

2011 Workforce Monitoring in Natural England

Executive Summary

This analysis has been conducted to examine if certain workforce procedures, such as take up of training opportunities, performance management ratings, recruitment and grievances, are more common than expected amongst certain demographic groups.

Natural England's total workforce comprises 2,287 permanent and fixed term appointment people. Of those who have provided their diversity information 53% are women, 5.6% have a disability, 1.6% are from Black and Minority Ethnic (BAME) groups, 1.01% are Lesbian, Gay or Bisexual (LGB), 28% are Christian with 2.1% having another religion/faith – see data at Annex A.

Where we have grouped some minority populations it is not to imply that we believe any one group is more or less important than another it is where groups are so statistically small that individually we are unable to gather any meaningful data and to adhere to our policy not to report where there are 10 people or less in an individual group.

In terms of age, 45-49 year olds comprise the largest age group in Natural England, closely followed by 35-39 and 40-44 year olds. Whilst 86% of employees aged under the age of 30 are in our Support Adviser (AO equivalent) and Adviser (EO equivalent) grades.

Introduction

This analysis has been conducted to examine if certain workforce procedures, such as take up of training opportunities and grievances, are more common than expected for certain demographic groups. Owing to there being insufficient data for some diversity groups, it was not possible to conduct statistical tests to understand the significance of such differences. Instead, the actual observed proportions were examined (e.g. the proportion of learning opportunities accesses by men and women) and compared with the proportions of the actual working population (e.g. the proportion of male employees compared with female employees). For this reason, observed frequencies are often described as being higher or lower 'than expected'. This is assuming that workforce patterns reflect the patterns observed in the actual population. For instance if 60% of employees were women, we would expect that 60% of take up of learning opportunities, or thereabouts, would be by women.

The report does not describe every difference observed, but instead it focuses on those results that demonstrate particularly large deviations from the expected values, and therefore may be due to reasons other than chance fluctuations. However it is important to note that no single result should be taken in isolation and there are likely to be interdependencies. For instance if a disproportionate number of women work at low grades, and low grades are linked with disciplinary proceedings, then women accounting for a higher rate of disciplinary cases may be the result of working at lower grades rather than being female.

The following workforce procedures have been examined: (i) Take up of training opportunities; (ii) Performance management ratings; (ii) Disciplinary procedures; (iv) Grievance procedures. These procedures were analysed to look for biases according to employees' Work grade; Gender; Age; Ethnicity; Disability; Sexual orientation; Religion or faith and Working pattern (full-time or part-time).

In some cases, the number of employees undergoing a particular procedure was too low to reliably understand and identify demographic patterns caused by organisational bias. These results are highlighted in the appropriate sections of the report. Where only slight, or no, notable differences were observed, these results have not been discussed in any detail in this report.

Diversity data is requested from employees on a voluntary basis and the analysis has been conducted only on those individuals that supplied that data 17.5% of employees do not declare their ethnicity, 46% do not declare their sexual orientation, 45% do not record their religion/faith, 30% do not declare whether or not they have a disability.

Employee profile

In total, Natural England's current employee profile contains 2,287 employees spread across three job families and five pay grade levels. The majority of employees are in the Lead Adviser grade (HEO equivalent), with 98% at Grade 7 or below.

The data can be viewed in tabular format at Annex A to this document where there is more detail for smaller populations and Annex B where there are greater populations.

Natural England's workforce comprises a slightly higher proportion of women (53.1%) than men (46.9%), reflecting the general population. However, proportionately more women continue to work at the lower grades, whereas proportionately more men work at senior grades.

Known disabled employees currently make up only 5.6% of Natural England's working population, compared with 24% of the general population. The data indicates that proportionately, slightly more disabled employees work at the lower grades whereas proportionately, slightly more non-disabled employees work at senior grades.

Whilst employees from white ethnic groups comprise 98.4% of the current workforce, employees from BAME groups comprise 1.6%. This is lower than the general population where BAME ethnic groups represent 13% of the general population.

Over 88% of Natural England's current workforce is aged 30-59 years, with 45-49 year olds comprising the largest group. 20-29 year olds represent only 7.5% of Natural England's workforce compared with 21% of England's working age population.

When examining the findings in this section, it is important to note that 17.5% of employees do not declare their ethnicity, 46% do not declare their sexual orientation, 45% do not record their religion/faith, 30% do not declare whether they have a disability.

Take up of training opportunities

This data has been produced in both chart and tabular format for ease of use, see Annexes C and D.

The take up of training opportunities was lower than expected by the Support Adviser (AO equivalent) and Principal Specialist (Grade 7 equivalent) levels compared the overall population and higher than expected at Team Leader (SEO equivalent) level.

Take up was similar to the full population for people with a disability and significantly higher by people in BAME (75% of the population) and LGB groups (80% of the population compared to the overall population of 57% and 62%).

The number of part-time employees taking up training was slightly lower than expected (6% less than the overall population) and whilst this is only slightly lower, taken in conjunction with the lower appraisal ratings this is an area we need to monitor.

Natural England has introduced a range of different learning methods to enable different groups to access more training opportunities, in particular increasing the number of e-learning courses available and undertaking more webinars. This includes a range of diversity e-learning module and in 2012/13 we'll include a further module on Understanding Bias. To date 129 people have completed 299 diversity e-learning courses between them. We have therefore asked staff to complete the Equality Essentials module by the end of this year as part of their development plans.

Performance management ratings

This data has been provided in both chart and tabular format for ease of use, see Annexes E and F.

The Support Adviser Group (AO equivalent) had lower ratings compared to the population whilst the more senior groups had higher ratings compared to the overall population.

Part time employees, people with a disability and the 65-69 age group also had lower ratings compared to the populations.

Natural England monitors the ratings on a quarterly basis and at the end of the appraisal year. In 2010 it was identified that that the ratings for younger and older people were significantly lower than other groups and work done to address this has resulted in more balanced outcome in 2011.

This year teams are continuing to focus on the ratings for all age groups as well as for part-time employees.

Discipline and Grievance procedures

There have been very few of these in 2011, three disciplinary cases and three grievances raised during the period.

These were all in the three lower pay groups where employees account for 68.5% of the population. There were no other diversity trends or issues.

Recruitment

The data is shown in both chart and tabular format to increase accessibility where software cannot read charts, see Annexes G and H.

The applicant profile reflects the workforce profile in that we have very few applicants from the diversity groups where we have low representation.

Significantly more women than men were appointment compared to the overall population of applicants, although the overall number of both genders appointed is equal.

Return to work rates after maternity leave

The return to work rates of people on maternity leave wasn't a true picture in 2011. Five of the 59 people who were due to return did not do so, one left at the end of her maternity leave but the remainder all took the opportunity to leave under a Voluntary Redundancy programme running at this time and left during their maternity leave. This is something we will monitor in future years for patterns.

Other work completed to date

We have set up a Diversity Steering Group in Natural England to progress diversity within the organisation. The group comprises Diversity Champions who lead on the agenda for particular groups of people and are supported by Diversity Ambassadors and other volunteers.

We undertake Equality Impact Assessments on our policies and programmes. And whilst we recognise that there is now legal requirement to continue this, we have decided that we will continue to undertake these as a robust method of ensuring we take diversity considerations into account in both our internal and external work. We have published a number of existing assessments on our website.

We undertake benchmarking exercises for Gender, Disability and LGB with Opportunity Now, Employers Forum on Disability and Stonewall to identify areas where we can improve our policies and procedures both for our staff but also in other areas such as procurement. As a consequence of the Stonewall benchmark in 2010 we were encouraged to set up our LGBT network. We now have other active diversity networks within the organisation both by characteristics but also by location

e.g. a Peterborough diversity group. The aim of both types of group is to support our employees and increase their diversity awareness and knowledge. We also operate disability leave which allows people with a disability with an opportunity to take paid time off for treatment without using sick leave, so far 10% of disabled people have used this facility.

In autumn 2011 we responded to the Government's consultation on increased Pension contributions and reviewed our equality data to both inform our response as well as provide data to Cabinet Office to support the wider consultation process. We also undertake an annual equal pay audit and our more recent pay awards have been targeting lower paid people as a consequence of these audits.

In terms of the gender pay gap a recent study by the Office of National Statistics found there had been a 1.9% increase in women's average earnings - up from £11.69 an hour to £11.91 in 2011 compared to a 0.8% rise from £13 to £13.11 per hour for men. In comparison with Natural England in 2011 our equivalent rates of pay are £16.30 for men and £13.84 for women.

Also within Natural England men are higher earners in both full-time and part-time employment where as the UK National average shows female part-time workers earn on average 5.6% more than their male counterparts.

The gender pay gap within Natural England in 2011 is 13.5% compared to the UK National average of 19.5% in 2011 and a 19.8% gap in 2010.

A summary of our gender pay gap data is shown below:

Median hourly earnings excluding overtime with gender pay differences

National UK Figures	Men's hourly earnings			Women's hourly earnings			Percentage pay difference (men/women)		
	Full-time	Part-time	All	Full-time	Part-time	All	Full-time	Part-time	All
2010	13.00	7.67	12.34	11.69	8.00	9.89	10.1	-4.3	19.8
2011	13.11	7.67	12.42	11.91	8.10	10.00	9.1	-5.6	19.5
Natural England 2011	16.3	15.74	16.3	13.84	14.72	14.1	15.1	6.48	13.5

Work going forward

We have gathered more data on joiners, leavers, promotions and temporary promotions (see below) and our focus now needs to be on understanding this data and what is happening internally, particularly where there is greater potential for subjective decision making.

We also need to gather and understand more information on external applicant diversity and find a way to encourage more people to supply their data to help with that understanding.

There are also gaps in our knowledge of our own employees due to the lack of data in some of the groups and we need to work with our employee diversity networks to encourage more people to complete their diversity data.

We have purchased a range of diversity e-learning courses and to date the take up has been low so we need to make greater use of diversity training for all employees to increase their knowledge and awareness. We have therefore asked all employees to complete the Equality Essentials module by the end of this year as part of their development plans as well as planning to introduce a new module on understanding bias.

Annex A – Workforce distribution data

Category	Sub Category	Current Employees	Joiners	Leavers	Promotions	Temporary Promotions
Grade	Support Adviser (AO)	12.51%	22.22%	14.96%	0.00%	27.55%
	Adviser (EO)	18.06%	11.11%	18.30%	0.00%	31.63%
	Lead Adviser, Group Coordinator, Specialist (HEO)	38.52%	44.44%	39.06%	40.74%	30.61%
	Senior Adviser, Team Leader, Senior Specialist (SEO)	22.34%	11.11%	20.09%	25.93%	9.69%
	Principle Adviser, Manager, Principal Specialist (Grade 7/6)	7.56%	11.11%	7.14%	33.33%	0.51%
	Executive (SCS)	1.01%	0.00%	0.45%	0.00%	0.00%
Gender	M	46.61%	77.78%	43.75%	55.56%	35.20%
	F	53.39%	22.22%	56.25%	44.44%	64.80%
Disability	Disabled	5.60%	0.00%	6.03%	3.70%	7.14%
	Non-Disabled	67.69%	44.44%	62.95%	70.37%	62.24%
	Unknown	26.72%	55.56%	31.03%	25.93%	30.61%
Ethnicity	White	81.37%	55.56%	79.69%	74.07%	76.53%
	BAME	1.66%	0.00%	2.23%	0.00%	0.51%
	Unknown	16.97%	44.44%	18.08%	25.93%	22.96%
Age	< 29	7.48%	44.44%	10.49%	18.52%	19.39%
	30-39	30.08%	22.22%	23.21%	37.04%	34.69%
	40-49	35.02%	33.33%	22.10%	22.22%	28.06%
	50-59	23.44%	0.00%	32.37%	18.52%	15.82%
	>60	3.98%	0.00%	11.83%	3.70%	2.04%
Work Pattern	FT	81.90%	88.89%	70.54%	100.00%	85.71%

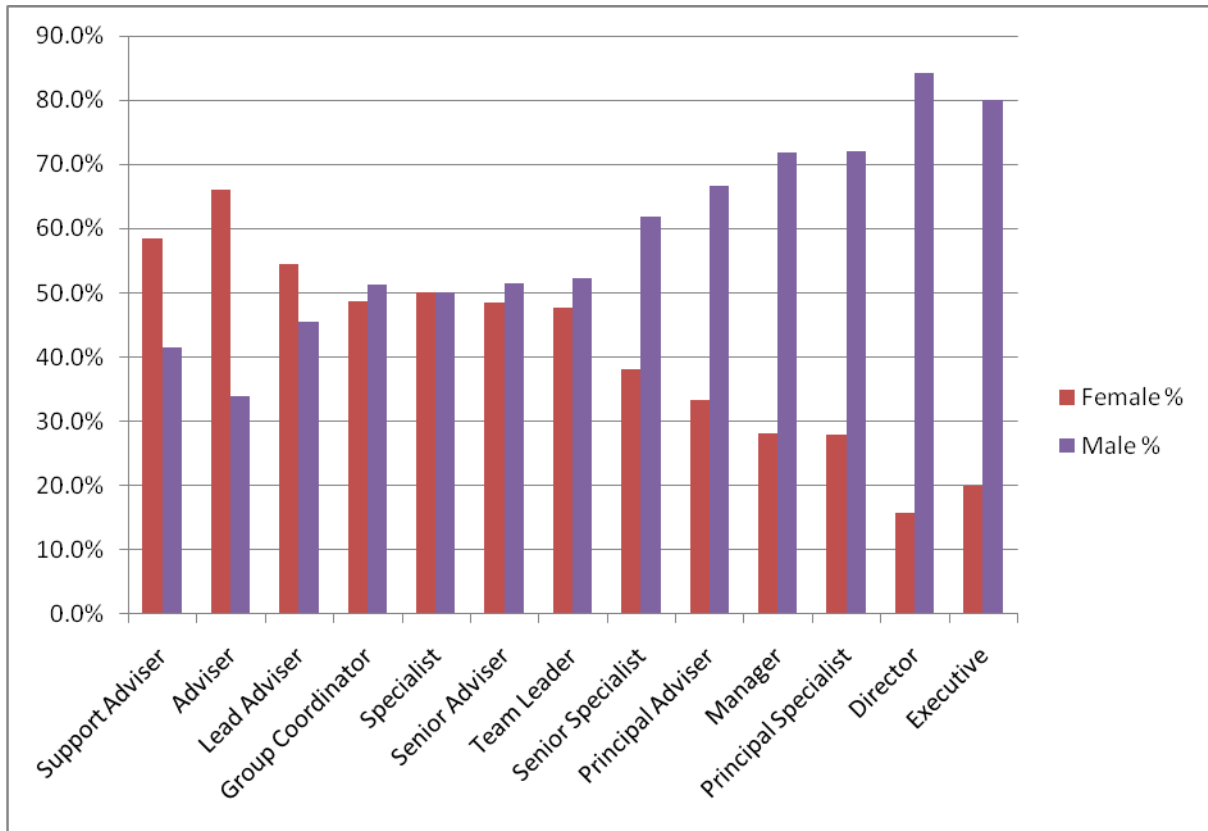
	PT	18.10%	11.11%	29.46%	0.00%	14.29%
Belief	Christian	28.12%	11.11%	29.69%	25.93%	30.10%
	Buddhist	0.52%	0.00%	0.45%	0.00%	0.51%
	Other Religion (see below)	1.58%	0.00%	2.68%	0.00%	0.51%
	No Religion	24.88%	33.33%	21.21%	37.04%	23.98%
	Unknown	44.91%	55.56%	45.98%	37.04%	44.90%
Sexual Orientation	Heterosexual/Straight	53.08%	44.44%	51.12%	62.96%	47.96%
	LGB	1.01%	11.11%	1.34%	0.00%	1.53%
	Unknown	45.91%	44.44%	47.54%	37.04%	50.51%

We have grouped other religions and faiths as the individual religions and faiths are so statistically small that individually we are unable to report any meaningful outcomes and to adhere to our policy not to report where there are 10 people or less in an individual group. This is not to imply that we believe any one religion or faith is more or less important than another.

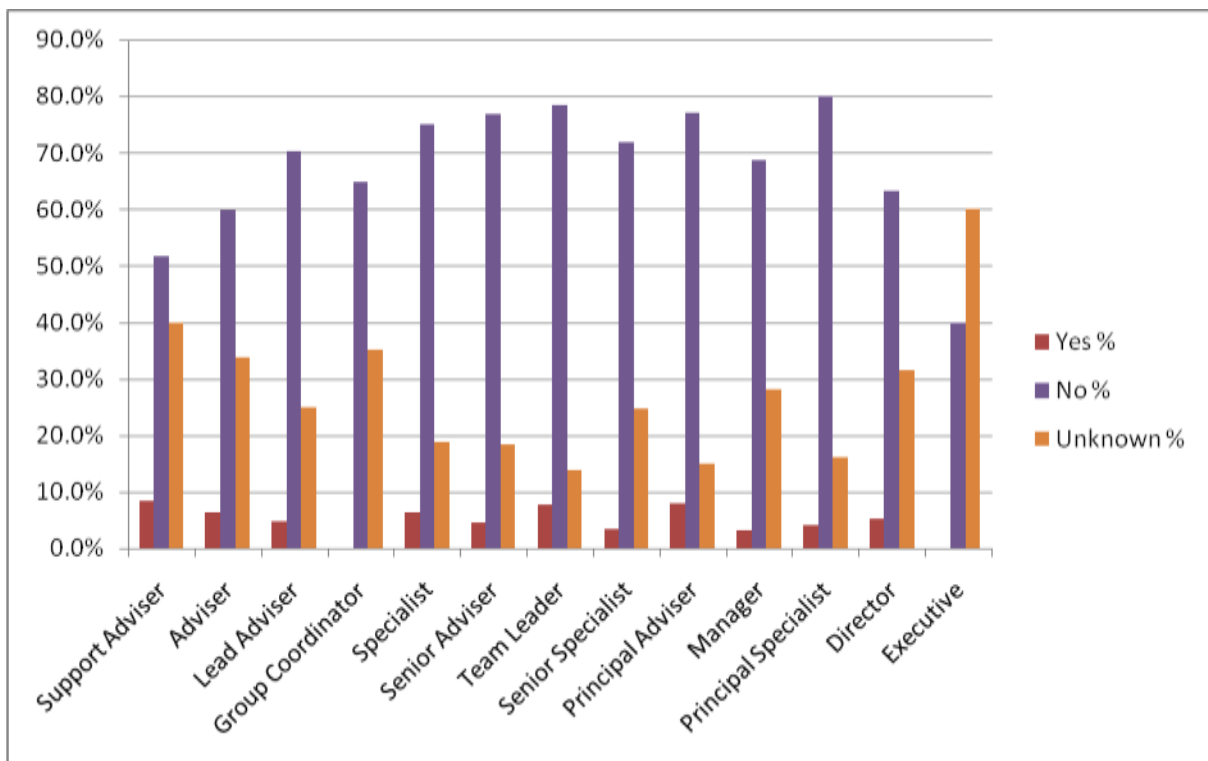
In this instance Other Religions include Hindu, Muslim and Sikh.

Annex B - Distribution of workforce by protected characteristic

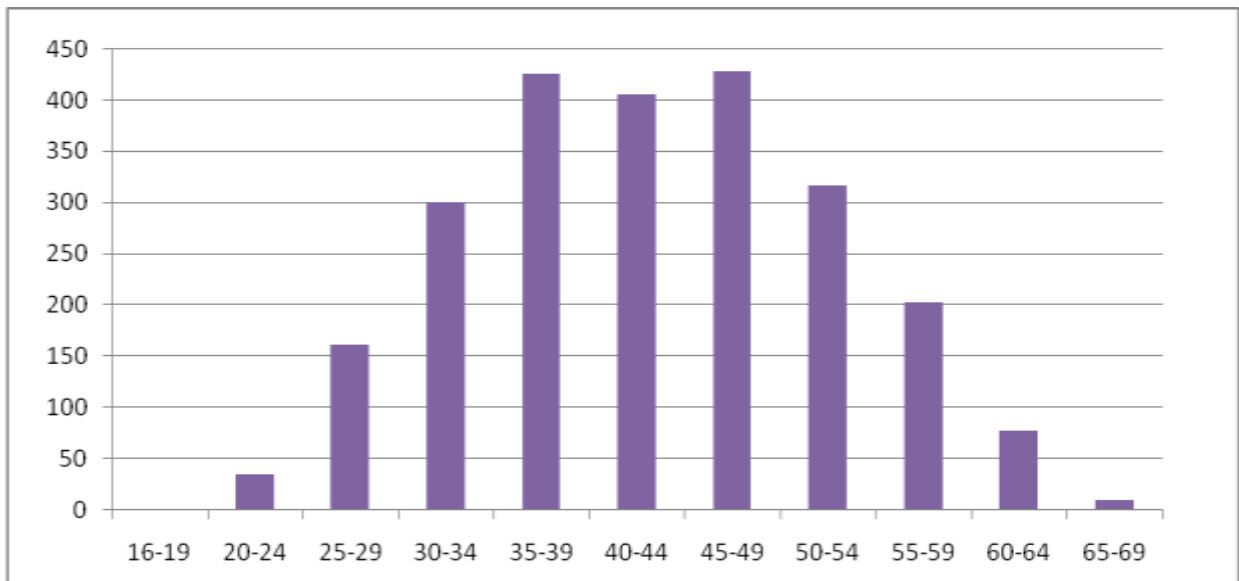
Gender distribution across pay levels



People with a disability distribution across pay levels

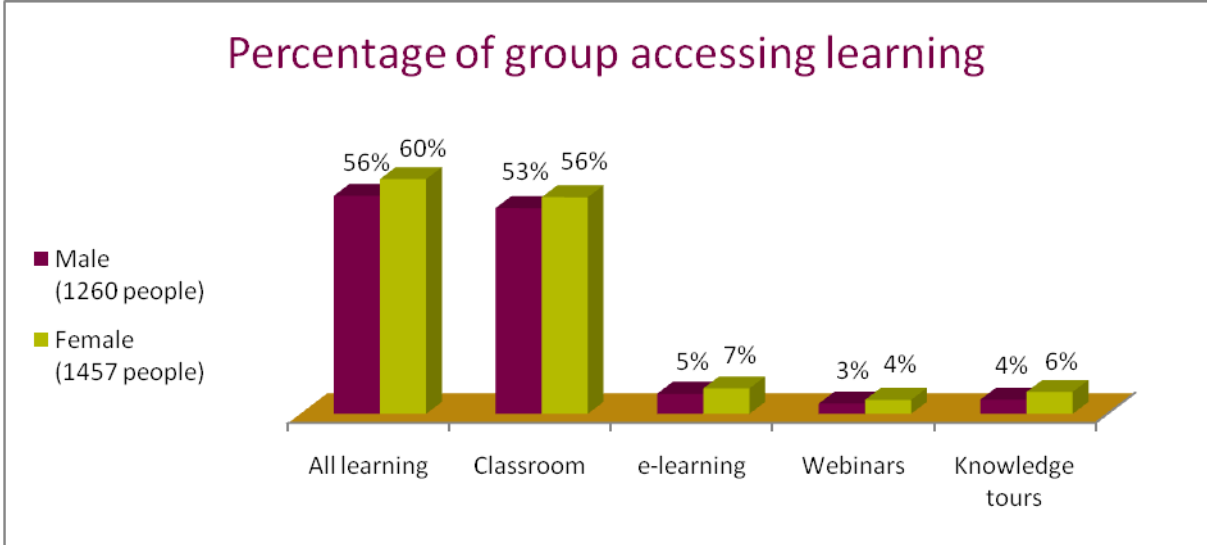


Age distribution across the organisation

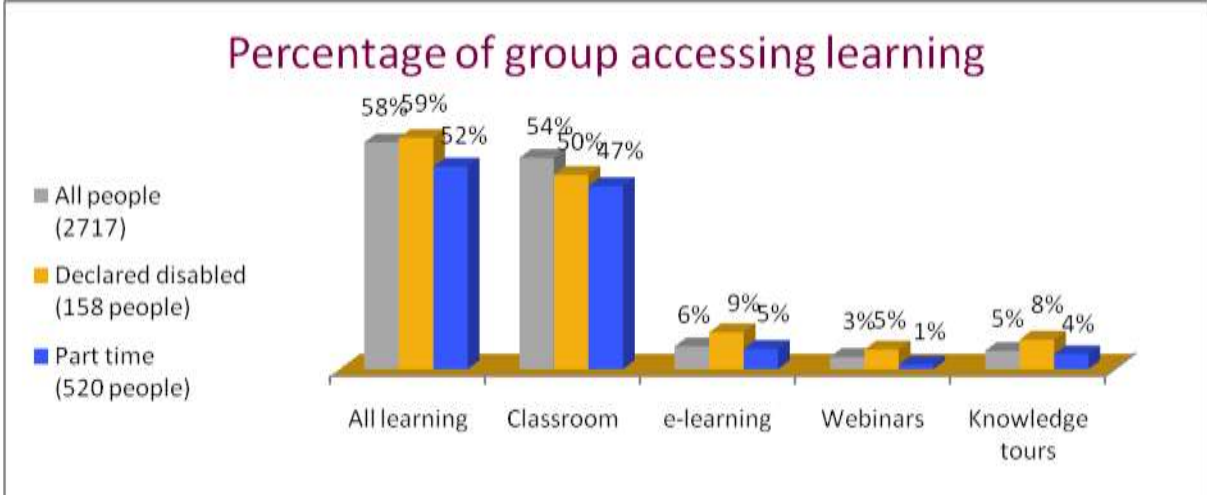


Annex C - Learning and Development: training attended by protected characteristic

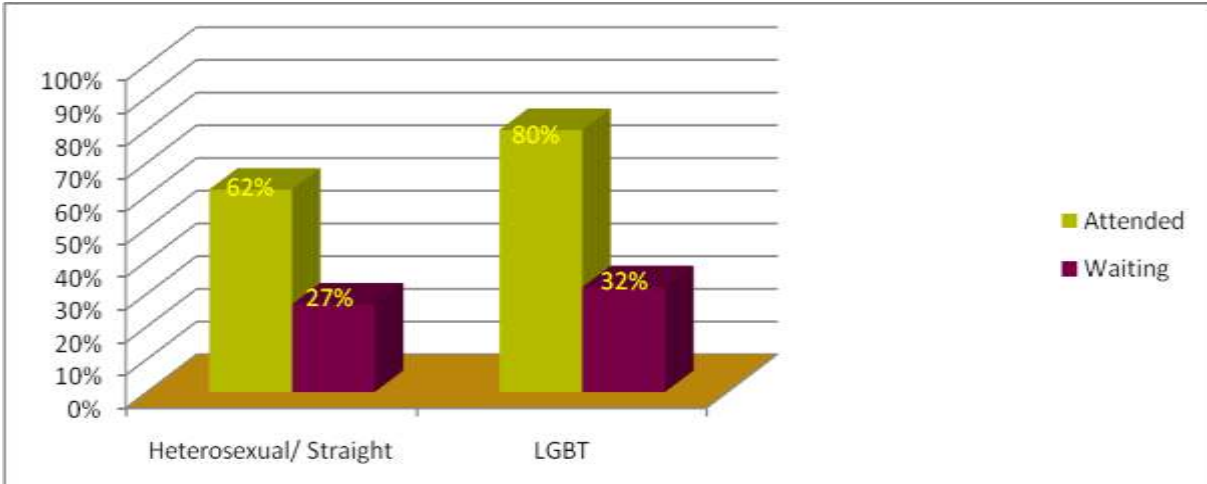
Gender



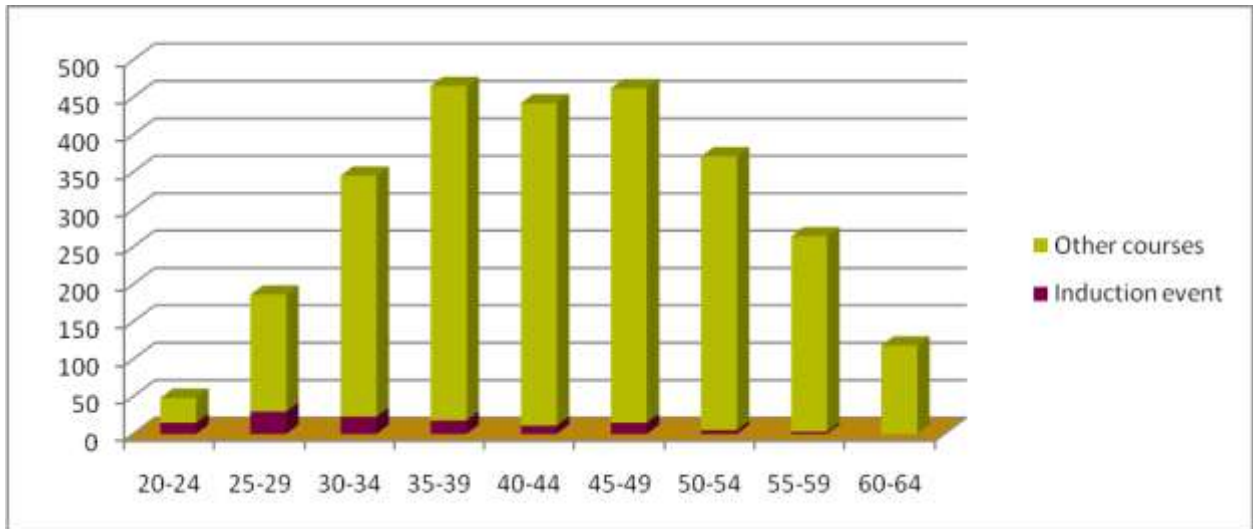
Disability



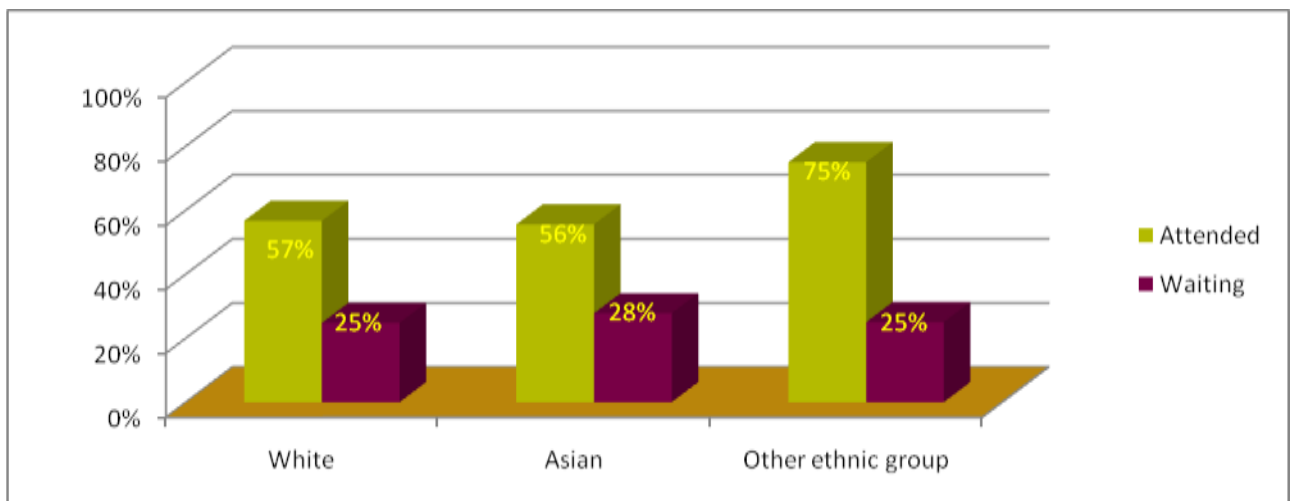
Sexual orientation



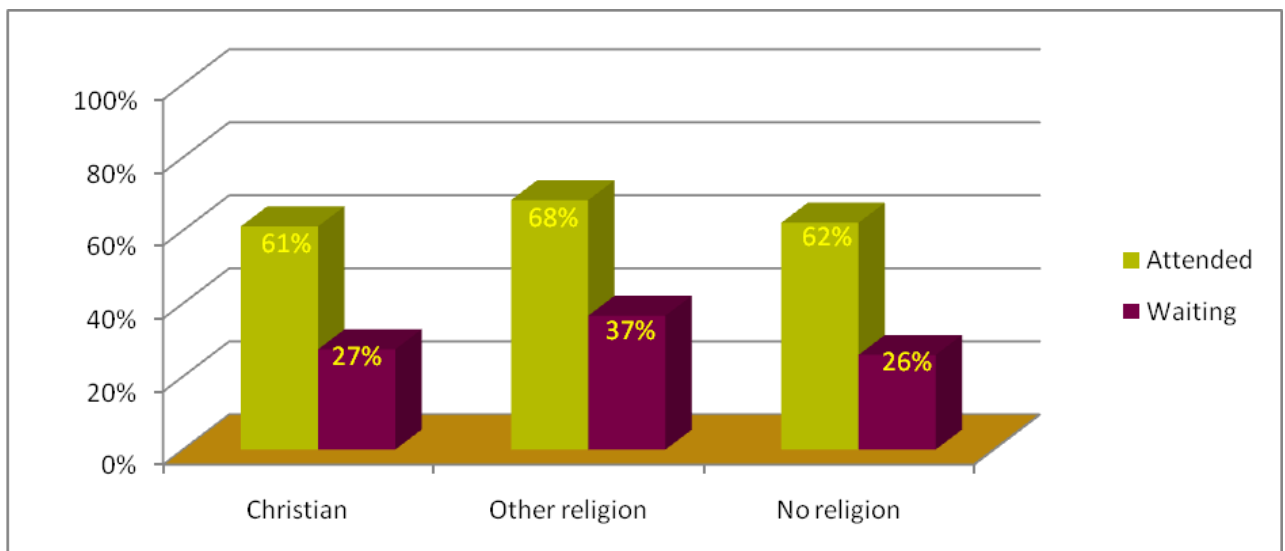
Age



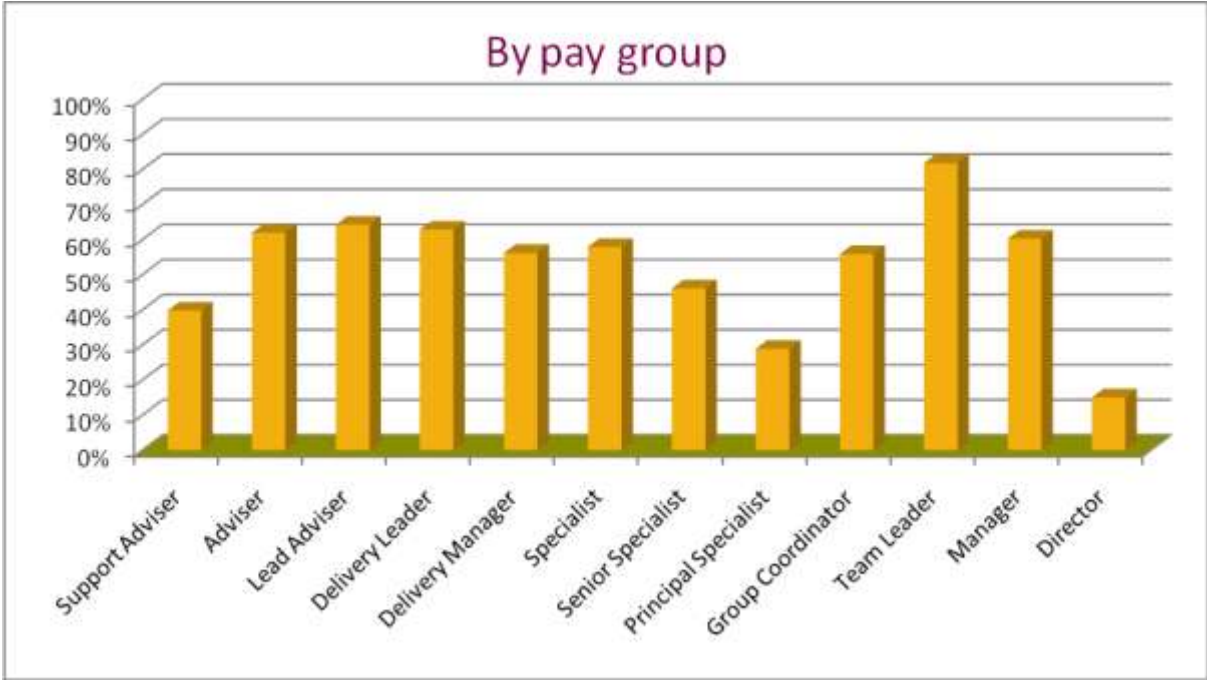
Race



Religion and belief



Pay group



Annex D - Learning and Development: training attended by protected characteristic

Gender

Events	Female	Male
Classroom	56%	53%
e-learning	7%	5%
Webinars	4%	3%
Knowledge tours	6%	4%
All modes	60%	56%

Disability

	Yes	All people
Classroom	50%	54%
e-learning	9%	6%
Webinars	5%	3%
Knowledge tours	8%	5%
All modes	59%	58%

Sexual orientation

	Heterosexual	LGBT	All people
Classroom	57%	72%	54%
e-learning	7%	20%	6%
Webinar	3%	0%	3%
Knowledge tour	5%	8%	5%
All modes	62%	80%	58%

Age

	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64
Classroom	69%	75%	61%	52%	54%	52%	54%	47%	36%
e-learning	4%	9%	8%	6%	7%	5%	6%	4%	2%
Webinar	0%	5%	4%	3%	3%	2%	4%	3%	2%
Knowledge tour	4%	6%	3%	4%	4%	6%	5%	5%	7%
All modes	69%	78%	64%	55%	57%	58%	60%	51%	42%

Race

	White	Asian	Other declared race	All people
Classroom	53%	50%	54%	54%
e-learning	6%	11%	14%	6%
Webinar	3%	0%	4%	3%
Knowledge tour	5%	6%	18%	5%
All modes	57%	56%	75%	58%

Religion and belief

	Christian	Other Religions	No Religion	All people
Classroom	57%	62%	58%	54%
e-learning	7%	15%	6%	6%
Webinar	3%	3%	4%	3%
Knowledge tour	5%	3%	4%	5%
All modes	61%	68%	62%	58%

We have grouped other religions and faiths as the individual religions and faiths are so statistically small that individually we are unable to report any meaningful outcomes and to adhere to our policy not to report where there are 10 people or less in an individual group. This is not to imply that we believe any one group is more or less important than another .

In this instance Other Religions include Buddhist, Hindu, Muslim and Sikh.

Training attended by pay group

By pay group	Classroom	e-learning	Webinar	Knowledge tour	Any event
Support Adviser	34%	3%	1%	7%	40%
Adviser	58%	5%	3%	4%	62%
Lead Adviser	61%	6%	3%	4%	64%
Delivery Leader	57%	9%	5%	5%	63%
Delivery Manager	51%	10%	0%	7%	56%
Specialist	51%	15%	4%	5%	58%
Senior Specialist	40%	5%	5%	6%	46%
Principal Specialist	24%	0%	2%	4%	29%
Group Coordinator	56%	0%	0%	0%	56%
Team Leader	81%	11%	7%	3%	82%
Manager	60%	5%	0%	5%	60%
Director	10%	0%	0%	5%	15%

Training time by protected characteristic

Average events per person

	Male	Female
Classroom	1.41	1.55
e-learning	0.09	0.10
Webinar	0.01	0.01
Knowledge tour	0.04	0.06
All modes	1.55	1.72

	Declared disabled	All people
Classroom	1.47	1.49
e-learning	0.12	0.10
Webinar	0.02	0.01
Knowledge tour	0.08	0.05
All modes	1.69	1.64

Average days per person

	Male	Female
Classroom	1.54	1.47
e-learning	1.59	1.25
Webinar	0.35	0.33
Knowledge tour	1.00	1.00
All modes	1.50	1.40

	Declared disabled	All people
Classroom	1.60	1.50
e-learning	0.88	1.38
Webinar	0.31	0.33
Knowledge tour	1.00	1.00
All modes	1.42	1.44

Annex E - Performance management ratings: distribution by protected characteristic

The 2010/11 performance ratings show that 9% of our people were rated as 'excellent' (1) and 50% as 'very good' (2). People rated as "unsatisfactory" (4) remains at a relative constant of just around 1%.

Quality assurance

Everybody's ratings undergo a two-stage quality assurance process which helps improve consistency and allows the organisation to identify areas where action may be necessary. Ratings are first Quality Assured (QA'd) within teams, then a Sub Group of our Directors. QAs have also taken place across teams to ensure consistency.

Diversity areas for action

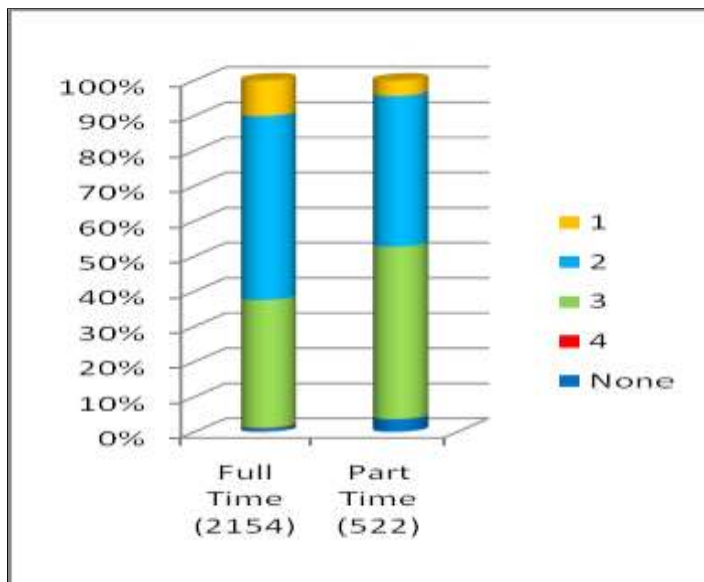
Ratings:

- The Group were pleased that ratings for both younger and older people were more representative this year which shows a positive improvement compared to last year.
- The Group did feel however that the balance between full time and part time ratings needed to be monitored in 2011/12.

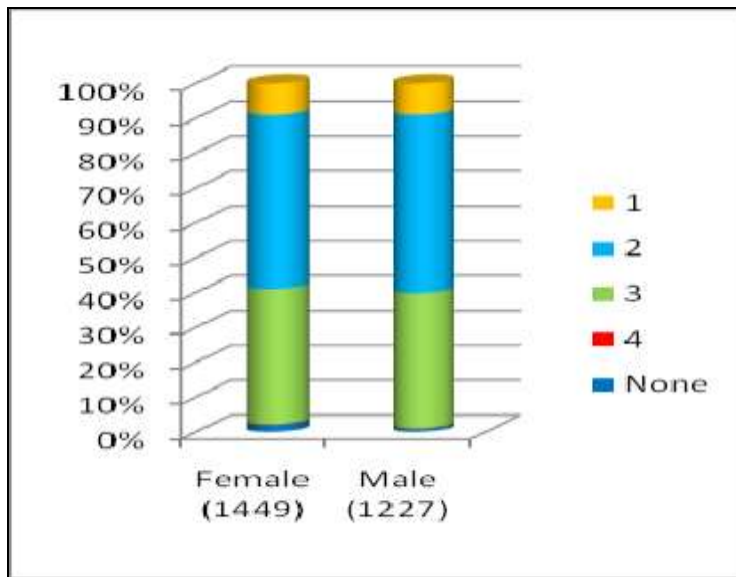
Quality Assurance:

- Ratings of Excellent or Very Good appear to be greater the higher up the organisation, so in 2011/12 all QAs need to ensure ratings are being consistently applied and considered at all levels within Natural England.
- Teams to continue to review the balance of ratings for all age groups as well as focus on the consistency of rating given to part time people compared to their full time counterparts.

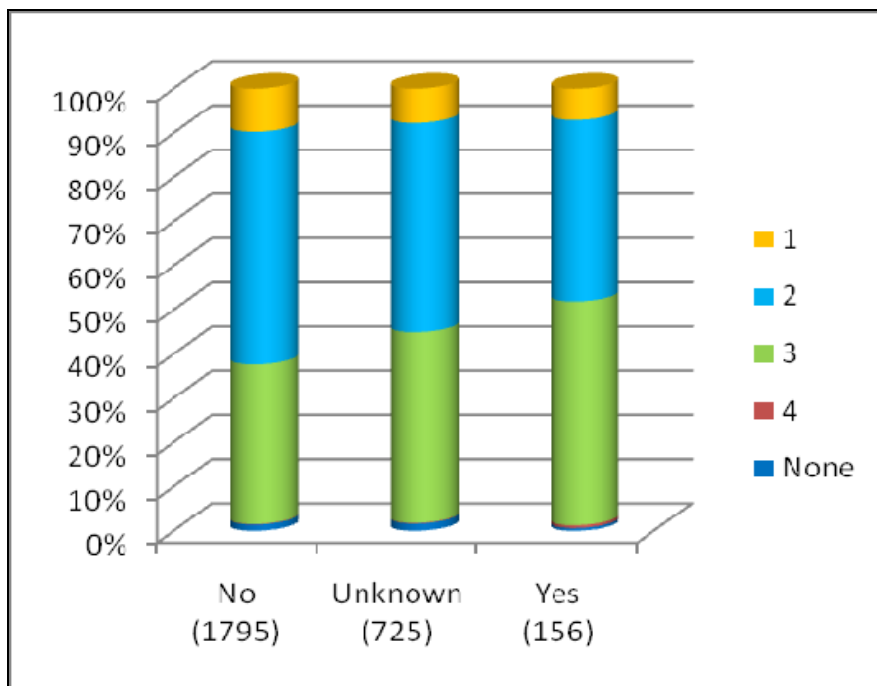
Working pattern



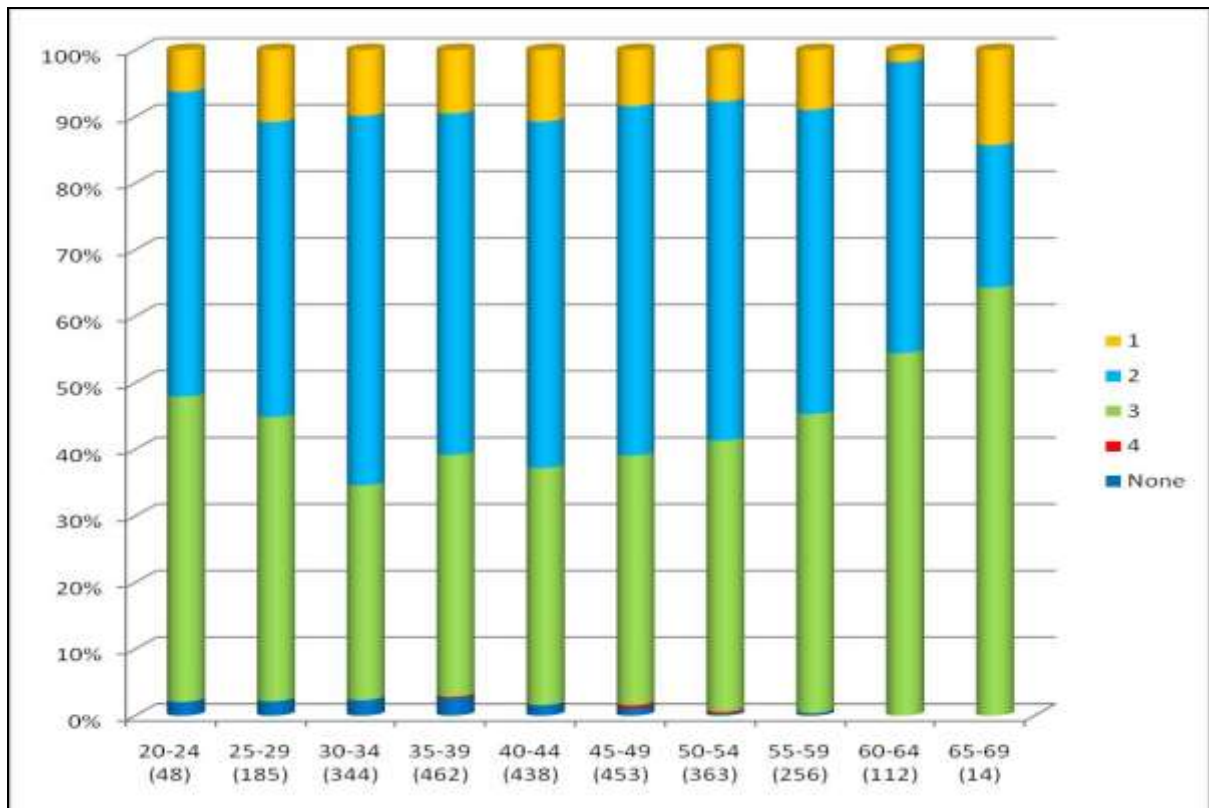
Gender



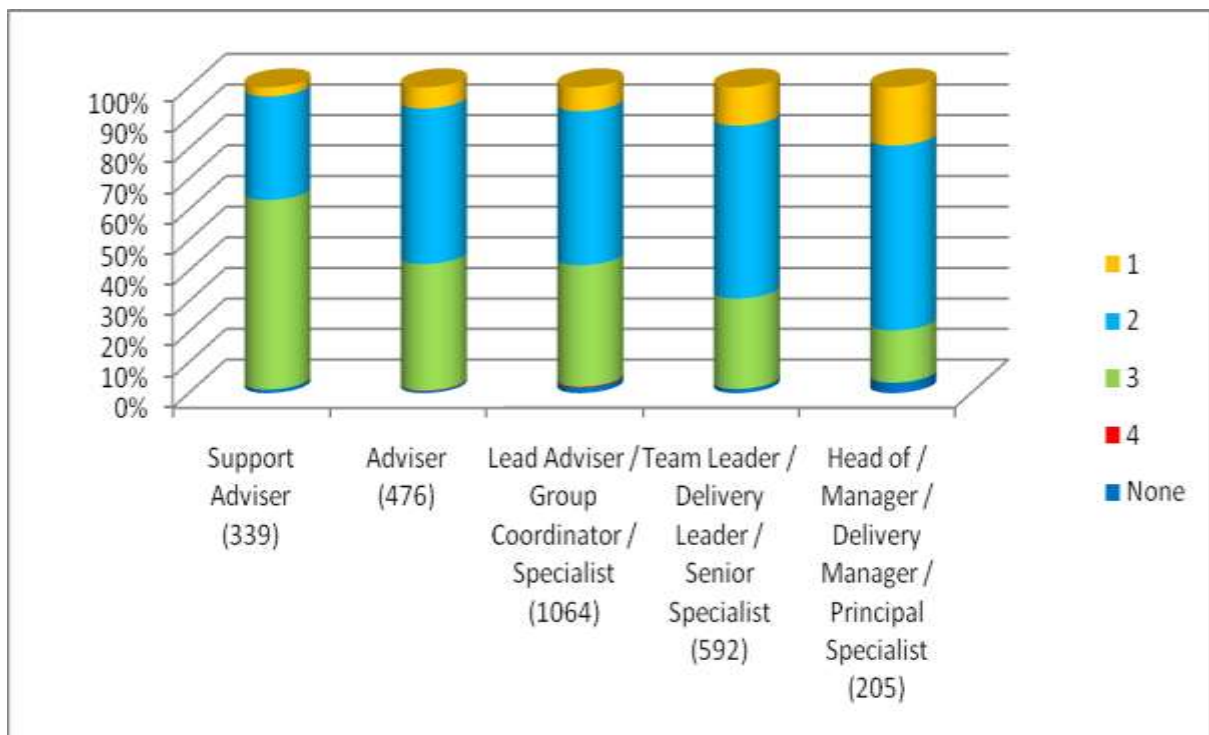
Disability



Age



Distribution by pay group



Annex F - Performance Management ratings: distribution by protected characteristic

Working pattern

	None	4	3	2	1
Full Time	0.93%	0.19%	36.40%	52.37%	10.12%
Part Time	3.64%	0.00%	49.04%	42.91%	4.41%

Gender

Gender	None	4	3	2	1
Female	2.00%	0.14%	38.85%	49.97%	9.04%
Male	0.81%	0.16%	38.88%	51.18%	8.96%

Disability

Disability	None	4	3	2	1
No	1.45%	0.11%	36.10%	52.65%	9.69%
Unknown	1.66%	0.14%	43.17%	47.31%	7.72%
Yes	0.64%	0.64%	50.64%	41.03%	7.05%

Age

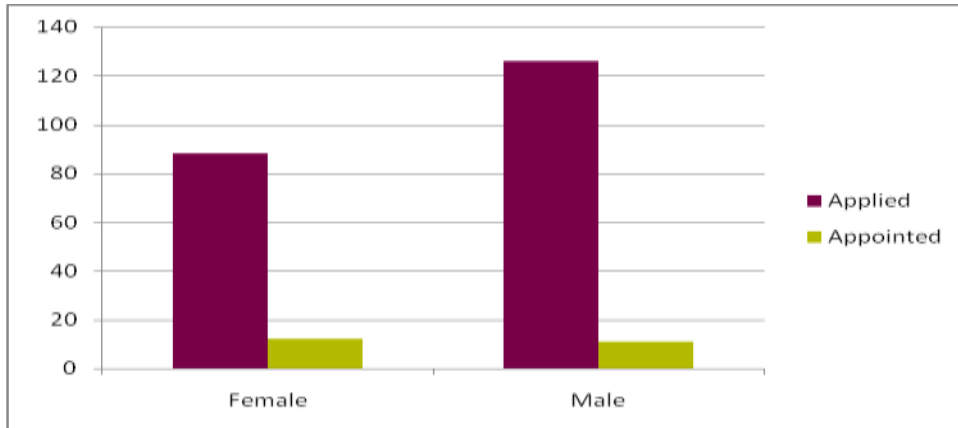
Age Range	None	4	3	2	1
20-24	2.08%	0.00%	45.83%	45.83%	6.25%
25-29	2.16%	0.00%	42.70%	44.32%	10.81%
30-34	2.33%	0.00%	32.27%	55.52%	9.88%
35-39	2.60%	0.22%	36.36%	51.30%	9.52%
40-44	1.60%	0.00%	35.62%	52.05%	10.73%
45-49	1.10%	0.44%	37.53%	52.54%	8.39%
50-54	0.28%	0.28%	40.77%	50.96%	7.71%
55-59	0.39%	0.00%	44.92%	45.70%	8.98%
60-64	0.00%	0.00%	54.46%	43.75%	1.79%
65-69	0.00%	0.00%	64.29%	21.43%	14.29%

Distribution by Pay Group

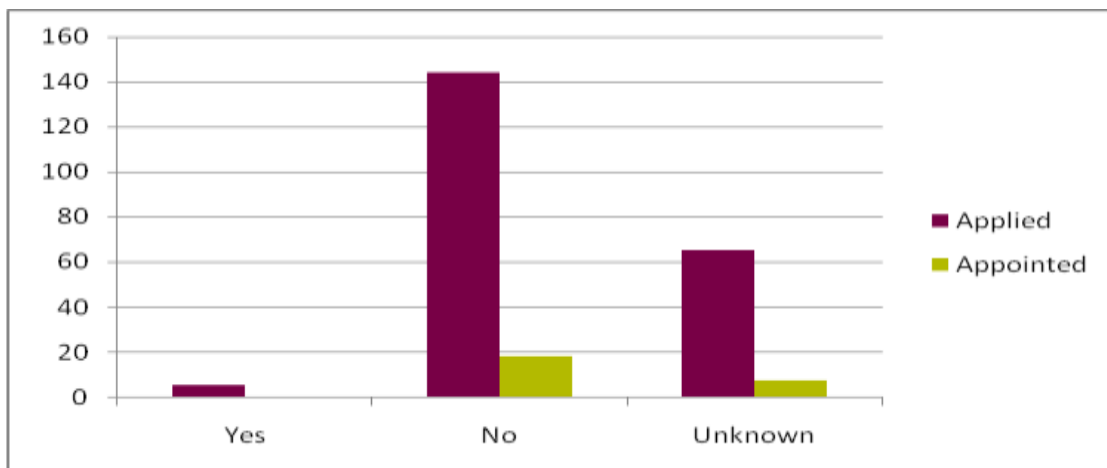
Role	None	4	3	2	1
Support Adviser	1.18%	0.00%	61.95%	33.92%	2.95%
Adviser	0.63%	0.21%	41.39%	50.84%	6.93%
Lead Adviser / Group Coordinator / Specialist	1.79%	0.28%	39.76%	50.38%	7.80%
Team Leader / Delivery Leader / Senior Specialist	1.35%	0.00%	29.56%	56.59%	12.50%
Head of / Manager / Delivery Manager / Principal Specialist	2.44%	0.00%	17.07%	60.49%	20.00%

Annex G – Recruitment: distribution of applications by protected characteristic 1.4.11-30.11.11 - covering 27 Recruitments

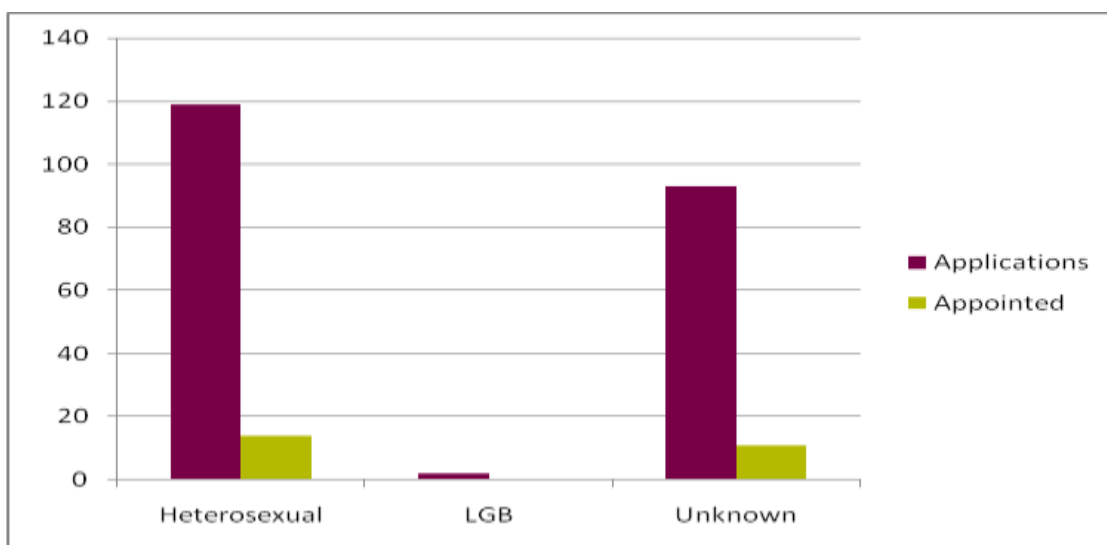
Gender



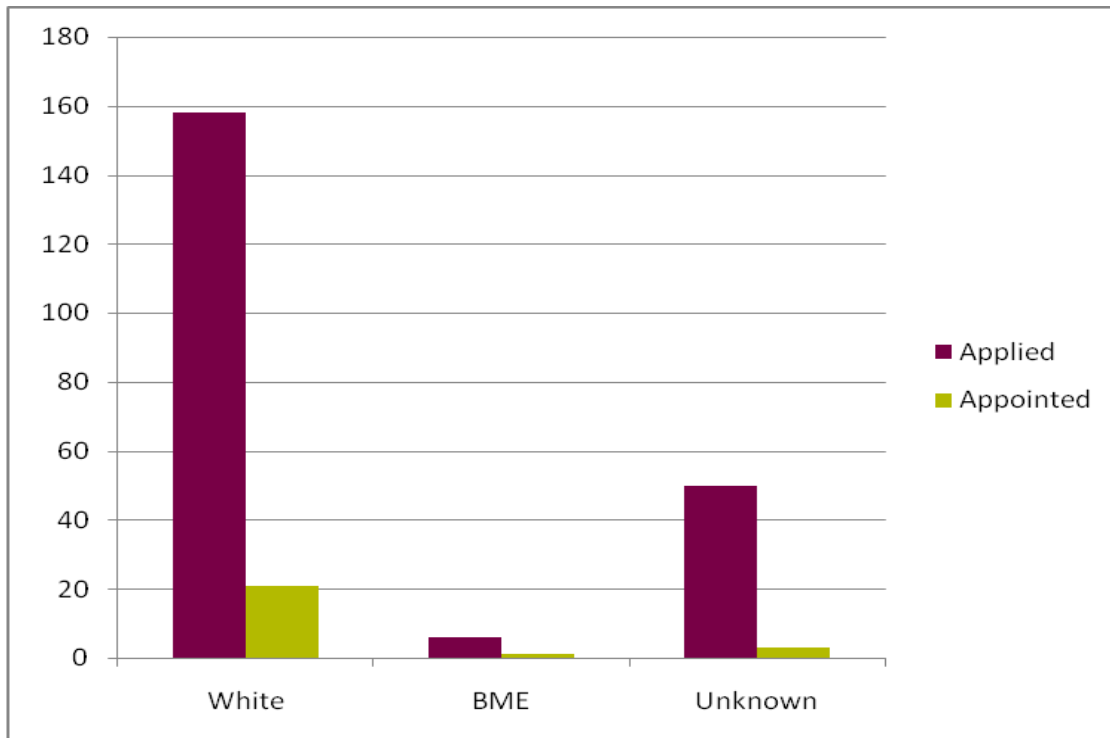
Disability



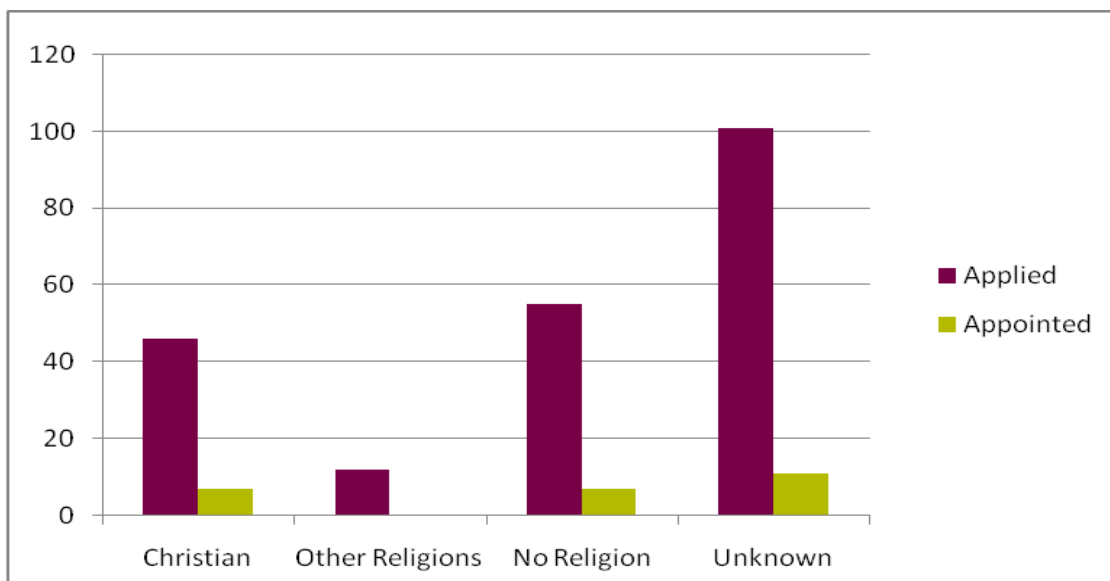
Sexual orientation



Race



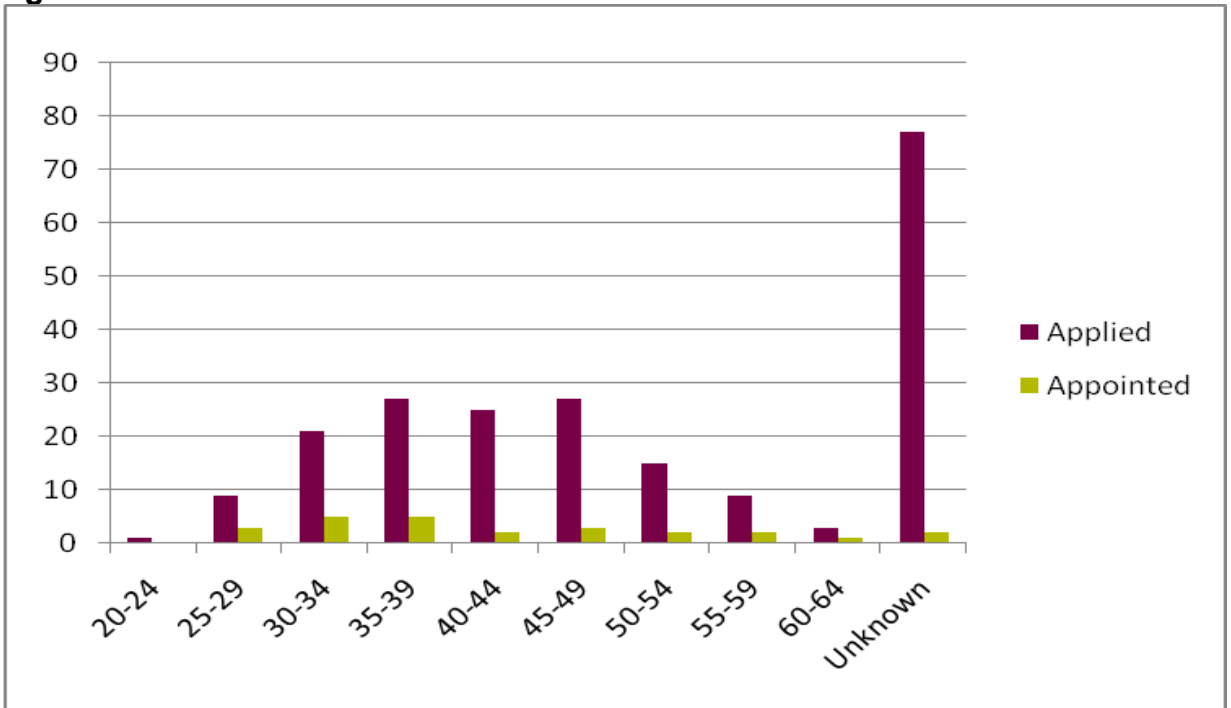
Religion and faith



We have grouped other religions and faiths as the individual religions and faiths are so statistically small that individually we are unable to report any meaningful outcomes and to adhere to our policy not to report where there are 10 people or less in an individual group.

In this instance Other Religions include Buddhist and Sikh.

Age



Annex H – Recruitment: distribution of applications by protected characteristic 1.4.11-30.11.11 – covering 27 recruitments

Gender

	Female	Male
Applied	88	126
Appointed	12	11

Race

	White	BME	Unknown
Applied	158	6	50
Appointed	21	1	3

Disability

	Yes	No	Unknown
Applied	5	144	65
Appointed		18	7

Sexual Orientation

	Heterosexual	LGB	Unknown
Applications	119	2	93
Appointed	14		11

Religion and faith

	Christian	Other Religions	No Religion	Unknown
Applied	46	12	55	101
Appointed	7	0	7	11

We have grouped other religions and faiths as the individual religions and faiths are so statistically small that individually we are unable to report any meaningful outcomes and to adhere to our policy not to report where there are 10 people or less in an individual group. This is not to imply that we believe any one religion or faith is more or less important than another.

In this instance Other Religions include Buddhist and Sikh.

Age

	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	Unknown
Applied	1	9	21	27	25	27	15	9	3	77
Appointed	0	3	5	5	2	3	2	2	1	2