NORTHAMPTON BOROUGH COUNCIL

WORKFORCE MONITORING REPORT

Report Date Range	2011/2012
Compiled by	HR Service and Quality Team
Issue Date	July 2012

CONTENTS **PAGE**

FIGURES   PAGE

1.   Introduction

Northampton Borough Council celebrates the diversity of our town and the enrichment that a diverse society and workforce brings. We promote equality of opportunity in all aspects of employment, irrespective of disability, gender, race, religious belief, age, sexual orientation, marital or civil partnership status. This report provides data to help us understand the effectiveness of our policies and processes in promoting equality and by analysing the workforce data collected, we can better understand the impact on different groups, identify where there may be gaps and plan our future actions.

In previous years, staff confidence in giving us personal data has been low, but it has improved more recently and this has helped to provide meaningful data on which to do the analysis.

This report forms part of our duty to publish an analysis of our equality monitoring data for disability, gender, race, age religion and sexual orientation in line with the requirements of the Equality Act 2010 that came into effect on 1 October 2010.

The report covers the period 1 April 2011 to 31 March 2012.

2.   Methodology

Our aim in collecting workforce and equality monitoring data is to help us identify any patterns of inequality across all the equality strands, or discrimination within our workforce. We have used pie charts and bar graphs to present the data, so they allow year on year comparison and enable us to identify emerging trends and act accordingly. Where the data does not show any significant gaps and we cannot draw meaningful conclusions from it, we have provided limited commentary.

3.   Collection of data

Workforce data is collected and stored in our HR system and is analysed by the HR Service and Quality Team. Developments in the HR system in the future will enable training data to be held centrally so that analysis can be undertaken. Since October 2011, we have operated a HR Helpdesk so that HR queries can be monitored, this allows us to assess the needs of our customers and respond accordingly. Monitoring reports on the composition of the workforce have been produced at Council and Service Area level. The workforce data has been supplemented by data from the Employee Opinion Survey 2011.

Comparator data is based on National, Regional and Local population data where available. National and local data has been sourced from:

- ▪ The Office of National Statistics (referenced in the Northamptonshire Local Economic Assessment for 2011/2012), which provides data from the 2001 Census.

- The Places Database 2009

Comparison of this data allows NBC and all the Service areas to establish a baseline for the composition of the workforce, enabling us to target future workforce development and identify diversity issues to support us in developing our equality action plans.

This report includes an analysis of the overall workforce by each of the equality strands against the local labour market and shows any variation between service areas. This will enable us to develop equality actions as part of our Service Area Workforce plans and develop an overall Corporate Workforce Development Plan for the future.

4.   Northampton, the Town

Northampton is a District Authority in Northamptonshire, East Midlands. Northamptonshire was the second fastest growing county between 2004-2009 and the mid-year population estimates for Northamptonshire in 2010 was 687,300. Northampton, the county town of Northamptonshire and has the largest centre of population with 212,100[1] of which 141,600 are of working age (67%).[2]

Unemployment in Northampton was 7.7% between October 2010 and September 2011.

5.   Establishment Data

5.1   Total workforce figures

As at 31 March 2012, NBC employed 917 people, of which 750 work on a full-time basis (representing 82% of the workforce). This figure includes people on fixed-term contracts. If we compare this to the number of full-time and part-time employees in 2009/10, the overall number has changed slightly but the percentage difference is negligible.

National data for England and Wales[3] shows that on average, local government has a FT:PT ratio of 45:55, whereas in NBC, the FT:PT ratio is 82:18. This demonstrates that we are well below the national average in terms of people taking up part-time opportunities, despite newly developed family friendly policies and opportunities for part-time working. Details on how this impacts on the gender balance of our workforce is shown in Figure 1 below.

---

[1] Source: http://northamptonshireobservatory.org.uk
2 Source: http://northamptonshireobservatory.org.uk

[3] Taken from the Local Government Employment Digest May 2012

Full Time - Part Time Comparison
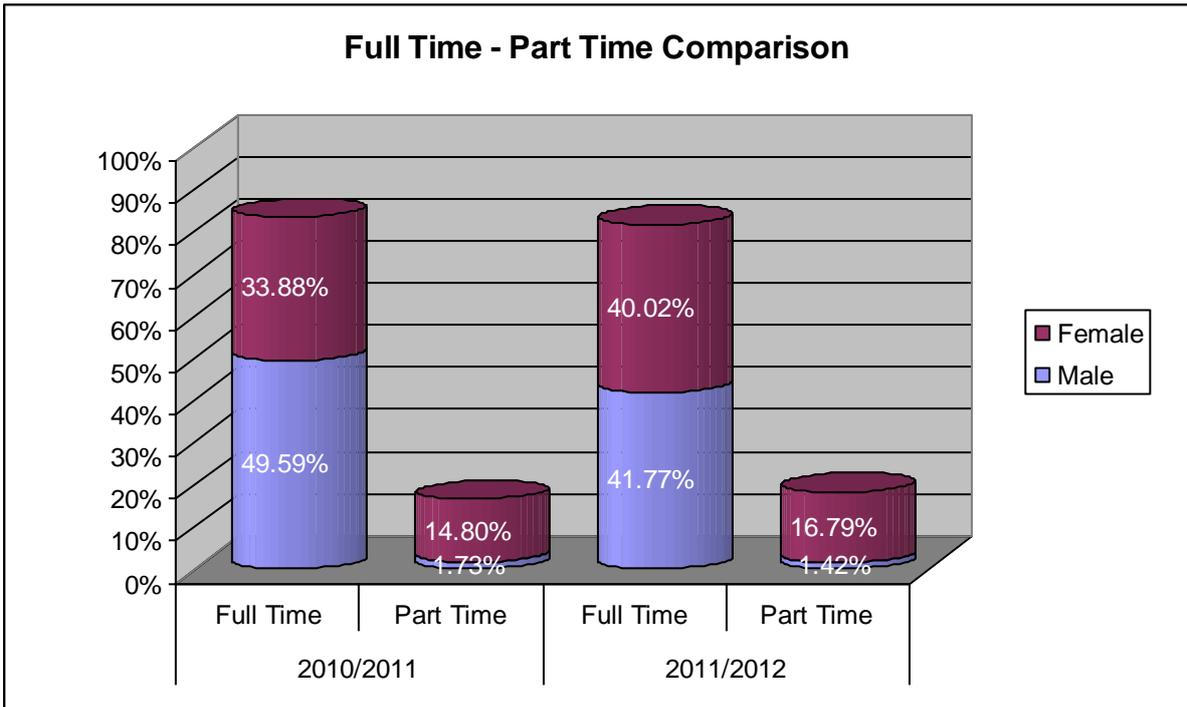
Figure 1 – Full-time/Part-time Comparison of NBC workforce by gender

5.2   Diversity information

We have developed the HR information system so that we are able to capture more meaningful data for monitoring purposes. The following protected characteristics have been monitored over the past 12 months:

❖ Age

❖ Religious Beliefs

❖ Marital Status/Civil Partnership

❖ Ethnicity

❖ Sexual Orientation

❖ Disability

❖ Gender

The quality of the data we hold is dependent on the willingness of employees to provide us with the information and they need to feel confident that the integrity of the data will be preserved and the data will only be used for monitoring purposes. We carried out a data verification exercise in 2007 and the response rate was poor. In 2009, we repeated this exercise, but decided to publicise it more openly in the hope that employees would feel more comfortable about giving personal information and have more confidence in the way the data would be used. We utilized the expertise of Stonewall in

attracting the workforce to complete the forms.[4]   As a result, the percentage response rate was 68%, a vast improvement from previous years.

In order to reflect the community we serve, we must understand how the community is made up. By looking at the profile nationally and locally, we are able to see emerging trends that could inform workforce development plans. Consideration of Northampton town's profile will help to show if we are effectively reflecting the community.

6.   Age

It is well recognised that the UK has an ageing population and the age profile of Northampton Borough Council reflects this, with the highest number of people between the ages of 20 to 49 years shown in Figure 2 below.   In addition, an analysis of the workforce age profile at NBC for 2012 has identified that the current levels of 50 year olds and over has already exceeded the workforce estimates made by the DWP for 2020 nationally, which means that by 2020, over 60% of our workforce will be 50 years old or over.

NBC Age Profile 2011/12

0.98% 1.09%

35.99%

0 - 19
20 - 49
50 - 64
65 and over

61.94%
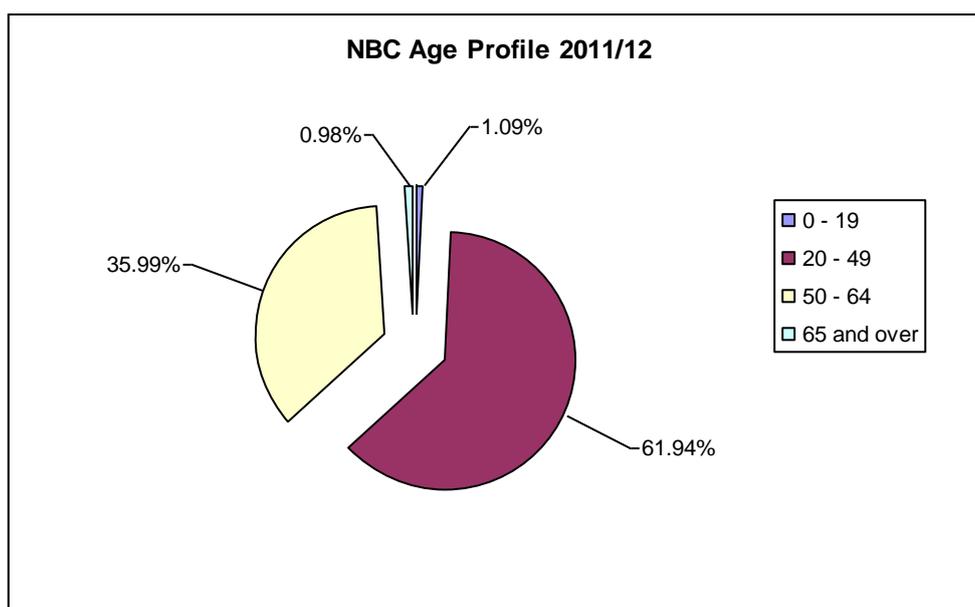
Figure 2: NBC Age Profile for 2011/12

Some service areas have an age profile that may affect their ability to deliver a service now or in the near future and with the removal of the Default Retirement Age, more and more employees are remaining at work for longer. This may mean more flexibility is needed in services to accommodate changing working patterns as more and more people go part-time.

---

[4] Stonewall leaflet "What's it got to do with you?"
http://www.stonewall.org.uk/at_work/research_and_guides/4909.asp

This emerging pattern must be taken into account when workforce planning. Services need to consider how they can assist people to remain fully productive until they decide to leave work and also think about how they will manage to retain the knowledge, skills and experience of this valuable pool of workers.

Figure 3 below shows the age profile for the larger service areas compared to the rest of the Council.

Figure 3: Age Comparison between Strategic Housing, Customers & Culture, Finance & Resources, Landlord Services and NBC as a whole.
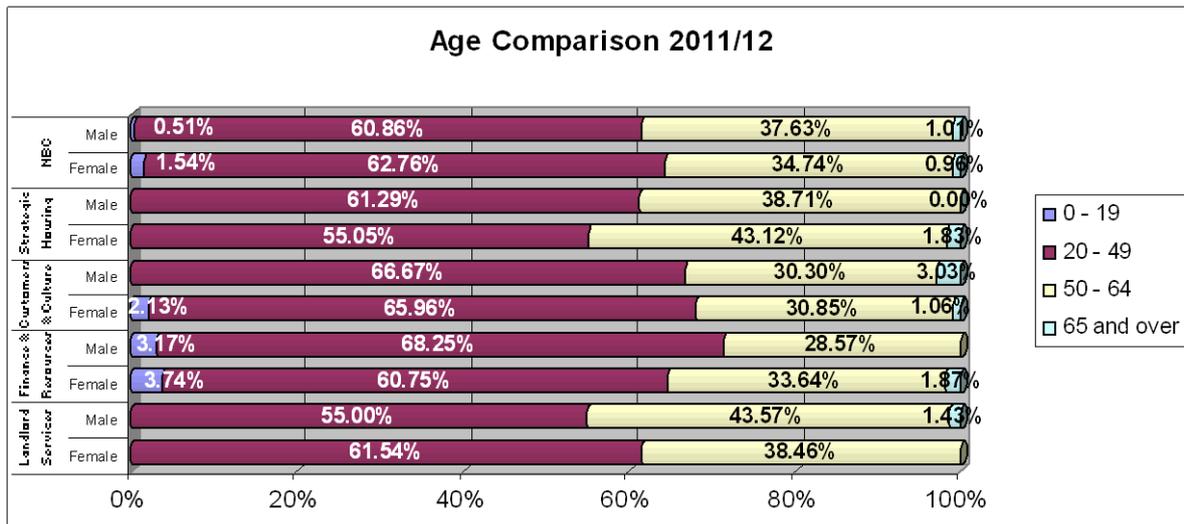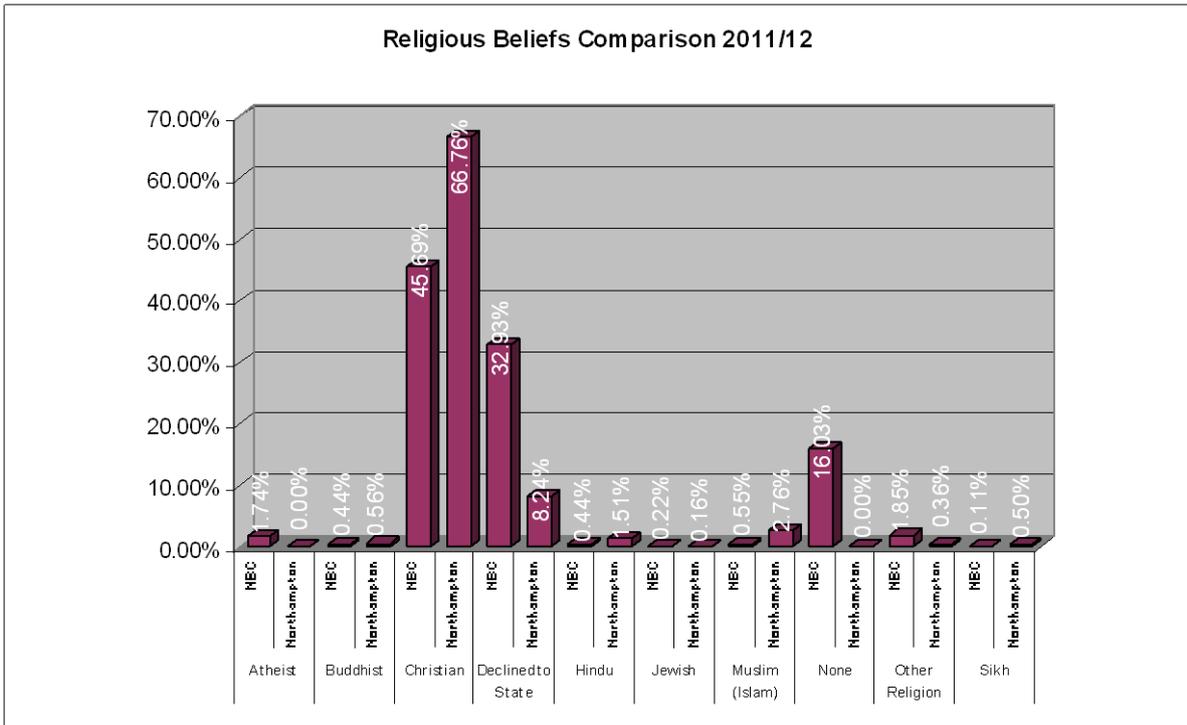
7.   Religious beliefs

The estimated Office of National Statistics for ethnicity in 2008 for Northampton have been used to compare about the Ethnicity information for Northampton Borough Council.

**Figure 4: Comparison of Religious Beliefs by Ethnicity for NBC and the mid year estimates
The Office of National Statistics 2008**

Note: "Not Stated" combines Declined to Answer and Did Not Answer

This graph shows that we are fairly representative of Northampton in terms of employing people of the Christian faith but there are a high percentage of employees who declined to state their religious belief. In terms of all the other faiths, the results did not yield any statistically significant results.

8.   Marital Status/Civil Partnership

National data is not easily available to use as a comparison when looking at marital status and civil partnerships, therefore, no analysis has been done against this group.

9.   Ethnicity

The Office for National Statistics 20010 mid-year estimates for Northamptonshire suggested that the population of Northamptonshire was around 687,300 with mid year estimates for 2008 putting the figure of 7.25 % of the County being from ethnic minorities (48500 people). Northampton had the largest ethnic minority population at 11.34%. The mid 2008 estimates put the ethnic make up to be what is shown in Figure 5 below.

According to a UK National Statistics Report, immigration to the UK from Eastern and Central Europe is on the rise and the UK population will increase to 79 million as

a result and will eventually become the European Union's most populous state.[5] This will inevitably have an impact in Northampton and we can expect to see the number of immigrants rise significantly.

For NBC, the ethnicity breakdown is as follows:

- The percentage of White employees who declared their origin (including White British, White Irish, Other White Background) is 76.66%.

- For Asian and Black employees (including Bangladeshi, Black African, Black Caribbean, Indian, Other Asian and Other Black) the percentage is 4.25%.

- For those of mixed origin, (including White & Black Caribbean, White & Asian and Other Mixed) the percentage is 1.20%

- For Chinese & Other (including Chinese and Other Ethnic Group) the percentage is 0.55%

If you compare these figures locally and regionally from the ONS mid 2008 estimates, you can see that we are below the percentage figure for White employees generally. For Black employees, we are above both the local and regional percentages, but again slightly below for the Asian population in terms of a representative workforce. It needs to be borne in mind that 17.34% of our employees did not wish to declare their origin, or answer the question, so we cannot determine the makeup of this group, which, could potentially shift the categories upwards.
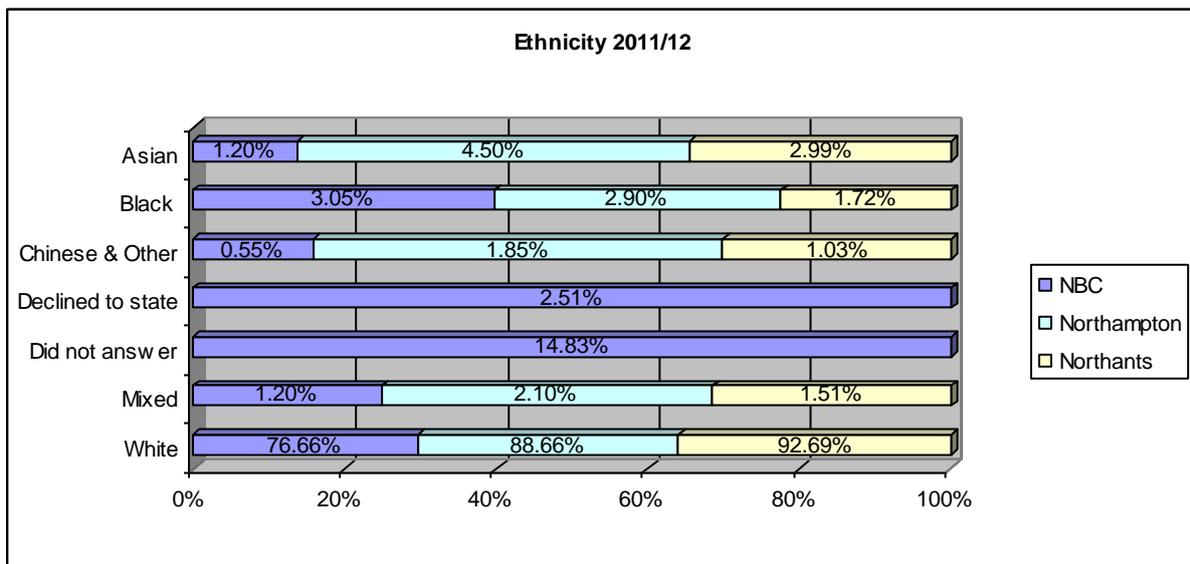

Figure 5: Comparison of ethnicity in NBC against Northampton and Northamptonshire

---

[5] The UK National Statistics Report 2011

10. Sexual Orientation

In Northampton, the LGB population is 5.6%. In NBC, only 1.31% of the workforce declared they were Lesbian, Gay or Bi-sexual, a significantly lower percentage than Northampton and not representative. It needs to be borne in mind that 29.12%% of the workforce chose not to answer this question.

However, work needs to be done to improve inclusion of this group and we will be utilising the resources and working closely with the Stonewall Charity to identify ways of encouraging this group to openly participate. This year, for the first time. we took part in the Stonewall Workplace Equality Index 2012 and were ranked 210 out of 363 authorities.

A follow-up meeting has taken place between NBC and Stonewall to establish what actions we need to take to improve the experience of our lesbian, gay and bi-sexual staff. These actions are being incorporated into our Equality Action Plan to improve our ranking in coming years.   Our intention is to set up representative groups across the equality strands to increase their input into working practices to ensure there is no detriment to their protected characteristics.

11. Disability

The Office of National Statistics information analysed at www.northamptonshireobservatory.org.uk show that the percentage of working age population of Northampton, between October 2010 and September 2011 who were disabled was 18.5%. Only 3.71% of our workforce declared that they have a disability, bearing in mind that 19.41% declined to state or did not answer the question at all. This is below average when compared to Northampton as a whole and clearly more work needs to be done with this protected group. As a Council, we have been recognised by Job Centre Plus with the "Positive About Disabled People" symbol for our commitment regarding the employment, retention, training and career development of disabled employees so there are no equality issues internally.

12. Gender

There is no local data about the number of Transgendered people living in Northampton to use as a comparison.   From a workforce perspective, we will try to capture this data in the future and monitor this. Our HR Electronic system has been amended to reflect "transgender" within the gender categories. The male/female split of the workforce was evenly balanced in 2010/2011, however the split has shifted considerably at 43% male and 57% female, this is largely due to the TUPE transfer of the traditionally male dominated roles to Neighbourhood Environmental Services in March 2011. This will be closely monitored over the next year and beyond to ensure that this was a one off occurrence.

13.   Diversity monitoring of training

We gained the IIP accreditation in 2010, demonstrating our commitment to investing in our people.

We currently hold data on which employees attend training courses throughout the year, but are unable to monitor this for equality purposes. We have now developed an additional functionality on the HR information system that will enable us to collect and analyse this data. We have now completed a complete year of the new appraisal scheme and we are now able to monitor the quality of appraisals and how employees are achieving against the new values and behaviours, this will be an ongoing process.

14.   Equal pay

A Pay and Grading Review was completed in 2010/2011.   An equality impact assessment was carried out to determine the impact of the new pay structure on the following diversity strands:

- Sexual orientation – the results did not yield any statistically significant information

- Disability – the results did not yield any statistically significant information

- Ethnicity – the results did not yield any statistically significant information

- Gender – the results have shown that at almost every grade, the pay movement for men and women is towards 0 (equal) after assimilation into the new grading structure. At almost every grade, the pay movement is towards 0 (equal) through either a loss or gain in average pay across the grade. The expectation is that incremental gain would eliminate any further major disparity. The exception is Grade 10 where the gap widens marginally.   An equal pay audit will take place annually starting later in 2012.

15.   Pay Policy Statement

Section 38 (1) of the Localism Act 2011 requires English and Welsh local authorities to produce a pay policy statement for 2012/13 and for each financial year after that. This has been produced for the year 2012/2013 and will be produced on an annual basis thereafter. The Pay policy statement is published on the Council's website.

The statement must articulate an authority's own policies towards a range of issues relating to the pay of its workforce, particularly its senior staff (or 'chief officers') and its lowest paid employees; it predominantly includes a policy on:-

(a) The level and elements of remuneration for each Chief Officer;

(b) The remuneration of the lowest paid employees;

(c) The relationship between remuneration of Chief Officers and other officers and

(d) Other specific aspects of Chief Officer remuneration, fees and charges and other discretionary payments.

The statement is intended to include issues in relation to fairness and transparency and will be built upon in future years in order to be as meaningful as possible.

16.   Recruitment

Responsibility for recruitment is devolved to managers who have all attended equalities training. All permanent vacancies are advertised externally in parallel to internal advertising. The adverts can be accessed through the internet and through specialist sources such as professional magazines and newspapers, where appropriate. Our adverts direct people who may have difficulty applying on-line for jobs to alternative ways of accessing our vacancies and this opens up opportunities for the harder to reach communities. The portal meets level 2 of the Web Content Accessibility Guidelines (WCAG). Level 2 sets out parameters that web developers should satisfy otherwise some groups will find it difficult to access the Web content. Conformance to this level is described as *AA* or *Double-A.*
In the next 12 months, a direct link between the Recruitment Portal and the East Midlands Portal will be developed. As part of this a direct export of jobs will be sent to Job Centre plus on a regular basis.

The methods we adopt to address diversity issues in our organisation when looking at resourcing strategies are comparable with best practice identified in the Chartered Institute of Personnel & Development's Annual Report 2011 on Resourcing and Talent Management. This includes monitoring recruitment to obtain data, training interviewers on diversity issues, operating policies that go beyond the basic legislative requirements, advertising vacancies to under-represented groups and making attempts to employ long-term unemployed by working closely with the local job centres.

Our recruitment statistics for the year 2011/2012 are shown in the following graphs split by role category:

Manager – typically, performance management of multi-functional teams and substantial budget management.

Team Leader – typically, significant people management and budget management.

Supervisor – typically, a low level of people management and in some cases, a small budget to manage.

Employee – typically, no people management and in some cases only a small budget to manage.
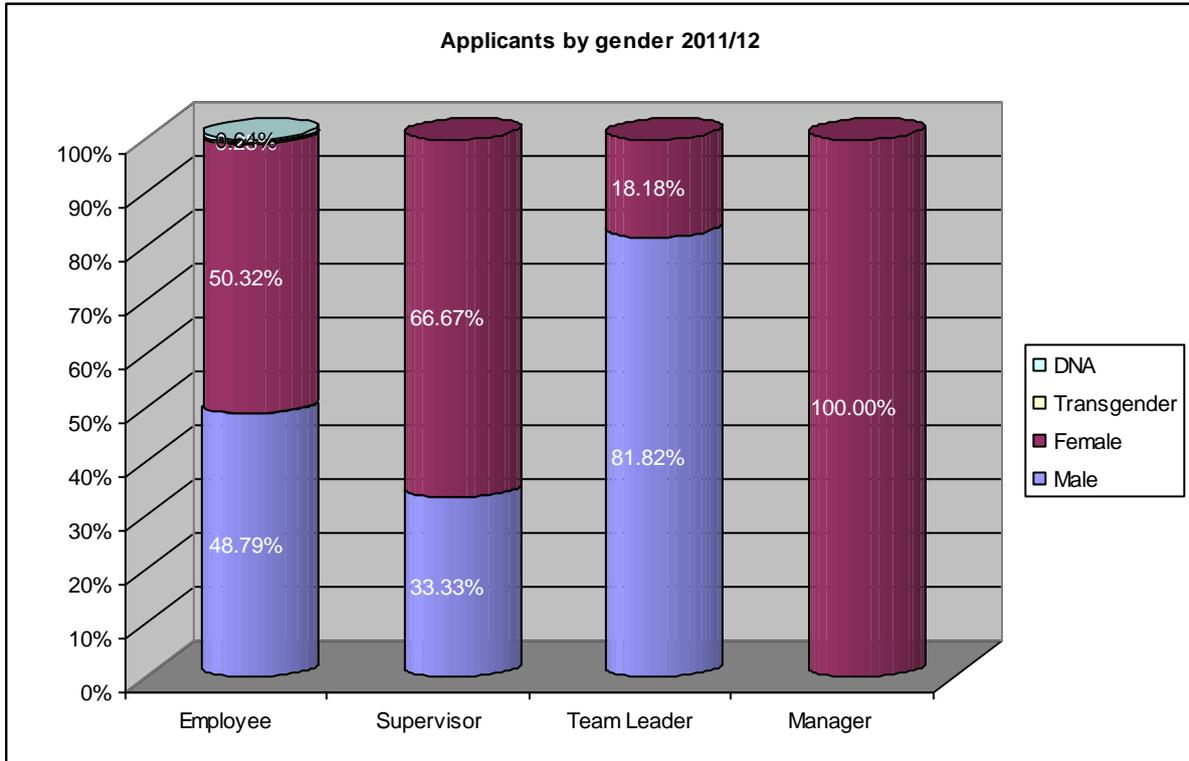
Figure 6(i) Number of applicants by Gender
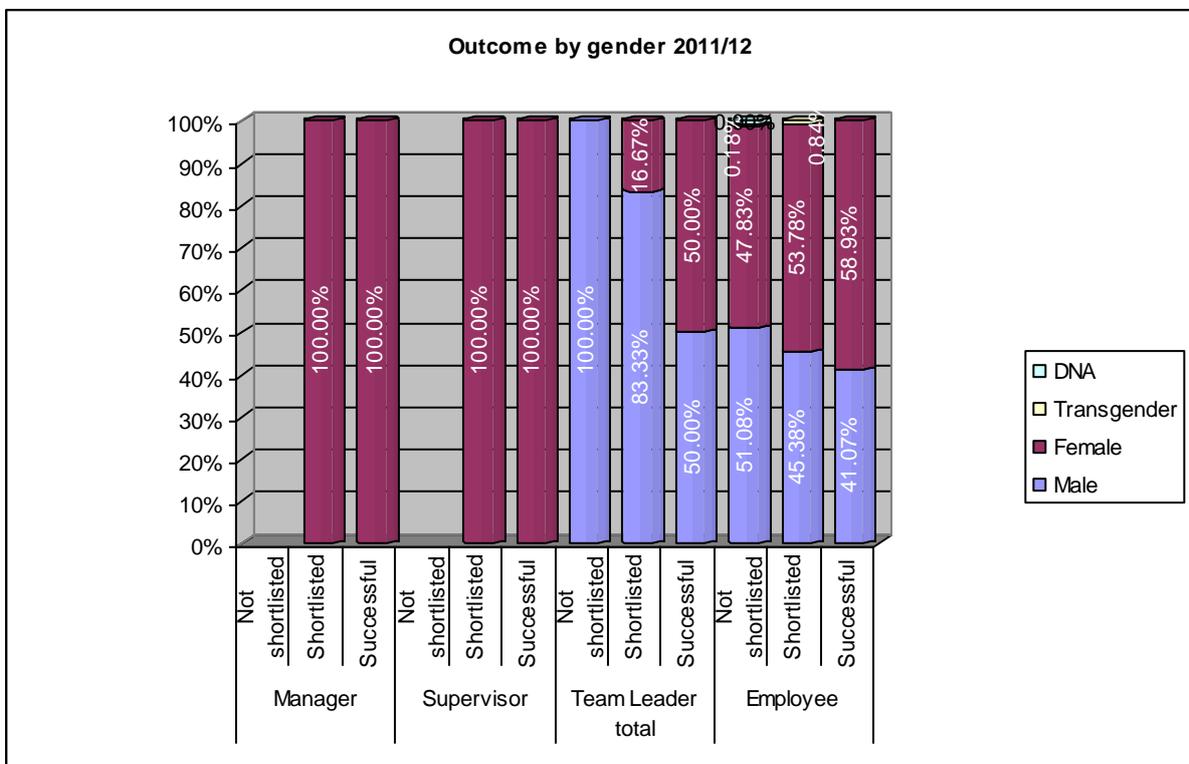
Figure 6(ii): Outcome by Gender

The gender split of successful candidates suggests that females are better at applying for jobs and the selection stage than males for roles categorised as employee, team leader and manager roles. The types of roles advertised during 2011/12 were predominantly full-time roles and of varying levels within the Council. An analysis of the data does not show any significant issues that need to be addressed. It should be borne in mind that the number of manager and team leader vacancies are very low and this has therefore impacted upon the statistics.
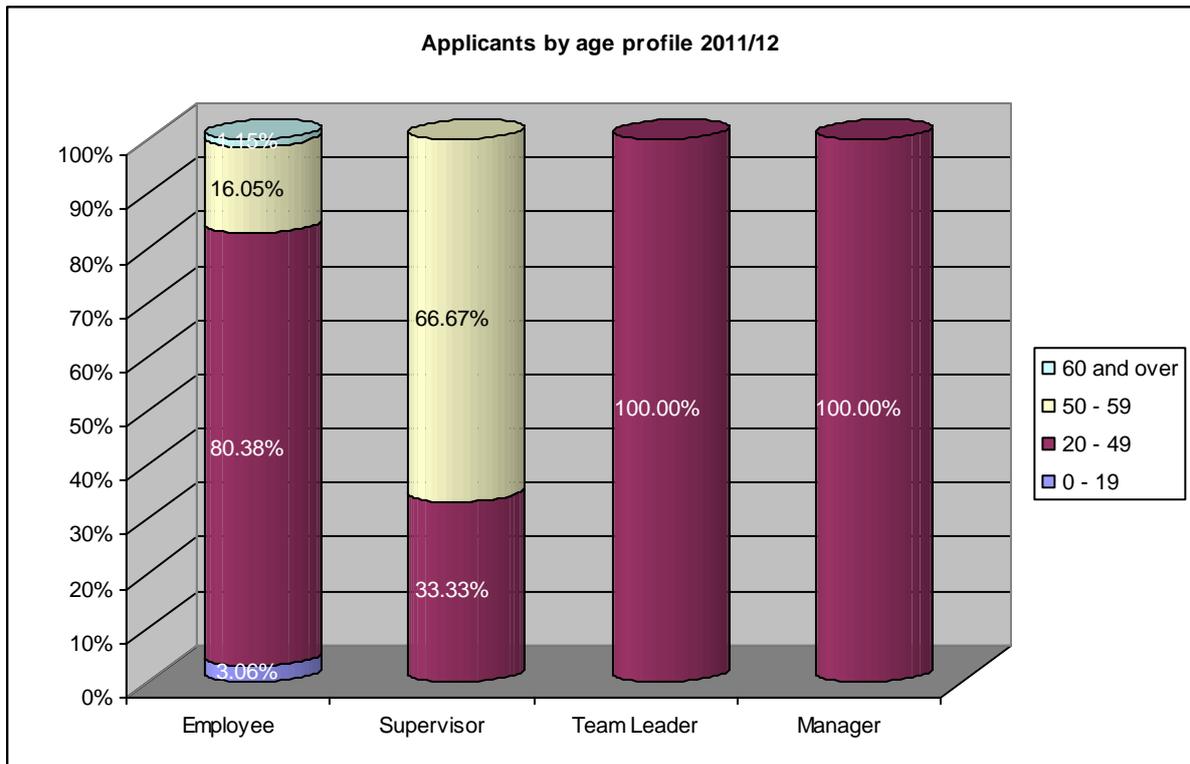
Figure 7(i): Applicants by Age Profile

Outcome by age profile 2011/12

Legend:
- 60 and over
- 50 - 59
- 20 - 49
- 0 - 19

	Not shortlisted	Shortlisted	Successful
Manager			33.33% / 66.67%
Supervisor			66.67% / 33.33%
Team Leader			100.00%
Employee	08% / 14.62% / 81.41% / 2.35%	65% / 15.70% / 85.12% / 2.48%	23.21% / 68.75% / 7.14% / 0.89%
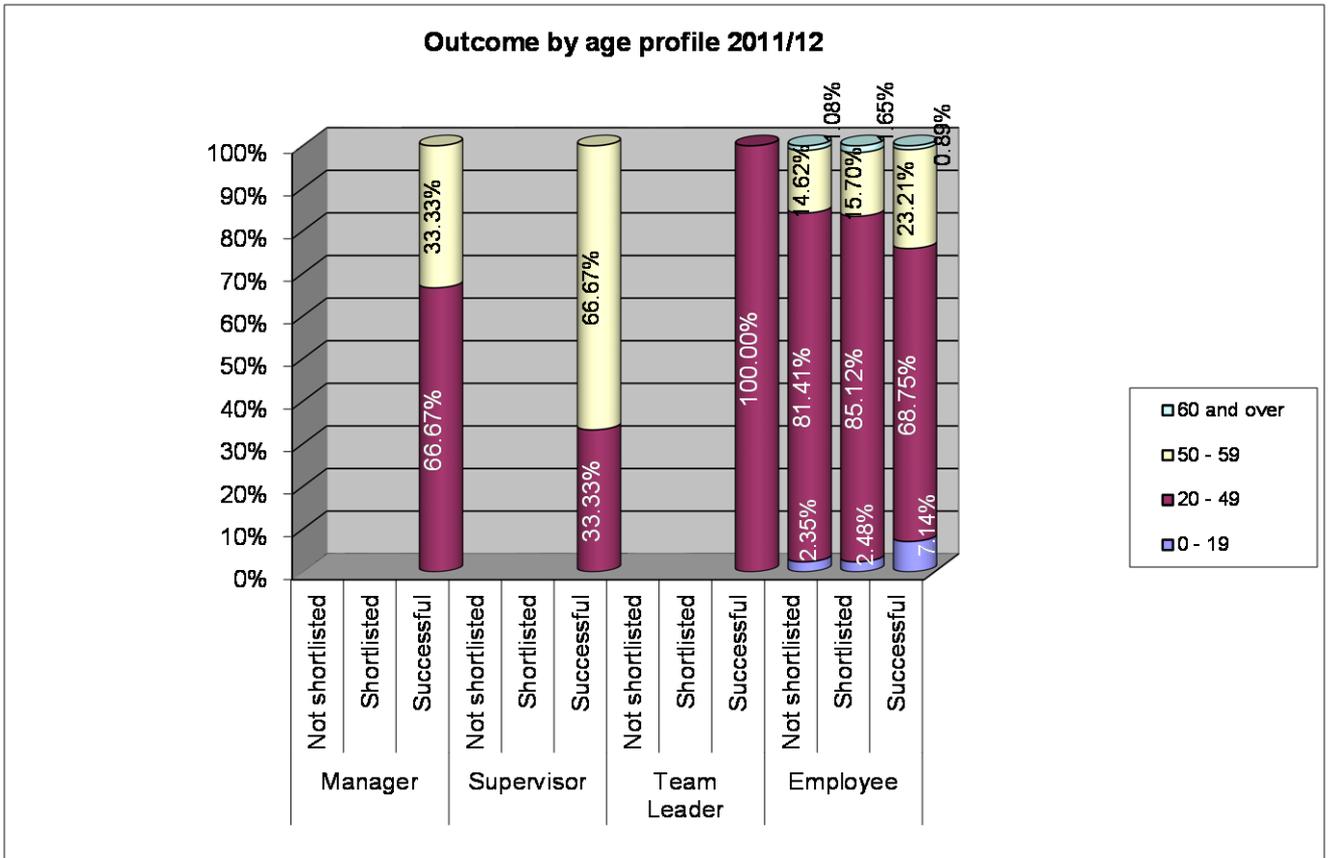
Figure 7(ii): Outcome by Age Profile

The age profile of applicants and successful candidates reflects the workforce and population demographics, so there were no issues identified.
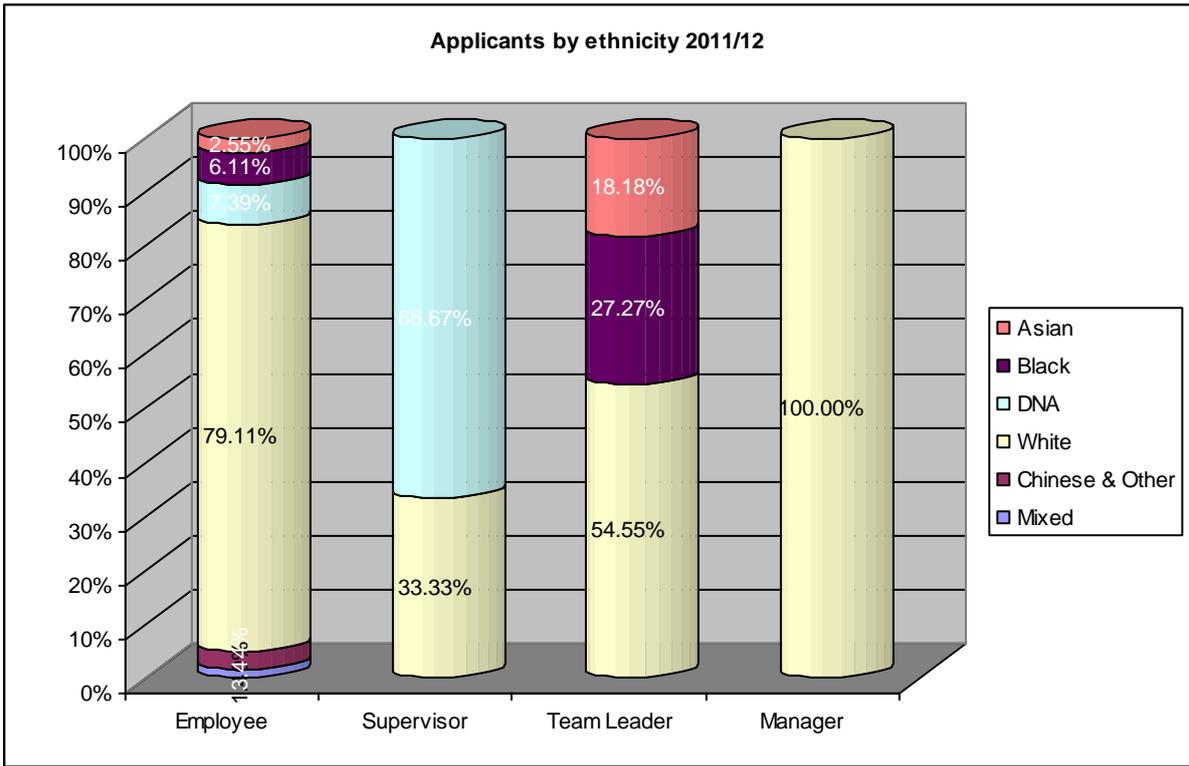
Figure 8(i): Applicants by Ethnicity
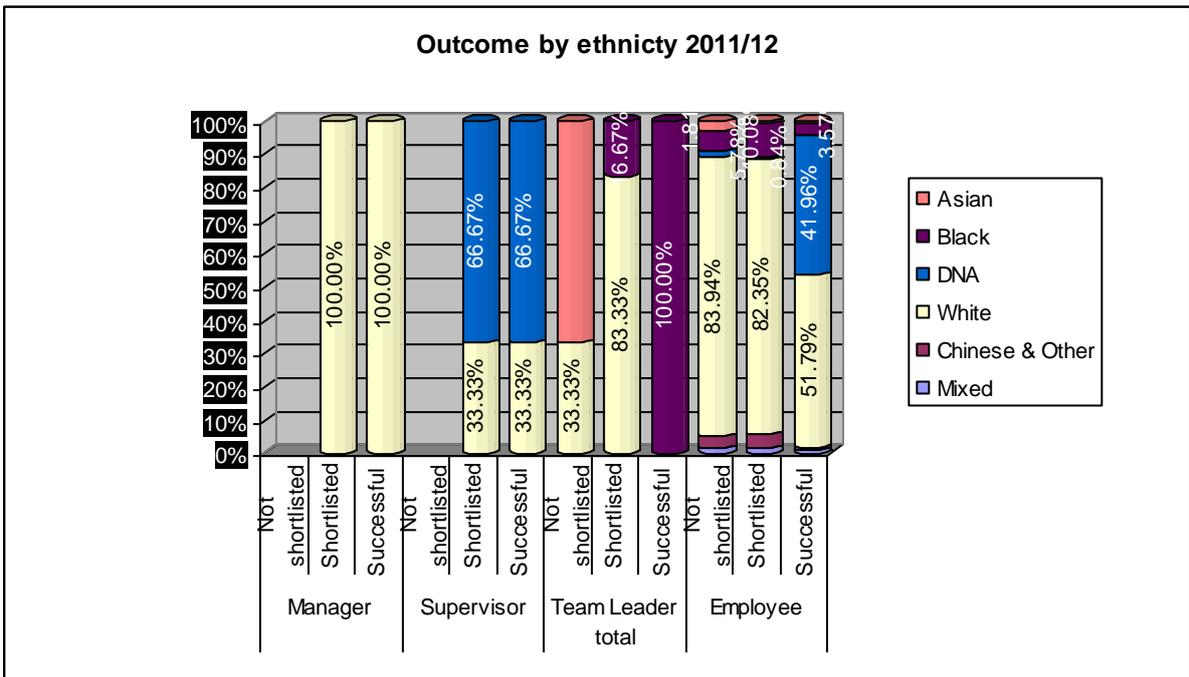
Figure 8(ii): Outcome by Ethnicity

The data shows that a higher proportion of ethnic minorities applied for the Employee role as opposed to the Team Leader role and more were successful at obtaining an Employee role. No black minority groups applied for the Team Leader role and of those Asian minority groups who did apply, none were shortlisted. This

suggests that there could be an issue, however, the numbers are so small that it is difficult to draw any significant conclusions.

Applicants by disability 2011/12

| Role	DNA	No	Yes
Employee	7.90%	89.68%	2.42%
Supervisor	66.67%	33.33%	
Team Leader		81.82%	18.18%
Manager		100.00%	
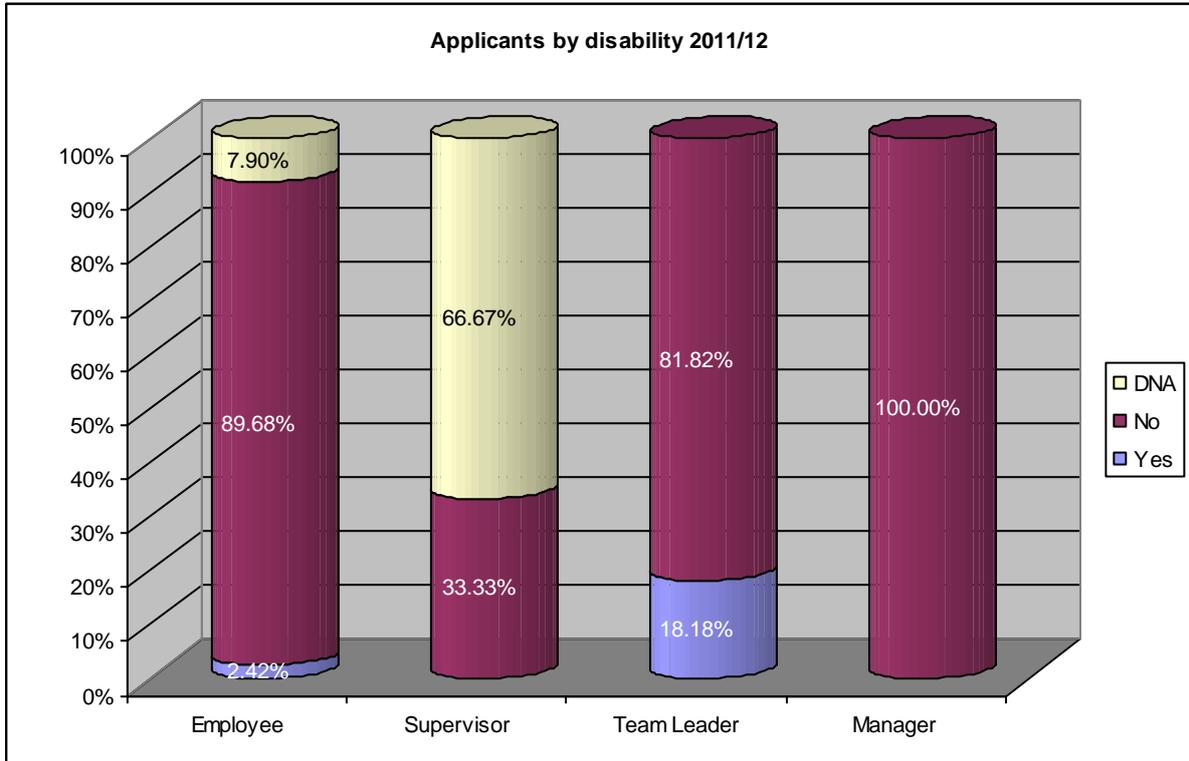
Figure 9 (i): Applicants by Disability

Outcome by disability 2011/12

	Not shortlisted	Shortlisted	Successful
Manager		100.00%	100.00%
Supervisor		66.66% / 33.33%	66.66% / 33.33%
Team Leader	100.00%	83.33% / 16.67%	50.00% / 50.00%
Employee	96.21% / 2.89% / 0.90%	94.96% / 2.52% / 2.54%	48.21% / 51.79%
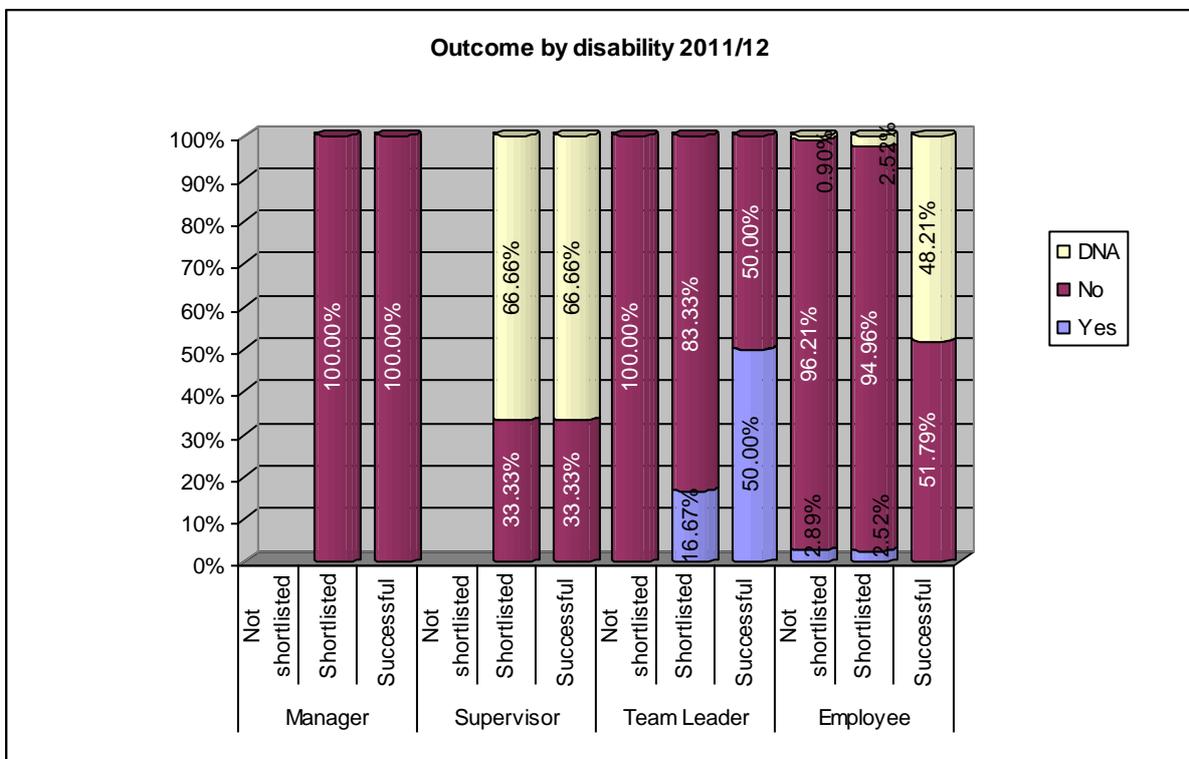
Figure 9(ii): Outcome by Disability

18

The proportion of disabled applicants who were attracted to apply for the Employee role was small and is reflected in the successful candidate figures. However, the proportion increases significantly in terms of the Team Leader role, which had a much high representation. However, as we do not have data regarding the age profile of the successful candidates in this role category and the numbers are so small in comparison to the total workforce, we cannot draw any significant conclusions from this.

Figure 10(i): Applicants by Religious Belief
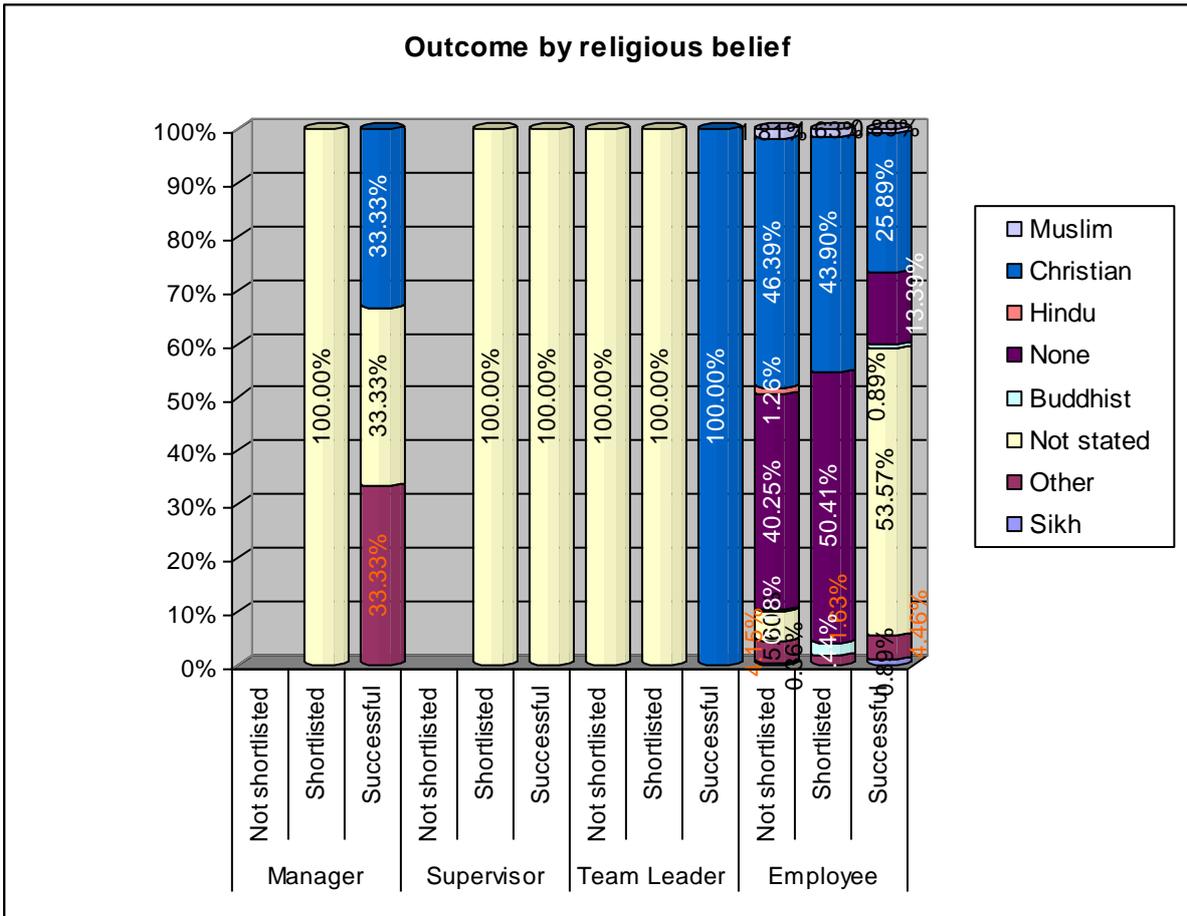
Figure 10(ii): Outcome by Religious Beliefs

Note: For the Supervisory and Manager role, the information is not significant due to the low number of applicants.

17.   Employee Opinion Survey 2011

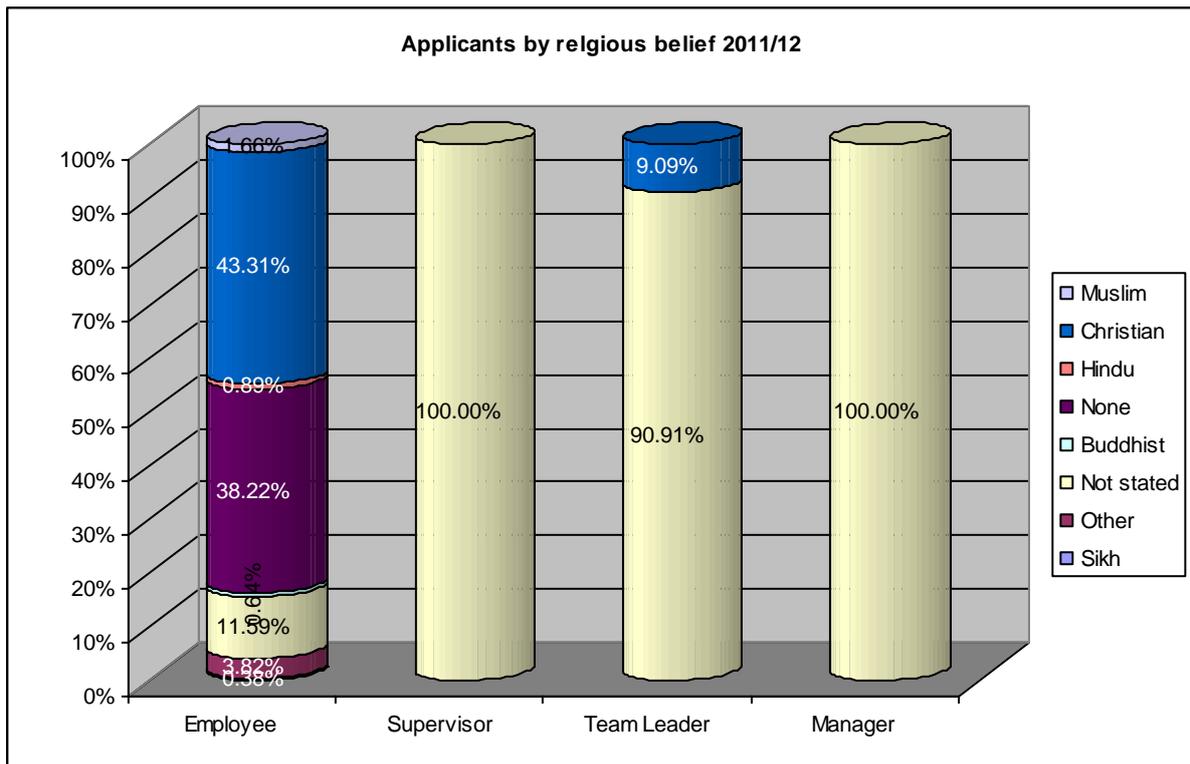Last year's employee opinion survey was an improvement from the previous year in terms of response rate at 59% compared to 52% previously.   This meant that results were an accurate representation of the view of employees. It has been identified, via the survey that Bullying and Harassment may be an issue within the Authority. We are taking further steps to analyse this feedback and we are currently prioritising a dignity at work Framework.

18.   Policies/procedures

All policies/procedures are consulted upon at an early stage and are monitored to establish how they are affecting staff with different protected characteristics and to eliminate discrimination.

18.1   Sickness absence management

We have been working to reduce the days lost to sickness across the Council, however, There are now specific measures in place which allow the Authority to more closely monitor sickness hotspots.

Sickness absence rates vary across the Council due to different working environments and the nature of the work involved.

When you look at the number of employees who have been dismissed for ill health, there are no patterns emerging in terms of detriment or potential discrimination issues.
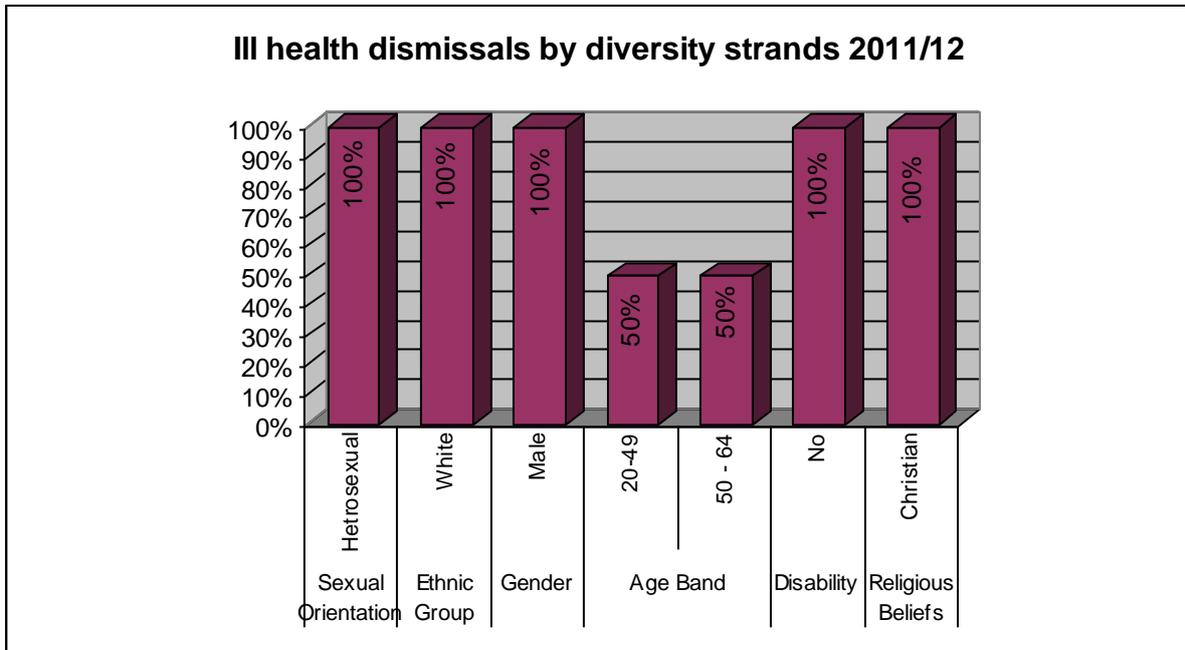

Ill health dismissals by diversity strands 2011/12

	Sexual Orientation	Ethnic Group	Gender	Age Band		Disability	Religious Beliefs
	Hetrosexual	White	Male	20-49	50 - 64	No	Christian
	100%	100%	100%	50%	50%	100%	100%

Figure 11: Ill Health Dismissals by Diversity Strands

When you look at the number of employees who have been dismissed for ill health by their protected characteristics, there no patterns emerging in terms of detriment or potential discrimination issues.

18.2   Pregnancy and Maternity

100% of women who were due to return from maternity leave during the period 2011/2012 returned to work.

18.3   Disciplinary

The number of employees dismissed from the Council for reasons of gross misconduct totalled 22 during the reporting period. It is difficult from the data to draw any conclusions due to the low number of disciplinaries.   There were no Employment Tribunal cases as a result of these dismissals, so it would not be unreasonable to make the assumption that there were no other related issues surrounding these dismissals in terms of equality and diversity.
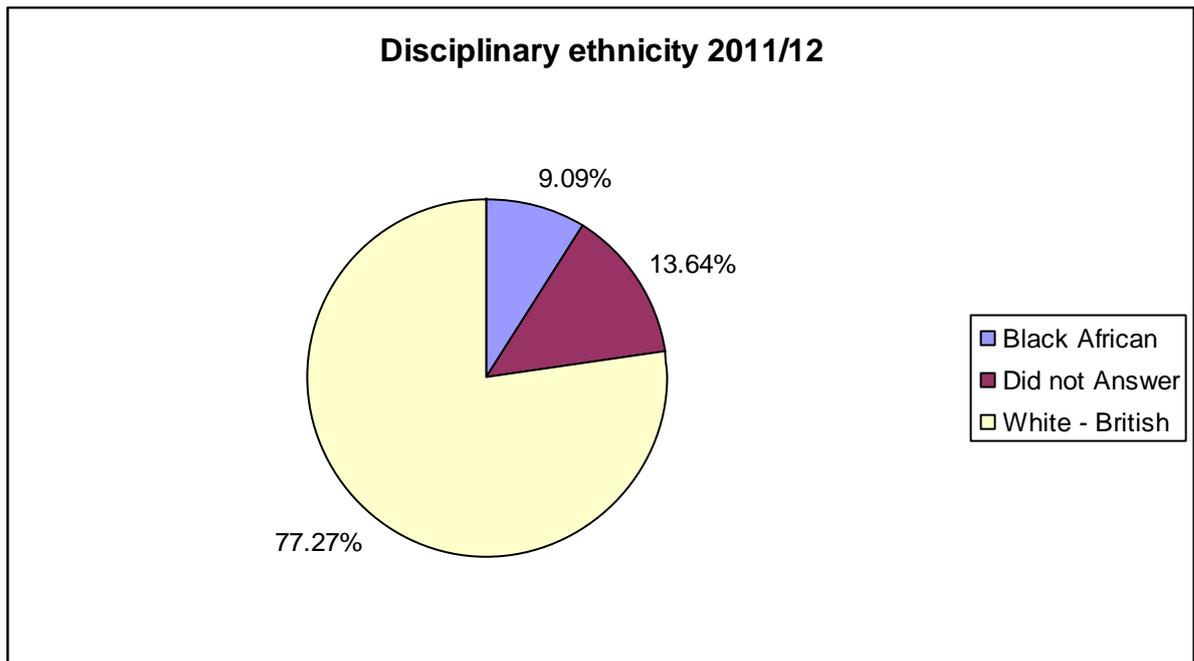
Disciplinary ethnicity 2011/12

9.09%

13.64%

77.27%

- Black African
- Did not Answer
- White - British

Figure 12: Ethnic breakdown of disciplinary cases

18.4 Grievance

3 out of the 4 grievances raised under the Council's Grievance Procedure were claims work related issues of which 1 grievance was based on Terms and Conditions.

There is no evidence of detriment to any particular protected group.

18.5 Leavers

The number of voluntary leavers over the reporting period totalled 134, made up of follows:

- 61 voluntary resignations
- 13 retirees
- 12 end of fixed term contracts
- 1 unknowns
- 5 voluntary redundancies

Figure 13 below shows the number of voluntary leavers by Service area, which makes it easier to analyse. It would be useful to establish the reasons for leaving of the "unknown" category and work has already been undertaken on the HR system to facilitate this. An exit interview process is in existence, but employees are not compelled to complete this.
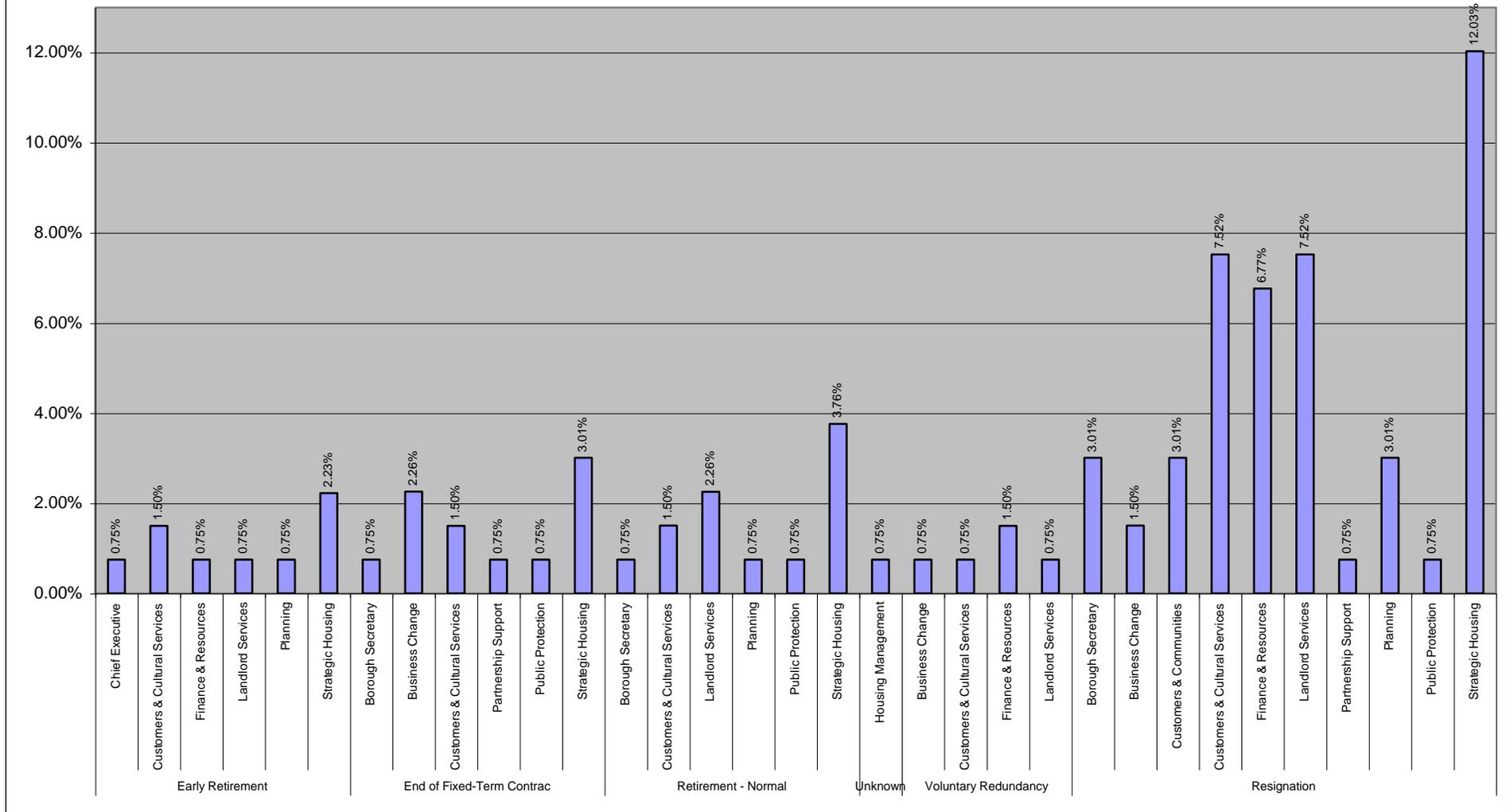
Figure 13 : Voluntary Reasons for Leaving by Service shown by percentage of leavers overall

19. New values and behaviours

This year the new values and behaviours were further imbedded via the new appraisal process. The values and behaviours represent a culture shift for the organisation. The focus is more on our customers, both internally and externally, and how you do your job as well as achieving results. Inherent in this is consideration for the impact of your own actions or behaviours on people from different cultures and backgrounds and adjusting accordingly. Also to challenge stereotypes, not make assumptions about others and challenge inappropriate behaviour of others.

Analysis of appraisal results will be carried out to understand whether there is any impact.

20. Workforce planning

Workshops are being developed for all service areas to understand what influences employment decision in their areas in the future and how this may change the skills set and qualifications needed in their workforce. With the current economic climate and local government having to make significant cuts to achieve savings, a review of workforce plans will be undertaken later in the year to take account of service reorganisations/restructures and new skills required in order to deliver services in a more efficient way. Building on previous work carried out, a Corporate workforce plan will be developed to look at how we can incorporate succession planning, talent management and career progression to retain current employees and develop them to meet the future needs of the services.

21. Turnover

Turnover is the percentage of employees who leave employment with an organisation in a given period, usually a year. It is a crude measure used by major business organisations and Government bodies and can indicate problem areas. The turnover rate is calculated by using the following calculation:

Total number of leavers over the year x 100

Average total number employed over the year

For NBC for the reporting period the turnover is 13.14%, which is much higher than the national average turnover figure for public sector of 8.5% over the same period.

NBC Staff Turnover 2010-2011

Department	Turnover
Communications	33.33%
Culture and Leisure	19.70%
Customer Services	17.65%
Democratic Services	18.18%
Environment & Culture	25.00%
Facilities	14.81%
Finance	10.53%
Finance and Support	15.00%
Housing Management	40.00%
Human Resources	27.12%
Information, Communication and Technology	10.96%
Joint Planning Unit	18.85%
Landlord Services	9.93%
Neighbourhood and Environmental Services	12.05%
Planning	9.68%
Policy and Community Eng´t	77.78%
Public Protection	7.69%
Revenue and Benefits	7.45%
Strategic Housing	13.38%
Town Centre Operations	8.15%

Figure 14 : NBC Turnover Rates for 2010/11

Key:

🟥	Over national turnover target
🟧	Within 1% tolerance
🟩	Below national turnover target

Figure 14 above shows the turnover figures for the different Service areas. Percentages shown in green are below the national average, those in orange are within 1% of the national average and those shown in red are above the national average.

The highest turnover is 77.78% in Policy & Community Engagement, which is due to the reduction in the number of Community Centre Co-ordinators following a major restructuring of the service and low headcount. Housing Management show a turnover figure of 40%, which again is due to restructuring and low headcount in the department. Other services with high turnover are predominantly due to restructuring and low headcount. There were also a high number of fixed-term contracts that ended during the reporting period following the successful Future Job Fund initiative with Job Centre Plus that saw six months recruitment of unemployed youngsters to improve their sustainable employment in the future. Other reasons for high turnover are the nature of the jobs, for example, it is widely recognised that call-centre operations and leisure centres historically have high turnover due to the nature of the jobs.

The analysis of the turnover figures for NBC does not show any statistically significant concerns.

22.   Looking forward

In the labour market, unemployment remained high through 2011/12. Figures from the Office for National Statistics (ONS) show that the unemployment rate was 8.2 per cent of the economically active population for January-March 2012, down 0.2 on the quarter. There were 2.63 million unemployed people, down 45,000 on the quarter. Public sector budget cuts will put a stronger focus on developing talent in-house and retaining rather than recruiting talent to reduce reliance on agencies and external consultants. The availability of vacancies is also going to further reduce due to the abolition of the Default Retirement Age. The Government's initiative to boost youth employment and provide extra support for apprenticeships will help to alleviate some issues, but how far this will go to meet our future skill requirements remains to be seen. This is why workforce planning is so important and corporately, we need to identify the skills needed in the future, where these are going to be available from and how we can attract people to work for us.

23.   A modern and diverse workforce

In terms of achieving a better outcome for our people, we now have in place processes that deliver better equality outcomes for the whole workforce. This is evidenced by our recent development of a Recruitment Portal in partnership with other local authorities, which enables easier access to vacancies across the whole county. The portal can be accessed via the internet and our One Stop Shop has PCs installed to allow the general public free access to all vacancy information across the County.

We have improved diversity monitoring and are able to analyse and identify where there may be potential for discrimination, or detriment to protected groups. This has also helped to identify any gaps in our monitoring.

Our employee satisfaction levels across all staff groups are high than in previous years as evidence in last year's employee opinion survey results.

24. Future actions to improve equality monitoring

As a result of the workforce analysis for 2010/11, we can clearly see where there are gaps for improvement and where we need to deliver better outcomes for our people. The following forms part of the Equalities Agenda for 2011/12 and will form a key part of the People Strategy.

a. We will participate in the Stonewall Workplace Index 2012 by 9 September 2011 and use our results as a benchmark for improving staff inclusion of the LGB community.

b. We will set up staff representative groups, including other partners to form wider groups, by 31 March 2012 to improve workplace inclusion.

c. We will improve our exit interview process by 31 October 2011 to monitor and analyse why people leave the organisation, in particular maternity non-returners, to ensure there are no potential discrimination issues.

d. We will further develop the HR system by 31 March 2012 to enable collection of diversity data for access to training, promotions, career progression and talent management and analyse the findings to ensure we eradicate any potential discrimination.

e. We will carry out an equal pay audit by 31 July 2012 to ensure there are no inequalities in pay.

f. We will monitor appraisal outcomes by 31 July 2012 to identify if there are any equality issues and plan to eradicate them.

g. We will validate any selection tests used in the recruitment process to ensure they are reliable and culture-free by 31 March 2012.

h. We will openly promote more part-time opportunities to improve workplace inclusion as and when they are available.

i. We will capture data and monitor data on employees with caring responsibilities by 31 March 2012 to ensure we provide the appropriate support to these employees to help them manage their home life issues

j. We will review the new recruitment process on a six monthly basis and analyse the data to ensure we eradicate any potential discrimination in recruitment.

k. We will analyse the results of this year's Employee Opinion Survey and action plan any improvements needed in workplace inclusion.

l. We will monitor dismissals and do some more analysis to ensure there is no detriment to black minority employees.

m. We will continue to build upon the Pay Policy Statement in order that it is as meaningful and transparent as possible.

n. We will develop and fit for purpose Dignity at work Framework , including an Equality Impact assessment and monitoring processes.