	April 2006 - Sept 2006	Oct 2006 - Mar 2007	April 2007 - Sept 2007	Oct 2007 - Mar 2008	April 2008 - Sept 2008	Oct 2008 - Mar 2009	April 2009 - Sept 2009	Oct 2009 - Mar 2010	April 2010 - Sept 2010	Oct 2010 - Mar 2011
Disabled	1.59%	1.13%	1.19%	1.84%	1.86%	1.89%	1.61%	2.58%	1.28%	1.93%	1.65%	2.16%
BME	2.24%	4.34%	4.99%	4.97%	4.68%	5.84%	2.47%	3.82%	3.17%	2.14%	2.67%	1.49%







The levels of leavers in both the BME category continues to remain at the same level or lower than in previous years, and provided it continues at these levels, will cause little concern. The level of disabled leavers has increased in the six month period October 2010 – March 2011. Provided this does not continue into next year, it will not cause undue concern.



**Equality, Diversity and Human Rights Scheme 2009 to 2012 – Employment  
Policies and Programmes  
(As of 1<sup>st</sup> February 2011)**

## Link with wider Organisational Aims

As with the overall “Fairness and Respect” scheme, it is recognised that the following propositions are key to the successful delivery of the employment programme

The City of Edinburgh Council sees equality, diversity and human rights as core to the values and objectives of the Council because of the:		
Business Case	Moral Case	Legal Case
The most successful organisations are those which are able to attract and harness the skills, experience and energies of diverse employee groups.	Core to the public sector ethos is the need to ensure that individuals and groups in employment who are most vulnerable to discrimination, prejudice and intolerance are protected and given every opportunity to attain the best possible quality of working life.	The Council is subject to a wide range of legal duties in respect of equality, diversity and human rights. Failure to meet these duties will result in reputational damage and possible legal challenge.

The programme of positive action in employment initiatives is described below, covering the 5 key principles outlined in the overall “Fairness and Respect” Scheme, and based on the statistical evidence and employee feedback received:

**Rights:** Raising awareness within the Council’s workforce of the right to equality, fair treatment and non-discrimination.

Action:	Link to People Plan (if relevant)
The work contained within section 6 of the “Fairness and Respect” scheme is applicable to this principle. (Training and Awareness Section). See <a href="http://www.edinburgh.gov.uk/downloads/file/663/fairness_and_respect_equalities_diversity_and_human_rights_scheme_2009-2012">http://www.edinburgh.gov.uk/downloads/file/663/fairness_and_respect_equalities_diversity_and_human_rights_scheme_2009-2012</a> for more details. Also the results of the training and development audit carried out in 2009 contained the following actions:	
a. annually review the content and quality of EDHR training to meet legislative changes and Council requirements, and report on this in the Annual EDHR Scheme Report;	
b. provide more senior manager briefings and refresher training opportunities for staff at all levels as part of the commitment to mainstream equalities	Ensure that people understand how the work they do on a daily basis helps the Council achieve its aims and objectives.

c. continue to develop the use of e-learning modules as a method of delivery in order to reduce costs and save resources;	Give people relevant information, advice and guidance to plan their career.
d. develop an LM2 course to consolidate learning at LMI level	Develop all existing managers to lead, manage and develop people in line with Council's values.
e. explore joint learning and development partnership arrangements further in order to reduce costs and save resources	Give people relevant information, advice and guidance to plan their career
f. consolidate the monitoring and evaluation of EDHR training which is currently carried out at departmental and corporate level	
g. consider linking learning outcomes from the EDHR Training Framework to the EDHR Scheme outcomes	
h. consider linking the EDHR Training Framework to the PRD Competency Framework	Ensure all staff receive an appropriate performance review meeting that helps them do their job better.
Inclusion of Craft and Blindcraft employees in the modernised pay arrangements, and reduction in the number of job evaluation schemes used in the Council from 5 to 3 (one covering teachers, one covering Chief Officials and one covering all other employees) in order to ensure transparency of equality in pay arrangements for ALL employees	
Continuing development of "The Orb" (The Council's staff intranet site) to raise awareness of equality, diversity and human rights issues, including development of specialised pages for specific groups (particularly Disability) to provide information and support	

**Representation:** Increasing the levels of under-represented groups in employment through monitoring and positive action.

Action:	Link to People Plan (if relevant)
Ensuring that compliance with the reporting requirements of the Race Relations Act 2000, Disability Discrimination Act 2005 and Equalities Act 2006 are met through production of an annual Policy and Strategy Committee report produced each November. – Review in light of Equality Act 2010 (amendments due in 2011). Continued improvements to the report are made in line with the improved data becoming available from the new E-HR system and pay statistics to be considered as a result of introduction of modernised pay arrangements.	
Departments to carry out a communication exercise in order to encourage individuals to update their equal opportunities monitoring data. As the "disabled" category is particularly low, it is also recommended that all managers adopt	Ensure that people understand how the work they do on a daily basis helps the Council achieve its aims and objectives.

the practice of enquiring of employees, who have been defined as being disabled in reports received from Capita, Occupational Health, as to whether they would be prepared to reconsider their self defined “disability” status in the system. This request may be made via the HR case management team, if some sensitivity in the request would be appropriate.	
Identification of specific gender gaps in the new pay structure and positive action that may be taken to close or at least narrow these	
Continued monitoring and review of council-wide diversity in employment objectives and departmental targets. Positive action developed within departments to support particular areas of concern	Ensure that people understand how the work they do on a daily basis helps the Council achieve its aims and objectives.
Continuing support and input to the Public Sector Academy, delivered by the City Development Department, who co-ordinate work experience and training programmes prioritising members of under-represented groups	Ensure that people understand how the work they do on a daily basis helps the Council achieve its aims and objectives.

**Recognition:** Encouraging respect, celebration and accommodation of diversity within the workforce.

Action:	Link to People Plan (if relevant)
Include monitoring and analysis of all minority groups (BME / sexual orientation / religion and belief) in all future employee opinion surveys.	
Use appropriate communication and engagement tools to help employees to understand that differences can help the Council to achieve its aims and objectives by bringing varied, innovative and broad perspectives on situations. For example, the life experience gained by a disabled employee, may allow a higher level of empathy and understanding of a disabled service user’s needs, which could result in a better level of service / innovative ideas for improving a service resulting from that experience	Ensure that people understand how the work they do on a daily basis helps the Council achieve its aims and objectives
Invite disabled employees to volunteer to be included on a focus group that can be consulted on to understand issues and reasonable adjustment needs whenever large scale change programmes are being considered	Update / create departmental staff suggestion schemes which allow people to suggest changes in any area of their service.
Consider monitoring the application and level of current flexible working provisions available in the Council in order to understand their impact on minority groups	Ensure people know what the Council’s values are and how these relate to the work they do on a daily basis
Continuing development of a Health and Well Being strategy for all employees, building on the success of the silver award for healthy living achieved in 2010, with a specific focus on identifying and minimising barriers to the retention of disabled employees	

Annual submissions to the Stonewall Workplace Index, with consideration given to any feedback and recommendations received from taking part in this process	
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**Respect:** Valuing diversity and promoting a more cohesive workforce through mutual understanding and raised awareness, particularly at management level.

Action:	Link to People Plan (if relevant)
Evaluate whether and how assessment of managers' performance on equality and diversity issues in employment through the Performance Review and Development (PRD) system may be monitored and commence monitoring if possible	Develop all existing managers to lead, manage and develop people in line with Council's values.
Development of an e-learning package on disability and reasonable adjustments	Develop all existing managers to lead, manage and develop people in line with Council's values.
LM1 – Compulsory for any manager attending recruitment and selection or grievance and fair treatment at work to have passed the e-learning package on disability first (when complete)	Develop all existing managers to lead, manage and develop people in line with Council's values.
LM2 – Include element into core modules to consider the effects of coaching / leading change on disabled employees (and other minority groups) and when / how approaches to situations should be varied in response to particular needs	Develop all existing managers to lead, manage and develop people in line with Council's values.
Build in equality awareness (particularly disability) to all management practice and guidance – particularly relating to large change programmes to ensure that managers carrying out decision making processes are aware of the reasonable adjustments required for disabled employees and any other issues pertaining particularly to this group (and any other cultural requirements for other minority groups) which could assist in positively managing and communicating the process to a diverse group of employees	Develop managers at all levels of the organisation to support and implement Change Management.
As a result of feedback provided by the employee survey undertaken as part of the Stonewall workplace index 2009, arrange a senior management event to raise awareness of LGBT issues, and then cascade the key messages / learning points to all management staff	Ensure that people understand how the work they do on a daily basis helps the Council achieve its aims and objectives.

**Responsibility:** Reviewing HR Practices, policies and structures that may be discriminatory and taking action to address areas of concern.

Action:	Link to People Plan (if relevant)
Ongoing review of employment policies to ensure compliance with all equality, diversity and	

human rights legislation	
Review of Recruitment and Selection Policy, including a full equalities impact assessment. Consider the potential for alternate forms of assessment (i.e. work trials) as reasonable adjustments in employment of disabled candidates as part of the review of the Recruitment and Selection policy (due 2011).	
A further impact assessment of the final pay arrangements at the end of the 3 year protection period to check any changes as a result of the implementation of pay modernisation and to extend the scope of the impact assessment to encompass all other equality strands other than gender	
Support for the Departmental EDHR Groups to be given through the HR Business Partner support model including advice and guidance on departmental action plans to support attainment of departmental employment targets	Ensure that people understand how the work they do on a daily basis helps the Council achieve its aims and objectives.

## ***Achievements within action plans as at October 2011:***

### ***Equality Impact Assessment of HR Policies:***

A number of HR Policies are currently being reviewed. Consideration is given to each as to whether a full impact assessment is required. The situation at October 2011 is that:

**Organisational Review Procedure** – New procedure was implemented with effect from 1 March 2011 and a full impact assessment was carried out.

**Interim Pay Transition Arrangements** – New arrangements took effect from 14<sup>th</sup> June 2011 and a full impact assessment was carried out.

**Policy on workplace Alcohol, Drugs and Substance misuse** – Approved on 9<sup>th</sup> August 2011. A relevance assessment was carried out with a score of 1. It concluded that the Policy does not detract from the Equality Act 2010 Public Sector General Equality Duties therefore no full impact assessment was required.

**Managing Work Performance** - A final draft of the procedure has been developed. A full impact assessment will be carried out following initial consultation with the Trade Unions

**Procedure for Managing Conduct and Behaviour** – A final draft of the procedure has been developed. A full impact assessment will be carried out following initial consultation with the Trade Unions

**Grievance Procedure** - A final draft of the procedure has been developed. A full impact assessment will be carried out following initial consultation with the Trade Unions

**Procedure for managing disputes** - A final draft of the procedure has been developed. A full impact assessment will be carried out following initial consultation with the Trade Unions

**Recruitment and Selection Procedure** – A final draft of the procedure has been developed. A full impact assessment will be carried out following initial consultation with the Trade Unions.

**Managing sickness Absence Procedure** – the new Procedure is in the process of being negotiated with the Trade Unions. A full impact assessment will be carried out and an initial draft is in progress.

**Alternative Business Models** – A number of Equalities Impact Assessments have been carried out as a result of this major employment project. These are available on the [Council Website](#).

### ***Update of People Plans:***

The Council wide, and departmental people plans have been updated for 2011. The new plans are formed around 5 areas:

Communication and Engagement

Learning and Development

Workforce planning

Performance, Reward and Recognition

Leadership and Management

The commitment given under communication and engagement is:

“We will ensure that our communications systems encourage the sharing of knowledge and a culture of openness and inclusion”

Some of the ways in which this will be done by include:

“recognising different communication needs and providing information accordingly.”

“developing a culture where you feel your opinion is valued and encouraged.”

“engaging you in decisions that affect you and the services you provide”

“conducting surveys and actively seeking your views”

The commitment given under Workforce Planning is:

“We will build a sustainable workforce by attracting and retaining a multi-skilled, high-performing and diverse workforce”

One of the ways in which this will be done by includes:

“supporting and advising on initiatives that address any possible inequalities”



The commitment given under Performance, Reward and Recognition is:

“we will recognise and value people’s contributions to the Council and celebrate achievements by building a positive workplace culture”

Some of the ways in which this will be done by include:

“build a culture that values and increases diversity at all levels of the Council by ensuring clarity of roles and desired outcomes”

“ensure you feel valued, recognised and connected to the organisation by treating you with dignity and respect”

Many of the departmental plans also mirror similar commitments which reflect the requirements of the Public Sector General Equality Duties under the Equality Act 2010 and has allowed Departments to commit to Equalities principles and practices in a practical way which fits their management style, culture and differences in service provision.

### ***Health and Wellbeing Strategy:***

A draft Health and Wellbeing Strategy has been developed and is expected to be considered by the senior management team in early 2012. The draft document currently includes the Equality data from the annual mainstreaming reports as one of the indicators used to measure workplace wellbeing.

### ***Communication and Engagement Project:***

Work is taking place to develop a communication and engagement strategy for the Council. Implementation of this should support the mainstreaming of employment through identification of the barriers to communication and engagement within minority groups and understanding how these can be overcome.

### ***Training:***

The two E-Learning packages introduced in early 2010- First Impressions (induction package) containing a module ‘Treating people fairly’ and Equality, Diversity and Human Rights package continue to be popular with employees. Since their introduction in early 2010 (up until 31 March 2011) 920 employees have undertaken the induction package and 362 employees have undertaken the Equality, Diversity and Human Rights package. A number of positive feedback comments have been received from employees undertaking the course including

“The course was easy to follow, extremely informative, with the appropriate legislation and examples. Also highlighted some new duties that as working for the council I should be aware of e.g. the EDHR scheme and in particular each department has a lead officer. A very good course. Thanks”

A significant amount of work has also been done since October 2010 to audit each of the Leadership Matters courses and ensure that changes have been made to reflect the Equality Act 2010. This has involved changing terminology, case studies and explanations of the legislation particularly in the Recruitment and Selection and Grievance and Fair Treatment at work courses.

### ***Development of the Orb:***

A new version of 'the Orb' was launched in April 2011. Dedicated sections exist in 'working for us' and 'Manager Toolkit' on Equalities matters, including linking to the annual mainstreaming reports, training information and specific guidance for managers on disability issues.

### ***Public Sector Academy - supporting young people:***

In the current Economic Climate young people are "crowded out" of accessing work as more skilled, qualified and experienced workers compete for jobs that would traditionally go to these young people. Concern for a group that can suffer discrimination and disadvantage due to age and relative inexperience has seen the PSA specifically target resources towards this group. As well as our Modern Apprenticeship support that is a constant within the Council, we have also been a key provider of paid work experience using our own workplaces and those of our partners.

In particular:

The PSA delivered a second year of their highly successful Future Jobs Fund (FJF) programme, a Department of Work and Pensions initiative. With the remit of tackling youth unemployment by creating additional work opportunities, the project widened its reach by targeting people aged over 18 and under 25 in receipt of any type of benefit and not working for six to twelve months. They engaged with 212 people this year. Of the 212, 165 were traineeships within the Council and 47 were placed with 17 of our external partner organisations. 54 different types of placement were provided including gardening, street cleaning, administration and youth work. Managers and supervisors throughout the Council supported the young people to achieve qualifications, good quality work experience and a credible reference, resulting in the young people being more able to access mainstream positions. For many their 6 month paid placement was a welcome respite from economic inactivity. An impressive 87.9% positive outcome rate was achieved.

The Modern Apprenticeship Programme had 51 trainees 2010/11 with five new starts (two road workers, one plumber, one gas engineer and one HGV maintenance engineer) and 13 young people achieving their qualification and subsequently achieving full time employment with the City of Edinburgh Council. However the Council recognise that there is still not enough being done to support young people and are planning to provide 50 additional apprenticeships in 2011 through the Edinburgh Guarantee.



**Equality, Diversity and Human Rights Scheme 2009 to 2012 – Employment  
Policies and Programmes  
(As of 1<sup>st</sup> December 2011)**

## Link with wider Organisational Aims

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Inclusion of Craft employees in the modernised pay arrangements, and reduction in the number of job evaluation schemes used in the Council from 5 to 3 (one covering teachers, one covering Chief Officials and one covering all other employees) in order to ensure transparency of equality in pay arrangements for ALL employees	Performance, Reward and Recognition
Continuing development of “The Orb” (The Council’s staff intranet site) to raise awareness of equality, diversity and human rights issues, including development of specialised pages for specific groups (particularly Disability) to provide information and support	Communication and Engagement

**Representation:** Increasing the levels of under-represented groups in employment through monitoring and positive action.

Action:	Link to People Plan (if relevant)
Ensuring that compliance with the reporting requirements of the Equality Act 2010 are met through production of an annual Policy and Strategy Committee report produced each November. – Review in light of Equality Act 2010 specific duties (amendments due in 2012). Continued improvements to the report are made in line with the improved data becoming available from the E-HR system, PRD Process and pay statistics available.	
Departments to carry out an engagement exercise in order to encourage individuals to update their equal opportunities monitoring data.	Workforce planning.
Identification of specific gender gaps in the new pay structure and positive action that may be taken to close or at least narrow these	
Continued monitoring and review of council-wide diversity in employment objectives and departmental targets. Positive action developed within departments to support particular areas of concern	Workforce planning.
Continuing support and input to the Public Sector Academy, delivered by the City Development Department, who co-ordinate work experience and training programmes prioritising members of under-represented groups	Workforce planning.

**Recognition:** Encouraging respect, celebration and accommodation of diversity within the workforce.

Action:	Link to People Plan (if relevant)
Include monitoring and analysis of all minority groups (BME / sexual orientation / religion and belief) in all future employee opinion surveys.	Communication and Engagement
Use appropriate communication and engagement tools to help employees to understand that differences can help the Council to achieve its aims and objectives by bringing varied, innovative and broad perspectives on situations. For example, the life experience gained by a disabled employee, may allow a higher level of empathy and understanding of a disabled service user's needs, which could result in a better level of service / innovative ideas for improving a service resulting from that experience	Communication and Engagement
Invite disabled employees to volunteer to be included on a focus group that can be consulted on to understand issues and reasonable adjustment needs whenever large scale change programmes are being considered	Communication and Engagement.
Consider monitoring the application and level of current flexible working provisions available in	

the Council in order to understand their impact on minority groups	
Continuing development of a Health and Well Being strategy for all employees, building on the success of the silver award for healthy living achieved in 2010, with a specific focus on identifying and minimising barriers to the retention of disabled employees	
Annual submissions to the Stonewall Workplace Index, with consideration given to any feedback and recommendations received from taking part in this process	Leadership and Management

**Respect:** Valuing diversity and promoting a more cohesive workforce through mutual understanding and raised awareness, particularly at management level.

Action:	Link to People Plan (if relevant)
Evaluate whether and how assessment of managers' performance on equality and diversity issues in employment through the Performance Review and Development (PRD) system may be monitored and commence monitoring if possible	Leadership and Management
Development of an e-learning package on disability and reasonable adjustments	Learning and Development
LM1 – Compulsory for any manager attending recruitment and selection or grievance and fair treatment at work to have passed the e-learning package on disability first (when complete)	Leadership and Management
Build in equality awareness (particularly disability) to all management practice and guidance – particularly relating to large change programmes to ensure that managers carrying out decision making processes are aware of the reasonable adjustments required for disabled employees and any other issues pertaining particularly to this group (and any other cultural requirements for other minority groups) which could assist in positively managing and communicating the process to a diverse group of employees	Communication and Engagement

**Responsibility:** Reviewing HR Practices, policies and structures that may be discriminatory and taking action to address areas of concern.

Action:	Link to People Plan (if relevant)
Ongoing review of employment policies to ensure compliance with all equality, diversity and human rights legislation	
Review of Recruitment and Selection Policy, including a full equalities impact assessment. Consider the potential for alternate forms of assessment (i.e. work trials) as reasonable adjustments in employment of disabled candidates as part of the review of the Recruitment and Selection policy (due 2011/2012).	Workforce planning
A further impact assessment of the final pay arrangements at the end of the 3 year protection	Performance, reward and recognition

<p>period to check any changes as a result of the implementation of pay modernisation and to extend the scope of the impact assessment to encompass all other equality strands other than gender</p>	
<p>Support for the Departmental EDHR Groups to be given through the HR Business Partner support model including advice and guidance on departmental action plans to support attainment of departmental employment targets</p>	<p>Workforce planning</p>