

# Employees' Consultative Forum

## AGENDA

**DATE:** Wednesday 3 December 2014

**TIME:** 7.30 pm

**VENUE:** Committee Rooms 1 & 2,  
Harrow Civic Centre

**PRE-MEETINGS:** [Council Side - 7.00 pm - Committee Rooms 1&2  
Employees' Side - 6.30 pm - Committee Room 3]

**MEMBERSHIP** (Quorum: 3 from the Council Side and 3 from the Employees' Side of the permanent membership)

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**Chairman:** To be confirmed

**Councillors:**

Jeff Anderson	Paul Osborn
Graham Henson (VC)	Ms Mina Parmar
Barry Kendler	Pritesh Patel
David Perry	

**Employee Representatives:**

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Representatives of HTCC: Ms L Snowdon (2 vacancies)

Representatives of UNISON: Mr D Butterfield Mr J Royle  
Mr S Compton Mr D Searles  
Mr G Martin

Representatives of GMB: Ms P Belgrave

**(Reserve Council Side Members overleaf)**

## **Reserve Council Side Members:**

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- |                          |                     |
|--------------------------|---------------------|
| 1. Ms Pamela Fitzpatrick | 1. John Hinkley     |
| 2. Keith Ferry           | 2. Mrs Camilla Bath |
| 3. Sachin Shah           | 3. Susan Hall       |
| 4. Aneka Shah            |                     |

**Contact: Vishal Seegoolam, Senior Democratic Services Officer**  
**Tel: 020 8424 1883 E-mail: [vishal.seegoolam@harrow.gov.uk](mailto:vishal.seegoolam@harrow.gov.uk)**

# **AGENDA - PART I**

## **1. APPOINTMENT OF CHAIRMAN**

To receive a nomination from the Employee's Side as to the Chair of the Forum for the Municipal Year 2014/15.

## **2. ATTENDANCE BY RESERVE MEMBERS**

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

## **3. DECLARATIONS OF INTEREST**

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Forum;
- (b) all other Members present.

## **4. APPOINTMENT OF VICE-CHAIRMAN**

To note the appointment at the Council meeting held on 12 June 2014 of Councillor Graham Henson as Vice-Chairman of the Forum for the Municipal Year 2014/15.

## **5. MINUTES (Pages 1 - 10)**

That the minutes of the meeting held on 28 January 2014, which was reconvened on 3 February 2014, be taken as read and signed as a correct record.

## **6. PETITIONS**

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Executive Procedure Rule 48 (Part 4D of the Constitution).

## **7. DEPUTATIONS**

To receive deputations (if any) under the provisions of Executive Procedure Rule 49 (Part 4D of the Constitution).

## **8. PUBLIC QUESTIONS \***

To receive any public questions received in accordance with Executive Procedure Rule 50 (Part 4D of the Constitution).

Questions will be asked in the order notice of them was received and there be a time limit of 15 minutes.

**[The deadline for receipt of public questions is 3.00 pm, Friday 28 November 2014. Questions should be sent to [publicquestions@harrow.gov.uk](mailto:publicquestions@harrow.gov.uk)**

**No person may submit more than one question].**

## **9. INFORMATION REPORT - PART 1 OF ANNUAL EQUALITY IN EMPLOYMENT MONITORING REPORT (DATA AND CORPORATE EQUALITIES ACTION PLAN UPDATE) FOR 1 APRIL 2013 - 31 MARCH 2014 (Pages 11 - 52)**

Report of the Divisional Director of Human Resources, Development and Shared Services.

## **AGENDA - PART II - NIL**

### **\* DATA PROTECTION ACT NOTICE**

The Council will audio record item 6 (Public Questions) and will place the audio recording on the Council's website, which will be accessible to all.

**[Note:** The questions and answers will not be reproduced in the minutes.]

# EMPLOYEES' CONSULTATIVE FORUM MINUTES

## 28 JANUARY 2014

**Chairman:** \* Councillor Paul Osborn

**Councillors:** \* Mrs Camilla Bath \* Thaya Idaikkadar  
\* Bob Currie \* Barry Macleod-Cullinane  
\* Graham Henson \* David Perry

**Representatives  
of HTCC:** Ms L Snowdon

**Representatives  
of UNISON:** \* Mr D Butterfield \* Mr G Martin  
\* Mr S Compton

**Representatives  
of GMB:** † Ms P Belgrave

\* Denotes Member present

### 136. Attendance by Reserve Members

**RESOLVED:** To note that there were no Reserve Members in attendance.

The Chair welcomed all present to the meeting, and thanked the Forum for agreeing to the later start of the meeting in order to allow Members to attend the Holocaust Memorial event, which had taken place earlier in the evening. He announced that in view of the late start, the meeting would adjourn following consideration of Agenda Item 7.

### 137. Declarations of Interest

**RESOLVED:** To note that the following interests were declared:

## All Agenda Items

Councillor Bob Currie declared a non-pecuniary interest in that he was a former member of Unison. He would remain in the room whilst the matter was considered and voted upon.

Councillor Graham Henson declared a non-pecuniary interest in that he was a member of the Communication Workers Union, and had a cousin who worked for the Council. He would remain in the room whilst the matter was considered and voted upon. He had also served as the Portfolio Holder with responsibility for health and safety matters. He would remain in the room whilst the matter was considered and voted upon.

### Agenda Items 9 and 10 – Employees’ Side Report on Negotiating an Amendment to the Modernising Collective Agreement Redundancy Section in the Protraction of Processing Voluntary Redundancy Requests and Inconsistent Treatment of Staff; and Management Response

During the meeting, Councillor Graham Henson declared a non-pecuniary interest in that he had been involved in the negotiations for the Collective Agreement, and had been the Portfolio Holder when they were agreed. He would remain in the room whilst the matter was considered and voted upon.

#### **138. Minutes**

**RESOLVED:** That the minutes of the meeting held on 9 October 2014 be taken as read and signed as a correct record.

#### **139. Public Questions, Petitions and Deputations**

**RESOLVED:** To note that no petitions were received, questions put or deputations received.

### **RESOLVED ITEMS**

#### **140. Information Report - Draft Revenue Budget 2014/15, Medium Term Financial Strategy 2014/15 to 2016/17 and Capital Programme 2014/15 to 2017/18**

The Forum received the report of the Director of Finance and Assurance which set out the Council’s proposals for the draft Revenue Budget 2014-15, Medium Term Financial Strategy (MTFS) 2014-15 to 2016-17 and the draft Capital Programme 2014-15 to 2017-18.

The Director of Finance and Assurance informed the Forum that this report had been considered at Cabinet on 12 December 2013, would be brought back to Cabinet on 13 February, and would be taken to Council for decision on 27 February. He added that some figures contained within the report were now out of date and would be corrected in the light of more up-to-date information.

He reminded Members of the continuing economic factors and demographic pressures influencing budget decisions and outlined the following points:

- Harrow has one of the lowest government grants in London;
- funding for local government has been reduced while demand for Council services has increased;
- the budget has been guided by the administration's corporate priorities;
- the impact of welfare reform has not been severe as expected, and provision to counter this has been reduced.

The Director of Finance and Assurance then provided responses to questions from Employees' Side representatives.

- In answer to a query on whether the projected savings identified in Children's Residential Care took into account the loss of revenue which would result from a reduced service, he explained that the savings were net and had been calculated taking all other factors into account.
- A representative queried the wording in respect of a Public Realm item on 'early termination of vehicles'. It was noted that this was a delayed saving, and that the item could have been better worded to reflect this.
- In response to a request for clarity on an Environment and Enterprise item, 'additional transitional management roles', he explained the background to decisions taken, which had differed to the actions originally agreed, and agreed to provide a written response to Unison members. It was noted that this issue had been discussed at a meeting of the Overview and Scrutiny Committee the previous week.
- In response to a question about what provision the Council would make as a 'buffer' for those residents affected by welfare reform, he confirmed that a contingency fund had been identified in advance of the welfare reforms being implemented, but that this had been underspent. This had not been intended as a permanent measure, and current advice suggested that it would not be necessary in 2014-15. In his opinion, there were sufficient contingency reserves in place which could be drawn upon without requiring a specific fund.
- In respect of a planned pay claim by Unison of an increase of £1.20 per hour, he stated that the budget modelling assumed a pay increase of 1%. It was noted that any pay awards would be negotiated and agreed nationally.
- He agreed to share a reconciliation table demonstrating the increase in deficit for the municipal year 2016-17.

Members then discussed the reconfiguration of the Meals on Wheels Service and how best to take it forward in a self-funding and sustainable model. A Member offered to meet and explore options with Employees' Side representatives.

Members also discussed proposed savings through procurement, and whether these had been or would be realised. The Director of Finance and Assurance stated that as the new Head of Procurement had been recently appointed and was still appointing his team, it was too early to assess the performance of the team. A representative asked if it was possible to compare the cost of the service against savings achieved.

The Forum discussed bad debt provision in the budget and the category and duration of bad debts. The recovery of some debts was not cost effective, and vulnerable debtors had to be dealt with sensitively.

The Director of Finance and Assurance noted that government had transferred some responsibilities to local authorities but with a lower level of funding than had previously been allowed. A 'new burdens doctrine' had been produced to provide guidance. A representative asked if these extra duties had had a significant impact on the budget. The Director agreed to share details of the changes with Unison.

A representative commented that over 80% of Council employees were also Harrow residents, and that any planned reductions in the workforce would therefore have a significant socio-economic impact beyond the immediate impact of loss of jobs. The Chair acknowledged that this was a factor in determining whether jobs should be outsourced. The Divisional Director of HR and Development and Shared Services added that there was a formula for assessing the wider costs of changes to the workforce.

Finally, the Director of Finance and assurance confirmed that Equality Impact Assessments (EqIAs) had been undertaken where necessary among the 67 changes to the original budget.

**RESOLVED:** That

- (1) the report be noted;
- (2) the Director of Finance and Assurance will provide the following to Employees' Side representatives:
  - a written response on the item 'additional transitional management role';
  - a reconciliation table demonstrating the increase in deficit for the municipal year 2016-17;
  - the 'new burdens doctrine' and details of responsibilities transferred from government and their likely impact on the budget.



The meeting then adjourned, and it was agreed to reconvene at 7.30 pm on Monday 3 February in order to consider the remaining business on the agenda.

#### **141. Information Report - Part 2 of Annual Equality in Employment Report for 1 April 2012 - 31 March 2013**

The Forum received the report of the Divisional Director, HR and Shared Services, which was a follow-up to the equalities employment data provided to the Forum in October 2013, and which set out analysis of that data together with an action plan to address the priority issues.

The Organisational Development Manager outlined the key findings, including the following:

- under-representation of certain, defined categories among the workforce, as compared with the local demographic;
- under-representation of certain, defined categories within higher pay bands;
- over-representation of BAME staff undergoing conduct procedures;
- over-representation of staff with disabilities undergoing conduct procedures;
- the accuracy and completeness of data collected, and in comparison with different surveys;
- variations in the proportion of appointments from certain, defined categories compared to their proportion of applications;
- variations in the proportion of successful requests for redeployment.

In response to queries about staff undergoing conduct procedures, the Organisational Development Manager confirmed that any staff who had not reached the top tier of their pay grade would suffer financial detriment as a result of receiving warnings. A Member queried whether the number of warnings could include multiple warnings for an individual, or represented separate instances, but it was not possible to determine this from the figures. The Organisational Development Manager noted that the number of formal warnings in the year (20) across a workforce of 5.125 employees was not a significant number. Nevertheless the trend over a number of years was that the greater proportion of warnings relate to BAME staff. The Chair gave his view that this greater proportion of BAME staff within this category was a matter of concern and should be investigated.

The Forum then considered issues in relation to training and asked for clarification as to what was included in the definition, and whether the figures quoted represented a true picture and gave genuine cause for concern. Noting that e-learning was not included, the Chair suggested that all training

statistics should be captured, and that the Employment Sub-Group should consider the definition of training.

An officer commented that key priorities had been integrated within a single Corporate Plan, and that many activities would address multiple issues, for instance, actions in respect of recruitment could improve the under-representation of more than one group. However, she advised that current low levels of recruitment would limit the scope for improvement. The Chair suggested that HR officers consider the timelines for actions and prioritise tasks in line with key priorities.

The Forum also considered the proportion of staff with disabilities among the numbers undergoing capability procedures, and whether sufficient support was in place for the individuals concerned. It was noted that disability figures were likely to increase with an ageing workforce, although this alone did not explain the discrepancy between disclosure of disability at recruitment stage and figures captured as a result of different procedures or surveys.

The Forum discussed possible reasons for the discrepancies in reporting disabilities, and the conflicting needs of the organisation to be aware and pro-active when addressing disability issues, and the individual in choosing to protect their privacy. It was accepted that managers could not implement reasonable adjustments if they were unaware that a disability existed. The Chair concluded that policies should be re-visited if it was clear that there were problems, and asked for input from both officers and Employees' Side representatives in order to get a clear understanding of the issues.

The Forum considered the Action Plan, and in particular the following points:

- timetables for review of policies and procedures and the need to synchronise the work on specific equalities actions with this work;
- timescales for actions and the achievability of these
- incorporating a commentary and including milestones and RAG ratings for each action;
- the frequency and quality of departmental equality group meetings.

In response to a comment by employee representatives the Organisational Development Manager informed the Forum that the appraisal system was being modified, with a view to replace the IPAD scheme with a process that would be valued by the organisation and employees. There was no intention to include performance related pay in any new scheme. In response to an Employees' Side query on the link between appraisal, capability and incremental progression, she replied that this would be considered in the review taking place of both the Capability procedure and the application of incremental progression in context of warnings.

Finally, the Forum discussed the low take-up of equalities induction training, what it comprised, and realistic timescales for its completion, given that many staff did not have access to e-learning components.

**RESOLVED:** That the report be noted.

**142. Employees' Side Report on Negotiating an Amendment to the Modernising Collective Agreement Redundancy section in the Protraction of Processing Voluntary Redundancy requests and Inconsistent Treatment of Staff and Management Response**

The Forum received a report from Unison, together with the management response, on issues arising from changes to the Council's redundancy scheme due for implementation on 1 April 2014, and the consistent application of redundancy procedures to employees at all grades.

The Vice-Chair introduced the Unison report, and reiterated the request that section 7.3.2 (Redundancy Payments) of the Collective Agreement be suspended and re-negotiated. He cited examples which he believed demonstrated inconsistency in how redundancy procedures were being applied across staff grades, with apparent preferential treatment being given to staff on senior grades. He added that his members had little faith in the redeployment process, and reminded the Forum of the Council's written commitment to fairness for all staff.

He stated that restructures in the Residential Day Service and Meals on Wheels Service had been agreed in 2013, and many lower grade staff would be losing their jobs but would receive less in redundancy payments as implementation had been delayed until after 1 April 2014.

The Divisional Director, HR and Shared Services, stated that while redundancy was a corporate matter, an organisational restructure affecting staff was a matter for departmental directorates to determine. Prior to the introduction of the Collective Agreement, it had been obvious that redundancies would occur both before and after, and that, inevitably, staff would be treated differently according to when a redundancy took place. In respect of voluntary redundancy, staff at risk were given the necessary information to make an informed decision, but ultimately agreement was at the discretion of the Council. He did not consider that Unison's case provided valid grounds for varying the Collective Agreement, but did acknowledge that support for redeployment might not be consistent across all Council departments. Over 50% of those at risk of redundancy had been redeployed in 2012/13, which was a considerable achievement, but it should be recognised that lower grade staff often had fewer transferable skills, and were therefore more difficult to place.

He advised the Forum that agency staff were used to fill a number of vacant posts until decisions were made about budgets and staffing levels.

Members considered whether the application of redundancy procedures was consistent across the Council, and whether it was advisable or desirable to vary any part of the Collective Agreement. They agreed that the agreement should not be re-visited, either wholly or in part, but were concerned that staff should be treated fairly and consistently across the organisation, and suggested that individual cases could be looked at to establish whether disadvantage had occurred.

The Chair stated that as a formal request had been received from the Employees' Side, the matter should be put to the vote. He reminded Members that, in order for a recommendation to be made to Cabinet, a majority of elected members would have to agree the motion.

The Chair read out the Employees' Side statement, namely:

"Unison formally requests that, in accordance with section 6 (Variations to this Agreement), paragraphs 3 and 4 are suspended immediately, and re-negotiated until such time that no staff are disadvantaged or are treated unfavourably within redundancy and change processes.

This was put to the vote, and it was

**RESOLVED:** That the motion be not carried, and that no recommendation be made to Cabinet to suspend any part of the Collective Agreement.

Members then discussed how best to convey their concerns that staff should be treated fairly and consistently, and in line with Equalities requirements, within redundancy and change procedures, and it was

**RESOLVED:** To note that the Forum believes that procedures should be applied consistently across the organisation at all grades, and that Corporate Directors should be mindful of the potential impact that changes to the redundancy scheme after 1 April 2014 may have on staff, given the Council's duty of care to its employees.

#### **143. Information Report - Actions Agreed by the Employee Consultative Forum - Employment Sub Group**

The Forum received the report of the Divisional Director, HRD and Shared Services, which provided information on actions agreed at Employment Sub-Group meetings.

It was noted that, in view of the local elections in May, it was not possible to confirm with certainty attendees and future dates for the Employment Sub-Group meetings.

In response to an Employees' Side query about the number of posts in the Waste Service, the Chair commented that the issue dated from 4 years ago and as the relevant personnel were no longer with the Council the discussion was now closed.

The Vice-Chair asked for a response to Unison's request for evidence that consultation had been undertaken on the Library Service as none had yet been provided. The Chair asked for clarity on what had been agreed and proposed that the vice-Chair should liaise with the Organisational Development Manager to resolve the matter.

**RESOLVED:** That the report be noted.

(Note: The meeting, having commenced at 8.30 pm, closed at 9.50 pm).

(Signed) COUNCILLOR PAUL OSBORN  
Chairman

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**REPORT**                      **EMPLOYEE CONSULTATIVE**  
**FOR:**                            **FORUM**

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**Date of**                            3 December 2014

**Meeting:**

**Subject:**                        **INFORMATION REPORT**

Part 1 of Annual Equality in Employment  
Monitoring Report (Data and Corporate Equalities  
Action Plan update) for 1 April 2013 – 31 March  
2014

**Responsible**

Jon Turner

**Officer:**

Director of Human Resources Development and  
Shared Services

**Exempt:**

No

**Enclosures:**

Appendix 1 - Data on Employment analysed by  
Protected Characteristic:

- Workforce Profile
- Recruitment
- Employment Procedures
- Redeployment
- Maternity - Return to Work rates
- Leavers
- Take Up of Training Opportunities
- Directorate Reports
- Agency Workers (Pertemps)

Appendix 2 - Council Paybands

## **Section 1 – Summary**

This report sets out data, presented by protected characteristic, related to a range of employment matters as listed above. A further report to be submitted to January 2015 ECF, will include analysis of the data and actions to address any issues arising.

Publishing the data meets the Council's statutory responsibility under the Equalities Act 2010.

**FOR INFORMATION**



## **Section 2 – Report**

### **2.1 Introduction and Format**

This report sets out information on Harrow Council's performance on equalities and the impact of its policies and practices on its employees, to comply with the requirements of the Public Sector Equality Duty set out in the Equality Act 2010 and the Equality Act 2010 (Specific Duties) Regulations 2011.

This first report comprises a large quantity of equalities data for the year ending 31 March 2014, for consideration. The data is presented in a similar format to 2012/13. In accordance with the approach taken in the previous year, it will be followed by a second report to ECF in January 2015. This report will contain an analysis of the data and the issues arising, update on progress against the Corporate Equalities Plan, and set out any new actions identified from the 2013/14 data.

### **2.2 Content**

Appendix 1 of this report contains a snapshot of the workforce profile as at 31 March 2014 across the whole Council, each Directorate and the available information from Pertemps, as our key partner organisation in providing workers to fill Council roles, analysed by protected characteristic. Comparisons of the workforce profile against previous years and the local community are made where available and appropriate.

In addition, data is supplied for the complete year ending 31 March 2014 on recruitment, employment procedures, redeployment rates, women returning to work following maternity leave, leavers and take up of training opportunities, as well as summary reports from Directorates, by protected characteristics. For the first time, the leaver data includes all leavers from the Council, to provide a clear profile of those employees choosing to leave the Council or resign, which can then be compared to that of those choosing to join through the recruitment figures.

Although this is the second year that data on the protected characteristics of Religion or Belief, Sexual Orientation, Pregnancy and Maternity and Gender Reassignment is available, much of this data continues to be very limited, reflecting an apparent reluctance by employees to declare their religion or belief and sexual orientation. In relation to gender reassignment, the numbers are so low that it might be possible to identify individuals who have provided information, and therefore, the decision has been taken not to report on this protected characteristic.

### **2.3 Corporate Equalities Action Plan for January 2015**

Progress has been achieved in a number of areas of the current Corporate Equalities Action Plan. However, it has become clear in working with the Action Plan during the year that many of the actions need to be driven through Directorates. Given limited resources, there is a need to be realistic about what can be delivered and efforts directed to outcome focused actions, to achieve maximum impact. In addition, further recommendations were made in April 2014 following the external investigation into allegations of institutional racism, and additional actions agreed, which need to be progressed and monitored.

The Corporate Equalities Group (CEG) is considering how the organisation can approach equalities more widely, and a revised single Corporate Action Plan will be developed for the forthcoming year. Any issues identified from the analysis of the 2013/14 data, to be

presented in the January 2015 report to ECF, will be highlighted to CEG and incorporated into the revised Action Plan moving forward.

This report has been provided to the Corporate Equality Group for information.

ECF members are asked to consider and comment on the data and provide any feedback on issues to prioritise for action from January 2015.

### **Section 3 – Further Information**

A further 'Analysis' report, as part of the Annual Equality in Employment Report, is to be considered by ECF in January 2015, which will include actions the Council will take in response to issues highlighted by the data in this report.

### **Section 4 – Financial Implications**

There are no financial implications relating to this report.

### **Section 5 - Equalities implications**

None. This information report sets out information captured on equalities in employment.

### **Section 6 – Corporate Priorities**

The report relates to employment for Council employees and as such supports delivery of all corporate priorities.

Name: Steve Tingle



on behalf of the  
Chief Financial Officer

Date: 20 November 2014

### **Section 7 - Contact Details and Background Papers**

**Contact:** Lesley Bates, Workforce Performance and Productivity Manager,  
HRD 0208 424 1136

#### **Background Papers:**

Previous Annual Equality in Employment Reports

# **Annual Equality in Employment Monitoring Report**

## **Employment Data**

1. How information is presented
2. Workforce Profile as at 31 March 2014 analysed by:
  - 2.1 Race (ethnicity)
  - 2.2 Sex
  - 2.3 Disability
  - 2.4 Age
  - 2.5 Religion or Belief
  - 2.6 Sexual Orientation
  - 2.7 Pregnancy and Maternity
  - 2.8 Gender Reassignment
  - 2.9 Workforce by Payband and Protected Characteristic
  - 2.10 Workforce by Part-time and Protected Characteristic
3. Recruitment Monitoring by Protected Characteristic
4. Employment Procedures by Protected Characteristic
5. Redeployments by Protected Characteristic
6. Maternity Leave - Return to Work rates by Protected Characteristic – *To Follow*
7. Leavers by Protected Characteristic
8. Take Up of Training Opportunities by Protected Characteristic
9. Directorate Reports
10. Workforce Profiles for Partner Organisation - Pertemps

### 1. How information is presented

#### **Workforce Profile Data**

The Workforce Profile is a snapshot of the workforce as at 31 March 2014, broken down by 7 of the 9 protected characteristics, and by Payband and whether Full or Part-time. There is no requirement to report on Marital Status and the decision has been taken not to report on Gender Reassignment in this report as the figures are so low that it may be possible to identify individuals.

The report is based on headcount, therefore, an employee who holds jobs in more than one directorate will be counted only once in the whole council report but will appear in each of the Directorate reports. In determining which job to count for the whole council report, the job with the highest number of working hours is used.

#### **Data Sources and Comparison with the Community**

Data used for comparison with the community was obtained from 2011 Census Briefing Note 11: May 2013 – Gender, Age, Religion and Health, by Ethnic Group 2011 Census Third Release (3.1). Gender and Age data has been updated in line with 2013 Mid Year Estimates.

#### **Recruitment**

These figures cover recruitment for posts where processed by Contact III. As Schools do not use Contact III, data relating to their recruitment is not available in this report.

**2. Workforce Profile as at 31 March 2014**

**2.1 Race (Ethnicity)**

	Whole Council			Excluding Schools			Harrow Community Data 2011 Census
	2012	2013	2014	2012	2013	2014	
	5,061	5,125	5,093	2,403	2,375	2,192	
Asian	23.77%	24.08%	23.44%	20.52%	21.60%	21.58%	42.59%
Black	9.33%	9.00%	8.50%	14.32%	14.11%	14.37%	8.24%
Mixed	2.21%	2.15%	2.02%	1.87%	1.89%	2.05%	3.97%
Any other ethnic group	1.19%	0.86%	0.73%	1.29%	0.80%	0.68%	2.95%
<b>Total BAME</b>	<b>36.49%</b>	<b>36.08%</b>	<b>34.69%</b>	<b>37.99%</b>	<b>38.40%</b>	<b>38.69%</b>	<b>57.75%</b>
<b>White</b>	<b>54.46%</b>	<b>52.08%</b>	<b>47.52%</b>	<b>55.06%</b>	<b>54.44%</b>	<b>52.14%</b>	<b>42.25%</b>
Unknown/Unclassified	9.05%	11.84%	17.79%	6.95%	7.16%	9.17%	0.00%

High proportion of "Unknowns" due to a SAP interface issue with the schools SIMS system which meant the actual data was not accessible (now corrected).

**2.2 Sex**

	Whole Council			Excluding Schools			Harrow Community Data 2011 Census (Updated)
	2012	2013	2014	2012	2013	2014	
	5,061	5,125	5,093	2,403	2,375	2,192	
Male	23.34%	22.36%	21.58%	38.95%	37.68%	38.28%	49.59%
Female	76.66%	77.64%	78.42%	61.05%	62.32%	61.72%	50.41%

**2.3 Disability**

	Whole Council			Excluding Schools			Harrow Community Data 2011 Census
	2012	2013	2014	2012	2013	2014	
	5,061	5,125	5,093	2,403	2,375	2,192	
Yes	2.02%	1.81%	1.59%	3.58%	3.33%	3.10%	*Not collected in this format
No	97.77%	93.66%	87.57%	96.30%	96.25%	94.80%	
Unknown	0.22%	4.53%	10.84%	0.12%	0.42%	2.10%	

\*In the 2011 census, 16.4% of Harrow residents self classified their health to be not good, which is clearly not the same definition as the definition for disability.

High proportion of "Unknowns" due to a SAP interface issue with the schools SIMS system which meant the actual data was not accessible (now corrected).

**2.4 Age**

	Whole Council			Excluding Schools		
	2012	2013	2014	2012	2013	2014
	5,061	5,125	5,093	2,403	2,375	2,192
16 to 24	3.00%	3.34%	3.49%	2.21%	1.47%	1.19%
25 to 34	40.39%	17.39%	17.26%	36.50%	14.15%	13.46%
35 to 44		22.67%	22.76%		21.68%	21.44%
45 to 54	54.28%	32.76%	31.73%	58.09%	33.14%	32.53%
55 to 64		21.15%	21.66%		25.81%	26.69%
65+	2.33%	2.69%	3.10%	3.20%	3.75%	4.70%

**2.5 Religion or Belief**

	Whole Council		Excluding Schools		Harrow Community Data 2011 Census
	2013	2014	2013	2014	
	5,125	5,093	2,375	2,192	
Christianity	9.17%	11.00%	13.09%	12.09%	37.30%
Hinduism	3.83%	4.12%	4.00%	4.11%	25.30%
Islam	1.16%	1.44%	1.64%	1.46%	12.50%
Judaism	0.47%	0.57%	0.59%	0.50%	4.40%
Jainism	0.47%	0.51%	0.42%	0.41%	No category
Sikh	0.37%	0.39%	0.51%	0.50%	1.20%
Buddhism	0.20%	0.20%	0.25%	0.27%	1.10%
Zoroastrian	0.02%	0.02%	0%	0%	No category
Other	0.75%	0.86%	0.97%	1.00%	2.50%
No Religion/Atheist	1.81%	2.09%	2.78%	2.78%	9.60%
Unknown	81.76%	78.81%	75.75%	76.87%	6.20%

**2.6 Sexual Orientation**

	Whole Council		Excluding Schools	
	2013	2014	2013	2014
	5,125	5,093	2,375	2,192
Heterosexual	15.92%	14.55%	18.11%	18.57%
Gay Woman/ Lesbian	0.06%	0.06%	0.08%	0.09%
Gay Man	0.08%	0.08%	0.08%	0.14%
Bi-sexual	0.14%	0.14%	0.21%	0.27%
Prefer not to say	1.07%	0.92%	1.18%	1.14%
Other	0.04%	0.04%	0%	0%
Unknown	82.69%	84.21%	80.34%	79.79%

**2.7 Pregnancy and Maternity**

Year	Whole Council		Excluding Schools	
	2013	2014	2013	2014
Total Workforce	5,125	5,093	2,375	2,192
Percentage of workforce who have been pregnant and/or taken maternity leave in the two years to 31 March 2013	4.02% (206)	3.83% (195)	4.13% (98)	4.01% (88)

**2.8 Gender Reassignment**

The decision has been taken not to report on this protected characteristic as the low level of data available may mean that individuals could be identified.

**2.9 Workforce Profile by Payband and Protected Characteristic**  
(see Appendix 2 for Council's Payband)

		1	2	3	4	5	6	Whole Council
		1,974	1,573	1,154	285	95	12	5,093
<b>Ethnicity</b>	BAME	40.02%	33.82%	31.54%	24.21%	12.63%	0%	34.69%
	White	39.72%	48.38%	53.12%	64.91%	71.58%	75.00%	47.52%
	Unknown	20.26%	17.80%	15.34%	10.88%	15.79%	25.00%	17.79%
<b>Sex</b>	Male	15.15%	27.15%	21.66%	29.47%	35.79%	41.67%	21.58%
	Female	84.85%	72.85%	78.34%	70.53%	64.21%	58.33%	78.42%
<b>Disability</b>	Yes	1.37%	2.29%	1.47%	0%	1.05%	0%	1.59%
	No	84.60%	86.71%	91.25%	96.84%	89.47%	100%	87.57%
	Unknown	14.03%	11.00%	7.28%	3.16%	9.47%	0%	10.84%
<b>Age</b>	16 to 24	4.41%	5.59%	0.26%	0%	0%	0%	3.49%
	25 to 34	10.18%	22.89%	25.22%	9.12%	1.05%	0%	17.26%
	35 to 44	24.06%	17.80%	25.74%	30.18%	18.95%	25.00%	22.76%
	45 to 54	34.14%	31.21%	26.26%	34.74%	46.32%	41.67%	31.73%
	55 to 64	22.59%	19.77%	20.97%	24.56%	31.58%	33.33%	21.66%
	65+	4.61%	2.73%	1.56%	1.40%	2.11%	0%	3.10%
<b>Religion or Belief</b>	Christianity	6.84%	9.98%	10.92%	12.98%	9.47%	25.00%	9.17%
	Hinduism	5.07%	3.75%	2.25%	3.16%	1.05%	0%	3.83%
	Islam	1.37%	1.14%	0.87%	1.40%	0%	0%	1.16%
	Judaism	0.10%	0.45%	0.87%	1.05%	2.11%	0%	0.47%
	Jainism	0.51%	0.64%	0.35%	0%	0%	0%	0.47%
	Sikh	0.25%	0.25%	0.43%	1.40%	1.05%	0%	0.37%
	Buddhism	0.10%	0.19%	0.35%	0%	1.05%	0%	0.20%
	Zoroastrian	0%	0.06%	0%	0%	0%	0%	0.02%
	Other	0.76%	0.83%	0.78%	0.35%	0%	0%	0.75%
	No Religion/Atheist	0.86%	1.78%	2.25%	5.26%	5.26%	8.33%	1.81%
Unknown	84.14%	80.93%	80.94%	74.39%	80%	66.67%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	10.99%	15.38%	17.24%	20.35%	22.11%	33.33%	14.55%
	Gay Woman/ Lesbian	0%	0.13%	0.09%	0%	0%	0%	0.06%
	Gay Man	0%	0.06%	0.09%	0.70%	0%	0%	0.08%
	Bi-sexual	0.15%	0.13%	0%	0.70%	0%	0%	0.14%
	Prefer not to say	0.91%	0.89%	0.95%	1.40%	0%	0%	0.92%
	Other	0.10%	0%	0%	0%	0%	0%	0.04%
Unknown	87.84%	83.41%	81.63%	76.84%	77.89%	66.67%	84.21%	
<b>Pregnancy/ Maternity in last 2 years</b>	Yes	1.98%	3.94%	7.02%	4.56%	0%	0%	3.83%
	No	98.02%	96.06%	92.98%	95.44%	100%	100%	96.17%



**2.10 Workforce Profile by - Part time and Protected Characteristic**

		Full time	Part time	Whole Council
		2,535	2,558	5,093
<b>Ethnicity</b>	BAME	32.23%	37.14%	34.69%
	White	50.81%	44.25%	47.52%
	Unknown	16.96%	18.61%	17.79%
<b>Sex</b>	Male	36.09%	7.19%	21.58%
	Female	63.91%	92.81%	78.42%
<b>Disability</b>	Yes	1.97%	1.21%	1.59%
	No	88.68%	86.47%	87.57%
	Unknown	9.35%	12.31%	10.84%
<b>Age</b>	16 to 24	3.94%	3.05%	3.49%
	25 to 34	25.36%	9.23%	17.26%
	35 to 44	21.03%	24.47%	22.76%
	45 to 54	28.36%	35.07%	31.73%
	55 to 64	19.49%	23.81%	21.66%
	65+	1.81%	4.38%	3.10%
<b>Religion or Belief</b>	Christianity	9.47%	8.87%	9.17%
	Hinduism	2.64%	5.00%	3.83%
	Islam	1.03%	1.29%	1.16%
	Judaism	0.51%	0.43%	0.47%
	Jainism	0.24%	0.70%	0.47%
	Sikh	0.39%	0.35%	0.37%
	Buddhism	0.32%	0.08%	0.20%
	Zoroastrian	0%	0.04%	0.02%
	Other	0.79%	0.70%	0.75%
	No Religion/Atheist	2.29%	1.33%	1.81%
Unknown	82.33%	81.20%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	15.66%	13.45%	14.55%
	Gay			
	Woman/Lesbian	0%	0.12%	0.06%
	Gay Man	0.16%	0%	0.08%
	Bi-sexual	0.12%	0.16%	0.14%
	Prefer not to say	0.79%	1.06%	0.92%
	Other	0%	0.08%	0.04%
Unknown	83.27%	85.14%	84.21%	
<b>Pregnancy/ Maternity in last two years</b>	Yes	3.16%	4.50%	3.83%
	No	96.84%	95.50%	96.17%

**3. Recruitment Monitoring - by Protected Characteristic**

**3.1 All Recruitment (Schools not included)**

This data relates only to recruitment carried out by Contact III.

		Applied	Shortlisted	Appointed	Council excluding Schools	Whole Council
		3447	835	155	2,192	5,093
<b>Ethnicity</b>	BAME	57.93%	47.54%	45.81%	38.69%	34.69%
	White	25.70%	37.49%	41.94%	52.14%	47.52%
	Unknown	16.36%	14.97%	12.26%	9.17%	17.79%
<b>Sex</b>	Male	47.49%	41.20%	38.71%	38.28%	21.58%
	Female	52.51%	58.80%	61.29%	61.72%	78.42%
<b>Disability</b>	Yes	3.42%	2.75%	3.23%	3.10%	1.59%
	No	94.40%	93.05%	95.48%	94.80%	87.57%
	Unknown	2.18%	4.19%	1.29%	2.10%	10.84%
<b>Age</b>	16 to 24	8.36%	4.07%	5.16%	1.19%	3.49%
	25 to 34	35.89%	31.14%	36.77%	13.46%	17.26%
	35 to 44	25.24%	25.63%	24.52%	21.44%	22.76%
	45 to 54	20.86%	25.75%	21.29%	32.53%	31.73%
	55 to 64	7.08%	8.98%	9.68%	26.69%	21.66%
	65+	0.29%	0.36%	-	4.70%	3.10%
	Unknown	2.29%	4.07%	2.58%	-	-
<b>Religion or Belief</b>	Christianity	38.41%	39.76%	41.29%	12.09%	9.17%
	Hinduism	16.51%	12.22%	11.61%	4.11%	3.83%
	Islam	12.53%	7.54%	4.52%	1.46%	1.16%
	Judaism	0.75%	1.20%	0.65%	0.50%	0.47%
	Jainism	0.41%	0.36%	-	0.41%	0.47%
	Sikh	2.29%	2.99%	3.87%	0.50%	0.37%
	Buddhism	1.13%	0.96%	1.29%	0.27%	0.20%
	Zoroastrian	0.06%	-	-	-	0.02%
	Other	1.57%	1.56%	0.65%	1.00%	0.75%
	No Religion/Atheist	13.90%	16.89%	23.87%	2.78%	1.81%
Unknown	12.45%	16.53%	12.26%	76.87%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	80.82%	79.88%	82.58%	18.57%	14.55%
	Gay					
	Woman/Lesbian	0.41%	0.24%	0.65%	0.09%	0.06%
	Gay Man	0.84%	1.20%	1.29%	0.14%	0.08%
	Bi-sexual	1.62%	0.84%	1.29%	0.27%	0.14%
	Prefer not to say	-	-	-	1.14%	0.92%
	Other	-	-	-	-	0.04%
Unknown	16.30%	17.84%	14.19%	79.79%	84.21%	
<b>Pregnancy/ Maternity in last 2 years</b>	Yes	3.68%	3.59%	1.29%	4.01%	3.83%
	No	85.78%	81.68%	86.45%	95.99%	96.17%
	Unknown	10.53%	14.73%	12.26%	-	-

**3.2 Recruitment – Internal only (Schools not included)**

This data relates only to recruitment carried out by Contact III.

		Applied	Shortlisted	Appointed	Council excluding Schools	Whole Council
		443	257	68	2,192	5,093
<b>Ethnicity</b>	BAME	53.95%	48.25%	50.00%	38.69%	34.69%
	White	39.95%	45.14%	45.59%	52.14%	47.52%
	Unknown	6.09%	6.61%	4.41%	9.17%	17.79%
<b>Sex</b>	Male	37.02%	35.02%	32.35%	38.28%	21.58%
	Female	62.98%	64.98%	67.65%	61.72%	78.42%
<b>Disability</b>	Yes	4.97%	3.11%	2.94%	3.10%	1.59%
	No	93.00%	94.55%	97.06%	94.80%	87.57%
	Unknown	2.03%	2.33%	-	2.10%	10.84%
<b>Age</b>	16 to 24	4.29%	2.33%	4.41%	1.19%	3.49%
	25 to 34	31.60%	29.96%	35.29%	13.46%	17.26%
	35 to 44	22.35%	25.29%	22.06%	21.44%	22.76%
	45 to 54	27.99%	28.40%	26.47%	32.53%	31.73%
	55 to 64	11.06%	11.67%	7.35%	26.69%	21.66%
	65+	0.23%	-	-	4.70%	3.10%
	Unknown	2.48%	2.33%	4.41%	-	-
<b>Religion or Belief</b>	Christianity	40.63%	43.58%	39.71%	12.09%	9.17%
	Hinduism	13.54%	14.40%	16.18%	4.11%	3.83%
	Islam	9.26%	5.45%	5.88%	1.46%	1.16%
	Judaism	1.13%	1.56%	1.47%	0.50%	0.47%
	Jainism	-	-	-	0.41%	0.47%
	Sikh	2.26%	2.72%	4.41%	0.50%	0.37%
	Buddhism	1.81%	1.56%	1.47%	0.27%	0.20%
	Zoroastrian	-	-	-	-	0.02%
	Other	1.35%	1.95%	1.47%	1.00%	0.75%
	No Religion/Atheist	15.12%	14.79%	22.06%	2.78%	1.81%
Unknown	14.90%	14.01%	7.35%	76.87%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	81.72%	82.88%	83.82%	18.57%	14.55%
	Gay	-	-	-	-	-
	Woman/Lesbian	0.23%	0.39%	1.47%	0.09%	0.06%
	Gay Man	-	-	-	0.14%	0.08%
	Bi-sexual	0.68%	0.78%	1.47%	0.27%	0.14%
	Prefer not to say	-	-	-	1.14%	0.92%
	Other	-	-	-	-	0.04%
Unknown	17.38%	15.95%	13.24%	79.79%	84.21%	
<b>Pregnancy/ Maternity</b>	Yes	2.48%	3.89%	-	4.01%	3.83%
	No	82.84%	82.49%	92.65%	95.99%	96.17%
	Unknown	14.67%	13.62%	7.35%	-	-

**4. Employment Procedures - by Protected Characteristic**

		Conduct			Capability			DAW		Whole Council Workforce 5,093
		43 Cases	11 Warnings	12 Dismissals	49 Cases	19 Warnings	5 Dismissals	22 Cases	7 Appeals	
<b>Ethnicity</b>	BAME	46.51%	54.55%	58.33%	28.57%	15.79%	40.00%	68.18%	71.43%	34.69%
	White	44.19%	45.45%	33.33%	61.22%	73.68%	40.00%	22.73%	-	47.52%
	Unknown	9.30%	-	8.33%	10.20%	10.53%	20.00%	9.09%	28.57%	17.79%
<b>Sex</b>	Male	58.14%	45.45%	66.67%	59.18%	47.37%	60.00%	50.00%	28.57%	21.58%
	Female	41.86%	54.55%	33.33%	40.82%	52.63%	40.00%	50.00%	71.43%	78.42%
<b>Disability</b>	Yes	6.98%	9.09%	8.33%	4.08%	5.26%	20.00%	9.09%	14.29%	1.59%
	No	93.02%	90.91%	91.67%	95.92%	94.74%	80.00%	90.91%	85.71%	87.57%
	Not stated	-	-	-	-	-	-	-	-	10.84%
<b>Age</b>	16 to 24	4.65%	9.09%	8.33%	8.16%	10.53%	-	-	-	3.49%
	25 to 34	13.95%	-	16.67%	6.12%	5.26%	-	18.18%	14.29%	17.26%
	35 to 44	20.93%	36.36%	8.33%	24.49%	21.05%	40.00%	22.73%	57.14%	22.76%
	45 to 54	46.51%	45.45%	41.67%	32.65%	31.58%	20.00%	45.45%	14.29%	31.73%
	55 to 64	13.95%	9.09%	25.00%	24.49%	31.58%	40.00%	13.64%	14.29%	21.66%
	65+	-	-	-	4.08%	-	-	-	-	-
<b>Religion or Belief</b>	Christianity	13.95%	9.09%	8.33%	6.12%	5.26%	40.00%	9.09%	-	9.17%
	Hinduism	-	-	-	2.04%	5.26%	-	-	-	3.83%
	Islam	-	-	-	-	-	-	-	-	1.16%
	Judaism	-	-	-	-	-	-	-	-	0.47%
	Jainism	-	-	-	2.04%	-	20.00%	-	-	0.47%
	Sikh	2.33%	-	-	-	-	-	4.55%	-	0.37%
	Buddhism	-	-	-	-	-	-	-	-	0.20%
	Zoroastrian	-	-	-	-	-	-	-	-	0.02%
	Other	-	-	-	-	-	-	-	-	0.75%
	No Religion/ Atheist	-	-	-	-	-	-	-	-	1.81%
Unknown	83.72%	90.91%	91.67%	89.80%	89.47%	40.00%	86.36%	100%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	13.95%	9.09%	8.33%	8.16%	10.53%	40.00%	9.09%	-	14.55%
	Gay Woman/ Lesbian	-	-	-	-	-	-	-	-	0.06%
	Gay Man	-	-	-	-	-	-	-	-	0.08%
	Bi-sexual	-	-	-	-	-	-	-	-	0.14%
	Prefer not to say	-	-	-	-	-	-	-	-	0.92%
	Other	-	-	-	-	-	-	-	-	0.04%
	Unknown	86.05%	90.91%	91.67%	91.84%	89.47%	60.00%	90.91%	100%	84.21%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes				2.04%	-	-	4.55%	14.29%	3.83%
	No	100%	100%	100%	97.96%	100%	100%	95.45%	85.71%	96.17%

35 Cases were ongoing at start of the monitoring period ie 1 April 2013 (Conduct 15, Capability 16, DaW 4). These cases were also reported in the previous Equalities Report.

20 Cases were ongoing (unresolved) at end of the monitoring 31 March 2014 (Conduct 5, Capability, 11, Daw 13). These cases will also appear in 2014/15 Equalities Report.

**5. Redeployments - by Protected Characteristics**

		<b>Redeployment sought (all reasons) 98 employees</b>	<b>Successful Redeployments 50 employees</b>	<b>Not Redeployed 48 employees</b>	<b>Whole Council</b>
<b>Ethnicity</b>	BAME	42.86%	46.00%	39.58%	34.69%
	White	48.98%	54.00%	43.75%	47.52%
	Unknown	8.16%	0%	16.67%	17.79%
<b>Sex</b>	Male	45.92%	54.00%	45.83%	21.58%
	Female	54.08%	46.00%	54.17%	78.42%
<b>Disability</b>	Yes	6.12%	4.00%	8.33%	1.59%
	No	91.84%	96.00%	87.50%	87.57%
	Not stated	2.04%	0%	4.17%	10.84%
<b>Age</b>	16 to 24	0%	0%	0%	3.49%
	25 to 34	5.10%	8.00%	2.08%	17.26%
	35 to 44	17.35%	22.00%	12.50%	22.76%
	45 to 54	35.71%	38.00%	33.33%	31.73%
	55 to 64	40.82%	30%	52.08%	21.66%
	65+	1.02%	2.00%	0%	3.10%
<b>Religion or Belief</b>	Christianity	19.39%	22.00%	16.67%	9.17%
	Hinduism	1.02%	0%	2.08%	3.83%
	Islam	5.10%	8.00%	2.08%	1.16%
	Judaism	2.04%	4.00%	0%	0.47%
	Jainism	0%	0%	0%	0.47%
	Sikh	1.02%	0%	2.08%	0.37%
	Buddhism	0%	0%	0%	0.20%
	Zoroastrian	0%	0%	0%	0.02%
	Other	0%	0%	0%	0.75%
	No Religion/ Atheist	3.06%	2.00%	4.17%	1.81%
Unknown	68.37%	64.00%	72.92%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	23.47%	34.00%	12.50%	14.55%
	Gay Woman/ Lesbian	0%	0%	0%	0.06%
	Gay Man	0%	0%	0%	0.08%
	Bi-sexual	0%	0%	0%	0.14%
	Prefer not to say	3.06%	2.00%	4.17%	0.92%
	Other	0%	0%	0%	0.04%
	Unknown	73.47%	64.00%	83.33%	84.21%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	0%	0%	0%	3.83%
	No	100%	100%	104.17%	96.17%

Includes one employee not redeployed due to death in service.

**6. Maternity – Return to Work Rates - by Protected Characteristic**

		<b>Women due to return between 1 April 2013 - 31 March 2014</b>	<b>Women who returned to work for longer than 4 months</b>	<b>Women who returned to work but left within 4 months</b>	<b>Non returners following maternity leave</b>
<b>Number and Percentage</b>		<b>101 (100%)</b>	<b>74 (73.3%)</b>	<b>10 (9.9%)</b>	<b>17 (16.8%)</b>
<b>Ethnicity</b>	BAME	35.64%	39.19%	30.00%	23.53%
	White	52.48%	48.65%	60.00%	64.71%
	Unknown	11.88%	12.16%	10.00%	11.76%
<b>Disability</b>	Yes	-	-	-	-
	No	100.00%	100.00%	100.00%	100.00%
	Not stated	-	-	-	-
<b>Age</b>	25 to 34	54.46%	52.70%	70.00%	52.94%
	35 to 44	45.54%	47.30%	30.00%	47.06%
<b>Religion or Belief</b>	Christianity	5.94%	6.76%	-	5.88%
	Hinduism	7.92%	10.81%	-	-
	Islam	4.95%	5.41%	10.00%	-
	Judaism	-	-	-	-
	Jainism	-	-	-	-
	Sikh	-	-	-	-
	Buddhism	-	-	-	-
	Zoroastrian	-	-	-	-
	Other	-	-	-	-
	No Religion/Atheist	1.98%	-	10.00%	5.88%
Unknown	79.21%	77.03%	80.00%	88.24%	
<b>Sexual Orientation</b>	Heterosexual	16.83%	16.22%	20.00%	17.65%
	Gay Woman/ Lesbian	-	-	-	-
	Bi-sexual	-	-	-	-
	Prefer not to say	-	-	-	-
	Other	-	-	-	-
	Unknown	83.17%	83.78%	80.00%	82.35%

**7. Leavers - by Protected Characteristic**

		Ill health dismissals/ early retirements	Compulsory Redundancy	Voluntary Redundancy	Dismissals including probation	Resignations and Other leavers	All leavers	Whole Council
		12	47	40	12	1,064	1,175	5,093
<b>Ethnicity</b>	BAME	25.00%	36.17%	37.50%	41.67%	30.64%	31.15%	34.69%
	White	66.67%	44.68%	62.50%	58.33%	47.56%	48.26%	47.52%
	Unknown	8.33%	19.15%	-	-	21.80%	20.60%	17.79%
<b>Sex</b>	Male	41.67%	40.43%	52.50%	58.33%	16.64%	19.49%	21.58%
	Female	58.33%	59.57%	47.50%	41.67%	83.36%	80.51%	78.42%
<b>Disability</b>	Yes	-	8.51%	5.00%	8.33%	1.03%	1.53%	1.59%
	No	100.00%	89.36%	95.00%	91.67%	85.34%	86.04%	87.57%
	Unknown	-	2.13%	-	-	13.63%	12.43%	10.84%
<b>Age</b>	16 to 24	-	-	-	8.33%	5.17%	4.77%	3.49%
	25 to 34	-	6.38%	-	16.67%	24.06%	22.21%	17.26%
	35 to 44	8.33%	10.64%	7.50%	8.33%	20.68%	19.57%	22.76%
	45 to 54	8.33%	42.55%	22.50%	33.33%	25.66%	26.13%	31.73%
	55 to 64	83.33%	38.30%	55.00%	33.33%	19.45%	22.21%	21.66%
	65+	-	2.13%	15.00%	-	4.98%	5.11%	3.10%
<b>Religion or Belief</b>	Christianity	25.00%	17.02%	22.50%	16.67%	10.06%	10.98%	9.17%
	Hinduism	-	2.13%	5.00%	-	2.26%	2.30%	3.83%
	Islam	8.33%	2.13%	2.50%	-	1.50%	1.62%	1.16%
	Judaism	-	2.13%	2.50%	-	0.56%	0.68%	0.47%
	Jainism	8.33%	-	-	-	0.28%	0.34%	0.47%
	Sikh	-	2.13%	-	-	0.28%	0.34%	0.37%
	Buddhism	-	-	-	-	-	-	0.20%
	Zoroastrian	-	-	-	-	-	-	0.02%
	Other	-	-	-	8.33%	0.56%	0.60%	0.75%
	No Religion/ Atheist	-	4.26%	2.50%	-	1.69%	1.79%	1.81%
Unknown	58.33%	70.21%	65.00%	75.00%	82.80%	81.36%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	33.33%	19.15%	30.00%	25.00%	14.29%	15.32%	14.55%
	Gay Woman/ Lesbian	-	-	-	-	0.09%	0.09%	0.06%
	Gay Man	-	-	-	-	0.09%	0.09%	0.08%
	Bi-sexual	-	-	-	-	-	-	0.14%
	Prefer not to say	-	4.26%	-	-	1.03%	1.11%	0.92%
	Other	-	-	-	-	-	-	0.04%
	Unknown	66.67%	76.60%	70.00%	75.00%	84.49%	83.40%	84.21%
<b>Pregnancy/ Maternity in last 2 years</b>	Yes	-	4.26%	-	-	4.04%	3.83%	3.83%
	No	100%	95.74%	100%	100%	95.96%	96.17%	96.17%

**8. Take Up of Training Opportunities**

**8.1 Attendance on Learning and Development Programme recorded on “My Learning” management system, by Headcount and Protected Characteristic**

Training comprises of core skills training eg health and safety, IT, customer care, assertiveness, coaching, project management, recruitment and selection, and also includes equalities and diversity training. All Adults’ safeguarding training is also included.

Schools do not access training via “My Learning” and therefore are not included.

		<b>Attendance on Learning &amp; Development Programme</b>	<b>Council Workforce excluding Schools</b>
		1,000 delegates	2,192
<b>Ethnicity</b>	BAME	39.80%	38.69%
	White	49.60%	52.14%
	Unknown	10.60%	9.17%
<b>Sex</b>	Male	32.60%	38.28%
	Female	67.40%	61.72%
<b>Disability</b>	Yes	3.60%	3.10%
	No	96.40%	94.80%
	Unknown	0%	2.10%
<b>Age</b>	16 to 24	1.30%	1.19%
	25 to 34	10.80%	13.46%
	35 to 44	22.70%	21.44%
	45 to 54	33.50%	32.53%
	55 to 64	26.50%	26.69%
	65+	3.30%	4.70%
	Unknown	1.90%	0%



**8.2 Attendance on Learning and Development Programme recorded on “My Learning” management system, by Directorate and Protected Characteristic**

		Resources		Children and Families		Environment and Enterprise		Community Health and Well Being		Whole Council Workforce
		Attendees from Resources 251	Directorate Workforce Profile 467 employees	Attendees from Children and Families 152	Directorate Workforce Profile excluding schools 665 employees	Attendees from Environment and Enterprise 121	Directorate Workforce Profile 463 employees	Attendees from Community Health & Well Being 476*	Directorate Workforce Profile 610 employees	
<b>Ethnicity</b>	BAME	44.22%	40.82%	46.05%	44.06%	17.36%	40.82%	41.18%	43.11%	34.69%
	White	45.82%	44.92%	44.74%	49.17%	74.38%	44.92%	46.85%	47.21%	47.52%
	Unknown	9.96%	14.25%	9.21%	6.77%	8.26%	14.25%	11.97%	9.67%	17.79%
<b>29 x</b>	Male	25.10%	26.13%	28.29%	24.51%	27.27%	26.13%	27.73%	29.51%	21.58%
	Female	74.90%	73.87%	71.71%	75.49%	72.73%	73.87%	72.27%	70.49%	78.42%
<b>Disability</b>	Yes	2.39%	1.94%	0.66%	2.86%	4.96%	1.94%	4.83%	4.75%	1.59%
	No	97.61%	96.98%	99.34%	96.54%	95.04%	96.98%	95.17%	89.51%	87.57%
	Not stated	0.00%	1.08%	0.00%	0.60%	0.00%	1.08%	0.00%	5.74%	10.84%
<b>Age</b>	16 to 24	2.79%	1.73%	0.66%	0.90%	0.83%	1.73%	0.84%	0.66%	3.49%
	25 to 34	16.73%	22.68%	9.21%	12.03%	9.09%	22.68%	8.61%	9.18%	17.26%
	35 to 44	28.69%	26.35%	21.71%	19.40%	18.18%	26.35%	21.01%	21.48%	22.76%
	45 to 54	30.68%	27.86%	31.58%	31.88%	36.36%	27.86%	34.87%	36.07%	31.73%
	55 to 64	19.92%	19.44%	30.92%	30.08%	30.58%	19.44%	27.52%	27.05%	21.66%
	65+	0.80%	1.94%	3.95%	5.71%	3.31%	1.94%	4.41%	5.57%	3.10%
	Unknown	0.40%	0.00%	1.97%	0.00%	1.65%	0.00%	2.73%	0.00%	0.00%

\*includes 83 staff who attended Adults’ specific training eg Safeguarding and Autism Awareness.

**9. Directorate Reports**

**9.1 Resources Directorate**

**9.1.1 Workforce Profile**

		<b>Resources Directorate</b>	<b>Whole Council</b>
		463	5,093
<b>Ethnicity</b>	BAME	40.82%	34.69%
	White	44.92%	47.52%
	Unknown	14.25%	17.79%
<b>Sex</b>	Male	26.13%	21.58%
	Female	73.87%	78.42%
<b>Disability</b>	Yes	1.94%	1.59%
	No	96.98%	87.57%
	Unknown	1.08%	10.84%
<b>Age</b>	16 to 24	1.73%	3.49%
	25 to 34	22.68%	17.26%
	35 to 44	26.35%	22.76%
	45 to 54	27.86%	31.73%
	55 to 64	19.44%	21.66%
	65+	1.94%	3.10%
<b>Religion or Belief</b>	Christianity	7.99%	9.17%
	Hinduism	3.67%	3.83%
	Islam	0.86%	1.16%
	Judaism	-	0.47%
	Jainism	0.43%	0.47%
	Sikh	0.86%	0.37%
	Buddhism	-	0.20%
	Zoroastrian	-	0.02%
	Other	0.43%	0.75%
	No Religion/Atheist	3.46%	1.81%
Unknown	82.29%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	11.45%	14.55%
	Gay	-	0.06%
	Woman/Lesbian	-	0.08%
	Gay Man	0.43%	0.14%
	Bi-sexual	0.22%	0.92%
	Prefer not to say	0.43%	0.04%
	Other	-	0.04%
Unknown	87.47%	84.21%	
<b>Pregnancy/ Maternity in last 2 years</b>	Yes	7.56%	3.83%
	No	92.44%	96.17%

## Appendix 1

### 9.1.2 Resources Directorate – Workforce Profile by Payband and Protected Characteristic

		Payband							
		1	2	3	4	5	6	Resource Directorat	Whole Council
		12	236	122	80	9	4	463	5,093
<b>Ethnicity</b>	BAME	50%	44.92%	43.44%	30%	-	-	40.82%	34.69%
	White	33.33%	44.07%	39.34%	51.25%	88.89%	75.00%	44.92%	47.52%
	Unknown	16.67%	11.02%	17.21%	18.75%	11.11%	25.00%	14.25%	17.79%
<b>Sex</b>	Male	16.67%	22.03%	24.59%	33.75%	77.78%	75.00%	26.13%	21.58%
	Female	83.33%	77.97%	75.41%	66.25%	22.22%	25.00%	73.87%	78.42%
<b>Disability</b>	Yes	-	3.39%	0.82%	-	-	-	1.94%	1.59%
	No	100%	95.34%	97.54%	100%	100%	100%	96.98%	87.57%
	Unknown	-	1.27%	1.64%	-	-	-	1.08%	10.84%
<b>Age</b>	16 to 24	33.33%	1.69%	-	-	-	-	1.73%	3.49%
	25 to 34	33.33%	25.85%	29.51%	5.00%	-	-	22.68%	17.26%
	35 to 44	8.33%	21.19%	25.41%	42.50%	44.44%	50%	26.35%	22.76%
	45 to 54	16.67%	26.69%	27.05%	32.50%	44.44%	25.00%	27.86%	31.73%
	55 to 64	8.33%	21.61%	16.39%	20%	11.11%	25.00%	19.44%	21.66%
	65+	-	2.97%	1.64%	-	-	-	1.94%	3.10%
<b>Religion or Belief</b>	Christianity	-	6.78%	9.84%	8.75%	11.11%	25.00%	7.99%	9.17%
	Hinduism	-	2.54%	4.92%	6.25%	-	-	3.67%	3.83%
	Islam	-	0.85%	1.64%	-	-	-	0.86%	1.16%
	Judaism	-	-	-	-	-	-	-	0.47%
	Jainism	-	0.42%	0.82%	-	-	-	0.43%	0.47%
	Sikh	-	0.85%	0.82%	1.25%	-	-	0.86%	0.37%
	Buddhism	-	-	-	-	-	-	-	0.20%
	Zoroastrian	-	-	-	-	-	-	-	0.02%
	Other	8.33%	0.42%	-	-	-	-	0.43%	0.75%
	No Religion/ Atheist	8.33%	2.12%	1.64%	8.75%	11.11%	-	3.46%	1.81%
Unknown	83.33%	86.02%	80.33%	75.00%	77.78%	75.00%	82.29%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	8.33%	7.20%	17.21%	13.75%	22.22%	25.00%	11.45%	14.55%
	Gay Woman/ Lesbian	-	-	-	-	-	-	-	0.06%
	Gay Man	-	-	0.82%	1.25%	-	-	0.43%	0.08%
	Bi-sexual	-	0.42%	-	-	-	-	0.22%	0.14%
	Prefer not to say	-	0.42%	-	1.25%	-	-	0.43%	0.92%
	Other	-	-	-	-	-	-	-	0.04%
	Unknown	91.67%	91.95%	81.97%	83.75%	77.78%	75.00%	87.47%	84.21%
<b>Pregnancy/ Maternity in the last 2 years</b>	Yes	-	8.05%	9.84%	5.00%	-	-	7.56%	3.83%
	No	100%	91.95%	90.16%	95.00%	100%	100%	92.44%	96.17%

## 9.1.3 Resources Directorate – Workforce Profile Full/Part-time and Protected Characteristic

		Full time	Part time	Resources Directorate	Whole Council
		355	108	463	5,093
<b>Ethnicity</b>	BAME	42.54%	35.19%	40.82%	34.69%
	White	41.97%	54.63%	44.92%	47.52%
	Unknown	15.49%	10.19%	14.25%	17.79%
<b>Sex</b>	Male	32.96%	3.70%	26.13%	21.58%
	Female	67.04%	96.30%	73.87%	78.42%
<b>Disability</b>	Yes	1.69%	2.78%	1.94%	1.59%
	No	96.90%	97.22%	96.98%	87.57%
	Unknown	1.41%	-	1.08%	10.84%
<b>Age</b>	16 to 24	2.25%	-	1.73%	3.49%
	25 to 34	27.32%	7.41%	22.68%	17.26%
	35 to 44	25.63%	28.70%	26.35%	22.76%
	45 to 54	26.76%	31.48%	27.86%	31.73%
	55 to 64	16.62%	28.70%	19.44%	21.66%
	65+	1.41%	3.70%	1.94%	3.10%
<b>Religion or Belief</b>	Christianity	7.32%	10.19%	7.99%	9.17%
	Hinduism	4.23%	1.85%	3.67%	3.83%
	Islam	0.85%	0.93%	0.86%	1.16%
	Judaism	-	-	-	0.47%
	Jainism	0.28%	0.93%	0.43%	0.47%
	Sikh	1.13%	-	0.86%	0.37%
	Buddhism	-	-	-	0.20%
	Zoroastrian	-	-	-	0.02%
	Other	0.28%	0.93%	0.43%	0.75%
	No Religion/ Atheist	3.94%	1.85%	3.46%	1.81%
	Unknown	81.97%	83.33%	82.29%	81.76%
<b>Sexual Orientation</b>	Heterosexual	12.39%	8.33%	11.45%	14.55%
	Gay	-	-	-	0.06%
	Woman/Lesbian	-	-	-	0.08%
	Gay Man	0.56%	-	0.43%	0.14%
	Bi-sexual	0.28%	-	0.22%	0.92%
	Prefer not to say	0.56%	-	0.43%	0.04%
	Other	-	-	-	84.21%
	Unknown	86.20%	91.67%	87.47%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	6.76%	10.19%	7.56%	3.83%
	No	93.24%	89.81%	92.44%	96.17%

**9.1.4 Resources Directorate – All Recruitment**

This data relates only to recruitment carried out by Contact III.

		Applied	Shortlisted	Appointed	Resources Directorate	Whole Council
		1152	242	44	463	5,093
<b>Ethnicity</b>	BAME	60.68%	54.55%	54.55%	40.82%	34.69%
	White	21.96%	32.64%	34.09%	44.92%	47.52%
	Unknown	17.36%	12.81%	11.36%	14.25%	17.79%
<b>Sex</b>	Male	46.53%	41.74%	27.27%	26.13%	21.58%
	Female	53.47%	58.26%	72.73%	73.87%	78.42%
<b>Disability</b>	Yes	2.95%	2.89%	6.82%	1.94%	1.59%
	No	94.97%	94.21%	90.91%	96.98%	87.57%
	Unknown	2.08%	2.89%	2.27%	1.08%	10.84%
<b>Age</b>	16 to 24	10.50%	7.02%	6.82%	1.73%	3.49%
	25 to 34	36.81%	36.78%	45.45%	22.68%	17.26%
	35 to 44	23.87%	21.49%	25.00%	26.35%	22.76%
	45 to 54	18.66%	24.79%	18.18%	27.86%	31.73%
	55 to 64	7.55%	7.02%	4.55%	19.44%	21.66%
	65+	0.43%	0.41%	-	1.94%	3.10%
	Unknown	2.17%	2.48%	-	-	-
<b>Religion or Belief</b>	Christianity	33.25%	35.95%	38.64%	7.99%	9.17%
	Hinduism	24.05%	19.01%	15.91%	3.67%	3.83%
	Islam	13.19%	8.26%	4.55%	0.86%	1.16%
	Judaism	0.87%	0.83%	-	-	0.47%
	Jainism	0.95%	1.24%	-	0.43%	0.47%
	Sikh	3.13%	4.96%	9.09%	0.86%	0.37%
	Buddhism	1.30%	1.24%	-	-	0.20%
	Zoroastrian	-	-	-	-	0.02%
	Other	1.13%	2.07%	2.27%	0.43%	0.75%
	No Religion/Atheist	10.85%	15.29%	20.45%	3.46%	1.81%
	Unknown	11.28%	11.16%	9.09%	82.29%	81.76%
<b>Sexual Orientation</b>	Heterosexual	80.03%	83.06%	81.82%	11.45%	14.55%
	Gay					
	Woman/Lesbian	0.17%	-	-	-	0.06%
	Gay Man	0.69%	1.24%	-	0.43%	0.08%
	Bi-sexual	2.26%	1.65%	4.55%	0.22%	0.14%
	Prefer not to say	-	-	-	0.43%	0.92%
	Other	-	-	-	-	0.04%
Unknown	16.84%	14.05%	13.64%	87.47%	84.21%	
<b>Pregnancy/ maternity in the last 2 years</b>	Yes	3.56%	1.65%	2.27%	7.56%	3.83%
	No	84.90%	82.64%	84.09%	92.44%	96.17%
	Unknown	11.55%	15.70%	13.64%	-	-

**9.1.5 Resources Directorate - Employment Procedures**

		Conduct			Capability			DAW		Resources Directorate 463	Whole Council 5,093
		4 Cases	0 Warnings	0 Dismissals	6 Cases	2 Warnings	0 Dismissals	4 Cases	1 Appeal		
<b>Ethnicity</b>	BAME	75.00%	-	-	33.33%	-	-	66.67%	-	40.82%	34.69%
	White	-	-	-	66.67%	100%	-	-	-	44.92%	47.52%
	Unknown	25.00%	-	-	-	-	-	33.33%	100%	14.25%	17.79%
<b>Sex</b>	Male	75.00%	-	-	50.00%	100%	-	33.33%	100%	26.13%	21.58%
	Female	25.00%	-	-	50.00%	-	-	66.67%	-	73.87%	78.42%
<b>Disability</b>	Yes	-	-	-	-	-	-	-	-	1.94%	1.59%
	No	100%	-	-	100%	100%	-	100%	100%	96.98%	87.57%
	Not stated	-	-	-	-	-	-	-	-	1.08%	10.84%
<b>Age</b>	16 to 24	-	-	-	-	-	-	-	-	1.73%	3.49%
	25 to 34	50.00%	-	-	16.67%	-	-	66.67%	-	22.68%	17.26%
	35 to 44	25.00%	-	-	33.33%	50.00%	-	33.33%	100%	26.35%	22.76%
	45 to 54	25.00%	-	-	50.00%	50.00%	-	-	-	27.86%	31.73%
	55 to 64	-	-	-	-	-	-	-	-	19.44%	21.66%
	65+	-	-	-	-	-	-	-	-	1.94%	3.10%
<b>Religion or Belief</b>	Christianity	-	-	-	-	-	-	-	-	7.99%	9.17%
	Hinduism	-	-	-	-	-	-	-	-	3.67%	3.83%
	Islam	-	-	-	-	-	-	-	-	0.86%	1.16%
	Judaism	-	-	-	-	-	-	-	-	-	0.47%
	Jainism	-	-	-	-	-	-	-	-	0.43%	0.47%
	Sikh	25.00%	-	-	-	-	-	-	-	0.86%	0.37%
	Buddhism	-	-	-	-	-	-	-	-	-	0.20%
	Zoroastrian	-	-	-	-	-	-	-	-	-	0.02%
	Other	-	-	-	-	-	-	-	-	0.43%	0.75%
	No Religion/ Atheist	-	-	-	-	-	-	-	-	3.46%	1.81%
Unknown	75.00%	-	-	100%	100%	-	100%	100%	82.29%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	-	-	-	-	-	-	-	-	11.45%	14.55%
	Gay Woman/ Lesbian	-	-	-	-	-	-	-	-	-	0.06%
	Gay Man	-	-	-	-	-	-	-	-	0.43%	0.08%
	Bi-sexual	-	-	-	-	-	-	-	-	0.22%	0.14%
	Prefer not to say	-	-	-	-	-	-	-	-	0.43%	0.92%
	Other	-	-	-	-	-	-	-	-	-	0.04%
	Unknown	100%	-	-	100%	100%	-	100%	100%	87.47%	84.21%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	-	-	-	16.67%	-	-	-	-	7.56%	3.83%
	No	100%	-	-	83.33%	100%	-	100%	100%	92.44%	96.17%

**9.2 Children and Families Directorate**

**9.2.1 Workforce Profile**

		<b>Children &amp; Families Directorate including Schools</b>	<b>Whole Council</b>
		3,569	5,093
<b>Ethnicity</b>	BAME	34.07%	34.69%
	White	44.91%	47.52%
	Unknown	21.01%	17.79%
<b>Sex</b>	Male	11.85%	21.58%
	Female	88.15%	78.42%
<b>Disability</b>	Yes	0.90%	1.59%
	No	84.84%	87.57%
	Unknown	14.26%	10.84%
<b>Age</b>	16 to 24	4.43%	3.49%
	25 to 34	18.55%	17.26%
	35 to 44	22.98%	22.76%
	45 to 54	31.30%	31.73%
	55 to 64	20.15%	21.66%
	65+	2.61%	3.10%
<b>Religion or Belief</b>	Christianity	8.57%	9.17%
	Hinduism	4.17%	3.83%
	Islam	0.98%	1.16%
	Judaism	0.50%	0.47%
	Jainism	0.50%	0.47%
	Sikh	0.34%	0.37%
	Buddhism	0.20%	0.20%
	Zoroastrian	0.03%	0.02%
	Other	0.73%	0.75%
	No Religion/Atheist	1.46%	1.81%
Unknown	82.52%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	13.87%	14.55%
	Gay		
	Woman/Lesbian	0.08%	0.06%
	Gay Man	0.03%	0.08%
	Bi-sexual	0.14%	0.14%
	Prefer not to say	0.95%	0.92%
	Other	0.06%	0.04%
Unknown	84.87%	84.21%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	3.75%	3.83%
	No	96.25%	96.17%

**Children and Families Directorate**

**9.2.2 Workforce Profile by Payband and Protected Characteristic**

		Payband						Ch & Fams incld Schools	Whole Council
		1	2	3	4	5	6		
		1,698	865	790	141	70	5		
<b>Ethnicity</b>	BAME	40.69%	29.13%	29.49%	21.28%	14.29%	-	34.07%	34.69%
	White	36.69%	46.24%	53.16%	71.63%	78.57%	80%	44.91%	47.52%
	Unknown	22.61%	24.62%	17.34%	7.09%	7.14%	20%	21.01%	17.79%
<b>Sex</b>	Male	7.13%	17.92%	13.16%	17.02%	25.71%	20%	11.85%	21.58%
	Female	92.87%	82.08%	86.84%	82.98%	74.29%	80%	88.15%	78.42%
<b>Disability</b>	Yes	1.18%	1.04%	0.38%	-	-	-	0.90%	1.59%
	No	82.92%	80.81%	90.51%	95.74%	94.29%	100%	84.84%	87.57%
	Unknown	15.90%	18.15%	9.11%	4.26%	5.71%	-	14.26%	10.84%
<b>Age</b>	16 to 24	4.53%	9.02%	0.38%	-	-	-	4.43%	3.49%
	25 to 34	10.01%	27.63%	29.62%	12.77%	1.43%	-	18.55%	17.26%
	35 to 44	25.32%	14.22%	27.47%	26.95%	15.71%	20%	22.98%	22.76%
	45 to 54	34.81%	30.64%	22.53%	35.46%	45.71%	20%	31.30%	31.73%
	55 to 64	21.38%	17.34%	18.61%	22.70%	34.29%	60%	20.15%	21.66%
	65+	3.95%	1.16%	1.39%	2.13%	2.86%	-	2.61%	3.10%
<b>Religion or Belief</b>	Christianity	6.60%	10.87%	9.37%	13.48%	8.57%	20%	8.57%	9.17%
	Hinduism	5.65%	4.05%	1.77%	2.13%	1.43%	-	4.17%	3.83%
	Islam	1.35%	1.04%	0.38%	-	-	-	0.98%	1.16%
	Judaism	0.12%	0.46%	0.89%	2.13%	2.86%	-	0.50%	0.47%
	Jainism	0.59%	0.69%	0.25%	-	-	-	0.50%	0.47%
	Sikh	0.29%	0.12%	0.38%	1.42%	1.43%	-	0.34%	0.37%
	Buddhism	0.06%	0.23%	0.38%	-	1.43%	-	0.20%	0.20%
	Zoroastrian	-	0.12%	-	-	-	-	0.03%	0.02%
	Other	0.77%	0.69%	0.76%	0.71%	-	-	0.73%	0.75%
	No Religion/ Atheist	0.77%	1.73%	2.03%	2.84%	4.29%	20%	1.46%	1.81%
	Unknown	83.80%	80%	83.80%	77.30%	80%	60%	82.52%	81.76%
<b>Sexual Orientation</b>	Heterosexual	10.48%	17.23%	15.32%	20.57%	22.86%	40%	13.87%	14.55%
	Gay Woman/ Lesbian	-	0.23%	0.13%	-	-	-	0.08%	0.06%
	Gay Man	-	-	-	0.71%	-	-	0.03%	0.08%
	Bi-sexual	0.18%	-	-	1.42%	-	-	0.14%	0.14%
	Prefer not to say	1.06%	0.81%	0.89%	1.42%	-	-	0.95%	0.92%
	Other	0.12%	-	-	-	-	-	0.06%	0.04%
	Unknown	88.16%	81.73%	83.67%	75.89%	77.14%	60%	84.87%	84.21%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	2.06%	3.24%	7.97%	5.67%	-	-	3.75%	3.83%
	No	97.94%	96.76%	92.03%	94.33%	100%	100%	96.25%	96.17%



**Children and Families Directorate**

**9.2.3 Workforce Profile - by Full/Part-time and Protected Characteristic**

		<b>Full-time</b>	<b>Part-time</b>	<b>Children &amp; Families including Schools</b>	<b>Whole Council</b>
		1,315	2,254	3,569	5,093
<b>Ethnicity</b>	BAME	28.75%	37.18%	34.07%	34.69%
	White	48.52%	42.81%	44.91%	47.52%
	Unknown	22.74%	20.01%	21.01%	17.79%
<b>Sex</b>	Male	20.84%	6.61%	11.85%	21.58%
	Female	79.16%	93.39%	88.15%	78.42%
<b>Disability</b>	Yes	0.84%	0.93%	0.90%	1.59%
	No	84.03%	85.31%	84.84%	87.57%
	Unknown	15.13%	13.75%	14.26%	10.84%
<b>Age</b>	16 to 24	6.08%	3.46%	4.43%	3.49%
	25 to 34	33.92%	9.58%	18.55%	17.26%
	35 to 44	20%	24.71%	22.98%	22.76%
	45 to 54	23.95%	35.58%	31.30%	31.73%
	55 to 64	15.29%	22.98%	20.15%	21.66%
	65+	0.76%	3.68%	2.61%	3.10%
<b>Religion or Belief</b>	Christianity	8.67%	8.52%	8.57%	9.17%
	Hinduism	2.05%	5.41%	4.17%	3.83%
	Islam	0.68%	1.15%	0.98%	1.16%
	Judaism	0.61%	0.44%	0.50%	0.47%
	Jainism	0.23%	0.67%	0.50%	0.47%
	Sikh	0.30%	0.35%	0.34%	0.37%
	Buddhism	0.38%	0.09%	0.20%	0.20%
	Zoroastrian	-	0.04%	0.03%	0.02%
	Other	0.76%	0.71%	0.73%	0.75%
	No Religion/ Atheist	1.83%	1.24%	1.46%	1.81%
Unknown	84.49%	81.37%	82.52%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	14.98%	13.22%	13.87%	14.55%
	Gay Woman/ Lesbian	-	0.13%	0.08%	0.06%
	Gay Man	0.08%	-	0.03%	0.08%
	Bi-sexual	0.08%	0.18%	0.14%	0.14%
	Prefer not to say	0.76%	1.06%	0.95%	0.92%
	Other	-	0.09%	0.06%	0.04%
	Unknown	84.11%	85.31%	84.87%	84.21%
<b>Pregnancy/ Maternity</b>	Yes	3.35%	3.99%	3.75%	3.83%
	No	96.65%	96.01%	96.25%	96.17%

## Children and Families Directorate

### 9.2.4 Recruitment

This data relates only to recruitment carried out by Contact III.

		Applied	Shortlisted	Appointed	Children & Families excluding Schools	Whole Council
		791	255	49	665	5,093
<b>Ethnicity</b>	BAME	57.52%	50.59%	44.90%	44.06%	34.69%
	White	25.16%	32.94%	40.82%	49.17%	47.52%
	Unknown	17.32%	16.47%	14.29%	6.77%	17.79%
<b>Sex</b>	Male	26.55%	27.06%	34.69%	24.51%	21.58%
	Female	73.45%	72.94%	65.31%	75.49%	78.42%
<b>Disability</b>	Yes	2.78%	3.14%	2.04%	2.86%	1.59%
	No	95.32%	92.94%	95.92%	96.54%	87.57%
	Unknown	1.90%	3.92%	2.04%	0.60%	10.84%
<b>Age</b>	16 to 24	7.46%	3.92%	4.08%	0.90%	3.49%
	25 to 34	35.27%	30.98%	36.73%	12.03%	17.26%
	35 to 44	28.19%	25.10%	16.33%	19.40%	22.76%
	45 to 54	21.74%	28.63%	22.45%	31.88%	31.73%
	55 to 64	4.68%	7.06%	14.29%	30.08%	21.66%
	65+	0.13%	-	-	5.71%	3.10%
	Unknown	2.53%	4.31%	6.12%	-	-
<b>Religion or Belief</b>	Christianity	40.46%	41.57%	38.78%	15.64%	9.17%
	Hinduism	12.26%	9.41%	6.12%	6.17%	3.83%
	Islam	8.47%	5.88%	6.12%	1.20%	1.16%
	Judaism	0.88%	1.96%	2.04%	0.75%	0.47%
	Jainism	0.25%	-	-	0.45%	0.47%
	Sikh	2.02%	1.57%	4.08%	0.60%	0.37%
	Buddhism	0.76%	0.78%	2.04%	0.45%	0.20%
	Zoroastrian	-	-	-	-	0.02%
	Other	1.77%	1.18%	-	1.50%	0.75%
	No Religion/Atheist	14.41%	13.33%	24.49%	3.16%	1.81%
Unknown	18.71%	24.31%	16.33%	70.08%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	75.73%	72.16%	75.51%	24.06%	14.55%
	Gay					
	Woman/Lesbian	0.88%	0.39%	-	0.30%	0.06%
	Gay Man	0.51%	1.18%	2.04%	-	0.08%
	Bi-sexual	1.39%	0.78%	-	0.60%	0.14%
	Prefer not to say	-	-	-	1.65%	0.92%
	Other	-	-	-	-	0.04%
Unknown	21.49%	25.49%	22.45%	73.38%	84.21%	
<b>Pregnancy/ maternity in the last 2 years</b>	Yes	5.69%	7.06%	2.04%	4.21%	3.83%
	No	81.92%	75.29%	81.63%	95.79%	96.17%
	Unknown	12.39%	17.65%	16.33%	-	-

**Children and Families Directorate**

**9.2.5 Employment Procedures**

		Conduct			Capability			DAW		Whole Council 5,093
		13 Cases	5 Warnings	4 Dismissals	6 Cases	3 Warnings	2 Dismissals	5 Cases	3 Appeals	
<b>Ethnicity</b>	BAME	61.54%	80.00%	75.00%	66.67%	33.33%	100.00%	80.00%	66.67%	34.69%
	White	23.08%	20.00%	-	33.33%	66.67%	-	-	-	47.52%
	Unknown	15.38%	-	25.00%	-	-	-	20.00%	33.33%	17.79%
<b>Sex</b>	Male	53.85%	40.00%	75.00%	16.67%	-	50.00%	20.00%	33.33%	21.58%
	Female	46.15%	60.00%	25.00%	83.33%	100%	50.00%	80.00%	66.67%	78.42%
<b>Disability</b>	Yes	7.69%	-	-	-	-	-	-	-	1.59%
	No	92.31%	100%	100%	100%	100%	100%	100%	100%	87.57%
	Not stated	-	-	-	-	-	-	-	-	10.84%
<b>Age</b>	16 to 24	7.69%	-	25.00%	-	-	-	-	-	3.49%
	25 to 34	7.69%	-	25.00%	-	-	-	20.00%	33.33%	17.26%
	35 to 44	15.38%	20.00%	-	16.67%	-	-	60.00%	66.67%	22.76%
	45 to 54	61.54%	60.00%	50.00%	16.67%	33.33%	-	20.00%	-	31.73%
	55 to 64	7.69%	20.00%	-	66.67%	66.67%	100%	-	-	21.66%
	65+	-	-	-	-	-	-	-	-	3.10%
<b>Religion or Belief</b>	Christianity	15.38%	20.00%	25.00%	16.67%	-	50.00%	-	-	9.17%
	Hinduism	-	-	-	-	-	-	-	-	3.83%
	Islam	-	-	-	-	-	-	-	-	1.16%
	Judaism	-	-	-	-	-	-	-	-	0.47%
	Jainism	-	-	-	16.67%	-	50.00%	-	-	0.47%
	Sikh	-	-	-	-	-	-	-	-	0.37%
	Buddhism	-	-	-	-	-	-	-	-	0.20%
	Zoroastrian	-	-	-	-	-	-	-	-	0.02%
	Other	-	-	-	-	-	-	-	-	0.75%
	No Religion/ Atheist	-	-	-	-	-	-	-	-	1.81%
Unknown	84.62%	80.00%	75.00%	66.67%	100%	-	100%	100%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	15.38%	20.00%	25.00%	16.67%	-	50.00%	-	-	14.55%
	Gay Woman/ Lesbian	-	-	-	-	-	-	-	-	0.06%
	Gay Man	-	-	-	-	-	-	-	-	0.08%
	Bi-sexual	-	-	-	-	-	-	-	-	0.14%
	Prefer not to say	-	-	-	-	-	-	-	-	0.92%
	Other	-	-	-	-	-	-	-	-	0.04%
	Unknown	-	-	-	-	-	-	-	-	84.21%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	-	-	-	-	-	-	20.00%	33.33%	3.83%
	No	100%	100%	100%	100%	100%	100%	80.00%	66.67%	96.17%

**9.3 Environment and Enterprise Directorate**

**9.3.1 Workforce Profile**

		<b>Env &amp; Ent</b>	<b>Whole Council</b>
		467	5,093
<b>Ethnicity</b>	BAME	24.63%	34.69%
	White	68.74%	47.52%
	Unknown	6.64%	17.79%
<b>Sex</b>	Male	80.73%	21.58%
	Female	19.27%	78.42%
<b>Disability</b>	Yes	2.57%	1.59%
	No	97.00%	87.57%
	Unknown	0.43%	10.84%
<b>Age</b>	16 to 24	1.71%	3.49%
	25 to 34	11.78%	17.26%
	35 to 44	19.06%	22.76%
	45 to 54	34.26%	31.73%
	55 to 64	28.48%	21.66%
	65+	4.71%	3.10%
<b>Religion or Belief</b>	Christianity	11.35%	9.17%
	Hinduism	1.93%	3.83%
	Islam	1.50%	1.16%
	Judaism	0.64%	0.47%
	Jainism	-	0.47%
	Sikh	0.21%	0.37%
	Buddhism	0.43%	0.20%
	Zoroastrian	-	0.02%
	Other	-	0.75%
	No Religion/Atheist	1.50%	1.81%
Unknown	82.44%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	15.63%	14.55%
	Gay Woman/Lesbian	-	0.06%
	Gay Man	-	0.08%
	Bi-sexual	0.21%	0.14%
	Prefer not to say	1.28%	0.92%
	Other	-	0.04%
	Unknown	82.87%	84.21%
<b>Pregnancy/ Maternity</b>	Yes	1.07%	3.83%
	No	98.93%	96.17%

**Environment and Enterprise Directorate**

**9.3.2 Workforce Profile by Payband and Protected Characteristic**

		1	2	3	4	5	6	E & E Total	Whole Council
		182	171	75	32	6	1	467	5,093
<b>Ethnicity</b>	BAME	28.02%	24.56%	18.67%	21.88%	16.67%	-	24.63%	34.69%
	White	68.13%	67.84%	72.00%	75.00%	50%	-	68.74%	47.52%
	Unknown	3.85%	7.60%	9.33%	3.13%	33.33%	100%	6.64%	17.79%
<b>Sex</b>	Male	90.11%	78.36%	69.33%	68.75%	83.33%	-	80.73%	21.58%
	Female	9.89%	21.64%	30.67%	31.25%	16.67%	100%	19.27%	78.42%
<b>Disability</b>	Yes	2.20%	2.34%	4.00%	-	16.67%	-	2.57%	1.59%
	No	97.80%	97.08%	94.67%	100%	83.33%	100%	97.00%	87.57%
	Unknown	-	0.58%	1.33%	-	-	-	0.43%	10.84%
<b>Age</b>	16 to 24	3.30%	1.17%	-	-	-	-	1.71%	3.49%
	25 to 34	11.54%	14.62%	8.00%	9.38%	-	-	11.78%	17.26%
	35 to 44	17.58%	19.30%	22.67%	21.88%	-	-	19.06%	22.76%
	45 to 54	33.52%	35.67%	33.33%	31.25%	33.33%	100%	34.26%	31.73%
	55 to 64	29.12%	24.56%	29.33%	37.50%	66.67%	-	28.48%	21.66%
	65+	4.95%	4.68%	6.67%	-	-	-	4.71%	3.10%
<b>Religion or Belief</b>	Christianity	8.24%	8.19%	18.67%	25.00%	33.33%	-	11.35%	9.17%
	Hinduism	1.65%	3.51%	-	-	-	-	1.93%	3.83%
	Islam	1.10%	1.17%	-	9.38%	-	-	1.50%	1.16%
	Judaism	-	1.17%	1.33%	-	-	-	0.64%	0.47%
	Jainism	-	-	-	-	-	-	-	0.47%
	Sikh	-	0.58%	-	-	-	-	0.21%	0.37%
	Buddhism	0.55%	0.58%	-	-	-	-	0.43%	0.20%
	Zoroastrian	-	-	-	-	-	-	-	0.02%
	Other	-	-	-	-	-	-	-	0.75%
	No Religion/ Atheist	0.55%	1.17%	2.67%	6.25%	-	-	1.50%	1.81%
Unknown	87.91%	83.63%	77.33%	59.38%	66.67%	100%	82.44%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	11.54%	12.28%	22.67%	37.50%	33.33%	-	15.63%	14.55%
	Gay Woman/ Lesbian	-	-	-	-	-	-	-	0.06%
	Gay Man	-	-	-	-	-	-	-	0.08%
	Bi-sexual	-	0.58%	-	-	-	-	0.21%	0.14%
	Prefer not to say	0.55%	2.34%	1.33%	-	-	-	1.28%	0.92%
	Other	-	-	-	-	-	-	-	0.04%
	Unknown	87.91%	84.80%	76.00%	62.50%	66.67%	100%	82.87%	84.21%
<b>Pregnancy/ Maternity</b>	Yes	-	1.75%	2.67%	-	-	-	1.07%	3.83%
	No	100%	98.25%	97.33%	100%	100%	100%	98.93%	96.17%

**Environment and Enterprise Directorate**

**9.3.3 Workforce Profile - by Full/Part-time and Protected Characteristic**

		Full time	Part time	E & E Total	Whole Council
		431	36	467	5,093
<b>Ethnicity</b>	BAME	23.90%	33.33%	24.63%	34.69%
	White	70.07%	52.78%	68.74%	47.52%
	Unknown	6.03%	13.89%	6.64%	17.79%
<b>Sex</b>	Male	84.92%	30.56%	80.73%	21.58%
	Female	15.08%	69.44%	19.27%	78.42%
<b>Disability</b>	Yes	2.78%	-	2.57%	1.59%
	No	96.75%	100%	97.00%	87.57%
	Unknown	0.46%	-	0.43%	10.84%
<b>Age</b>	16 to 24	1.86%	-	1.71%	3.49%
	25 to 34	12.30%	5.56%	11.78%	17.26%
	35 to 44	19.49%	13.89%	19.06%	22.76%
	45 to 54	34.57%	30.56%	34.26%	31.73%
	55 to 64	28.54%	27.78%	28.48%	21.66%
	65+	3.25%	22.22%	4.71%	3.10%
<b>Religion or Belief</b>	Christianity	10.44%	22.22%	11.35%	9.17%
	Hinduism	1.62%	5.56%	1.93%	3.83%
	Islam	1.39%	2.78%	1.50%	1.16%
	Judaism	0.70%	-	0.64%	0.47%
	Jainism	-	-	-	0.47%
	Sikh	-	2.78%	0.21%	0.37%
	Buddhism	0.46%	-	0.43%	0.20%
	Zoroastrian	-	-	-	0.02%
	Other	-	-	-	0.75%
	No Religion/Atheist	1.62%	-	1.50%	1.81%
	Unknown	83.76%	66.67%	82.44%	81.76%
<b>Sexual Orientation</b>	Heterosexual	15.31%	19.44%	15.63%	14.55%
	Gay	-	-	-	0.06%
	Woman/Lesbian	-	-	-	0.08%
	Gay Man	-	-	-	0.14%
	Bi-sexual	0.23%	-	0.21%	0.92%
	Prefer not to say	0.70%	8.33%	1.28%	0.04%
	Other	-	-	-	84.21%
Unknown	83.76%	72.22%	82.87%	84.21%	
<b>Pregnancy/ Maternity</b>	Yes	0.70%	5.56%	1.07%	3.83%
	No	99.30%	94.44%	98.93%	96.17%

**Environment and Enterprise Directorate**

**9.3.4 Recruitment**

This data relates only to recruitment carried out by Contact III.

		Applied	Shortlisted	Appointed	Env & Ent	Whole Council
		727	186	39	467	5,093
<b>Ethnicity</b>	BAME	50.07%	36.02%	41.03%	24.63%	34.69%
	White	35.49%	48.92%	48.72%	68.74%	47.52%
	Unknown	14.44%	15.05%	10.26%	6.64%	17.79%
<b>Sex</b>	Male	74.42%	66.67%	66.67%	80.73%	21.58%
	Female	25.58%	33.33%	33.33%	19.27%	78.42%
<b>Disability</b>	Yes	3.58%	1.61%	-	2.57%	1.59%
	No	94.22%	91.40%	100.00%	97.00%	87.57%
	Unknown	2.20%	6.99%	-	0.43%	10.84%
<b>Age</b>	16 to 24	7.84%	2.69%	7.69%	1.71%	3.49%
	25 to 34	32.05%	25.81%	30.77%	11.78%	17.26%
	35 to 44	25.72%	29.57%	35.90%	19.06%	22.76%
	45 to 54	23.11%	22.04%	17.95%	34.26%	31.73%
	55 to 64	8.39%	12.37%	5.13%	28.48%	21.66%
	65+	0.28%	0.54%	-	4.71%	3.10%
	Unknown	2.61%	6.99%	2.56%	-	-
<b>Religion or Belief</b>	Christianity	42.92%	43.55%	38.46%	11.35%	9.17%
	Hinduism	12.24%	10.75%	15.38%	1.93%	3.83%
	Islam	14.72%	6.99%	5.13%	1.50%	1.16%
	Judaism	0.41%	0.54%	-	0.64%	0.47%
	Jainism	2.06%	2.69%	-	-	0.47%
	Sikh	0.55%	-	-	0.21%	0.37%
	Buddhism	-	-	-	0.43%	0.20%
	Zoroastrian	-	-	-	-	0.02%
	Other	1.93%	2.15%	-	-	0.75%
	No Religion/Atheist	16.92%	19.35%	30.77%	1.50%	1.81%
	Unknown	8.25%	13.98%	10.26%	82.44%	81.76%
	<b>Sexual Orientation</b>	Heterosexual	83.91%	85.48%	87.18%	15.63%
Gay		-	-	-	-	-
Woman/Lesbian		0.14%	-	-	-	0.06%
Gay Man		0.96%	0.54%	2.56%	-	0.08%
Bi-sexual		1.51%	0.54%	-	0.21%	0.14%
Prefer not to say		-	-	-	1.28%	0.92%
Other		-	-	-	-	0.04%
Unknown	13.48%	13.44%	10.26%	82.87%	84.21%	
<b>Pregnancy/ maternity in the last 2 years</b>	Yes	2.20%	1.08%	-	1.07%	3.83%
	No	90.23%	88.71%	97.44%	98.93%	96.17%
	Unknown	7.57%	10.22%	2.56%	-	-

## Environment and Enterprise Directorate

### 9.3.5 Employment Procedures

		Conduct			Capability			DAW		Env & Ent 467	Whole Council 5,093
		16 Cases	3 Warnings	5 Dismissals	24 Cases	8 Warnings	2 Dismissals	9 Cases	1 Appeal		
<b>Ethnicity</b>	BAME	18.75%	-	20.00%	16.67%	-	-	55.56%	100%	40.82%	34.69%
	White	75.00%	100%	80.00%	70.83%	87.50%	50.00%	44.44%	-	44.92%	47.52%
	Unknown	6.25%	-	-	12.50%	12.50%	50.00%	-	-	14.25%	17.79%
<b>Sex</b>	Male	87.50%	100%	100%	95.83%	87.50%	100%	88.89%	-	26.13%	21.58%
	Female	12.50%	-	-	4.17%	12.50%	-	11.11%	100%	73.87%	78.42%
<b>Disability</b>	Yes	6.25%	33.33%	-	8.33%	12.50%	50.00%	11.11%	-	1.94%	1.59%
	No	93.75%	66.67%	100%	91.67%	87.50%	50.00%	88.89%	100%	96.98%	87.57%
	Not stated	-	-	-	-	-	-	-	-	1.08%	10.84%
<b>Age</b>	16 to 24	6.25%	33.33%	-	16.67%	25.00%	-	-	-	1.73%	3.49%
	25 to 34	12.50%	-	20.00%	8.33%	12.50%	-	11.11%	-	22.68%	17.26%
	35 to 44	31.25%	66.67%	20.00%	29.17%	25.00%	100%	11.11%	100%	26.35%	22.76%
	45 to 54	43.75%	-	40.00%	25.00%	25.00%	-	66.67%	-	27.86%	31.73%
	55 to 64	6.25%	-	20.00%	12.50%	12.50%	-	11.11%	-	19.44%	21.66%
	65+	-	-	-	8.33%	-	-	-	-	1.94%	3.10%
<b>Religion or Belief</b>	Christianity	12.50%	-	-	-	-	-	11.11%	-	7.99%	9.17%
	Hinduism	-	-	-	-	-	-	-	-	3.67%	3.83%
	Islam	-	-	-	-	-	-	-	-	0.86%	1.16%
	Judaism	-	-	-	-	-	-	-	-	-	0.47%
	Jainism	-	-	-	-	-	-	-	-	0.43%	0.47%
	Sikh	-	-	-	-	-	-	-	-	0.86%	0.37%
	Buddhism	-	-	-	-	-	-	-	-	-	0.20%
	Zoroastrian	-	-	-	-	-	-	-	-	-	0.02%
	Other	-	-	-	-	-	-	-	-	0.43%	0.75%
	No Religion/ Atheist	-	-	-	-	-	-	-	-	-	1.81%
Unknown	87.50%	100%	100%	100%	100%	100%	88.89%	100%	82.29%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	12.50%	-	-	-	-	-	11.11%	-	11.45%	14.55%
	Gay	-	-	-	-	-	-	-	-	-	0.06%
	Woman/ Lesbian	-	-	-	-	-	-	-	-	-	-
	Gay Man	-	-	-	-	-	-	-	-	0.43%	0.08%
	Bi-sexual	-	-	-	-	-	-	-	-	0.22%	0.14%
	Prefer not to say	-	-	-	-	-	-	-	-	0.43%	0.92%
	Other	-	-	-	-	-	-	-	-	-	0.04%
	Unknown	87.50%	100%	100%	100%	100%	100%	88.89%	100%	87.47%	84.21%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	-	-	-	-	-	-	-	-	7.56%	3.83%
	No	100%	100%	100%	100%	100%	100%	100%	100%	92.44%	96.17%



**9.4 Community Health and Wellbeing Directorate**

**9.4.1 Workforce Profile**

		<b>Community Health &amp; Well Being</b>	<b>Whole Council</b>
		610	5,093
<b>Ethnicity</b>	BAME	43.11%	34.69%
	White	47.21%	47.52%
	Unknown	9.67%	17.79%
<b>Sex</b>	Male	29.51%	21.58%
	Female	70.49%	78.42%
<b>Disability</b>	Yes	4.75%	1.59%
	No	89.51%	87.57%
	Unknown	5.74%	10.84%
<b>Age</b>	16 to 24	0.66%	3.49%
	25 to 34	9.18%	17.26%
	35 to 44	21.48%	22.76%
	45 to 54	36.07%	31.73%
	55 to 64	27.05%	21.66%
	65+	5.57%	3.10%
<b>Religion or Belief</b>	Christianity	11.97%	9.17%
	Hinduism	4.10%	3.83%
	Islam	2.13%	1.16%
	Judaism	0.49%	0.47%
	Jainism	0.66%	0.47%
	Sikh	0.33%	0.37%
	Buddhism	0.16%	0.20%
	Zoroastrian	-	0.02%
	Other	1.64%	0.75%
	No Religion/Atheist	2.79%	1.81%
Unknown	75.74%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	20.49%	14.55%
	Gay	-	0.06%
	Woman/Lesbian	-	0.08%
	Gay Man	0.16%	0.14%
	Bi-sexual	-	0.92%
	Prefer not to say	0.98%	0.04%
	Other	-	78.36%
Unknown	78.36%	84.21%	
<b>Pregnancy/ Maternity in the last 2 years</b>	Yes	3.28%	3.83%
	No	96.72%	96.17%

**Community Health and Wellbeing Directorate**

**9.4.2 - Workforce Profile by Payband**

		1	2	3	4	5	6	CH&WB	Whole Council
		98	303	165	32	10	2	610	5,093
<b>Ethnicity</b>	BAME	57.14%	44.55%	38.18%	25.00%	10%	-	43.11%	34.69%
	White	34.69%	46.53%	54.55%	59.38%	20%	100%	47.21%	47.52%
	Unknown	8.16%	8.91%	7.27%	15.63%	70%	-	9.67%	17.79%
<b>Sex</b>	Male	14.29%	28.38%	38.79%	34.38%	40%	50%	29.51%	21.58%
	Female	85.71%	71.62%	61.21%	65.63%	60%	50%	70.49%	78.42%
<b>Disability</b>	Yes	4.08%	4.95%	6.06%	-	-	-	4.75%	1.59%
	No	88.78%	91.42%	88.48%	90.63%	50%	100%	89.51%	87.57%
	Unknown	7.14%	3.63%	5.45%	9.38%	50%	-	5.74%	10.84%
<b>Age</b>	16 to 24	-	1.32%	-	-	-	-	0.66%	3.49%
	25 to 34	6.12%	11.55%	8.48%	3.13%	-	-	9.18%	17.26%
	35 to 44	15.31%	24.42%	19.39%	21.88%	30%	-	21.48%	22.76%
	45 to 54	30.61%	33.99%	40%	40.63%	60%	100%	36.07%	31.73%
	55 to 64	32.65%	22.77%	32.12%	31.25%	10%	-	27.05%	21.66%
	65+	15.31%	5.94%	-	3.13%	-	-	5.57%	3.10%
<b>Religion or Belief</b>	Christianity	9.18%	11.22%	15.76%	9.38%	-	50%	11.97%	9.17%
	Hinduism	5.10%	4.29%	3.64%	3.13%	-	-	4.10%	3.83%
	Islam	2.04%	1.65%	3.03%	3.13%	-	-	2.13%	1.16%
	Judaism	-	0.33%	1.21%	-	-	-	0.49%	0.47%
	Jainism	-	0.99%	0.61%	-	-	-	0.66%	0.47%
	Sikh	-	-	0.61%	3.13%	-	-	0.33%	0.37%
	Buddhism	-	-	0.61%	-	-	-	0.16%	0.20%
	Zoroastrian	-	-	-	-	-	-	-	0.02%
	Other	1.02%	1.98%	1.82%	-	-	-	1.64%	0.75%
	No Religion/ Atheist	2.04%	1.98%	3.64%	6.25%	10%	-	2.79%	1.81%
Unknown	80.61%	77.56%	69.09%	75.00%	90%	50%	75.74%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	20.41%	18.81%	24.24%	18.75%	10%	50%	20.49%	14.55%
	Gay Woman/ Lesbian	-	-	-	-	-	-	-	0.06%
	Gay Man	-	0.33%	-	-	-	-	0.16%	0.08%
	Bi-sexual	-	-	-	-	-	-	-	0.14%
	Prefer not to say	-	0.66%	1.82%	3.13%	-	-	0.98%	0.92%
	Other	-	-	-	-	-	-	-	0.04%
	Unknown	79.59%	80.20%	73.94%	78.13%	90%	50%	78.36%	84.21%
<b>Pregnancy/ Maternity in the last 2 years</b>	Yes	4.08%	3.96%	1.82%	3.13%	-	-	3.28%	3.83%
	No	95.92%	96.04%	98.18%	96.88%	100%	100%	96.72%	96.17%

**Community Health and Wellbeing Directorate**

**9.4.3 Workforce Profile by Part-time**

		Full time	Part time	CH&WB Total	Whole Council
		432	178	610	5,093
<b>Ethnicity</b>	BAME	23.90%	33.33%	43.11%	34.69%
	White	70.07%	52.78%	47.21%	47.52%
	Unknown	6.03%	13.89%	9.67%	17.79%
<b>Sex</b>	Male	84.92%	30.56%	29.51%	21.58%
	Female	15.08%	69.44%	70.49%	78.42%
<b>Disability</b>	Yes	2.78%	-	4.75%	1.59%
	No	96.75%	100%	89.51%	87.57%
	Unknown	0.46%	-	5.74%	10.84%
<b>Age</b>	16 to 24	1.86%	-	0.66%	3.49%
	25 to 34	12.30%	5.56%	9.18%	17.26%
	35 to 44	19.49%	13.89%	21.48%	22.76%
	45 to 54	34.57%	30.56%	36.07%	31.73%
	55 to 64	28.54%	27.78%	27.05%	21.66%
	65+	3.25%	22.22%	5.57%	3.10%
<b>Religion or Belief</b>	Christianity	10.44%	22.22%	11.97%	9.17%
	Hinduism	1.62%	5.56%	4.10%	3.83%
	Islam	1.39%	2.78%	2.13%	1.16%
	Judaism	0.70%	-	0.49%	0.47%
	Jainism	-	-	0.66%	0.47%
	Sikh	-	2.78%	0.33%	0.37%
	Buddhism	0.46%	-	0.16%	0.20%
	Zoroastrian	-	-	-	0.02%
	Other	-	-	1.64%	0.75%
	No Religion/Atheist	1.62%	-	2.79%	1.81%
	Unknown	83.76%	66.67%	75.74%	81.76%
<b>Sexual Orientation</b>	Heterosexual	15.31%	19.44%	20.49%	14.55%
	Gay	-	-	-	0.06%
	Woman/Lesbian	-	-	-	0.08%
	Gay Man	-	-	0.16%	0.14%
	Bi-sexual	0.23%	-	-	0.04%
	Prefer not to say	0.70%	8.33%	0.98%	0.92%
	Other	-	-	-	0.04%
Unknown	83.76%	72.22%	78.36%	84.21%	
<b>Pregnancy/ Maternity in the last 2 years</b>	Yes	0.70%	5.56%	3.28%	3.83%
	No	99.30%	94.44%	96.72%	96.17%

**Community Health and Wellbeing Directorate**

**9.4.4 Community Health and Wellbeing Directorate - Recruitment**

		Applied	Shortlisted	Appointed	Community Health & Well Being	Whole Council
		777	152	23	610	5,093
<b>Ethnicity</b>	BAME	61.65%	45.39%	39.13%	43.11%	34.69%
	White	22.65%	38.82%	47.83%	47.21%	47.52%
	Unknown	15.70%	15.79%	13.04%	9.67%	17.79%
<b>Sex</b>	Male	45.05%	32.89%	21.74%	29.51%	21.58%
	Female	54.95%	67.11%	78.26%	70.49%	78.42%
<b>Disability</b>	Yes	4.63%	3.29%	4.35%	4.75%	1.59%
	No	92.79%	93.42%	95.65%	89.51%	87.57%
	Unknown	2.57%	3.29%	-	5.74%	10.84%
<b>Age</b>	16 to 24	6.56%	1.32%	-	0.66%	3.49%
	25 to 34	38.74%	28.95%	30.43%	9.18%	17.26%
	35 to 44	23.81%	28.29%	21.74%	21.48%	22.76%
	45 to 54	21.11%	26.97%	30.43%	36.07%	31.73%
	55 to 64	7.59%	11.18%	17.39%	27.05%	21.66%
	65+	0.26%	0.66%	-	5.57%	3.10%
	Unknown	1.93%	2.63%	-	-	-
<b>Religion or Belief</b>	Christianity	39.77%	38.16%	56.52%	11.97%	9.17%
	Hinduism	13.64%	7.89%	8.70%	4.10%	3.83%
	Islam	13.64%	9.87%	-	2.13%	1.16%
	Judaism	0.77%	1.32%	-	0.49%	0.47%
	Jainism	0.13%	-	-	0.66%	0.47%
	Sikh	1.54%	2.63%	-	0.33%	0.37%
	Buddhism	1.80%	1.97%	4.35%	0.16%	0.20%
	Zoroastrian	0.26%	-	-	-	0.02%
	Other	1.67%	0.66%	-	1.64%	0.75%
	No Religion/Atheist	15.06%	22.37%	17.39%	2.79%	1.81%
Unknown	11.71%	15.13%	13.04%	75.74%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	84.30%	80.92%	91.30%	20.49%	14.55%
	Gay	-	-	-	-	-
	Woman/Lesbian	0.51%	0.66%	4.35%	-	0.06%
	Gay Man	1.29%	1.97%	-	0.16%	0.08%
	Bi-sexual	1.03%	-	-	-	0.14%
	Prefer not to say	-	-	-	0.98%	0.92%
	Other	-	-	-	-	0.04%
Unknown	12.87%	16.45%	4.35%	78.36%	84.21%	
<b>Pregnancy/ Maternity in the last 2 years</b>	Yes	3.22%	3.95%	-	3.28%	3.83%
	No	86.87%	82.24%	82.61%	96.72%	96.17%
	Unknown	9.91%	13.82%	17.39%	-	-

**Community Health and Wellbeing Directorate**

**9.4.5 Community Health and Wellbeing Directorate - Employment Procedures**

		Conduct			Capability			DAW		CH&WB 610	Whole Council 5,093
		13 Cases	5 Warnings	4 Dismissals	6 Cases	3 Warnings	2 Dismissals	5 Cases	3 Appeals		
<b>Ethnicity</b>	BAME	61.54%	80.00%	75.00%	66.67%	33.33%	100%	80.00%	66.67%	43.11%	34.69%
	White	23.08%	20.00%	-	33.33%	66.67%	-	-	-	47.21%	47.52%
	Unknown	15.38%	-	25.00%	-	-	-	20.00%	33.33%	9.67%	17.79%
<b>Sex</b>	Male	53.85%	40.00%	75.00%	16.67%	-	50.00%	20.00%	33.33%	29.51%	21.58%
	Female	46.15%	60.00%	25.00%	83.33%	100%	50.00%	80.00%	66.67%	70.49%	78.42%
<b>Disability</b>	Yes	7.69%	-	-	-	-	-	-	-	4.75%	1.59%
	No	92.31%	100%	100%	100%	100%	100%	100%	100%	89.51%	87.57%
	Not stated	-	-	-	-	-	-	-	-	5.74%	10.84%
<b>Age</b>	16 to 24	7.69%	-	25.00%	-	-	-	-	-	0.66%	3.49%
	25 to 34	7.69%	-	25.00%	-	-	-	20.00%	33.33%	9.18%	17.26%
	35 to 44	15.38%	20.00%	-	16.67%	-	-	60.00%	66.67%	21.48%	22.76%
	45 to 54	61.54%	60.00%	50.00%	16.67%	33.33%	-	20.00%	-	36.07%	31.73%
	55 to 64	7.69%	20.00%	-	66.67%	66.67%	100%	-	-	27.05%	21.66%
	65+	-	-	-	-	-	-	-	-	5.57%	3.10%
<b>Religion or Belief</b>	Christianity	20.00%	-	-	16.67%	-	50.00%	-	-	11.97%	9.17%
	Hinduism	-	-	-	-	-	-	-	-	4.10%	3.83%
	Islam	-	-	-	-	-	-	-	-	2.13%	1.16%
	Judaism	-	-	-	-	-	-	-	-	0.49%	0.47%
	Jainism	-	-	-	16.67%	-	50.00%	-	-	0.66%	0.47%
	Sikh	-	-	-	-	-	-	-	-	0.33%	0.37%
	Buddhism	-	-	-	-	-	-	-	-	0.16%	0.20%
	Zoroastrian	-	-	-	-	-	-	-	-	-	0.02%
	Other	-	-	-	-	-	-	-	-	1.64%	0.75%
	No Religion/ Atheist	-	-	-	-	-	-	-	-	2.79%	1.81%
Unknown	84.62%	80.00%	75.00%	66.67%	100%	-	100%	100%	75.74%	81.76%	
<b>Sexual Orientation</b>	Heterosexual	15.38%	20.00%	25.00%	16.67%	-	50.00%	-	-	20.49%	14.55%
	Gay Woman/ Lesbian	-	-	-	-	-	-	-	-	-	0.06%
	Gay Man	-	-	-	-	-	-	-	-	0.16%	0.08%
	Bi-sexual	-	-	-	-	-	-	-	-	-	0.14%
	Prefer not to say	-	-	-	-	-	-	-	-	0.98%	0.92%
	Other	-	-	-	-	-	-	-	-	-	0.04%
	Unknown	84.62%	80.00%	75.00%	83.33%	100%	50.00%	100%	100%	78.36%	84.21%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	-	-	-	-	-	-	20.00%	33.33%	3.28%	3.83%
	No	100%	100%	100%	100%	100%	100%	80.00%	66.67%	96.72%	96.17%

**10. Workforce Profile - Agency Workers engaged through Pertemps**

		<b>Pertemps Headcount during March 2014 649 placements</b>	<b>Council Workforce Excluding Schools 2,192 employees</b>	<b>Harrow Community</b>
<b>Ethnicity</b>	BAME	39.75%	34.69%	57.75%
	White	28.97%	47.52%	42.25%
	Prefer not to say	22.34%	No category	No category
	Incomplete/Unknown	8.94%	17.79%	No category
<b>Sex</b>	Male	37.90%	21.58%	49.59%
	Female	45.76%	78.42%	50.41%
	Prefer not to say	7.40%	No category	No category
	Incomplete/Unknown	8.94%	No category	No category
<b>Disability</b>	Yes	0.92%	1.59%	*Not collected in this format
	No	76.73%	87.57%	
	Prefer not to say	13.41%	No category	
	Incomplete/Unknown	8.94%	10.84%	
<b>Age</b>	16 to 24	9.09%	3.49%	13.43%
	25 to 34	35.29%	17.26%	20.50%
	35 to 44		22.76%	17.92%
	45 to 54	34.21%	31.73%	16.56%
	55 to 64		21.66%	13.27%
	65+	1.85%	3.10%	18.32%
	Prefer not to say	10.63%	No category	No category
	Incomplete/Unknown	8.94%	No category	No category
<b>Religion or Belief</b>	Christianity	32.20%	9.17%	37.3%
	Hinduism	6.32%	3.83%	25.3%
	Islam	0.00%	1.16%	12.50%
	Judaism	0.62%	0.47%	4.41%
	Jainism	0.31%	0.47%	No category
	Sikh	0.46%	0.37%	1.15%
	Buddhism	1.54%	0.20%	1.13%
	Zoroastrian	0.15%	0.02%	No category
	Other	0.00%	0.75%	2.49%
	No Religion/Atheist	6.78%	1.81%	9.60%
	Prefer not to say	36.36%	No category	No category
	Incomplete/Unknown	15.25%	81.76%	6.20%
<b>Sexual Orientation</b>	Heterosexual	63.48%	14.55%	No category
	Gay Woman/ Lesbian	0.31%	0.06%	
	Gay Man	0.31%	0.08%	
	Bi-sexual	0.15%	0.14%	
	Prefer not to say	26.19%	0.92%	
	Other	0.00%	0.04%	
	Incomplete/Unknown	9.55%	84.21%	
<b>Pregnancy/ maternity in last 2 years</b>	Yes	1.69%	3.83%	No category
	No	67.18%	96.17%	
	Prefer Not To Say	22.19%	No category	
	Incomplete/Unknown	8.94%	0.00%	

**Council Paybands 2013/14**

<b>Payband</b>	<b>Salary in £s</b>	<b>Broadly equivalent to and will include</b>
Band 1	Up to 18,768	G1 to G3
Band 2	18,769 - 30,390	G4 to G8
Band 3	30,391 - 41,610	G9 to G11
Band 4	41,611 - 60,054	MG1 – MG3
Band 5	60,055 - 92,886	MG4 and D1
Band 6	92,887 and above	D2 and above

G, MG and D grades - Harrow pay spine

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