



BEDFORD
BOROUGH COUNCIL

Workforce Equality Report 2021-2022

March 2023

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Terminology

This glossary explains what we mean in this report when we use certain words or phrases.

Age	Protected characteristic of age (S.5 Equality Act 2010). Refers to employees who share this characteristic. It includes employees belonging to a particular age (e.g. 32 year olds) or a range of ages (e.g. 18 - 30 year olds)
Casual workers	Casual workers are engaged without 'mutuality of obligation' and are therefore not employees, but workers with statutory rights only.
Disability	Protected characteristic of disability (S.6 Equality Act 2010). Refers to employees who share this characteristic. An employee has a disability if they have a physical or mental impairment that has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.
Employees	An employee works to the terms within a contract of employment and has contractual entitlements.
Ethnic minority	Refers to all non-'White British' employees.
Ethnicity	Relates to the protected characteristic of race in reference to the ethnic origin of employees.
Full-time Equivalent (FTE)	A Full-time Equivalent of 1 is equivalent to a full-time employee. Hours worked by part-time employees are pro-rated accordingly.
Gender Reassignment	Protected characteristic of gender reassignment (S.7 Equality Act 2010). Refers to employees who share this characteristic. Refers to the process of transitioning from one sex to another. An employee has this protected characteristic if they are undergoing or proposing to undergo any part of a process to change attributes of their sex.
Gender	The Equality Act 2010 protects on the basis of 'sex'. However the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 refer to gender and so gender and sex, and their associated attributes (male, female, men and women), may be used interchangeably in the pay gap analysis.
Headcount	The number of Council employees regardless of full or part-time hours.

Known data	Information reported by employees on their protected characteristics and recorded on the Council's information systems.
LGB	Refers to Lesbian, Gay and Bisexual employees. This term may be used where data is aggregated.
Marriage and civil partnership	Protected characteristic of marriage and civil partnership (S.8 Equality Act 2010). Refers to employees who share this characteristic. Relates to an employee who is married or is a civil partner.
Protected characteristic	The nine different characteristics recognised and protected by the Equality Act 2010 (S.4 Equality Act 2010). It is unlawful to discriminate against or treat less favourably, employees, or applicants for employment, because of a protected characteristic.
Race	Protected characteristic of race (S.9 Equality Act 2010). Refers to employees who share this characteristic. Relates to an employee of a particular racial group; also includes colour, nationality (including citizenship), ethnic or national origins.
Relief workers	Relief workers are individuals engaged on zero hours contracts, but with employee status and contractual entitlements.
Religion and belief	Protected characteristic of religion and belief (S.10 Equality Act 2010). Refers to employees who share this characteristic. It includes employees who hold a religious or philosophical belief and those who do not.
Sex	Protected characteristic of sex (S.11 Equality Act 2010). Refers to employees who share this characteristic. Refers to employees who are men or women or male and female employees (EHRC guidance)
Sexual orientation	Protected characteristic of sexual orientation (S.12 Equality Act 2010). Refers to employees who share this characteristic. Relates to whether an employees' sexual attraction is towards their own sex, the opposite sex or to both sexes.
Unknown data	Employee information not recorded on the Council's information systems. This includes instances where employees have actively chosen not to self-report information on their protected characteristics by selecting 'prefer not to say'.
Working age population	The Office for National Statistics defines the working-age population as those aged 16-64 years. It is the same for both men and women to reflect the increasing age at which women will be eligible for the State Pension. This report considers working age population to be 16-74 year olds. This age range has been set to allow for the inclusion of apprentices under 18 years who are in compulsory education and employment. The maximum age range is 74 years because this is the maximum age for joining the workplace pension.

Introduction

Background

Under section 149 of the Equality Act 2010 (the Public Sector Equality Duty) and the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, the Council is required to publish equality information to show our compliance with the general equality duty. The Council must also publish information on pay for employees. This Workforce Equality Report forms part of our response to the Public Sector Equality Duty.

Our workforce monitoring data is collected, monitored and published to help us understand who our workforce is; and to show the impact of our employment policies and practices and how we are meeting our responsibilities as an employer in regards to equality.¹ Our information on pay is analysed to help us understand any pay differences between men and women working for the Council.

This report covers the period 1 April 2021 to 31 March 2022.

Data reporting and interpretation

Much of the information in this report relies on employees self-reporting and providing their information through the Council's 'My View' system - an integrated Personnel Services and Payroll system that is used to collect and record data on protected characteristics.

Unless otherwise stated, analyses presented in this report are based on 'known data'. This means only data that employees have self-disclosed and therefore is held on the Council's integrated information system, is included. Table 1 shows the percentage of employees for which equality data is known and recorded per protected characteristic.

Table 1: Known data for staff

Protected Characteristic	Head Count		%	
	Known	Unknown	Known	Unknown
Age	1952	0	100	0
Disability	1200	752	61.5	38.5
Gender reassignment	0	1952	0	100
Marital Status	1044	908	53.5	46.5
Pregnancy & maternity	1952	0	100	0
Race (ethnicity)	1665	287	85.3	14.7
Religion & belief	1240	712	63.5	36.5
Sex	1952	0	100	0.00
Sexual orientation	1233	719	63.2	36.8

¹ The report does not include school-based staff.

Data is not collected on gender reassignment. Employee self-reporting on disability, marital status, ethnicity, religion and belief and sexual orientation has slightly decreased this year.

Some data sets are small, which makes robust analysis problematic and means that we cannot always draw statistically significant and meaningful conclusions. Where data risks identifying employees, we have either not published this information or combined categories.

Local information

In this report our workforce data (at 31 March 2022) is compared with our workforce data in the previous report (at March 2021) due to local demographic information and national population data based on the 2021 Census not yet available in the required format.

Policies and initiatives

Disability Confident Employer

The Council is a Disability Confident Employer under the Government's Disability Confident Scheme. The scheme is designed to help employers recruit and retain disabled people, and people with health conditions, for their skills and talent. Through Disability Confident, the Council challenges attitudes towards disability, increases understanding of disability, and removes barriers to disabled people and those with long-term health conditions, ensuring that disabled people have the opportunities to fulfil their potential and realise their aspirations.

Armed Forces Covenant

Bedford Borough is proud to be a member of the [Armed Forces Covenant](#). To demonstrate the Council's commitment and support to the armed forces community, we pledge to guarantee an interview to any eligible job applicant who meets the minimum criteria for the role they are applying for. We promote understanding and awareness and highlight our recruitment opportunities to armed forces family members and ex-military personnel.

Personnel Services policies and guidelines addressing equality issues

The Council has a number of Personnel Services policies providing support and covering all aspects of employment law, employee relations and recruitment.² The following policies and guidelines explicitly address issues relevant to the Council's Public Sector Equality Duty responsibilities (Appendix A):

- Sickness Absence Policy and Manager's Guide
- Recruitment Guidelines
- Flexible Working Guidelines
- Maternity/Adoption Leave, Paternity Leave and Shared Parental Leave Policies
- Maternity/Adoption Support Leave and Parental Leave Policies
- Redundancy Toolkit
- Domestic Abuse Support Guidelines
- Agile Working Policy
- Bullying and Harassment Guidance

² New Personnel Services policies are subject to an equality analysis.

Equality and diversity training

The Council regards training as a key component in supporting equality, diversity and inclusion. All new starters undertake mandatory Equality and Diversity training as part of their induction with the aim to ensure a better understanding of what equality legislation means for service planning and delivery, to increase awareness of equality in the workplace and to identify expectations in terms of behaviour. The Council's e-learning portal BBOLT, enables staff to complete this training at any time and from any location. Individuals have more control over the duration of training undertaken at one time and can take regular breaks, for example to accommodate the needs of an individual with a disability that makes it difficult to concentrate for lengthy periods.

Staff Networks

Staff networks offer a place for individuals to come together, share experiences and facilitate learning and development. They assist in the shaping and delivery of areas of organisational strategy and policy relating to each network. The Council currently has the following active staff networking groups:

- African, Caribbean and Asian Employee Network open to all Council employees who identify as Black, Brown, Asian and mixed or multi heritage.
- Christian Network includes Christians from across the Council (and other organisations working in Borough Hall) of different denominations.
- Menopause Network for women who are experiencing the perimenopause or menopause, including trans and non-binary staff who are biologically experiencing the menopause.
- LGBTQIA + Network for anyone who identifies as part of the LGBTQIA+ community.

Our workforce

Overview of our total workforce

The data presented in this chapter is based on a snapshot date of 31 March 2022.

On 31 March 2022 the Council employed 1,952 members of staff. Of the total workforce, 1,807 were on fixed hours contracts and more than half of these worked on a full-time basis.

Since the previous report:

- 299 people have been offered a job with the Council; and
- 313 people left Council employment.

Table 2: Overview, full / part time employees and leavers / starters

Overview	Headcount		%	
	2021	2022	2021	2022
Fixed hours contracts	1,876	1,807	92.1	92.6
Relief workers	83	77	4.1	3.9
Casual workers	77	68	3.8	3.5
Total	2,036	1,952	100	100

Fixed hours Full / Part time	Headcount		%	
	2021	2022	2021	2022
Full-time fixed hr	1187	1173	63.3	64.9
Part-time fixed hr	689	634	36.7	35.1
Total fixed hours contracts	1,876	1,807	100	100

Leavers/Starters	2020/21	2021/22
Headcount	2,036	1,952
Leavers	179	313
Starters/Offerers	138	229

Our workforce by age

The age profile of employees is presented in Table 3.

Employees aged under 30 years are the smallest group in the workforce. Similarly, employees aged over 65 years also remain the smallest group in the workforce. Employees aged 50-64 years old are the largest group within the workforce.

The overall workforce age profile in comparison to 2021 has not significantly changed.

Table 3: Workforce by Age

Age Range	2021		2022	
	Headcount	%	Headcount	%
16-19	9	0.4	14	0.7
20-24	42	2.0	40	2.0
25-29	108	5.3	109	5.6
30-34	154	7.6	145	7.4
35-39	223	11.0	204	10.5
40-44	250	12.3	237	12.1
45-49	266	13.1	255	13.1
50-54	323	15.9	310	15.9
55-59	300	14.7	294	15.1
60-64	235	11.5	229	11.7
65-69	91	4.5	84	4.3
70-74	25	1.2	20	1.0
75+	10	0.5	11	0.6
Total	2,036	100	1,952	100

Our workforce by disability

The disability profile of employees is presented in Table 4.

Data on employees' disability status is known for 61.5% of our workforce, this has slightly decreased from last year (67.8%). Based on known data, 6.0% of our workforce has declared a disability, this has increased by 0.2% from last year (5.8%).

The Council's target to achieve a workforce of at least 6% disabled employees for the 2021-22 reporting period has been met.³

To increase workforce diversity in regards to disability, the Council's Apprenticeship Strategy places focus on attracting disabled applicants and we have the ambition to become a Disability Confident Leader. The Council already offers a guaranteed interview to disabled applicants who meet the minimum criteria for a post.

Table 4: Workforce by disability

Disability	2021		2022	
	Headcount	%	Headcount	%
No	1,302	94.2	1,127	94.0
Yes	80	5.8	73	6.0
Prefer not to say	2	-	1	-
Unknown	652	-	751	-
Total (known data)	1,382	100	1,200	100

³ The Council has Personnel Services' targets in regards, to disability, ethnicity and gender as part of the Best Value Performance Indicators (BV16 and BV17). The targets exclude casual workers. The target for disabled staff (BV16a) was reduced to 6% for 2021-22.

Our workforce by ethnicity

The ethnicity profile of employees is presented in Table 5.

Ethnicity data is known for 85.3% of the workforce, this has decreased from last year (92.09%).

The ethnicity profile remains unchanged from last year. Almost one quarter of our workforce is from an ethnic minority background and three-quarters are White British.

The Council set a target to achieve a workforce with at least 20% of employees from an ethnic minority background for the 2021-22 reporting period, which has been achieved.⁴ The ethnic minority makeup of the workforce for last year was 24.4% and this year it has increased to 25.5%, has increased by 1.1%. The Council will continue to monitor the makeup of recruitment panels to ensure that they are diverse to reduce the impact of unconscious bias. In addition, equality and diversity training will continue to be promoted to increase awareness of the benefits a diverse team provides.

Table 5: Workforce by ethnic group

Ethnic Group	2021		2022	
	Headcount	%	Headcount	%
White British	1418	75.6	1242	74.6
White Non-British	91	4.9	99	5.9
Mixed/multiple ethnic	42	2.2	31	1.9
Asian or Asian British	177	9.4	161	9.7
Black or Black British	124	6.7	118	7.1
Arab or Other Ethnic Group	23	1.2	14	0.8
Prefer not to say	75	-	210	-
Unknown	86	-	77	-
Total (known data)	1,875	100	1,665	100

⁴ The Council has Personnel Services' targets in regards, to disability, ethnicity and gender as part of the Best Value Performance Indicators (BV16 and BV17). The targets exclude casual workers. The target for ethnic minority staff (BV17a) was 20% for 2021-22.

Our workforce by religion and belief

The profile of our workforce by religion and belief is presented in Table 6.

Data on religion and belief is held for 63.5% of the workforce, a slight decrease since the last year (69.5%).

The religion and belief profile of employees remains largely unchanged from last year. Almost two thirds of employees (65.2%) hold a religion or belief. Of these, over half of the workforce (52.3%) self-reported as 'Christian'.

Table 6: Workforce by religion and belief

Religion	2021		2022	
	Headcount	%	Headcount	%
Christian	749	52.9	648	52.3
Buddhist	8	0.6	6	0.5
Hindu	30	2.1	24	1.9
Jewish	3	0.2	3	0.2
Muslim	55	3.9	48	3.9
Sikh	40	2.8	40	3.2
Other religion	43	3.0	40	3.2
No religion	487	34.5	431	34.8
Religion not stated	157	-	429	-
Prefer not to say	464	-	283	-
Total (known data)	1,415	100	1,240	100

Our workforce by sex

The profile of our workforce by sex is presented in Table 7.

The workforce split by sex has stayed similar to previous years, with two thirds (67.2%) of the workforce being female and one third (32.8%) male.

Table 7: Sex

Sex	2021		2022	
	Headcount	%	Headcount	%
Female	1,360	66.8	1311	67.2
Male	676	33.2	641	32.8
Total	2,036	100	1,952	100

Our workforce by sexual orientation

The profile of our workforce by sexual orientation is presented in Table 8.

Data on sexual orientation is held for 63.2% of our workforce, this has slightly decreased from last year (69.2%). There has been an increase in the number of employees who have told us they prefer not to disclose this information, from 250 in last year's report to 273.

The workforce split by sexual orientation remains the same as last year. The vast majority (97.3%) of our workforce self-disclose as 'heterosexual'. Our workforce self-reporting as LGB (2.7%) is slightly lower than what is reported by the Office for National Statistics, which is estimated at 3.2%.⁵

Summary

The Council's workforce data shows that:

- Just over two-thirds of employees are aged 40-64 years old.
- 6% of employees have a disability.
- Almost one quarter of employees are from an ethnic minority background; a little over three quarters of employees are White British.
- Two thirds of the Council's workforce are female.
- Almost two thirds of the Council's workforce have a religion or belief; a little over one third do not.
- 2.7% of the Council's workforce identify as lesbian, gay or bisexual.
- Younger people, people with disabilities, people from ethnic minority backgrounds and male employees continue to be the lowest percentage groups within the workforce.

Table 8: Sexual orientation

Sexual Orientation	2021		2022	
	Headcount	%	Headcount	%
Heterosexual	1,373	97.5	1200	97.3
LGB	35	2.5	33	2.7
Prefer Not to Say	250	-	273	-
Unknown	378	-	446	-
Total (known data)	1,408	100	1,233	100

⁵ Office for National Statistics: [Sexual orientation, England and Wales: Census 2021](#)

Recruitment

The recruitment analysis has focussed on the likelihood of applicants who share a protected characteristic, being offered a position of employment. For each protected characteristic the recruitment analysis has considered the percentage of applicants for that protected characteristic who have applied, have been shortlisted and subsequently have been offered a post.

Between April 2021 and March 2022, the Council received 1709 job applications. 397 of these applicants were shortlisted for interview. Following the interview process, 145 applicants were offered a job.

Please note: the data used is for all applications received between 1.4.21 and 31.3.22. Some of the applications may have led to start dates outside of the financial year 22/23 which is why the number of offers/starters shown in the tables below may differ from starters.

Age

Recruitment by age

Age Range	Total applications	% of known data	Total interviewed	% of known data	Total appointed	% of known data
>25	409	23.93	63	11.34	17	8.28
25-29	248	14.51	59	10.58	15	7.59
30-34	256	14.98	67	12.09	32	15.86
35-39	183	10.71	59	10.58	27	13.10
40-44	152	8.89	64	11.59	29	14.48
45-49	137	8.02	73	13.10	36	17.93
50-54	121	7.08	70	12.59	22	11.03
55-59	98	5.73	55	9.82	11	5.52
60-64	90	5.27	31	5.54	6	2.76
65 plus	15	0.88	15	2.77	7	3.45
Subtotal (known data)	1709		556		203	

Subtotal (unknown data)	0	0	0
TOTAL	1709	556	203

Applicants in the lower age brackets (under 34) were well represented at the application stage (over 50% of all applications), but less so at the interview and appointment stages, although the 30 – 34 age range did achieve a larger number of appointments. The age brackets between 35 and 49 showed a higher proportion at the appointment stage compared to the number of applications.

Disability

Recruitment by Disability

Disability	Total applications	% of known data	Total shortlisted	% of known data	Total appointed	% of known data
Yes	101	6.04	41	7.51	11	5.76
No	1571	93.96	500	92.49	184	94.24
Subtotal (known data)	1672		541		195	
Subtotal (unknown data)	37	2.17	15	3.17	8	4.14
TOTAL	1709		556		203	

Based on known data, applicants with disabilities were underrepresented in the number of applications received by the Council (6.04%) and throughout the recruitment process, in comparison to the percentage of residents in Bedford Borough (11.4%), this is consistent with figures from last year (6.03%).

28.7% of applicants with a disability were successful in being shortlisted for interview, compared to 22.7% of applicants without a disability.

7.9% of applicants with a disability were appointed to a role, compared to 8.3% of applicants without a disability.

Ethnicity

Recruitment by Ethnicity

Ethnicity	Total applications	% of known data	Total shortlisted	% of known data	Total appointed	% of known data
Asian British Bangladeshi	80	4.77	11	2.08	3	1.44
Asian British Chinese	0	0.00	0	0.00	0	0.00
Asian British Indian	213	12.71	24	4.42	8	4.32
Asian British Other	24	1.43	4	0.78	0	0.00
Asian British Pakistani	77	4.59	14	2.60	3	1.44
Asian Chinese Other	0	0.00	0	0.00	0	0.00
Subtotal	394	23.51	53	9.87	14	7.19
Black British African	126	7.52	34	6.23	11	5.76
Black British Caribbean	51	3.04	14	2.60	3	1.44
Other Black/African/Carib	9	0.54	6	1.04	1	0.72
Subtotal	186	11.10	54	9.87	15	7.91
Mixed White & Asian	21	1.25	1	0.26	1	0.72
Mixed White & Black African	8	0.48	4	0.78	0	0.00
Mixed White & Black Carib	37	2.21	11	2.08	4	2.16
Mixed Other	13	0.78	3	0.52	0	0.00
Subtotal	79	4.71	19	3.64	5	2.88
Other Ethnic Group	26	1.55	6	1.04	4	2.16
Arab Other	5	0.30	1	0.26	0	0.00

Subtotal	31	1.85	7	1.30	4	2.16
White Irish/ Gypsy or Irish Traveller	19	1.13	10	1.82	0	0.00
White Other	193	11.52	59	10.91	17	8.63
Subtotal	212	12.65	69	12.73	17	8.63
White British	774	46.18	337	62.60	139	71.22
Subtotal	774	46.18	337	62.60	139	100.00
Subtotal (known data)	1676		539		194	
White British	774	46.18	337	62.60	139	71.22
Non White British	902	53.82	202	37.40	55	28.78
Prefer not to say	31	1.81	14	2.52	6	2.76
Undisclosed	0	0.00	0	0.00	0	0.00
Unknown/Undisclosed	2	0.12	3	0.50	3	1.38
Subtotal (unknown data)	33	1.93	17	3.02	9	4.14
TOTAL	1709		556		203	

In comparison to the ethnic minority working age population of Bedford Borough (27.7%), applicants from ethnic minority backgrounds were over-represented in the number of applications received by the Council (53.82%). While the %age drops at the interview (37.40%), and again at the appointment stage (28.78%) these remain above the %age of the working age population from ethnic minority backgrounds (27.7%).

Sex

Recruitment by sex

Sex	Total applications	% of known data	Total shortlisted	% of known data	Total appointed	% of known data
Female	1068	62.86	371	66.75	141	69.66
Male	624	36.73	185	33.25	62	30.34
Non-Binary	4	0.24	0	0.00	0	0.00
Transgender	3	0.18	0	0.00	0	0.00
Subtotal (known data)	1699		556		203	
Subtotal (unknown data) prefer not to say	10	0.59	0	0.00	0	0.00
TOTAL	1709		556		203	

62.86% of all applicants and 69.66% of all appointments were women; 9.4% of female applicants were appointed compared to 7.1% of male applicants. Whilst an overrepresentation of female applicants and appointments reflects the wider national trend for local authorities having a predominantly female workforce, our data also shows that male applicants were underrepresented in the Council's recruitment process.

The roles that were advertised during 2021/2022 did include a high number of part time roles in residential homes which historically have a significantly higher proportion of female applicants.

Sexual orientation

Recruitment by sexual orientation

Sexual Orientation	Total applications	% of known data	Total shortlisted	% of known data	Total appointed	% of known data
Heterosexual	1430	94.14	463	94.03	168	95.24
Bisexual	60	3.95	11	2.27	3	1.59
Gay	14	0.92	11	2.27	3	1.59
Lesbian	15	0.99	7	1.42	3	1.59
LGB	89	5.86	29	5.97	9	4.76
Subtotal (known data)	1519		492		177	
Prefer not to say	187		60		22	11.03
Unknown	3		4		4	2.07
Subtotal (unknown data)	190	11.12	64	11.34	26	13.10
Total	1709		556		203	

Based on known data, 5.86% of applicants and 4.76% of applicants appointed were LGB. Again, there was a significant number of applicants that did not provide information on their sexual orientation as part of the recruitment process, although a higher proportion did provide details than the previous year (11.12% unknown data in 21/22 compared to 16.31% unknown data in 20/21).

Religion and belief

Recruitment by Religion and belief

Religion and Belief	Total applications	% of known data	Total shortlisted	% of known data	Total appointed	% of known data
Christian	670	42.87	242	48.87	74	43.09
Buddhist	8	0.51	4	0.85	0	0.00
Hindu	53	3.39	1	0.28	0	0.00
Jewish	2	0.13	0	0.00	0	0.00
Muslim	184	11.77	32	6.50	7	4.07
No religion	538	34.42	182	36.72	78	45.53
Sikh	54	3.45	11	2.26	4	2.44
Other	54	3.45	22	4.52	8	4.88
Subtotal (known data)	1563		496		172	
Prefer not to say	143		56		27	
Unknown	3		4		4	
Subtotal (unknown data)	146	8.54	60	10.83	31	15.17
Total	1709		556		203	

There remains a high percentage of applicants not declaring their religion and belief at the application stage, but the %age has increased significantly on the previous year (8.54% unknown data in 20/21 compared to 17.92% unknown data in 19/20).

In comparison to the local population (32.2%), applicants who hold no religion were overrepresented throughout the recruitment process. Applicants and appointments of candidates who were Christian (43.09%) were underrepresented in comparison to the local population (59.3%).

The Council's known recruitment data indicates that:

- Males appear to be under represented at each stage of the recruitment process, however, the roles advertised in the 2021/2022 year had a high proportion of part time roles in residential homes which are generally more likely to have female applicants
- Applicants with disabilities are underrepresented throughout the recruitment process in terms of numbers, but the %age of applicants with a disability that are appointed to a role is similar to the %age of applicants not declaring a disability that are appointed
- The %age of LGB applicants appointed fell from the previous year (4.76% from 5.85%), while the number of applications rose (5.86% from 3.43%)
- Applicants are least likely to disclose sexual orientation (11.12%) and religion (8.54%), but all categories have seen a significant reduction in unknown data since last year.

Employees leaving the Council

Table 14: Reasons for leaving employment

Leaving Reason	Headcount	%
Death In Service	3	1
Dismissal	13	4.1
Fixed Term Contract End	10	3.2
Redundancy Compulsory	15	4.8
Redundancy Voluntary	10	3.2
Resignation Not returning from Maternity Leave	1	0.3
Resignation New Job	112	35.8
Resignation New Position in Local Government	0	0
Resignation - Personal Reasons	62	19.8
Resignation Re Location	6	1.9
Resignation Undisclosed	15	4.8
Retirement Early	0	0
Retirement Early due to ill health	8	2.6
Retirement Standard	53	16.9
Settlement Agreement	5	1.6
Total	313	100

Table 14 shows that 313 employees left Council employment in the twelve months from 1 April 2021 and 31 March 2022. This is an increase from the previous year when 179 employees left.

The main reason for leaving the Council was resignation for alternative employment, 35.8% of all leavers in total.

25 employees in total left the Council due to redundancy. The Council had committed to analysing compulsory redundancies by protected characteristics, however this number is statistically too small to draw any conclusions.

Analysis of leavers' data by protected characteristics, against the workforce, showed disparity in regards to age:⁶

Employees aged 50-54 were underrepresented amongst leavers and made up 9.9% of all leavers, this age group made up 15.9% of the whole workforce.

Employees aged 65 and over were overrepresented amongst leavers and made up 14.7% of all leavers, this group made up 5.9% of the whole workforce, however the majority of employees aged 65 and over have retired.

⁶ Data on leavers involves small numbers. To avoid personal identification of individuals, data for religion and belief, sexual orientation has not been published.

Table 15: Leavers by age

Age Range	Headcount	%
Under 25	19	6.1
25-29	14	4.5
30-34	26	8.3
35-39	28	8.9
40-44	29	9.3
45-49	34	10.9
50-54	31	9.9
55-59	39	12.4
60-64	47	15.0
65 +	46	14.7
Total	313	100

Table 16: Leavers by Disability

Disability	Headcount	%
Yes	11	5.2
No	202	94.8
Unknown	100	-
Total (known data)	213	100

Table 17: Leavers by ethnicity

Ethnic Group	Headcount	%
Asian/Asian British	18	6.4
Black/Black British	16	5.7
Mixed	12	4.3
Other	3	1.1
White British	210	75.3
White Non British	20	7.2
Prefer Not to Say	25	-
Unknown	9	-
Total (known data)	279	100

Table 18: Leavers by sex

Sex	Headcount	%
Female	195	62.3
Male	118	37.7
Total	313	100

Top 5% Earners

The Council reports quarterly in the Performance Business Report on:

- the percentage of top 5% of earners that are female;
- the percentage of top 5% of earners from an ethnic minority background; and
- the percentage of top 5% of earners who have a disability.⁷

The year-end 2021-22 targets and outturn are shown in table 19.⁸

Table 19: Top 5% of Earners

	Female	Ethnic Minority	Disability
Target	50.0%	15.0%	5.0%
Outturn	55.3%	17.3%	5.9%
RAG / DOT 2021-22	NG	NG	NG

The RAG (red, amber, green) rating is against the target and the DOT (direction of travel) is compared against the previous outturn. Based on known data, the outturn reported shows that the top 5% targets in regards to female, ethnic minority and disability employees were all achieved.

Target's for 2022-23

	Female	Ethnic Minority	Disability
Target	50.0%	15.0%	5.0%

⁷ The definition of top 5% earners is in keeping with guidance on benchmarking by taking the top 5% identified by ranking staff according to their gross full-time equivalent pay and including any individuals on an identical salary at the bottom end of the 5% threshold.

⁸ The Council has Personnel Services' targets in regards, to disability, ethnicity and gender as part of the Best Value Performance Indicators (BV11). Caution is required in interpreting these percentages as this involves low numbers.

Disciplinary and grievance

Between April 2021 and March 2022, the Council dealt with 25 disciplinary cases and 11 grievances.⁹

The Covid19 pandemic continued to have an impact on the total number of disciplinary and grievance cases as staff resources were diverted from business as usual to help the Bedford Borough Community.

Disciplinary

The 25 cases in this reporting year is a decrease of 10.7% from the 28 cases in 2020/21.

Age

Employee's aged 40-44 years made up 16% of disciplinary cases, yet this age range makes up 12.14% of the entire workforce.

Employee's aged 60+ years made up 20% of disciplinary cases, yet this age range makes up 17.62% of the entire workforce. However numerically these numbers are small.

Ethnicity

Based on known data for ethnicity, 65.2% of disciplinary cases concerned White British employees. A higher percentage of disciplinary cases (34.8%) involving ethnic minority employees were noted in comparison to the percentage of ethnic minority employees in the workforce (25.41%). This trend has been noted in previous years.

Table 20: Disciplinary Cases

Sex	Headcount	%	Ethnicity	Headcount	%
Male	14	56.0	White British	15	65.2
Female	11	44.0	Non White British	8	34.8
			Unknown	2	-
Age	Headcount	%	Disability	Headcount	%
Under 25	0	0.0	Yes	1	5.9
25 - 29	2	8.0	No	16	94.1
30 - 34	2	8.0	Undisclosed	8	-
35 - 39	3	12.0			
40 - 44	4	16.0			
45 - 49	3	12.0			
50 - 54	2	8.0			
55 - 59	4	16.0			
60 +	5	20.0			

⁹ This data relates to employees who have been subject to formal disciplinary procedures and employees who raised a grievance under the Council's formal grievance procedure. Caution should be taken in interpreting data, as due to the relatively small numbers involved it may not yield meaningful findings.

Religion and Belief

In percentage terms, employees who are Hindu and Muslim are disproportionally involved in disciplinary cases. Numerically, the numbers are small.

Sexual Orientation

It is noted that heterosexual employees made up 100% of disciplinary cases.

Sex

Male employees made up 56% of all disciplinary cases and only 32.84% of the workforce. This disproportionate high figure is due to the majority of disciplinary cases taking place within a directorate and particular teams which are male dominated.

Grievances

During the period 2021-22 a total of 11 grievances were submitted by employees through the formal grievance procedure, however as with previous years, it is expected that a number of grievances would have been resolved informally prior to employing the Council's formal procedure.

As the total number of grievances is low, it is not considered statistically significant as the percentages can vary considerably without implying significant differences. However it is noted that 100% of grievances were submitted by heterosexual employee's and, as with previous years, the majority of grievances were submitted by females. There is also a higher number of Non White British (40%) employees submitting grievances in comparison to the wider workforce (25.41%); the breakdown shows this is over various ethnicities.

Summary

The Council's data on disciplinary action shows that:

- **Employees aged 40 - 44 years old and 60+ years old, and employees from an ethnic minority background are more likely to be subject to the Council's disciplinary process.**

Training

During 2021-2022, 1283 employees accessed 185 different training courses managed through the Workforce Development team.¹⁰ The main course categories accessed include corporate induction, wellbeing, personal development and social care training. Due to the pandemic most of the training undertaken was e-learning courses via BBOLT, the Council's Online Learning and Training Portal; with some virtual courses such as finance and procurement training attended via video conferencing. Service specific training organised by and recorded within individual Council directorates is not included in this analyses.

Table 21: Training accessed by age, disability, ethnicity and sex

Age	Headcount	%	Disability	Headcount	%	Ethnic Group	Headcount	%
Under 25	41	3.2	No	724	94.1	White British	827	75.1
25-29	73	5.7	Yes	45	5.9	White Non-British	68	6.2
30-34	98	7.6	Total (known data)	769	100	Asian or Asian British	97	8.8
35-39	139	10.8				Black or Black British	78	7.1
40-44	178	13.9	Sex	Headcount	%	Mixed/Multiple ethnic groups	19	1.7
45-49	186	14.5	Female	924	72.0	Arab or other ethnic group	12	1.1
50-54	210	16.4	Male	359	28.0	Total (known data)	1101	100
55-59	191	14.9	Total	1283	100			
60+	167	13.0						
Total	1283	100						

Age

Employees aged 60 years and over are underrepresented in the percentage of employees accessing training. This group make up 17.6% of the workforce and this age group made up 13% of those who accessed the training opportunities managed through Workforce Development. As most training is now e-learning, this may indicate that the e-learning offer is impacted by digital/ICT literacy of employees from older age groups.

¹⁰ 1283 employees was used for this analysis and counts a member of staff only once if they accessed any training regardless of the number of different courses they completed. This approach differs from previous years whereby staff were counted each time they accessed training and could therefore affect comparative analysis with past training data.

Sex

Females are overrepresented in the percentage of employees accessing training. Females make up 67.2% of the workforce, however female employees made up 72% of those who accessed the training opportunities managed through the Workforce Development. National findings have identified that female employees are more likely to take up online learning and the flexibility of online learning contributes to this.¹¹

Table 22: Training accessed by religion and sexual orientation

Religion/belief	Headcount	%	Sexual orientation	Headcount	%
Christian	427	52.8	Heterosexual	787	97.2
Buddhist	4	0.5	LGB	23	2.8
Hindu	15	1.9	Total (known data)	810	100
Jewish	2	0.3			
Muslim	31	3.8			
Sikh	22	2.7			
Other religion	23	2.8			
No religion	285	35.2			
Total (known data)	809	100			

¹¹ The British online learning platform FutureLearn identified that women were likely to take an online course than men were, with the pandemic exacerbating the appeal of online learning opportunities for women. See <https://adigaskell.org/2021/12/03/covid-saw-a-boost-in-online-learning-among-women/>

Pay Gap

Introduction

All public, private and voluntary sector organisations with 250 or more employees¹² are required to calculate and publish six specific measures regarding the pay gap between men and women in their organisation. Relevant public sector organisations are required to annually collect data on a snapshot date of 31st March and publish the metrics before 30th March of the next year. The six metrics required by the regulations are:

1. The difference in the mean hourly rate of pay
2. The difference in the median hourly rate of pay
3. The difference in the mean bonus pay
4. The difference in the median bonus pay
5. The proportion of male and female employees who were paid bonus pay
6. The proportion of male and female employees according to quartile pay bands

As the Council has more than 250 employees, we are a relevant organisation covered by the regulations and as such data was collected on the snapshot date of 31 March 2022. This identified 1,952 employees in scope of the Gender Pay Gap analysis. 135 employees were not 'full pay' employees and were removed from the analysis making a total of 1,817 employees used in the calculation of the metrics of which 1,209 (66.6%) were female and 608 (33.4%) were male.

The gender pay gap shows the difference in average pay between all males and females in the workforce. If a workforce has a particularly high gender pay gap, this can indicate there may be a number of issues to deal with; the individual calculations may help identify what those issues are. The gender pay gap is different from equal pay, which deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

The Council is committed to fairness. In particular, promoting equality of opportunity for all and a culture that values differences. As an employer, we want to ensure our workforce is representative of the community it serves and that we attract and retain talented employees

¹²The definition used for 'employee(s)' is the wider definition under S.83 of the Equality Act 2010 and includes casual workers.

from a wide range of backgrounds and with diverse skills and experience. We regularly carry out an equal pay audit to ensure that our systems and processes are fair, equitable and robust – the last equal pay audit was completed in June 2018.

All of the data included in this section of the report has been calculated in accordance with the requirements of the Equality Act 2010 – Specific Duties and Public Authorities Regulations 2017. Overtime hours (hours worked in excess of the standard working week) have not been included in the calculation. For workers who carry out ‘sleep in’ duties an additional 9 hours per occasion has been included in the calculation for the number of hours worked.

In this year’s calculation additional hours over and above contracted hours have been excluded, where part time workers have worked these subject to a maximum of 37 hours per week (the Council’s standard working week). It was decided that such hours equate to overtime hours and therefore do not fall within the definition of ‘ordinary pay’, but a concern also existed that the inclusion of these hours in previous years’ calculations may have skewed the calculations.

Gender Pay Gap Reporting 2022

The six metrics required by the 2017 Regulations are shown in the following tables and charts. Additional narrative has been provided to explain the context and Council’s results.

Table 23: Mean and Median (Metrics 1, 2, 3 and 4)

Difference between males and females	Mean (Average)		Median (Middle)	
	2021	2022	2021	2022
Gender Pay Gap	6.6%	3.1%	8.9%	0.68%
Gender Bonus Gap	0.0%	0.0%	0.0%	0.0%

Table 23 shows that both the mean and median gender pay gap improved significantly, compared to 2021.

The mean (average) is calculated by adding employees' basic pay plus, where relevant, defined allowances and then dividing it by the number of employees. The overall mean gender pay gap for the Council is 3.1%, which means that male employees received, on average, 3.1% more pay than female employees.

The Office for National Statistics prefers to use the median hourly earnings, because the median is not affected by extreme values, such as changes in the earnings of small numbers of very high earners. The median is the pay rate received by the employee in the middle of the pay distribution and is not affected by extreme values. The Council's median gender pay gap is 0.68%, which means that the middle paid male employee received 0.68% more than the middle paid female employee.

The difference between the mean and median gender pay gap in 2021 was 2.3%. In 2022 the difference increased to 2.42%. This is because the median pay gap decreased at a faster rate of 8.22%, than the mean pay gap at, 3.5%.

The median improved significantly, by 8.22%, further analysis of the median hourly rate shows that female employees are paid £14.63 per hour and male employees are paid £14.73 per hour. This is a very positive outcome for the Council, however, the makeup of the Council's workforce is 67% females and 33% males, and therefore this is not a fair representation of the findings. As the mean is lower than the median, it indicates that the dataset is skewed by the presence of low earners, who are mainly female.

Bedford Borough Council's gender pay gap is significantly below the national public sector scores of 13.6% for the mean, and 15.9% for the median, as published by the Office of National Statistics based on their Annual Survey of Hours and Earnings. ¹³

The pay gaps do not indicate that male and female employees are being paid differently for equal work. The Council operates a robust grading structure based on a non-discriminatory job evaluation scheme to ensure that we comply with equality legislation and provide equal pay for work of equal value.

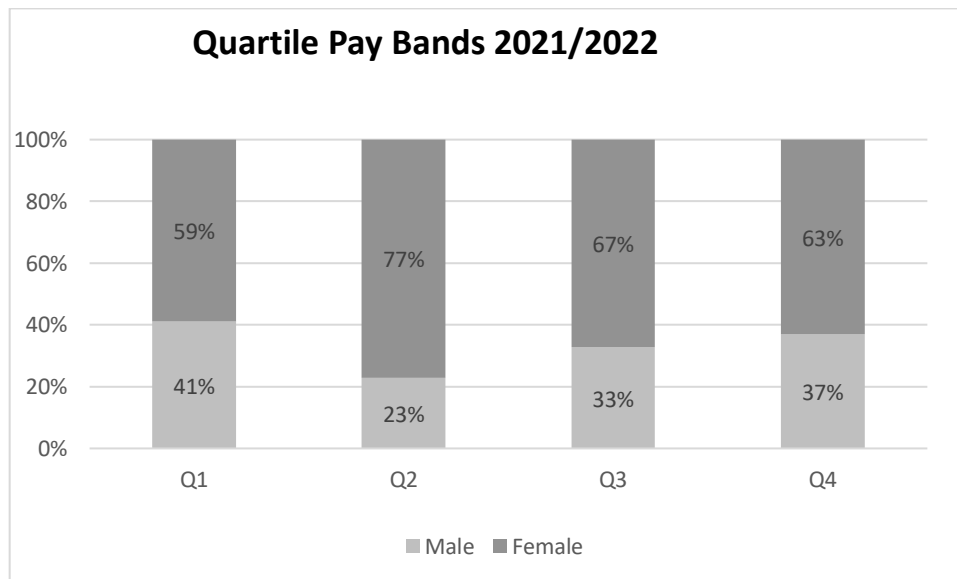
¹³ ONS 2022 (updated provisional) Public Sector Gender Pay Gap (Table 13.12)

Table 24: Bonus (Metric 5)

Proportion of employees receiving Bonus	Female		Male	
	2021	2022	2021	2022
Receiving Bonus	0.0%	0.0%	0.0%	0.0%
Not receiving Bonus	100.0%	100.0%	100.0%	100.0%

The Council does not pay bonuses to any employees.

Chart 1: Metric 6



The pay quartile analysis identifies the proportions of male and female full-pay relevant employees in each of four quartile pay bands.¹⁴ It shows that the distribution of male and female employees through the pay bands does not reflect the precise composition by sex of the employees used in the calculation of the gender pay gap; 67% females and 33% males.

There has been an increase in the number of males in the Lower Quartile (Q1) by 8%; in 2021 there were 33% males in this quartile and in 2022 there are 41% males in this quartile. Therefore, there has been a decrease of 8% of females in the Lower Quartile (Q1). This could be due to several factors. Firstly, in 2021, a few male employees were paid £10.83 per hour and they were in the Lower Middle Quartile (Q2). However, this year the same male employees are paid £11.70 per hour and are in the Lower Quartile (Q1), this is due to the shift in quartiles. Another factor could be the shift in the total number of employees per quartile. In 2021 there were 473 employees in each quartile and in 2022 there has been a decrease to 454 employees per quartile. It is this distribution of employees that results in the gender pay gaps.

In 2021 there were 71% females in the Lower Middle Quartile (Q2) and in 2022 there are 77% females in this quartile, showing an increase of 6% females in the Lower Middle Quartile (Q2). This is due to more female employees progressing from the Lower Quartile (Q1) to the Lower Middle Quartile (Q2). However, there are proportionately more females than males in the Lower Middle Quartile (Q2) due to female employees clustered into female dominant roles, which tend to be lower paid.

There has been an increase in the number of females in the Upper Middle Quartile (Q3). In 2021 there were 62% females, and in 2022 there are 67% females showing an increase of 5% females in this quartile. The proportion of males and females in the Upper Middle Quartile (Q3) is the nearest to the overall gender composition of the workforce, which is also 67% females and 33% males. This a shift from the previous year where the proportion of males and females that most closely resembled the Council's workforce was the Lower Quartile (Q1). This is shift could be a result of more female employees progressing to the higher quartiles from the lower quartiles, as well as fewer females working in the lowest paid quartile.

There has been no change in the data for the Upper Quartile (Q4). There are proportionally more males than females that are represented in the highest pay quartile (Upper Quartile (Q4), which may indicate that barriers exist making females less likely to be found in management and senior positions.

¹⁴To calculate the relevant proportions, all male and female full-pay relevant employees are ranked by hourly rate of pay. This list is then divided into four sections (quartiles) with an equal number of employees each.

The data analysis represents a snapshot in time and it should be noted that the Council’s demographics and breakdown by sex will change with time as employees leave and join the Council.

The narrowing of the gender pay gap from 2021 to 2022 can be attributed to several reasons. Firstly, the highest paid employee within the Council is now a female which has had a significant effect on the mean figure. Furthermore, there have been a number of secondments and acting up arrangements in senior roles that have been performed by female employees who have received higher pay as a result which will have had a significant impact on the change in the quartile pay bands. The improving median gap suggests that female employees in general are continuing to progress throughout the Council, especially from the lower paid quartiles (Q1-Q2).

Non-Statutory Measures 2022

The Council voluntarily calculates the pay gap for ethnicity and disability (Table 25)¹⁵. Excluding records where the ethnicity or disability is unknown, there are 1226 (80.5%) White British employees and 297 (19.5%) non-White British employees in the scope of the analysis. There are 1052 (94.1%) employees who declared no disability and 66 (5.9%) employees who declared a disability.

Table 25: Ethnicity and disability pay gap

Characteristic	Mean (Average)		Median (Middle)	
	2021	2022	2021	2022
Ethnicity	13.7%	9.3%	16.4%	3.28%
Disability	1.5%	1.0%	3.2%	0.68%

The mean ethnicity pay gap for the Council is 9.3% which means that White British employees received, on average, 9.3% more pay than non-White British employees. The median ethnicity pay gap is 3.28% which means that the middle paid White British employee received 3.28% more than the middle paid non-White British employee.

The mean disability pay gap for the Council is 1.0%, which means that employees who declared no disability received, on average, 1.0% more pay than employees who declared a disability. The median disability pay gap is 0.68%, which means that the middle paid employee who declared no disability received 0.68% more than the middle paid employee who declared a disability.

¹⁵ To demonstrate our commitment to fair and equal pay for all employees, the Council has been voluntarily calculating the ethnicity pay gap since 2013-14 and the disability pay gap since 2014-15.

The ethnicity pay gap improved significantly from 2021, the mean pay gap by 4.4% and the median pay gap improved by 13.1%. Further analysis of the median hourly rate shows that White British employees are paid £14.92 per hour and non-White British employees are paid £14.43 per hour. This is a very positive outcome for the Council. However, the makeup of ethnicity used in this data shows that 14.0% of employees have not disclosed their ethnicity. There has been an increase of 6.1% employees that have not disclosed their ethnicity, compared to 2021. Therefore, this is not a fair representation of the findings.

The disability pay gaps also improved, the mean by 0.5% and the median by 2.5%.

As with the gender pay gap, the figures for the ethnicity and disability mean and median gaps are driven by the distribution of employees within the Council. It should however, be noted that the level of non-disclosure for ethnicity (14.0%) and disability (38.5%) last year 33.5% amongst the employees included in the calculations may have impacted on the above mean and median pay gap figures.

Summary

The Council's pay gap analyses show that:

- **The overall mean gender pay gap is 3.1% and the median pay gap is 0.68%.**
- **Both the mean and median gender pay gaps significantly improved, compared to 2021.**
- **The gender pay gaps identified through this analysis are mainly as a result of employee distribution with a higher proportion of female workers in lower paid roles.**
- **The improvement of the gender pay gaps can be attributed to a female appointed Chief Executive, and the increased number of secondments and acting up arrangements, which were primarily performed by female employees.**
- **The overall mean ethnicity pay gap is 9.3% and the median pay gap is 3.28%.**
- **Both ethnicity pay gaps improved in comparison to 2021, the mean slightly and the median more significantly.**
- **The overall mean disability pay gap is 1.0% and the median pay gap is 0.68%.**
- **Both disability pay gaps improved compared to 2021, the mean slightly and the median more significantly.**

Actions to improve workforce equality

In response to this report and trends identified from previous workforce equality reports, we have identified the following actions to improve workforce equality.

Recruitment and retention			
The issue is....	Our action is to...	The end result will be...	We will measure this by...
Disparity in recruitment and retention outcomes for staff in regards to staff aged under 30 years, disabled staff and ethnic minority staff	Address disparity in the development of the Recruitment and Retention Strategy	Recruitment and Retention Strategy action plan that addresses disparity to be developed by March 2024.	Increased percentage of disabled, ethnic minority and applicants aged 30 years and under applying and successfully being appointed
<p>Recruitment and retention levels amongst young employees:</p> <ul style="list-style-type: none"> Employees aged under 30 years are underrepresented within the workforce Employees aged under 30 years are most likely to leave Council employment 	<p>Increased use of social media promotion of recruitment vacancies with recruiting panel members encouraged to promote vacancies through own social media.</p> <p>Increase the number of new apprenticeship starts as set out in the Council's Apprenticeship Strategy.</p> <p>Work with the Early Careers Network to develop initiatives that reduce the number of leavers aged under 30 years</p>	<p>Qualitative employee data to understand the barriers experienced by young staff.</p> <p>An increase in the number of appointments who are aged under 30 years.</p>	<p>Percentage of leavers aged under 30 years.</p> <p>Percentage of applicants under 30 years applying and successfully being appointed.</p>

<p>Recruitment levels amongst disabled employees:</p> <ul style="list-style-type: none"> Disabled employees are under-represented in the workforce Applications from disabled people is under-representative of the Borough 	<p>Support development of a disabled staff group. The group will provide an informal arrangement to understand the experiences of disabled staff. Deliver and support SEND apprenticeships.</p>	<p>Qualitative employee data to understand the barriers experienced by disabled staff. An increase in the number of appointments of apprenticeships who are disabled.</p>	<p>Percentage of disabled applicants applying and successfully being appointed.</p>
<p>Recruitment levels amongst ethnic minority employees:</p> <ul style="list-style-type: none"> Asian and White non British employees are under-represented in workforce Asian and Black applicants are less likely to be appointed than other groups 	<p>Carry out sample checks at stages of recruitment process to understand issues as part of the Recruitment and Retention project.</p> <p>Resourcing to provide challenge on ethnic diversity of recruiting panel.</p> <p>Link Unconscious Bias training to PDR process</p>	<p>Either able to explain the disparity in recruitment or develop initiatives through the Recruitment and Retention projects to address disparity.</p> <p>Ethnic diversity on recruiting panels.</p> <p>Evaluation of impact of training</p>	<p>Percentage of ethnic minority applicants successfully being appointed.</p>
<p>Lack of employee data on gender reassignment</p>	<p>Promote trans inclusion in One Team staff communications.</p> <p>Explore the ability to widen the gender category including gender re-assignment within Resource Link.</p> <p>Continue to encourage staff to use gender pronouns in email signatures (and Microsoft Office Teams if able)</p>	<p>Fields developed and encourage use by staff.</p>	<p>Increase in percentage of known data</p>

	and spotlighting stories of why this is important to staff.		
Disabled and ethnic minority employees are under-represented at management level (top 5%)	Review targets for top 5% to be more ambitious.	Targets more reflective of the workforce	Annual target setting cycle 2023/24.

Appendix A: Personnel Services Policies

Sickness Absence Policy and Manager's Guide	The Sickness Absence Policy and Managers' Guide ensures managers are aware of their responsibilities to support employees, through reasonable adjustments as required, to return to work after a period of sickness absence relating to their disability.
Recruitment Guidelines	The Recruitment Guidelines outline the Council's commitment to undertake recruitment in accordance with the Government's disability confident scheme as a Disability Confident employer.
Flexible Working Guidelines	The Flexible Working Guidelines are produced as part of the Council's commitment to providing flexible and family friendly working policies. The Flexible Working Guidelines outline an employee's legal right to apply for flexible working. It also outlines a manager's responsibility to consider applications for flexible working seriously.
Maternity/Adoption Leave, Paternity Leave and Shared Parental Leave Policies	These policies ensure managers and employees are aware of and understand the Council's maternity/adoption, paternity and shared parental leave provisions.
Maternity/Adoption Support Leave and Parental Leave Policies	These policies ensure managers and employees are aware of and understand the Council's maternity/ adoption support and parental leave provisions.
Redundancy Toolkit	<p>The Redundancy Toolkit ensures that where there are more employees than posts available, a redundancy selection interview takes place which is based on assessing an employee against the selection criteria for the post. As part of the exercise an employee's genuine long term sickness absence must not be considered to ensure no disadvantage to employees with a disability.</p> <p>Assessing experience must be based on an employee's ability rather than the number of years they have undertaken such activities to ensure that there is no age discrimination.</p> <p>Where there is a need for flexibility in the role this must not be used in a way that disadvantages female employees or carers who are more likely to work flexibly due to caring responsibilities.</p>
Domestic Abuse Support Guidelines	<p>The Council acknowledges that domestic abuse can occur in all areas of society and it will treat this with the same degree of seriousness as any other form of harassment, violence or abuse.</p> <p>Support guidelines are in place to ensure that any employee who is experiencing or has experienced domestic abuse can raise the issue in the knowledge that the matter will be treated sympathetically and in confidence.</p>
Agile Working Policy	Agile Working is about encouraging and supporting smarter working by allowing flexibility around how and where Council employees can carry out their work, enabling employees to maximise their

Appendix A: Personnel Services Policies

	productivity and performance. The Agile Working Policy sets out the key elements of managing and supporting an agile approach to work. The aim of the policy is to ensure fair and consistent processes are followed and employees know what is expected of them when working in such a manner.
Bullying and Harassment Guidance	The Bullying and Harassment guidance outlines the behaviour expected of Council staff and the procedures and support which are available to raise any concerns of bullying and harassment in the workplace.