

Non-cashable benefits							
	Benefit description	Data Source	Methodology	baseline value	Current value	Target value	Frequency of measurement
427 Fair and Inclusive Culture	Fair & Inclusive index	Staff Survey	Introduced 2019. Includes all Respect + Fair & Inclusive responses	78% (2019)		83%	Biennial
	The organisation feels like a fair and inclusive place to work for specific protected characteristics: BME, Disabled	Staff Survey	Introduced 2019.	59%, 54%		67%	Biennial
	I believe the organisation takes the issues of bullying, harassment and discrimination seriously	Staff Survey	Figure has increased by 2% since 2017. External benchmark is 57%.	67% (2019)		72%	Biennial
	Working Together index	Staff Survey		63% (2019)		68%	Biennial
	% of unknown declarations of ethnicity, disability, religion or belief, sexual orientation, gender identity	Staff Survey	% of respondents who 'skipped' the question	10%, 9%, 14%, 14%, 12% (2019)		-3%	Biennial
	% of unknown declarations of ethnicity, disability, religion or belief, sexual orientation	Our People Data	Snapshot as at 31 March end Q4	9.1%, 13%, 15.3%, 13.1% (2018/19)		-3%	Annual
Accountability & Consequences	Number of mediation cases (non-schools)	HRAS Sharepoint to work	Cases closed during financial year	12		15	Annual
	Number of disciplinary cases (non-schools)	HRAS Sharepoint	Cases closed during financial year	73 (2018/19)		58	Annual
	Number of grievance cases (non-schools)	HRAS Sharepoint	Cases closed during financial year	31 (2018/19)		25	Annual
	% of disciplinary cases resolved within agreed timescales	HRAS Sharepoint	Cases closed during financial year. RAG rating introduced Sep 18 – use figures for period Sep 18 – Mar 19	2018/19 figure TBA			Annual
	% of grievance cases resolved within agreed timescales	HRAS Sharepoint	Cases closed during financial year. RAG rating introduced Sep 18 - use figures for period Sep 18 – Mar 19	2018/19 figure TBA			Annual

	% of disciplinary cases relating to protected characteristics	HRAS Sharepoint	% of cases closed during financial year as listed above	13.7% (2018/19)	10%	Annual
	% of grievance cases relating to protected characteristics	HRAS Sharepoint	% of cases closed during financial year as listed above	TBC (2018/19)		Annual
Learning & Development	Developing People indicator	Staff Survey	5% increase on 2017	72% (2019)	77%	Biennial
	% Completion of specific mandatory equalities training	Learning Gateway	To be developed	TBA by L&D	100%	Annual
	% Completion of recruitment training for hiring managers	Learning Gateway	As specified in Recruitment & Selection Policy	TBA by L&D	100%	Annual
	Evaluation of equalities training	Learning Gateway	Online delegate evaluations – Likert Scales	TBA by OD		Annual
Recruitment, retention & progression	% BME Job Applicants	Tribe Pad	Recruitments closed within period. Expressed as a percentage of all applicants.	17.4% (2018/19)	9.1%	Annual
	% BME Offers/Hires	Tribe Pad	Recruitments closed within period. Expressed as a percentage of BME applicants.	8.3% (2018/19)	9.1%	Annual
	% BME in workforce	Our People Data	Snapshot as at 31 March end Q4	7.37% (2018/19)	9.1%	Annual
	% BME at SO1/2 and above	Corporate KPIs	Snapshot as at 31 March end Q4	6.52% (2018/19)	9.1%	Annual
	% White Other Job Applicants	Tribe Pad	Recruitments closed within period. Expressed as a percentage of all applicants.	14.8% (2018/19)	8.8%	Annual
	% White Other Offers/Hires	Tribe Pad	Recruitments closed within period. Expressed as a percentage of White Other applicants.	10.4% (2018/19)	8.8%	Annual
	% White Other in workforce	Our People Data	Snapshot as at 31 March end Q4	6.77% (2018/19)	8.8%	Annual
	% Disabled Job Applicants	Tribe Pad	Recruitments closed within period. Expressed as a percentage of all applicants.	3.39% (2018/19)	8.0%	Annual
	% Disabled Offers/Hires	Tribe Pad	Recruitments closed within period. Expressed as a percentage of Disabled applicants.	10.8% (2018/19)	8.0%	Annual
	% Disabled in workforce	Our People Data	Snapshot as at 31 March end Q4	7.62% (2018/19)	8.0%	Annual

	% LGB Job Applicants	Tribe Pad	Recruitments closed within period. Expressed as a percentage of all applicants.	17.6% (2018/19)		13%	Annual
	% LGB Offers/Hires	Tribe Pad	Recruitments closed within period. Expressed as a percentage of LGB applicants.	14.1% (2018/19)		13%	Annual
	% LGB in workforce	Our People Data	Snapshot as at 31 March end Q4	12.51% (2018/19)		13%	Annual
	% Reason for Leaving : Bullying, harassment, discrimination	Consultation Portal Exit data		TBA (2018/19)		-5%	Annual
Communities - internal & external	% Residents who feel strongly that they belong to their immediate neighbourhood (Overall)	City Tracker		76% (2018)			Annual
	% Residents who feel strongly that they belong to their immediate neighbourhood by ethnicity (White British)	City Tracker		77.2% (2018)		76%	Annual
	% Residents who feel strongly that they belong to their immediate neighbourhood by ethnicity (BME)	City Tracker		72% (2018)		76%	Annual
	% Residents agree that their local area is a place where people from different backgrounds get on well together (Overall)	City Tracker		94% (2018)			Annual
	% Residents who agree that people from different backgrounds get on well together in their local area by ethnicity (White British)	City Tracker		93.6% (2018)		94%	Annual
	% Residents who agree that people from different backgrounds get on well together in their local area by ethnicity (BME)	City Tracker		93.8% (2018)		94%	Annual
	% Residents who are satisfied with the Council overall (All residents)	City Tracker		54% (2018)		59%	Annual

