

**REPORT
FOR:**

**EMPLOYEES CONSULTATIVE
FORUM**

Date of Meeting: 13 January 2015

Subject: **INFORMATION REPORT**
Part 2 of Annual Equality in Employment Report for
1 April 2013 – 31 March 2014

Responsible Officer: Jon Turner
Divisional Director, HRD and Shared Services

Exempt: No

Enclosures: Appendix 1 - Corporate Equalities Action Plan
Appendix 2 - Equalities Data
Appendix 3 – Review of Conduct and Dignity At
Work Cases (2012/13) report

Section 1 – Summary

This report sets out the key issues identified from the 2013/14 equalities in employment data, previously presented to ECF in December 2014, together with a revised Action Plan building on the progress achieved over the past year to address the priority issues highlighted by the data. The outcome of the review of Conduct and Dignity at Work cases arising out of the 2012/13 equalities workforce data is also included.

FOR INFORMATION

Section 2 – Report

INTRODUCTION

This report sets out the key issues highlighted in the equalities employment data 2013/14 previously submitted to the Employees' Consultative Forum in December 2014, in accordance with the Council's statutory duty under the Equalities Act 2010.

The issues identified and detailed largely reflect those from the 2012/13 data and a number also mirror patterns highlighted over previous years.

A revised Action Plan has been developed aimed at building on progress achieved against the previous Corporate Equalities Action Plan (presented to ECF in January 2014). The revised Council Equalities Action Plan is attached as Appendix 1.

In determining how to further progress actions, particularly in the context of limited resources, and the major changes currently taking place within Harrow Council, there is a need to be realistic about what can be achieved. Therefore the report identifies the key priorities highlighted by the data and the revised Action Plan includes outcome focused actions to address these areas.

CONTEXT

In agreeing strategies and actions to address the priorities, consideration of the context within which the work is and will be undertaken is fundamental.

The extensive changes currently being implemented and planned across all services, the ongoing need for further budget reductions, the changing role of local government and the different types of working arrangements now being utilised will all have a significant impact both on the Council's workforce profile and our ability to address the issues raised by the data. Given the numbers of staff affected, in reality, the outsourcing and transformation of services will potentially have the greatest impact on the Council's workforce profile, and in terms of equalities, the influence the Council can apply is limited. The planned reorganisation of the senior management structure may also impact on the profile at senior level roles.

In addition, the current climate will mean recruitment of directly employed staff, particularly new entrants to the Council, will remain at a relatively low level. Therefore any recruitment initiatives can only have a small impact on the overall profile of the directly employed workforce. However it is important the Council seeks to recruit a more representative workforce for those areas recruiting externally; campaigns in specific areas may have more affect. It is also key that existing staff, particularly those BAME staff and staff with disabilities are supported to progress and develop within the organisation, and the revised Action Plan reflects these priorities.

ECF will be aware that the external report into allegations of institutional racism, published in May 2014, made a number of recommendations, many of which mirrored actions already within the previous Corporate Equalities Action Plan. These actions addressing the current priorities are incorporated into the revised Action Plan. Separate

work is being undertaken to address issues raised outside the remit of the Equalities in Employment Report.

A key recommendation from the external review, also in the previous corporate Plan, was to review all Conduct and Dignity at Work cases in the context of the overrepresentation of BAME employees. The report following this independent review is attached as Appendix 3, and the recommendations will be incorporated into revised Action Plan.

ANALYSIS OF EMPLOYMENT DATA – KEY ISSUES IDENTIFIED

WORKFORCE PROFILE/ RECRUITMENT AND RETENTION

RACE

Representation of BAME Employees in the Workforce

The Council has an objective to develop a workforce that reflects the diverse communities it serves. The data highlights that, as in previous years, the representation of BAME employees in the workforce (34.69%) does not reflect the BAME representation in the local community (57.75%). The proportion of BAME employees in the workforce dropped by 1.39% compared to the previous year's figure.

Low proportion of BAME appointments compared to applications

Although the proportion of BAME applicants mirrors the profile of the community, appointments of BAME applicants does not. Appointments of BAME applicants do, however, exceed the current proportion of BAME staff in the workforce, excluding schools, and therefore gradual progress is being achieved.

This year the drop off in the proportion of BAME applicants between interview and appointment stage is considerably less than in previous years (this year 47.54% - 45.81%, previous year 52.50% - 38.30%).

However, the drop off in the proportion of BAME applicants between application and interview staff is more pronounced (this year 57.93% - 47.54%, previous year 59.7% - 52.5%).

This is a distinctive change in the pattern of recruitment to previous years and, therefore, will be monitored to see if it continues next year. In addition, next year's data (2014/15) will be the first reported under the new Pertemps recruitment contract, so any impact of the new system can then be analysed.

When looking at internal appointments only, proportionately more BAME staff apply for internal roles, and although there is a small drop off at interview and appointment stages, the proportion of BAME staff appointed to roles internally does exceed the overall proportion in the workforce.

As the proportion of BAME employees leaving the Council in 2013/14 was slightly lower than the representation in the workforce this will also contribute, over a period of time, if this trend continues, to a gradual increase in the proportion of BAME staff.

It is difficult to try to redress the imbalance in the representation of BAME employees in the workforce through recruitment alone, as levels of external recruitment remain relatively low, with a high proportion of post being filled internally by redeployees. However, actions to support the recruitment of BAME applicants where external campaigns are undertaken are included in the Action Plan.

Lack of BAME representation at senior levels in the organisation

The proportion of BAME employees reduces further at higher paybands. During the period covered by the data there were no employees who had declared their ethnicity as BAME at Payband 6, Director level and above.

Actions focusing on the recruitment to senior posts and crucially on the development and progression of BAME staff, are included in the Action Plan.

DISABILITY

Under Representation of Employees with Disabilities in the Workforce

The proportion of employees who declared they had a disability across the whole Council (including schools) was 1.59%, (a reduction of 0.41% on the previous year) and was again, below the Council's target of 3%. The proportion of employees excluding those in schools who declared they had a disability was 3.10%.

Disability - Low proportion of appointments from applicants with disabilities, compared to applications

Only 3.4% of applications received were from applicants with disabilities.

There was a slight drop off in the proportion of applicants with disabilities who were shortlisted compared to applications. However, the proportion of applicants with disabilities appointed increased compared to the proportion at the shortlisting stage.

The drop off at shortlisting stage rather than appointment stage as in previous years, appears contrary to the Council's commitment to offer an interview to all applicants with disabilities who meet the minimum criteria in accordance with the 'two tick' symbol.

Although the number of staff with disabilities appointed throughout the year increased significantly compared with previous year's figures, as they relate to only 5 appointments, (1 the previous year), this has not increased the proportion of disabled employees in the workforce.

The overall proportion of staff with disabilities leaving Harrow Council is lower than the representation in the workforce.

However, as set out under 'Workforce Data' below, it is clear from the results of the Staff Survey that there is a higher proportion of staff with disabilities across the workforce, but individuals are choosing not to declare. Therefore, within the Action Plan measures to enable and encourage staff to declare against all protected characteristics, and create a climate in which staff feel comfortable to disclose this

information are prioritised. This should enable to the Council to gain a clearer picture of whether there is any real issue about the proportion of staff with disabilities, which can then be addressed.

Disability - Representation of employees at senior levels in the organisation

The representation of employees with disabilities remains low at all levels of the organisation with only 1 employee above payband 3 (ie at middle Managers grades and above) declaring a disability.

As with BAME staff, the Action Plan focuses on recruitment and support to enable staff with disabilities to progress.

AGE

Under representation of Employees aged under 25 years in the Workforce

Over 56% of the workforce across the whole Council is aged 45 and over, and 64% excluding schools, and this aging profile is slightly increasing year on year. The Council has identified that its aging workforce is an issue to be addressed and the recruitment and development of younger employees is vital. Detailed information was provided to the ECF in January 2013 as part of the information report 'Employment of 16-24 Year Olds'.

The proportion of Harrow Council employees aged under 25 years is low at 3.49%, as in previous years, with only a half-per cent increase since 2012.

The data shows that the proportion of employees leaving the Council aged under 25 years, is higher than their representation in the workforce. It is important that the reasons for this pattern are understood to address any issues and support improved retention.

Age - Low level of recruitment of young people

Although the Council attracted 8.36% of its applications from young people, only 4.07% of shortlisted applicants were aged under 25 years. Of the appointments 5.16% were candidates aged under 25 years. This exceeds the representation of under 25 year olds in the workforce (3.49%), but is still at a low level to impact on the aging workforce.

Addressing this aging workforce is the highest priority of the Council's resourcing strategy in order to secure a workforce to meet the future needs of the Council. The Action Plan focuses on the recruitment, support and retention of young people. Furthermore, the current Administration has clearly set out a commitment to supporting apprenticeships.

EMPLOYMENT PROCEDURES

Disproportionate Representation of BAME Employees in Conduct Procedure and initiating Dignity at Work Procedure

The data for the Conduct Procedure shows 46.51% of cases involved BAME employees compared to their representation in the workforce at only 34.69%, whereas 44.19% of cases involved White employees compared to their representation in the workforce of 47.52%.

It is important to note that the number of cases is very small given the size of the workforce, and in 2013/14, the over representation of BAME staff in Conduct procedures is not as evident as in the previous year.

The pattern is different for the Capability Procedure where the cases predominantly involve White employees (61.22%).

However, the data does show that proportionately, BAME staff are more likely to be dismissed under Conduct and Capability Procedures than white staff.

The proportion of Dignity at Work (DaW) cases taken out by BAME staff (68.18%) was higher than the representation in the workforce (34.69%). The proportion of BAME staff who appealed against the outcome was 71.43%.

This overrepresentation in Conduct cases was highlighted as a major concern in the previous year's (2012/13) equalities in employment report and a key action in the Corporate Action Plan. In addition, the external report into allegations of institutional racism completed in May 2014 also made recommendations to review and learn lessons in both Conduct and Dignity at Work cases. All the Conduct and Dignity at Work cases in 2012/13 (excluding schools) have been reviewed to determine whether there was any obvious reason for the disproportionate representation, whether social identity was considered or may have influenced the decision and what the reasons might be.

The Report following this review is attached as Appendix 3. The review, which was supported and quality assured by Harrow Equality Centre, concluded that, based on the case information, there was no evidence of direct or indirect discrimination. However, the Report does set out a number of recommendations regarding the consistency in application of procedures and the way in which the procedures are being utilised across the whole workforce. The Report has been considered by CEG and the recommendations are central to the actions to address any potential issues in the application of employment procedures.

The trade unions have requested, via CEG, that a similar review of employment cases is undertaken annually. Given the significant resource implications, which could not be met within the existing HR budget, such a commitment cannot be made at this time, and therefore is not included in the Action Plan.

WORKFORCE DATA

Accuracy and completeness of workforce profile data

For a second year there is a big increase in the percentage of "Unknowns", eg ethnicity 17.79%. This is, in part, due to a SAP interface issue with the schools SIMS system which meant the actual data was not accessible (this has now been corrected).

There is a lack of available data on the Protected Characteristics of Religion or Belief and Sexual Orientation. The levels of “unknowns” for these protected characteristics is extremely high (76-81%) which means it is not possible to carry out meaningful analysis

The high level of unknowns is concerning because it means that a full Corporate picture cannot be established.

In the anonymous staff survey which took place in June 2014 for all non-school staff, 6.5% of those who responded (94 employees), declared they had a disability. In response to a question to those employees with a disability, two-thirds (64%) said their disability was not relevant as it did not affect their ability to do their job and 21% felt that the information was private. These results indicate that in a significant proportion of cases, staff do not believe there is any reason to disclose their social identity information and therefore choose not to. In addition, it may be, in some cases at least, that employees are reluctant to declare their equalities profile because they believe it may affect how they are treated at work.

In order for the Council to monitor performance on equalities and meet the individual needs of the workforce as part of the development of an inclusive culture, it is essential a full picture of the workforce is established. Workforce data is highlighted as a priority through the Action Plan, which needs to focus on encouraging and facilitating disclosure on all protected characteristics by both employees and applicants.

TRAINING

A broad range of training and development activity has been undertaken over the past year, to develop understanding on equalities and support the development of all staff, including those from underrepresented groups. Since April 2014, all new joiners are required to complete the ‘Equality Matters’ module (either e-learning or face-to-face programme) within 8 weeks of starting (previously 6 months), and from June 2014, existing staff will undertake as a refresher every 2 years. Directorates are provided with information on completion rates to follow up on non-completion.

A new ‘Equitable and Fair Recruitment and Selection’ Programme and Disability Awareness training are supporting greater understanding and development of an inclusive approach, and will be built upon moving forward.

In addition, proportionately more BAME staff are undertaking all three Leadership programmes, for future leaders, middle managers and first line managers, than the representation in the workforce, developing their skills to progress within the organisation.

2.5 THE COUNCIL EQUALITIES ACTION PLAN

As noted in the December 2014 report to ECF, the format of the Equalities Action Plan has been reviewed in consultation with the Corporate Equalities Group (CEG), to ensure resources are directed to outcome focused targeted actions. To affect change, much of the work must be driven by Directorates at an operational level, supported by HRD and the Resources Policy team. The priority issues highlighted will be addressed through the

actions set out, which include continuing much of the key work set out in the existing Equalities Action Plan together with additional recommendations considered by CEG.

Additionally, work is being undertaken with Directorate Equality Task Groups to address specific Directorate issues alongside progressing actions in the Council Equalities Action Plan.

Some of the actions set out in the Plan are relevant to all or a number of the equalities strands, for example promoting positive experiences of working in Harrow as part of our advertising approach. Some of the issues identified require further research and investigation, before appropriate actions and timescales are clear.

2.4 CONSULTATION

The revised Equalities Action Plan has been developed in consultation with the Corporate Equalities Group, which includes representation from recognised trade unions, Harrow Association of Disabled people, Harrow Equalities Centre and employees from the Making A Difference Group.

2.5 MONITORING AND REVIEW

It is proposed that progress against the Equalities Action Plan will be reviewed by the Corporate Equalities Group, and an update report will be presented to ECF annually as part of the Equalities In Employment report. The Action Plan will be managed as an ongoing, working document.

Section 3 – Further Information

None.

Section 4 – Financial Implications

The only financial implications relating to this report will be where funding for specific training is required which will be sourced from existing budgets.

Section 5 - Equalities implications

This information report sets out actions to improve the Council's performance 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

on behalf of the Chief Financial Officer

Chief Financial Officer

Date: 22 December 2014

Section 7 - Contact Details and Background Papers

Contact: Lesley Bates, Workforce Performance and Productivity Manager
Tel: 0208 420 9309

Background Papers:

Employee Consultative Forum, 3 December 2014, 1 - Annual Equality in
Employment Monitoring report 2013/14 (Item 9)

Employee Consultative Forum, 1, 31 January 2013, 1 Employment of 16-24 Year
Olds report (Item 11)

	Priority Issue	Actions/ Progress to date	Actions proposed 2015/16	Outcome sought
1.	<p>Representation of BAME in workforce does not reflect the local community and proportion of BAME appointments is not consistent with proportion of BAME applications</p> <p>Underrepresentation of employees with disabilities in the workforce and proportion of appointments of applicants is not consistent with proportion of applications received</p>	<p>New online recruitment system, including new application form, introduced from April 2014 to support consistency and quality assurance of the process. Now embedded, this work provides a foundation for specific recruitment initiatives.</p> <p>New training programme ‘Equitable and Fair Recruitment and Selection’ introduced with very positive feedback</p> <p>Reviewed and re-promoted guidance to managers on supporting staff with disabilities, including making reasonable adjustments</p> <p>Highlighted the Two Ticks commitment to all Managers at shortlisting stage</p> <p>Publicised the role of the Disability Employment Adviser, who is now getting more contact from staff and managers</p>	<p>HR and Pertemps to provide information and promote the use of specific advertising job boards and journals accessed by the BAME community, to Directorates</p> <p>Directorates to focus on how they can attract high calibre BAME applicants and applicants with disabilities at all levels in any external recruitment campaigns.</p> <p>Directorates to consider how they can positively promote working in their services as an aspirational place to work to specific groups, including potential BAME applicants and potential applicants with disabilities</p> <p>HR to review Corporate recruitment materials to promote positive messages on diversity and inclusiveness</p> <p>HR/ OD to continuously review training and encourage all managers to attend to update knowledge and understanding</p>	<p>BVPI 42% of workforce are BAME employees</p> <p>BVPI Staff with disabilities make up 3% of the workforce</p>

			<p>Consult with MADG Group on ideas about how to attract applicants from different groups within the community</p> <p>HR to embed considerations of disability issues into the new Managing Sickness Absence Policy and Procedure, including advising Managers' responsibilities in arranging reasonable adjustments to support employees with disabilities</p>	
--	--	--	---	--

	Priority Issue	Actions/ Progress to date	Actions proposed 2015/16	Outcome sought
2.	Under representation of BAME employees and employees with disabilities at higher levels in the workforce	<p>Employees from the identified underrepresented groups, including BAME were actively encouraged to apply for leadership development courses - representation of BAME staff on all three programmes is higher than in the workforce.</p> <p>2 day development programme for Managers on coaching and mentoring introduced</p>	<p>HR to ensure commissioning of Exec Search includes specific requirements to attract candidates from diverse communities</p> <p>Ensure COEP reminded of Council commitment and encourage diversity of panels at each recruitment and appointment process</p> <p>Directorates to focus on how they might attract high calibre BAME</p>	BVPI 20% of top 5% of earners are BAME employees

		<p>Training for new appraisal scheme emphasises inclusive leadership and includes awareness of cultural difference</p>	<p>applicants and applicants with disabilities – both internal and external, for senior roles in their service.</p> <p>Directorates to ensure structured mentoring support in place for all participants on Future Leaders Programme</p> <p>Develop coaching and mentoring programme for Directorates to access and utilise.</p> <p>Directorates to continue to proactively supporting existing BAME staff and staff with disabilities to progress to more senior levels by encouraging them to develop by offering training, coaching, mentoring. HR to investigate at what levels BAME employees and employees with disabilities are entering employment with Harrow Council to determine extent of issue.</p>	
--	--	--	--	--

	Priority Issue	Actions/ Progress to date	Actions proposed 2015/16	Outcome sought
3.	Under representation of employees aged under 25 years in the workforce and low level of recruitment of young people	<p>Campaign for 10 new Apprentice roles - recruitment ongoing.</p> <p>New work placement guidelines and central coordination introduced</p>	<p>Continue support for apprenticeships to increase the number and range of opportunities offered</p> <p>Directorate managers to undertake Exit Interviews with all under 25 year olds resigning, to identify any issues to address</p> <p>HR/ Xcite Team to convene group of new apprentices four months after appointment to review experience and identify any changes to induction etc</p> <p>Directorates to actively seek opportunities to offer work placement for local students to gain experience</p> <p>Directorates to explore use of more skills and abilities testing (rather than rely on experience) to assess suitability for appointments/promotion</p>	5% of workforce aged under 25

			– supported by Pertemps	
--	--	--	-------------------------	--

	Priority Issue	Actions/ Progress to date	Actions proposed 2015/16	Outcome sought
4.	Over representation of BAME staff in Conduct and Dignity at Work procedures	<p>Review of Conduct and DaW cases 2012/13 conducted – findings to follow</p> <p>Review of Conduct/Grievance/ Capability procedures ongoing as part HR Transformation project – to provide a clear framework for managers</p>	<p>CEG to consider and support implementation of recommendations from Conduct/ DAW Review Report</p> <p>Strengthening training for Managers for consistency and reasonableness of decisions including whether to suspend – training will be provided to managers to as part of the implementation of the HR transformation.</p> <p>Corporate Governance Board considering whether newly developed e learning module which covers the code of conduct issues and other governance rules, should be included within compulsory training and for whom</p>	Representation in employment procedures to be proportionate to representation in workplace

	Priority Issue	Actions/ Progress to date	Actions proposed 2015/16	Outcome sought
5.	Accuracy and completeness of workforce data	<p>Employees have opportunity to amend their personal data on SAP via ESS and where no access, opportunities for reclassification offered periodically</p> <p>SAP issue showing underreporting of data corrected</p> <p>Staff Survey question in June 2014 regarding reasons why employees do not declare their disability at work – results inconclusive due to small numbers</p>	<p>Plan schedule of regular messages on new HR intranet pages to encourage staff to update their profiles on SAP.</p> <p>Individual Directorates to promote the reasons why collecting this information is important to their existing staff, and monitor their progress towards holding this information for all their staff.</p> <p>HR to provide Directorates with data to target their approach. Resources Policy Team to provide information and support materials.</p> <p>HR to monitor data provided through SAP to ensure accuracy of data for equality reporting</p> <p>CEG to consider signing up to national initiatives (eg Positive About Disabled People, Stonewall's Diversity Champion)</p>	To be agreed following debate at CEG January 2015

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

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****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

How information is presented

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

Recruitment Monitoring by Protected Characteristic

Employment Procedures by Protected Characteristic

Redeployments by Protected Characteristic

Maternity Leave - Return to Work rates by Protected Characteristic – *To Follow*

Leavers by Protected Characteristic

Take Up of Training Opportunities by Protected Characteristic

Directorate Reports

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)

	<u>Whole Council</u>			<u>Excluding Schools</u>			<u>Harrow Community Data 2011 Census</u>
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	
	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%
Total BAME	36.49%	36.08%	34.69%	37.99%	38.40%	38.69%	57.75%
White	54.46%	52.08%	47.52%	55.06%	54.44%	52.14%	42.25%
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

	<u>Whole Council</u>			<u>Excluding Schools</u>			<u>Harrow Community Data 2011 Census (Updated)</u>
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	
	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

	<u>Whole Council</u>			<u>Excluding Schools</u>			<u>Harrow Community Data 2011 Census</u>
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	
	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

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

2.5 Religion or Belief

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

2.6 Sexual Orientation

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

2.7 Pregnancy and Maternity

-	<u>Whole Council</u>		<u>Excluding Schools</u>		-
	<u>Year</u>	<u>2013</u>	<u>2014</u>	<u>2013</u>	<u>2014</u>
<u>Total Workforce</u>	5,125	5,093	2,375	2,192	-
<u>Percentage of workforce who have been pregnant and/or taken maternity leave in the two years to 31 March 2013</u>	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
Ethnicity	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%
Sex	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%
Disability	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%
Age	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%
Religion or Belief	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%	
Sexual Orientation	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%	
Pregnancy/ Maternity in last 2 years	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

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

3. Recruitment Monitoring - by Protected Characteristic

3.1 All Recruitment (Schools not included)

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

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

3.2 Recruitment – Internal only (Schools not included)

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

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

Redeployments - by Protected Characteristics

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

Includes one employee not redeployed due to death in service.

Maternity – Return to Work Rates - by Protected Characteristic

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

7. Leavers - by Protected Characteristic

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

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

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

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

*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

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

9.1.2 Resources Directorate – Workforce Profile by Payband and Protected Characteristic

		Payband							
		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>Resource</u> <u>Directorat</u>	<u>Whole</u> <u>Council</u>
		12	236	122	80	9	4	463	5,093
Ethnicity	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%
Sex	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%
Disability	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%
Age	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%
Religion or Belief	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%
Sexual Orientation	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%
Pregnancy/ Maternity in the last 2 years	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

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

9.1.4 Resources Directorate – All Recruitment

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

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

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		
Ethnicity	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%
Sex	Male	75.00%	-	-	50.00%	100%	-	33.33%	100%	26.13%	21.58%
	Female	25.00%	-	-	50.00%	-	-	66.67%	-	73.87%	78.42%
Disability	Yes	-	-	-	-	-	-	-	-	1.94%	1.59%
	No	100%	-	-	100%	100%	-	100%	100%	96.98%	87.57%
	Not stated	-	-	-	-	-	-	-	-	1.08%	10.84%
Age	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%
Religion or Belief	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%	
Sexual Orientation	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%
	Pregnancy/ maternity in last 2 years?	Yes	-	-	-	16.67%	-	-	-	-	7.56%
No		100%	-	-	83.33%	100%	-	100%	100%	92.44%	96.17%

9.2 Children and Families Directorate

9.2.1 Workforce Profile

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

Children and Families Directorate**9.2.2 Workforce Profile by Payband and Protected Characteristic**

		Payband						Ch & Fams inclgd Schools	Whole Council
		1	2	3	4	5	6		
		1,698	865	790	141	70	5		
Ethnicity	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%
Sex	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%
Disability	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%
Age	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%
Religion or Belief	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%	
Sexual Orientation	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%
Pregnancy/ maternity in last 2 years?	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

		Full-time	Part-time	Children & Families including Schools	Whole Council
		1,315	2,254	3,569	5,093
Ethnicity	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%
Sex	Male	20.84%	6.61%	11.85%	21.58%
	Female	79.16%	93.39%	88.15%	78.42%
Disability	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%
Age	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%
Religion or Belief	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%	
Sexual Orientation	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%
Pregnancy/ Maternity	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.

		<u>Applied</u>	<u>Shortlisted</u>	<u>Appointed</u>	<u>Children & Families excluding Schools</u>	<u>Whole Council</u>
		791	255	49	665	5,093
<u>Ethnicity</u>	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%
<u>Sex</u>	Male	26.55%	27.06%	34.69%	24.51%	21.58%
	Female	73.45%	72.94%	65.31%	75.49%	78.42%
<u>Disability</u>	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%
<u>Age</u>	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%	-	-
<u>Religion or Belief</u>	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%
<u>Sexual Orientation</u>	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%
<u>Pregnancy/ maternity in the last 2 years</u>	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

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

9.3 Environment and Enterprise Directorate

9.3.1 Workforce Profile

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

Environment and Enterprise Directorate**9.3.2 Workforce Profile by Payband and Protected Characteristic**

		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>E & E Total</u>	<u>Whole Council</u>
		182	171	75	32	6	1	467	5,093
Ethnicity	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%
Sex	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%
Disability	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%
Age	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%
Religion or Belief	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%
Sexual Orientation	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%
Pregnancy/ Maternity	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**

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

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
Ethnicity	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%
Sex	Male	74.42%	66.67%	66.67%	80.73%	21.58%
	Female	25.58%	33.33%	33.33%	19.27%	78.42%
Disability	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%
Age	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%	-	-
Religion or Belief	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%
Sexual Orientation	Heterosexual	83.91%	85.48%	87.18%	15.63%	14.55%
	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%
Pregnancy/ maternity in the last 2 years	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		
Ethnicity	BAME	18.75%	-	20.00%	16.67%	-	-	55.56%	100%	24.63%	34.69%
	White	75.00%	100%	80.00%	70.83%	87.50%	50.00%	44.44%	-	68.74%	47.52%
	Unknown	6.25%	-	-	12.50%	12.50%	50.00%	-	-	6.64%	17.79%
Sex	Male	87.50%	100%	100%	95.83%	87.50%	100%	88.89%	-	80.73%	21.58%
	Female	12.50%	-	-	4.17%	12.50%	-	11.11%	100%	19.27%	78.42%
Disability	Yes	6.25%	33.33%	-	8.33%	12.50%	50.00%	11.11%	-	2.57%	1.59%
	No	93.75%	66.67%	100%	91.67%	87.50%	50.00%	88.89%	100%	97.00%	87.57%
	Not stated	-	-	-	-	-	-	-	-	0.43%	10.84%
Age	16 to 24	6.25%	33.33%	-	16.67%	25.00%	-	-	-	1.71%	3.49%
	25 to 34	12.50%	-	20.00%	8.33%	12.50%	-	11.11%	-	11.78%	17.26%
	35 to 44	31.25%	66.67%	20.00%	29.17%	25.00%	100%	11.11%	100%	19.06%	22.76%
	45 to 54	43.75%	-	40.00%	25.00%	25.00%	-	66.67%	-	34.26%	31.73%
	55 to 64	6.25%	-	20.00%	12.50%	12.50%	-	11.11%	-	28.48%	21.66%
	65+	-	-	-	8.33%	-	-	-	-	4.71%	3.10%
Religion or Belief	Christianity	12.50%	-	-	-	-	-	11.11%	-	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	87.50%	100%	100%	100%	100%	100%	88.89%	100%	82.44%	81.76%	
Sexual Orientation	Heterosexual	12.50%	-	-	-	-	-	11.11%	-	15.63%	14.55%
	Gay	-	-	-	-	-	-	-	-	-	0.06%
	Woman/ Lesbian	-	-	-	-	-	-	-	-	-	0.08%
	Gay Man	-	-	-	-	-	-	-	-	-	0.14%
	Bi-sexual	-	-	-	-	-	-	-	-	0.21%	0.92%
	Prefer not to say	-	-	-	-	-	-	-	-	1.28%	0.04%
	Other	-	-	-	-	-	-	-	-	-	0.04%
	Unknown	87.50%	100%	100%	100%	100%	100%	88.89%	100%	82.87	84.21%
Pregnancy/ maternity in last 2 years?	Yes	-	-	-	-	-	-	-	-	1.07%	3.83%
	No	100%	100%	100%	100%	100%	100%	100%	100%	98.93%	96.17%

9.4 Community Health and Wellbeing Directorate

9.4.1 Workforce Profile

		Community Health & Well Being	Whole Council
		610	5,093
Ethnicity	BAME	43.11%	34.69%
	White	47.21%	47.52%
	Unknown	9.67%	17.79%
Sex	Male	29.51%	21.58%
	Female	70.49%	78.42%
Disability	Yes	4.75%	1.59%
	No	89.51%	87.57%
	Unknown	5.74%	10.84%
Age	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%
Religion or Belief	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%	
Sexual Orientation	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%	
Pregnancy/ Maternity in the last 2 years	Yes	3.28%	3.83%
	No	96.72%	96.17%

Community Health and Wellbeing Directorate

9.4.2 - Workforce Profile by Payband

		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>CH&WB</u>	<u>Whole Council</u>
		98	303	165	32	10	2	610	5,093
Ethnicity	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%
Sex	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%
Disability	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%
Age	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%
Religion or Belief	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%
Sexual Orientation	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%
Pregnancy/ Maternity in the last 2 years	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
		<u>432</u>	<u>178</u>	<u>610</u>	<u>5,093</u>
Ethnicity	<u>BAME</u>	<u>23.90%</u>	<u>33.33%</u>	<u>43.11%</u>	<u>34.69%</u>
	<u>White</u>	<u>70.07%</u>	<u>52.78%</u>	<u>47.21%</u>	<u>47.52%</u>
	<u>Unknown</u>	<u>6.03%</u>	<u>13.89%</u>	<u>9.67%</u>	<u>17.79%</u>
Sex	<u>Male</u>	<u>84.92%</u>	<u>30.56%</u>	<u>29.51%</u>	<u>21.58%</u>
	<u>Female</u>	<u>15.08%</u>	<u>69.44%</u>	<u>70.49%</u>	<u>78.42%</u>
Disability	<u>Yes</u>	<u>2.78%</u>	<u>-</u>	<u>4.75%</u>	<u>1.59%</u>
	<u>No</u>	<u>96.75%</u>	<u>100%</u>	<u>89.51%</u>	<u>87.57%</u>
	<u>Unknown</u>	<u>0.46%</u>	<u>-</u>	<u>5.74%</u>	<u>10.84%</u>
Age	<u>16 to 24</u>	<u>1.86%</u>	<u>-</u>	<u>0.66%</u>	<u>3.49%</u>
	<u>25 to 34</u>	<u>12.30%</u>	<u>5.56%</u>	<u>9.18%</u>	<u>17.26%</u>
	<u>35 to 44</u>	<u>19.49%</u>	<u>13.89%</u>	<u>21.48%</u>	<u>22.76%</u>
	<u>45 to 54</u>	<u>34.57%</u>	<u>30.56%</u>	<u>36.07%</u>	<u>31.73%</u>
	<u>55 to 64</u>	<u>28.54%</u>	<u>27.78%</u>	<u>27.05%</u>	<u>21.66%</u>
	<u>65+</u>	<u>3.25%</u>	<u>22.22%</u>	<u>5.57%</u>	<u>3.10%</u>
Religion or Belief	<u>Christianity</u>	<u>10.44%</u>	<u>22.22%</u>	<u>11.97%</u>	<u>9.17%</u>
	<u>Hinduism</u>	<u>1.62%</u>	<u>5.56%</u>	<u>4.10%</u>	<u>3.83%</u>
	<u>Islam</u>	<u>1.39%</u>	<u>2.78%</u>	<u>2.13%</u>	<u>1.16%</u>
	<u>Judaism</u>	<u>0.70%</u>	<u>-</u>	<u>0.49%</u>	<u>0.47%</u>
	<u>Jainism</u>	<u>-</u>	<u>-</u>	<u>0.66%</u>	<u>0.47%</u>
	<u>Sikh</u>	<u>-</u>	<u>2.78%</u>	<u>0.33%</u>	<u>0.37%</u>
	<u>Buddhism</u>	<u>0.46%</u>	<u>-</u>	<u>0.16%</u>	<u>0.20%</u>
	<u>Zoroastrian</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.02%</u>
	<u>Other</u>	<u>-</u>	<u>-</u>	<u>1.64%</u>	<u>0.75%</u>
	<u>No Religion/Atheist</u>	<u>1.62%</u>	<u>-</u>	<u>2.79%</u>	<u>1.81%</u>
	<u>Unknown</u>	<u>83.76%</u>	<u>66.67%</u>	<u>75.74%</u>	<u>81.76%</u>
Sexual Orientation	<u>Heterosexual</u>	<u>15.31%</u>	<u>19.44%</u>	<u>20.49%</u>	<u>14.55%</u>
	<u>Gay</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.06%</u>
	<u>Woman/Lesbian</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.08%</u>
	<u>Gay Man</u>	<u>-</u>	<u>-</u>	<u>0.16%</u>	<u>0.14%</u>
	<u>Bi-sexual</u>	<u>0.23%</u>	<u>-</u>	<u>-</u>	<u>0.14%</u>
	<u>Prefer not to say</u>	<u>0.70%</u>	<u>8.33%</u>	<u>0.98%</u>	<u>0.92%</u>
	<u>Other</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.04%</u>
	<u>Unknown</u>	<u>83.76%</u>	<u>72.22%</u>	<u>78.36%</u>	<u>84.21%</u>
Pregnancy/ Maternity in the last 2 years	<u>Yes</u>	<u>0.70%</u>	<u>5.56%</u>	<u>3.28%</u>	<u>3.83%</u>
	<u>No</u>	<u>99.30%</u>	<u>94.44%</u>	<u>96.72%</u>	<u>96.17%</u>

Community Health and Wellbeing Directorate

9.4.4 Community Health and Wellbeing Directorate - Recruitment

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

Community Health and Wellbeing Directorate

9.4.5 Community Health and Wellbeing Directorate - Employment Procedures

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

Workforce Profile - Agency Workers engaged through Pertemps

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

Council Paybands 2013/14

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

G, MG and D grades - Harrow pay spine

Review of Conduct and Dignity at Work Cases 2012/13

Executive Summary

In September 2014, the Council, through the Corporate Equalities Group (CEG), commissioned a review of all Conduct and Dignity At Work cases at Harrow Council during 2012/13, to investigate the disproportionate number of cases involving BAME staff.

An HR Associate and the Manager of Harrow Equalities Centre conducted the review. Based on a paper analysis of cases, the review found that there was no evidence of less favourable treatment of any particular group, and no evidence of direct or indirect discrimination.

However, the review did identify a number of issues regarding the application of the procedures across all staff groups and recommendations for development aimed at supporting consistency are set out for consideration.

1. Background

The independent review into allegations of institutionalised racism in Harrow completed in May 2014 made a number of recommendations aimed at improving equality and inclusion in the Council. These included, amongst others:

- To review Dignity at Work (DaW) and Conduct Procedure findings and commission an independent report on disproportionality in BAME staff initiating proceedings and/or being subject to Conduct Procedures
- To ensure that lessons learnt from findings are fed into organisation and help improve employee relations

Concerns regarding the over representation of BAME employees in Conduct cases had also been highlighted in the Annual Equalities in Employment Report 2012/13, and the review of Conduct cases included in the Corporate Equalities Action Plan (presented to ECF in February 2014). At this time, ECF requested that the review be undertaken as a priority.

2. Terms of Reference

The following terms of reference were agreed by CEG for the review:

To act on the recommendations arising from the independent investigation into Institutionalised Racism in Harrow

To review Conduct and Dignity at Work cases undertaken during the period April 2012 – March 2013 in the context of the disproportionality in BAME employees being subject to and initiating proceedings respectively

To identify whether, based on evidence, the disproportionate representation in BAME employees may be as a result of different treatment

To highlight any real or perceived issues and ensure any lessons learned from the review of cases are fed into the organisation and help to improve employee relations

To make recommendations for broader actions to work towards a more inclusive workforce and support culture change

3. Methodology

In order to provide an independent assessment, the review was conducted by a member of the Council's HR Associate Network, who reviewed all Conduct and Dignity At Work cases which took place in 2012/13 (excluding schools), both those involving BAME and White staff. The Manager of the Harrow Equalities Centre (HEC) undertook a detailed review of a 1 in 5 sample of cases, and contributed to the conclusions and findings set out in this report.

The scope of the review was to consider the cases, based on all available documentation. In addition, the data set out in the Equalities In Employment Report 2012/13 was analysed and used to identify any potential trends or areas of concern. There was no direct 1-2-1 follow up with any of the managers, individuals or HR Advisors involved in the cases.

4. Limitations

In considering the analysis and conclusions in this report, the following should be noted:

The remit of the review was to consider all formal cases - no data was available as to the extent and/or nature of cases which were managed and resolved informally, and therefore it was difficult to identify any comparator.

The review of individual cases could only consider whether reasonable judgements were made in each case, based on the evidence presented

It was not possible to judge from the paperwork the manner in which the cases were managed or to gain any insight into the conduct of either investigations or hearings.

The ethnicity information provided in the majority of cases was only White or BAME so it was not possible to examine the possible impact on any particular groups.

The review represents a snapshot taken during a set period of time; a longer-term view may be needed to identify any significant trends.

5. Analysis

A total of 52 Conduct and 18 Dignity At Work cases were analysed for this report. Of the Conduct cases, 31 were BAME, 13 were white and 8 unknown. Of the 18 DaW cases, 8 were BAME, 9 white and 1 unknown.

Conduct

The highest number of Conduct cases was in Community, Health and Wellbeing (38%) and the lowest was in Children and Families (15.4%), although the latter figure excluded schools.

Table 1 below sets out the breakdown of Conduct cases by race, compared the workforce profile in each Directorate by race.

	<u>Conduct Cases</u>	<u>Directorate Workforce Profile</u>
<u>Table 1</u>		
<u>Community Health and Wellbeing</u>	<u>20</u>	<u>701</u>
<u>BAME</u>	<u>65.00%</u>	<u>43.22%</u>
<u>White</u>	<u>30.00%</u>	<u>51.21%</u>
<u>Unknown</u>	<u>5.00%</u>	<u>5.56%</u>
<u>Children & Families excluding Schools</u>	<u>8</u>	<u>705</u>
<u>BAME</u>	<u>50.00%</u>	<u>43.97%</u>
<u>White</u>	<u>37.50%</u>	<u>50.78%</u>
<u>Unknown</u>	<u>12.50%</u>	<u>5.25%</u>
<u>Environment and Enterprise</u>	<u>14</u>	<u>514</u>
<u>BAME</u>	<u>50.00%</u>	<u>23.93%</u>
<u>White</u>	<u>42.86%</u>	<u>69.84%</u>
<u>Unknown</u>	<u>7.14%</u>	<u>6.23%</u>

Resources	10	468
BAME	80.00%	40.60%
White	0.00%	46.37%
Unknown	20.00%	13.03%

Dignity At Work

There was an even spread of DaW cases (6) per Directorate with the exception of Children and Families, (which did not include schools' cases), where there was none.

Table 2 sets out the breakdown of DaW cases by race, compared with the workforce profile in each Directorate by race.

Table 2	<u>DaW Cases</u>	<u>Directorate Workforce Profile</u>
Community Health and Wellbeing	6	701
BAME	50.00%	43.22%
White	50.00%	51.21%
Unknown	0.00%	5.56%
Environment and Enterprise	6	514
BAME	66.77%	23.93%
White	33.33%	69.84%
Unknown	0.00%	6.23%
Resources	6	468
BAME	16.67%	40.60%
White	66.67%	46.37%
Unknown	16.67%	13.03%

6. Findings from Analysis of Case Documentation

6.1 Conduct Cases

All the available documentation in respect of the cases was scrutinised to ascertain if there was evidence that the disproportionate number of BAME staff involved in Conduct matters when compared with white staff was in any way due to direct or indirect discrimination. Although statistically the disproportionality is marked, based on the information provided, and taking into account

the limitations identified in 4 above, there was no evidence that the manner in which the cases were managed showed less favourable treatment of BAME staff.

There was some evidence of inconsistency in the application of the Conduct procedure across different Directorates and this may potentially lay the Council open to claims of different treatment. For example, 3 Directorates applied the ACAS standard, which the Harrow Council Conduct Procedure reflects, in respect of the process, in that they were as thorough as was reasonably practical. From the paperwork examined, CHWB appeared to aim for an approach that was fully exhaustive, or beyond reasonable doubt.

There were also some differences in the way the procedures were applied within Directorates, which may in part be as a result of different types of work and work patterns. However, there was no evidence, based on the review of paperwork, that any BAME staff were disadvantaged as a result.

Inconsistency may lead to a perception of differential treatment, which, along with the perception of the statistical disproportionality, cannot be ignored

A comparison by Directorate indicates that the highest number of cases was in Community Health and Wellbeing. The number of dismissals in CHWB was consistent with other areas of the Council. Other sanctions were evenly spread between BAME and white staff, but due to the serious nature of many cases there was a predominance of final warnings. This included two cases in CHWB where a final warning rather than dismissal was the outcome for gross misconduct offences, indicating a desire on occasion to seek improvement rather than dismissal.

With regard to proportionality, it is noticeable that all cases initiated in Resources were against BAME staff. There is no evidence in the case papers examined that there was any suggestion of racial discrimination in the cases.

Overall, there were a relatively small number of dismissals and the examination of the case paperwork indicated that for serious cases, wherever possible employees were still given opportunities to improve and retain employment before a decision to dismiss was taken.

50% of cases resulted in no further action or Guidance which may indicate a tendency to move into formal process earlier than necessary and before all other informal options have been exhausted.

6.2 Dignity At Work Cases

Analysis of the DaW cases indicates that there was an equal number of complaints from BAME and White staff, but given the make-up of the workforce, the number of BAME cases was proportionately higher. Having reviewed all the cases, there was no evidence from the analysis of direct or indirect discrimination in the way the cases were managed.

The cases covered a broad range of issues, including complaints about working arrangements, management lateness in dealing with concerns and interpersonal conflicts between individual members of staff. There were no identifiable trends and the reasons for grievances did not follow any pattern on ethnicity grounds.

However, a number of the cases reflected a breakdown in relationships between the individual and their manager, and in some instances, between the individual and a colleague. In at least one case, an employee indicated they had no faith in the procedure.

It is interesting to note that there were no recorded DaW cases within Children's and Families.

There may be a level of dissatisfaction specifically amongst the BAME workforce which would affect their likelihood to utilise the DaW procedure. However, given the relatively low number of cases across the Council, this cannot be inferred from this analysis.

7. Recommendations

In order to support a culture of inclusivity, the Council must strive to ensure that its employment policies are applied, and are seen to be applied, to the diverse workforce in a fair and equitable manner. There was no evidence from this review to suggest that the cases showed a bias against BAME staff, but the raw numbers may lead to perceptions of unfairness and possible claims of unconscious bias.

The following recommendations are made for consideration:

Further training and guidance should be designed for managers to assist them in managing Conduct and DaW issues, and build confidence in making judgements within the procedures, and assessments about the nature of allegations and complaints, to support greater consistency across all Directorates.

It is not for this report to determine which approach is appropriate in terms of investigating conduct cases and making decisions, but it is important that the Council adopts a degree of consistency in respect of the management (i.e. the level of investigation etc) to avoid the potential for claims of different treatment.

Appendix 3 – Review of Conduct and Dignity at Work Cases (2012/13) Report

All directorates should make a clear commitment that DaW cases will be dealt with as quickly as reasonably practicable. Although there is evidence that DaW cases are thoroughly investigated and sympathetically considered, a number of cases took a significant length of time to complete. This has potential for claims of different treatment.

As part of the ongoing review of management training, the Council should ensure equalities and managing diversity is at the core of all management programmes, as an underpinning principle.

A communication strategy should be considered to promote awareness and understanding of the work the Council is undertaking to promote inclusivity, with the aim of building staff confidence in the systems, and encouraging them to raise concerns and disclose information.

The proportionately higher number of DaW cases raised by BAME staff should be closely monitored to ensure that any possible ethnicity-specific issues are identified at the earliest opportunity, should they arise.

Even though this review represents a snapshot only and the 2013/14 Equalities in Employment Data Report indicates the differential in conduct cases may be reducing, the position should continue to be monitored, to examine trends over the longer term.