

**REPORT FOR: EMPLOYEES'
CONSULTATIVE FORUM**

Date: 26 JANUARY 2010

Subject: **INFORMATION REPORT –
EQUALITY IN EMPLOYMENT
MONITORING FROM 01 APRIL 2007 TO
31 MARCH 2008 AND 01 APRIL 2008 TO
31 MARCH 2009**

Responsible Officer: TOM WHITING, ASSISTANT CHIEF
EXECUTIVE

Exempt: NO

Enclosures:

- Council's Paybands (Appendix 1)
- Performance against equality indicators (Appendix 2)
- Council Workforce Profile (Appendix 3)
- Council Recruitment Monitoring (Appendix 4)
- Council Employment Procedures Monitoring (Appendix 5)
- Training and Development Monitoring and Progress (Appendix 6)
- Directorate Equality Reports for: 2007/08
 - Business Development (Appendix 7a)
 - Chief Executives' (Appendix 7b)
 - People First (Appendix 7c)
 - Urban Living (Appendix 7d)
- Directorate Equality Reports for: 2008/09
 - Chief Executive's including Legal & Governance Services (Appendix 8a)
 - Corporate Finance (Appendix 8b)
 - Adults & Housing (Appendix 8c)
 - Children's Services (Appendix 8d)
 - Community & Environment Services (Appendix 8e)

Section 1 – Summary

This report sets out the annual workforce profile statistics and equalities monitoring data of Harrow's employment practices for the period 01 April 2007 to 31 March 2008 and for 1 April 2008 to 31 March 2009. It also sets out progress made against employment equality targets and reviews progress made in other equality and diversity work.

The report complies with the council's employment specific duty under the Race Relations (Amendment) Act 2000, to monitor staff by ethnicity as set out in the council's Race Equality Scheme and to report in accordance with the council's commitment to monitor employment policies as set out in the council's Equal Opportunity Policy.

FOR INFORMATION

Section 2 – Report

2.1 Background

- 2.1.1 This report details the council's annual workforce profile statistics and equalities monitoring data of Harrow's employment practices for the period 01 April 2007 to 31 March 2008 and for 1 April 2008 to 31 March 2009 including recruitment, employment procedures such as grievance, discipline, and harassment claims. It also sets out progress made against employment equality indicators. In addition, it includes summary annual reports for each directorate that were in existence at that time, information about training and development and progress made in other equality and diversity work areas.
- 2.1.2 Actual Performance against the equality performance indicators is set out in the table at appendix 2.
- 2.1.3 This report (for 2007/08) is presented much later than officers would have wished. Production of data from a range of sources is a significant exercise and there have been particular difficulties in getting accurate recruitment monitoring information. To assist the Forum in considering these issues, the 2008/09 report has been combined into this so that comparisons between years can more easily be made.

2.2 Explanation of reporting format

2.2.1 This is the corporate report setting out a summary of the monitoring information for the whole council. Separate reports providing detailed statistics are attached as appendices to the overall corporate report covering:

- Council Workforce Profile (Appendix 3)
- Council Recruitment Monitoring (Appendix 4)
- Council Employment Procedures Monitoring (Appendix 5)
- Council Training and Development Monitoring and Progress (Appendix 6)
- Directorate Equality Reports for the Directorates in place in 2007/08:
 - Business Development (Appendix 7a)
 - Chief Executive's (Appendix 7b)
 - People First (Appendix 7c)
 - Urban Living (Appendix 7d)
- Directorate Equality Reports for the Directorates in 2008/09:
 - Chief Executive's including Legal & Governance Services (Appendix 8a)
 - Corporate Finance (Appendix 8b)
 - Adults & Housing (Appendix 8c)
 - Children's Services (Appendix 8d)
 - Community & Environment Services including Place Shaping (Appendix 8e)

2.2.2 In previous years, workforce statistics based on the audit commission requirements as published in the Council's Best Value Performance Plan (BVPP) were included in the annual equality report. This year's report includes workforce profile statistics, which have been calculated specifically to meet the request of our internal stakeholder groups, as they are more meaningful. BVPI statistics can still be viewed in the BVPP and they have been included at appendix 2 for information.

2.2.3 This year's workforce profile statistics are based on total headcount numbers, i.e. If an employee has more than one job they are counted once. In addition, the percentage of BAME staff of the total workforce includes staff whose ethnicity is unknown or not yet assigned. In previous years the unknown, not assigned workforce numbers were excluded from the total workforce before calculating the percentage BAME workforce.

2.2.4 Where appropriate, monitoring information is presented using six paybands (appendix 1).

- 2.2.5 Any reference to black, asian and minority ethnic (BAME) groups in the report includes the following groups - black, asian, mixed, chinese and any other ethnic group. Reference to white groups includes british, irish and white other.
- 2.2.6 Comparisons with the population of the community of Harrow are based on the representation of black and minority ethnic people, women and disabled people taken from the GLA 2007 Round Ethnic Group Population Projections for 2008.
- 2.2.7 Workforce profile statistics and employment procedures monitoring data include data for the whole council including school-based staff (except staff in voluntary aided schools). Recruitment monitoring statistics include data for the whole council excluding school-based staff.
- 2.2.8 The council uses the success ratio recommended by the then Commission for Racial Equality (CRE), to assess the council's performance in terms of equality in recruitment and measures the success rate for BAME job applicants compared to white job applicants.

2.3 Workforce Profile (includes school based staff)

- 2.3.1 The percentage of **black, asian and minority ethnic staff** (headcount) in the workforce in 2007/08 was 31.51% and 33.50% in 2008/09. In the previous year, the percentage was 30.70% demonstrating a continuing improvement in increasing the number of BAME staff employed.
- 2.3.2 The percentage of staff (headcount) that declared a **disability** in 2007/08 was 2.20% and in 2008/09 was 2.08%. The percentage in 2006/07 was 2.44%. This demonstrates a continuing reduction in the numbers of staff declaring a disability.
- 2.3.3 Two activities will be carried out in order to encourage more people with disabilities to declare their disability. Firstly, the application form used by candidates for jobs was considered to be deterring disabled people from applying for jobs with the council or of declaring if they had a disability. The question on disability has been modified to encourage more disabled people to declare. Secondly, staff may become disabled whilst employed by the council and there is currently no system for gathering information on this change. Employee Self Service (direct employee access to personal details in SAP) is being rolled out across the council from 2009/10 and, as staff have access to this, they will be asked to update their employment records so that more accurate information is held.
- 2.3.4 In addition, it is proposed to establish a sub-group of the Corporate Equalities Group in order that closer analysis can take place on areas where there is some concern regarding the council's performance and actions agreed with relevant stakeholders to address this.

2.3.5 The **gender** proportions (headcount) in the workforce for 2007/08 were 76.80% women and 23.2% men. In 2008/09, the proportions were 76.29% women and 23.71% men – broadly similar to previous years. This continues to exceed the proportion of women in Harrow’s general population, which is 51.22%.

2.4 Recruitment & Selection Monitoring (excluding school-based staff)

2.4.1 This section provides a summary of recruitment and selection monitoring statistics for recruitment that has been managed through the council’s response handling service - Contact iii. Detailed information is included in the Council recruitment monitoring report at appendix 4.

Ethnic Origin - All Recruitment

2.4.2 The percentage of appointments from all (internal and external) black and minority ethnic (BAME) applicants increased from 47.9% in 2006/07 to 49.7% in 2007/08 but decreased in 2008/09 to 43.4%. This reduction is significant enough to warrant investigation and a review of a random sample of appointments will be made.

2.4.3 Despite this, the Council’s employment of BAME staff increases, (33.50% in 2008/09) which indicates that the majority of staff leaving the council are white.

2.4.4 The Council’s target is to match the economically active representation of black and ethnic minorities in Harrow, which itself continues to increase and stands at 52.03% and this has not yet been achieved.

2.4.5 The table below summarises the proportion of BAME and white applicants at each stage of the recruitment process. Figures in brackets represent actual numbers.

Applicant Monitoring – All recruitment				
Year	Ethnicity	Applications	Shortlisted	Appointed
2008/09	BAME	64.0% (3641)	55.1% (616)	43.4% (109)
	White	36.0% (2046)	44.9% (502)	56.6% (142)
2007/08	BAME	65.5% (3795)	55.5% (501)	49.7% (90)
	White	34.5% (1998)	44.5% (402)	50.3% (91)

2.4.6 Applications received from BAME groups continue to outnumber applications received from white groups. However, the number of BAME appointments is disproportionate to the applications received compared to white groups.

2.4.7 The success ratio for BAME applicants for all recruitment is 0.43 which is below the Council’s target of 0.7 and a reduction from the success ratio of

0.52 in 2007/08. (The success ratio is a means of measures how well BAME applicants fare in recruitment – a success ratio of 1.0 would indicate that BAME and White applicants are equally successful at each stage in the recruitment process.)

Ethnic Origin - Internal Applicants (excluding school-based staff)

2.4.8 The percentage of appointments from internal black and minority ethnic employees has substantially increased to 47.1% compared to 41.3% in 2006/07 and 33.3% in 2005/06.

2.4.9 The table below summarises the proportion of internal BAME and white applicants at each stage of the recruitment process. Figures in brackets represent actual numbers.

Applicant Monitoring – Internal Recruitment				
Year	Ethnicity	Applications	Shortlisted	Appointed
2008/09	BAME	56.4% (307)	52.4% (133)	50.0% (44)
	White	43.6% (237)	47.6% (121)	50.0% (44)
2007/08	BAME	57% (290)	51.6% (133)	47.1% (41)
	Non-BAME	43% (219)	48.4% (125)	52.3%(46)

2.4.10 Internal BAME staff are making a greater number of applications for jobs compared to white staff. However, the number of internal BAME appointments, although improving, is disproportionate to the number of applications received from those groups and disproportionate compared to white groups.

2.4.11 The overall success ratio for internal BAME appointments was 0.65 in 2006/07, 0.67 in 2007/08 and 0.77 in 2008/09 which is higher than the Council’s success ratio for all internal and external appoints (of 0.43). There is therefore a continuing improvement in council performance in internal appointments of BAME staff. It is also worth noting that the proportion of internal BAME appointments is significant given that 31.51% of staff are BAME.

2.4.12 Internal BAME staff are more successful in appointments at Payband 3 than White staff which covers the grades H9 to H11 (1.05 success ratio) than in other paybands though this is a reduction on performance in 2007/08 with a success ratio of 1.44.

Disability

2.4.13 The percentage of applicants who declared a disability was 4.0% in 2007/08 (an increase from 3.5% in the previous year). Of these the percentage

shortlisted was 3.9% (an increase from 3.1% in the previous year) and those appointed is 1.6% (an increase from 0.8% in the previous year). The percentage of applicants who declared a disability has increased as has the number of disabled people appointed. However the council's target is that the percentage of appointments of disabled people reflects the percentage of working age (18/65) people with disabilities in the local community which is 11% and this has not been met.

2.4.14 However, in 2008/09, the percentage of applicants who declared a disability reduced to 3.3%. Nevertheless, of these, the percentage shortlisted was 4.2% and of those appointed was 3.3%. Although an improvement in performance, 3.3% of all appointments represents 8 people only. Therefore, further work will be carried out with HAD to seek to improve the Council's performance in this area - see 2.3.8 above.

Gender

2.4.15 In 2007/08, the proportion of women appointed continued to be higher than men in all paybands excepting in payband 4. Two appointments of women were made in payband 5 and no appointments of men. No appointments were made in payband 6.

2.4.16 In 2008/09, the proportion of women (36.0%) appointed to payband 1 was lower than men (64%) but was greater in all other paybands. Two appointments were made to payband 5 – 1 woman and 1 man; no appointments were made in payband 6.

2.5 Recruitment and Selection Audits

2.5.1 Excluding schools recruitment, there were 151 appointments made in 2007/08 and 259 appointments in 2008/09. Of these 22% were audited to determine if recruitment processes were being followed by managers. During this process, we identified that some of the paperwork (required for auditing) was removed from the recruitment packs in order that it could be included on the individual's personal file. Measures have been taken to avoid this happening in future years to allow for more robust auditing. However, the audits did demonstrate that in most cases, appropriate use of the recruitment and selection procedure was used by managers – the questions asked of candidates demonstrated effective interviewing and there was clear decision-making. Further details are included in the Directorate reports.

2.6 Council Employment Procedures Monitoring

2.6.1 The employment procedures monitoring information for 2007/08 indicates that black, asian and minority ethnic employees may be disproportionately affected by the Council's disciplinary procedures. Although a greater proportion of disciplinary investigations and hearings involved White staff, the outcomes disproportionately affect BAME staff. However the number of

cases of disciplinary investigations and hearings is small given the size of the workforce and therefore forming definite conclusions based on these small numbers could be misleading. Nevertheless, an review of cases will take place to determine whether ethnicity features as part of decision-making processes.

2.6.2 Of the 18 cases in 2007/08 that led to a dismissal, 9 involved BAME staff and 9 white staff. In 2008/09, 10 cases involved dismissal of BAME staff and 6 white staff

2.6.3 With regards to grievances, in 2007/08 37 in total were raised by employees with 20 of them raised by BAME employees. No harassment cases were raised. In 2008/09, there were 48 grievances with 29 being BAME staff.

2.7 Training & Development Monitoring and Progress

2.7.1 The main equalities initiatives during the years were::

Harrow Rules and Grass Roots Diversity Booklets

- Harrow Rules - Equality & Diversity Module
- Harrow Induction course - module on Diversity
- Harrow Induction for Managers - module on Diversity
- CMS & DMS - Equality & Diversity has been integrated into each session
- Recruitment for the CMS & DMS - BAME staff are directly invited to apply for the programme
- Learning Champions - Equality & Diversity have been integrated into each session
- Recruitment for Learning Champions - BAME staff are directly invited to apply for the programme
- Safeguarding Adult's courses - Equality & Diversity are incorporated within the sessions
- Children's Directorate Induction – Equalities & Diversity are incorporated within the programme

2.7.2 Of those that attended corporately organised training, 30% were BAME, 3% were disabled and 64% were women. There is still a relatively high proportion of staff who are recorded as unclassified against each of these categories which makes definitive judgements on performance problematic. As stated elsewhere in this report, there is an intention to ask staff to update their records so that more accurate information on their social identity is held.

2.8 Review of Progress made in Equality and Diversity Work and Initiatives during 2007/08 and 2008/09

2.8.1 Equality and diversity work and initiatives have continued to develop, including: directorate Equality Task Groups, support to the black workers and

employees with disabilities groups, publication of the Council's Comprehensive Equalities scheme and continued support to staff and managers by Harrow Association of Disabled People. The Council was reviewed by JobCentrePlus and re-awarded the Disability (Two Ticks) symbol for demonstrating continued commitment to meeting the needs of disabled staff.

New Recruitment and Selection Policy and Toolkit

- 2.8.2 The Council reviewed and revised the old recruitment and selection procedure and developed a new policy and toolkit. The new policy and toolkit was agreed at the Corporate Joint Committee in September 2006 but the launch was delayed until July 2007 due to the organisational review taking place at the end of 2006 and beginning of 2007. Changing recruitment processes during a period of significant management activity on recruitment was felt to be unhelpful.
- 2.8.3 The policy and toolkit was developed in partnership with the trade unions, Harrow Council Black Workers Group and DAIS, the disabled employees group. A number of external organisations including HCRE, HAD, Age Concern were also consulted. The policy and toolkit incorporated the recommendations made by the Asian Applicants Review Group from the work that it commissioned into investigating the reasons for the disproportionate adverse impact of the old recruitment and selection procedure on BAME and particularly Asian applicants.
- 2.8.4 The policy statement summarises principles everyone involved in recruitment and selection will be required to follow. It advocates open, fair, effective and efficient recruitment practices; following legal requirements and best practice principles in recruitment and ensuring that equality and diversity considerations are an integral part of the process. In addition, a comprehensive toolkit and guide have been developed with information on best practice in the application of the policy as well as procedural information on recruitment and selection and these are read in conjunction with the policy statement.

Comprehensive Equality Scheme

- 2.8.5 A comprehensive generic equality scheme was developed to cover all six equality strands; gender, race, disability, sexuality, age and religious belief and launched in 2007/08. It brings together the separate race and disability equality schemes. This scheme drives equality and addresses people's needs as customers, residents and staff. It will aim to reduce divisions between groups and help address the particular needs of people who fall into several categories at once.

- 2.8.6 The Council's Corporate Equalities Group, made up of representative of officers, Members, trade unions, the self-organised groups and external organizations monitors the scheme.
- 2.8.7 The Comprehensive Equality Scheme was developed by the Partnership and Performance Division which has the council's lead responsibility for equalities.

Equality Standard for Local Government

- 2.8.8 The Equality Standard for Local Government is a generic standard to enable authorities to mainstream equality issues into council policy and practice at all levels of service delivery and employment. It aims to provide a logical guide to improving equality practice and producing equitable outcomes in service delivery, employment and pay. The Equality Standard recognises different levels of achievement on a scale of one to five, Level 5 being the highest. It is also a best value performance indicator BV2a. In 2006/07 the council carried out a self-assessment and assessed itself at Level 4.
- 2.8.9 The council's target for 2007/08 was to achieve Level 5, overseen by the Corporate Equality Group.
- 2.8.10 During the year, no significant progress was made to achieving Level 5. A new Equalities Framework is due to replace the Equalities Standard and there is currently (2009/10) a review of the council's performance against the new Framework.

Progress on Disabilities

- 2.8.11 The council continues its partnership arrangement with Harrow Association of Disabled people (HAD) to provide a Disability Adviser on a one day a week consultancy basis. This has included providing advice to employees and managers on any matter related to disability.
- 2.8.12 The Disability Adviser has provided support, information and advice to managers and staff about disability issues and how they may obtain reasonable adjustments in the workplace. Information and awareness about the government's 'Access to Work' service and how it can support staff in carrying out their duties by the acquisition of equipment or reorganisation of their work areas has also been provided. During the year, the Disability Adviser also provided a mediation role in complex cases between managers and their staff.
- 2.8.13 HAD continues to support DAIS, the Disabled Awareness Information Service and attends bi-monthly meetings of this employee self-organised group. The role of the group is to provide a forum for employees with disabilities to meet and discuss issues and concerns, with a view to communicating them to the Council in order to inform, influence and effect change.

2.8.14 The Council continues to maintain its commitment to the two-tick disability symbol and in a review during the year by JobCentrePlus, was again awarded this Disability Symbol.

Equality Task Groups

2.8.15 Each directorate has established Equality Task Groups (ETG's) appropriate for each directorate's needs.

Employee Support Groups

2.8.16 The Council continues to support the operation of the Harrow Council Black Workers (HCBWG) Group and the Disability Information Awareness Service (DIAS). Representatives from these groups attend the Corporate Equality Group and are invited to the directorate Equality Task Groups. In addition, representatives from these groups attend the ECF meetings when there are equality items on the agenda. However, there is no specific budget provision to provide release for employees to attend or undertake work on behalf of employee support groups including HCBWG.

2.8.17 The groups continue to be consulted on any revisions to existing or new HRD policies.

2.8.18 In 2007/08, discussions started with interested members of staff on facilitating the establishment of a new staff support group for lesbian, gay and bisexual employees. A LGB group was established in 2008/09 though this is still in its formative stages. The group has been asked how it wishes to be consulted on employment matters but has yet to respond.

Section 3 – Further Information

3.1 This report presents a snapshot of the workforce profile based on statistics obtained from SAP. Accuracy of the statistics is dependent on information provided by employees and where employees have not completed or disclosed equalities monitoring information their records may be incomplete thereby affecting overall workforce profile results.

3.2 Consultation on this report was undertaken with the following partners: Harrow Black Workers Group, Harrow Disability Group, Harrow Association of Voluntary Services, Harrow Anti Racist Alliance, Harrow Association of Disabled People, Harrow Women's Centre, Age Concern, Unison, GMB and Harrow Teachers Consultative Consortium. The publication of this report provides information on the Council's performance against equality and diversity targets.

Section 4 – Financial Implications

None

Section 5 – Corporate Priorities

- 5.1 Demonstrating equality of opportunity as an employer assists the council in achieving a more diverse workforce, which is representative of the community and supports our corporate priority of building stronger communities.

Name: Steve Tingle.....	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 8 January 2010.....		

Section 6 - Contact Details and Background Papers

Contact: Lesley Clarke, Human Resources and Development Strategy Manager, 0208 420 9309

Background Papers:

LB Harrow – Best Value Performance Plan 2007/2008
GLA 2007 Round Ethnic Group Projections

Paybands – with effect from 1st April 2007 and 1 April 2008

*NB: the payband boundaries have changed slightly from 1 April 2006
(in addition to annual salary increases)*

Payband	Salary in £s from 1 April 2007	Salary in £s from 1 April 2008	Broadly equivalent to and will include
Band 1	Up to 17,907	Up to 18,399	H1 to H3
Band 2	17,908 - 29,286	18,400 - 30,090	H4 to H8
Band 3	29,287 - 40,095	30,091 - 41,199	H9 to H11
Band 4	40,096 - 57,867	41,200 - 59,460	SPM3 – SPM5
Band 5	57,868 - 89,508	59,461 - 91,971	SPM1 – SPM2
Band 6	89,509 and above	91,972 and above	Directors & above

H grades - Harrow pay spine

Appendix 2

The table below shows the Council's performance for 1 April 2007 to 31 March 2008 against targets set for 2007/08

This year's workforce profile statistics are based on total headcount numbers, i.e. if an employee has more than one job they are counted once.

Performance Indicator	2006/07 Performance	2007/08 Targets	2007/08 Performance	2008/09 Performance	07/08 Trend
(a) BV2a – The level of the Equality Standard for Local Government to which the authority conforms.	Level 4	Level 5	Level 4	Level 4	→
(b) BV2b – The duty to promote race equality	74.0%	84%	89.4		↑
(c) Success Ratio for black and minority ethnic job applicants	0.53	0.7	0.52	0.43	↓
(d) The proportion of BAME appointments reflects the % of working age (18-65) people from BAMEs in the local community.	47.9%	51.44%	49.7%	43.4%	↑
(e) The % of employees by ethnicity in the total workforce (headcount)	BAME - 30.70% White - 60.20% Unknown - 6.0% Unclassified/ Not assigned - 3.10%	35.0%	BAME - 31.51% White - 57.59% Unclassified or Unknown - 10.90%		↑
(f) BV17a - The percentage of employees of the total workforce from BAME communities	37.09%	39%	34.9%		↓

Performance Indicator	2006/07 Performance	2007/08 Targets	2007/08 Performance	2008/09 Performance	07/08 Trend
(g) BV11b – The percentage of top 5% of earners in the authority that are from a BAME group.	17.46%	18.5%	18.9%		↑
(h) The proportion of appointments reflects the % of working age (18-65) men and women in the local community	Women – 58.7% Men – 41.3%	50.8% women 49.2% men	59.7% women 40.3% men	56.2% women 43.8% men	↑ ↓
(i) To achieve a balanced workforce which reflects the % of working age (18-65) gender profile of the local community of Harrow (headcount).	Women – 75.35% Men – 24.65%	50.8% women 49.2% men	Women – 76.80 Men – 23.20		↑ ↓
(j) BV11a – The percentage of top 5% of earners in the authority that are women.	37.04%	39%	43.31%		↑
(k) The proportion of appointments of disabled people reflects the % of working age (18-65) people with disabilities in the local community (11.1% in 2002/03)	0.8%	11%	1.6%		↑
(l) The % of employees declaring a disability in the total workforce (headcount)	2.44%	3.0%	2.20%	3.3%	↑

Performance Indicator	2006/07 Performance	2007/08 Targets	2007/08 Performance	2008/09 Performance	07/08 Trend
(m) BV11c – The percentage of top 5% of earners in the authority with a disability	4.01%	4.5%	4.72%		↑
(n) BV16a - The percentage of employees of the total workforce declaring a disability.	2.34%	3%	2.27%		↓
(o) The numbers of employees using or subject to HR employment procedures is proportionate to the workforce profile in terms of ethnicity, gender and disability.	Disproportionate to the workforce profile but low number of cases relative to the size of the workforce makes definite inference of disproportionate impact misleading	Proportionate to the workforce profile.	Generally disproportionate to the workforce profile (but Urban Living directorate is more balanced). Potentially adverse impact on BAME staff but low number of cases relative to the size of the workforce makes definite inference of disproportionate impact misleading.		→
(p) That access to training is at least proportionate to the workforce profile in terms of ethnicity, gender and disability.	BAME 30%- Proportionate Disabled 3%- Exceeded Women 64%- Disproportionate	Proportionate to the workforce profile.			

**COUNCIL WORKFORCE PROFILE REPORT FOR THE PERIOD
1 APRIL 2008 – 31 MARCH 2009**

1. Background

- 1.1 This report provides information on the council's workforce profile as at 31 March 2009, which provides a snapshot of the 2008/09 financial year. It presents the statistics by ethnicity, gender, disability and age categories. The data is presented using the council's six pay bands. Any reference to black and minority ethnic (BAME) groups includes Black, Asian, Chinese and any other ethnic group, reference to white groups includes British, Irish and white other.
- 1.2 The workforce profile statistics reported below are for the whole council including school-based staff (not voluntary aided schools).
- 1.3 In previous years, workforce statistics based on the audit commission requirements as published in the Council's Best Value Performance Plan (BVPP) were included in the annual equality report. This report includes workforce profile statistics, which have been calculated specifically to meet the request of our internal stakeholder groups, as they are more meaningful. BVPI statistics can still be viewed in the BVPP and they have been included at appendix 2 for information.
- 1.4 The workforce profile statistics are based on total headcount numbers, i.e. If an employee has more than one job they are counted once. In addition, the percentage of BAME staff of the total workforce includes staff whose ethnicity is unknown or not yet assigned. In previous years the unknown, not assigned workforce numbers were excluded from the total workforce before calculating the percentage BAME workforce.
- 1.5 Comparisons with the population of the community of Harrow are based on the representation of black and minority ethnic people, women and disabled people taken from the GLA 2007 Round Ethnic Group Population Projections for 2008.

2. Ethnic Origin Profile

**The percentage of employees by ethnicity in the total workforce
(headcount)**

- 2.1 The council aims to achieve a workforce representative of the local community. This year the percentage of staff from BAME groups in the workforce is 31.51% compared to 30.70% in 2006/07. The proportion of BAME staff in the workforce continues therefore to slowly increase.

2.2 The council's aim is have a workforce that is representative of its local community. Based on the 2007 Round of GLA Ethnic Group Projections for 2008, the percentage of working age (18-65) people from BAMEs in the local community is 52.03% and the BAME general population in Harrow is 51.19%. The Council recognises that the composition of the workforce remains lower than both the BAME general population and the working age population of Harrow and endeavours to increase its BAME workforce.

2.3 The chart below shows a breakdown by ethnicity of the workforce within each payband

	White	BME
Payband 1	31.20%	43.50%
Payband 2	32.80%	33.13%
Payband 3	25.75%	19.15%
Payband 4	7.49%	3.85%
Payband 5	2.42%	0.28%
Payband 6	0.33%	0.09%
Total	100.00%	100.00%

2.4 The majority of BAME staff hold posts in paybands 1, 2 and 3. As the paybands increase in seniority from payband 4 to 6 the proportions of white staff, relative to BAME staff, within each payband also increases.

2.5 The table below shows the overall composition of the workforce by ethnicity as at 31 March each year and makes comparisons with previous years. The table shows that there is, at 31 March 2009, an increase in the proportion of asian staff employed with small reductions in percentages in all other groups.

The Overall composition of the workforce

	2009		2008		2007		2006	
	Head count		Head count		Head count		Head count	
Black	536	8.43%	505	8.10%	506	7.96%	529	8.35%
Asian	1396	21.95%	1277	20.49%	1266	19.92%	1233	19.45%
Chinese & any other ethnic group	80	1.26%	77	1.24%	80	1.26%	74	1.17%
White	3631	57.08%	3589	57.59%	3827	60.23%	4047	63.84%
Unknown	558	8.77%	635	10.19%	382	6.01%		
Mixed	119	1.87%	105	1.68%	100	1.57%	91	1.44%
Not assigned / Unclassified*	41	0.64%	44	0.71%	197	3.10%	365	5.76%
Total	6361		6232		6358		6339	

**The 'Not assigned/Unclassified' category identifies employees for whom data is incomplete. In 2006 this category included those previously included in unknown.*

3. Disability Profile

The percentage of employees of the total workforce (headcount) declaring that they meet the disability definition in the Disability Discrimination Act 1995

- 3.1 The percentage of employees of the total workforce declaring a disability this year is 2.08 which is lower than the percentage employed in 2007/08 of 2.20% and 2.44% in 2006/07. The Council has not met its target of 3.00%. However, the proportion of appointments of disabled staff has increased albeit only 8 people.
- 3.2 The greatest proportion of staff with disabilities are in paybands 1-3 with a small proportion in paybands 4 and 5.

	Headcount	%
Disabled	132	2.08%
Not disabled	6223	97.83%
Not assigned/Unclassified	6	0.09%
Total	6361	100.00%

	Payband						Total
	1	2	3	4	5	6	
Disabled	40	57	28	4	3	0	132
Not disabled	2266	2045	1434	367	96	15	6223
Not assigned/Unclassified	4	1	1	0	0	0	6
Total	2310	2103	1463	371	99	15	6361

- 3.3 The council's aim is have a workforce that is representative of its local community. The census 2001 data does not provide the percentage of working age (18-65) disabled people separately. The Audit Commission has recommended using the 'Limiting long-term illness' category from the census data, which is 11% in Harrow. The percentage of disabled people in the workforce for 07/08 is therefore lower than the percentage of working age (18-65) people with disabilities in Harrow.

- 3.4 The Council continues to encourage applications from disabled applicants by stating its commitment to the two-tick symbol in the vacancy bulletin and in the information pack for job applicants. The application form has been modified to better encourage disabled applicants (the current wording is considered to be a deterrent). The Council will also be encouraging staff to self-declare when they become disabled during e3employment through the roll-out of Employee Self Service enabling staff to update their personal details in SAP. At present, this information on the changing status of disability is not captured for existing staff.
- 3.5 The Council also continues to consult local disability groups and works closely with Harrow Association of Disabled People (HAD).

4. Gender Profile

The gender proportion of the total workforce (headcount)

- 4.1 The Council set a target to achieve a balanced workforce, which reflects the gender profile of the local community of Harrow. This year's statistics show that the percentage of women in the workforce is 76.29% and men is 23.71%. The Council employs a far greater percentage of women than men and this is disproportionate to the composition of Harrow's general population of 51.22% women and 48.78% men.

	Headcount	%
Male	1508	23.71%
Female	4853	76.29%
Total	6361	100.00%

- 4.2 The distribution of women in the workforce is concentrated in the lower paybands. The majority of women hold posts in paybands 1 to 4.

	Payband						
	1	2	3	4	5	6	Total
Male	410	560	355	130	41	12	1508
Female	1900	1543	1108	241	58	3	4853
Total	2310	2103	1463	371	99	15	6361

5. Age Profile

5.1 The council's age profile is presented in the table below.

	Male	%	Female	%	Total	%
Age Range 16 to 24	80	1.26%	203	3.19%	283	4.45%
25 to 34	308	4.84%	897	14.10%	1205	18.94%
35 to 44	339	5.33%	1261	19.82%	1600	25.15%
45 to 54	410	6.45%	1554	24.43%	1964	30.88%
55 to 64	340	5.35%	878	13.80%	1218	19.15%
65 +	31	0.49%	60	0.94%	91	1.43%
Total	1508	23.71%	4853	76.29%	6361	100.00%

5.2 The table above shows that the Council continues to have an older workforce with the majority aged between 35 and 54. The greatest proportion of employees continues to be in the 45 to 54 age range, i.e. almost a third of the council's workforce. There continues to be fewer than 5% of employees under the age of 25 and a small number of staff are aged 65 or over.

**COUNCIL RECRUITMENT MONITORING REPORT FOR THE PERIOD
1 APRIL 2007 - 31 MARCH 2008 AND 1 APRIL 2008 – 31 MARCH 2009**

1. Background

This report provides information of the Council's recruitment monitoring during the period 1 April 2007 to 31 March 2008 and 1 April 2008 to 31 March 2009. The recruitment monitoring statistics reported are for the whole council excluding school-based staff. Monitoring data is provided by Contact iii the council's recruitment team for recruitment that has been processed through them.

The volume of recruitment continues to be relatively low given the size of the workforce..

The report presents statistics for the 3 stages of the recruitment process i.e. applications received, shortlisted and appointments made using the council's six pay bands and presented in ethnicity, gender, disability and age categories. Statistics for internal recruitment is shown separately.

It also presents information on the success ratio recommended by the then Commission for Racial Equality (CRE), to assess the Council's performance in equality in recruitment and measures the success rate for BAME job applicants compared to white job applicants.

Any reference to black and minority ethnic (BAME) groups includes Black, Asian, Chinese and any other ethnic group. Reference to white groups includes British, Irish and white other.

2. Ethnic Origin - All Recruitment

The Council set a local performance indicator for 2007/08 that the proportion of BAME appointments reflects the proportion of BAME people in the local population and was set at 51.44%. The proportion of BAME appointments for 2007/08 was 49.7% and for 2008/09 was 43.4%. This increased in 2007/08 compared to 47.9% in 2006/07 but has decreased in 2008/09 and the Council has not met its target. However, the 2007 Round of GLA Ethnic Group Projections for 2008 for the percentage of working age (18-65) people from BAMEs in the local community is 52.03% and the proportion of appointments remains below this. The council needs to improve the representation of BAME groups in its workforce and actions will be taken to seek to do so.

The table below shows applicant monitoring information for 2007/08 and 2008/09 and comparisons with the previous years. The table sets out the percentage of applications received, shortlisted and appointed for BAME and white candidates. Figures in brackets represent actual numbers.

Applicant Monitoring – All recruitment				
Year	Ethnicity	Applications	Shortlisted	Appointed
2008/09	BAME	64.0% (3641)	55.1% (616)	43.4% (109)
	White	36.0% (2046)	44.9% (502)	56.6% (142)
2007/08	BAME	65.5% (3795)	55.5% (501)	49.7% (90)
	White	34.5% (1998)	44.5% (402)	50.3% (91)
2006/07	BAME	46.7% (1775)	51.3% (326)	47.9% (58)
2005/06	BAME	63.8% (2447)	55.1% (455)	42.1% (86)
2004/05	BAME	54.3% (2132)	45.1% (562)	36.7% (164)

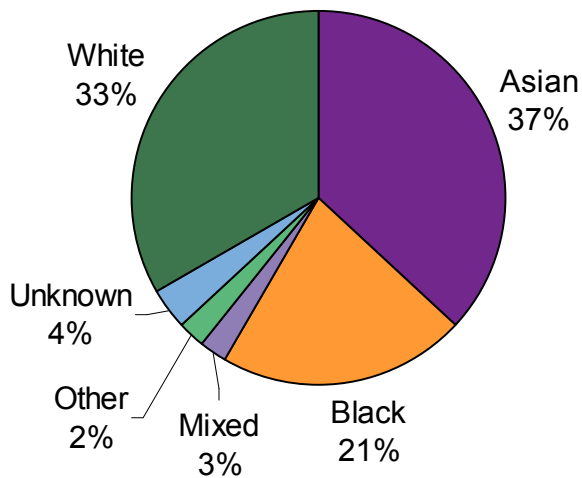
The overall percentage of applications received from BAME applicants has increased to 65.5% (2007/08) and 64.0% (2008/09) compared to 46.7% in 2006/07. This is still significantly in excess of the economically active representation of BAME people in Harrow, which is 52.03%. This indicates that the Council is successful in consistently attracting applicants from the BAME community.

There is an increase in the proportion of BAME applicants shortlisted from 51.3% in 2006/07 to 55.5% in 2007/08 and 55.1% in 2008/09. There was an increase in the proportion of BAME appointments of 49.7% in 2007/08 compared to 47.9% in 2006/07. However, this has reduced to 43.4% in 2008/09. Although the number of appointments has increased in 2008/09 compared to previous years, the total appointments is still low given the size of the workforce. Nevertheless, the marked reduction in the success of BAME applicants at the appointment stage is of concern.

**Applicant Monitoring – All recruitment
All Departments (Excluding Schools) - 1 April 2007 to 31 March 2008**

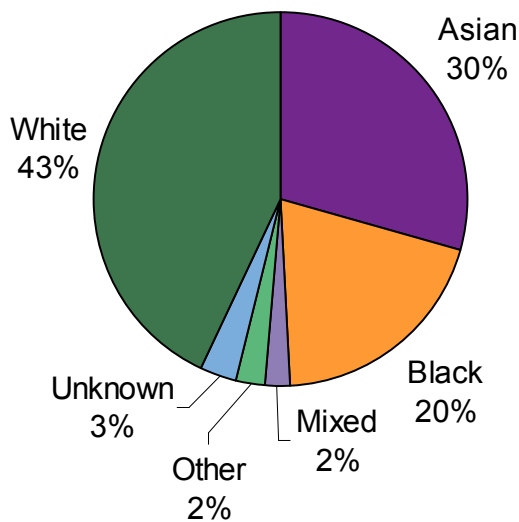
The pie charts below set out the applicant monitoring statistics for all applicants (internal and external) for the Council at the application, shortlisting and appointment stages of the recruitment and selection process.

Applications by Ethnic Origin



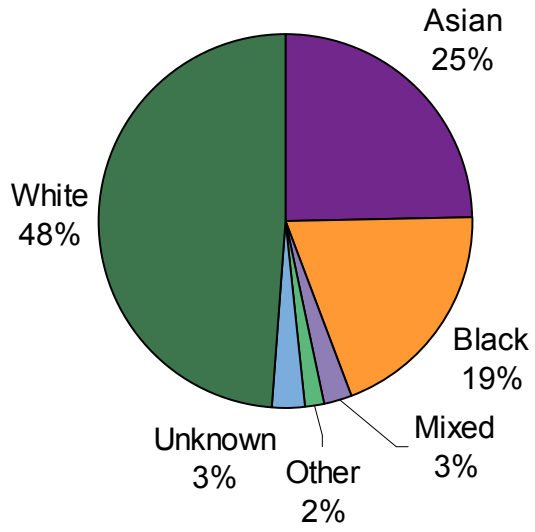
Ethnicity	Headcount
Asian	2215
Black	1291
Mixed	153
Other	136
Unknown	215
White	1998
Total	6008

Shortlisting by Ethnic Origin



Ethnicity	Headcount
Asian	275
Black	184
Mixed	21
Other	21
Unknown	29
White	402
Total	932

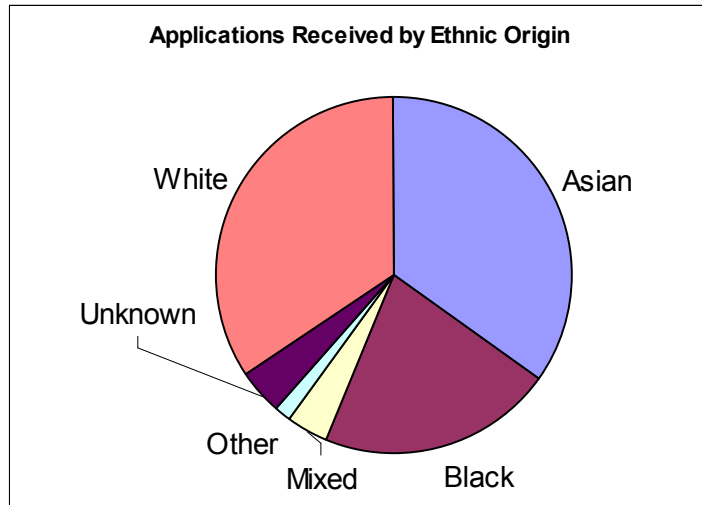
Appointments by Ethnic Origin



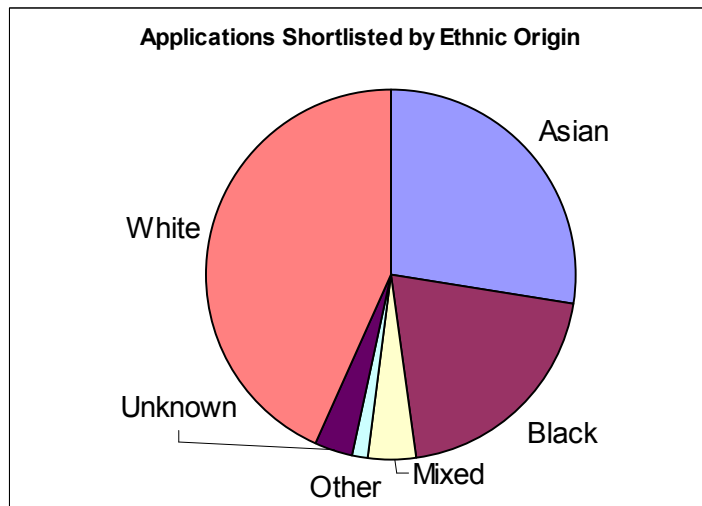
Ethnicity	Headcount
Asian	46
Black	36
Mixed	5
Other	3
Unknown	5
White	91
Total	186

All Departments (Excluding Schools) - 1 April 2008 to 31 March 2009

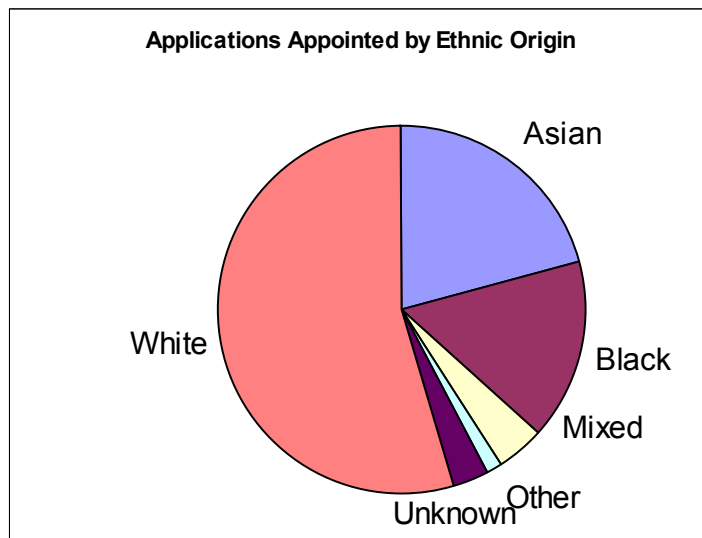
Asian	2077
Black	1243
Mixed	234
Other	87
Unknown	242
White	2046
Total	5929



Asian	317
Black	236
Mixed	48
Other	15
Unknown	40
White	502
Total	1158



Asian	54
Black	41
Mixed	11
Other	3
Unknown	8
White	142
Total	259



Success Ratio and Success Rates – All recruitment

The then Commission for Racial Equality (CRE) has recommended the use of the success ratio as a measure for applicant monitoring. The ratio compares the success rates for BAME and white applicants. The success rate is the number of appointments made from a particular group, divided by the number of applications received from that group. The success ratio is the success rate for the BAME group divided by the success rate for the white group.

	2007/08	2008/09
Overall success ratio for BAME applicants	0.52 (0.0237/ 0.0455)	0.43 (0.03/0.69)

The Council's target for 2007/08 was to achieve a success ratio for BAME job applicants of 0.70. The Council's overall success ratio for BAME applicants was 0.52 in 2007/08 and 0.43 in 2008/09. This is a decrease compared to the success ratio of 0.53 in 2006/07.

The ideal situation would be to achieve a success ratio of 1 i.e. where BAME applicants and white applicants are equally successful at being appointed. The then CRE recommended the success ratio should be at least 0.8 and suggests that if the success ratio falls below 0.8 then investigation should take place for possible racial discrimination. It is proposed to carry out such an investigation given the reduction in the success ratio of BAME applicants in the 2008/09 year.

Nevertheless, the success ratio is an important measure for the Council in monitoring the comparative success of BAME applicants. However, in statistical terms its validity is directly linked to the size of the sample population i.e. the greater the number of appointments the more valid and reliable the success ratio is likely to be as a measure. The success ratio should therefore be considered with caution for Departments with relatively few appointments and similarly for the council where the number of appointments is low relative to the size of the workforce.

Success ratios by Payband – All recruitment

The table below shows the variations in success ratios by paybands for the whole Council excluding schools (figures in brackets are the number of BAME appointments). Figures for the previous three years are also shown for comparison.

Success Ratios by Payband – All recruitment					
Payband	2008/09	2007/08	2006/07	2005/06	2004/05
Band 1	0.42 (33)	0.44 (26)	0.62 (18)	0.59 (33)	0.38 (149)
Band 2	0.38 (49)	0.46 (35)	0.95 (25)	0.40 (103)	0.60 (172)
Band 3	0.87 (25)	0.83 (24)	0.46 (12)	0.34 (46)	0.76 (41)
Band 4	0.17 (2)	0.68 (4)	0.21 (3)	0.64 (18)	0.51 (85)
Band 5	0	2.67 (1)	0	0.70 (4)	*
Band 6	0		0	0	*
Overall SR	0.43 (109)	0.52 (90)	0.53 (58)	0.41 (204)	0.47 (447)

Comparison with the 2006/07 figures shows that the success ratio has decreased in paybands 1 and 2 and increased in payband 3. The success ratio for payband 3 compares favourably with the Council's target of 0.70.

3. Ethnic Origin - Internal Recruitment

- 3.1 Since April 2003, the Council has been monitoring internal appointments. Council information is provided below on the success of BAME internal applicants.
- 3.2 The table below shows applicant monitoring information for 2007/08 and 2008/09 for all internal applicants and the previous years' figures. The table sets out the percentage of applications received, shortlisted and appointed for BAME and white candidates. Figures in brackets represent actual numbers.

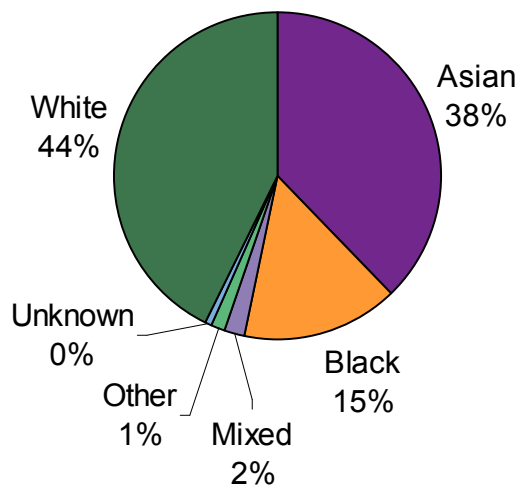
Applicant Monitoring – Internal Recruitment				
Year	Ethnicity	Applications	Shortlisted	Appointed
2008/09	BAME	56.4% (307)	52.4% (133)	50.0% (44)
	White	43.6% (237)	47.6% (121)	50.0% (44)
2007/08	BAME	57% (290)	51.6% (133)	47.1% (41)
	Non-BAME	43% (219)	48.4% (125)	52.3%(46)
2006/07	BAME	46.1% (175)	47.9% (93)	41.3% (26)
2005/06	BAME	60.0% (256)	51.0% (98)	33.3% (21)

- 3.3 The percentage of applications received from internal BAME applicants is 57% in 2007/08 and 56.4% in 2008/09. This is a significant increase in applications from BAME applicants over 2006/07. The percentage reduces slightly at shortlisting stage to 51.6% in 2007/08 and 52.4% in 2008/09 and is further reduced to 47.1% in 2007/08 at appointment stage. In 2008/09, there were an equal proportion of BAME and White applicants appointed. For internal BAME candidates, this shows an improving trend..

**Applicant Monitoring – Internal recruitment
All Departments (Excluding Schools) - 1 April 2007 to 31 March 2008**

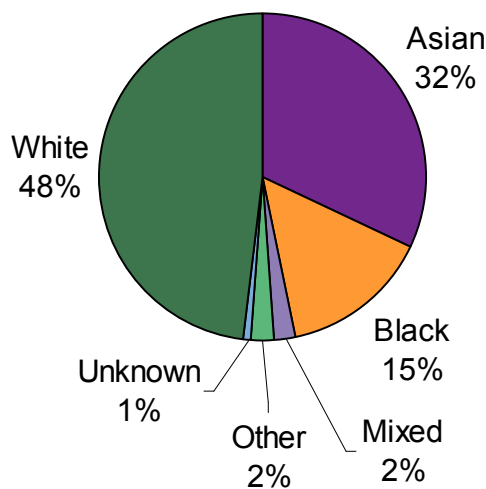
3.4 The pie charts below set out the applicant monitoring statistics for all internal applicants for the whole Council at the application, shortlisting and appointment stages of the recruitment and selection process.

Applications by Ethnic Origin



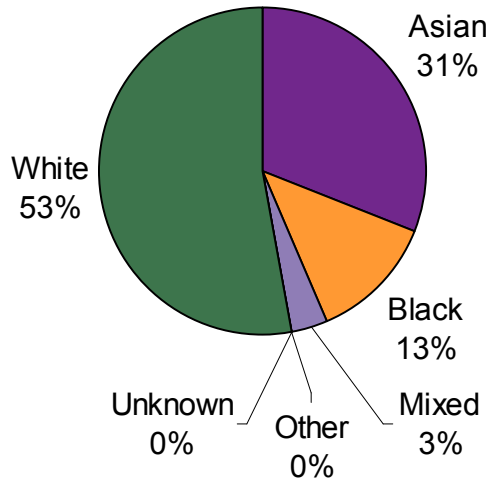
Ethnicity	Headcount
Asian	193
Black	79
Mixed	11
Other	7
Unknown	2
White	219
Total	511

Shortlisting by Ethnic Origin



Ethnicity	Headcount
Asian	83
Black	38
Mixed	6
Other	6
Unknown	2
White	125
Total	260

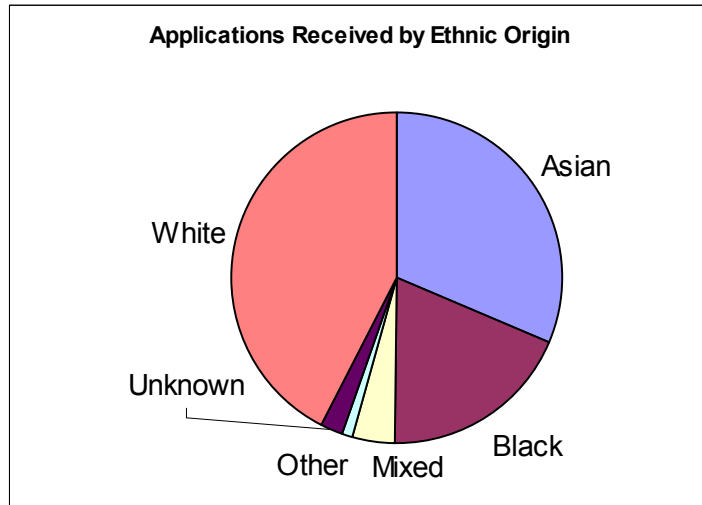
Appointments by Ethnic Origin



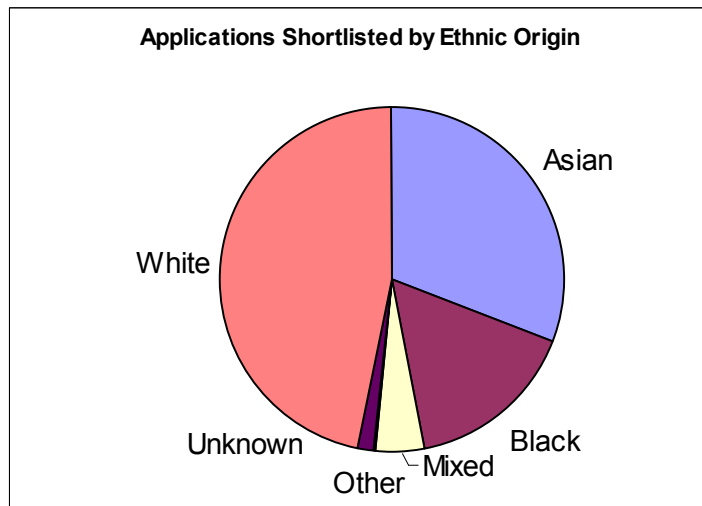
Ethnicity	Headcount
Asian	27
Black	11
Mixed	3
Other	0
Unknown	0
White	46
Total	87

**Applicant Monitoring – Internal recruitment
All Departments (Excluding Schools) - 1 April 2008 to 31 March 2009**

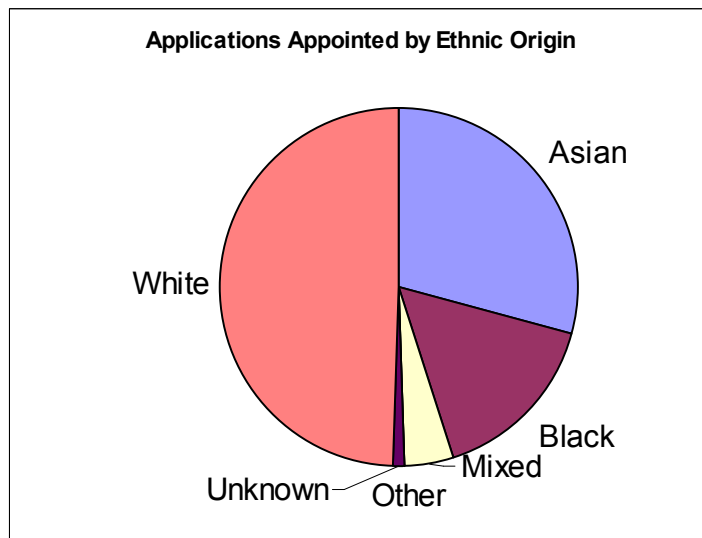
Asian	175
Black	105
Mixed	22
Other	5
Unknown	12
White	237
Total	556



Asian	79
Black	42
Mixed	11
Other	1
Unknown	3
White	121
Total	257



Asian	26
Black	14
Mixed	4
Other	0
Unknown	1
White	44
Total	89



- 3.5 The applicant monitoring statistics for internal recruitment are significantly different to external recruitment. Internal BAME applicants are more successful at appointment stage than external BAME applicants. However, it should be noted that the number of appointments relative to the size of the workforce is not significant.

Success Ratio and Success Rates – Internal recruitment

- 3.6 The success rates and success ratio for internal BAME staff are shown below:

	2007/08	2008/09
Overall success ratio for BAME applicants	0.67 (0.14/0.21)	0.77 (0.143/0.186)

- 3.7 The overall success ratio for internal BAME appointments is 0.67 (2007/08) and 0.77 (2008/09), which are higher than the Council's success ratio for all internal and external appointments (0.43) and are both improvements over the 2006/07 internal success ratio of 0.65.
- 3.8 The table below shows the variations in internal success ratios by paybands for the whole Council excluding schools (figures in brackets are the number of appointments).

Number of BAME appointments in brackets

Success Ratios by Payband – internal recruitment				
Payband	2008/09	2007/08	2006/07	2005/06
Band 1	0.90 (12)	0.89 (14)	0.38 (2)	0.59 (9)
Band 2	0.71 (22)	0.34 (12)	1.47 (16)	0.38 (35)
Band 3	1.05 (10)	1.44 (14)	0.87 (6)	0.21 (20)
Band 4	0	0.72 (1)	0.40 (2)	0.44 (17)
Band 5	0	0	0	0.00 (2)
Band 6	0	0	0	0
Overall SR	0.77 (44)	0.67 (41)	0.65 (26)	0.32 (86)

- 3.9 Comparison with previous years shows that the success ratio has significantly increased in paybands 1 and 3 exceeding the Council's target of 0.7.

4.0 Disability – All Recruitment

4.1 The Council set a local performance indicator for 2007/08 that the percentage of appointments of disabled people reflects the percentage of working age (18-65) people with disabilities in the local community which is 11%.

4.2 The table below shows applicant monitoring information for disabled applicants for 2007/08 and 2008/09 and shows the previous year's figures. It sets out the percentage of applications received, shortlisted and appointed for disabled and non-disabled candidates. Figures in brackets represent actual numbers.

Disability Applicant Monitoring - All recruitment						
Year	Applications		Shortlisted		Appointed	
	Disabled	Non-disabled	Disabled	Non-disabled	Disabled	Non-disabled
2008/09	3.3% (186)	96.7% (5492)	4.2% (47)	95.8% (1059)	3.3% (8)	96.7% (238)
2007/08	4.0% (236)	96.0% (5594)	3.9% (36)	96.1% (878)	1.6% (3)	98.4% (179)
2006/07	3.5% (133)	96.5% (3668)	3.1% (20)	95.1% (605)	0.8% (1)	99.2% (120)

4.3 The number of applications received from people who declared that they have a disability rose to 236, (4%) in 2007/08 but then reduced to 186 people in 2008/09. The table shows that there has been an increase in the proportion disabled candidates shortlisted in 2007/08 (3.9%) and 50 4.2% in 2008/09. The proportion of disabled applicants appointed has increased from 0.8% in 2006/07 to 3.3% in 2008/09. Although an improvement, this is well below the council's target and, in 2008/09, represented 8 disabled applicants appointed. .

4.4 The council reinforces its aim of encouraging applications from disabled people through its commitment to the 'two ticks' scheme.

4.5 An analysis of appointments by paybands and comparisons with the previous two years is shown in the table below:

Appointment of Disabled Persons by Payband				
Payband	2008/09	2007/08	2006/07	2005/06
Band 1 Non- disabled	72 (97.3%)	59 (98.3%)	27 (100%)	40
Band 1 Disabled	2 (2.7%)	1 (1.7%)	0 (0.%)	2
Band 2 Non- disabled	110 (96.5%)	72 (98.6%)	44 (100%)	110
Band 2 Disabled	4 (3.5%)	1 (1.4%)	0 (0.%)	2
Band 3 Non- disabled	42 (97.7%)	38 (97.4%)	24 (100%)	39
Band 3 Disabled	1 (2.3%)	1 (2.6%)	0 (0.%)	6
Band 4 Non- disabled	12 (92.3%)	8 (100%)	23 (100%)	28
Band 4 Disabled	1 (7.7%)	0 (0.0%)	0 (0.%)	1
Band 5 Non-Disabled	2 (100%)	2 (100%)	2 (66.7%)	70
Band 5 Disabled	0	0 (0.0%)	1 (33.3%)	0
Band 6 Non-Disabled	0		0	0
Band 6 Disabled	0		0	0
Unstated	13	4		
Total appointments across all paybands	259	186	121	304

** Band 5 & 6 did not exist prior to 1st April 2005*

4.6 Although an improvement in the percentage of disabled applicants appointed, the number of appointments is still low – 8 in 2008/09. Improvements have been made to the application form to encourage disabled people to apply to the council for employment and for all applicants to declare if they have a disability as the form was felt to be a deterrent. Actions will be undertaken to encourage the number of applications from disabled people and to increase their chances of employment with the Council.

5. Disability – Internal Recruitment

- 5.1 Council information is provided below on the success of disabled internal applicants in 2006/07, 2007/08 and 2008/09. It sets out the percentage of applications received, shortlisted and appointed for disabled and non-disabled candidates. Figures in brackets represent actual numbers.

Disability Applicant Monitoring – Internal recruitment						
Year	Applications		Shortlisted		Appointed	
	Disabled	Non-disabled	Disabled	Non-disabled	Disabled	Non-disabled
2008/09	3.8% (21)	96.2% (526)	4.4% (11)	95.6% (241)	4.5% (4)	95.5% (84)
2007/08	4.7% (24)	95.3% (487)	6.2% (16)	93.8% (244)	3.5% (3)	96.5% (83)
2006/07	4.8% (18)	95.2% (358)	3.8% (7)	96.2% (178)	0% (0)	100% (63)

The percentage of shortlisted and appointments of disabled staff has increased year-on-year despite a reduction in the number of disabled applicants between each year.

6.0 Gender – All Recruitment

- 6.1 The Council set a target of 50.8% for its local performance indicator that the proportion of women appointments reflects the proportion of working age (18-65) women in the local community. The proportion of women appointments for 2007/08 was 59.7% and 56.2% in 2008/09 compared to 58.7% in 2006/07. The council continues to make a higher proportion of women appointments compared to the local population of women.
- 6.2 The table below shows applicant monitoring information based on the gender of applicants for 2007/08 and 2008/09 and the previous two years. It sets out the percentage of applications received, shortlisted and appointed for male and female candidates. Figures in brackets represent actual numbers.

Gender Applicant Monitoring – All recruitment						
Year	Applications		Shortlisted		Appointed	
	Men	Women	Men	Women	Men	Women
2008/09	39.8% (2162)	60.2% (3265)	44.7% (447)	55.3% (553)	43.8% (99)	56.2% (127)
2007/08	36.3% (1842)	63.7% (3239)	38.2% (273)	61.8% (441)	40.3% (60)	59.7% (89)
2006/07	32.4% (1231)	59.1% (2247)	33.6% (14)	64.1% (408)	38.8% (7)	58.7% (71)
2005/06	39.2%	60.8%	38.8%	61.2%	40.5%	59.5%

6.3 The proportion of women applying for posts exceeds 60% in 2007/08 and 2008/09 and slightly below that for appointments. The proportion of women applying and being appointed continues to exceed the council's target. An analysis of the number of appointments by payband and comparisons with the previous two years is shown below:

Appointment by Gender by Payband				
Payband	2008/09	2007/08	2006/07	2005/06
Band 1 Men	48 (64.0%)	19 (37.3%)	10 (37.5%)	14 (33.3%)
Band 1 Women	27 (36.0%)	32 (62.7%)	17 (63.0%)	28 (66.7%)
Band 2 Men	30 (29.1%)	22 (37.3%)	18 (40.9%)	34 (30.4%)
Band 2 Women	73 (70.9%)	37 (62.7%)	26 (59.1%)	78(69.6%)
Band 3 Men	16 (45.7%)	16 (51.6%)	5 (20.8%)	15 (33.3%)
Band 3 Women	19 (54.3%)	15 (48.4%)	19 (79.2%)	30 (66.6%)
Band 4 Men	4 (36.4%)	3 (50.0)%	13 (59.1%)	17 (58.6%)
Band 4 Women	7 (63.6%)	3 (50.0)%	9 (40.9%)	12 (41.4%)
Band 5 Men	1 (50%)	0 (0.0%)	1 (100.0%)	3 (50%)
Band 5 Women	1 (50%)	2 (100%)	0 (0.0%)	3 (50%)
Band 6 Men	0	0	0	0
Band 6 Women	0	0	0	0
Unstated	33	37		
Total appointments across all paybands	259	186	121	304

6.4 The proportion of women appointed is highest for women at paybands 2, 3 and 4 with equal numbers of appointments at payband 5.

7.0 Gender - Internal Recruitment

7.1 Council gender information is provided below on the success of male and female internal applicants in 2007/08 and 2008/09 and in the previous year.

Gender Applicant Monitoring – Internal recruitment						
Year	Applications		Shortlisted		Appointed	
	Men	Women	Men	Women	Men	Women
2008/09	32.9% (160)	67.1% (326)	35.3% (76)	64.7 (139)	45.5% (35)	54.5% (42)
2007/08	29.0% (121)	71.0% (296)	29.9% (60)	70.1% (141)	33.8% (25)	66.2% (49)
2006/07	28.9% (10)	61.3% (233)	34.6% (65)	60.6% (114)	38.1% (24)	57.1% (36)

7.2 The percentage of applications received, shortlisted and appointments made of internal women continues to be higher than men at each stage and proportions are similar to that of all recruitment detailed above.

COUNCIL EMPLOYMENT PROCEDURES MONITORING REPORT FOR THE PERIOD

1 APRIL 2007 TO 31 MARCH 2008 and 1 APRIL 2008 TO 31 MARCH 2009

1. Background

- 1.1 This report provides information on the outcomes of Council employment procedure monitoring during the periods 1 April 2007 to 31 March 2008 and 1 April 2008 to 31 March 2009 for the whole council including school-based staff.
- 1.2 The Council set a local performance indicator that the numbers of employees using or subject to employment procedures is proportionate to the ethnic profile of the workforce. The proportion of the workforce who were from a BAME group for 2007/08 was 31.51% and 33.50% in 2008/09.
- 1.3 The procedures monitored are harassment complaints, grievances, disciplinary investigations and hearings. Information provided is for the number of employees who have made use of, or been subject to each procedure.
- 1.4 Directorate statistics and analysis can be found in the departmental reports attached to this report at appendix 7.

2. Disciplinary Investigations and Hearings

- 2.1 The table below shows a breakdown of all disciplinary cases in 2007/08 by investigations, disciplinary hearings, not taken to hearing and ongoing cases.

All Disciplinary Cases

	2007/08			2008/09		
	BAME	White	Total	BAME	White	Total
Investigations	32	32	64	29	41	70
Hearings	10	8	18	12	19	31
Not taken to Hearing	22	24	46	12	17	29
Ongoing Cases	3	1	4	4	6	10

- 2.2 In 2007/08, there were 64 investigations, with half related to BAME staff and half to white staff. Of these investigations, 18 cases only were taken to a disciplinary hearing (10 BAME and 8 white employees) and of the remainder, 46 cases were not taken to a hearing (22 BAME and 24 white employees) and 4 cases were ongoing as at the 31st March 2008 (3 BAME and 1 white employees).

2.3 In 2008/09, there were 70 investigations with the majority relating to white staff (41). Of these, 31 cases proceed to a hearing (with a further 10 cases ongoing at 31 March 2008). In 2008/09, the table above demonstrates that BAME staff were not, on the face of it, disproportionately affected by disciplinary proceedings.

2.4 The tables below provide a detailed breakdown of numbers and percentages of disciplinary investigations and hearings for 2007/08 and 2008/09. The data is broken down by BAME and white groups and within that by gender, disability and age categories. Figures for previous years are included for comparison.

Disciplinary Investigations										
Period	BAME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2008/09	15	13	1	25-60	28 (40%)	27	13	1	25-64	42 (60%)
200708	18	14	6	25-64	32 (50%)	18	14	3	25-64	32 (50%)
2006/07	19	17	1	20-59	37 (55.22%)	20	10	1	20-74	30 (44.76%)
2005/06	11	4	0	25-64	15 (48.38%)	12	4	0	25-64	16 (51.61%)
2004/05	18	4	1	20-64	23 (41.8%)	23	9	0	20-64	32 (58.2%)

2.5 The total number of disciplinary investigations in 2008/09 has increased compared with previous years. Although the numbers of BAME and white staff who were subject to a disciplinary investigation were identical in 2007/08, there were a greater proportion of white staff subject to a disciplinary investigation than BAME staff.

2.6 The age band of staff involved in the disciplinary process spans across the full range of age bands, ages 20-64.

2.7 The table below shows the outcome of those cases that proceeded to a disciplinary hearing

	2007/08			2008/09		
	BAME	White	Total	BAME	White	Total
No further action	1	0	1	2	4	6
Guidance	10	2	3	0	2	2
1 st written warning	1	0	1	3	0	3
2 nd written warning	0	0	0	0	0	0
Final written warning	2	3	5	2	5	7
Dismissal	5	3	8	10	6	18
Total			18			36

- no further action - where there was no case to answer,
- guidance – where the matter is not considered to warrant a disciplinary warning but a formal meeting is held to provide guidance to the employee so as to modify and correct their conduct.

2.8 The monitoring information on disciplinary investigations and hearings for 2007/08 and 2008/09 indicates that BAME employees have been disproportionately affected by the Council's disciplinary procedure at investigation/hearing stages and by the outcomes/sanctions given. However, as stated elsewhere in this report, the number of disciplinary investigations and hearings is very small given the size of the workforce and forming judgements based on these small numbers could be misleading. Nevertheless, the continuing pattern of impact is of concern and a review of disciplinary cases and their outcomes with a focus on ethnicity will be carried out.

RACIAL										
Period	BAME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2008/09	1	0	0	60	1 (100.00%)	0	0	0	0	0
2007/08	0	1	0	20-59	1 (100.00%)	0	0	0	-	0 (0%)
2006/07	3	1	0	20-59	4 (50.00%)	2	2	0	20-44	4 (50.00%)
2005/06	1	2	0	35-49	3 (50%)	1	2	1	25-54	3 (50%)
2004/05	0	1	0	20 - 64	1 (100.00%)	0	0	0	0	0

OTHER										
Period	BAME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2008/09	6	22	3	28-66	28 (59.57%)	10	9	1	24-64	19 (40.43%)
2007/08	6	13	3	28-61	19 (52.78%)	3	14	0	26-59	17 (47.22%)
2006/07	8	12	1	25-59	20 (57.14%)	6	9	2	20-64	15 (42.86%)
2005/06	14	9	6	20-64	23 (60.52%)	4	11	1	20-64	15 (39.47%)
2004/05	0	3	0	20-64	3 (37.50%)	2	3	1	20-64	5 (62.50%)

3. Grievances

3.1 The tables below provide a detailed breakdown of numbers and percentages of grievances raised in 2007/08 and 2007/08. The data is split by grievances on the grounds of race and other grievances and is broken down BAME and white groups and within that by gender, disability and age categories. Figures for previous years are included for comparison.

TOTAL GRIEVANCE CASES										
Period	BAME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2008/09	7	22	3	28-66	29 (60.42%)	10	9	1	24-64	19 (39.58%)
2007/08	6	14	3	26-61	20 (54.05%)	3	14	0	26-59	17 (45.95%)
2006/07	11	13	1	20-59	24 (55.81%)	8	11	2	20-64	19 (44.19%)
2005/06	15	11	6	20-64	26 (59.09%)	5	13	2	25-64	18 (40.90%)
2004/05	0	4	0	20-64	4 (44.44%)	2	3	1	20-64	5 (55.55%)

- 3.2 The total number of grievances recorded in 2007/2008 (37) was lower than in 2006/07 (43). However, there has been an increase in the number of grievances between 2007/08 and 2008/09 with the majority (60.42%) being raised by BAME staff. The number of grievances on the grounds of race (one case) continues to be very low given the size of the workforce.
- 3.3 The age band of staff raising grievances spans most of the age ranges of staff from age 24-66.
- 3.4 There were 3 grievances by BAME staff who declared they had a disability.
- 3.5 There continues to be more grievances raised by females. These proportions are in line with the workforce profile for those groups though, again, the numbers are so small that definitive conclusions cannot be drawn.
- 3.6 The majority of grievances (60.46%) were resolved at stage 1 and 2 of the council's grievance procedure. As at 31st March 2008, 5 grievances were ongoing.

4. Harassment Complaints

- 4.1 There were no harassment complaints recorded in 2007/08 nor in 2008/09. Anecdotally, employees are using the grievance procedure to raise complaints of harassment. A new combined Grievance and Harassment procedure – Dignity at Work - has been revised (launched in April 2010) to make it a more supportive mechanism for employees with complaints of harassment.

5 Conclusion

- 5.1 The numbers of disciplinary and grievance cases are small given the size of the workforce. However, there has been an increase in both the number of disciplinary and grievance cases. In both cases, BAME staff feature more highly and an investigation will be carried out as described at 2.8. Nevertheless, although an interpretation can be made that BAME staff are disproportionately affected by disciplinary processes as they make up about a third of the workforce, the small number of cases cannot be relied upon to draw an inference of discriminatory treatment.
- 5.2 In December 2008, the council launched the first of three new procedures (as part of a Fair Treatment suite) on Capability. This addresses underperformance and absence issues. In April 2009, it launched the remaining two procedures to ensure council compliance with legislative change in disciplinary and grievance cases. The new procedures are Conduct and Dignity at Work. These replaced the council's previous capability, absence, disciplinary and grievance and harassment procedures. Monitoring of the impact of the new procedures will be reported in the 2009/2010 annual report.

**Training & Development Monitoring and Progress Report
Period 01 April 2007 to 31 March 2008 and 1 April 2008 to 31 March 2009**

1. Summary

The main developments for have been:

- Harrow RulesGrass Roots Diversity Booklets
- Harrow Rules - Equality & Diversity Module
- Harrow Induction course - module on Diversity
- Harrow Induction for Managers - module on Diversity
- CMS & DMS - Equality & Diversity has been integrated into each session
- Recruitment for the CMS & DMS - invite BAME staff to apply for the programme
- Learning Champions - Equality & Diversity has been integrated into each session
- Recruitment for Learning Champions - invited BAME staff to apply for the programme
- Safeguarding Adult's courses - Equality & Diversity are incorporated within the sessions
- Children's Directorate Induction – Equalities & Diversity are incorporated within the programme

2. Provision of careers training information & advice

The Council's learning and development service has Matrix accreditation for the quality of its advice and guidance on careers in local government and gaining employment at the Council. The unit has provided advice through a number of routes including at Job Centre Plus, workshops / drop in sessions at schools and nurseries, job fairs, road shows and one to one interviews.

3. Delegate attendance at corporately organising training

Of those that attended corporately organised training, 30% were BAME, 3% were disabled and 64% were women. There is still a relatively high proportion of staff who are recorded as unclassified against each of these categories which makes definitive judgements on performance problematic. As stated elsewhere in this report, there is an intention to ask staff to update their records so that more accurate information on their social identity is held.

BUSINESS DEVELOPMENT EQUALITY IN EMPLOYMENT REPORT 2007/08**1. SUMMARY**

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2007 to 31 March 2008.

2. APPLICANT MONITORING – SUCCESS RATIOS

BAME appointments in brackets

Payband	2007/08	2006/07	2005/06
1		0	0.42
2	0.31 (8)	0.71 (5)	0.31
3	0.44 (6)	0.26 (1)	0.17
4		0.00 (1)	0.32
5		0	
6		0	
Overall	0.29(14)	0.68 (7)	0.34

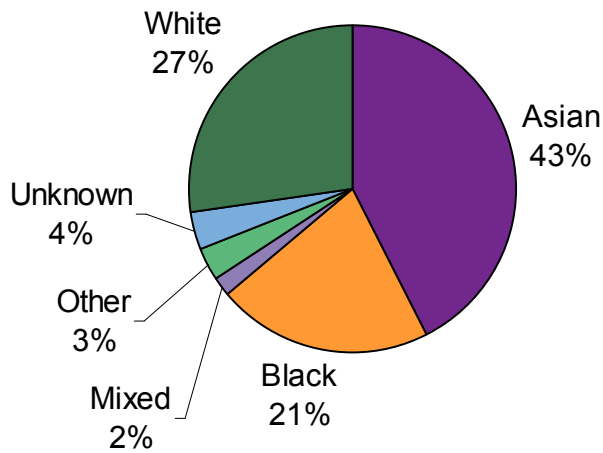
The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2007 to 31 March 2008, 14 appointments were made.

At the application stage 68.9% of forms received were from BAME applicants. At the short-listing stage the figure was 60.9% BAME applicants. At the appointment stage the corresponding figure was 40.0%. The success ratio for all applicants was 0.29 and for internal applicants was 0.44.

Of those appointed, 0% were registered as disabled and 50% were female. 12% of those appointed were aged 16-24, 65% were aged 25-39, 21% aged 40-54 and 3% over 55 years.

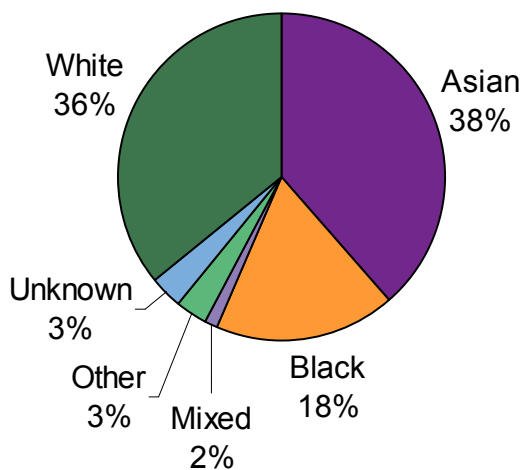
Applicant Monitoring Summary - Business Development - 1 April 2007 to 31 March 2008

Applications by Ethnic Origin



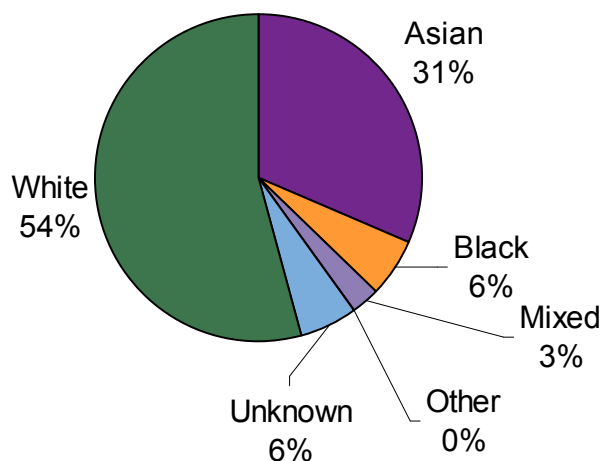
Ethnicity	Headcount
Asian	610
Black	305
Mixed	28
Other	45
Unknown	58
White	389
Total	1435

Shortlisting by Ethnic Origin



Ethnicity	Headcount
Asian	74
Black	34
Mixed	3
Other	6
Unknown	6
White	69
Total	192

Appointments by Ethnic Origin



Ethnicity	Headcount
Asian	11
Black	2
Mixed	1
Other	0
Unknown	2
White	19
Total	35

RECRUITMENT AUDITS

➤ From April 07 to September 07

Human Resources Advisors have audited 4 posts within Business Development which represents 3% of total council appointments for the 07/08 financial year period. There was incomplete paperwork (for reasons explained in the main report). In all other areas of assessment the Directorate performed well demonstrating effective short-listing, interview questions and clear decision making.

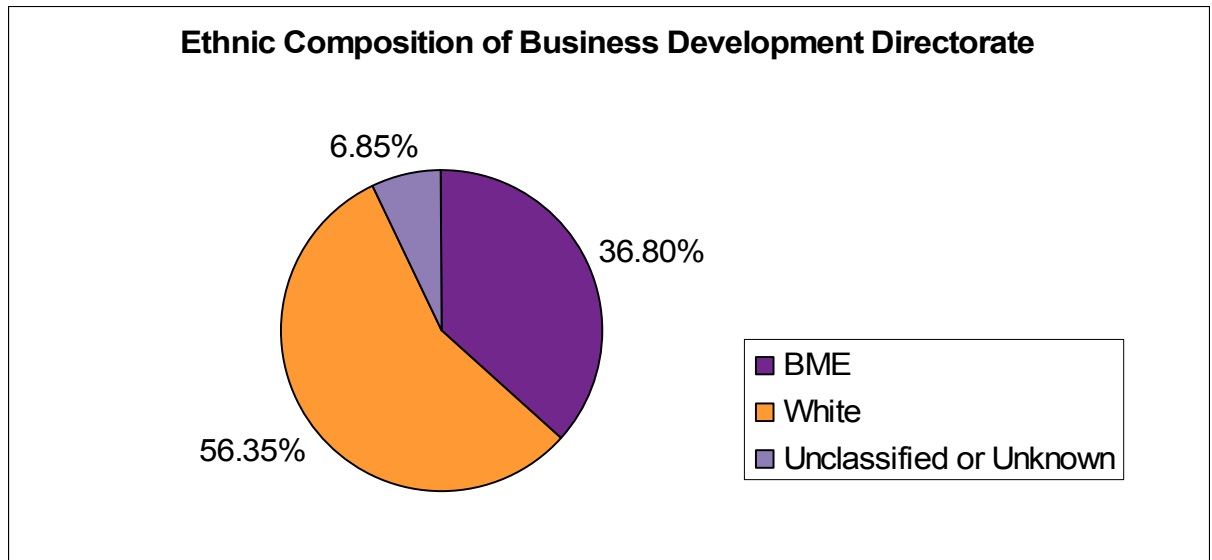
➤ From October 07 to March 08

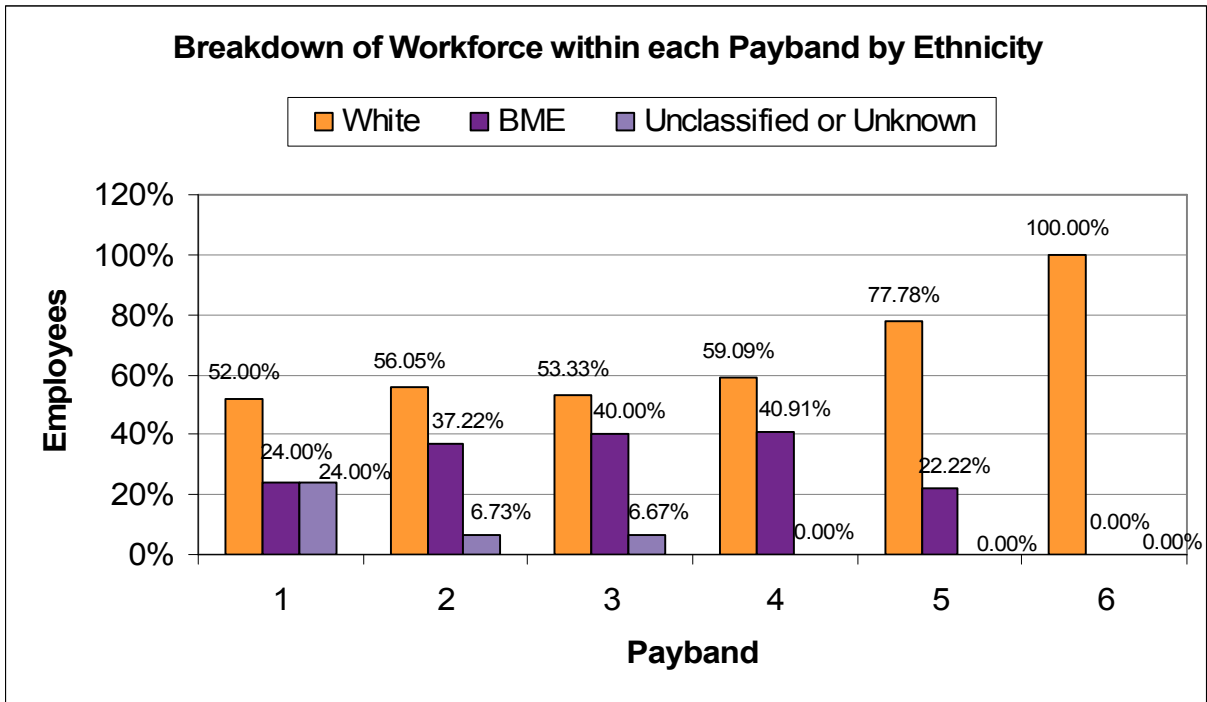
Human Resources Advisors have audited 3 posts within Business Development that represents 2% of all appointments for the financial year period. The panel was balanced in 67% of the posts and was unbalanced in the remaining 33%. All cases displayed a consensus in final appointment decision.

4. WORKFORCE PROFILE 2007/08 BUSINESS DEVELOPMENT

	White %	BAME %	Male %	Female %	Disabled %
1	5.86%	4.14%	5.50%	6.67%	21.74%
2	56.31%	57.24%	47.71%	60.00%	52.17%
3	21.62%	24.83%	25.69%	21.75%	13.04%
4	11.71%	12.41%	13.76%	10.18%	4.35%
5	3.15%	1.38%	7.34%	0.35%	8.70%
6	1.35%	0.00%	0.00%	1.05%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Ethnic Origin

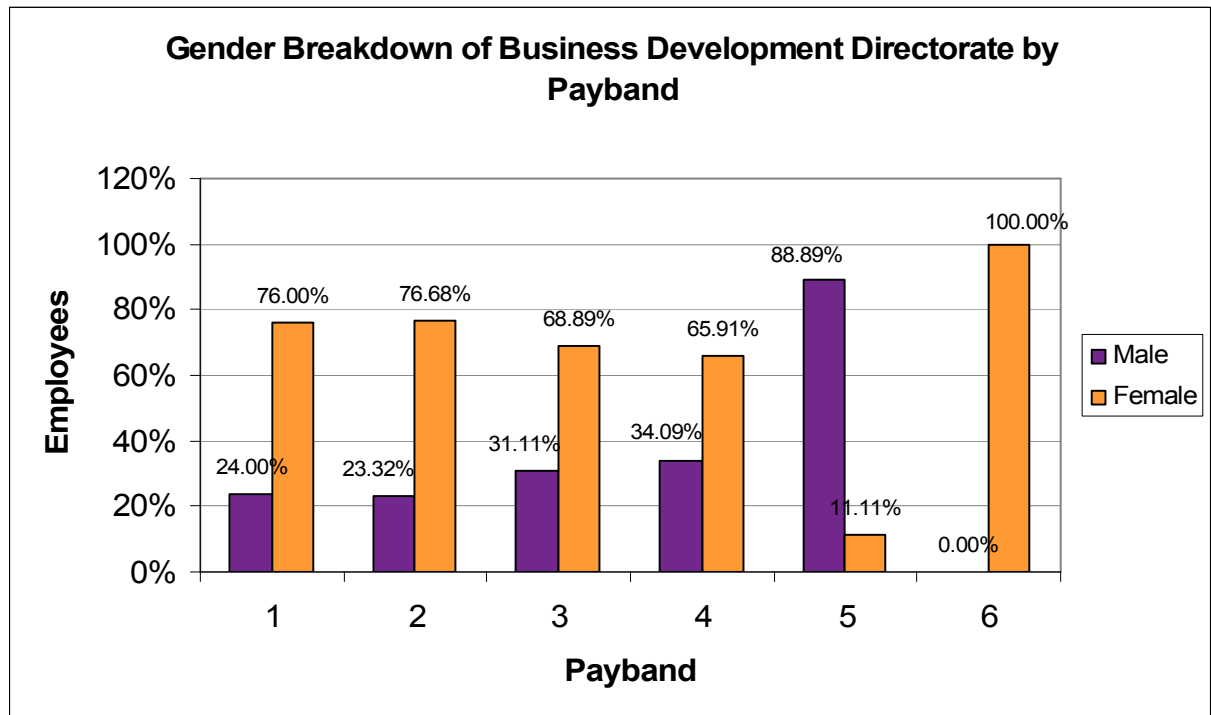




Disability

	Headcount	%
Disabled	23	5.84%
Not disabled	371	94.16%
Not assigned/Unclassified	0	0.00%
Total	394	100.00%

Gender



Age

	Male	%	Female	%	Total	%
16 to 24	6	1.52%	18	4.57%	24	6.09%
25 to 34	22	5.58%	64	16.24%	86	21.83%
35 to 44	32	8.12%	66	16.75%	98	24.87%
45 to 54	25	6.35%	95	24.11%	120	30.46%
55 to 64	22	5.58%	42	10.66%	64	16.24%
65 +	2	0.51%	0	0.00%	2	0.51%
Total	109	27.66%	285	72.34%	394	100.00%

5. EMPLOYEE PROCEDURES MONITORING

There were no disciplinary cases during the 2007/08 year. There were 2 grievance cases from BAME staff, one of whom was disabled.

6. EQUALITY TASK GROUP

The Director of Finance and Business Strategy for Business Development chaired the Business Development and Chief Executive's Equalities Task Group. The group meets on a two-monthly basis. The group coordinates the directorate's work on the race equality scheme and other equality and diversity matters. .

Contact: Lesley Clarke, HRD Strategy Manager, 020 8420 9309

CHIEF EXECUTIVE DEPARTMENT'S EQUALITY IN EMPLOYMENT REPORT 2007-08

1. SUMMARY

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2007 to 31 March 2008.

2. APPLICANT MONITORING – SUCCESS RATIOS

BAME appointments in brackets

Payband	2007/08	2006/07	2005/06
1			0
2	2.05 (1)	2.90 (3)	0.12
3	1.15 (2)	0.79 (3)	0
4			0.50
5			
6			
Overall	1.52 (3)	0.68 (6)	0.39

The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2007 to 31 March 2008, 3 appointments were made.

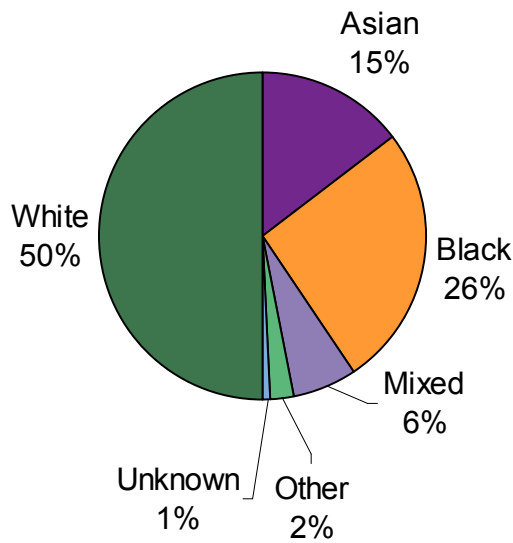
At the Application stage 49.2% of forms received were from BAME applicants. At the short-listing stage the figure was 41.2% BAME applicants. At the appointment stage the corresponding figure was 60.0% The success ratio for all applicants was 1.52 and for internal applicants was indeterminable.

Of those appointed, 0% were registered as disabled and 100% were female. 20% of those appointed were aged 16-24, 40% were aged 25-39, 40% aged 40-54 and 0% over 55 years.

Recognising that statistical analysis of applicant monitoring is against 3 posts only, it is not possible to draw any meaningful conclusions.

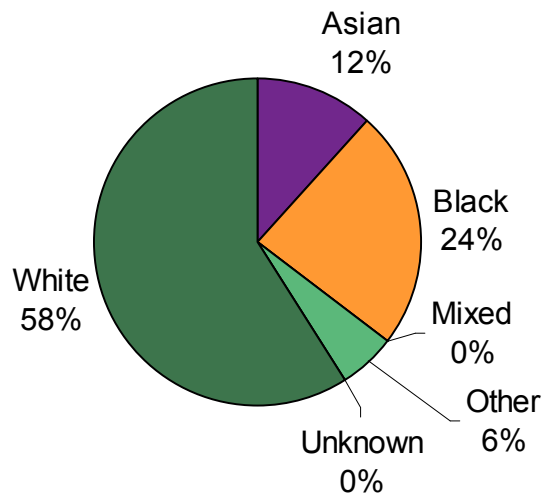
Applicant Monitoring Summary – Chief Executive’s – 1 April 2007 to 31 March 2008

Applications by Ethnic Origin



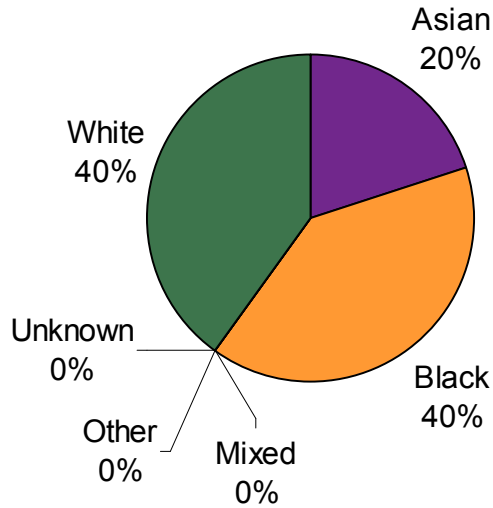
Ethnicity	Headcount
Asian	19
Black	33
Mixed	8
Other	3
Unknown	1
White	64
Total	128

Shortlisting by Ethnic Origin



Ethnicity	Headcount
Asian	2
Black	4
Mixed	0
Other	1
Unknown	0
White	10
Total	17

Appointments by Ethnic Origin



Ethnicity	Headcount
Asian	1
Black	2
Mixed	0
Other	0
Unknown	0
White	2
Total	5

APPLICANT MONITORING – SUCCESS RATIOS

➤ From April 07 to September 07

Human Resources Advisors have audited 1 post for the Directorate - therefore the sample represents 20% of the 5 appointments for the period and limits the reliability of its findings. This audited appointment demonstrated effective short-listing, interview questions and clear decision making.

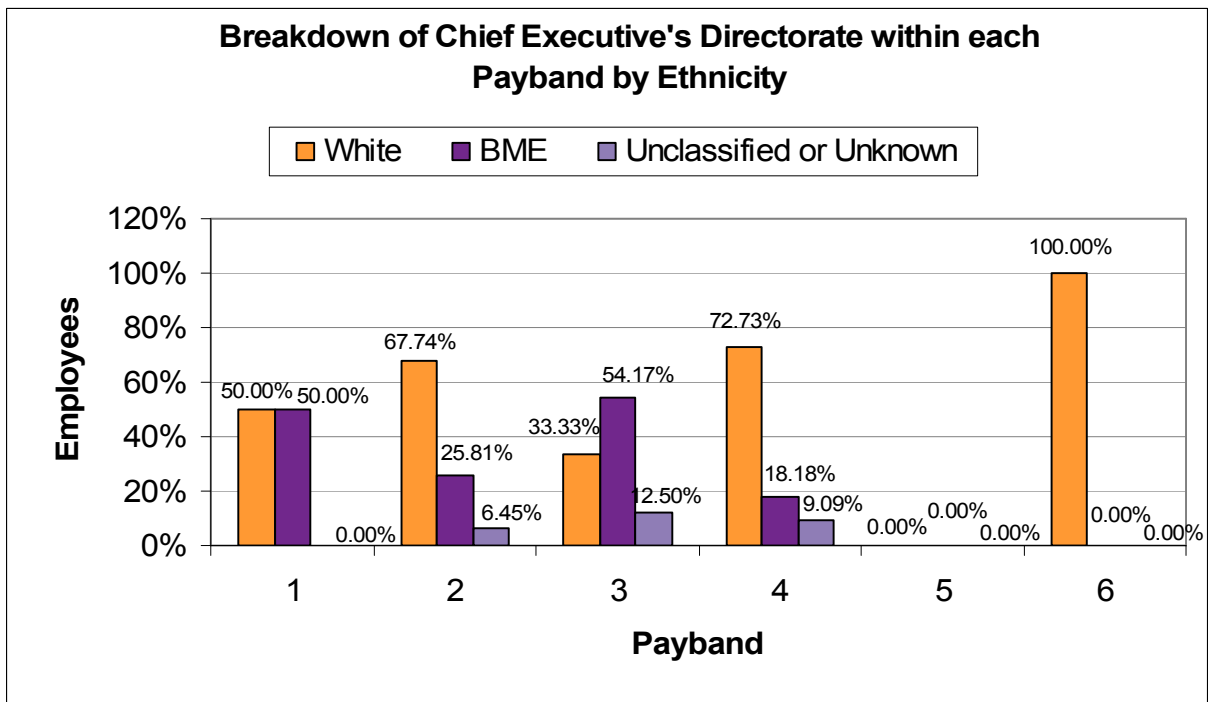
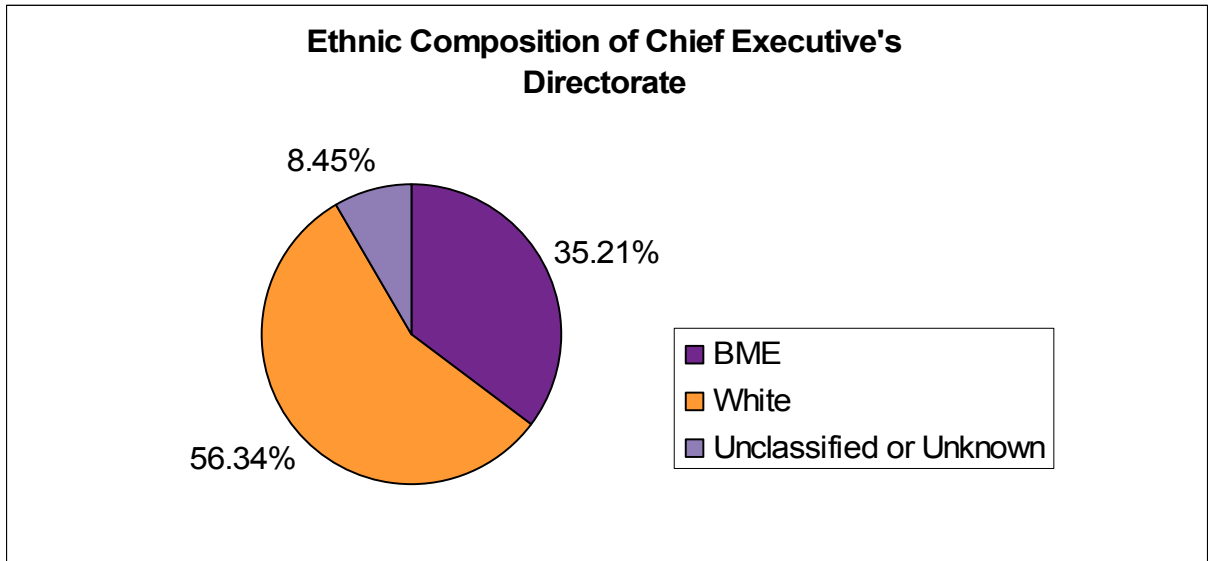
➤ From October 07 to March 08

No recruitment processes were audited during this period.

4. WORKFORCE PROFILE 2007/08 FOR CHIEF EXECUTIVE'S DEPARTMENT

	White %	BAME %	Male %	Female %	Disabled %
1	5.00%	8.00%	0.00%	7.27%	0.00%
2	52.50%	32.00%	50.00%	41.82%	100.00%
3	20.00%	52.00%	31.25%	34.55%	0.00%
4	20.00%	8.00%	12.50%	16.36%	0.00%
5	0.00%	0.00%	0.00%	0.00%	0.00%
6	2.50%	0.00%	6.25%	0.00%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

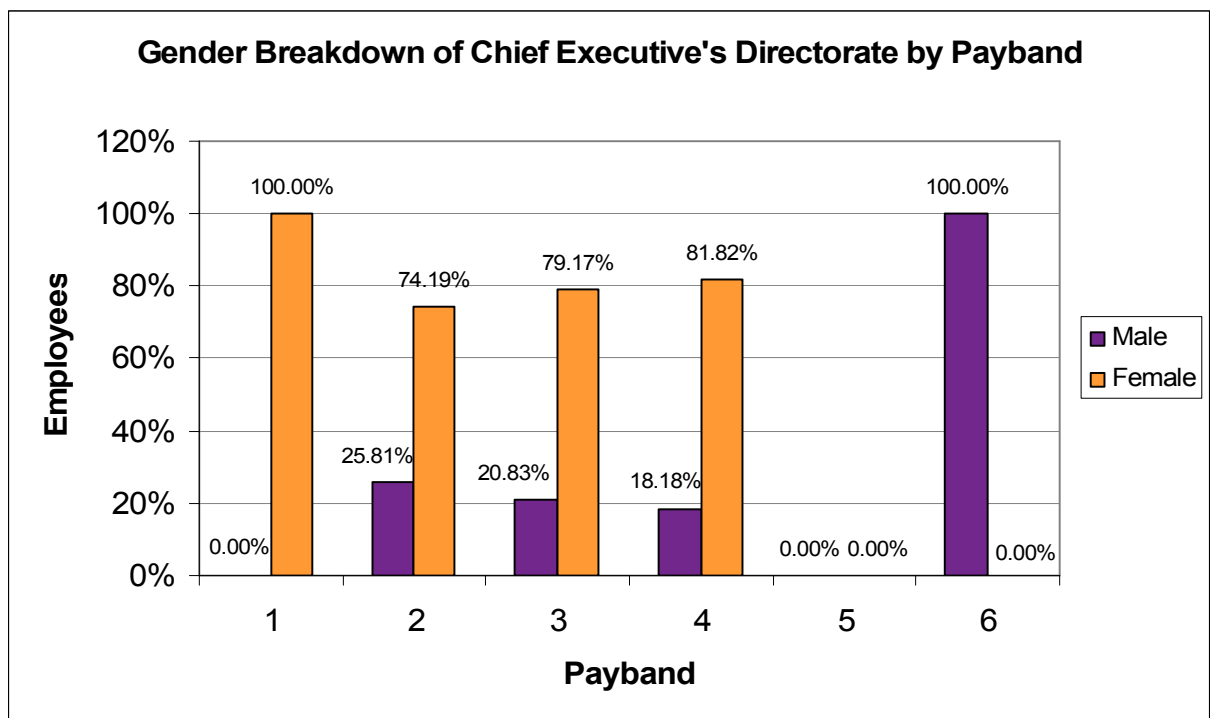
Ethnic Origin



Disability

	Headcount	%
Disabled	3	4.23%
Not disabled	68	95.77%
Not assigned/Unclassified	0	0.00%
Total	71	100.00%

Gender



Age

	Male	%	Female	%	Total	%
16 to 24	1	1.41%	3	4.23%	4	5.63%
25 to 34	4	5.63%	10	14.08%	14	19.72%
35 to 44	4	5.63%	19	26.76%	23	32.39%
45 to 54	5	7.04%	12	16.90%	17	23.94%
55 to 64	2	2.82%	11	15.49%	13	18.31%
65 +	0	0.00%	0	0.00%	0	0.00%
Total	16	22.54%	55	77.46%	71	100.00%

5. EMPLOYEE PROCEDURES MONITORING FOR CHIEF EXECUTIVE'S DEPARTMENT

There were no disciplinary, grievance or harassment cases nor any other employment procedure in the year.

6. EQUALITY TASK GROUP

The Director of Finance and Business Strategy for Business Development chaired the Business Development and Chief Executive's Equalities Task Group. The group meets on a two-monthly basis. The group coordinates the directorate's work on the race equality scheme and other equality and diversity matters.

Contact: Lesley Clarke, HRD Strategy Manager, 020 8420 9309

Appendix 7c

PEOPLE FIRST EQUALITY IN EMPLOYMENT REPORT 2007/08

1. SUMMARY

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2007 to 31 March 2008.

2. APPLICANT MONITORING – SUCCESS RATIOS (excluding schools)

BAME appointments in brackets

Payband	2007/08	2006/07	2005/06
1	0.47 (13)	0.34 (3)	0.97
2	0.56 (22)	0.72 (10)	0.50
3	2.44 (15)	0.60 (8)	0.36
4	0.93 (3)	0.44 (1)	0.77
5	2.67 (1)	0	0.51
6		0	
Overall	0.68 (54)	0.58 (22)	0.55

The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2007 to 31 March 2008, 54 appointments were made.

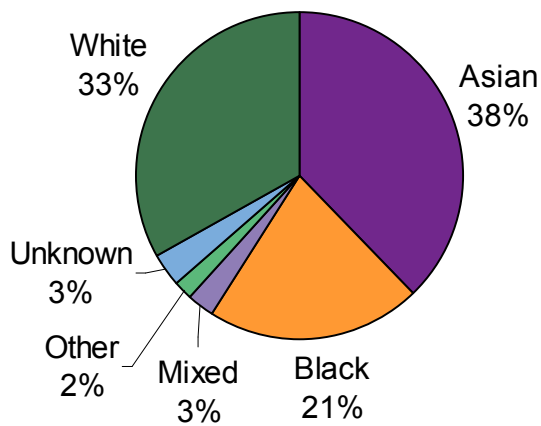
At the Application stage 63.7% of forms received were from BAME applicants. At the short-listing stage the figure was 53.5% BAME applicants. At the

appointment stage the corresponding figure was 55.7% The success ratio for all applicants was 0.68 and for internal applicants was 0.70.

Of those appointed, 2.1% were registered as disabled and 68.3% were female. 15% of those appointed were aged 16-24, 43% were aged 25-39, 34% aged 40-54 and 8% over 55 years.

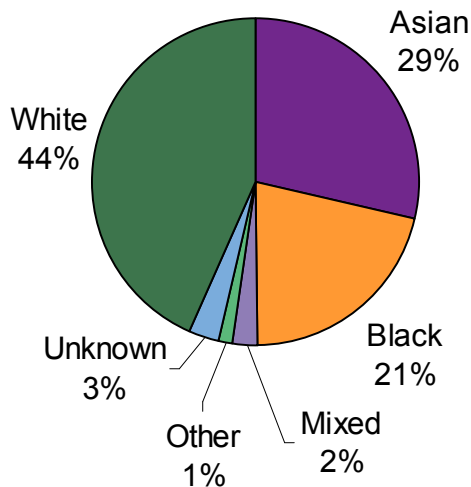
Applicant Monitoring Summary – People First, excluding Schools, 1 April 2007 to 31 March 2008

Applications by Ethnic Origin



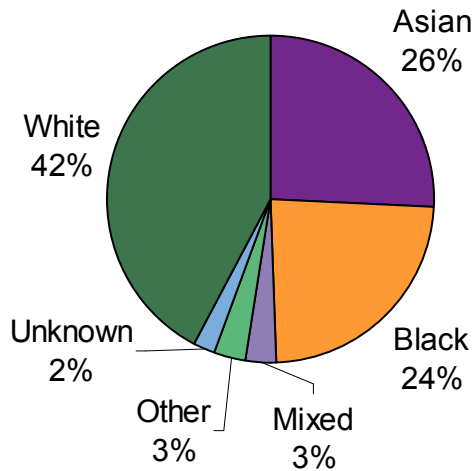
Ethnicity	Headcount
Asian	1276
Black	718
Mixed	89
Other	68
Unknown	115
White	1113
Total	3379

Shortlisting by Ethnic Origin



Ethnicity	Headcount
Asian	142
Black	105
Mixed	12
Other	7
Unknown	15
White	216
Total	497

Appointments by Ethnic Origin



Ethnicity	Headcount
Asian	25
Black	23
Mixed	3
Other	3
Unknown	2
White	41
Total	97

3. Recruitment Audits

➤ From April 07 to September 07

Human Resources Advisors have audited 11 posts within People First which represents 7% of all appointments for the financial year period. Although paperwork was missing from the recruitment packs (for the reasons stated elsewhere in the main report) ,in all other areas of assessment the Directorate performed well demonstrating effective use interview questions and clear decision-making.

➤ From October 07 to March 08

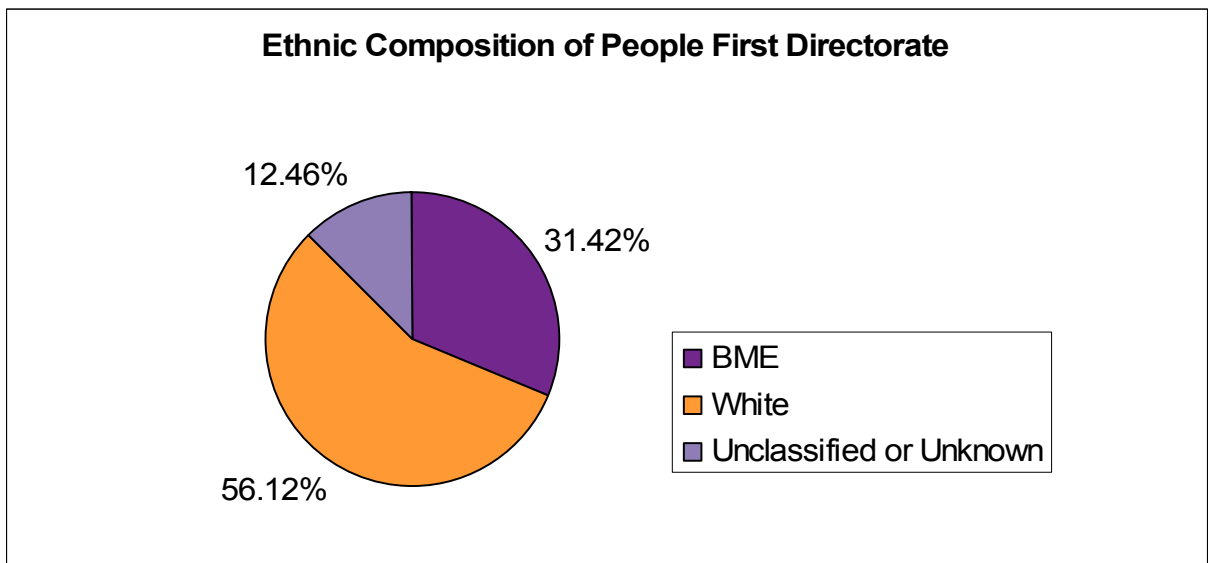
Human Resources Advisors have audited 6 posts for the Directorate that represents 4% of all appointments for the financial year period. The paper work was complete in 0%(!) of the posts and incomplete in 100%. The panel was balanced in 67% of the posts and was unknown in 33% of the 6 audited posts. In 50% of the posts no personal details were attached. The recommended scoring scheme was used in 50% of the posts, in 17% of the posts was not used and in 33% is unknown. In 33% of cases there was a consensus in final appointment decision, however in 50% of the posts this was unknown and in 17% was not applicable, as no interviews were held.

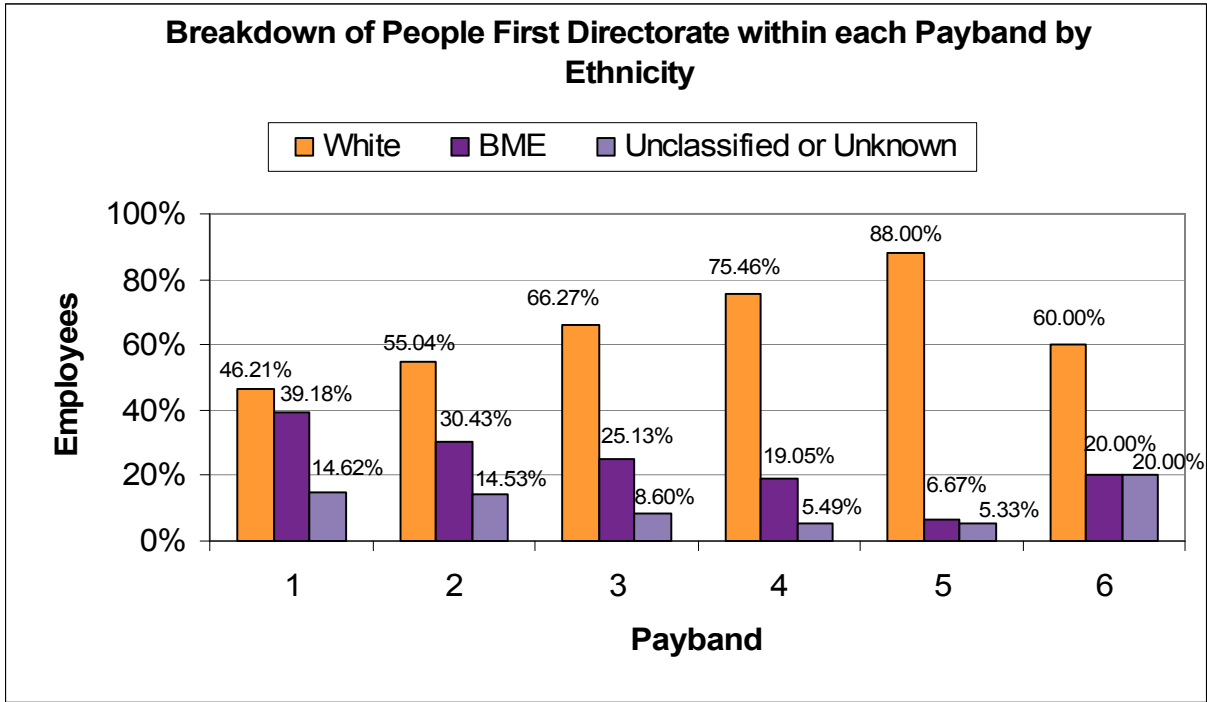
4. The People First Workforce including Schools

Paybands

	White %	BAME %	Male %	Female %	Disabled %
1	31.18%	47.22%	12.72%	42.32%	27.85%
2	29.77%	29.40%	41.08%	28.46%	39.24%
3	28.85%	19.54%	31.54%	23.17%	26.58%
4	7.64%	3.44%	10.65%	4.80%	2.53%
5	2.45%	0.33%	3.46%	1.22%	3.80%
6	0.11%	0.07%	0.55%	0.02%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Ethnic Origin

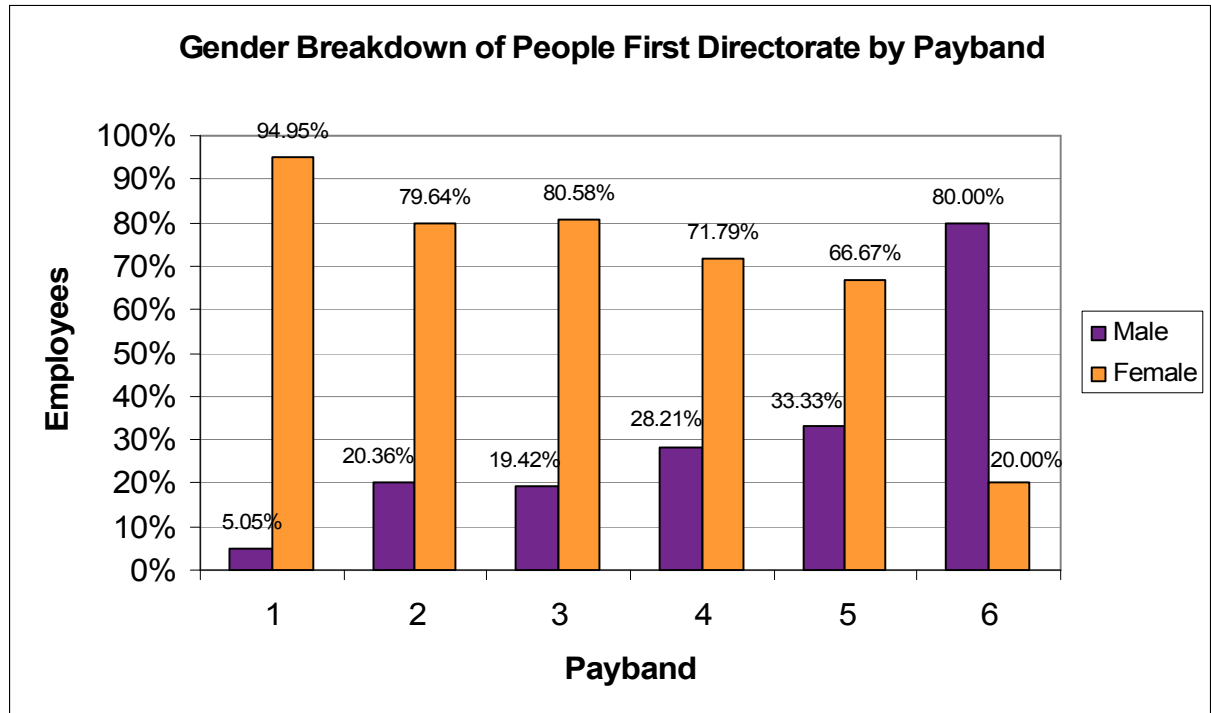




Disability

	Headcount	%
Disabled	79	1.64%
Not disabled	4719	98.19%
Not assigned/Unclassified	8	0.17%
Total	4806	100.00%

Gender



Age

	Male	%	Female	%	Total	%
16 to 24	46	0.96%	185	3.85%	231	4.81%
25 to 34	173	3.60%	748	15.56%	921	19.16%
35 to 44	162	3.37%	1109	23.08%	1271	26.45%
45 to 54	183	3.81%	1328	27.63%	1511	31.44%
55 to 64	151	3.14%	684	14.23%	835	17.37%
65 +	8	0.17%	29	0.60%	37	0.77%
Total	723	15.04%	4083	84.96%	4806	100.00%

5. Employment Procedures Monitoring

Disciplinary Investigations										
Period	BAME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2006/2007	8	11	1	20-54	19 (54.29%)	10	6	0	20-59	16 (45.71%)

Disciplinary Hearings										
Period	BAME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2006/2007	2	7	0	20-54	9 (64.29%)	4	1	0	30-59	5 (35.71%)

Disciplinary action as a result of Hearing

PF	BAME	WHITE	Total
No Further Action	0	0	0
Guidance	0	0	0
First Written Warning	1	1	2
Second Written Warning	0	0	0
Final Written Warning	2	1	3
Dismissed	6	3	9
			14

Action taken following investigation

PF	BAME	WHITE	Total
No Further Action	1	2	3
Guidance	3	4	7
Resigned Before Action Taken	2	2	4
Ongoing Case	4	3	7
			21

Grievances

RACIAL										
Period	BAME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2006/2007	3	1	0	20-59	4 (50.00%)	2	2	0	20-44	4 (50.00%)

OTHER										
Period	BAME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2006/2007	10	8	1	25-59	18 (60.00%)	8	4	2	20-64	12 (40.00%)

TOTAL GRIEVANCE CASES										
Period	BAME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2006/2007	13	9	1	20-59	22 (57.89%)	10	6	2	20-64	16 (42.11%)

Grievances by stages

PF	BAME	WHITE	Total
Stage 1	7	1	8
Stage 2	8	7	15
Stage 3	1	5	6
Appeal at stage 3	2	3	5
Ongoing	4	0	4
			38

Contact: Paul R Turner, HR Operations HR Manager, 020 8424 1515

URBAN LIVING EQUALITY IN EMPLOYMENT REPORT 2007/08

1. SUMMARY

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2007 to 31 March 2008.

2. APPLICANT MONITORING – SUCCESS RATIO

BAME appointments in brackets

Payband	2007/08	2006/07	2005/06
1	0.52 (13)	0.92 (15)	0.10
2	0.44 (4)	1.26 (7)	0.32
3	0.12 (1)		0.35
4	0.00 (1)	0.17 (1)	1.17
5			
6			
Overall	0.48 (19)	0.48 (23)	0.27

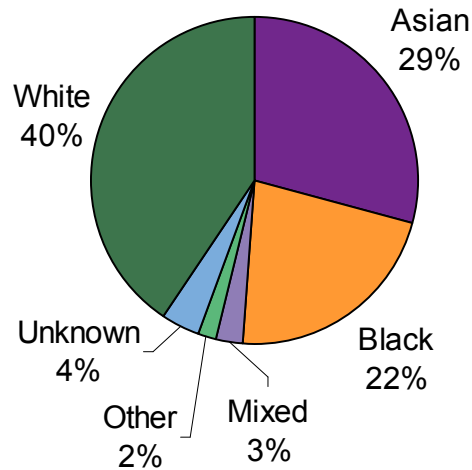
The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2007 to 31 March 2008, 19 appointments were made.

At the Application stage 55.6% of forms received were from BAME applicants. At the short-listing stage the figure was 49.1% BAME applicants. At the appointment stage the corresponding figure was 38.8%. The success ratio for all applicants was 0.48 and for internal applicants was 0.91.

Of those appointed, 2.1% were registered as disabled and 44.4% were female. 13% of those appointed were aged 16-24, 38% were aged 25-39, 28% aged 40-54 and 21% over 55 years.

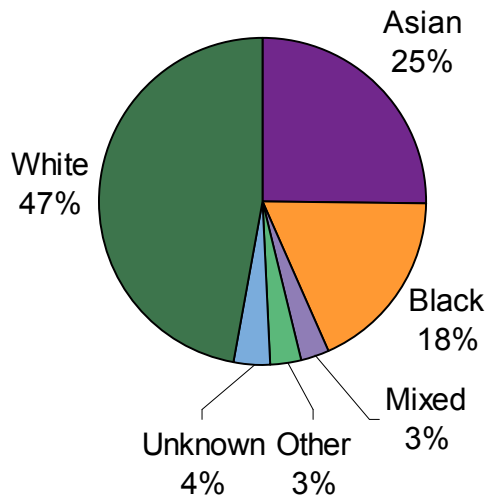
Applicant Monitoring Summary - Urban Living, 1 April 2007 to 31 March 2008

Applications by Ethnic Origin



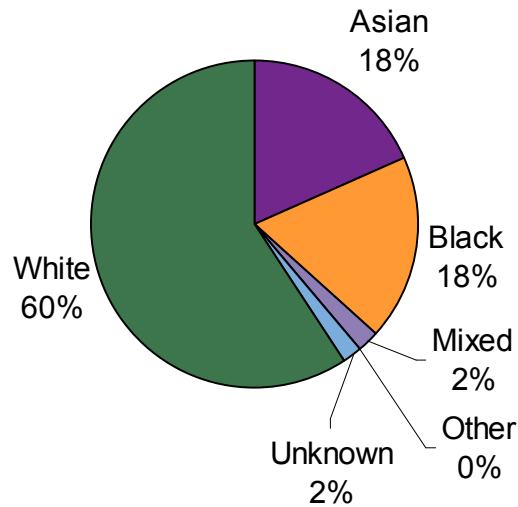
Ethnicity	Headcount
Asian	310
Black	235
Mixed	28
Other	20
Unknown	41
White	432
Total	1066

Shortlisting by Ethnic Origin



Ethnicity	Headcount
Asian	57
Black	41
Mixed	6
Other	7
Unknown	8
White	107
Total	226

Appointments by Ethnic Origin



Ethnicity	Headcount
Asian	9
Black	9
Mixed	1
Other	0
Unknown	1
White	29
Total	49

3. RECRUITMENT AUDITS

➤ From April 07 to September 07

Human Resources Advisors have audited 6 posts within Urban Living which represents 4% of all appointments for the financial year period. There was incomplete paperwork provided by the panels/response handling team for 17% of posts. In 2 of the interviews the panel was only balanced by gender and not ethnicity. The Directorate performed well demonstrating effective interview questions and clear decision-making. None of the audits demonstrated potentially inappropriate use of specialist criteria/competencies.

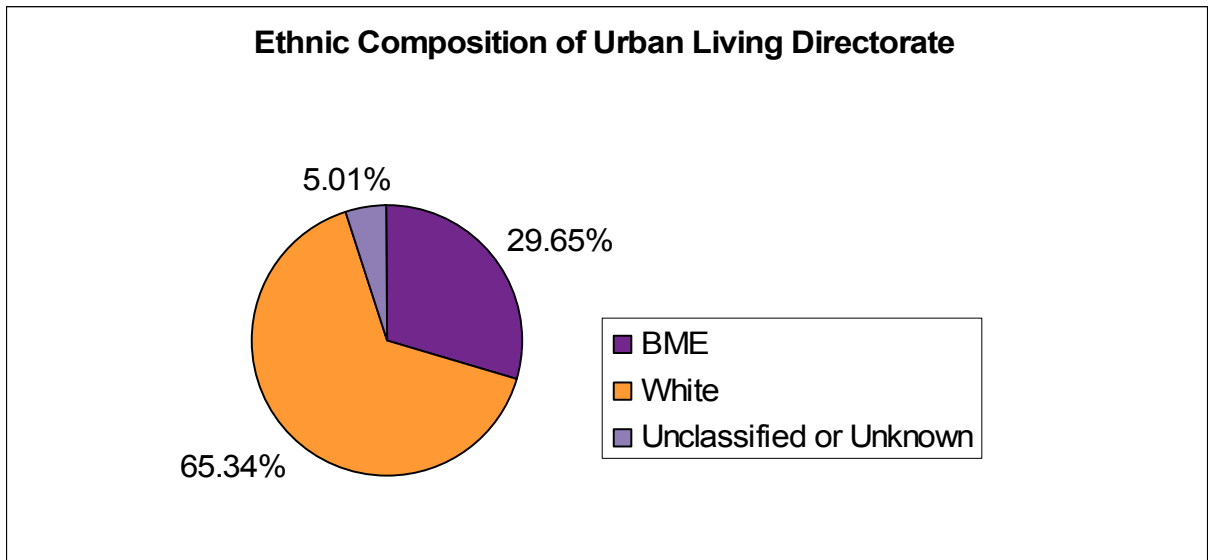
➤ From October 07 to March 08

Human Resources Advisors have audited 2 posts for the Directorate that represents 1% of all appointments for the financial year period. The paperwork was incomplete in 100% of the posts but both panels were balanced. In 100% of the posts no personal details were attached. The recommended scoring scheme was used in 50%. In 50% of the cases there was a consensus in final appointment decision; in the other 50% this was unknown.

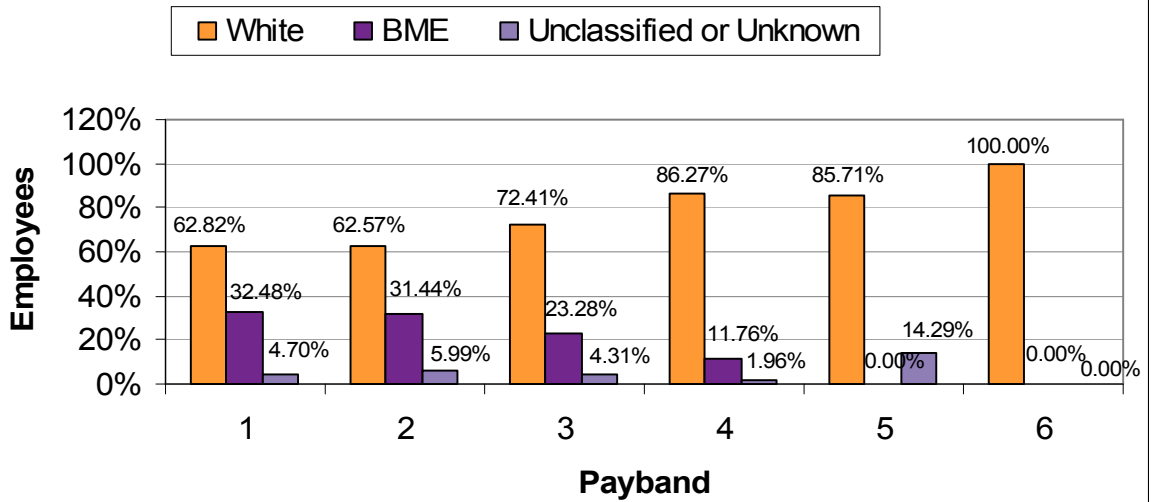
4. Workforce Profile

	White %	BAME %	Male %	Female %	Disabled %
1	46.01%	52.41%	46.82%	49.47%	39.39%
2	32.71%	36.21%	32.44%	36.84%	39.39%
3	13.15%	9.31%	13.38%	9.47%	18.18%
4	6.89%	2.07%	6.19%	3.68%	3.03%
5	0.94%	0.00%	0.84%	0.53%	0.00%
6	0.31%	0.00%	0.33%	0.00%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Ethnic Origin



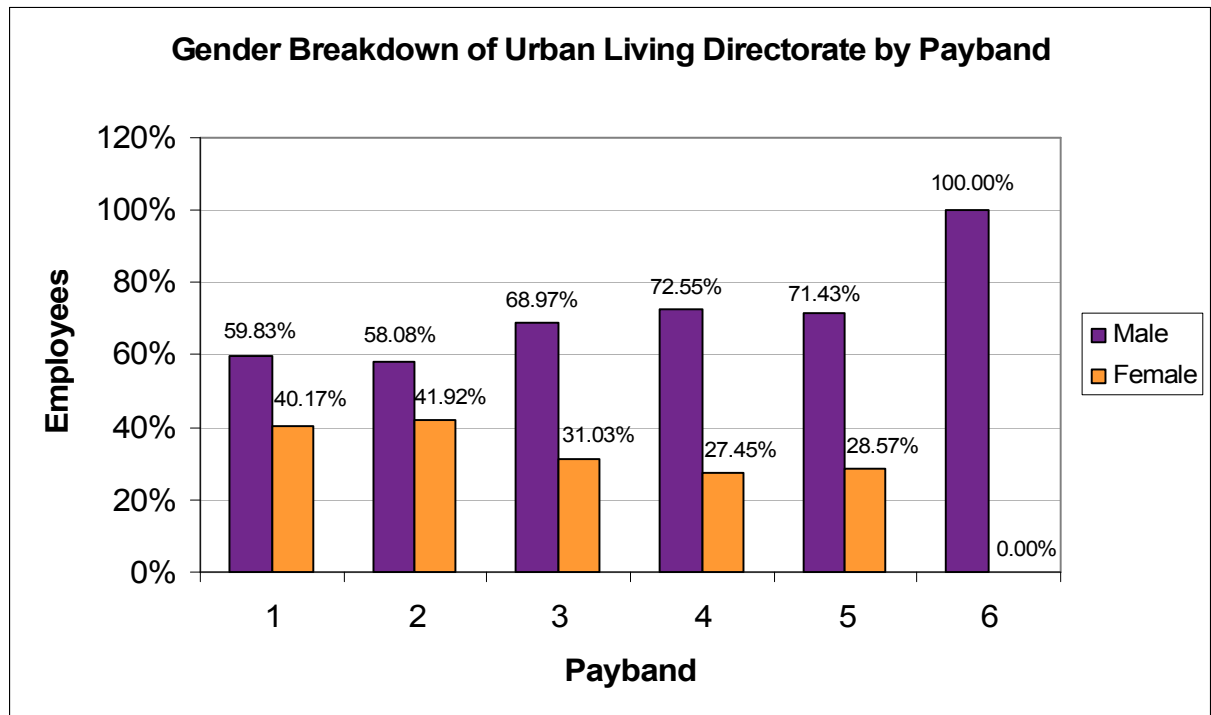
Breakdown of Urban Living Directorate within each Payband by Ethnicity



Disability

	Headcount	%
Disabled	33	3.37%
Not disabled	945	96.63%
Not assigned/Unclassified	0	0.00%
Total	978	100.00%

Gender



Age

	Male	%	Female	%	Total	%
16 to 24	19	1.94%	10	1.02%	29	2.97%
25 to 34	98	10.02%	47	4.81%	145	14.83%
35 to 44	140	14.31%	99	10.12%	239	24.44%
45 to 54	180	18.40%	111	11.35%	291	29.75%
55 to 64	153	15.64%	105	10.74%	258	26.38%
65 +	8	0.82%	8	0.82%	16	1.64%
Total	598	61.15%	380	38.85%	978	100.00%

5. Employment Procedures Monitoring

All Disciplinary Cases in Directorate, e.g.

	BAME	WHITE	Total
Investigations	7	15	22
Hearings	1	4	5
Not taken to Hearing	4	10	14
Ongoing Cases	2	1	3

Disciplinaries

Disciplinary Investigations										
Period	BAME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2007/08	7	0	0	36 - 53	7 (31.82%)	10	5	1	27 - 59	15 (68.18%)

Disciplinary Hearings										
Period	BAME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2007/2008	1	0	0	45	1 (20.00%)	3	1	1	27-58	4 (80.00%)

Disciplinary action as a result of Hearing

UL	BAME	WHITE	Total
No Further Action			
Guidance			
First Written Warning			
Second Written Warning			
Final Written Warning	1	4	5
Dismissed			
			5

Action taken following investigation

UL	BAME	WHITE	Total
No Further Action	2	7	9
Guidance	2	2	4
Resigned Before Action Taken		1	1
Ongoing Case	2	1	3
			17

Grievances

RACIAL										
Period	BAME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2007/2008	0	0	0	0	0	0	0	0	0	0

OTHER										
Period	BAME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2007/2008	3	1	0	44 - 49	4 (44.44%)	3	2	0	26 - 58	5 (55.56%)

TOTAL GRIEVANCE CASES										
Period	BAME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2007/2008	3	1	0	44 - 49	4 (44.44%)	3	2	0	26 - 58	5 (55.56%)

Grievances by stages

UL	BAME	WHITE	Total
Stage 1	3	5	8
Stage 2			
Stage 3			
Appeal at stage 3			
Ongoing	1		1
			9

Contact: Paul D Turner, Senior HR Professional, 020 8424 1184

**CHIEF EXECUTIVE DEPARTMENT'S EQUALITY IN EMPLOYMENT REPORT
2008/09
(including Legal & Governance Services)**

1. SUMMARY

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2008 to 31 March 2009.

In 2008, the Council significantly restructured. As a consequence, it is not possible to compare performance in the new Directorate structure against the old.

2. APPLICANT MONITORING – SUCCESS RATIOS

BME appointments in brackets

	Chief Executive's Success ratio (numbers of applicants)
Payband	2008/09
1	0.90 (8)
2	0.32 (8)
3	0.75 (7)
4	0.29 (1)
5	0
6	0
Overall	0.48 (24)

The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2008 to 31 March 2009, 46 appointments were made of which 24 were BAME representing a success ratio of 0.48. The greatest success ratio of 0.90 was at payband 1.

At the application stage 69.7% of forms received were from BAME applicants. At the short-listing stage the figure was 60.8% BAME applicants. At the appointment stage the corresponding figure was 52.2%. The success ratio for all applicants was 0.48 and for internal applicants was 0.97.

Of those appointed, 0% were registered as disabled and 68.4% were female. 8.7% of those appointed were aged 16-24, 60.9% were aged 25-39, 28.3% aged 40-54 and 2.2% over 55 years.

Since 1998/99, audits of the recruitment process have been carried out. The Selection Panels were balanced in most cases but only clear why applicants were not shortlisted in 60% of cases. The Council's recommended scoring system was used for the majority of appointments and clear notes of the interview were made. Questions mainly related to the selection criteria.

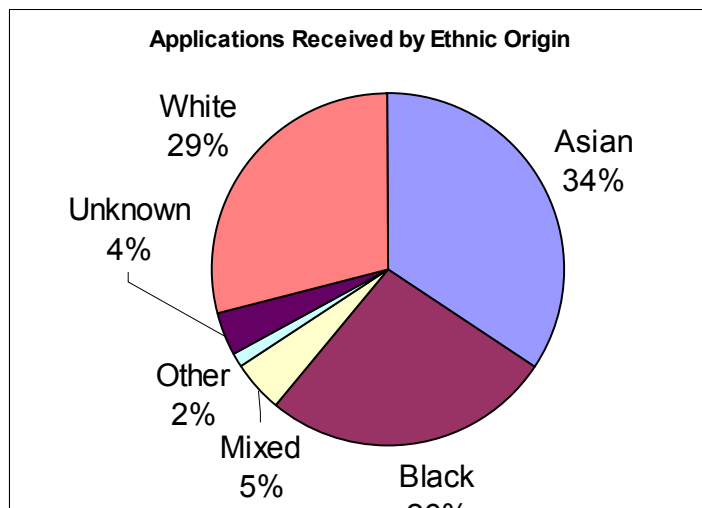
Equalities Task Group

The Department continued to hold an ETG through the year jointly with Corporate Finance and Legal & Governance Services.

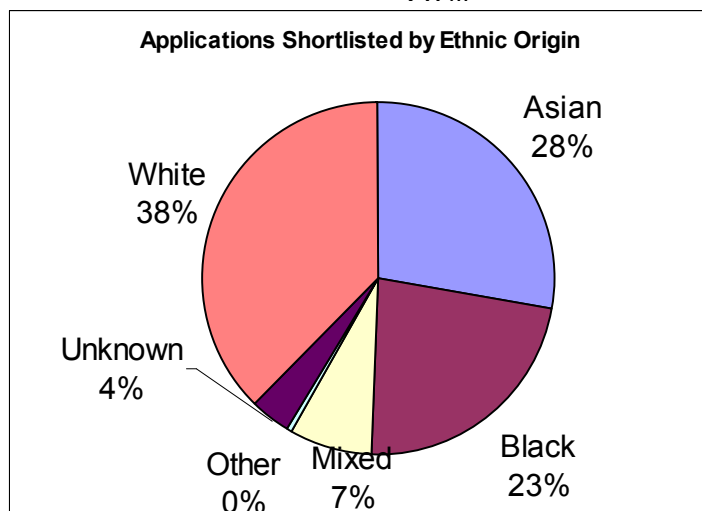
Applicant Monitoring Summary

Chief Executive's – 1 April 2008 to 31 March 2009

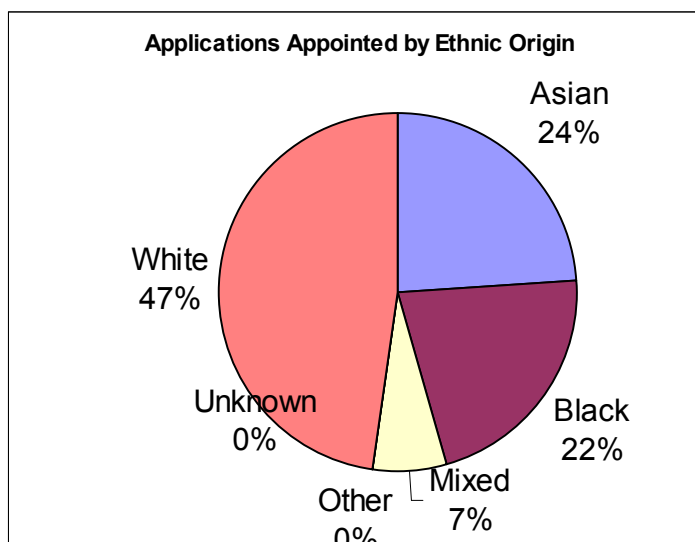
Asian	433
Black	329
Mixed	59
Other	19
Unknown	49
White	366
Total	1255



Asian	60
Black	50
Mixed	16
Other	1
Unknown	8
White	82
Total	217



Asian	11
Black	10
Mixed	3
Other	0
Unknown	0
White	22
Total	46



3. WORKFORCE PROFILE

The proportion of **BAME** staff in the Chief Executive's Department is 39.02% which exceeds the Council's performance of 33.50%. The majority of BAME staff are in paybands 2 and 3.

	Headcount	%
BAME	96	39.02%
White	125	50.81%
Unclassified or Unknown	25	10.16%
Total	246	100.00%

	Payband						Total
	1	2	3	4	5	6	
BAME	4	52	31	9	0	0	96
White	5	60	32	19	5	4	125
Unclassified or Unknown	2	13	7	3	0	0	25
Total	11	125	70	31	5	4	246

The proportion of **disabled staff** in the Chief Executive's Department is 2.85% which exceeds the Council's performance of 2.08% although this represents very few employees. The majority of disabled staff are in payband 2.

	Headcount	%
Disabled	7	2.85%
Not disabled	239	97.15%
Not assigned/Unclassified	0	0.00%
Total	246	100.00%

	Payband						Total
	1	2	3	4	5	6	
Disabled	0	6	0	1	0	0	7
Not disabled	11	119	70	30	5	4	239
Not assigned/Unclassified	0	0	0	0	0	0	0
Total	11	125	70	31	5	4	246

The **gender** profile in the Chief Executive's Department is that the majority are women – 77.65% which exceeds the Council's profile. The majority are in paybands 2 and 3.

	Headcount	%
Male	55	22.36%
Female	191	77.64%
Total	246	100.00%

	Payband						Total
	1	2	3	4	5	6	
Male	3	22	15	10	2	3	55
Female	8	103	55	21	3	1	191
Total	11	125	70	31	5	4	246

The **age** profile in the Chief Executive's Department shows that the majority of its employees are in the age bands 25 to 54. .

		Male	%	Female	%	Total	%
Age Range	16 to 24	4	1.63%	7	2.85%	11	4.47%
	25 to 34	24	9.76%	53	21.54%	77	31.30%
	35 to 44	7	2.85%	58	23.58%	65	26.42%
	45 to 54	11	4.47%	42	17.07%	53	21.54%
	55 to 64	8	3.25%	30	12.20%	38	15.45%
	65 +	1	0.41%	1	0.41%	2	0.81%
	Total	55	22.36%	191	77.64%	246	100.00%

CORPORATE FINANCE EQUALITY IN EMPLOYMENT REPORT 2008/09

1. SUMMARY

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2008 to 31 March 2009. In 2008, the Council significantly restructured. As a consequence, it is not possible to compare performance in the new Directorate structure against the old.

2. APPLICANT MONITORING – SUCCESS RATIOS

	Corporate Finance
Payband	2008/09
	Success ratio (number of people)
1	0.23 (3)
2	0.10 (2)
3	0.58 (2)
4	0.18 (1)
5	0
6	0
Overall	0.20 (8)

BME
appointments
in brackets

The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2008 to 31 March 2009, 26 appointments were made of which 8 were BAME and 2 were unstated.

At the application stage 71.5% of forms received were from BAME applicants. At the short-listing stage the figure was 60.4% BAME applicants. At the appointment stage the corresponding figure was 33.3%. The success ratio for all applicants was 0.20 and for internal applicants was 0.29.

Of those appointed, 0% were registered as disabled and 56.5% were female. 40% of those appointed were aged 16-24, 52% were aged 25-39, 8% aged 40-54 and 0% over 55 years.

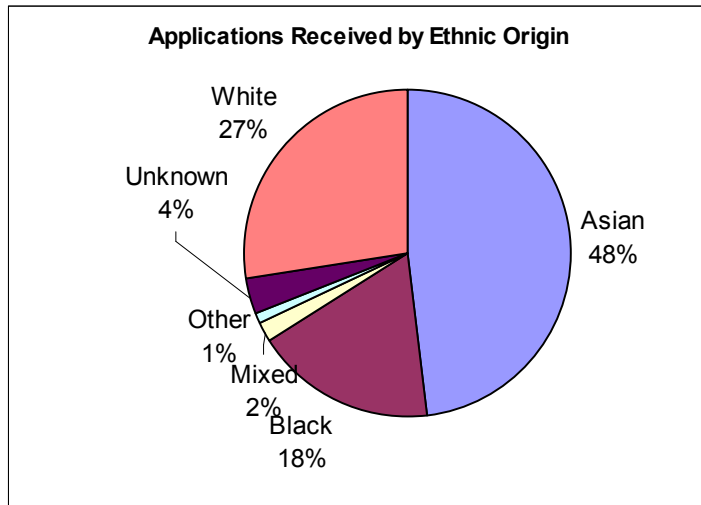
Since 1998/99, audits of the recruitment process have been carried out. The Selection Panels were not balanced in all cases nor was it always recorded why an applicant was not shortlisted. The Council's recommended scoring system was used for the majority of appointments and clear notes of the interview were made. Questions closely related to the selection criteria.

Equalities Task Group

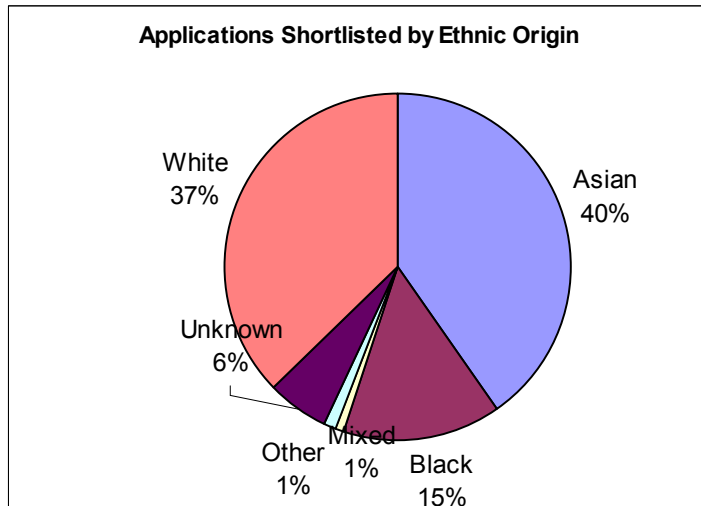
The Directorate continued to hold an ETG through the year jointly with Chief Executive's Department and Legal & Governance Services.

Applicant Monitoring Summary
Corporate Finance - 1 April 2008 to 31 March 2009

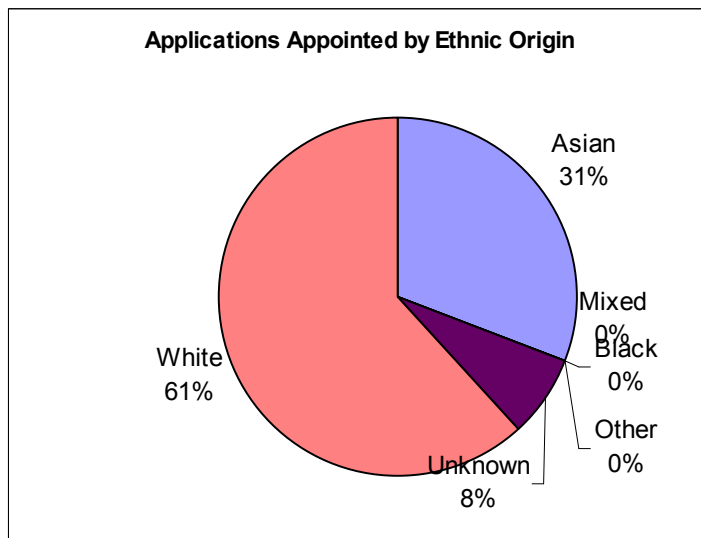
Asian	232
Black	88
Mixed	9
Other	4
Unknown	18
White	133
Total	484



Asian	41
Black	15
Mixed	1
Other	1
Unknown	6
White	38
Total	102



Asian	8
Black	0
Mixed	0
Other	0
Unknown	2
White	16
Total	26



3. WORKFORCE PROFILE

The proportion of **BAME** staff in the Corporate Finance Directorate is 41.01% which exceeds the Council's performance of 33.50%. The majority of BAME staff are in paybands 2 and 3.

	Headcount	%
BAME	114	41.01%
White	156	56.12%
Unclassified or Unknown	8	2.88%
Total	278	100.00%

	Payband						Total
	1	2	3	4	5	6	
BAME	13	66	25	8	2	0	114
White	15	90	30	16	4	1	156
Unclassified or Unknown	0	6	1	1	0	0	8
Total	28	162	56	25	6	1	278

The proportion of **disabled staff** in the Corporate Finance Directorate is 6.83% which exceeds the Council's performance of 2.08%. The majority of disabled staff are in payband 2.

	Headcount	%
Disabled	19	6.83%
Not disabled	259	93.17%
Not assigned/Unclassified	0	0.00%
Total	278	100.00%

	Payband						Total
	1	2	3	4	5	6	
Disabled	7	8	3	0	1	0	19
Not disabled	21	154	53	25	5	1	259
Not assigned/Unclassified	0	0	0	0	0	0	0
Total	28	162	56	25	6	1	278

The **gender** profile in the Corporate Finance Directorate that the majority are women – 64.75%. The majority are in paybands 2 and 3.

	Headcount	%
Male	98	35.25%
Female	180	64.75%
Total	278	100.00%

Payband

	1	2	3	4	5	6	Total
Male	10	48	25	10	5	0	98
Female	18	114	31	15	1	1	180
Total	28	162	56	25	6	1	278

The **age** profile in the Corporate Finance Directorate shows that the majority of it's employees are in the age bands 25 to 54. .

	Male	%	Female	%	Total	%
Age Range 16 to 24	7	2.52%	13	4.68%	20	7.19%
25 to 34	19	6.83%	33	11.87%	52	18.71%
35 to 44	31	11.15%	48	17.27%	79	28.42%
45 to 54	21	7.55%	59	21.22%	80	28.78%
55 to 64	18	6.47%	27	9.71%	45	16.19%
65 +	2	0.72%	0	0.00%	2	0.72%
Total	98	35.25%	180	64.75%	278	100.00%

ADULTS & HOUSING EQUALITY IN EMPLOYMENT REPORT 2008/09

1. SUMMARY

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2008 to 31 March 2009.

In 2008, the Council significantly restructured. As a consequence, it is not possible to compare performance in the new Directorate structure against the old.

2. APPLICANT MONITORING – SUCCESS RATIO

BME appointments in brackets

	Adults & Housing
	Success ratio (number of people)
Payband	2008/09
1	0
2	0.34 (9)
3	1.08 (7)
4	0
5	0
6	0
Overall	0.38 (16)

The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2008 to 31 March 2009, 36 appointments were made of which 16 were BAME.

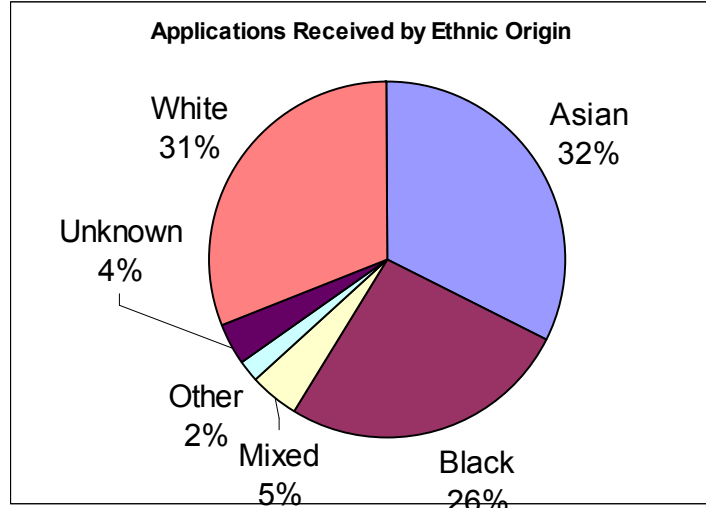
At the application stage 67.6% of forms received were from BAME applicants. At the short-listing stage the figure was 59.2% BAME applicants. At the appointment stage the corresponding figure was 44.4%. The success ratio for all applicants was 0.38 and for internal applicants was 0.79.

Of those appointed, 8.3% were registered as disabled and 71.0% were female, 2.8% of those appointed were aged 16-24, 41.7% were aged 25-39, 52.8% aged 40-54 and 2.8% over 55 years.

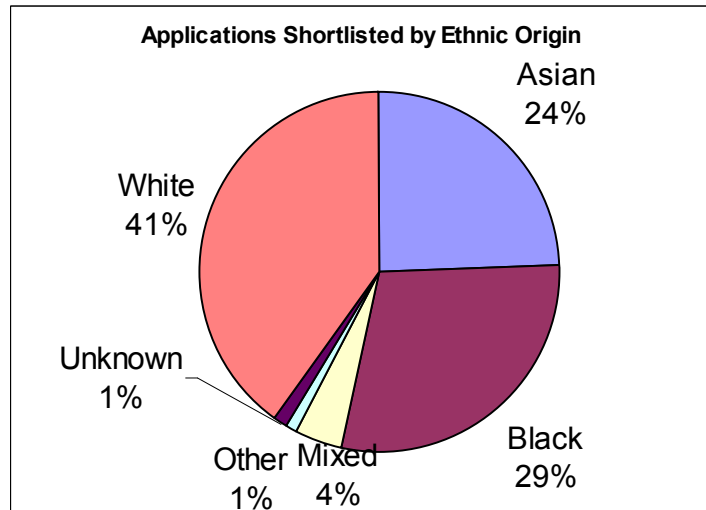
Since 1998/99, audits of the recruitment process have been carried out. The Selection Panels were balanced in the majority of cases; in about half of appointments it was not clear why an applicant was not shortlisted. The Council's recommended scoring system was used for the majority of appointments and clear notes of the interview were made. Questions closely related to the selection criteria.

**Applicant Monitoring Summary
Adults & Housing – 1 April 2008 to 31 March 2009**

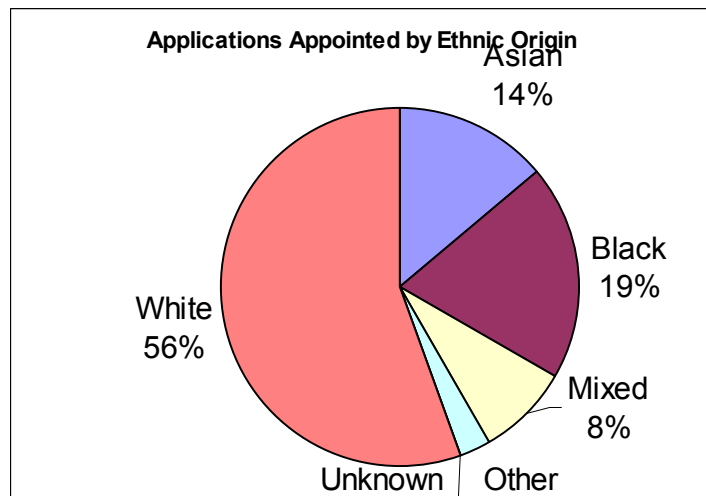
Asian	274
Black	220
Mixed	39
Other	16
Unknown	32
White	263
Total	844



Asian	43
Black	51
Mixed	7
Other	2
Unknown	2
White	71
Total	176



Asian	5
Black	7
Mixed	3
Other	1
Unknown	0
White	20
Total	36



3. WORKFORCE PROFILE

The proportion of **BAME** staff in the Adults & Housing Directorate is 44.05% which exceeds the Council's performance of 33.50%. The majority of BAME staff are in paybands 1 and 2.

	Headcount	%
BME	370	44.05%
White	439	52.26%
Unclassified or Unknown	31	3.69%
Total	840	100.00%

	Payband						Total
	1	2	3	4	5	6	
BME	147	172	45	6	0	0	370
White	180	166	71	17	4	1	439
Unclassified or Unknown	18	10	3	0	0	0	31
Total	345	348	119	23	4	1	840

The proportion of **disabled staff** in the Adults & Housing Directorate is 5.12% which exceeds the Council's performance of 2.08%. The majority of disabled staff are in payband 1 and 2.

	Headcount	%
Disabled	43	5.12%
Not disabled	797	94.88%
Not assigned/Unclassified	0	0.00%
Total	840	100.00%

	Payband						Total
	1	2	3	4	5	6	
Disabled	11	22	8	1	1	0	43
Not disabled	334	326	111	22	3	1	797
Not assigned/Unclassified	0	0	0	0	0	0	0
Total	345	348	119	23	4	1	840

The **gender** profile in the Adults & Housing Directorate is that the majority are women – 73.69% which exceeds the Council’s profile. The majority are in paybands 1 and 2.

	Headcount	%
Male	221	26.31%
Female	619	73.69%
Total	840	100.00%

	Payband						Total
	1	2	3	4	5	6	
Male	104	78	27	9	2	1	221
Female	241	270	92	14	2	0	619
Total	345	348	119	23	4	1	840

The **age** profile in the Adults & Housing Directorate shows that the majority of it’s employees are in the age bands 35 to 64. .

Age Range	Male	%	Female	%	Total	%
	16 to 24	0	0.00%	5	0.60%	5
25 to 34	21	2.50%	47	5.60%	68	8.10%
35 to 44	61	7.26%	138	16.43%	199	23.69%
45 to 54	65	7.74%	216	25.71%	281	33.45%
55 to 64	63	7.50%	190	22.62%	253	30.12%
65 +	11	1.31%	23	2.74%	34	4.05%
Total	221	26.31%	619	73.69%	840	100.00%

CHILDREN'S SERVICES EQUALITY IN EMPLOYMENT REPORT 2008/09**1. SUMMARY**

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2008 to 31 March 2009.

In 2008, the Council significantly restructured. As a consequence, it is not possible to compare performance in the new Directorate structure against the old.

2. APPLICANT MONITORING – SUCCESS RATIOS (excluding schools)

BME appointments in brackets

	Children's Services
	Success ratio (numbers of people)
Payband	2008/09
1	0.98 (12)
2	0.49 (18)
3	1.07 (8)
4	0
5	0
6	0
Overall	0.65 (38)

During the period 1 April 2008 to 31 March 2009, 73 appointments were made of which 38 were BAME and 3 were unstated.

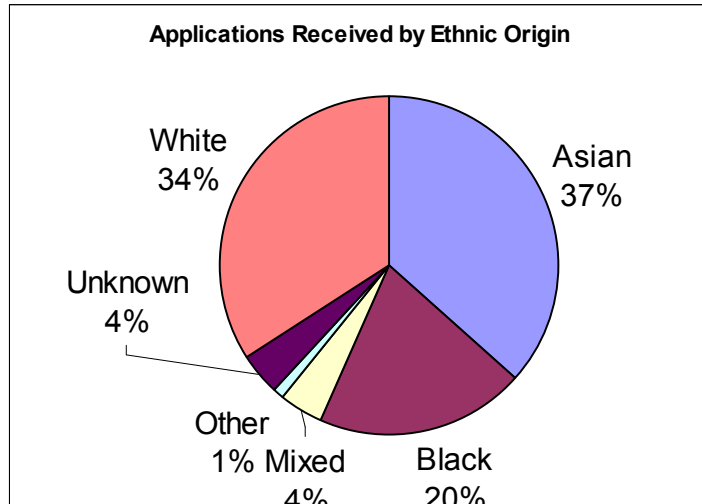
At the application stage 64.5% of forms received were from BAME applicants. At the short-listing stage the figure was 60.6% BAME applicants. At the appointment stage the corresponding figure was 54.3%. The success ratio for all applicants was 0.65 (close to the Council's target of 0.7) and for internal applicants was 1.87.

Of those appointed, 4.3% were registered as disabled and 80.6% were female. 14.1% of those appointed were aged 16-24, 49.3% were aged 25-39, 33.8% aged 40-54 and 2.8% over 55 years.

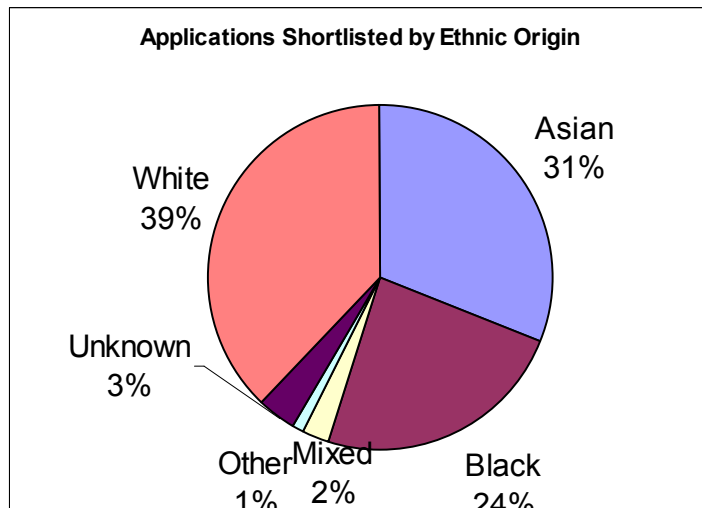
Since 1998/99, audits of the recruitment process have been carried out. The Selection Panels were balanced in about half of cases; in about half of appointments it was not clear why an applicant was not shortlisted. The Council's recommended scoring system was used for the majority of appointments and clear notes of the interview were made. Questions closely related to the selection criteria.

**Applicant Monitoring Summary
Children's Services, excluding Schools - 1 April 2008 to 31 March 2009**

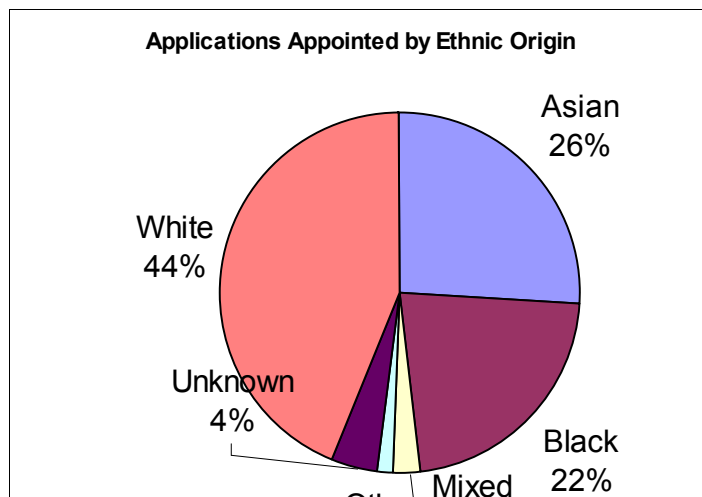
Asian	761
Black	420
Mixed	86
Other	23
Unknown	81
White	711
Total	2082



Asian	116
Black	88
Mixed	9
Other	5
Unknown	13
White	142
Total	373



Asian	19
Black	16
Mixed	2
Other	1
Unknown	3
White	32
Total	73



3. WORKFORCE PROFILE

The proportion of **BAME** staff in the Children's Services Directorate is 32.42% which is slightly below the Council's performance of 33.50%. The majority of BAME staff are in payband 1.

	Headcount	%
BME	1341	32.42%
White	2312	55.90%
Unclassified or Unknown	483	11.68%
Total	4136	100.00%

	Payband						Total
	1	2	3	4	5	6	
BME	685	320	282	50	3	1	1341
White	715	648	702	176	68	3	2312
Unclassified or Unknown	207	157	102	12	4	1	483
Total	1607	1125	1086	238	75	5	4136

The proportion of **disabled staff** in the Children's Services Directorate is 0.92% which is below the Council's performance of 2.08%. The majority of disabled staff are in paybands 1 and 3.

	Headcount	%
Disabled	38	0.92%
Not disabled	4093	98.96%
Not assigned/Unclassified	5	0.12%
Total	4136	100.00%

	Payband						Total
	1	2	3	4	5	6	
Disabled	16	7	13	1	1	0	38
Not disabled	1588	1117	1072	237	74	5	4093
Not assigned/Unclassified	3	1	1	0	0	0	5
Total	1607	1125	1086	238	75	5	4136

The **gender** profile in the Children’s Services Directorate is that the majority are women – 86.29% which exceeds the Council’s profile. The majority are in paybands 2 and 3.

	Headcount	%
Male	567	13.71%
Female	3569	86.29%
Total	4136	100.00%

Payband

	1	2	3	4	5	6	Total
Male	71	208	199	60	25	4	567
Female	1536	917	887	178	50	1	3569
Total	1607	1125	1086	238	75	5	4136

The **age** profile in the Children’s Services Directorate shows that the majority of it’s employees are in the age bands 25 to 54. .

	Male	%	Female	%	Total	%
16 to 24	37	0.89%	159	3.84%	196	4.74%
25 to 34	152	3.68%	717	17.34%	869	21.01%
35 to 44	118	2.85%	946	22.87%	1064	25.73%
45 to 54	144	3.48%	1156	27.95%	1300	31.43%
55 to 64	109	2.64%	556	13.44%	665	16.08%
65 +	7	0.17%	35	0.85%	42	1.02%
Total	567	13.71%	3569	86.29%	4136	100.00%

COMMUNITY & ENVIRONMENT EQUALITY IN EMPLOYMENT REPORT 2008/09 (including Place Shaping)

1. SUMMARY

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2008 to 31 March 2009.

In 2008, the Council significantly restructured. As a consequence, it is not possible to compare performance in the new Directorate structure against the old.

2. APPLICANT MONITORING – SUCCESS RATIO

	Community & Environment
	Success ratio (numbers of people)
Payband	2008/09
1	0.50 (10)
2	0.43 (12)
3	0.28 (1)
4	0
5	
6	
Overall	0.40 (23)

During the period 1 April 2008 to 31 March 2009, 78 appointments were made of which 23 were BAME and 3 were unstated.

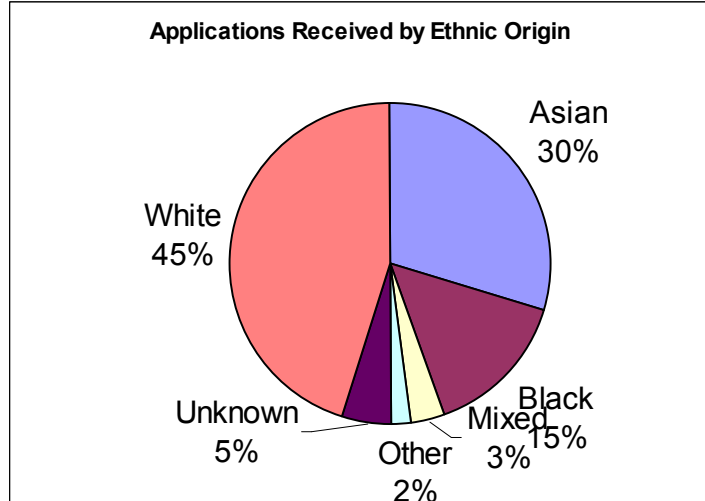
At the application stage 52.3% of forms received were from BAME applicants. At the short-listing stage the figure was 39.4% BAME applicants. At the appointment stage the corresponding figure was 30.7%. The success ratio for all applicants was 0.40 and for internal applicants was 0.7.

Of those appointed, 2.9% were registered as disabled and 22.2% were female. 13.5% of those appointed were aged 16-24, 33.8% were aged 25-39, 40.5% aged 40-54 and 12.2% over 55 years.

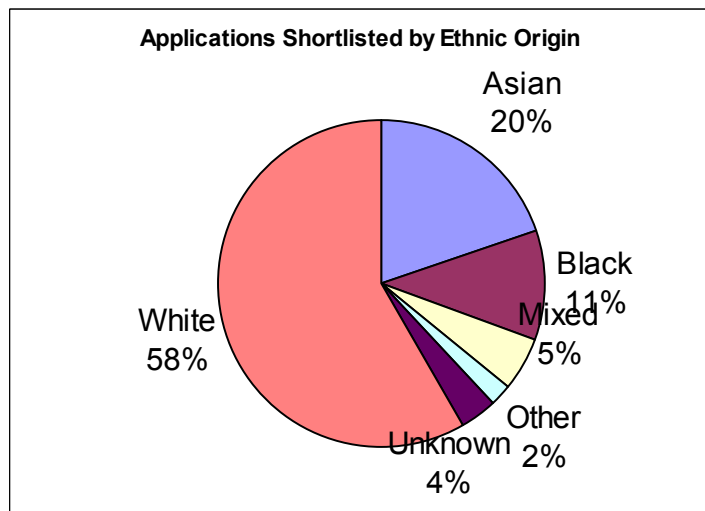
Since 1998/99, audits of the recruitment process have been carried out. The Selection Panels were balanced in the majority of cases; in less than half of appointments it was not clear why an applicant was not shortlisted. The Council's recommended scoring system was used for the majority of appointments and clear notes of the interview were made. Questions closely related to the selection criteria in most cases.

**Applicant Monitoring Summary
Community & Environment – 1 April 2008 to 31 March 2009**

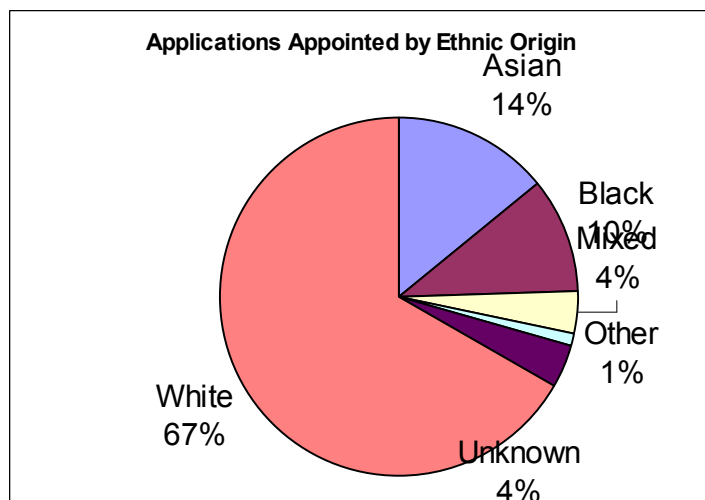
Asian	377
Black	186
Mixed	41
Other	25
Unknown	62
White	573
Total	1264



Asian	57
Black	32
Mixed	15
Other	6
Unknown	11
White	169
Total	290



Asian	11
Black	8
Mixed	3
Other	1
Unknown	3
White	52
Total	78



3. WORKFORCE PROFILE

The proportion of **BAME** staff in the Community & Environment Directorate is 25.00% which is below the Council's performance of 33.50%. The majority of BAME staff are in paybands 1 and 2.

	Headcount	%
BAME	222	25.00%
White	611	68.81%
Unclassified or Unknown	55	6.19%
Total	888	100.00%

	Payband						Total
	1	2	3	4	5	6	
BAME	90	96	25	9	1	1	222
White	226	231	100	44	7	3	611
Unclassified or Unknown	25	21	7	1	1	0	55
Total	341	348	132	54	9	4	888

The proportion of **disabled staff** in the Community & Environment Directorate is 2.93% which exceeds the Council's performance of 2.08% although this represents very few employees. The majority of disabled staff are in payband 2.

	Headcount	%
Disabled	26	2.93%
Not disabled	861	96.96%
Not assigned/Unclassified	1	0.11%
Total	888	100.00%

	Payband						Total
	1	2	3	4	5	6	
Disabled	7	14	4	1	0	0	26
Not disabled	333	334	128	53	9	4	861
Not assigned/Unclassified	1	0	0	0	0	0	1
Total	341	348	132	54	9	4	888

The **gender** profile in the Community & Environment Directorate is that the majority are women – 64.08% which is below the Council's profile. The majority are in paybands 1 and 2.

	Headcount	%
Male	569	64.08%
Female	319	35.92%
Total	888	100.00%

Payband							
	1	2	3	4	5	6	Total
Male	223	205	89	41	7	4	569
Female	118	143	43	13	2	0	319
Total	341	348	132	54	9	4	888

The **age** profile in the Community & Environment Directorate shows that the majority of it's employees are in the age bands 35 to 64. .

	Male	%	Female	%	Total	%
Age Range 16 to 24	32	3.60%	20	2.25%	52	5.86%
25 to 34	92	10.36%	47	5.29%	139	15.65%
35 to 44	122	13.74%	73	8.22%	195	21.96%
45 to 54	171	19.26%	95	10.70%	266	29.95%
55 to 64	142	15.99%	83	9.35%	225	25.34%
65 +	10	1.13%	1	0.11%	11	1.24%
Total	569	64.08%	319	35.92%	888	100.00%