



# Single Equality Scheme Annual Report

2010

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# FOREWORD

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I am delighted to present the second annual report against our Single Equality Scheme. We continue to make good progress against our action plan. This year we completed a further 16 activities.

During 2009-2010 we have continued to engage with staff and the communities we serve on the equality and diversity agenda.

In November 2009 our Client Diversity Group launched an EasyRead legal aid dictionary, which it was instrumental in developing. We went on to use the EasyRead symbols in leaflets and posters about legal aid in Crown Courts and police stations, with the aim of reaching more people with learning disabilities or limited English language skills, who are disproportionately represented in the criminal justice system.

Throughout the year Community Legal Advice has improved accessibility features of its online services following feedback from a range of users, including the deaf community, domestic violence survivors and young people. For example, new BSL information videos have been put online, a 'panic button' has been added to allow a user to hide an online visit and text and email services introduced.

In early 2010 we introduced two new services to support and engage staff: an Internal Mediation Workplace Service and a staff Disability Network.

In June 2010 we concluded this year's Aspire school mentoring programme with an award ceremony at the UK Supreme Court, celebrating the achievements of fourteen young people.

In our recent round of procuring contracts with legal aid providers we included equality and diversity criteria in pre-qualification questionnaires and have updated our guidance for providers to reflect the forthcoming legal changes under the Equality Act 2010.

We shall continue preparations for the integrated equality duty to come into force in April 2011.

Thank you for your support for this important agenda. I look forward to continued success for the remainder of the Scheme and look forward to debate about the development of future activity.

A handwritten signature in black ink, appearing to read 'Carolyn Downs'. The signature is fluid and cursive, with the first name 'Carolyn' being more legible than the last name 'Downs'.

Carolyn Downs  
Chief Executive, Legal Services Commission

# INTRODUCTION

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## About the Legal Services Commission

The Legal Services Commission (LSC) manages the provision of legal aid in England and Wales. We are also responsible for ensuring people receive the information, advice and legal assistance they need to address a wide range of social problems. Each year we help around 2 million people get help with their legal problems.

We work in partnership with solicitors and not-for-profit organisations to provide information, advice and legal representation to clients. Research has shown that legal aid clients are often vulnerable and socially excluded people who may have a variety of problems such as debt, housing or welfare benefits, or issues relating to crime.

We deliver legal services through the Community Legal Service and the Criminal Defence Service. The Community Legal Service is a network of organisations which funds, provides and promotes civil legal services from general information to advice and representation. We are responsible for the Community Legal Advice service, which is an independent and confidential government funded advice service. Our helpline 0845 345 4 345 provides legal aid over the phone. Callers can get specialist advice for benefits and tax credits, debt, education, employment, family and housing problems. We also offer a website [www.communitylegaladvice.org.uk](http://www.communitylegaladvice.org.uk).

The Criminal Defence Service (CDS) is run by the LSC in partnership with criminal defence lawyers and representatives. The purpose of the CDS is to ensure that people suspected or accused of a crime have access to advice, assistance and representation, as the interests of justice require.

The LSC currently employs around 1600 people based in 14 sites across England and Wales with our Head Office in London. We also operate four Public Defender Service (PDS) offices, in which we directly employ people to deliver criminal legal aid.

## About this Report

This is our second annual report against the Single Equality Scheme 2008 – 2011, August 2008.

In Part One of this report, we review the progress we have made against the activities that we set ourselves last year and evaluate what we need to do to continue to deliver against our action plan.

In Part Two, we report the results of our workforce equal opportunities monitoring for 2009 – 2010.

## About the Single Equality Scheme

The LSC Single Equality Scheme (SES) represents our Race Equality Scheme, Disability Equality Scheme and Gender Equality Scheme, which we are required to devise and publish under the Race Relations Act 1976 s 71, the Disability Discrimination Act 1995 s 49A and the Sex Discrimination Act 1975 s 76A.

We have obligations under the Acts to report annually the results of our workforce monitoring and what progress we have made against activities in our equality schemes. In respect to the latter, our activities are contained in our Single Equality Scheme Section 6 Priorities and Action Plan.

The SES Action Plan was developed following an external audit of equality and diversity within the LSC in April 2008, by Focus Consultancy. The priorities and action plan set out in the SES build on recommendations of the Focus's audit report.

When developing our scheme we choose to include age, sexual orientation, religion and belief and human rights within the scope of our scheme. This has allowed us to adopt an inclusive approach to equality and diversity issues and has prepared the LSC for the introduction of the new integrated equality duty, introduced by the Equality Act 2010.

The new equality duty applies to the following protected characteristics: age, disability, gender, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation. The present actions, updated in this report, relate to the separate equality duties in force as of August 2010 in accordance with the SES 2008 – 2011. In the meantime

we are preparing for the introduction of the new equality duty, which is expected to come into force in April 2011.

## Executive summary of progress during 2009-2010

In 2009 we reported that we completed 30 of the 65 activities in the original action plan. These are set out in Annex 1. In 2009 we had been unable to complete 4 activities because they relate to work that has been re-prioritised. A further 4 activities are not due for completion yet, but planned work remains on target. The remaining 27 activities were ongoing.

In this second report, we report on the updated Action Plan published in the 2009 report. We continue to make good progress against the Single Equality Scheme Action Plan. During 2009-2010, we completed 16 activities.

In accordance with the statutory guidance relating to the equality public duties, the action plan section of the Single Equality Scheme is a 'live' document. In monitoring progress against the action plan - Sections 1 and 2 - we have taken the opportunity to update activities to reflect current business needs and priorities. We have amended a further 6 and re-prioritised a further 8 that are no longer relevant to business needs as they were two years ago.

The inclusion of new and updated actions is consistent with the original Scheme.

The delivery of activities under the Single Equality Scheme will continue to be managed within the resources allocated for each business unit. As noted in the commentary below, many activities will continue for the remainder of this Scheme as business as usual. This is consistent with the Scheme objective of mainstreaming equality and diversity work.

# **PART 1**

## **Progress against SES Action Plan**

This section describes progress against activities set out in the Action Plan contained in our SES 2008-2011. We have reviewed progress against activities this year as they relate to our equality duties, how we deliver services and our role as an employer. We describe what work we have done so far and how we will achieve our outcomes. This information has been used to update our SES Action Plan, which follows.

# Section 1 Service Delivery Activities

This section relates to how we will work with providers of legal aid services and carry out our functions that enable us to deliver services to the public.

## Leadership

### Executive Team and Senior Management: activities 1-4

During 2009-2010 the Executive Team continued to express its support for equality and diversity. Hazel Parker-Brown, Executive Director, Corporate Services, took part in Aspire, the LSC staff school mentoring programme. Hazel, who has the role of Executive Diversity Champion, also supported the launch of the LSC Staff Disability Network and took an interest in the work of our Client Diversity Group. The Executive Team supported the improvement in governance of equality impact assessments,

## Updated Action Plan

### 1. Leadership

Promote an environment where equality and diversity is driven from top and integrated into the strategic business agenda of the organization.

Activities	Who is responsible	By when	Outcomes	Progress
1. Executive Team Diversity Champion to drive forward equality and diversity change at Executive Team Level	Hazel Parker-Brown, Executive Diversity Champion	Ongoing	Clear vision for equality and diversity which is communicated and driven from the top Equality and diversity is part of the strategic business agenda of the Commission.	Amended 2009
2. Ensure equality and diversity performance is a standing item on the executive agenda	Hazel Parker-Brown, Executive Diversity Champion	Ongoing	Leadership is given to raise the profile and understanding of equality and diversity issues Identify and address strategic concerns in a timely and effective manner	Amended 2009

leading the way by supporting specialist training for senior managers. Since her appointment in April 2010 as Chief Executive, Carolyn Downs has affirmed the importance of equality and diversity considerations as the LSC moves forward during this period of change.

**Recommendation 1:** As it is important to maintain visible leadership to ensure long lasting cultural change, leadership activities should remain as ongoing activities and continue unchanged. Activity 3 should be amended to reflect the revised governance structures within the LSC.

Activities	Who is responsible	By when	Outcomes	Progress
3. Diversity Strategy Board to be constituted as required	Diversity Strategy Board	Ongoing	Contribute to leadership of equality and diversity agenda across the LSC	Amended 2009  Amended 2010
4. All senior leaders adhere to core standards and behaviours to promote equality and diversity by: Valuing the diversity of their employees Becoming a diversity champion for their departments	Executive Team Directors Heads of Service/ Unit	Ongoing	Promote a culture of diversity leadership Embed diversity into business practice	Amended 2009

**Equality Impact Assessment Guidance: activity 8**

This activity is on target and due for completion in 2011.

**Recommendation 2:** Update and amend activity to reflect need to amend guidance to reflect new protected characteristics in relation to the integrated equality duty under the Equality Act 2010.

Activities	Who is responsible	By when	Outcomes	Progress
8. Incorporate human rights in equality impact assessments and update to comply with the Equality Act 2010: revise guidance and training	Equality and Diversity Team	2011	Promote human rights and comply with Equality Act 2010	Amended 2010

# Mainstreaming

## Programme work: activity 10

All major programmes of work have explicit equality and diversity advice and guidance. The Equality and Diversity Team are involved in key programme boards, ensuring that issues are identified early, addressed in an appropriate manner and associated equality impact assessments work is integrated into project plans. The team provides bespoke equality training and development to project teams. In addition, the Team provides staff resource to a particular team for a specific piece of work and continues to work closely with Ministry of Justice colleagues sharing knowledge and expertise to provide efficient support.

The team has supported the LSC’s internal agenda through providing advice and guidance on a range of employee relations issues.

Over the last year the Equality and Diversity Team have provided consultancy advice and support to various projects, including Delivery

## 2. Mainstreaming

Ensuring equality and diversity is integral to all our strategies, policies and plans and translated into targets; ensuring our behaviours match our vision

Activities	Who is responsible	By when	Outcomes	Progress
10. Ensure all appropriate programmes of work and projects integrate explicitly equality and diversity considerations into their work.	Senior Management Team	Ongoing	To mainstream equality into all business operations To minimise risk of potential discriminatory impact on diverse groups. Equality issues are identified and addressed in an appropriate and timely manner.	Amended 2009 Completed 2010

Transformation, Civil Policy and Crime Policy Teams, Community Legal Advice Centres, Client and Public Engagement, Crown Court Means Testing and re-organisation proposals. Additional training has been provided to Senior Managers on their responsibilities in overseeing equality impact assessments.

**Recommendation 3:** work under this Activity should continue as business as usual.

**Monitoring diversity: activities 17 and 20**

**Recommendation 4:** activities 17 and 20 should be joined and amended to reflect the need to review and update client management information in light of forthcoming requirements under the Equality Act 2010.

Activities	Who is responsible	By when	Outcomes	Progress
17. Work with owners of IT systems to make changes to how diversity data is collected to meet business needs and comply with the Equality Act 2010	Equality and Diversity Team	2011	Prepare for new compliance with Equality Act 2010	Amended 2010
20. Review and revise equal opportunities information gathered from clients	See amended action 17	August 2008 Half-yearly reports	Gain a better understanding of the diversity needs of clients in order to inform the delivery of services	Amended 2009  Re-prioritised 2010

### Community Legal Advice (CLA): activity 19

CLA helps people to access information on a wide range of common legal problems in ways that suit them. CLA provides information via a wide range of channels to ensure people can access information in the way that best suits them. This includes:

- information online on the CLA website
- a function where people can request a callback from the helpline via the website
- facility to text for a callback
- pilot offering advice via email

Further work to target CLA to younger and older people has not been carried out as a consequence of business responsibilities changing during the year under report. As part of the wider government website convergence programme to make it easier for citizens to find information they need, the functions and information currently available on CLA website will be reviewed with information being accessed through the directgov website. These changes will take place during 2011.

**Recommendation 5:** work on this activity has been re-prioritised.

Activities	Who is responsible	By when	Outcomes	Progress
19. Take action to improve access to Community Legal Advice services by young and older people	National Relationship Director	August 2010	Monitoring information shows an increased numbers of people from younger and older age groups accessing CLA services	Re-prioritised 2010

**Report on Provider Diversity: activity 21**

This activity is on target for completion in 2011 and continuing as business as usual.

**Peer Reviewer Training: activity 31**

Peer reviewers are practicing legal aid solicitors who are trained to review the quality of work carried out by legal aid providers. The Institute of Advanced Legal Studies independently oversees peer review on behalf of the LSC.

In 2008 five Peer Reviewers were trained to deliver equality and diversity training to their colleagues. During 2009-2010 equality and diversity training has continued to be included in the peer review training events, the most recent being January 2009.

**Recommendation 6:** this activity should continue as business as usual.

**Accessibility of premises: activity 32**

This activity is continuing as usual.

**Recommendation 7:** this activity should continue as business as usual.

21. Produce a Report on Provider Diversity	Legal Services Research Centre	Bi-annually	Information enables us to identify how the change programme is impacting on the provider base	Amended 2009  On target
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Activities	Who is responsible	By when	Outcomes	Progress
31. Deliver Equality and Diversity training for new Peer Reviewers	Peer Review Operations Team	Ongoing	Peer Reviewers understand and apply the LSC's duty to promote equality	Completed 2010
32. Ensure that buildings within LSC control are accessible to disabled users and processes are in place to review periodically. Report on accessibility of new buildings in line with Property Strategy	Executive Director, Corporate Services	August 2008 Review annually	LSC buildings are accessible for employees and visitors and comply with the Disability Discrimination Act	Completed 2010

## Service Delivery

### Feedback from CLA website visitors: activity 42

Measures to improve the accessibility of the CLA website for a range of users were added during 2009-2010:

- Working with RAD and RNID, new titles were added to the British Sign Language (BSL) advice videos on the CLA website and YouTube.
- The provision of information in different languages on the CLA website was updated in March 2010. The website provides information in eleven languages.
- A 'panic button' was added to the website in April 2010 following feedback from domestic violence groups. This allows the user to quickly return to the Google homepage if required. Guidance is also given to help users to delete their browsing history from their computer.
- Visitors to the CLA website are now able to request a callback from the helpline directly through the website. The service caters for 140 languages and for Mincom and type talk users.

Activities	Who is responsible	By when	Outcomes	Progress
36. Ensure equality impact assessment is carried out on the National Telephone Service	Senior Project Manager Direct Services	May 2009 Annually	To promote accessibility for disabled people	Re-prioritised 2010
42. Give consideration to feedback from website visitors.	Director of Communications	Ongoing	The LSC Websites are accessible and usable, including by people with visual impairments, motor impairments, dyslexia	Completed 2010

- For those who may prefer written contact, an email advice service is also being piloted.

**Recommendation 8:** this activity should continue as business as usual

**Monitor Public Defender Service (PDS)**

**clients: activity 48**

PDS have reviewed equal opportunities data for clients in a sample geographical area and compared it with data held from clients using non-PDS firms. Data held by PDS is more complete and shows that PDS’s client base is just as diverse as that of comparable publicly funded services in that locality.

**Recommendation 9:** this activity is completed. PDS will continue to monitor the diversity of PDS clients as business as usual

Activities	Who is responsible	By when	Outcomes	Progress
48. Compare equality data collected for clients with police data on those individuals investigated for a crime within the area	PDS Team	Ongoing	We will identify whether services are not reaching any particular groups and identify action to correct	Amended 2009  Completed 2010

### Client Diversity Group: activities 53 and 60

The LSC established a Client Diversity Group in December 2008 in order to support compliance with legal duties to engage with diverse clients. The group has the aim of identifying barriers that make it unreasonably difficult for different groups of people to access legal aid and justice. The group is working on a Toolkit, including a DVD, which will be used to raise awareness of diverse needs among the legal profession and amongst anyone developing policy in relation to legal aid or other aspects of the justice sector.

During 2009-2010 one member of the group launched the group's Easy-Read Legal Aid Dictionary at the Learning Disability Today conference and exhibition in London on 25 November 2009. The dictionary is available free of charge online at [www.inspiredservices.org.uk/freelogin.html](http://www.inspiredservices.org.uk/freelogin.html).

The dictionary was also promoted to the Department of Health Valuing People Team and is to be used by the Office of Disability Issues as a good practice case study in their forthcoming guidance on communicating in accessible formats.

Activities	Who is responsible	By when	Outcomes	Progress
53. Promote Cultural Awareness Toolkit to employees	Service Delivery Support Equalities Performance Advisor Service Delivery	Sept 2008	Greater awareness of diversity and how it impacts on clients Improved service to clients	Amended See activity 60
60 Continue the work of the Client Diversity Group	Equality and Diversity Team	April 2011	Raise awareness about clients needs among legal profession and policy developers	Completed 2009  Amended 2010

The Client Diversity Group provided comment on a range of LSC work streams including client engagement, quality, legal aid strategy, legal aid and an electronic forms project.

The group also generated ideas for how they could contribute to developing new actions and activities with the LSC and other related justice sector stakeholders.

**Recommendation 10:** amend deadline for completing this activity in light of changing business needs.

**Capacity building schemes: activity 55**

This activity is no longer a priority and it has not been carried out.

**Impact report: activity 56**

The publication of this report was re-prioritised.

Activities	Who is responsible	By when	Outcomes	Progress
55. Explore the development of capacity building schemes in areas of inequality	Equality and Diversity Team	Ongoing	To promote awareness and access to legal aid services	Re-prioritised 2010
56. Produce an Impact Report to celebrate good practice in Equality and Diversity	Equality and Diversity Team	June 2010	To raise awareness of our achievements in equality and diversity	Re-prioritised 2010

## Inclusiveness

### Aspire Programme: activity 57

Aspire is a mentoring programme that matches LSC employees with school students aged 15-16 years. In 2009-2010 we ran the second year of Aspire in partnership with two London and one South Tyneside schools. The second year culminated in an award ceremony hosted by the UK Supreme Court.

**Recommendation 11:** maintain relations with schools who wish to continue to work with the LSC

### Promoting diversity in the legal profession: activity 59

The LSC has continued to promote a career in legal aid to a broad and diverse range of people. Last year we set up relationships, talks and events at universities across England and Wales who have a high proportion of BAME students. Building on these relationships, this year we continued to focus promotional activity at these universities,

Activities	Who is responsible	By when	Outcomes	Progress
57. Co-ordinate Aspire Programme with schools	Equality and Diversity Team	June 2010	Motivate and raise aspirations of young people to consider a legal career To promote volunteering, civic engagement and enhance community relations	Completed 2009 Amended 2010

and attended over 10 careers events.

We have also developed a careers resource section on our website, which we promoted at all universities in England and Wales.

**Client and Public Engagement: activity 63**

Work on the Client and Public Engagement was re-prioritised in early 2010 in light of changing business needs and no further work was completed under this activity.

**Topical debates: activity 64**

This activity is no longer a priority and it has not been carried out.

Activities	Who is responsible	By when	Outcomes	Progress
63. Continue to take express account of the needs of diverse communities under the Client and Public Engagement Strategy	Senior Manager – Access	Ongoing	To understand the impact of legal aid services on clients and the wider social context	Amended 2009  Re-prioritised 2010
64. Launch topical debates on equality and diversity issues inviting stakeholders and LSC employees	Head of Equality and Diversity	Review April 2010	To improve LSC employees knowledge and understanding of topical issues and foster relationships with stakeholders	Amended 2009  Re-prioritised 2010

## Section 2 Employment Activities

## Updated Action Plan

In this section we assess progress against activities this year as they relate to our equality duties as an employer.

### Mainstreaming

#### Equality Impact Assessments: activity 9

We have completed equality impact assessments on a number of new or significantly changed HR policies. During 2009-2010 we carried out assessments of

- Disciplinary and Grievance Policy
- Remote Working Policy
- TUPE transfer of employees to ATOS
- Volunteering Policy
- Learning and Development Funding Policy
- Travel and Subsistence Policy

We completed an assessment of an organisational restructure in September 2009 and have established an equality

Activities	Who is responsible	By when	Outcomes	Progress
9. Complete equality impact assessments of identified HR policies as business as usual	Director of Human Resources and Organisational Development	ongoing	Equality impact assessments of HR policies are mainstreamed into the business planning process Existing policies, practices and procedures to be equality impact assessed	Amended 2009  Completed 2010

impact assessment work stream to assess the impact of a potential transition of the LSC from a Non-Departmental Public Body to an Executive Agency.

**Recommendation 12:** Continue to carry out equality impact assessments policies as business as usual.

**Equal opportunities monitoring: activity 11**

In October 2009 the LSC launched an electronic system human resources information system, e-HR, which allows staff to enter and amend equal opportunity information recorded about themselves at their own convenience.

See Part 2 of this report for a breakdown of monitoring data recorded for 2009-2010.

**Recommendation 13:** Continue as business as usual.

**Grievances and in-house mediation: activity 12**

Monitoring data on grievances is included in Part 2 of this report. In February 2010 we

Activities	Who is responsible	By when	Outcomes	Progress
11. Carry out employees equal opportunities monitoring and in particular improve monitoring of applicants for posts	Director of Human Resources and Organisational Development	Report annually	Policies are consistently applied across the organisation	Completed 2010
12. Monitor level of grievances and in-house mediation raised by employees and include in HR monitoring data	Director of Human Resources and Organisational Development	Report annually	Establish whether there are areas of disproportionality and take appropriate action	Completed 2010

launched our Internal Workplace Mediation Service. The mediation service was set up as part of the LSC's employee support package, and is jointly owned by the HR and Equality and Diversity teams. Mediation, which is voluntary and confidential, allows staff to improve working relationships and resolve disputes without recourse to formal proceedings. The service will help both parties to find the best way to resolve the dispute. Eleven LSC staff completed the Advisory, Conciliation and Arbitration Service (ACAS) mediation training. A further 108 managers have completed an online awareness tool.

**Recommendation 14:** Continue to monitor as business as usual.

**Leavers: activity 13 and 14**

Monitoring data on staff leaving the LSC is included in Part 2 of this report.

**Recommendation 15:** Continue to monitor as business as usual.

Activities	Who is responsible	By when	Outcomes	Progress
13. Monitor reasons for employees leaving the Commission by equality group and include in HR monitoring data; raise awareness about exit interviews	Director of Human Resources and Organisational Development	Report annually	Establish whether there are areas of disproportionality and take appropriate action	Completed 2010
14. Monitor redundancies in line with change programme and include in HR monitoring data	Director of Human Resources and Organisational Development	Report annually	Establish whether there are areas of disproportionality and take appropriate action	Completed 2010

**Return to work: activity 15**

An equality impact assessment of a revised absence policy and guidance is currently being carried out. The LSC's new Disability Network has offered comments on how disability-related absence should be dealt with under the policy.

**Recommendation 16:** This activity is completed.

Activities	Who is responsible	By when	Outcomes	Progress
15. Monitor employees satisfaction after returning to work by equality groups and include in HR monitoring data	Director of Human Resources and Organisational Development	February 2010 Report annually	Application of policies in line with representation of minority groups in the workforce	Completed 2010

**Employees satisfaction: activity 23**

National employee satisfaction surveys were not carried out during 2009-2010, though some local surveys have taken place.

**Risk assessments: activity 24**

During 2009-2010 we began to collate information centrally about reasonable adjustment arrangements put in place for LSC with a view to having a resource of best practice. The LSC Disability Network is assisting with this work.

**Recommendation 16:** Continue to collect information about reasonable adjustments and embed procedures for doing so.

Activities	Who is responsible	By when	Outcomes	Progress
23. Measure employees' perception of equality and diversity as appropriate in accordance with business plans for staff surveys	Director of Human Resources and Organisational Development	Review 2011	Employees report improvements in fairness and employee engagement Perceptions of bullying, harassment and discrimination are progressively eliminated	Amended 2009  Amended 2010
24. Monitor outcome of individual risk assessment of all employees who have stated they have a disability by survey	Director of Human Resources and Organisational Development	November 2009  Report annually	Improvements in feedback from employees with a disability. Disabled employees report that they feel their needs are addressed in a sensitive and respectful way	Completed 2010

**Equal Pay Review: activities 25-26**

An equal pay audit was carried out and outcomes are under consideration.

**Recommendation 17:** Continue to carry out annual equal pay audits in line with statutory duties.

Activities	Who is responsible	By when	Outcomes	Progress
25. Follow up on findings of last annual pay review	Director of Human Resources and Organisational Development	October 2008	Action taken demonstrates that areas of inequalities have been addressed	Completed 2009
26. Conduct an annual equal pay review and produce an action plan to address any disproportionality	Director of Human Resources and Organisational Development	Report annually	We are aware of and address issues relating to equal pay by gender, disability or race	Completed 2010

**Employees networks: activity 27**

In April 2010 LSC staff launched their own Disability Network. LSC staff have also continued to take part in the Ministry of Justice employee’s diversity networks.

**Recommendation 18:** Continue to develop the role of the LSC Disability Network

Activities	Who is responsible	By when	Outcomes	Progress
27. Carry out a Feasibility Study to explore whether there is a need for Employees Networks on disability, age, race, gender, sexual orientation and religion to address wider diversity concerns which affect employees	Equalities Performance Advisor (Employment )	March 2010	Recommendations on need for employees networks Improved understanding of the diversity needs of our employees Promote the wellbeing of our employees	Amended 2009  Completed 2010

**Training: activities 29-30**

During 2009-2010 the LSC equality and diversity training included:

- a new programme of corporate equality and diversity training for all staff, launched in June 2010.
- equality impact assessment training for senior manager
- equality impact assessment training for two programme teams
- Disability and Mental Health Law for managers

**Recommendation 19:** continue with programme of training, including training by the Equality and Diversity Team on the Equality Act 2010.

Activities	Who is responsible	By when	Outcomes	Progress
29. Provide advice and consultancy on equality and diversity content for LSC training courses and implement a new Corporate Equalities Training Programme	Equalities Performance Advisor (Employment)  Equality and Diversity Manager  Director of Human Resources and Organisational Development	Ongoing	Training needs identified and courses planned	Amended 2009  Completed 2010
30. Deliver bespoke training as required	Equalities Performance Advisor (Employment)  Equality and Diversity Manager	Ongoing	Increased awareness and understanding of equality and diversity by all employees	Amended 2009  Completed 2010

## Inclusiveness

### Promote LSC as employer of choice: activity 62

The LSC has carried out very little external recruitment during 2009-2010.

**Recommendation 20:** as of 24 May 2010 all external recruitment has been frozen, in line with Cabinet Office recommendations for the Civil Service and arms length bodies, such as the LSC. Therefore, this activity is no longer relevant to business priorities.

Activities	Who is responsible	By when	Outcomes	Progress
62. Promote the Commission as an employer to the multi-racial and diverse communities that we serve	Director of Human Resources and Organisational Development	Ongoing	Our work demonstrates we are committed to working in partnership to deliver good equality outcomes for diverse communities	Amended 2009  Re-prioritised 2010

## **PART 2**

### **Monitoring our workforce**

In this section, we set out the results of our workforce monitoring for the period 1 April 2009 to 30 March 2010. This report covers the total number of people who were on the LSC payroll at some point during the year. It is therefore greater than the number of people employed by the LSC at any particular point in time.

Previous workforce reports are available on our website at [http://www.legalservices.gov.uk/aboutus/how/specialised\\_publications.asp](http://www.legalservices.gov.uk/aboutus/how/specialised_publications.asp)

We report a range of employment areas broken down by race, gender, disability, age, sexual orientation, and religion and belief. Comparative data has been provided for 2008/2009 and 2007/08 where this is available.

Ethnic group data is monitored under the main 2001 Census classifications: Asian (including Chinese), Black, Mixed, Other, and White.

Where the number of employees in the area is small, categories have been clustered into broad groupings to maintain anonymity and avoid the likelihood of individuals being identified. Examples include clustering employees of Black, Asian and Mixed ethnic groups (BAME), and Lesbian/Gay Man/Bisexual.

Due to rounding up or down of figures, percentages may not always add up 100.

## Key Outcomes

### Employees by Ethnic Group

A total of 216 staff from black, Asian, mixed and minority ethnic backgrounds were employed in the LSC during 2009/10. At 12%, the LSC workforce compares favourably to the 7% distribution of minority ethnic people in the general population at the 2001 national census. The percentage of employees from White ethnic group decreased by 2% from 77% to 75%. There was a 1% increase in employees who 'Preferred Not to Say', employees who described themselves as 'Other' and employees recorded as 'Unknown', for whom we hold no ethnic group information.

Table 1: Percentage of staff employed by Ethnic Group

Ethnic Group	Asian*	Black	Mixed	White	Other Ethnic Group	PNS	Un-Known	Grand Total
No. of employees 2009/10	101	89	26	1335	10	51	156	1768
Percentage of employees 2009/10	6	5	1	76	1	3	9	-
Percentage of employees 2008/09	6	5	2	77	0	2	8	-
Percentage of employees 2007/08	4	3	1	58	0	n/a	33	-

\*includes Chinese

PNS = Prefer not to say

The table on the right shows the ethnic distribution of staff across the LSC

*Table 2: Percentage of Employees by Ethnic Group across the LSC*

LOCATION	BAME %	White %	Other %	PNS %	Un- known %	Total No. of Employees
AOS	19	71	4	1	5	317
Birmingham	18	74	1	0	7	73
Brighton	9	86	0	0	5	44
Bristol	8	73	17	0	2	84
Cambridge	7	93	0	0	0	54
Cardiff	4	92	2	0	2	53
Chester	2	77	12	0	10	52
Leeds	4	95	0	0	1	94
Liverpool	2	69	28	0.5	0.5	158
Manchester	7	84	10	0	0	92
Nottingham	7	82	10	0	2	147
PDS	4	87	6	0	4	54
Reading	24	67	5	0	5	21
S/Tyneside	5	80	13	0	2	191
XT	25	63	7	1	3	334
<b>Grand Total</b>	<b>12</b>	<b>76</b>	<b>9</b>	<b>1</b>	<b>3</b>	<b>1768</b>

*AOS = Abbey Orchard Street and Petty France  
London-XT = Exchange Tower  
PDS = Public Defence Service*

## Employees by Gender

During 2009/10 the LSC employed 1055 females and 713 males. With the exception of 2008/09, the breakdown of female and male employees continues a 60%/40% pattern in the gender profile of the LSC workforce over the past few years.

*Table 3: Percentage of Employees by Gender*

<b>Gender</b>	<b>Female</b>	<b>Male</b>
No. of Employees 2009/10	1055	713
% of Employees 2009/10	60	40
% of Employees 2008/09	61	39
% of Employees 2007/08	60	39

## Employees by Disability

The percentage of staff who described themselves as having a disability remained unchanged at 4% of the LSC workforce although actual numbers dropped by 1 compared to 2008/2009.

Table 4: Percentage of Employees by Disability

Disability	Yes	No	PNS	Un-Known
No. of Employees 2009/10	68	1525	8	147
% of Employees 2009/10	4	86	2	8
% of Employees 2008/09	4	89	2	6
% of Employees 2007/08	3	79	-	18
% of Employees 2006/07	2	98	-	-

## Employees by Sexual Orientation

Table 5 shows that 2% of LSC employees recorded themselves as Lesbian, Gay or Bisexual, and 79% as heterosexual. One percent described themselves as 'Other', 9% preferred not to say, and in the case of 9% of employees, we held no data. Overall, the figures show continuing improvement across all categories compared with the position at 2007/08. From that benchmark, the downward trend in the percentage of employees recorded as 'Unknown' continued in the period under report and is at a level in line with proportions shown in the other protected characteristics for employees for whom full diversity data is not available.

Two developments may account for the continuing improvement in sexual orientation information. In recognition of the potential sensitivities around recording this information, the option to choose 'Prefer not to say (PNS)' was introduced in 2008. For the purposes of data quality, this choice is a valid response and in line with good practice recommended by Stonewall. Secondly, the autumn 2009 introduction of e-HR, an HR programme which enables staff to update their personal information themselves, may have provided employees with the confidentiality and privacy to record this information.

Table 5: Percentage of Employees by Sexual Orientation

Sexual Orientation	Lesbian/ Gay Man/ Bisexual	Hetero- sexual	Other	PNS	Un- known
Number of Employees 2009/10	29	1399	9	166	165
Percentage of Employees 2009/10	2	79	1	9	9
Percentage of Employees 2008/09	0	79	2	9	10
Percentage of Employees 2007/08	0.8	50.0	0.2	0.2	48.7

## Employees by Age

The LSC workforce age profile caught up with Office for National Statistics (ONS) estimates (mid 2007) that 52% of people of working age were aged below 40. During 2009/10, just over half of the LSC workforce, 52%, was aged under 40 compared to 64% in 2007/08. Employees aged 30 to 39 comprised the single largest group at 32%.

## Employees by Religion

Approximately 49% (861) of LSC employees described themselves as Christian and 2% each described themselves as Muslim, Hindu and Other respectively. Sikh, Jewish, and Buddhist employees accounted for 1% or less of the rest of the employees who described themselves as having a religion.

Thirty one percent (552) of employees stated that they had no religion. This is one percent lower than the previous year though still higher than in the general population. There was a one percent increase in the proportion of employees who preferred not to say compared to the previous year.

Table 6: Number and Percentage of Employees by Age

Age band	No of employees	As % of total employees
16 -24	129	7%
25-29	306	17%
30-39	574	32%
40-49	466	26%
50-59	249	14%
60-74	44	2%
<b>Total</b>	<b>1,768</b>	<b>100%</b>

Except for the 8% of employees for whom no information was available, changes from the position in 2008/09 were in single percentage points. One percent fewer employees described themselves as Christian compared to the previous year. There was a 1% increase each in employees who described themselves as of no religion and employees who preferred not to say compared to 2008/09. The proportion of employees who described themselves as Muslim, Hindu, Sikh or Jewish remained unchanged.

The percentage of employees for whom no information is recorded with regards to religion and belief is in line with the level of 'Unknown' in other protected characteristics for example disability.

*Table 7: Percentage of Employees by religion and belief*

Religion	Number of employees 2009/10	% of employees 2009/10	% of employees 2008/09
Christian	861	49	50
Muslim	41	2	2
Hindu	32	2	2
Sikh	14	1	1
Jewish	14	1	1
Buddhist	3	0.2	0.1
Other	35	2	2
None	552	31	32
PNS	76	4	3
Unknown	140	8	-
<b>Grand Total</b>	<b>1,768</b>	<b>100</b>	<b>-</b>

*Table 8: Employees for whom we hold no diversity data*

No data held	Sexual Orientation	Religion	Ethnicity	Disability	All
<b>No. of staff</b>	<b>167</b>	<b>141</b>	<b>157</b>	<b>148</b>	<b>199</b>
<b>% of staff</b>	<b>9</b>	<b>8</b>	<b>9</b>	<b>8</b>	<b>8</b>

## Employees by Pay Band

The current LSC pay structure is grouped into Bands as follows:

- SCS includes our most senior directors and executive directors
- Band D + covers directors and heads of department
- Band C includes more senior managers and highly skilled technical specialists
- Bands B1-B2 are lower to middle management roles that require more specialist training
- Band A1-A3 covers entry level processing workers through to senior administrators and case workers
- Level 7 covers entry level administrators, filing and data entry clerks

The tables below show the distribution of staff across pay bands by some of the protected characteristics.

## Employees by Pay Band and Gender

The overall proportions of female and male employees in the LSC remain similar to the 60/40 pattern of previous years. Also in line with previous years, female employees made up 61% and male employees 39% of all employees in pay bands Level 7 to B1.

At Bands B2 and C, the percentage difference between males and females and C reduces with 57% and 43% respectively at Band B2, and 55% and 45% at Band C. The proportions are reversed at Band D and SCS levels compared to the overall proportions in the LSC

The figures however show changes in the proportions of female and male employees at different levels compared to 2008/09. The table below shows a 10% increase in the proportion of female employees at SCS level with a comparable 10% decrease in male employees. A similar pattern occurred at Bands D involving a 1% change, and repeated at Band C with a 5% change.

Table 9: Percentage of employees by Pay Band and Gender

Pay Band	Total No. in Band 2009/10	% of Females in pay band 2009/10	% of Females in pay band 2008/09	% of Males in pay band 2009/10	% of Males in pay band 2008/09
Level 7	13	62	71	38	29
A1	500	62	67	38	33
A2	265	66	65	34	35
A3	324	57	56	43	44
B1	176	60	60	40	40
B2	319	57	59	43	41
C	121	55	50	45	50
D	31	45	44	55	56
SCS	19	47	37	53	63
<b>Grand Total</b>	<b>1768</b>				

## Employees by Pay Band and Ethnic Group

Table 10: Percentage of employees by Pay Band and Ethnic Group

The tables below show the distribution of employees across pay bands by ethnic group.

Approximately 78% of all BAME employees in the LSC were located within pay bands Level 7 and B1 compared with 70% of all employees in the White ethnic group at those levels.

Headcount for employees of White ethnic group at SCS level decreased by 8 to a total of 15 compared to 23 in 2008/09 although in percentage terms, the figures showed an increase of 6% taking the percentage total to 85%. Conversely, there was a 4% increase in BAME employees at SCS level taking their total percentage to 11, although actual headcount remained the same at 2.

The percentage increase is explained by the reduction in the total number of employees at SCS level from 27 at 2008/09 to 19 at 2009/10.

The figures show a notable increase in the number of BAME employees at Band B2. A 2% increase translated into an increase in headcount by 4 employees.

Pay Band	BAME %	White %	PNS %	Other %	Unknown %	Total No. of Employees
Level 7	38	54	0	0	8	13
A1	11	65	2	0	21	500
A2	17	77	1	1	4	265
A3	13	79	3	1	5	324
B1	13	80	2	2	3	176
B2	12	81	3	0	4	319
C	7	84	8	0	2	121
D	3	84	3	0	10	31
SCS	11	79	5	0	5	19
<b>Grand Total</b>	<b>12</b>	<b>75</b>	<b>3</b>	<b>1</b>	<b>9</b>	<b>1768</b>

## Employees by Pay Band and Disability

With the exception of pay bands A2, A3 and D, disabled employees seem broadly representative at each level compared to their proportion in the workforce. The majority of disabled employees are however located within Pay bands A1 to B1. Sixty nine percent of all disabled employees in the LSC are in pay bands A1 to B1.

Table 11: Percentage of Employees by Pay band Disability

Pay Band	Yes %	No %	PNS %	Unknown %
Level 7	0	85	0	15
A1	4	72	2	22
A2	3	91	1	5
A3	3	94	1	2
B1	4	93	1	3
B2	4	92	1	3
C	5	90	4	1
D	0	97	3	0
SCS	16	68	11	5
<b>Grand Total</b>	<b>4</b>	<b>86</b>	<b>2</b>	<b>8</b>

## Grievance, Disciplinary and Appeals proceedings

The data shows a total of 15 grievance, disciplinary and appeals proceedings were undertaken during the year.

Of the 15 proceedings, 9 involved female employees and 6 male employees, a 60%/40% gender split similar to the overall gender profile of the LSC.

In terms of ethnicity, 11 employees or 73% of those involved in the proceedings were White, 13% were BAME (1 was Asian and 1 Mixed ethnic group), and 2 (13%) employees were recorded as Unknown.

Table 12: Grievance, Disciplinary and Appeals proceedings by gender

Gender	F	M	Grand Total
<b>Number of employees</b>	9	6	<b>15</b>
<b>% of employees</b>	60%	40%	-

Table 13: Grievance, Disciplinary and Appeals proceedings by Ethnic Group

Ethnicity	No. of Proceedings	As percentage of total proceedings
Asian	1	7
Black	0	0
Mixed	1	7
Other	0	0
PNS	0	0
White	11	73
Unknown	2	13
<b>Grand Total</b>	<b>15</b>	-

Employees involved were spread across the age groups 20 to 59. No disabled employees were involved in employee relations proceedings.

*Table 14: Grievance, Disciplinary & Appeals proceedings by age*

Cases by age band	No. of employees in age band	% of employees in age band
20-29	2	13
30-39	4	27
40-49	5	33
50-59	4	27
60-69	0	0
<b>Grand Total</b>	<b>15</b>	<b>-</b>

Whilst employees who described themselves as 'None' in terms of religion and belief formed 31% of the workforce, they represented 53% of employees involved in grievance, disciplinary and appeals proceedings.

*Table 15: Grievance, Disciplinary & Appeals proceedings by sexual orientation*

Sexual Orientation	Heterosexual	Other	PNS	Unknown	Grand Total
No. of employees	13	0	0	2	15
% of employees	87%	0%	0%	13%	-

*Table 16: Grievance, Disciplinary & Appeals proceedings by religion or belief*

Cases by religion and belief	No. of employees	% of employees
Christian	5	33
Muslim	1	7
None	8	53
Other	0	0
Sikh	0	0
Unknown	1	7
<b>Grand Total</b>	<b>15</b>	<b>-</b>

Twelve out of the 15 procedures involved employees in pay bands A1 to A3. In percentage terms, this makes 80% of all the employee relations procedures during the year compared to their representation in the workforce (62%).

*Table 17: Grievance, Disciplinary & Appeals proceedings by pay band*

<b>Cases by pay band</b>	<b>No. of employees</b>	<b>% of employees</b>
Level 7	0	0
A1	4	27
A2	3	20
A3	5	33
B1	1	7
B2	1	7
C	1	7
D	0	0
SCS	0	0
<b>Grand Total</b>	<b>15</b>	<b>-</b>

# Annex 1

## Completed Actions 2009

### 1. Leadership

Promote an environment where equality and diversity is driven from top and integrated into the strategic business agenda of the organisation

Activities	Who is responsible	By when	Outcomes	Progress
5. Review all activities relevant to diversity	Head of Direct Services	Sept 2008	Secure commitment to take the agenda forward All team members understand how diversity impacts on their work	Completed 2009

### 2. Mainstreaming

Ensuring equality and diversity is integral to all our strategies, policies and plans and translated into targets; ensuring our behaviours match our vision

Activities	Who is responsible	By when	Outcomes	Progress 2009
6. Deliver refresher briefings on EIA to update employees	Equality and Diversity Team Impact Assessment Coordinator	July 2008	Improved compliance with equality duties	Completed 2009
7. Deliver training on equality impact assessments	Equality and Diversity Team Impact Assessment Coordinator	July 2008	Improved employees knowledge and confidence in carrying out equality impact assessments Identify and address potential areas of inequality	Completed 2009

16. Providers of goods and legal services to comply with contractual provisions to provide equal opportunity monitoring information	Head of Facilities Management Equality and Diversity Team Corporate Legal Team	August 2008	Improved management information about clients Improved understanding amongst providers of our duties to promote equality	Completed 2009
18. Where appropriate, monitor clients of LSC Direct Services and Customer Services by age, sexual orientation and religion or belief to gain an improved understanding of client diversity needs	Head of Direct Services Head of Customer Services Equalities Performance Advisor (Service Delivery)	August 2008	Identification of issues and trends To take appropriate action to address the diversity needs of clients	Completed 2009
22. Monitor diversity of counsel from whom LSC procure advice and representation for services direct to the LSC	Corporate Legal Team	August 2009	To promote diversity within our arrangements for representation and advice	Completed 2009
25. Follow up on findings of last annual pay review	Director of Human Resources and Organisational Development	October 2008	Action taken demonstrates that areas of inequalities have been addressed	Complete 2009

28. Consider a Career Development Programme to support BAME and disabled employees applying for internal posts in areas where they are underrepresented	Equalities Performance Advisor (Employment)	Sept 2009	To promote a representative workforce. To eliminate disadvantage and discrimination. To raise the confidence of BAME and disabled employees in applying for employment opportunities	Completed 2009
33. Review procurement process and guidelines for external suppliers. Implement changes	Head of Procurement and Estates Equalities Performance Advisor (Service Delivery)	August 2008	Our Procurement Policy encourages our partners or contractors to employ best practice in the area of equalities To eliminate discriminatory practices within our arrangements with Suppliers of goods or services	Completed 2009

### 3. Service delivery

Ensuring that the services we deliver meet the needs of the multiracial and diverse communities we serve

Activities	Who is responsible	By when	Outcomes	Progress
34. Review analysis by the Shaw Trust of Community Legal Advice Website	Head of Public Information and E-Service	August 2008 Final review	To promote accessibility for disabled people	Completed 2009

35. Review findings from Community Legal Advice Services user group	Senior Project Manager Direct Services	August 2008	Clients are able to inform and shape the delivery of services to ensure It meets their needs	Completed 2009
37. Evaluate email advice pilot for users with a hearing impairment	Senior Project Manager Direct Services	August 2008	To ensure services meet accessibility requirements	Completed 2009
38. Explore provision of advice via web for BSL users Ensure an Equality Impact Assessment is carried out	Senior Project Manager Direct Services	August 2008	To ensure services meet accessibility requirements	Completed 2009
39. All new leaflets to adopt new accessibility standards	Head of Public Information and E-Service	August 2008	Improved access to information by disabled people	Completed 2009
40. Produce BSL version of high volume leaflets	Head of Public Information and E- Service	September 2008	Profoundly deaf people are able to access LSC information and services	Completed 2009
41. Review language translation of existing leaflets	Head of Public Information and E- Service	August 2008	Improved access to information in community languages	Completed 2009
43. Review whether targeted marketing of services is required to reach greater diversity of clients	Director of Communications	May 2009  Ongoing	Ensure all clients are aware and can access services in a way which meets their needs	Completed 2009

<p>44. Ensure all LSC organised meetings held internally or externally are in accessible venues and reasonable adjustments are made to allow full involvement.</p> <p>Review accessible room hire standards and raise employee awareness.</p> <p>A record of advice on requests for special assistance will be maintained and regularly reviewed to identify best practice.</p>	<p>National Relationship Directors</p> <p>Heads of Services</p> <p>Equality and Diversity Team</p>	<p>May 2009</p>	<p>LSC meetings are accessible for people with a range of disabilities</p>	<p>Completed 2009</p>
<p>45. Produce an Accessibility Statement to signpost individuals to various information</p> <p>Review the content of our websites</p>	<p>Web and Publications Manager</p> <p>Head of Direct Services</p>	<p>July 2009</p>	<p>Disabled people are able to access information in a way which is appropriate to them</p>	<p>Completed 2009</p>
<p>46. Ensure all written communications meet DDA standards for accessibility</p>	<p>Communication s Manager</p> <p>Consultation Co-ordinator</p> <p>Head of Direct Services</p>	<p>Nov 2008</p>	<p>Information is provided in a way which is accessible to disabled people</p>	<p>Completed 2009</p>

47. Review Consultation process to promote diverse engagement and participation from clients	Consultation Co-ordinator Communication s Manager Civil and Crime Policy Teams	Sept 2008	To ensure that clients are able to fully engage in the consultation process	Completed 2009
49. Review feedback forms to ensure clients needs are taken into account and acted upon	Customer Service	August 2008	To inform and improve services to diverse clients	Completed 2009
50. Enhance the role of Client Champions to include diversity	Customer Service Equality and Diversity Team	Sept 2008	To promote an improved understanding of the diversity needs of our clients  To promote and share good practice	Re-prioritised 2009
51. Develop a user Participation Forum	Service Delivery Support	April 2009	Develop clear performance measures and standards that reflects clients needs	Amended See activity 60
52. Carry out a Needs Analysis of Language Line	Service Delivery Support	August 2008	To establish whether there is a need for such a service within the LSC	Re-prioritised 2009
54. Ensure Provider Readiness Toolkit and associated materials promote equality with SMEs	Transition Manager	Ongoing Review progress by August 2008	SME businesses are able to compete in the new market environment	Re-prioritised 2009

#### 4. Inclusiveness

Developing a broad and inclusive focus across all equality and diversity issues

Activities	Who is responsible	By when	Outcomes	Progress
57. Co-ordinate Aspire Programme with schools	Equality and Diversity Team	June 2010	Motivate and raise aspirations of young people to consider a legal career To promote volunteering, civic engagement and enhance community relations	Completed 2009  Amended 2010
58. Consider the use of a Positive Action Programme to address underrepresented areas e.g. BAME and disabled employees	Equalities Performance Advisor (Employment)	February 2009	Ensure employees have an opportunity to realise their potential within the organisation To eliminate disadvantage	Re-prioritised 2009
59. Work with legal profession to promote diversity of legal professionals Explore partnership projects to address wider diversity concerns	Training grants coordinator  Equality and Diversity Team	Review August 2008	To promote succession planning and the next generation of legal professionals	Completed 2009
61. Research diverse needs of clients who access Criminal Defence Services	Criminal Defence Service Legal Services Research Centre	Started November 2007	Gain a better understanding of the barriers experienced by clients Take steps to ensure services are developed to meet their needs	Completed 2009

# Annex 2 Workforce Monitoring Data Set 2009-2010

Table 1: Number and Percentage of Staff Employed by Ethnic Group

Ethnic Group	Asian*	Black	Mixed	White	Other Ethnic Group	PNS	Un-Known	Grand Total
No. of employees 2009/10	101	89	26	1335	10	51	156	1768
% of employees 2009/10	6	5	1	76	1	3	9	-
% of employees 2008/09	6	5	2	77	0	2	8	-
% of employees 2007/08	4	3	1	58	0	n/a	33	-

\*includes Chinese

PNS = Prefer not to say

Table 2: Number and percentage of Staff Employed by Gender

Employees by Gender	Female	Male	Total
No. of Staff 2009/10	1055	713	1768
% of Employees, 2009/10	60	40	-
% of Employees, 2008/09	61	39	-
% of Employees, 2007/08	60	39	-
% of Employees, 2006/07	59.6	40.4	-

*Table 3: Number and Percentage of Staff Employed by Religion and Belief*

<b>Religion</b>	<b>No of employees</b>	<b>% of employees</b>
Buddhist	3	0.2
Christian	861	49
Hindu	32	2
Jewish	14	1
Muslim	41	2
No Information	140	8
None	552	31
Other	35	2
Prefer Not To Say	76	4
Sikh	14	1
<b>Grand Total</b>	<b>1768</b>	<b>100</b>

*Table 4 Number and Percentage of Staff Employed by Sexual Orientation*

<b>Sexual Orientation</b>	<b>Lesbian/ Gay Man/ Bisexual</b>	<b>Hetero- sexual</b>	<b>Other</b>	<b>PNS</b>	<b>Un- known</b>	<b>Total</b>
No. of employees	29	1399	9	166	165	1768
% of employees	2	79	1	9	9	-
% of employees 2008/09	0	79	2	9	10	-
% of employees 2007/08	0.8	50.0	0.2	0.2	48.7	-

Table 5: Number of Employees by Office and Ethnic Group

Location	BAME	White	Other	PNS	Un known	Total No. of Employees
AOS	61	224	3	15	14	317
Birmingham	13	54	0	5	1	73
Brighton	4	38	0	2	0	44
Bristol	7	61	0	2	14	84
Cambridge	4	50	0	0	0	54
Cardiff	2	49	0	1	1	53
Chester	1	40	0	5	6	52
Leeds	4	89	0	1	0	94
Liverpool	3	109	1	1	44	158
Manchester	6	77	0	0	9	92
Nottingham	10	120	0	3	14	147
PDS	2	47	0	2	3	54
Reading	5	14	0	1	1	21
S/Tyneside	10	153	1	3	24	191
XT	84	210	5	10	25	334
<b>Grand Total</b>	<b>216</b>	<b>1335</b>	<b>10</b>	<b>51</b>	<b>156</b>	<b>1768</b>

Table 6: Percentage of Employees by office and Gender

LOCATION	Female %	Male %	Total Number at Location
AOS	57	43	317
Birmingham	70	30	73
Brighton	64	36	44
Bristol	55	45	84
Cambridge	54	46	54
Cardiff	64	36	53
Chester	63	37	52
Leeds	70	30	94
Liverpool	59	41	158
Manchester	77	23	92
Nottingham	63	37	147
PDS	56	44	54
Reading	76	24	21
South Tyneside	54	46	191
XT	56	44	334
<b>Grand Total</b>	<b>60</b>	<b>40</b>	<b>1768</b>

Table 7: Number of Employees by Office and Gender

LOCATION	Female	Male	Grand Total
AOS	175	142	317
Birmingham	51	22	73
Brighton	28	16	44
Bristol	46	38	84
Cambridge	29	25	54
Cardiff	34	19	53
Chester	33	19	52
Leeds	66	28	94
Liverpool	94	64	158
Manchester	71	21	92
Nottingham	92	55	147
PDS	30	24	54
Reading	16	5	21
South Tyneside	103	88	191
XT	187	147	334
<b>Grand Total</b>	<b>1055</b>	<b>713</b>	<b>1768</b>

Table 8 Number of Employees by Office and Disability

Location	No	PNS	Yes	Un-known	Grand Total
AOS	293	7	8	9	317
Birmingham	69	0	2	2	73
Brighton	42	2	0	0	44
Bristol	64	2	4	14	84
Cambridge	52	0	2	0	54
Cardiff	51	0	1	1	53
Chester	40	5	1	6	52
Leeds	90	0	4	0	94
Liverpool	106	1	7	44	158
Manchester	81	0	4	7	92
Nottingham	122	2	7	16	147
PDS	51	0	2	1	54
Reading	19	1	0	1	21
South Tyneside	155	0	4	32	191
XT	290	8	22	14	334
<b>Grand Total</b>	<b>1525</b>	<b>28</b>	<b>68</b>	<b>147</b>	<b>1768</b>

Table 9: Percentage of employees by Pay Band and Ethnic Group

Pay Band	BAME %	White %	PNS %	Other %	Unknown %	Total No. of Employees
Level 7	38	54	0	0	8	13
A1	11	65	2	0	21	500
A2	17	77	1	1	4	265
A3	13	79	3	1	5	324
B1	13	80	2	2	3	176
B2	12	81	3	0	4	319
C	7	84	8	0	2	121
D	3	84	3	0	10	31
SCS	11	79	5	0	5	19
<b>Grand Total</b>	<b>12</b>	<b>75</b>	<b>3</b>	<b>1</b>	<b>9</b>	<b>1768</b>

Table 10: Number of Employees by Pay Band and Ethnic Group

Pay Band	BAME	White	PNS	Other	Unknown	Total No. of Employees
Level 7	5	7	0	0	1	13
A1	56	324	12	2	106	500
A2	45	204	3	2	11	265
A3	39	257	10	3	15	324
B1	23	141	4	3	5	176
B2	37	260	10	0	12	319
C	8	101	10	0	2	121
D	1	26	1	0	3	31
SCS	2	15	1	0	1	19
<b>Grand Total</b>	<b>216</b>	<b>1335</b>	<b>51</b>	<b>10</b>	<b>156</b>	<b>1768</b>

Table 11: Percentage of Employees by Pay band and Disability

<b>Pay Band</b>	<b>Yes</b>	<b>No</b>	<b>PNS</b>	<b>Unknown</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Level 7	0	85	0	15
A1	4	72	2	22
A2	3	91	1	5
A3	3	94	1	2
B1	4	93	1	3
B2	4	92	1	3
C	5	90	4	1
D	0	97	3	0
SCS	16	68	11	5
<b>Grand Total</b>	<b>4</b>	<b>86</b>	<b>2</b>	<b>8</b>

Table 12: Number of Employees in Pay band and Disability

<b>Band</b>	<b>Yes</b>	<b>No</b>	<b>PNS</b>	<b>Un-known</b>	<b>Grand Total</b>
Level 7	0	11	0	2	13
A1	21	359	11	109	500
A2	9	242	2	12	265
A3	10	304	2	8	324
B1	7	163	1	5	176
B2	12	294	4	9	319
C	6	109	5	1	121
D	0	30	1	0	31
SCS	3	13	2	1	19
<b>Grand Total</b>	<b>68</b>	<b>1525</b>	<b>28</b>	<b>147</b>	<b>1768</b>

Table 13: Number of Employees by Pay band and Gender

Band	Female	Male	Grand Total
Level 7	8	5	13
A1	310	190	500
A2	176	89	265
A3	184	140	324
B1	106	70	176
B2	182	137	319
C	66	55	121
D	14	17	31
SCS	9	10	19
<b>Grand Total</b>	<b>1055</b>	<b>713</b>	<b>1768</b>

Table 14: Percentage of Employees by Pay Band and Gender

Pay Band	Females %	Males %	Total No. in Band 2009/10
Level 7	62	38	13
A1	62	38	500
A2	66	34	265
A3	57	43	324
B1	60	40	176
B2	57	43	319
C	55	45	121
D	45	55	31
SCS	47	53	19
<b>Grand Total</b>	<b>60</b>	<b>40</b>	<b>1768</b>

## Grievance, Disciplinary and Appeals proceedings

Table 15: Grievance, Disciplinary and Appeals proceedings by gender

Gender	F	M	Grand Total
Number	9	6	15
% of employees	60	40	-

Table 16: Grievance, Disciplinary and Appeals proceedings by Ethnic Group

<b>Ethnicity</b>	<b>No. of Proceedings</b>	<b>As percentage of total proceedings %</b>
Asian	1	7
Black	0	0
Mixed	1	7
Other	0	0
PNS	0	0
White	11	73
Unknown	2	13
<b>Grand Total</b>	<b>15</b>	<b>-</b>

Table 17: Grievance, Disciplinary & Appeals Proceedings by disability

	<b>No</b>	<b>Yes</b>	<b>Unknown</b>	<b>Grand Total</b>
<b>Number</b>	14	0	1	15
<b>%</b>	93	0	7	100

Table 18: Grievance, Disciplinary & Appeals proceedings by Sexual Orientation

	<b>Heterosexual</b>	<b>Other</b>	<b>PNS</b>	<b>Unknown</b>	<b>Grand Total</b>
<b>Number of employees</b>	13	0	0	2	15
<b>% of employees</b>	87	0	0	13	100

Table 19: Grievance, Disciplinary & Appeals proceedings by religion or belief

<b>Cases by religion</b>	<b>Number</b>	<b>Percentage</b>
Christian	5	33
Muslim	1	7
None	8	53
Other	0	0
Sikh	0	0
Unknown	1	7
<b>Grand Total</b>	<b>15</b>	<b>-</b>

Table 20: Grievance, Disciplinary & Appeals proceedings by age

Cases by age band	Number	Percentage
20-29	2	13
30-39	4	27
40-49	5	33
50-59	4	27
60-69	0	0
<b>Grand Total</b>	<b>15</b>	<b>-</b>

Table 21: Grievance, Disciplinary & Appeals proceedings by pay band

Cases by pay band	Number	Percentage
Level 7	0	0
A1	4	27
A2	3	20
A3	5	33
B1	1	7
B2	1	7
C	1	7
D	0	0
SCS	0	0
<b>Grand Total</b>	<b>15</b>	<b>-</b>

## Employees Promoted

Table 22: Promotions by Ethnic Group

Ethnic group	Asian	Black	Mixed	White	Other	PNS	Unknown	Grand Total
No. of staff promoted	7	2	1	79	1	2	3	95
As a % of total promotions	7	2	1	83	1	2	3	-

Table 23: Staff Promotions by Gender

Gender	Female	Male	Grand Total
No. of staff promoted	55	40	95
As a % of total promotions	58	42	-

Table 24: Staff Promotions by Disability

Staff promotions by disability	Yes	No	PNS	Unknown	Grand Total
No. of staff	2	90	0	3	95
As a % of total promotions	2	95	0	3	

Table 25: Staff Promotions by Age Band

Age Group	Number	Percentage
20-29	38	40
30-39	37	39
40-49	16	17
50-59	4	4
Grand Total	95	-

## Employees Leaving the LSC 2009/10

Table 26: Percentage of Leavers by Ethnic Group

Ethnic group	Asian*	Black	Mixed	White	Other	PNS	Unknown
As a % of leavers	7	5	2	71	0	3	12

Table 27: Number and percentage of Leavers by Gender

Gender	Female	Male	Total
No. of Staff	155	96	251
As a % of Leavers	62	38	100

Table 28: Number of Leavers by Office and Ethnic Group

LOCATION	BAME	White	Other	PNS	Unknown	Grand Total
AOS	11	27	1	4	2	45
Birmingham	2	14	0	1	1	18
Brighton	1	13	0	1	0	15
Bristol	3	4	0	0	2	9
Cambridge	2	23	0	0	0	25
Cardiff	0	2	0	0	0	2
Chester	0	6	0	0	0	6
Leeds	0	24	0	0	0	24
Liverpool	1	5	0	0	6	12
Manchester	2	9	0	0	3	14
Nottingham	1	4	0	0	3	8
PDS	1	5	0	0	1	7
PF	3	7	0	1	2	13
Reading	3	6	0	1	1	11
S/Tyneside	0	11	0	0	4	15
XT	5	17	0	0	5	27
<b>Grand Total</b>	<b>35</b>	<b>177</b>	<b>1</b>	<b>8</b>	<b>30</b>	<b>251</b>

Table 29: Percentage of Leavers by Office and Ethnic Group

<b>LOCATION</b>	<b>BAME</b>	<b>White</b>	<b>Other</b>	<b>PNS</b>	<b>Unknown</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
AOS	24	60	2	9	4
Birmingham	11	78	0	6	6
Brighton	7	87	0	7	0
Bristol	33	44	0	0	22
Cambridge	8	92	0	0	0
Cardiff	0	100	0	0	0
Chester	0	100	0	0	0
Leeds	0	100	0	0	0
Liverpool	8	42	0	0	50
Manchester	14	64	0	0	21
Nottingham	13	50	0	0	38
PDS	14	71	0	0	14
PF	23	54	0	8	15
Reading	27	55	0	9	9
S/Tyneside	0	73	0	0	27
XT	19	63	0	0	19
<b>Grand Total</b>	<b>14</b>	<b>71</b>	<b>0</b>	<b>3</b>	<b>12</b>

Table 30: Number of leavers by Office and Gender

<b>LOCATION</b>	<b>Female</b>	<b>Male</b>	<b>Grand Total</b>
AOS	29	16	45
Birmingham	10	8	18
Brighton	10	5	15
Bristol	6	3	9
Cambridge	13	12	25
Cardiff	2	0	2
Chester	6	0	6
Leeds	17	7	24
Liverpool	7	5	12
Manchester	10	4	14
Nottingham	6	2	8
PDS	4	3	7
PF	3	10	13
Reading	8	3	11
S/Tyneside	8	7	15
XT	16	11	27
<b>Grand Total</b>	<b>155</b>	<b>96</b>	<b>251</b>

Table 31: Percentage of Leavers by Office and Gender

LOCATION	Female	Male
AOS	64	36
Birmingham	56	44
Brighton	67	33
Bristol	67	33
Cambridge	52	48
Cardiff	100	0
Chester	100	0
Leeds	71	29
Liverpool	58	42
Manchester	71	29
Nottingham	75	25
PDS	57	43
PF	23	77
Reading	73	27
S/Tyneside	53	47
XT	59	41
<b>Grand Total</b>	<b>62</b>	<b>38</b>

Table 32: Number of Leavers by Office and Disability

LOCATION	No	PNS	Yes	Unknown	Grand Total
AOS	39	2	2	2	45
Birmingham	16	0	0	2	18
Brighton	14	1	0	0	15
Bristol	7	0	0	2	9
Cambridge	23	0	2	0	25
Cardiff	2	0	0	0	2
Chester	6	0	0	0	6
Leeds	24	0	0	0	24
Liverpool	5	0	1	6	12
Manchester	12	0	0	2	14
Nottingham	5	0	0	3	8
PDS	6	0	0	1	7
PF	13	0	0	0	13
Reading	9	1	0	1	11
S/Tyneside	11	0	0	4	15
XT	22	0	3	2	27
<b>Grand Total</b>	<b>214</b>	<b>4</b>	<b>8</b>	<b>25</b>	<b>251</b>

Table 33: Number of Leavers by Pay Band and Ethnic Group

Band	BAME	White	Other	PNS	Unknown	Grand Total
Level 7	0	1	0	0	0	1
A1	13	51	0	1	17	82
A2	7	29	0	0	0	36
A3	7	27	0	3	6	43
B1	2	23	1	1	2	29
B2	4	30	0	0	4	38
C	1	12	0	3	0	16
D	1	1	0	0	0	2
SCS	0	3	0	0	1	4
<b>Grand Total</b>	<b>35</b>	<b>177</b>	<b>1</b>	<b>8</b>	<b>30</b>	<b>251</b>

## Redundancies\*

\* Redundancy includes: Redundancy, Early Retirement Redundancy & Voluntary Redundancy

Table 34: Percentage of Redundancies by Ethnic Group

Ethnic group	Asian	Black	Mixed	White	Other Ethnic Group	PNS	Unknown
% Employees from ethnic group	4	5	1	79	0	5	5

Table 35: Number and Percentage of Redundancies by Gender

Gender	Female	Male	Total
No. of Staff	75	38	113
% of Employees	66	34	

Table 36: Redundancies by Age Band

Age group	No of employees	As % of total employees
16 -24	2	2
25-29	9	8
30-39	<b>37</b>	<b>33</b>
40-49	<b>27</b>	<b>24</b>
50-59	<b>28</b>	<b>25</b>
60-74	10	9
<b>Total</b>	<b>113</b>	<b>100</b>

Table -37 Number of Redundancy by Office and Ethnic Group

LOCATION	BAME	White	Other	PNS	Unknown	Grand Total
AOS	3	4	0	3	0	10
Birmingham	1	12	0	1	1	15
Brighton	1	12	0	1	0	14
Bristol	1	2	0	0	0	3
Cambridge	1	21	0	0	0	22
Cardiff	0	1	0	0	0	1
Chester	0	3	0	0	0	3
Leeds	0	11	0	0	0	11
Liverpool	0	2	0	0	0	2
Manchester	2	5	0	0	1	8
Nottingham	0	1	0	0	0	1
PDS	0	1	0	0	0	1
PF	0	0	0	0	0	0
Reading	3	5	0	1	1	10
S/Tyneside	0	2	0	0	0	2
XT	0	7	0	0	3	10
<b>Grand Total</b>	<b>12</b>	<b>89</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>113</b>

Table38: Percentage of Redundancy by Office and Ethnic Group

LOCATION	BAME %	White %	Other %	PNS %	Unknown %
AOS	30	40	0	30	0
Birmingham	7	80	0	7	7
Brighton	7	86	0	7	0
Bristol	33	67	0	0	0
Cambridge	5	95	0	0	0
Cardiff	0	100	0	0	0
Chester	0	100	0	0	0
Leeds	0	100	0	0	0
Liverpool	0	100	0	0	0
Manchester	25	63	0	0	13
Nottingham	0	100	0	0	0
PDS	0	100	0	0	0
PF	0	0	0	0	0
Reading	30	50	0	10	10
S/Tyneside	0	100	0	0	0
XT	0	70	0	0	30
<b>Grand Total</b>	<b>12</b>	<b>89</b>	<b>0</b>	<b>6</b>	<b>6</b>

Table39: Number of Redundancies by Office and Gender

LOCATION	Female	Male	Grand Total
AOS	7	3	10
Birmingham	8	7	15
Brighton	9	5	14
Bristol	2	1	3
Cambridge	12	10	22
Cardiff	1	0	1
Chester	3	0	3
Leeds	11	0	11
Liverpool	1	1	2
Manchester	5	3	8
Nottingham	1	0	1
PDS	1	0	1
PF	0	0	0
Reading	8	2	10
S/Tyneside	1	1	2
XT	5	5	10
<b>Grand Total</b>	<b>75</b>	<b>38</b>	<b>113</b>

Table 40: Percentage of Redundancies by Office and Gender

LOCATION	Female	Male	Grand Total
AOS	70	30	10
Birmingham	53	47	15
Brighton	64	36	14
Bristol	67	33	3
Cambridge	55	45	22
Cardiff	100	0	1
Chester	100	0	3
Leeds	100	0	11
Liverpool	50	50	2
Manchester	63	38	8
Nottingham	100	0	1
PDS	100	0	1
PF	0	0	0
Reading	80	20	10
S/Tyneside	50	50	2
XT	50	50	10
<b>Grand Total</b>	<b>66</b>	<b>34</b>	<b>113</b>

Table 41: Number of Redundancies by Office and Disability

LOCATION	Yes	No	PNS	Unknown	Grand Total
AOS	0	10	0	0	10
Birmingham	0	14	0	1	15
Brighton	0	13	1	0	14
Bristol	0	3	0	0	3
Cambridge	1	21	0	0	22
Cardiff	0	1	0	0	1
Chester	0	3	0	0	3
Leeds	0	11	0	0	11
Liverpool	1	1	0	0	2
Manchester	0	7	0	1	8
Nottingham	0	1	0	0	1
PDS	0	1	0	0	1
PF	0	0	0	0	0
Reading	0	8	1	1	10
S/Tyneside	0	2	0	0	2
XT	1	7	0	2	10
<b>Grand Total</b>	<b>3</b>	<b>103</b>	<b>2</b>	<b>5</b>	<b>113</b>

Table42: Number of Redundancies by Pay Band and Ethnic Group

Band	BAME	White	Other	PNS	Unknown	Grand Total
Level 7	0	0	0	0	0	0
A1	4	29	0	1	1	35
A2	3	18	0	0	0	21
A3	2	16	0	2	3	23
B1	1	12	0	1	0	14
B2	0	9	0	0	2	11
C	1	5	0	2	0	8
D	1	0	0	0	0	1
SCS	0	0	0	0	0	0
<b>Grand Total</b>	<b>12</b>	<b>89</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>113</b>

**Exit Interviews\***  
forms received only \*

Table 43: Exit Interviews by Ethnic Group

Ethnic group	Asian	Black	Mixed	White	Other Ethnic Group	PNS	Unknown
As a % of employees	7	5	1	76	1	4	6

Table - 44: Number and Percentage of Exit Interviews by Gender

Gender	Female	Male	Total
No. of employees	97	64	161
As a % of employees	60	40	100

Table 45: Number of Exit Interviews by Office and Ethnic Group

LOCATION	BAM E	White	Other	PNS	Unknown	Grand Total
AOS	9	19	1	3	0	32
Birmingham	1	8	0	0	0	9
Brighton	1	12	0	1	0	14
Bristol	0	2	0	0	0	2
Cambridge	2	10	0	0	0	12
Cardiff	0	2	0	0	0	2
Chester	0	1	0	0	0	1
Leeds	0	21	0	0	0	21
Liverpool	0	3	0	0	0	3
Manchester	1	4	0	0	3	8
Nottingham	0	3	0	0	2	5
PDS	1	5	0	0	1	7
PF	3	7	0	1	1	12
Reading	3	5	0	1	1	10
S/Tyneside	0	8	0	0	0	8
XT	1	12	0	0	2	15
<b>Grand Total</b>	<b>22</b>	<b>122</b>	<b>1</b>	<b>6</b>	<b>10</b>	<b>161</b>

Table 46: Percentage of Exit Interviews by Office and Ethnic Group

LOCATION	BAME %	White %	Other %	PNS %	Unknown %
AOS	28	59	3	9	0
Birmingham	11	89	0	0	0
Brighton	7	86	0	7	0
Bristol	0	100	0	0	0
Cambridge	17	83	0	0	0
Cardiff	0	100	0	0	0
Chester	0	100	0	0	0
Leeds	0	100	0	0	0
Liverpool	0	100	0	0	0
Manchester	13	50	0	0	38
Nottingham	0	60	0	0	40
PDS	14	71	0	0	14
PF	25	58	0	7	8
Reading	30	50	0	7	10
S/Tyneside	0	100	0	0	0
XT	7	80	0	0	13
<b>Grand Total</b>	<b>22</b>	<b>122</b>	<b>1</b>	<b>6</b>	<b>10</b>

Table 47: Percentage of Exit Interviews by Office and Gender

LOCATION	Female	Male	Grand Total
AOS	59	41	32
Birmingham	56	44	9
Brighton	64	36	14
Bristol	50	50	2
Cambridge	42	58	12
Cardiff	100	0	2
Chester	100	0	1
Leeds	81	19	21
Liverpool	67	33	3
Manchester	75	25	8
Nottingham	80	20	5
PDS	57	43	7
PF	25	75	12
Reading	80	20	10
South Tyneside	38	63	8
XT	53	47	15
<b>Grand Total</b>	<b>60</b>	<b>40</b>	<b>161</b>

Table 48: Number of Exit Interviews by Office and Gender

LOCATION	Female	Male	Grand Total
AOS	19	13	32
Birmingham	5	4	9
Brighton	9	5	14
Bristol	1	1	2
Cambridge	5	7	12
Cardiff	2	0	2
Chester	1	0	1
Leeds	17	4	21
Liverpool	2	1	3
Manchester	6	2	8
Nottingham	4	1	5
PDS	4	3	7
PF	3	9	12
Reading	8	2	10
S/Tyneside	3	5	8
XT	8	7	15
<b>Grand Total</b>	<b>97</b>	<b>64</b>	<b>161</b>

Table 49: Number of Exit Interviews by Office and Disability

LOCATION	Yes	No	PNS	Unknown	Grand Total
AOS	2	28	2	0	32
Birmingham	0	9	0	0	9
Brighton	0	13	1	0	14
Bristol	0	2	0	0	2
Cambridge	1	11	0	0	12
Cardiff	0	2	0	0	2
Chester	0	1	0	0	1
Leeds	0	21	0	0	21
Liverpool	0	3	0	0	3
Manchester	0	6	0	2	8
Nottingham	0	3	0	2	5
PDS	0	6	0	1	7
PF	0	12	0	0	12
Reading	0	8	1	1	10
S/Tyneside	0	8	0	0	8
XT	3	11	0	1	15
<b>Grand Total</b>	<b>6</b>	<b>144</b>	<b>4</b>	<b>7</b>	<b>161</b>

Table 50: Number of Exit Interviews by Pay Band and Ethnic Group

Band	BAME	White	Other	PNS	Unknown	Grand Total
Level 7	0	0	0	0	0	0
A1	4	32	0	1	3	40
A2	6	20	0	0	0	26
A3	6	20	0	2	4	32
B1	1	19	1	1	1	23
B2	4	20	0	0	2	26
C	1	7	0	2	0	10
D	0	1	0	0	0	1
SCS	0	3	0	0	0	3
<b>Grand Total</b>	<b>22</b>	<b>122</b>	<b>1</b>	<b>6</b>	<b>10</b>	<b>161</b>

# Annex 3

## Single Equality Scheme 2008-2011

### Priorities

Priorities	Why a Priority
<p>1 Management Information systems require some improvement to ensure diversity data can be collected and analysed in a more meaningful way</p>	<p>Monitoring of diversity data is critical to ensuring that we have a clear picture on the issues which are impacting on our business. Currently, BAME and disabled employees are underrepresented at senior levels within the organisation</p> <p>In addition, we do not have a clear picture regarding the diversity profile or needs of our clients</p>
<p>2 Equality Action Planning and Reporting historically been quite patchy and in some areas there has been very little monitoring of progress in relation to the Scheme.</p>	<p>Although there is an improvement in recording progress, there is clearly still an enormous amount of work to be done to improve in this area. We are currently reviewing our approach to performance reporting and will be introducing new methods to monitor evidence and outcomes against the Scheme</p>
<p>3 Develop the capacity of our employees so that they are able to deliver on the action plan</p>	<p>Although we have a well developed programme of equality and diversity training, employees still lack confidence in integrating it into their everyday work</p>
<p>4 Influence our contractors to meet the duties to promote equality</p>	<p>We have a public duty to promote equality and we have to make more use of our procurement powers to ensure that our providers and other contractors understand and fulfil their duties to promote equality</p>
<p>5 Communicate and report progress more consistency</p>	<p>Feedback has suggested that we could take more steps to publicise the work we are doing in equality and diversity</p>
<p>6 Improve our approach as an employer of choice</p>	<p>There is a higher concentration of women and BAME employees in administrative posts, where they are lower paid</p>
<p>7 Manage the performance of our work in equality and diversity</p>	<p>Continue to review and implement performance measures to promote a step change in this area</p>

## Contact Us

Copies of this report are available on the LSC's website  
<http://www.legalservices.gov.uk>

If you require a copy in an alternative format will be considered on request from:

Equality and Diversity Team  
Legal Services Commission  
4 Abbey Orchard Street  
London  
SW1P 2BS

Telephone switchboard: 020 7783 7000

Fax: 020 7783 7642

Email: [diversity@legalservices.gsi.gov.uk](mailto:diversity@legalservices.gsi.gov.uk)