

**REPORT FOR: EMPLOYEE
CONSULTATIVE FORUM**

Date of Meeting: 15th October 2012

Subject: **INFORMATION REPORT –
ANNUAL EQUALITY IN
EMPLOYMENT MONITORING, FROM
1 APRIL 2011 – 31 MARCH 2012**

Responsible Officer: Tom Whiting
Assistant Chief Executive

Exempt: No

Enclosures: **Appendices**

1. Council Pay bands
2. Report on Workforce Profile of Partner Organisations
3. Report on Learning & Development
4. Directorate Reports
 - 4a. Adults & Housing
 - 4b. Chief Executive's
 - 4c. Children's Services
 - 4d. Community & Environment
 - 4e. Corporate Finance
 - 4f. Legal & Government
 - 4g. Place Shaping
5. Unison Comments & Responses
6. GMB – Notes of Feedback Meeting
7. Harrow Equalities Centre – Notes of feedback Meeting

Section 1 – Summary

This report and appendices provide information on equalities in employment and captures information relating to the Council's workforce profile, recruitment monitoring, employment procedures, leavers, redeployment and learning and development activities.

FOR INFORMATION

Section 2 – Report

Harrow Council

Annual Equalities in Employment Report

1 April 2011 and 31 March 2012

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INTRODUCTION

Background

Harrow Council is committed to employing a diverse workforce to help us understand and relate to the community we serve.

The report complies with the Council's requirements under s149 Equality Act 2010 and the Equality Act 2010 (Specific Duties) Regulations 2011. The Public Sector Equality Duty requires public authorities to publish information about their performance on equalities and show the impact of their policies and practices on employees.

The report addresses the requirements of the general and specific equality duty and provides headline information on the currently available equalities data relating to employment. Currently employment data is only held on four of the nine protected characteristics. The remaining employment data to capture all nine of the protected characteristics arising from the Equalities Act 2010 are currently being introduced into our Employee Records system and therefore these will be reported in the 2012/13 Annual Equalities Report.

Equalities implications are considered as part of any review of employment procedures and Equality Impact Assessments are carried out as required. The Council's policy is that Equality Impact Assessments for any cross-cutting transformation project is signed off by the Corporate Equalities Group.

How information is presented

As in previous years, workforce profile data is based on headcount therefore if an employee holds jobs in more than one directorate, they will be counted once in each relevant directorate report but only once in the whole council report.

The criteria for deciding which job to count in order of importance is:

- 1) Job with the highest number of working hours
- 2) Job with the highest grade
- 3) Job which the employee has been in for the longest

The Council's targets, based on previous Best Value Performance Indicators (BVPI), have been reviewed and adjusted to reflect the community profile. The report refers to those BVPI's relating to ethnicity, gender and disability.

The calculation of BVPI's is based on full time equivalent (FTE) data and only employees on permanent contracts (or temporary contracts over 12 month's duration) are included. BVPI figures therefore differ slightly from the workforce profile data shown in the report.

What the report covers

This Report provides information on equalities in employment and captures information relating to race, sex, disability, age, pregnancy and maternity (currently, the only available information relates to the return rate for women on maternity leave).

The report details the Council's annual workforce profile as at 31st March 2012 and equalities monitoring data relating to the period 01 April 2011 to 31 March 2012 for permanent and temporary employees.

A project is being undertaken for employees to update their personal information, including equality monitoring categories held on SAP, and this should result in a reduction in the unknown/unclassified categories in future reports.

The report also covers recruitment monitoring; employment procedures (Conduct, Capability and Dignity at Work cases); Leavers, redeployments following the launch of the Council's redeployment portal RedeployR in August 2011 and take up of learning & development activities. Summary reports for each directorate are attached as appendices.

This report also includes brief information on the workforce profile for agency workers and some of our partner organisations as of 31 March 2012, where available. Schools data does not include employees working in voluntary aided schools.

Any reference to Black, Asian and Minority Ethnic (BAME) groups in the report includes the following groups - Black, Asian, Mixed, Chinese and any other ethnic group. Reference to White groups includes British, Irish and other White ethnic groups.

Recruitment monitoring data only includes recruitment managed by Contact III, the Council's recruitment response handling service. Most schools do not use this service therefore analysis of this information in the report, excludes schools, which was raised as a concern, by the groups consulted on this report.

The data used in this report has been obtained from a number of sources i.e. from Contact III, from the SAP system, from HR Civica system, from the RedeployR system, information from partner organisations such as Pertemps and from individual schemes such as the Voluntary Severance Scheme (VSS).

A large amount of data from various sources was collected and processed for the production of this report. Therefore, the level of detail may be subject to inaccuracies inherent in any large scale reporting system.

At the ECF meeting on 18 April 2012 a request was made to show central monitoring on the timescales and appeals of Employment Procedures. This will be reflected in the 2012/13 Annual Equalities Report on cases within that timescale.

Comparisons with the community

Comparisons with the population of the community of Harrow are based on the representation of black and minority ethnic people and females taken from the Office of National Statistics GLA 2010 Round Ethnic Group Projections - SHLAA.

The figures used when comparing the make up of the workforce against the local population (i.e. Disability, Sex and Age) are based on projections from the last census (2001) and may not necessarily accurately reflect the current community profile. Figures based on the March 2011 census results are still not available. Once available, these should provide more current data for comparison purposes.

2011/12 MAIN REPORT

Race

Headlines

Local Community - 53% Black, Asian and Minority Ethnic (BAME) residents
- 47% White residents

Workforce Profile - Black, Asian and Minority Ethnic (BAME) employees

- 36.49% - Whole Council (including schools based employees)
- 37.99% - Council (excluding schools based employees)

Workforce Profile – White employees

- 54.46% - Whole Council (including schools based employees)
- 55.06% - Council (excluding schools based employees)

Recruitment (excluding schools)

- 62.2% applications received from BAME applicants
- 53.2% applicants short listed were BAME applicants
- 47.5% of applicants appointed were BAME applicants

WORKFORCE PROFILE 2011/12

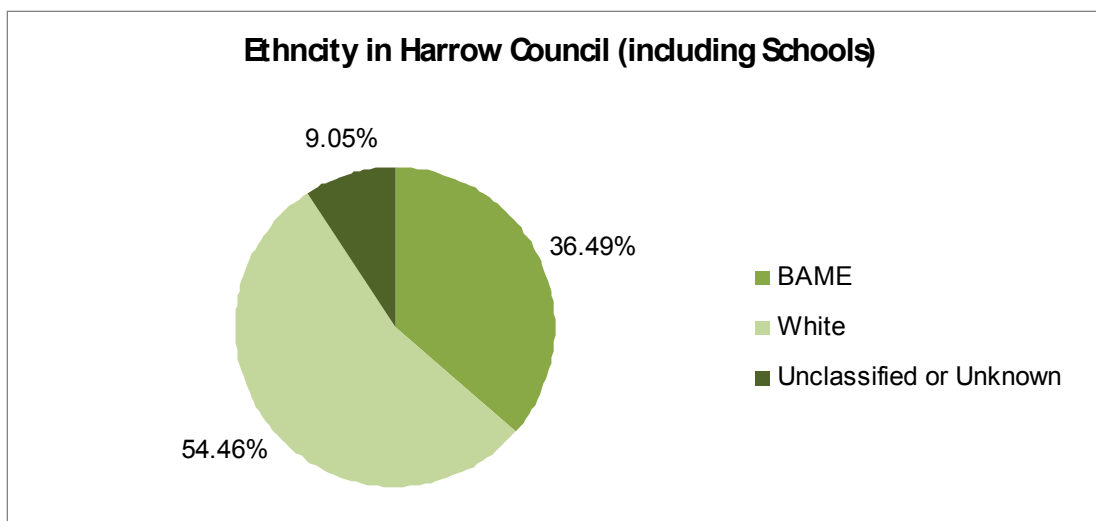
The total workforce as at 31st March 2012 was 5,061, a reduction of 1230 compared with the previous year which is largely due to some schools transferring to Academies.

Recruitment throughout the year has been much higher compared to last year with 183 appointments processed by Contact III.

The proportion of employees from BAME for 2011/12 has increased to 36.49%, compared to the 2010/11 figures (34.92%), continuing the pattern of year-on-year improvement.

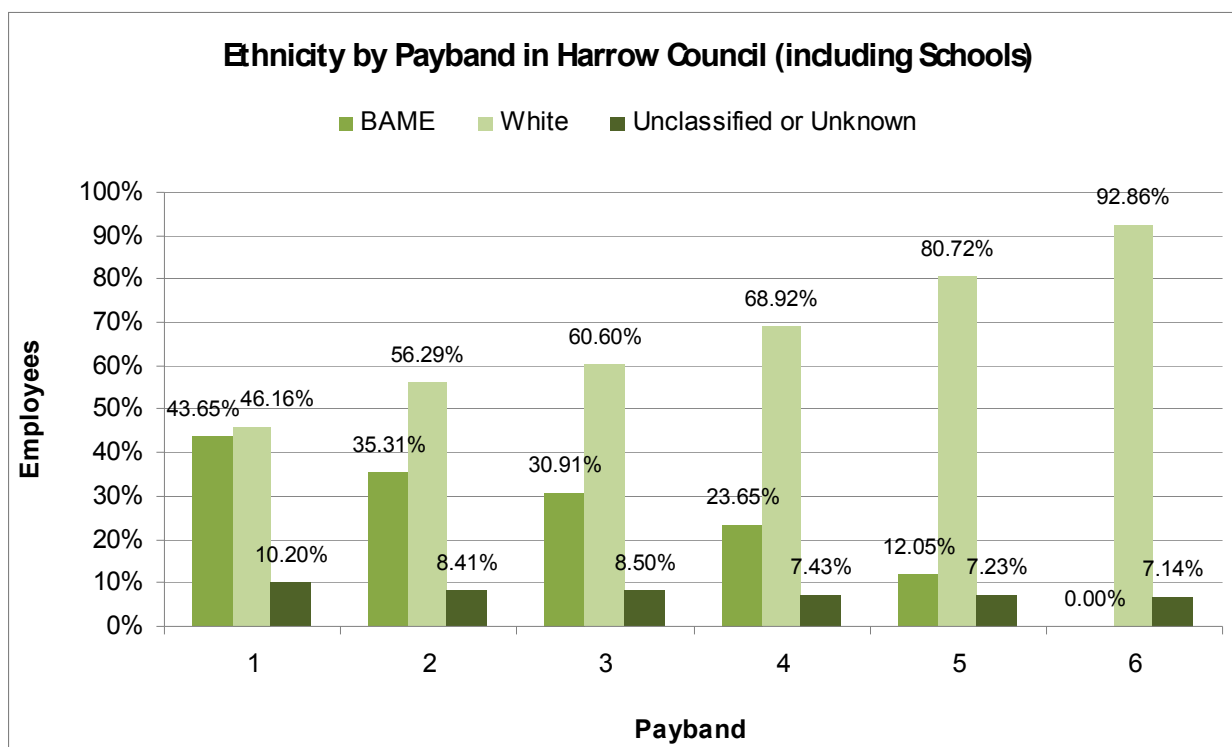
2011/12	Whole Council		Excluding Schools	
	Headcount	%	Headcount	%
BAME	1847	36.49%	913	37.99%
White	2756	54.46%	1323	55.06%
Unclassified/ Unknown	458	9.05%	167	6.95%
Total	5061	100%	2403	100%
2010/11				
BAME	2197	34.92%	969	37.79%
White	3546	56.37%	1440	56.16%
Unclassified /Unknown	548	8.71%	155	6.05%
Total	6291	100	2564	100%

The percentage of BAME employees across the Council excluding schools (37.99%) is higher than the figure for the whole Council including schools (36.49%). This is because the proportion of BAME employees in schools (the larger workforce) is slightly lower in comparison.



Pay bands

Workforce Profile by Ethnicity and Pay band (excluding Schools)							
	1	2	3	4	5	6	Total
BAME	260	415	177	56	5	0	913
	39.27%	40.57%	37.98%	27.32%	13.89%	0%	
White	352	535	266	132	28	10	1323
	53.17%	52.30%	57.08%	64.39%	77.78%	90.91%	
Unclassified	50	73	23	17	3	1	167
	7.55%	7.14%	4.94%	8.29%	8.33%	9.09%	
Total	662	1023	466	205	36	11	2403



The above charts show the distribution of BAME and White employees by payband, with the majority employed at Payband 2.

Previous equalities reports have noted that the Council has a smaller percentage of BAME employees at the higher pay bands compared to White employees. This is true, particularly at pay band 6 (Corporate Director level) where there is no representation of BAME employees.

The Harrow Council Black Workers Group and the Trade Unions expressed concerns about the under representation of BAME employees at the higher pay bands, an issue currently under consideration by the employment sub-group of the Corporate Equalities Group.

The Council has set a BVPI of 20% of the top 5% of earners to be from BAME communities, currently this is 16.13%.

RECRUITMENT MONITORING (excluding schools)

All Recruitment (Internal & External)

Recruitment Monitoring at different stages by Ethnicity

The table below shows applicant monitoring data for 2011/12 and for previous years. The table sets out the percentage of applications received, shortlisted and appointed for BAME and white candidates. Where the applicant has not declared their ethnicity, they have been excluded in the percentages which have been calculated as the ratio of BAME to White responses. Figures in brackets represent actual numbers.

The level of recruitment activity carried out this year has risen compared to 2010/11. Over the whole year, there has been an increase in the number of appointments i.e. a total of 183 appointments compared to 44 appointments recorded in 2010/11.

Applicant Monitoring – All Recruitment				
Year	Ethnicity	Applications	Shortlisted	Appointed
2011/12	BAME	62.2% (2026)	53.2% (329)	47.5% (87)
	White	37.8% (1231)	46.8% (290)	52.5% (96)
2010/11	BAME	62.0% (1307)	51.0% (159)	42.9% (18)
2009/10	BAME	66.9% (4027)	55.0% (451)	42.7% (56)
2008/09	BAME	64.0% (3641)	55.1% (616)	43.4% (109)
2007/08	BAME	65.5% (3795)	55.5% (501)	49.7% (90)
2006/07	BAME	46.7% (1775)	51.3% (326)	47.9% (58)

The percentage of applications received from BAME applicants this year (62.2%) was very similar to last year (62%). This compares favourably with the economically active representation of BAME people in Harrow, which is 53% indicating that the Council is successful in consistently attracting applicants from BAME community.

The percentage of BAME applicants shortlisted increased to 53.2% in 2011/12 from 51.0% last year and the proportion of BAME appointments also increased to 47.5% from 42.9% in 2010/11.

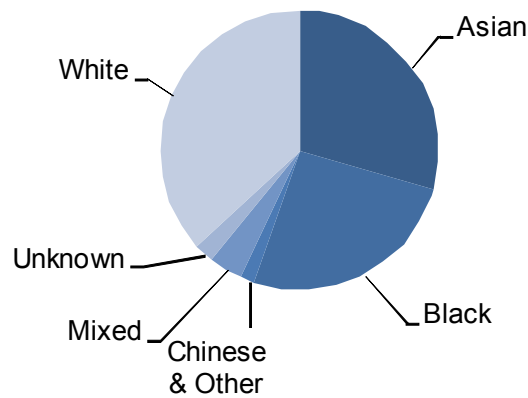
On the basis that a far greater number of applications were received from BAME applicants compared to White applicants, BAME appointments were proportionately lower. A recommendation is being put forward to the Corporate Equality Group (CEG) to consider whether a policy of positive action in recruitment, in accordance with the Equality Act 2010, should be implemented to help address this issue.

Applicant Monitoring – All Recruitment

All Departments (excluding Schools) - 1 April 2011 to 31 March 2012

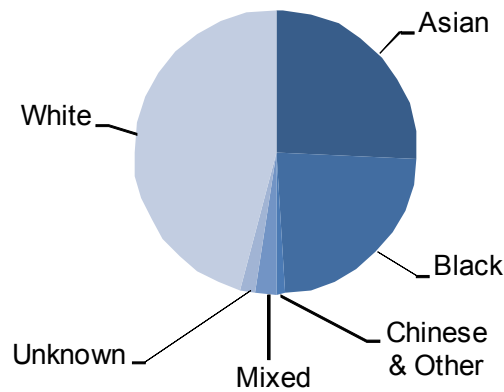
Applications Received by Ethnic Origin

Ethnicity	No.
Asian	985
Black	856
Chinese & Other	53
Mixed	132
Unknown	73
White	1231
Total	3330



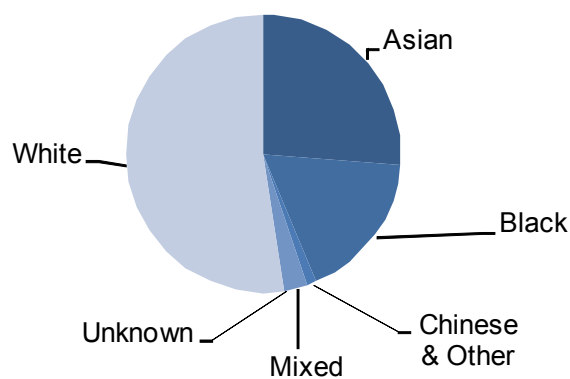
Applications Shortlisted by Ethnic Origin

Ethnicity	No.
Asian	163
Black	146
Chinese & Other	6
Mixed	14
Unknown	11
White	290
Total	630



Applications Appointed by Ethnic Origin

Ethnicity	No.
Asian	48
Black	32
Chinese & Other	2
Mixed	5
Unknown	0
White	96
Total	183



Internal Recruitment

Applicant Monitoring – Internal Recruitment				
Year	Ethnicity	Applications	Shortlisted	Appointed
2011/12	BAME	61.7% (185)	57.1% (93)	53.3% (40)
	White	38.3% (115)	42.9% (70)	46.7% (35)
2010/11	BAME	59.6% (133)	52.1% (49)	71.4% (5)
2009/10	BAME	60.3% (223)	53.4% (102)	47.4% (9)
2008/09	BAME	56.4% (307)	52.4% (133)	50.0% (44)

Similar to external recruitment, internal recruitment for 2011/12 increased significantly from 7 appointments in 2010/11 to 75 internal appointments in 2011/12.

The outcomes of the recruitment process show that there was an increase in the proportion of applications received, shortlisted and appointed from White employees but a decrease in the proportion of applications received, shortlisted and appointed from BAME. There is a significant drop in the percentage of BAME appointments from the previous year (71.4% - 5 appointments).

REDEPLOYEES

Status	BAME	%	White	%	Total
Redeployed	2	28.57%	5	71.43%	7
Not Redeployed	7	46.67%	8	53.33%	15
Total	9		13		22

This year is the first year data is available on Redeployees which has been gathered through the Council's new RedeployR system. RedeployR commenced in August 2011 and therefore does not provide data for the complete year. Employees can choose whether to use RedeployR to seek redeployment and therefore is not expected to mirror the actual number of redeployments in the Council.

Out of the 22 employees with redeployee status, 59.09% were white employees. Of the 7 successfully redeployed, 71.43% were white employees.

As the number of redeployees across the Council is relatively low, it is difficult to draw many meaningful conclusions from the data.

EMPLOYMENT PROCEDURES

The following charts show employee involvement in the Conduct (manager led), Capability (manager led) and Dignity at Work (employee led) Procedures, across the whole Council including schools, by ethnicity.

Conduct cases by Ethnicity

2011/12	BAME	White	Unclassified or Unknown	Total
Cases	36 (52.17%)	30 (43.48%)	3 (4.35%)	69
Warnings	7 (46.67%)	8 (53.33%)	0 (0.00%)	15
Dismissals	9 (64.29%)	4 (28.57%)	1 (7.14%)	14
2010/2011	BAME	White	Unclassified or Unknown	Total
Cases	28 (40.00%)	42 (60.00%)	0 (0.00%)	70
Warnings	2 (22.00%)	7 (78.00%)	0 (0.00%)	9
Dismissals	2 (29.00%)	5 (71.00%)	0 (0.00%)	7

The total number of conduct cases in 2011/12 (69) was similar to 2010/11 (70). There were more conduct cases of BAME employees than white employees this year, although more warnings were issued to white employees. 64.29% of dismissals were of BAME employees. A more detailed analysis of the dismissals would be required to understand whether there was a significant difference by race, in gross misconduct cases rather than misconduct cases.

Capability cases by Ethnicity

2011/12	BAME	White	Unclassified or Unknown	Total
Cases	5 (15.15%)	25 (75.76%)	3 (9.09%)	33
Warnings	2 (10.53%)	15 (78.95%)	2 (10.53%)	19
Dismissals	1 (25.00%)	3 (75.00%)	0 (0.00%)	4
2010/2011	BAME	White	Unclassified or Unknown	Total
Cases	16 (44.00%)	20 (56.00%)	0 (0.00%)	36
Warnings	6 (60%)	4 (40%)	0 (0.00%)	10
Dismissals	2 (50%)	2 (50%)	0 (0.00%)	4

There were broadly similar numbers of capability cases in 2011/12 (33) compared with 2010/11 (36). The percentage of cases involving BAME employees significantly decreased in 2011/12 to 15.15% compared with 2010/11 44%.

Of the 33 Capability cases 58.00% resulted in warnings and 12% resulted in dismissal. There were substantially more cases, (75.76%) warnings (78.95%) and dismissals (75.00%) of white employees.

Dignity at Work cases by Ethnicity

2011/12	BAME	White	Unknown	Total
Cases	20	30	1	51
	(39.22%)	(58.82%)	(1.96%)	
Appeals	4	11	0	15
	(26.67%)	(73.33%)	(0.00%)	
2010/11	BAME	White	Unknown	Total
Cases	13	14	1	28
	(46.00%)	(50.00%)	(4.00%)	
Appeals	3	1	0	4
	(22.00%)	(78.00%)	(0.00%)	

There were more Dignity at Work cases in 2011/12 compared with 2010/11.

Although the number of BAME cases rose from 13 cases in 2010/11 to 20 in 2011/12, there was a lower proportion of BAME cases in 2011/12 (39.22%) in comparison with 2010/11 (46%).

Of the 51 Dignity at Work cases a higher proportion of cases were raised by white employees (58.82%).

4 cases related to race discrimination with 1 being a combined race and age discrimination claim.

LEAVERS

	BAME	White	Unclassified or Unknown	Grand Total
Early Retirement	9 (14.06%)	54 (84.38%)	1 (1.56%)	64
Redundancy	16 (30.19%)	35 (66.04%)	2 (3.77%)	53
Severance	13 (37.14%)	21 (60.00%)	1 (2.86%)	35
Dismissed - Probation	4 (100.00%)	0 (0.00%)	0 (0.00%)	4
Resignation and other	525 (30.61%)	1009 (58.83%)	181 (10.55%)	1715
Grand Total	567	1119	185	1871

Leavers data includes schools, who often are employed on a temporary basis. These figures have no correlation with the figures for new appointments which do not include schools based employees.

This year's overall leavers profile, obtained from SAP, shows that of the 1871 leavers, 30.30% were BAME, which is marginally lower than the BAME representation in the current workforce (36.9%).

After 'Resignation and Other', the second highest reason for leaving, is through 'Early Retirement'. 84.38% of those in this category were white employees.

Sex

Headlines

Local Community - 51% Female, 49% Male

Workforce Profile – Female employees

- 76.66% - Whole Council (including schools based employees)
- 61.05% - Council (excluding schools based employees)

Recruitment (excluding schools)

- 48.8% of all applications received were from females
- 55.6% of all applicants short listed were female
- 60.1% of all applicants appointed were female

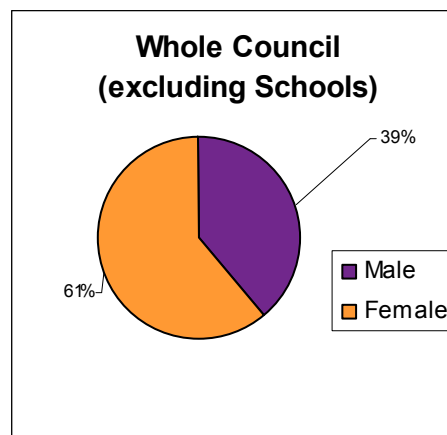
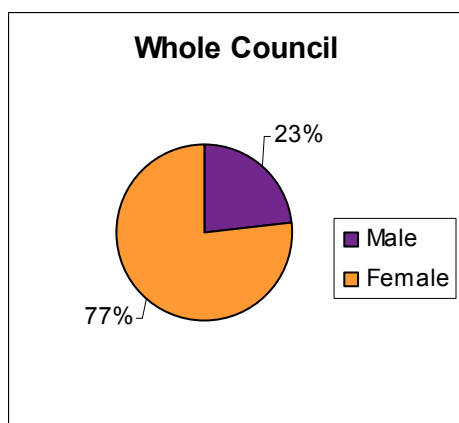
WORKFORCE PROFILE

The percentage of females employed across the whole Council including schools, increased slightly to 76.66% in 2011/12 from 75.93% in 2010/11. This figure continues to exceed the proportion of females in the local community, which is 51%.

The Council employs approximately three times as many females as males, a ratio which has remained fairly constant for a number of years.

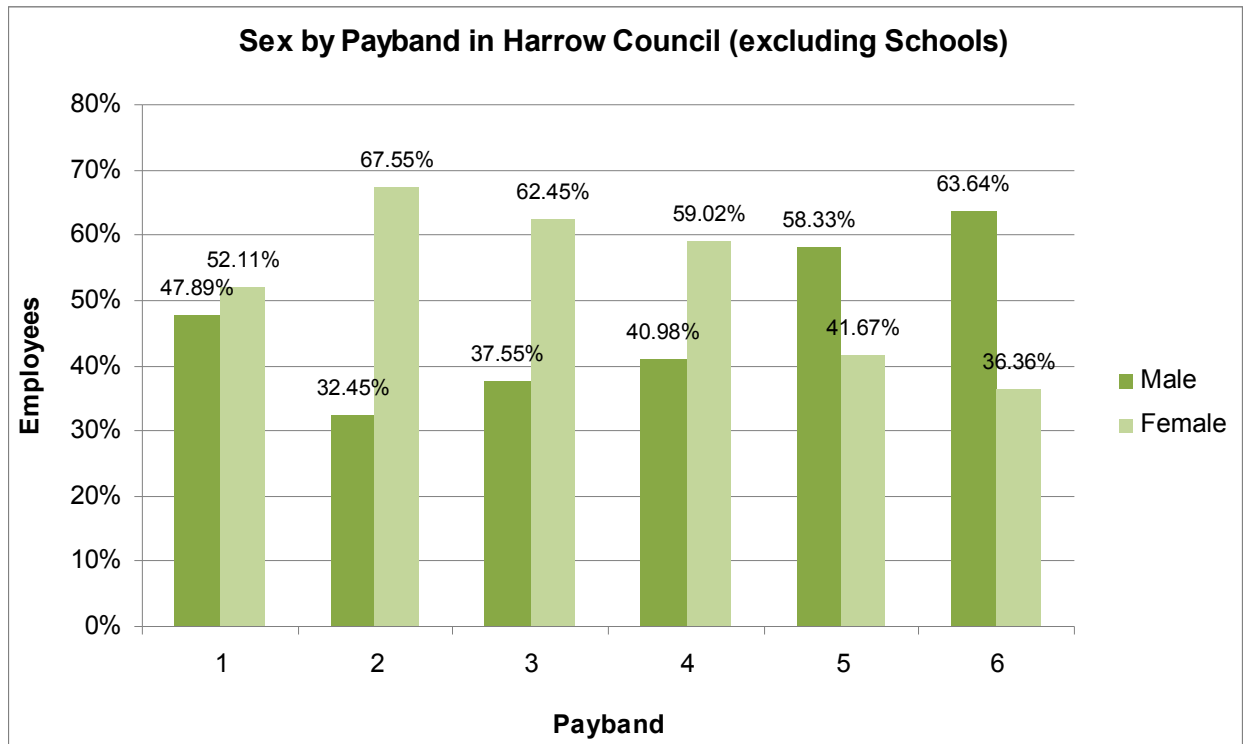
Council Workforce Profile by Sex

2011/12	Whole Council		Excluding Schools	
	Headcount	%	Headcount	%
Male	1181	23.34%	936	38.95%
Female	3880	76.66%	1467	61.05%
Total	5061	100%	2403	100%
2010/11				
Male	1514	24.07%	967	37.71%
Female	4777	75.93%	1597	62.29%
Total	6291	100%	2564	100%



Pay band

Workforce Profile by Sex and Pay band (excluding Schools)							
	1	2	3	4	5	6	Total
Male	317	332	175	84	21	7	936
	47.89%	32.45%	37.55%	40.98%	58.33%	63.64%	
Female	345	691	291	121	15	4	1467
	52.11%	67.55%	62.45%	59.02%	41.67%	36.36%	
Total	662	1023	466	205	36	11	2403



The above charts show a higher percentage of female than males at pay bands 1 to 4 in the Council (excluding schools) however as in previous years, this is reversed at the higher pay bands 5 and 6, where male representation is significantly higher than female representation.

The Council has set a BVPI performance indicator of 50% of the top 5% of earners being women. This is currently 44.72%.

Concerns were raised by the Trade Unions, Harrow Equalities Centre and Harrow Association of Disabled People, of pay and status inequalities of females at the higher Paybands. A Corporate Equalities in employment sub-group is considering these findings however given that there are only 47 employees at Paybands 5 and 6 (1.95% of the non-schools workforce) consideration needs to be given to the low number of employees at these pay bands, when interpreting the data.

RECRUITMENT MONITORING (excluding Schools)

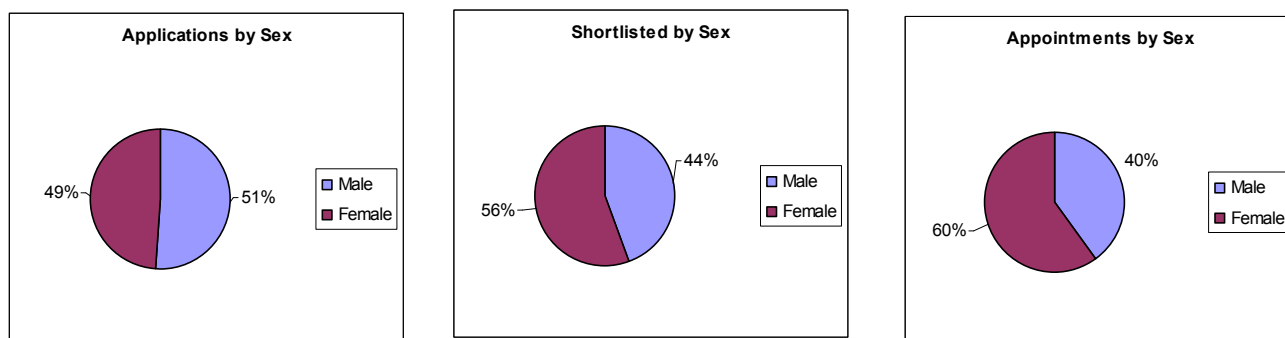
All Recruitment (Internal & External)

Where an applicant has not declared their sex, these have been excluded in the percentages which have been calculated as the ratio of female to male responses. Figures in brackets represent actual numbers.

This year, there were more female appointments (60.1%) than males which is consistent with the Council workforce profile (excluding schools) of 61.05% of females.

Applicant Monitoring – All Recruitment

All Departments (excluding Schools) – 1 April 2011 to 31 March 2012



The table below shows applicant monitoring information based on the sex of applicants in 2011/12 and in the previous two years. It sets out the percentage of applications received, shortlisted and appointed for male and female candidates. Figures in brackets represent actual numbers.

Applicant Monitoring by Sex – All Recruitment						
Year	Applications		Shortlisted		Appointed	
	Male	Female	Male	Female	Male	Female
2011/12	51.2% (1705)	48.8% (1623)	44.4% (280)	55.6% (350)	39.9% (73)	60.1% (110)
2010/11	47.9% (1025)	52.1% (1117)	46.7% (148)	53.3% (169)	47.7% (21)	52.3% (23)
2009/10	47.1% (2857)	52.9% (3211)	44.6% (366)	55.4% (455)	59.1% (78)	40.9% (54)

The proportion of females applying for posts is slightly lower this year compared to previous years. However, at shortlisting and appointment stage, females are more successful.

Internal Recruitment

Applicant Monitoring by Sex – Internal Recruitment						
Year	Applications		Shortlisted		Appointed	
	Male	Female	Male	Female	Male	Female
2011/12	28.8% (87)	71.2% (215)	22.7% (37)	77.3% (126)	28.0% (21)	72.0% (54)
2010/11	40.3% (89)	59.7% (132)	34.7% (33)	65.3% (62)	42.9% (3)	57.1% (4)
2009/10	30.4% (112)	69.6% (257)	28.9% (55)	71.1% (135)	36.8% (7)	63.2% (12)

The percentage of applications received, shortlisted and appointments of internal female employees is consistently higher than males at each stage.

There was an increase in the number of applications, those shortlisted and appointed of internal female employees compared to those female employees involved in 'all recruitment'. This could be interpreted that there are more female employees looking to move between jobs around the Council compared to male employees although this figure is fairly consistent with the current workforce of 76.66% of female employees.

REDEPLOYEES

Status	Male	%	Female	%	Total
Redeployed	4	57.14%	3	42.86%	7
Not Redeployed	4	26.67%	11	73.33%	15
Total	8	36.36%	14	63.64%	22

As the number of redeployees across the Council is relatively low, it is difficult to draw many meaningful conclusions from the data.

EMPLOYMENT PROCEDURES

The following charts show employee involvement in the Conduct (manager led), Capability (manager led) and Dignity at Work (employee led) Procedures, across the whole Council including schools, by sex.

Conduct cases by Sex

2011/12	Male	Female	Total
Cases	47 (68.12%)	22 (31.88%)	69
Warnings	9 (60.00%)	6 (40.00%)	15
Dismissals	11 (78.57%)	3 (21.43%)	14
2010/11	Male	Female	Total
Cases	40 (57.1%)	30 (42.9%)	70
Warnings	4 (44.44%)	5 (55.6%)	9
Dismissals	5 (71.43%)	2 (28.6%)	7

The majority of this year's Conduct cases involved male employees (68.12%) which is an increase from last years figures 57.1%.

Of the 14 dismissals, 78.57% were male employees, which is a slight increase from last year (71.43%).

Concerns were raised by the Trade Unions and the Harrow Association of Disabled People about the higher representation of male employees in Conduct cases.

Capability cases by Sex

2011/12	Male	Female	Total
Cases	16 (48.48%)	17 (51.52%)	33
Warnings	10 (52.63%)	9 (47.37%)	19
Dismissals	1 (25.00%)	3 (75.00%)	4
2010/11	Male	Female	Total
Cases	12 (33.3%)	24 (66.7%)	36
Warnings	5 (50.00%)	5 (50.00%)	10
Dismissals	4 (100.00%)	0 (0.00%)	4

There were proportionately similar Capability cases concerning males and females at each stage which differ greatly from last year where there however was a higher percentage of female cases (66.7%). Out of the 4 dismissals, 3 were female, there were no dismissals of female employees last year.

Dignity at Work (DAW) cases by Sex

2011/12	Male	Female	Total
DAW Cases	28 (54.90%)	23 (45.10%)	51
Appeals	10 (66.67%)	5 (33.33%)	15
2010/11	Male	Female	Total
DAW Cases	9 (32.1%)	19 (67.9%)	28
Appeals	0 (0.00%)	4 (100.00%)	4

This year there was an increase in the proportion of Dignity at Work cases raised by male employees (28) compared with female employees (23) compared with last year (9 male and 19 Female). Over two thirds of appeals were also from male employees. There were no claims of sex discrimination.

LEAVERS

Leavers by Sex

	Male	Female	Grand Total
Early Retirement	15 (23.44%)	49 (76.56%)	64
Redundancy	8 (15.09%)	45 (84.91%)	53
Severance	14 (40.00%)	21 (60.00%)	35
Dismissed - Probation	1 (25.00%)	3 (75.00%)	4
Resignation and other	429 (25.01 %)	1286 (74.98%)	1715
Grand Total	467 (24.96%)	1404 (75.04%)	1871

This year's overall leavers profile, obtained from SAP, shows that significantly more female employees (75.04%) than male employees left the authority which is in line, with the higher representation of female employees in the workforce including school based employees (76.66%).

Further analysis shows that the large number of female leavers under the 'Resignation and Other' category broadly correlate with a number of Schools transferring to Academies in 2010, which employ substantially higher number of females.

These figures have no correlation with the figures for new appointments which do not include schools based employees.

Disability

Headlines

Workforce Profile – Employees declaring a Disability

- 2.02 % Whole Council (including schools based employees)
- 3.58 % Council (excluding schools based employees)

Council Target – The council has set a target of 3% of the workforce declaring a disability.

Recruitment (excluding schools)

- 3.3% of all applicants declared a disability
- 4.9% of all applicants short listed declared a disability
- 2.7% of all applicants appointed declared a disability

WORKFORCE PROFILE

2011/12	Whole Council		Excluding Schools	
	Headcount	%	Headcount	%
Disabled	102	2.02%	86	3.58%
Non-disabled	4948	97.77%	2314	96.30%
Unknown/ Unclassified	11	0.22%	3	0.12%
Total	5061	100%	2403	100%
2010/11				
Disabled	116	1.84%	93	3.63%
Non-disabled	6165	98.00%	2469	96.29%
Unknown/ Unclassified	10	0.16%	2	0.08%
Total	6291	100%	2564	100%

The council's BVPI performance indicator for 2011/12 was to have a workforce profile of 3% disabled employees. The workforce profile of 2.02%, is an increase from last year's figure of 1.84%.

Currently, an employee's personal record is only updated if they request it therefore the data may not indicate a true reflection of disability status, where an employee becomes disabled during their employment.

Pay band

Workforce Profile –Employees declaring a Disability by Payband

	1	2	3	4	5	6	Total
Disabled	22 (3.32%)	46 (4.50%)	16 (3.43%)	1 (0.49%)	1 (2.78%)	0	86
Non-disabled	638 (96.37%)	977 (95.50%)	450 (96.57%)	204 (99.51%)	35 (97.22%)	10 (90.91%)	2314
Unknown/ Unclassified	2 (0.30%)	0	0	0	0	1 (9.09%)	3
Total	662	1023	466	205	36	11	2403

The above chart shows the highest representation of disabled employees in payband 2, which is consistent with the highest groups of staff being at Payband 2 and no representation at payband 6. The Council has set a BVPI performance indicator of 5% of the top 5% of earners in the authority to have a disability (excluding those in maintained schools). The Council's performance against this indicator was 1.63% for this period however, the relatively small number of roles at Payband 6 mean the indicator is highly volatile. Performance may also be impacted by the Council's transformation programme.

RECRUITMENT MONITORING (excluding schools)

All Recruitment (Internal and External)

The table below shows applicant monitoring data for 2011/12 and data from the previous years. Where an applicant has not declared a disability they have been excluded in the percentages' which have been calculated as the ratio of disabled and non-disabled responses. Figures in brackets represent actual numbers.

Disability Applicant Monitoring - All Recruitment						
Year	Applications		Shortlisted		Appointed	
	Disabled	Non-disabled	Disabled	Non-disabled	Disabled	Non-disabled
2011/12	3.3% (108)	96.7% (3143)	4.9% (30)	95.1% (588)	2.7% (5)	97.3% (177)
2010/11	3.2% (67)	96.8% (2018)	4.8% (15)	95.2% (296)	4.8% (2)	95.2% (40)
2009/10	2.9% (167)	97.1% (5672)	3.7% (30)	96.3% (771)	4.7% (6)	95.3% (122)

The above chart shows that the percentage of disabled applicants shortlisted has remained relatively constant over recent years. Although the percentage of disabled applicants appointed has reduced significantly to 2.7% from 4.8% in 2010/11, the actual number of appointments has increased to 5 in 2011/12 from 2 in 2010/11.

The comparatively low level of appointments of disabled applicants was commented on by the Harrow Equalities Centre and the Harrow Association for Disabled People. The

use of the disability two-tick symbol indicates the Council's commitment to a number of measures concerning the recruitment, development and retention of disabled people, including offering a guaranteed interview to any disabled person who meets the minimum shortlisting criteria of the job.

Internal Recruitment

Disability Applicant Monitoring – Internal Recruitment						
Year	Applications		Shortlisted		Appointed	
	Disabled	Non-disabled	Disabled	Non-disabled	Disabled	Non-disabled
2011/12	6.7% (20)	93.3% (279)	8.6% (14)	91.4% (148)	6.7% (5)	93.3% (70)
2010/11	5.8% (13)	94.2% (211)	6.3% (6)	93.8% (90)	14.3% (1)	85.7% (6)
2009/10	6.0% (22)	94.0% (345)	4.8% (9)	95.2% (178)	16.7% (3)	83.3% (15)

For internal recruitment, the percentage of disabled applicants shortlisted and appointed is better than for 'all recruitment' increasing to 6.7% in 2011/12 from 5.8% in 2010/11.

The percentage of those short listed rose to 8.6% in 2011/12 compared with 6.3% in 2010/11. Although the percentage of appointments of disabled employees reduced to 6.7% in 2011/12 compared with 14.3% of appointments in 2010/11, the actual number of appointments has increased from 1 in 2010/11 to 5 in 2011/12.

REDEPLOYEES

None of the redeployees in 2011/12 had declared a disability

EMPLOYMENT PROCEDURES

The chart below shows employee involvement in the Conduct Capability and Dignity at Work procedures, across the whole Council including schools, by disability.

Conduct cases by Disability

2011/12	Disabled	Non-disabled	Total
Cases	6 (8.96%)	63 (91.04%)	69
Warnings	2 (13.33%)	13 (86.67%)	15
Dismissals	1 (7.14%)	13 (92.86%)	14
2010/11	Disabled	Non-disabled	Total
Cases	5 (7.1%)	65 (92.8%)	70

Of the 69 cases in 2011/12, 8.96% (6 employees) declared a disability. Of the 14 dismissals, 1 employee had declared a disability. There were broadly the similar number of cases involving disabled and non-disabled employees in 2010/11 compared with 2011/12.

One employee involved in a Conduct case (not related to their disability) subsequently submitted a claim of disability discrimination to an Employment Tribunal. This claim is pending.

Capability cases by Disability

2011/12	Disabled	Non-disabled	Total
Cases	5 (15.15%)	28 (84.85%)	33
Warnings	1 (5.26%)	18 (94.74%)	19
Dismissal	3 (75.00%)	1 (25.00%)	4
2010/11	Disabled	Non-disabled	Total
Cases	2 (5.6%)	34 (94.4%)	36

Of the 33 capability cases in 2011/12, 75% (3 employees) of employees who were dismissed had declared a disability.

Dignity at Work cases by Disability

2011/12	Disabled	Non-disabled	Total
Cases	2 (3.92%)	49 (96.08%)	51
Appeals	0 (0.00%)	15 (100%)	15
2010/11	Disabled	Non-disabled	Total
Cases	3 (11.00%)	25 (89.00%)	28

In 2011/12, one disabled employee submitted a Dignity at Work complaint on disability discrimination grounds. There were no Dignity at Work appeals from disabled employees.

13 out of the total 153 employees involved in employment procedures (Conduct, Capability and Dignity at Work) involved employees with disabilities (8.5% of cases). This appears high, when compared to the percentage of employees across the Council that have declared a disability (2.02%) and is also slightly higher than for 2010/11 for which 10 out of the 134 employment procedures involved employees with disabilities.

LEAVERS

Disability Profile of Leavers

	No Disability	Disability	Unclassified / Unknown	Total
Early Retirement	62 <i>(96.88%)</i>	2 <i>(3.13%)</i>	0 <i>(0.00%)</i>	64
Redundancy	52 <i>(98.11%)</i>	1 <i>(1.89%)</i>	0 <i>(0.00%)</i>	53
Severance	33 <i>(94.29%)</i>	2 <i>(5.71%)</i>	0 <i>(0.00%)</i>	35
Dismissed - Probation	4 <i>(100.00%)</i>	0 <i>(0.00%)</i>	0 <i>(0.00%)</i>	4
Resignation and other	1697 <i>(98.95%)</i>	11 <i>(0.64%)</i>	7 <i>(0.43%)</i>	1715
Total	1848 <i>(98.77%)</i>	16 <i>(0.86%)</i>	7 <i>(0.37%)</i>	1871

Of the total 1871 leavers during 2011/12, only 0.86% employees had declared a disability, which is marginal reduction from last year (1%).

Age

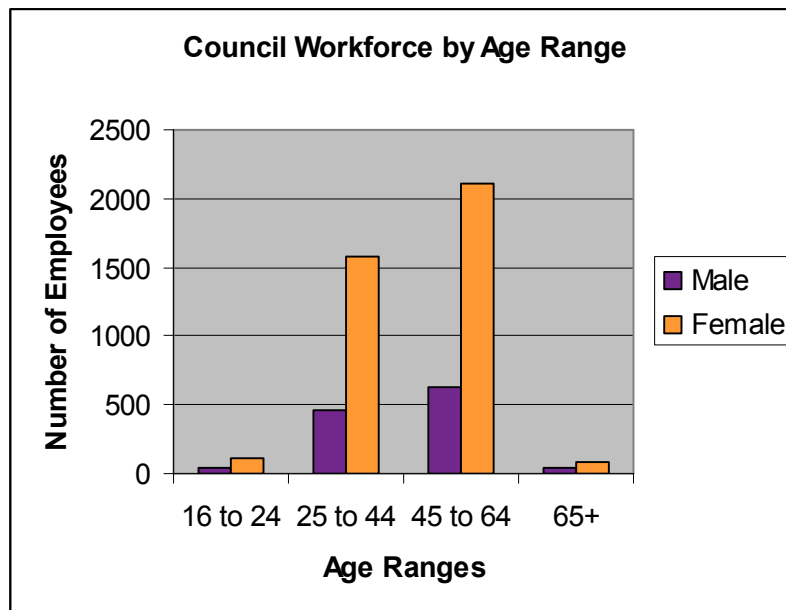
Headlines

Workforce Profile, including Schools

- 16 to 24 years – 3%
- 25 to 44 years – 40.4%
- 45 to 64 years – 54.3%
- 65+ - 118 years - 2.3%

WORKFORCE PROFILE

Council Workforce Profile (including Schools) by Age Range



The age bands have changed in this year's report to reflect the new age categories adopted by the Council.

The 16-24 and 65+ age ranges have the lowest representation of employees.

The Council is committed to taking on a minimum of 20 apprentices per annum. The target will continue into 2012/13 with a Graduate Plan offering work experience to recent graduates, of which a high number are likely to be under 24 years. The Apprenticeship Scheme may contribute towards increasing the under representation of 16-24 year olds within the Council, which has been welcomed by the trade unions and staff support groups.

Unison have suggested that a target be set, to achieve and increase representation of employees in the 16-24 age range in order that results are measurable.

There are 118 employees over the age of 65 which makes up only 2.33% of the workforce. However, with more than half the workforce in the age range 45 to 64, action is necessary to attract younger employees, particularly in the 16-24 years age range which only make up 3% of the workforce, otherwise this trend will continue.

Payband

Age Range of Employees by Pay band

Age Range	Payband						Total
	1	2	3	4	5	6	
16 to 24	90 (4.52%)	62 (3.86%)	0	0	0	0	152
25 to 44	699 (35.10%)	705 (43.89%)	506 (47.24%)	118 (39.86%)	14 (16.86%)	2 (14.28%)	2044
45 to 64	1132 (56.85%)	808 (50.31%)	553 (51.63%)	174 (58.78%)	68 (81.92%)	12 (85.71%)	2747
65+	70 (3.51%)	31 (1.93%)	12 (1.12%)	4 (1.35%)	1 (1.20%)	0	118
Total	1991	1606	1071	296	83	14	5061

The highest proportion of employees across the pay bands are in the 45-64 age range, with the majority in Payband 1.

RECRUITMENT MONITORING (excluding schools)

All Recruitment (Internal and External)

Where an applicant has not declared their age, these have been excluded in the percentages which have been calculated as the ratio of responses per age group to total number of responses for this category. Figures in brackets represent actual numbers.

This is the first year that recruitment monitoring has been analysed by age range showing the percentage of applications received, shortlisted and appointed by age range of each candidate. Figures in brackets represent actual numbers.

Age Applicant Monitoring – All Recruitment			
Age Range	Applications	Shortlisted	Appointed
16 – 24 years	12.0% (389)	7.9% (48)	9.5% (17)
25 – 44 years	55.6% (1802)	51.8% (314)	55.3% (99)
45 – 64 years	32.1% (1040)	39.4% (239)	34.1% (61)
65 & over	0.4% (12)	0.8% (5)	1.1% (2)
Total	100% (3243)	100% (606)	100% (179)

There was a substantially higher proportion of appointments of employees in the 25 to 44 years age range (55.3%) which is a comparatively higher than the workforce profile of this age range (40.39%). The number of applications received, shortlisted and appointments remained relatively constant at each age range.

Internal Recruitment

Age Applicant Monitoring – Internal Recruitment			
Age Range	Applications	Shortlisted	Appointed
16 – 24 years	4.7% (14)	5.6% (9)	4.1% (3)
25 – 44 years	52.2% (155)	54.4% (87)	60.3% (44)
45 – 64 years	43.1% (128)	40.0% (64)	35.6% (26)
65 & over	0	0	0
Total	100% (297)	100% (160)	100% (73)

For internal recruitment there were also more applications and appointments made within the 25-44 age range and no internal applications employees in the 65 & overs age range.

REDEPLOYEES

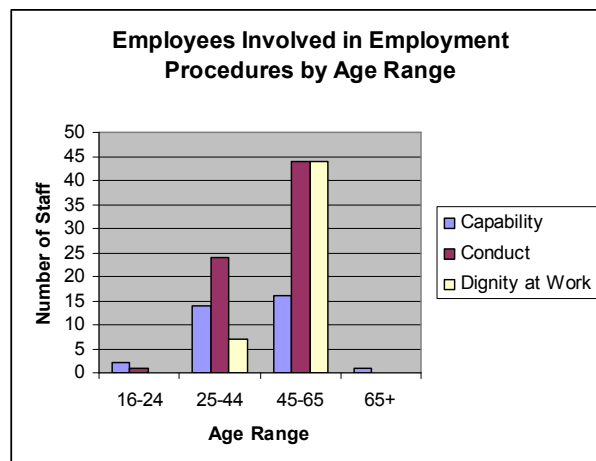
Status	16 to 24	25 to 44	45 to 64	65 & Over	Total
Redeployed	0 (0%)	3 (42.85%)	4 (57.13%)	0 (0.00%)	7
Not Redeployed	0 (0%)	4 (26.67%)	10 (66.67%)	1 (6.67%)	15
Total	0 (0%)	7 (31.82%)	14 (63.64%)	1 (4.55%)	22

The highest proportion of redeployees were in the 45 to 64 years age range which is consistent with the work force profile of employees within this range. There was one employee in the 65 & over age range who was not redeployed.

EMPLOYMENT PROCEDURES

The following charts show employee involvement in the Conduct, Capability and Dignity at procedures, across the whole Council including schools, by age.

Employees involved in employment procedures by age range (including Schools)



Conduct cases by age range

	16 to 24	25 to 44	45 to 64	65+	Total
Cases	1 <i>(1.45%)</i>	24 <i>(34.78%)</i>	44 <i>(63.77%)</i>	0 <i>(0.00%)</i>	69
Warnings	0 <i>(0.00%)</i>	5 <i>(33.33%)</i>	10 <i>(66.67%)</i>	0 <i>(0.00%)</i>	15
Dismissals	1 <i>(7.14%)</i>	4 <i>(28.57%)</i>	9 <i>(64.29%)</i>	0 <i>(0.00%)</i>	14

The age range with the highest proportion of cases, resulting in warnings and dismissals is the 45 – 64 age range. This reflects the larger proportion of the workforce in this age range and is similar to last year, although this year the age categories have changed slightly (ranges were 45 – 54 and 55 – 64).

Capability cases by age range

	16 to 24	25 to 44	45 to 64	65+	Total
Cases	2 <i>(6.06%)</i>	14 <i>(42.42%)</i>	16 <i>(48.48%)</i>	1 <i>(3.03%)</i>	33
Warnings	1 <i>(5.26%)</i>	9 <i>(47.37%)</i>	8 <i>(42.11%)</i>	1 <i>(5.26%)</i>	19
Dismissals	0 <i>(0.00%)</i>	1 <i>(25.00%)</i>	3 <i>(75.00%)</i>	0 <i>(0.00%)</i>	4

Of the 33 capability cases, the 45 to 64 age range had the highest proportion of cases (48.48%). The 25 to 44 age range received more warnings than the other age ranges. There were more dismissals however in the 45 to 64 age range.

Dignity at Work cases by age range

	16 to 24	25 to 44	45 to 64	65+	Total
Cases	0 <i>(0.00%)</i>	7 <i>(13.73%)</i>	44 <i>(86.27%)</i>	0 <i>(0.00%)</i>	51
Appeals	0 <i>(0.00%)</i>	2 <i>(13.33%)</i>	13 <i>(86.67%)</i>	0 <i>(0.00%)</i>	15

There was a substantially higher proportion of Dignity at Work cases raised by employees of the 45-64, age range which is consistent with the higher proportion of the workforce in this age range.

One employee in the 45-64 years age range claimed age (and race) discrimination.

LEAVERS

Leavers 1st April 2011 – 31st March 2012 – by Age Range

	16 to 24	25 to 44	45 to 64	65+	Total
Early Retirement	0 (0.00%)	0 (0.00%)	58 (90.63%)	6 (9.38%)	64
Redundancy	1 (1.89%)	7 (13.21%)	43 (81.13%)	2 (3.77%)	53
Severance	0 (0.00%)	14 (40.00%)	16 (45.71%)	5 (14.29%)	35
Dismissed - Probation	0 (0.00%)	1 (25.00%)	3 (75.00%)	0 (0.00%)	4
Resignation and other	71 (4.21%)	893 (52.06 %)	672 (39.18%%)	79 (4.60 %)	1715
Total	72 (3.85%)	915 (48.90%)	792 (42.33%)	92 (4.92%)	1871

The highest proportion of leavers this year (48.90%) was from the 25-44 years age range, which is similar to the 2010/11 proportion (47.43%). The next highest proportion was from the 45-64 age range however given the wide age ranges, it is difficult to draw meaningful conclusions as to the reasons for leaving based on age.

Although the proportion of leavers in the 25-44 age range is high, it is consistent with the high level of appointments of employees within this age range.

Despite the abolition of the default retirement age in 2011, there was an increase in the number of leavers from the 65+ age group, from 77 in 2010/11 to 92 in 2011/12.

Pregnancy & Maternity

Headlines

- 131 women were due to return from maternity leave between 1 April 2011 and 31 March 2012
- 110 of the women returned to work following maternity leave, but of these, 10 left within 4 months
- 21 did not return from maternity leave

Workforce Profile

This reflects the number of women who returned from maternity leave, those that did not return and also those who returned but left after a short period. As the reasons for leaving are not recorded separately for women due to return to work following maternity leave, no definite inferences may be drawn from this information.

In examining the return rates, it could be possible that the decision by women to return to work for only 3-4 months may be affected by the requirement of the local government maternity scheme that they have to repay Occupational Maternity Pay (12 weeks' at 50% of contractual pay) if they do not return for a minimum of 3 months.

Workforce Profile:

Female Employees (whole Council including schools based employees) – 4777 (75.93%)

Women on maternity leave	131 (2.7%)	
Women who returned to work after maternity leave and remained after 4 months	100 (76.3%)	This includes employees that were TUPE transferred
Women who left within 4 months of returning from maternity leave	10 (7.6%)	This includes employees who were made redundant
Women who did not return following maternity leave	21 (16%)	This includes end of contracts/dismissals/redundancy

Women Returners by Ethnicity

Status	BAME	White	Unknown	Total
Returned to Work	43 (43.00%)	44 (44.00%)	13 (13.00%)	100
Returned but left within 4 months	3 (30.00%)	5 (50.00%)	2 (20.00%)	10
Did not return	5 (23.81%)	13 (61.90%)	3 (14.29%)	21
Total Returners	46	49	15	110

There is a proportionately similar number of BAME (43%) and White (44%) returners and a proportionately a higher number of White women (61.90%) that did not return to work following maternity leave.

Of the 131 women due to return to work following maternity leave, the ethnicity is unknown on the SAP system for 18 of them.

Women Returners by Payband

Status	Band 1	Band 2	Band 3	Band 4	Band 5	Total
Returned to Work	13 (56.52%)	22 (78.57%)	54 (81.82%)	9 (75.00%)	2 (100.00%)	100
Returned but left within 4 months	1 (4.35%)	3 (10.71%)	4 (6.06%)	2 (16.67%)	0 (0.00%)	10
Did not return	9 (39.13%)	3 (10.71%)	8 (12.12%)	1 (8.33%)	0 (0.00%)	21

The Paybands of women returning from maternity leave ranged across bands 1 – 5 with the majority (87.88%) in Payband 3. Payband 3 also had substantially higher proportion of returners (58 out 110). Across the Paybands, there were more women in Payband 1 who did not return to work following maternity leave.

Women Returners by Age Range

Status	25 to 44	45 to 64	Total
Returned to Work	99 (99.00%)	1 (1.00%)	100
Returned but left within 4 months	10 (100.00%)	0 (0.00%)	10
Did not return	21 (100.00%)	0 (0.00%)	21

Women Returners by Disability

Status	Disabled	Not Disabled	Total
Returned to Work	1 (1.00%)	99 (99.00%)	100
Returned but left within 4 months	0 (0.00%)	10 (100.00%)	10
Did not return	0 (0.00%)	21 (100.00%)	21

Some achievements and actions taken in 2011/12

Single Equalities Scheme (SES)

We launched our SES on the 15 April 2011 which sought to mainstream equalities across the organisation. The Scheme aims to improve services and support work and ambition to achieve the 'Excellent' level under the Equality Framework for Local Government (EFLG).

Equality Act 2012 and the Public Sector Equality Duty

In order to raise awareness and to improve the development of staff and elected members on the Equality Act 2010 and the Public Sector Equality Duty (PSED), we held a number of briefing sessions, developed an e-learning module, and produced briefing documents which have been published on the intranet.

Collate and Publish Equalities Information

In order to meet the first requirement of the PSED, a number of local authorities have published equalities data on their service users and workforce, whilst others have agreed to continue to publish their annual equality in employment report relating to their workforce and Equality Impact Assessments (EqIAs) as required by the previous duties.

Although this approach meets the requirements, the Council decided to publish its equalities data in a more constructive way.

In order to ensure the data published is easy to understand and ensure transparency with regards to our progress in addressing inequality and delivering services reflective of the needs of our community, we prepared and published our equalities information/data in the form of a document 'Our Harrow, Our Story' on the 30th January 2012 which is available on our website (link below).

http://www.harrow.gov.uk/info/200041/equality_and_diversity/2542/public_sector_equality_duty-equalities_datainformation

This is a narrative of the services and projects being delivered by the Council which not only support our Corporate Priorities but address inequality, advance equality and foster good relations. The documentary includes real life case studies of service users and is supported by a set of Appendices which hold the data.

90 Minute Workshops – Equality Strands

A range of 90 minute workshops such as 'Sex, Age & Orientation', 'Disability, Race & Religion', 'Pregnancy, Gender & Marriage' were arranged for staff, each relating to the 9 equality strands. In total there were 60 attendances across the workshops. However, a large number of workshops were arranged for staff to attend on a voluntary basis and overall attendance was much lower than anticipated numbers so later workshops were subsequently cancelled.

Online Equality and Diversity Modules

In light of the Equality Act 2010 and the PSED, we developed a short E-learning Module for both officers and elected members using case studies and scenarios to refresh their knowledge on equality and diversity issues and introduce them to new Act.

We also developed and rolled out an online module on Equality Impact Assessments (EqIA's) to develop the knowledge and skills of staff to produce robust EqIA's.

Equality Impact Assessment (EqIA)

We delivered four Equality Impact Assessment training sessions available for staff and managers to attend on a voluntary basis to develop this knowledge and skills to undertake robust EqIA's. In total 30 members of staff attended these sessions.

We revised and re-launched our EqIA Toolkit to ensure it was compliant with the Equality Act 2010 and the new PSED. which included revised templates, new guidelines including useful tips, frequently asked questions and the correct processes to follow to ensure EqIAs are comprehensive, robust and able to stand up to public challenge.

DisabledGo

We renewed our contract with DisabledGo for a further three years to ensure our residents, services users and visitors to the Borough are able to utilise Harrow's Access Guide to help them enjoy their time in the Borough. The Access Guide is developed in partnership with DisabledGo and features more than 1,000 venues including hotels, cinemas, restaurants, solicitors offices, pubs and train stations to name a few.

DisabledGo access guides to goods and services have been specially designed to answer the everyday questions of disabled people, their assistants, carers, family and friends. The aim is to use access information to empower people to break down the barriers to full inclusion within the community.

Promoting Diversity:

Under One Sky

Communities across the borough came together to celebrate Harrow's rich cultural diversity at Under One Sky seventh one-day showcase of sports, arts and culture in June 2011.

This is Harrow's largest single cultural festival, and in 2011 attracted 8,000 people celebrating the best of music, song, dance, poetry, drama, sports and food.

The 2011 Under One Sky festival put on 96 separate cultural events and activities across 1 main stage, 3 smaller stages along with a highly success and busy Olympic 'One Year To Go' themed sports zone. The one day festival involved 77 local community organisations and performing groups, 15 Council Services, 11 schools and hosted 80 + stalls.

Carers Weeks 13 – 19 June 2011

Harrow Council, worked alongside partner organisations who provide support to carers, to provide a week of activities for all carers in Harrow.

Harrow Food and Dance Festival

In March 2012, the Harrow Food and Dance Festival took place which was organised by the Council and supported by the Mayor of London's Outer London Fund. It celebrated the borough's diversity by showcasing cuisines from around the world, music and dance. The event was considered a huge success which contributed to highlighting and celebrating the diversity of Harrow.

Staff Wellbeing and Benefits Fair

A Staff Wellbeing and Benefits Fair took place in October 2011 which was held jointly between Occupational Health and Human Resources & Development. Information was available on a number of areas including breast awareness, bowel cancer awareness and stress management.

Employee Self Service

The roll out of Employee Self Service (ESS) has commenced and will continue across the Authority in 2012/13 in order for employees to maintain their own records relating to the protected characteristics.

Some of the actions planned for 2012/13

- Launch a new Equality of Opportunity Policy which will ensure compliancy with the Equality Act 2010 and the Public Sector Equality Duty (PSED).
- Adopt the Corporate Equality Objectives to meet the requirements of the PSED. This will ensure that Harrow, one of the most ethnically diverse boroughs in the country, continues to build on its commitment to equality and diversity.
- Update our SAP system to ensure we are able to record and monitor all nine protected characteristics covered by the Equality Act 2010. This includes the further roll-out of Employee Self Service (ESS) and will continue across the Authority in 2012/13 in order for employees to maintain their own records relating to the protected characteristics.
- All staff to be requested to update their personal information via Employee Self Service (ESS) system or for those not yet able to access the ESS through questionnaires.
- A Corporate Equality Group (CEG) sub-group will continue to consider equalities issues identified within the report.
- A Council event to promote employee diversity is being planned, aimed at engaging all staff in the development of actions to address issues identified by the equalities report and the staff survey outcomes.
- The Council will continue to work with employees, service users, partners and the local community to promote equalities issues across all its services and the borough.
- The Corporate Equalities Task Group will be asked to consider actions to improve attendance on equalities based training sessions e.g. making these mandatory or service specific.

APPENDICES

APPENDIX 1

Council Paybands 2011/12

Payband	Salary in £s	Broadly equivalent to and will include
Band 1	Up to 18,582	H1 to H3
Band 2	18,583 - 30,390	H4 to H8
Band 3	30,391 - 41,610	H9 to H11
Band 4	41,611 - 60,057	SPM3 – SPM5
Band 5	60,058 - 92,892	SPM1 – SPM2
Band 6	92,893 and above	Directors and above

H grades - Harrow pay spine

Partner Organisations

The workforce profile data provided by partner organisations is based on their employees working on Harrow projects at Harrow Council as at 31 March 2012.

CAPITA

Harrow's strategic business partner, Capita has worked with the Council since 2005 on identifying and delivering efficiencies through transformation project.

	ETHNICITY		
	BAME	White	Unknown
CAPITA	33.3%	66.7%	0%
Headcount (102)	34	68	0

A higher proportion of Capita employees are White however there has been an significant increase in the representation of BAME Capita employees compared with 2011/12 (7%). Their current 33.3% is slightly lower than the representation of BAME Harrow Council employees (36.49%)

	SEX	
	Male	Female
CAPITA	74.5%	25.5%
Headcount (102)	79	23

Only 25.5% of Capita employees are female, which is marginally higher than last year (21%) but substantially lower than the representation of female Harrow Council employees (76.66%)

	DISABILITY		
	Yes	No	Unknown
CAPITA	0%	100%	0%
Headcount (102)	0	102	0

No Capita employees declared a disability.

	AGE			
	16-24	25-44	45-64	65+
CAPITA	3.9%	81.4%	14.7%	0%
Headcount (102)	4	83	15	0

There are substantially more Capita employees aged between 25-44 (81.4%) which is more than half of the percentage of Harrow Council employees in this age range (40.40%).

14.7% of Capita employees are in the 45-64 age range which is a significant increase from last year (7%).

ENTERPRISE MOUCHEL

Enterprise Mouchel, in partnership with Harrow Council delivers highways management and maintenance contracts within the Borough of Harrow.

	ETHNICITY		
	BAME	White	Unknown
EnterpriseMouchel	16.6%	83.3%	0%
Headcount (12)	2	10	0

There is a substantially higher representation of Enterprise Mouchel employees who are White (83.3%). There was a decrease in the proportion of BAME Enterprise Mouchel employees this year (16.6%) from the previous year (36.84%). This is lower than the representation of Harrow Council employees (36.49%)

	SEX	
	Male	Female
EnterpriseMouchel	33.3%	66.6%
Headcount (12)	4	8

66.6% of Enterprise Mouchel employees are female. This is higher compared with last year (52.63%) but lower compared with the representation of Harrow Council employees (76.66%).

	DISABILITY		
	Yes	No	Unknown
EnterpriseMouchel	0%	100%	0%
Headcount (12)	0	12	0

No Enterprise Mouchel employees declared a disability.

	AGE			
	16-24	25-44	45-64	65+
EnterpriseMouchel	25%	41.6%	33.3%	0%
Headcount (12)	3	5	4	0

Majority of Enterprise Mouchel employees are aged between 25-44 (41.6%), which is representative of the number of Harrow Council employees in this age range (40.40%).

KEEPMOAT (APOLLO)

Keepmoat also known as Apollo Property Services was not reported on last year.

In partnership with Harrow Council, Keepmoat delivers the provision of construction major works, design and related services across the Council's corporate property portfolio.

	ETHNICITY		
	BAME	White	Unknown
KEEPMOAT	20%	80%	0
Headcount (10)	2	8	0

The representation of BAME Keepmoat employees (20%) is substantially lower compared with the representation of BAME Harrow Council employees (36.49%)

	SEX	
	Male	Female
KEEPMOAT	90%	10%
Headcount (10)	9	1

90% of Keepmoat employees are male. This is substantially higher compared with the representation of male Harrow Council employees (23.34%)

	DISABILITY		
	Yes	No	Unknown
KEEPMOAT	0%	100%	0%
Headcount (10)	0	10	0

No Keepmoat employees declared a disability.

	AGE			
	16-24	25-44	45-64	65+
KEEPMOAT	20%	50%	30%	0%
Headcount (10)	2	5	3	0

50% of Keepmoat employees are in the 25-44 years age range. This is higher than the representation of Harrow Council employees in this age range (40.40%).

KIER

Kier was not reported on last year.

Kier in partnership with Harrow Council, deliver the provision of construction minor works, major works, design and related services across the full range of the Council's property assets.

	ETHNICITY		
	BAME	White	Unknown
Kier Harrow	11%	52%	37%
Headcount (27)	3	14	10

There is a substantially higher representation of Kier employees who are White (52%). Compared with the representation of BAME Harrow Council employees (36.49%),

37% of their employees did not declare their ethnicity, which highlights a difficulty in drawing meaningful analysis from the data.

	SEX	
	Male	Female
Kier Harrow	85%	15%
Headcount (27)	23	4

85% of Keepmoat employees are male. This is substantially higher compared with the representation of male Harrow Council employees (23.34%).

	DISABILITY		
	Yes	No	Unknown
Kier Harrow	0%	22%	78%
Headcount (27)	0	6	21

No Kier employees declared a disability.

	AGE			
	16-24	25-44	45-64	65+
Kier Harrow	7%	33%	59%	0%
Headcount (27)	2	9	16	0

59% of Kier employees are in the 45-64 years age range. This is slightly higher than the representation of Harrow Council employees in this age range (54.30%).

PERTEMPS

Pertemps have been one of the major suppliers of temporary agency employees to Harrow Council for a number of years. Following a joint procurement exercise with Hammersmith & Fulham, a further 4 year contract to supply agency temporary employees was awarded, commencing in October 2011. Pertemps employees refer to those individuals on temporary agency contracts with Harrow Council.

	ETHNICITY		
	BAME	White	Unknown
Pertemps	42.30%	30%	27%
Headcount (586)	248	175	163

There is a higher representation of Pertemps employees who are BAME (42.30%).

27% of their employees did not declare their ethnicity.

	SEX		
	Male	Female	Unknown
Pertemps	29%	45%	26%
Headcount (586)	172	262	152

26% of Pertemps employees did not declare their sex. With such a high number of unknowns it is difficult to draw meaningful analysis from the figures.

	DISABILITY		
	Yes	No	Unknown
Pertemps	0.3%	73.7%	26%
Headcount (586)	2	432	152

0.3% of Pertemps employees declared a disability. 26% did not declare whether they had a disability.

	AGE				
	16-24	25-44	45-64	65+	Unknown
Pertemps	15%	33%	24%	1%	27%
Headcount (586)	85	195	140	8	158

27% of Pertemps employees did not declare their age.

Unfortunately, diversity data is not available for a relatively high percentage of pertemps employees. However, Pertemps have now built diversity questions into their system and are gathering data on their employees so future reports will be more detailed. With such a high number of unknowns it is difficult to draw meaningful analysis from the figures.

Learning & Development (L&D) Monitoring and Progress Report 1 April 2011 to 31 March 2012

The Learning and Development activities that ran in 2011/12 include mandatory management development aimed at increasing efficiency, management effectiveness and personal development, statutory training e.g. Health & Safety programmes and various e-learning programmes available to all employees. All courses had equality and diversity and the council's CREATE values mainstreamed into the contents.

The main areas of Learning and Development offered during this period were:

- Corporate Leadership Development (CLG)
- Management Development Programme extended to H10 and H11 grades
- Corporate Learning and Development Programme
- Health & Safety
- NVQ through external funding (although limited this year)
- E learning activities
- Physical Intervention
- First Aid Programme
- IT training

Courses and directorate breakdown

This table shows the breakdown of the main programmes by Directorates.

	Adults and Housing	Chief Executive	Children's Services	Community and	Corporate Finance	Legal and Governance	Place Shaping	Unclassified / Unknown
Adult's Specific	110	4	2	0	0	0	0	3
Physical Intervention	67	9	54	0	0	0	0	0
Children's Specific Training	0	0	69	0	0	0	0	6
Corporate L&D Programme	87	145	130	117	47	33	20	9
First Aid	6	0	25	3	0	0	0	0
H&S Training	52	1	13	23	8	0	3	4
Housing	26	3	0	0	0	0	0	0
IT	20	6	17	20	4	3	6	2
Grand Total	368	168	310	163	55	36	29	24
%	32	15	27	14	4	3	3	2

The highest take up by directorate, of learning and development this year, was by the Adults & Housing directorate (32%), followed by Children's Services (27%), which reflects the higher headcounts in those directorates.

Learning and Development Activities

A total of 1153 employees accessed learning and development programmes run by the Council, analysed below by protected characteristic:

	Race (Ethnicity)		Disability		Sex		Age	
	Number	%	Number	%	Number	%	Number	%
BAME	431	37%						
White	572	50%						
Unknown	150	13%						
Disabled			47	4%				
Not Disabled			1106	96%				
Female					775	67%		
Male					375	33%		
16 - 24							13	1%
25 - 44							395	34%
45 - 64							640	56%
65+							27	2%
Unclassified							78	7%

The social identity of attendees reflects the Council's workforce profile:

- 37% BAME attendees compared to the 37.99% BAME workforce profile,
- 4% disabled attendees compared to the 3.58% disabled workforce profile,
- 67% female attendees compared to the 61.05% female workforce profile and;
- the majority of attendees (56%) from the 45-64 age group, also reflecting the largest age group of Council, which is 54.09%

Corporate L&D Programme – Course Attendance by Directorate

	Adults and Housing	Chief Executive'	Children's Services	Community and	Corporate Finance	Legal and Governanc	Place Shaping	Unclassified / Unknown
Certificate in Management Studies	1	1	6	1	0	0	2	0
Diploma in Management Studies	1	1	5	4	0	2	0	0
MDPP Business	1	0	5	1	0	0	0	0
MDPP Customer	8	15	7	2	3	1	0	1
MDPP People	8	12	5	0	6	3	1	1
NVQ	1	0	0	2	0	1	0	2
Prince 2	1	6	1	0	2	1	0	0
Supporting Staff	6	6	49	8	2	6	1	4

Through Change								
Total	27	41	78	18	13	14	4	8
%	13%	20%	39%	9%	6%	7%	2%	4%

Corporate L&D Programme – Course Attendance by Race

	BAME	WHITE	UNCLASSIFIED /UNKNOWN
Certificate in Management Studies	2	8	1
Diploma in Management Studies	9	4	0
MDPP Business	1	6	0
MDPP Customer	14	21	2
MDPP People	9	25	2
NVQ	1	1	4
Prince 2	3	7	1
Supporting Staff Through Change	34	31	17
Total	73	103	27
%	36%	51%	13%

Corporate L & D Programme – Course attendance by Disability

	Disabled	Not Disabled
Certificate in Management Studies	0	11
Diploma in Management Studies	1	12
MDPP Business	0	7
MDPP Customer	0	37
MDPP People	1	35
NVQ	0	6
Prince 2	0	11
Supporting Staff Through Change	4	78
Total	6	197
%	3%	97%

Corporate L&D Programme – Course Attendance by Sex

	FEMALE	MALE	Unclassified / Unknown
Certificate in Management Studies	4	7	0
Diploma in Management Studies	11	2	0
MDPP Business	5	2	0
MDPP Customer	31	6	0
MDPP People	28	8	0
NVQ	6	0	0
Prince 2	7	4	0
Supporting Staff Through Change	71	9	2
Total	163	38	2
%	80%	19%	1%

Corporate L&D Programme – Course Attendance by Age-Group

	16-24	25-44	45-64	65+	Unclassified /Unknown
Certificate in Management Studies	1	5	5	0	0
Diploma in Management Studies	0	4	9	0	0
MDPP Business	0	1	6	0	0
MDPP Customer	0	16	19	1	1
MDPP People	0	15	20	0	1
NVQ	0	1	2	0	3
Prince 2	0	5	6	0	0
Supporting Staff Through Change	4	20	51	0	7
Total	5	67	118	1	12
%	2%	33%	58%	1%	6%

Adults & Housing Directorate Annual Equalities Report 1 April 2011 – 31 March 2012

This report is split into four areas ethnicity, gender, disability and age. Analysis of workforce profile, recruitment monitoring (where data has been provided), and employment procedures are detailed within the four areas. The report also includes an overview of the Learning and Development within the Adults and Housing directorate.

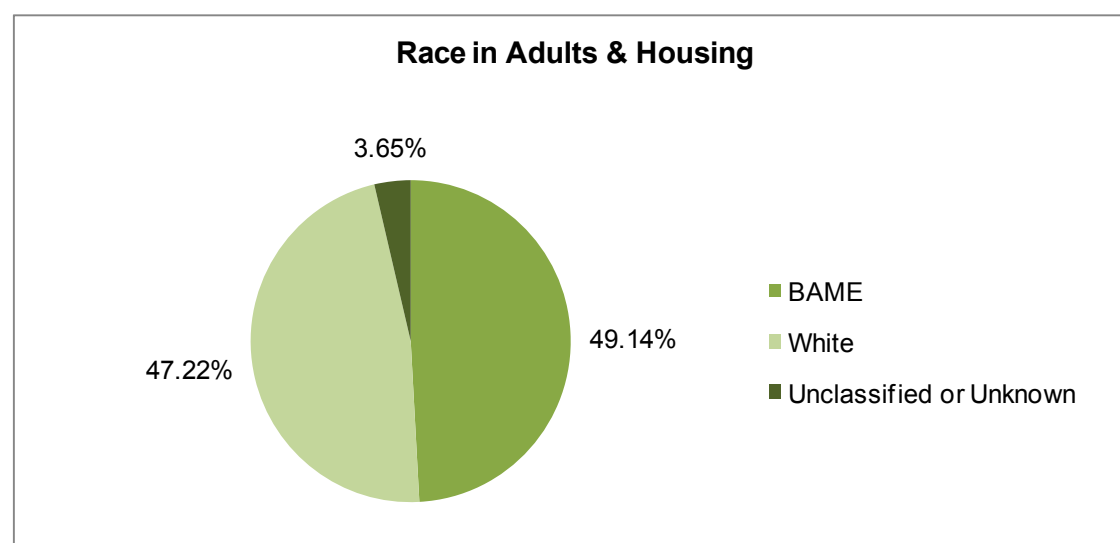
1. Race

1.1 Workforce Profile

The Adults and Housing Directorate employs 28% BAME (256 employees) of the council's BAME workforce (913 employees) (excluding schools).

Headcount

	Headcount	%
BAME	256	49.14%
White	246	47.22%
Unclassified or Unknown	19	3.65%
Total	521	100.00%



The above table and chart show the percentage breakdown by ethnic groups in A&H. The graph shows that 49.14% of the directorate is from a BAME background, which was 0.87% increase then in 2010/11. This result is significantly higher than the 37.99% of BAME employees within the council and the council's target of 39% of employing BAME employees. The directorate has a higher proportion of staff from BAME background than white.

Payband

	Payband						
	1	2	3	4	5	6	Total
BAME	68	132	49	6	1	0	256
White	34	126	62	19	3	2	246
Unclassified or Unknown	1	14	2	2	0	0	19
Total	103	272	113	27	4	2	521

The table clearly indicates that the majority of BAME employees are in the lower pay bands 1, 2, and 3. A total of 78% of BAME employees are in the lower paid pay bands 1 and 2 (H1 to H8). There is one senior manager from a BAME background in pay band 5.

Management acknowledge that there is a low representation of BAME employees in the 4, 5 and 6 pay bands. It must be noted that the number of staff in these bands are a very small percentage of the total workforce in the adults and Housing directorate. Since 2011 there has been the recruitment of one BAME staff in the higher pay band. Therefore there has been an increase in BAME staff in these pay bands which is a step towards our aims to increase BAME staff in higher pay bands making 33.33% of the staff BAME in pay band 5.

The directorate continues to develop their staff and encourage all staff to apply for any recruitment opportunities albeit limited opportunities at senior levels. There is continuous monitoring of BAME representation in the workforce and we will continue to do so with the aim to increase the number of BAME employees in pay bands 5 and 6.

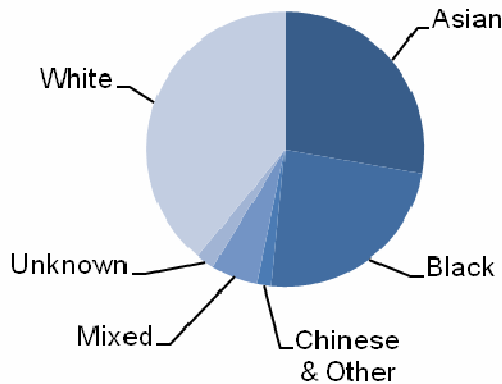
In the council there are no BAME employees in pay band 6 and 1.16% of BAME employees in pay band 5 therefore there is a higher percentage (33.33%) of BAME employee's within the directorate compared to the council as a whole.

1.2 Recruitment Monitoring by Race

Applicant Monitoring Summary Adults & Housing – 1 April 2011 to 31 March 2012

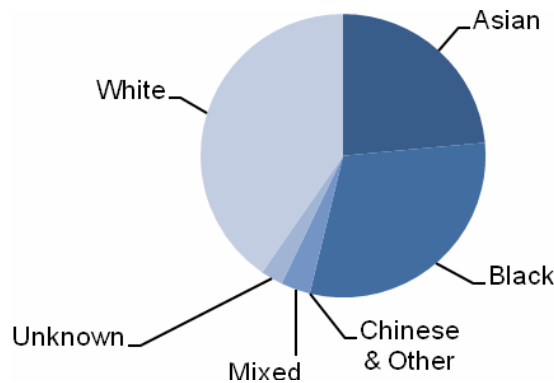
Applications Received by Ethnic Origin

Ethnicity	No.
Asian	257
Black	367
Chinese & Other	18
Mixed	37
Unknown	19
White	358
Total	1,056



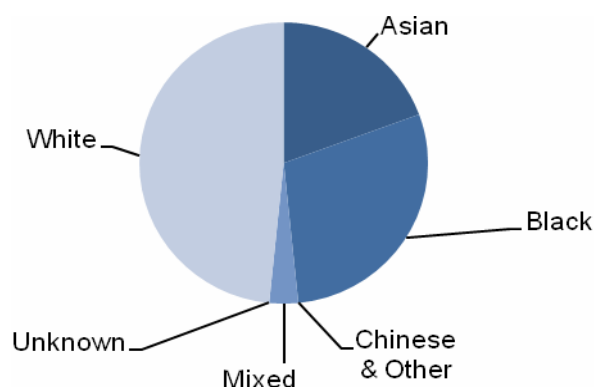
Applications Shortlisted by Ethnic Origin

Ethnicity	No.
Asian	28
Black	36
Chinese & Other	-
Mixed	4
Unknown	3
White	48
Total	119



Applications Appointed by Ethnic Origin

Ethnicity	No.
Asian	6
Black	9
Chinese & Other	-
Mixed	1
Unknown	-
White	15
Total	31



The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2011 to 31 March 2012, 31 appointments were made of which 16 were from BAME background. The number of appointments from BAME background is higher than those from white background. The total number of appointments is equal to the number of

appointments made in 2009/2010 and an increase from the 10 appointments made in 2010/2011.

At the application stage 65.5% of forms received were from BAME applicants. There was over double the number of applications compared to 2010/2011. At the short-listing stage the figure was 58.6% BAME applicants. At the appointment stage the corresponding figure was 51.6%. The success ratio for all applicants was 0.56 and for internal applicants was 0.33.

It is encouraging to see that just over 50% of appointments were applicants from a BAME background. The directorate would like to aim to increase the number of appointed BAME employee's and strives to do so. This is a positive result towards having a diverse workforce. The directorate has the highest BAME profile of all council directorates.

Employment Procedure Monitoring by Race

Conduct

Data	Race			Grand Total
	BAME	White	Unclassified or Unknown	
Sum of Cases	55.00%	40.00%	5.00%	100.00%
Sum of Warnings	11	8	1	20
Sum of Dismissals	50.00%	50.00%	0.00%	100.00%
Appeals	3	3		6
	75.00%	0.00%	25.00%	100.00%
	3	0	1	4
	80.00%	20.00%	0.00%	100.00%
	4	1	0	5

Total number of conduct cases for Adults and Housing directorate was 20 in which 55% was BAME. This is a 17.5% increase in comparison to the percentage of 37.5% of BAME conduct cases in 2010/2011. The majority of dismissals 75% and 80% of appeals were from BAME employees. These statistics will be raised at the workforce strategy group and conduct cases will be reviewed in terms of monitoring this trend. It must be noted that in the directorate 3 conduct cases were dismissals of BAME employee's however there were 20 conduct cases in total in 2012 which is a small number of cases.

The proportion of conduct cases for BAME employees (55%) is higher than for white employees (40%). This represents a small disproportion to the workforce profile of the directorate.

Capability

Data	Race			Grand Total
	BAME	White	Unclassified or Unknown	
Sum of Cases	66.67% 2	33.33% 1	0.00%	100.00% 3
Sum of Warnings	100.00% 1	0.00%	0.00%	100.00% 1
Sum of Dismissals	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Appeals	0.00% 0	0.00% 0	0.00% 0	0.00% 0

The total number of capability cases that went to the formal stage of the process is very low. Due to the small numbers it is difficult to draw conclusions to any trends. There is an additional case relating to a BAME employee and one BAME employee was issued a warning.

Dignity at Work

Data	Race			Grand Total
	BAME	White	Unclassified or Unknown	
Sum of Cases	42.86% 3	42.86% 3	14.29% 1	100.00% 7
Sum of Appeals	50.00% 2	50.00% 2	0.00% 0	100.00% 4

The total number of DAW cases has increased compared to last year when it was 3. This statistic does not indicate if the reason for the DAW is related to race. There is a 50/50 split in terms of race for both the cases and the appeals.

2. Disability

2.1 Workforce Profile

Headcount

	Headcount	%
Disabled	30	5.76%
Non-disabled	491	94.24%
Not assigned/Unclassified	0	0.00%
Total	521	100.00%

There is a high percentage of disabled employees in this directorate and there has been 0.14% decrease since 2011. The council's percentage of disabled employees is 3.58%. Adults and Housing directorate has significantly exceeded this as well as the target of 3%. These results support the council's policy in relation to employment and retention of disabled candidates.

3.1.2 Breakdown of disabled employees in terms by Paybands

Payband

	Payband						Total
	1	2	3	4	5	6	
Disabled	4	19	7	0	0	0	30
Non-disabled	99	253	106	27	4	2	491
Not assigned/Unclassified	0	0	0	0	0	0	0
Total	103	272	113	27	4	2	521

There are 30 disabled employees in the directorate, which is a slight decrease from 34 in 2011. All the disabled employees are employed in pay bands 1-3. There are no disabled employees in band 4-6. The Adults and Housing directorate has the highest percentage of disabled employees with 5.76%. The majority of staff that are disabled across the council are also employed in bands 1 to 3. Management does recognise this under representation at the higher pay bands and this matter will be addressed at the sub group that has been set up by the Corporate equalities group to establish appropriate actions that need to be taken. Positive actions will be considered in increasing representation at the higher pay bands.

2.2 Recruitment Monitoring by Disability

Of those appointed, 9.7% were registered as disabled. This is significantly higher than the council's target of 3%.

2.3 Employment Procedure Monitoring by Disability

Conduct

Data	Disability		Grand Total
	No	Yes	
Sum of Cases	85.00% 17	15.00% 3	100.00% 20
Sum of Warnings	83.33% 5	16.67% 1	100.00% 6
Sum of Dismissals	75.00% 3	25.00% 1	100.00% 4
Appeals	60% 3	40% 2	100% 5

15% of the conduct cases were employee's with a disability, which is disproportionate to the percentage of disabled employee's in the directorate. This is a slight increase compared to the percentage (12.5%) of conduct cases where an employee has a disability in 2010/2011. The statistic that 15% of conduct cases have a disability is of concern and is higher than the 10.64% profile of disabled employee's across the council. Management will need to ensure that they take into consideration the employee's disability when dealing with conduct cases and ensure that they are not discriminated against.

Capability

Data	Disability		Grand Total
	No	Yes	
Sum of Cases	100.00% 3	0.00% 0	100.00% 3
Sum of Warnings	100.00% 1	0.00% 0	100.00% 1
Sum of Dismissals	0.00% 0	0.00% 0	0.00% 0
Appeals	0.00% 0	0.00% 0	0.00% 0

None of the capability cases were in relation to an employee with a disability. The number of cases have decreased by 66% (minus 6 less) since 2010/2011.

Dignity at Work

Data	Disability		Grand Total
	No	Yes	
Sum of Cases	100.00% 7	0.00% 0	100.00% 7
Sum of Appeals	100.00% 4	0.00% 0	100.00% 4

None of the DAW cases were in relation to an employee with a disability.

3. Sex

3.1 Workforce Profile

	Headcount	%
Male	137	26.30%
Female	384	73.70%
Total	521	100.00%

The table shows that the majority of employees in the directorate are female but a slight decrease of 3.34% then last year. The adults and housing headcount has a higher ratio of females compared to the council's gender percentage which is 61.05% female and 38.95% male. This result is significantly higher than the female representation in the local community which is 51%.

Payband

	Payband						Total
	1	2	3	4	5	6	
Male	15	67	40	11	3	1	137
Female	88	205	73	16	1	1	384
Total	103	272	113	27	4	2	521

The highest percentage of females is in pay band 2 with 53% of the total amount of employees. Pay band 2 has the largest difference in the male to female ratio. The majority of females 95% are employed in pay bands 1-3. In the higher pay bands 5-6, there are more male than female employees.

3.2 Recruitment Monitoring by Sex

Of those appointed, 41.9% were female.

3.3 Employment Procedure Monitoring by sex

Conduct

Data	Sex		Grand Total
	Female	Male	
Sum of Cases	35.00% 7	65.00% 13	100.00% 20
Sum of Warnings	33.33% 2	66.67% 4	100.00% 6
Sum of Dismissals	50.00% 2	50.00% 2	100.00% 4
Appeals	40.00% 2	60.00% 3	100.00% 5

65% of conduct cases have been relating to male employees, which is a high percentage. This is disproportionate to the female to male ratio in the directorate. In the council as a whole 74.47% of conduct cases were males, which is higher than the percentage within the adults and housing directorate. This is an issue that should be monitored across the whole council by the Corporate Equalities Group.

Capability

Data	Sex		Grand Total
	Female	Male	
Sum of Cases	66.67% 2	33.33% 1	100.00% 3
Sum of Warnings	100.00% 1	0.00% 0	100.00% 1
Sum of Dismissals	0.00% 0	0.00% 0	0.00% 0
Appeals	00.0% 0	0.00% 0	0.00% 0

The total number of capability cases is very low. Due to the small numbers it is difficult to draw conclusions to any trends. There is an additional case relating to a female employee and one female employee was issued a warning.

Dignity at work

Data	Sex		Grand Total
	Female	Male	
Sum of Cases	42.86% 3	57.14% 4	100.00% 7
Sum of Appeals	0.00% 0	100.00% 4	100.00% 4

There is one more dignity at work case relating to a male than female cases. All of the cases relating to males proceeded to appeal stage and no female cases were taken to appeal stage suggesting that their cases were satisfactorily resolved at the formal stage.

4. Age

4.1 Workforce

Headcount by Age and Sex

Age Range	Male	%	Female	%	Total	%
	under 16	0	0.00%	0	0.00%	0
16 to 24	1	0.19%	2	0.38%	3	0.58%
25 to 44	57	10.94%	106	20.35%	163	31.29%
45 to 64	77	14.78%	261	50.10%	338	64.88%
65+	2	0.38%	15	2.88%	17	3.26%
Total	137	26.30%	384	73.70%	521	100.00%

64.88% of the Adults & Housing workforce is aged between 45 and 64. There has been a slight increase from 2010/2011 in the number of employees aged 45 and 64. This statistic would support the ageing population and it is expected that this trend will continue to increase over the years.

4.2 Recruitment Monitoring by Age

6.5% of those appointed were aged 16-24, 71.0% were aged 25-44, 22.6% aged 45-64 and 0% were aged 65 and above.

0% of ages were not stated.

4.3 Employment Procedure Monitoring by Age

Conduct

Data	Age Range				Grand Total
	16 to 24 yrs	25 to 44 yrs	45 to 64 yrs	65 yrs +	
Sum of Cases	0.00% 0	20.00% 4	80.00% 16	0.00% 0	100.00% 20
Sum of Warnings	0.00% 0	33.33% 2	66.67% 4	0.00% 0	100.00% 6
Sum of Dismissals	0.00% 0	0.00% 0	100.00% 4	0.00% 0	100.00% 4
Appeals	0.00% 0	0.00% 0	100.00% 5	0.00% 0	100.00% 5

80% of the conduct cases related to employees were aged between 45 – 64 years old. Neither the 16-24 yrs or the over 65 yrs categories had conduct cases raised against them.

Capability

Data	Age Range				Grand Total
	16 to 24 yrs	25 to 44 yrs	45 to 64 yrs	65 yrs +	
Sum of Cases	0.00% 0	33.33% 1	66.67% 2	0.00% 0	100.00% 3
Sum of Warnings	0.00% 0	0.00% 0	100.00% 1	0.00% 0	100.00% 1
Sum of Dismissals	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Appeals	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0

There is one more capability case in the 45 to 64 age band compared to the age bands of 25-44. These 2 age age ranges represent the majority of the workforce.

Dignity at Work

Data	Age Range				Grand Total
	16 to 24 yrs	25 to 44 yrs	45 to 64 yrs	65 yrs +	
Sum of Cases	0.00% 0	0.00% 0	100.00% 7	0.00% 0	100.00% 7
Sum of Appeals	0.00% 0	0.00% 0	100.00% 4	0.00% 0	100.00% 4

All of the DAW cases were in the age bracket of 45 to 64 years. This result may suggest that we should monitor the cases for possible age discrimination. 64.88% of the Adults & Housing workforce is aged between 45 and 64 and it is expected that this percentage will increase as there is an ageing workforce. With a high percentage of the workforce being at an older age (45-64) the high number of conduct and DAW cases in the 45-64 age range does align with the high percentage of older workers. 85.71% of DAW cases in the council were in the 45-64 age range highlighting that there is a high percentage within the council as well as the directorate.

5. Learning & Development

2011/2012 Learning & Development (L&D)

The information below shows a total of 368 employees in Adults & Housing Department that attended the programme.

Race

Adults and Housing

BAME	169	46%
White	174	47%
Unclassified/Unknown	25	7%
Total	368	

46% BAME attended the programme compared to the headcount of 49.14%. For the White group 47% attended the programme compared to the headcount of 47.22%.

Disability

Adults and Housing

No	346	94%
Yes	22	6%
Total	368	

6% of employees with a disability attended the programme compared to the headcount for the group of 5.57%.

Sex

Adults and Housing

Female	253	69%
Male	114	31%
Unclassified/Unknown	1	0%
Total	368	

69% Female attended the programme compared to the headcount of 73.70%. For the Male group 31% attended the programme compared to 26.30%.

Age

Adults and Housing

16 to 24	3	1%
25 to 44	118	32%
45 to 64	223	61%
65+	10	3%
Unclassified/Unknown	14	4%
Grand Total	368	

The highest group 61% of employees that attended the programme were in the age group 45 to 64. This is similar to workforce profile for this age group at 64.88%.

Chief Executive's Department Annual Equalities Report 1 April 2011 – 31 March 2012

This report forms an analysis of the Chief Executives workforce profile, recruitment monitoring and employment practices. It is divided into four areas including, race, disability, sex and age. The tables and figures are self explanatory and there is some commentary around the main points.

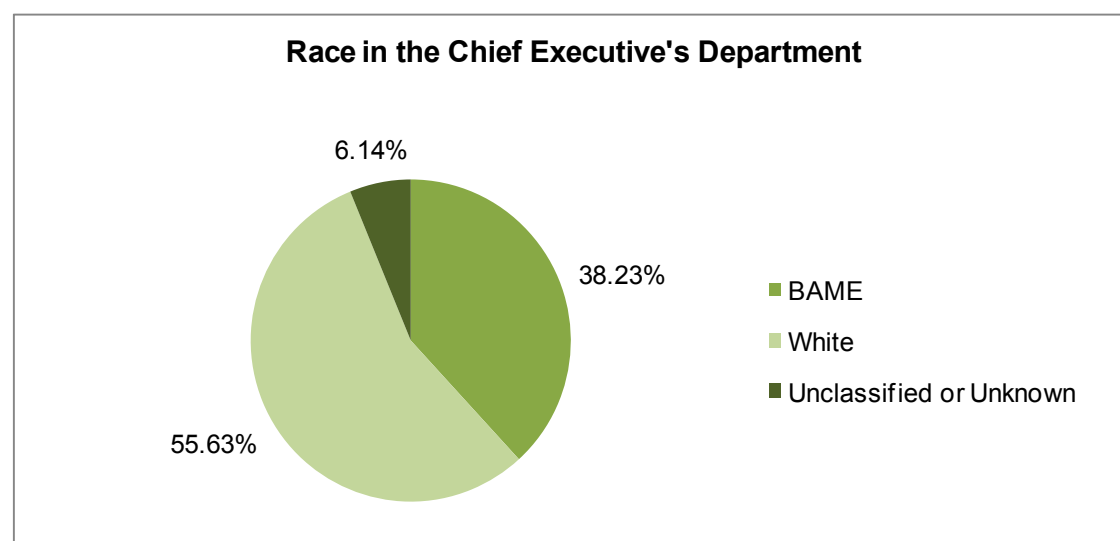
The Chief Executive Directorate employs 12.1% of the total workforce (excluding schools).

1. Race

1.1 Workforce Profile

Headcount

	Headcount	%
BAME	112	38.23%
White	163	55.63%
Unclassified or Unknown	18	6.14%
Total	293	100.00%



The proportion of BAME staff in the Chief Executive Directorate is 38.23%. This figure is slightly higher than the Council's workforce profile (including schools) 36.49%. White staff are 55.63% of the department and 6.14% are recorded as unknown or unclassified.

Payband

	Payband						Total
	1	2	3	4	5	6	
BAME	7	69	24	12	0	0	112
White	11	89	33	22	5	3	163
Unclassified or Unknown	2	10	3	3	0	0	18
Total	20	168	60	37	5	3	293

The majority of BAME staff are in paybands 2 and 3, however, this is also the trend for white staff. In total 73.3% of the staff in this Directorate are in paybands 2 & 3. The directorate has a significant number of posts which are graded in 2 & 3 paybands.

The BAME staff group is represented by 4% in payband 4 and is not represented in the top two paybands (0%). The directorate workforce strategy group will need to consider this information and address the issue of assisting BAME employees with career progression. The Council target is 20% of the top 5% of staff should be from BAME groups.

1.2 Recruitment Monitoring by Race

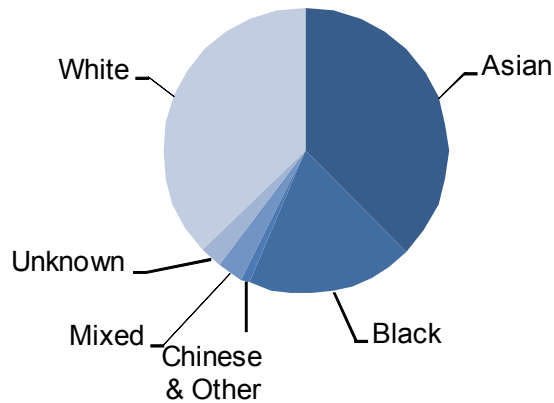
The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2011 to 31 March 2012, 11 appointments were made of which 6 were BAME.

At the application stage 62.0% of forms received were from BAME applicants. At the short-listing stage the figure was 41.0% BAME applicants. At the appointment stage the corresponding figure was 54.5%. The success ratio for all applicants was 0.74 and for internal applicants was 0.00 (unable to compute, for only BAME were appointed).

**Applicant Monitoring Summary
Chief Executive's Department – 1 April 2011 to 31 March 2012**

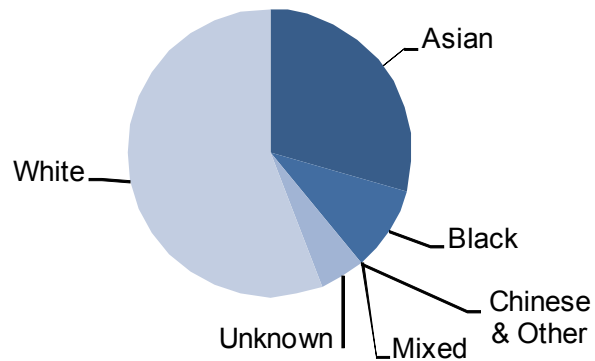
Applications Received by Ethnic Origin

Ethnicity	No.
Asian	74
Black	37
Chinese & Other	2
Mixed	6
Unknown	5
White	73
Total	197



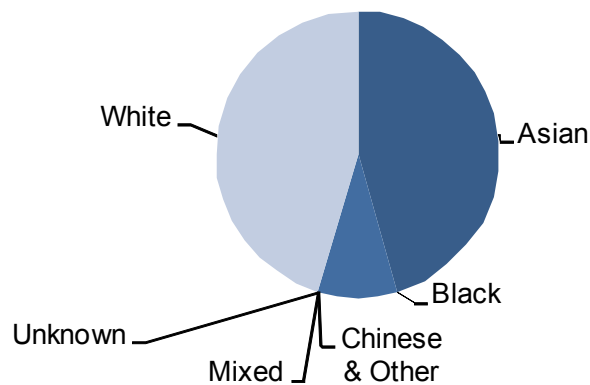
Applications Shortlisted by Ethnic Origin

Ethnicity	No.
Asian	12
Black	4
Chinese & Other	-
Mixed	-
Unknown	2
White	23
Total	41



Applications Appointed by Ethnic Origin

Ethnicity	No.
Asian	5
Black	1
Chinese & Other	-
Mixed	-
Unknown	-
White	5
Total	11



1.3 Employment Procedure Monitoring by Race

Conduct Cases by Race

	BAME	White	Unknown	Total
Cases	2	4	2	8
Warnings	0	1	0	1
Dismissals	1	0	0	1

The number of conduct cases represents only 2.7% of the total workforce. The figures imply a disproportionate level of application of the Conduct procedure; however, due to the small number of cases the figures are volatile

Capability Cases by Race

	BAME	White	Unknown	Total
Cases	1	5	3	9
Warnings	1	3	2	6
Dismissals	0	0	0	0

This represents only 3% of staff in Chief Executive's department 0.34% were case BAME employees, a relatively small number.

Dignity at Work Cases by Race

	BAME	White	Unknown	Total
DAW	3	2	0	5
Appeals	0	1	0	1

The Dignity at Work cases generally reflect the workforce profile, however, there were only 5 cases, which represents 1.7% of the staff in Chief Executive's Department

2. Disability

2.1 Workforce Profile

Headcount

	Headcount	%
Disabled	9	3.07%
Non-disabled	284	96.93%
Not assigned/Unclassified	0	0.00%
Total	293	100.00%

The total number of disabled staff is 3.07% and is higher than the overall figure for the whole council of 2.07%. The council's target is 5%.

Payband

	Payband						Total
	1	2	3	4	5	6	Total
Disabled	4	5	0	0	0	0	9
Non-disabled	16	163	60	37	5	3	284
Not assigned/Unclassified	0	0	0	0	0	0	0
Total	20	168	60	37	5	3	293

There are no disabled staff in paybands 3 to 6, this is largely reflected throughout the Council and it is recommended that the workforce strategy group monitor and address any issues with a view to developing and supporting career progression for disabled employees.

2.2 Recruitment Monitoring by Disability

Of those appointed, 0% were registered as disabled.

2.3 Employment Procedure Monitoring by Disability

Conduct Cases by Disability

	Disabled	Non-disabled	Total
Cases	0	8	8
Warnings	0	1	1
Dismissals	0	0	0

Capability Cases by Disability

	Disabled	Non-disabled	Total
Cases	1	8	9
Warnings	1	5	6
Dismissals	0	0	0

Dignity at Work Cases by Disability

	Disabled	Non-disabled	Total
DAW	1	4	5
Appeals	0	1	1

It is difficult to compare the number of cases involving disabled staff to the workforce profile as the numbers are so small. Due to the low number of cases, these figures can not be relied upon as an indication of trend.

3. Sex

3.1 Workforce Profile

Headcount

	Headcount	%
Male	79	26.96%
Female	214	73.04%
Total	293	100.00%

The workforce is made up of 26.96% male staff and 73.04% female staff. In comparison to the whole council figure of 76.66% female there is a relatively small difference

Payband

	Payband						Total
	1	2	3	4	5	6	
Male	7	31	21	14	4	2	79
Female	13	137	39	23	1	1	214
Total	20	168	60	37	5	3	293

3.1 Recruitment Monitoring by Sex

Of those appointed, 72.7% were female.

3.2 Employment Procedure Monitoring by Sex

Conduct Cases by Sex

	Male	Female	Total
Cases	5	3	8
Warnings	0	1	1
Dismissals	1	0	1

Capability Cases by Sex

	Male	Female	Total
Cases	5	4	9
Warnings	4	2	6
Dismissals	0	0	0

Dignity at Work Cases by Sex

	Male	Female	Total
DAW	2	3	5
Appeals	0	1	1

Overall the number of cases involving female staff is lower than the workforce profile. Due to the low number of cases, these figures can not be relied upon as an indication of trend.

4. Age

4.1 Workforce Profile

Headcount

		Male	%	Female	%	Total	%
Age Range	under 16	0	0.00%	0	0.00%	0	0.00%
	16 to 24	2	0.68%	4	1.37%	6	2.05%
	25 to 44	49	16.72%	103	35.15%	152	51.88%
	45 to 64	28	9.56%	104	35.49%	132	45.05%
	65+	0	0.00%	3	1.02%	3	1.02%
	Total	79	26.96%	214	73.04%	293	100.00%

There are representatives from each age group (except under 16) in the directorate. The main concentration of staff is in the 25-44 and 45- 64 age group with 96.93% with a small percentage outside of this.

4.2 Recruitment Monitoring by Age

9.1% of those appointed were aged 16-24, 54.5% were aged 25-44, 36.4% aged 45-64 and 0% were aged 65 and above. 0% of ages were unstated.

4.3 Employment Procedure Monitoring by Age

Conduct Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
Cases	0	5	3	0	8
Warnings	0	0	1	0	1
Dismissals	0	0	1	0	1

Capability Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
Cases	2	4	3	0	9
Warnings	1	2	3	0	6
Dismissals	0	0	1	0	1

Dignity at Work Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
DAW	0	2	3	0	5
Appeals	0	0	1	0	1

There are no cases involving staff in the lowest and highest age brackets, staff in these groups represent only 3.07% of the overall workforce, so this figure is proportionate. Due to the low number of cases, these figures can not be relied upon as an indication of trend.

5. Learning & Development

Learning & Development (L&D)

The information below shows a total of 168 employees in Chief Executives Department that attended the programme.

Race

Chief Executive		
BAME	67	40%
White	89	53%
Unclassified/Unknown	12	7%
Total	168	

40% BAME attended the programme compared to the headcount of 38.23%. For the White group 53% attended the programme compared to the headcount of 55.63%.

Disability

Chief Executive		
No	166	99%
Yes	2	1%
Total	168	

1% of employees with a disability attended the programme compared to the headcount of 3.07% in this group.

Sex

Chief Executive		
Female	119	71%
Male	49	29%
Unclassified/Unknown	0	0%
Total	168	

71% Female attended the programme compared to the headcount of 73.04%. For the Male 29% attended the programme compared to the headcount of 26.96% in the group.

Age

Chief Executive		
16 to 24	5	3%
25 to 44	98	58%
45 to 64	64	38%
65+	1	1%
Unclassified/Unknown	0	0%
Grand Total	168	

The age group 25 to 44 had the highest attendance of 58% this is similar to the workforce profile for this age group at 51.88%.

Children's Services (including Schools) Directorate Annual Equalities Report

1 April 2011 – 31 March 2012

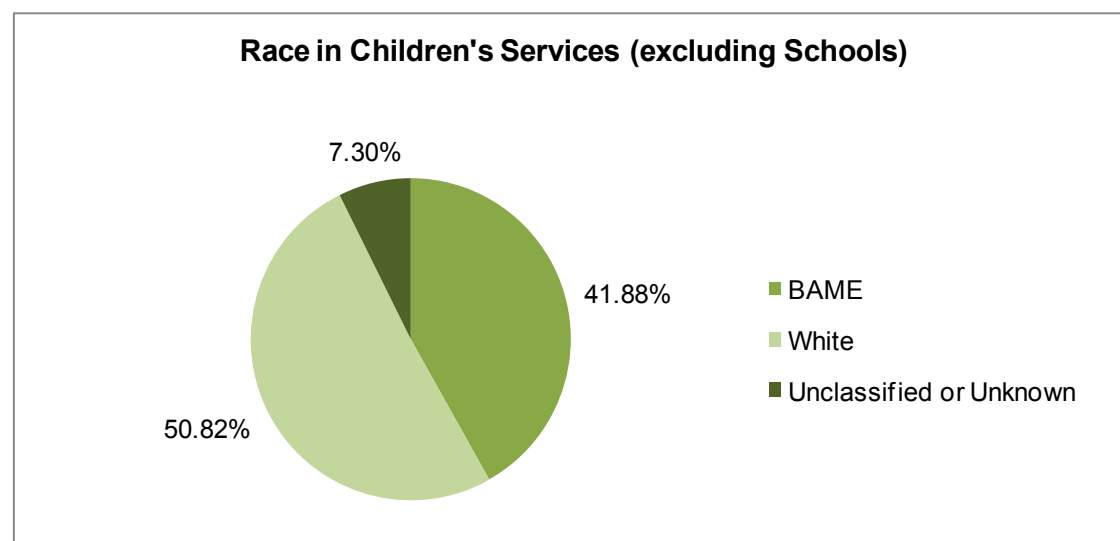
This report provides an analysis of the Children's Services Directorate workforce profile, including Schools. The report is divided into four areas which include race, disability, sex and age. The report also includes a section named Learning and development which provides an overview of staff that attend the Council's Corporate training programme within the Children's Services directorate.

1. Race

1.1 Workforce Profile

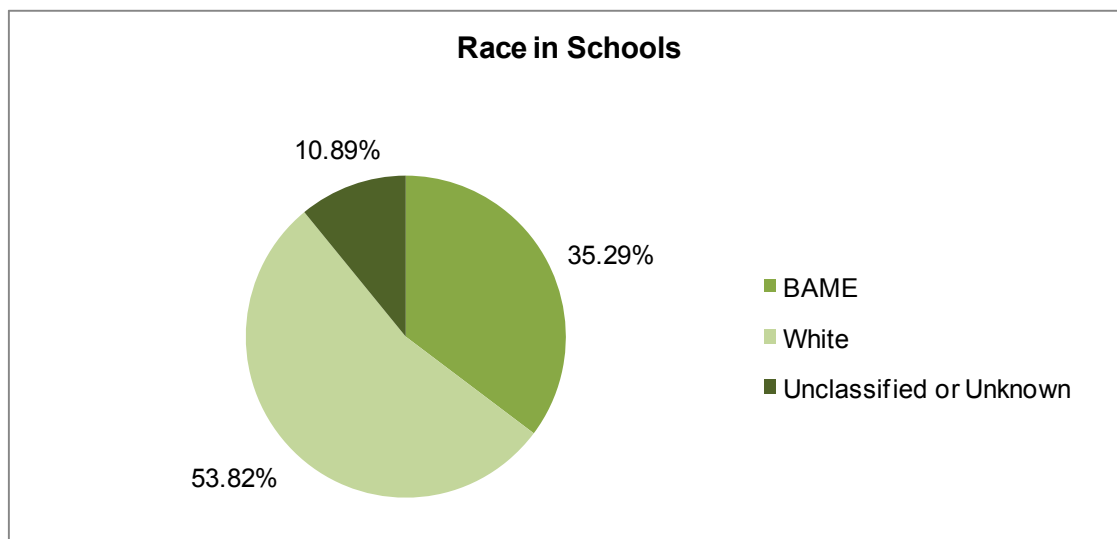
Headcount in Children's Services Directorate

	Headcount	%
BAME	281	41.88%
White	341	50.82%
Unclassified or Unknown	49	7.30%
Total	671	100.00%



Headcount in Schools

	Headcount	%
BAME	946	35.29%
White	1443	53.82%
Unclassified or Unknown	292	10.89%
Total	2681	100.00%



The proportion of BAME staff in Schools is 35.29% and in the Children’s Services Directorate is 41.88%. In both, the proportion of White staff is higher than the BAME staff.

The proportion of unclassified/unknown in Schools is 10.89% and in the Children’s Services Directorate 7.30%.

Payband in Children’s Services Directorate

	Payband						Total
	1	2	3	4	5	6	
BAME	101	95	66	17	2	0	281
White	117	101	70	40	12	1	341
Unclassified or Unknown	20	17	7	5	0	0	49
Total	238	213	143	62	14	1	671

Payband in Schools

	Payband						Total
	1	2	3	4	5	6	
BAME	620	153	154	14	5	0	946
White	573	372	384	72	39	3	1443
Unclassified or Unknown	153	62	69	5	3	0	292
Total	1346	587	607	91	47	3	2681

The above table shows that a large proportion of staff pay falls within the lower paybands (1, 2 and 3) in both the Children’s Services Directorate and Schools. The proportion of BAME staff within these paybands is higher than for White staff.

In the Children’s Services Directorate 93.2% of BAME staff fall within paybands 1 to 3 compared to 84.5% White staff. In Schools 97.9% of BAME staff fall within paybands 1 to 3 compared to 76.2% White members of staff.

In the Children's Services Directorate 6.8% BAME staff are represented in paybands 4 and 5 compared to 15.3% White staff.

In Schools, 3.1% of BAME staff are represented in paybands 4 and 5 compared to 7.7% White staff.

1.2 Recruitment Monitoring by Race

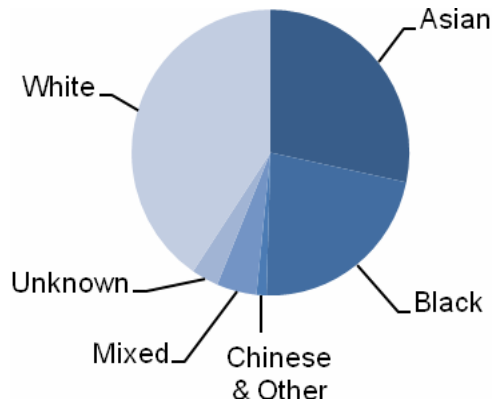
Children's Services Directorate only

The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2011 to 31 March 2012, 68 appointments were made of which 37 were BAME.

At the application stage 58.1% of forms received were from BAME applicants. At the short-listing stage the figure was 57.5% BAME applicants. At the appointment stage the corresponding figure was 54.4%. The success ratio for all applicants was 0.86 and for internal applicants was 0.99.

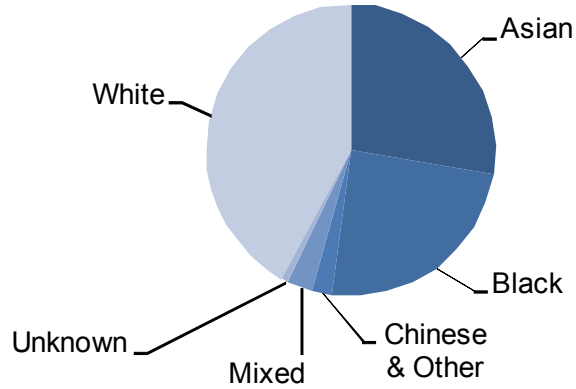
Applications Received by Ethnic Origin

Ethnicity	No.
Asian	243
Black	190
Chinese & Other	10
Mixed	40
Unknown	27
White	348
Total	858



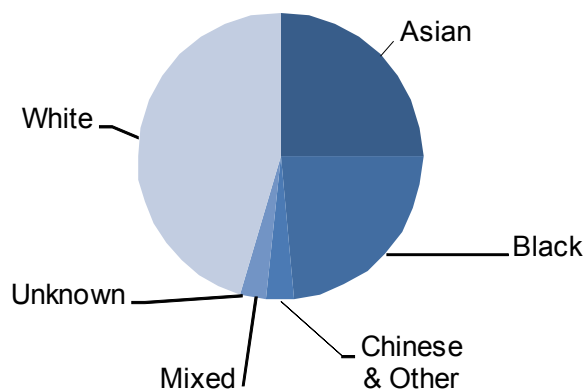
Applications Shortlisted by Ethnic Origin

Ethnicity	No.
Asian	67
Black	59
Chinese & Other	5
Mixed	7
Unknown	2
White	102
Total	242



Applications Appointed by Ethnic Origin

Ethnicity	No.
Asian	17
Black	16
Chinese & Other	2
Mixed	2
Unknown	-
White	31
Total	68



There is no data on this for schools.

1.3 Employment Procedure Monitoring by Race

Children's Services Directorate

Conduct Cases by Race

	BAME	White	Total
Cases	Total 3 50%	Total 3 50%	Total 6
Warnings	Total 0 %	Total 0 %	Total 0
Dismissals	Total 0 %	Total 1 100%	Total 1

The total number of Conduct cases in the Children's Services Directorate was 6, of which 50% of staff was BAME and 50% of staff was White. This figure is low representing 0.89% of the Children's Services Directorate workforce.

Capability Cases by Race

	BAME	White	Total
Cases	Total 0 %	Total 7 100%	Total 7
Warnings	Total 0 %	Total 6 100%	Total 6
Dismissals	Total 0 %	Total 0 %	Total 0

100% of the Capability Cases that progressed to the formal stage of the Procedure disproportionately affects White staff. This figure represents 1.04% of the Children's Services Directorate workforce.

Dignity at Work Cases by Race

	BAME	White	Unknown	Total
DAW	Total 5 71%	Total 2 29%	Total 0 %	Total 7
Appeals	Total 0 %	Total 0 %	Total 0 %	Total 0

The total number of DAW submitted was higher with BAME staff (71% compared to White staff (29%). The number of DAW raised by staff represents 1.04% of the Children's Services Directorate.

Schools

Conduct Cases by Race

	BAME	White	Total
Cases	Total 9 45%	Total 11 55%	Total 20
Warnings	Total 1 25%	Total 3 75%	Total 4
Dismissals	Total 3 75%	Total 1 25%	Total 4

The total number of Conduct cases in Schools was 20, representing 0.74% of the workforce of which 45% of staff are BAME and 55% White.

75% of staff issued with warnings was white compared to 25% of staff representing BAME.

The numbers of staff dismissed is disproportionately higher with BAME staff (75%) compared to White staff (25%).

Capability Cases by Race

	BAME	White	Total
Cases	Total 1 20%	Total 4 80%	Total 5
Warnings	Total 0 0%	Total 0 0%	Total 0
Dismissals	Total 1 25%	Total 3 75%	Total 4

The number of capability cases that have progressed to the formal stage of the Procedure is small, representing 0.18% of the workforce.

The number of capability cases is disproportionately higher with White members of staff (80%) compared to BAME (20%).

Dignity at Work Cases by Race

	BAME	White	Unknown	Total
DAW	Total 1 25%	Total 3 75%	Total 0 0%	Total 4
Appeals	Total 0 0%	Total 0 0%	Total 0 0%	Total 0

A higher proportion of white staff (75%) submitted a DAW compared to BAME staff (25%)

2. Disability

2.1 Workforce Profile

Headcount in the Children's Services Directorate

	Headcount	%
Disabled	14	2.09%
Non-disabled	656	97.76%
Not assigned/Unclassified	1	0.15%
Total	671	100.00%

Headcount in Schools

	Headcount	%
Disabled	17	0.63%
Non-disabled	2656	99.07%
Not assigned/Unclassified	8	0.30%
Total	2681	100.00%

There was a higher proportion of disabled employees employed within the Children's Services Directorate than Schools. This figure is significantly lower than the Council's target of 5%.

Payband in the Children's Services Directorate

	Payband						Total
	1	2	3	4	5	6	
Disabled	5	4	4	0	1	0	14
Non-disabled	232	209	139	62	13	1	656
Not assigned/Unclassified	1	0	0	0	0	0	1
Total	238	213	143	62	14	1	671

Payband in Schools

	Payband						Total
	1	2	3	4	5	6	
Disabled	13	2	2	0	0	0	17
Non-disabled	1333	579	604	90	47	3	2656
Not assigned/Unclassified	0	6	1	1	0	0	8
Total	1346	587	607	91	47	3	2681

The majority of disabled employees in both the Children's Services Directorate and in Schools fall within paybands 1, 2 and 3. In the Children's Services Directorate there is 1 disabled member of staff that is in payband 5. This data is representative of the workforce across the Council.

2.2 Recruitment Monitoring by Disability

Children's Services Directorate only

Of those appointed, 0% was registered as disabled.

2.3 Employment Procedure Monitoring by Disability

Children's Services Directorate

Conduct Cases by Disability

	Disabled	Non-disabled	Total
Cases	Total 1 16.37%	Total 5 83.33%	Total 6
Warnings	Total 0 %	Total 0 %	Total 0
Dismissals	Total %	Total 1 100%	Total 1

83.33% of staff subject to the Conduct procedure was not disabled.

Capability Cases by Disability

	Disabled	Non-disabled	Total
Cases	Total 0 %	Total 7 100%	Total 7
Warnings	Total 0 %	Total 6 100%	Total 6
Dismissals	Total 0 %	Total 0 %	Total 0

All staff subject to the Capability procedure did not have a disability.

Dignity at Work Cases by Disability

	Disabled	Non-disabled	Total
DAW	Total 0 %	Total 7 %	Total 7
Appeals	Total 0 %	Total 0 %	Total 0

All members of staff that submitted a DAW did not have a disability.

Schools

Conduct Cases by Disability

	Disabled	Non-disabled	Total
Cases	Total 1 5%	Total 19 95%	Total 20
Warnings	Total 1 25%	Total 3 75%	Total 4
Dismissals	Total 0 0%	Total 4 100%	Total 4

95% of staff subject to the Conduct procedure was not disabled.

Capability Cases by Disability

	Disabled	Non-disabled	Total
Cases	Total 3 60%	Total 2 40%	Total 5
Warnings	Total 0 %	Total 0 %	Total 0
Dismissals	Total 3 60%	Total %	Total 3

The number of disabled staff subject to the Capability procedure was 60% which is slightly higher than those who were not disabled 40%.

Dignity at Work Cases by Disability

	Disabled	Non-disabled	Total
DAW	Total 0 %	Total 4 %	Total 4
Appeals	Total 0 %	Total 0 %	Total 0

All staff members that submitted a DAW in Schools did not have a disability.

3. Sex

3.1 Workforce Profile

Headcount in the Children's Services Directorate

	Headcount	%
Male	171	25.48%
Female	500	74.52%
Total	671	100.00%

Headcount in Schools

	Headcount	%
Male	246	9.18%
Female	2435	90.82%
Total	2681	100.00%

In the Children's Services Directorate the workforce is made up of 74.52% female and 25.48% male. In Schools the workforce is made up of 90.82% female and 9.18% male. The workforce across the Council is predominately female of 76.66%.

Payband in the Children's Services Directorate

	Payband						Total
	1	2	3	4	5	6	
Male	82	35	33	15	6	0	171
Female	156	178	110	47	8	1	500
Total	238	213	143	62	14	1	671

Payband in Schools

	Payband						Total
	1	2	3	4	5	6	
Male	39	103	76	15	12	1	246
Female	1307	484	531	76	35	2	2435
Total	1346	587	607	91	47	3	2681

There are more female employees than male employees in each paybands, in both the Children's Services Directorate and Schools.

3.2 Recruitment Monitoring by Sex

Children's Services Directorate only

Of those appointed, 69.1% were female.

3.3 Employment Procedure Monitoring by Sex

Children's Services Directorate

Conduct Cases by Sex

	Male	Female	Total
Cases	Total 4 67%	Total 2 33%	Total 6
Warnings	Total 0 %	Total 0 %	Total 0
Dismissals	Total 1 100%	Total 0 %	Total 0

67% of the Conduct cases disproportionately affect male staff, this figure is not representative of the male workforce within the Children's Services Directorate. The number of male staff employed (25.48%) by this directorate is significantly lower than the number of female staff employed (74.52%).

Capability Cases by Sex

	Male	Female	Total
Cases	Total 3 43%	Total 4 57%	Total 7
Warnings	Total 2 33%	Total 4 67%	Total 6
Dismissals	Total 0 %	Total 0 %	Total 0

The number of capability cases is significantly higher with female staff (57%) than male staff (43%).

Dignity at Work Cases by Sex

	Male	Female	Total
DAW	Total 3 43%	Total 4 57%	Total 7
Appeals	Total 0 %	Total 0 %	Total 0

The number of DAW submitted is slightly higher with the female members of staff (57%) than male members of staff (43%). This directorate has a higher proportion of female staff than male.

Overall in the Children's Services Directorate, the numbers cases involving female staff are relatively low in comparison to the proportion of female workforce in the Schools (74.52%). The number of cases involving male staff is significantly higher in comparison to the male workforce (25.48%).

Schools

Conduct Cases by Sex

	Male	Female	Total
Cases	Total 10 50 %	Total 10 50 %	Total 20
Warnings	Total 1 25%	Total 3 75%	Total 4
Dismissals	Total 3 75%	Total 1 25%	Total 4

There is an equal split in the proportion of female and male staff subject the Conduct procedure.

The number of staff issued with warnings is disproportionately higher with female staff (75%).

The number of dismissals is disproportionately higher with male staff (75%).

Capability Cases by Sex

	Male	Female	Total
Cases	Total 1 20%	Total 4 80%	Total 5
Warnings	Total 0 %	Total 0 %	Total 0
Dismissals	Total 1 25%	Total 3 75%	Total 4

The number of capability cases was significantly higher with female staff (80%).

75% of staff that was dismissed was females.

Dignity at Work Cases by Sex

	Male	Female	Total
DAW	Total 1 25%	Total 3 75%	Total 4
Appeals	Total 0 %	Total 0 %	Total 0

The overall number of staff that submitted DAW was female (75%).

Overall in Schools, the numbers cases involving female staff are relatively low in comparison to the proportion of female workforce in the Schools (90.82%). The number of cases involving male staff is significantly higher in comparison to the male workforce (9.18%).

4. Age

4.1 Workforce Profile

Headcount

	Male	%	Female	%	Total	%
Age Range under 16	0	0.00%	0	0.00%	0	0.00%
16 to 24	1	0.15%	4	0.60%	5	0.75%
25 to 44	40	5.96%	178	26.53%	218	32.49%
45 to 64	116	17.29%	292	43.52%	408	60.80%
65+	14	2.09%	26	3.87%	40	5.96%
Total	171	25.48%	500	74.52%	671	100.00%

Headcount in Schools

	Male	%	Female	%	Total	%
Age Range						
under 16	0	0.00%	0	0.00%	0	0.00%
16 to 24	21	0.78%	78	2.91%	99	3.69%
25 to 44	120	4.48%	1049	39.13%	1169	43.60%
45 to 64	99	3.69%	1272	47.44%	1371	51.14%
65+	6	0.22%	36	1.34%	42	1.57%
Total	246	9.18%	2435	90.82%	2681	100.00%

In both the Children's Services Directorate and Schools, the Workforce has representatives in each of the age groups apart from the under 16. The highest proportion of the workforce in both Children's Services Directorate and the Schools are in the age band 45 – 64.

4.2 Recruitment Monitoring by Age

Children's Services Directorate only

4.4% of those appointed were aged 16-24, 51.5% were aged 25-44, 36.8% aged 45-64 and 2.9% were aged 65 and above.

4.4% of ages were unstated.

4.3 Employment Procedure Monitoring by Age

Children's Services Directorate

Conduct Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
Cases	Total 0 %	Total 2 33%	Total 4 67%	Total 0 %	Total 6
Warnings	Total 0 %	Total 0 %	Total 0 %	Total 0 %	Total 0
Dismissals	Total 0 %	Total 0 %	Total 1 100%	Total 0 %	Total 1

The number of Conduct cases involving 25 – 44 year olds (33%) is slightly higher than the proportion of workforce, in the Children's Services Directorate that fall into this age range (32.49%). The number of 45 -64 year olds (67%) is also slightly higher in comparison to the proportion of the workforce that fall into this age range (60.80%).

There was no cases involving 16-24 year olds and the over 65's.

Capability Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
Cases	Total 0 %	Total 2 28.57%	Total 4 57.14%	Total 1 14.29%	Total 7
Warnings	Total 0 %	Total 2 33.33%	Total 3 50%	Total 1 16.67%	Total 6
Dismissals	Total 0 %	Total 0 %	Total 0 %	Total 0 %	Total 0

The number of Capability cases involving 25 – 44 year olds (28.57%) is relatively lower than the proportion of workforce, in the Children’s Services Directorate that fall into this age range (32.49%). The number of 45 -64 year olds (57.14%) is relatively lower in comparison to the proportion of the workforce (60.80%).

There were no cases involving 16 – 24 years.

Dignity at Work Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
DAW	Total 0 %	Total 1 14.29%	Total 6 85.71%	Total %	Total
Appeals	Total %	Total %	Total %	Total %	Total

The number of DAW involving 25 – 44 year olds (14.29%) is significantly lower than the proportion of workforce, in the Children’s Services Directorate that fall into this age range (32.49%). The number of DAW involving 45 -64 year olds (85.71%) is significantly higher the proportion of the workforce (60.80%).

There was no cases involving 16-24 year olds and the over 65’s.

Schools

Conduct Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
Cases	Total 1 5%	Total 7 35%	Total 12 60%	Total 0 %	Total 20
Warnings	Total 0 %	Total 0 %	Total 4 100%	Total 0 %	Total 4
Dismissals	Total 1 25%	Total 2 50%	Total 1 25%	Total 0 %	Total 4

The number of Conduct cases involving 16 – 24 year olds in comparison to other age ranges, the 25 – 44 year olds (35%) is significantly lower than the proportion of workforce, in Schools that fall into this age range (43.60%). The number of 45 -64 year olds (60%) is also significantly higher in comparison to the proportion of the workforce that fall into this age range (51.14%). There was only one case involving 16- 24 year olds.

There was no cases involving the over 65’s.

Capability Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
Cases	Total 0 %	Total 1 20%	Total 4 80%	Total %	Total 5
Warnings	Total 0 %	Total 0 %	Total 0 %	Total 0 %	Total 0
Dismissals	Total 0 %	Total 1 25%	Total 3 75%	Total 0 %	Total 4

80% of Capability cases involved staff aged between 45 – 64 years compared to 20% aged between 25 – 44 years. There was no cases involving 16-24 year olds and the over 65's.

Dignity at Work Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
DAW	Total 0 %	Total 2 50%	Total 2 50%	Total 0 %	Total 4
Appeals	Total 0 %	Total 0 %	Total 0 %	Total 0 %	Total 0

There is an equal split of staff that raised DAW in the age ranges 25 – 44 years and 45 – 64 years. These age ranges represents highest proportion of staff in schools. There was no cases involving 16-24 year olds and the over 65's.

5. Learning & Development

The information below shows a total of 310 employees in Children's Services that attended the Corporate training programme.

Race

Children's Services		
BAME	113	36%
White	137	44%
Unclassified/Unknown	60	19%
Total	310	

36% BAME attended the programme compared to the headcount of 41.88%. For the White group 44% attended compared to the headcount of 50.82%.

Disability

Children's Services		
No	302	82%
Yes	8	2%
Total	310	

2% of employees who attended had a disability compared to the headcount of 2.09% in this group.

Sex

Children's Services		
Female	237	76%
Male	73	20%
Unclassified/Unknown	0	0%
Total	310	

76% Female attended the programme compared to the headcount of 74.52%. 20% of employees were male compared to the headcount of 25.48%.

Age

Children's Services		
16 to 24	2	1%
25 to 44	85	27%
45 to 64	172	55%
65+	15	5%
Unclassified/Unknown	36	12%
Grand Total	310	

The highest group 55% of employees who attended the programme were in the age group 45 to 64. This is similar to workforce profile for this age group the highest at 60.80%.

Community & Environment Directorate Annual Equalities Report 1 April 2011 – 31 March 2012

This report forms an analysis of the Community and Environment Directorate workforce profile, recruitment monitoring and employment practices. It is divided into four areas, race, disability, sex and age. The tables and figures are self explanatory and there is some commentary around the main points.

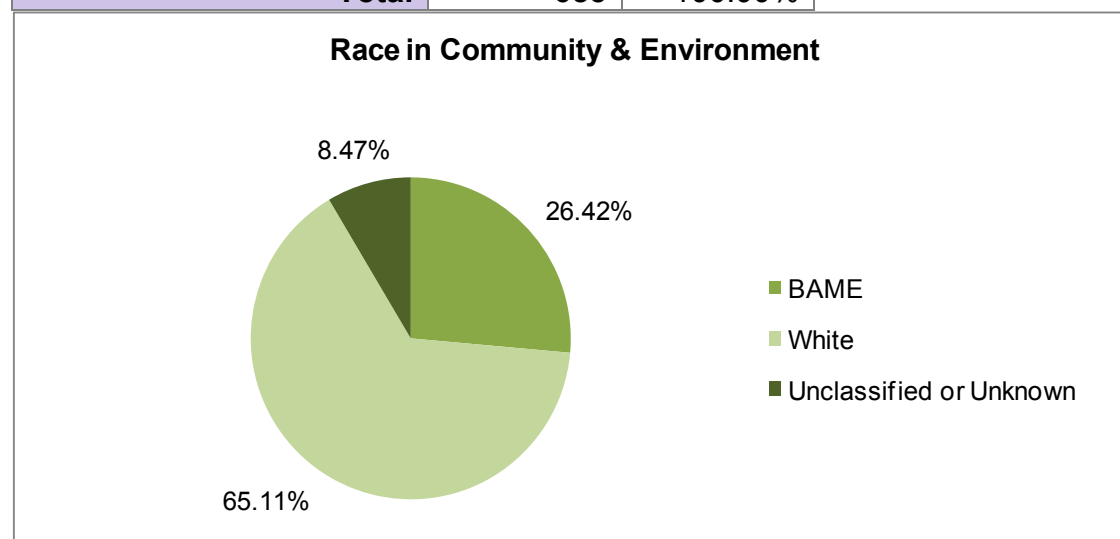
The Community and Environment Directorate employs 13.5% of the total workforce. There have been 47 appointments across the whole directorate in the past year, which accounts for 25.7% of the Council's recruitment (excluding schools).

1. Race

1.1 Workforce Profile

Headcount

	Headcount	%
BAME	181	26.42%
White	446	65.11%
Unclassified or Unknown	58	8.47%
Total	685	100.00%



The proportion of BAME staff in the Community and Environment Directorate is 26.42%, a slight increase on last year (25.79%). This figure is lower than the Council's workforce profile (including schools) 36.49%. White staff have slightly reduced from 67.35% to 65.11%.

Unclassified / Unknown has also slightly increased from 6.86% to 8.47%, it is recommended that this is addressed to reflect the true status of staff.

Payband

	Payband						
	1	2	3	4	5	6	Total
BAME	90	68	15	7	1	0	181
White	188	164	63	26	3	2	446
Unclassified or Unknown	27	23	6	0	2	0	58
Total	305	255	84	33	6	2	685

The majority of BAME staff are in paybands 1 and 2, however, this is also the trend for white staff. In total 81% of the staff in this Directorate are in the first two paybands. The directorate has a significant number of posts which are graded in the lower paybands.

The BAME staff group is only represented by 4.4% in the top three paybands, (0%) in payband 6. The directorate workforce strategy group will need to consider this information and address the issue of assisting BAME employees with career progression. The Council target is 20% of the top 5% of staff should be from BAME groups.

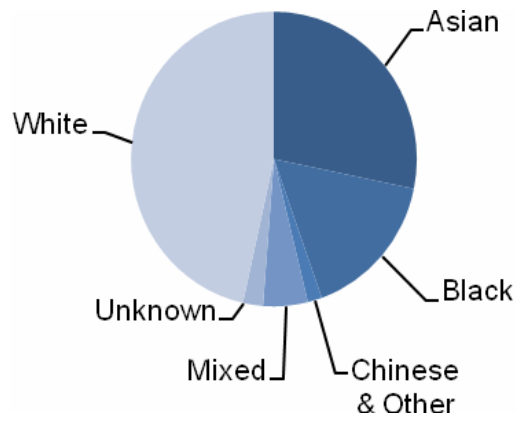
1.2 Recruitment Monitoring by Race

The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2011 to 31 March 2012, 47 appointments were made of which 21 (44.7%) were BAME.

At the application stage 52.4% of forms received were from BAME applicants. At the short-listing stage the figure was 40.6% BAME applicants. At the appointment stage the corresponding figure was 44.7%.

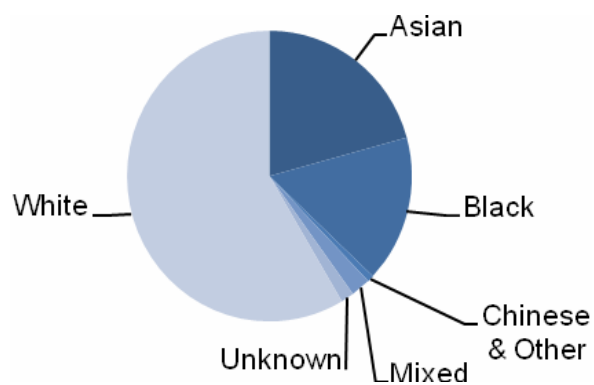
Applications Received by Ethnic Origin

Ethnicity	No.
Asian	173
Black	100
Chinese & Other	10
Mixed	31
Unknown	14
White	285
Total	613



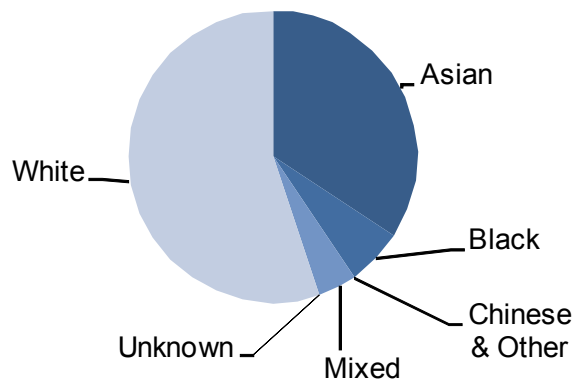
Applications Shortlisted by Ethnic Origin

Ethnicity	No.
Asian	28
Black	22
Chinese & Other	1
Mixed	3
Unknown	2
White	79
Total	135



Applications Appointed by Ethnic Origin

Ethnicity	No.
Asian	16
Black	3
Chinese & Other	-
Mixed	2
Unknown	-
White	26
	47
Total	



1.3 Employment Procedure Monitoring by Race

Conduct Cases by Race

	BAME	White	Total
Cases	9 (64.3%)	5 (35.7%)	14
Warnings	3 (75%)	1 (25%)	4
Dismissals	2 (66.6%)	1 (33.3%)	3

The number of conduct cases represents only 2% of the total workforce and can not be relied upon as the numbers are so small. The figures imply a disproportionate level of application of the Conduct procedure, however, due to the small number of cases the figures are volatile. There was one conduct appeal hearing by a BAME member of staff.

Capability Cases by Race

	BAME	White	Total
Cases	0 (0%)	5 (100%)	5
Warnings	0 (0%)	4 (100%)	4
Dismissals	0 (0%)	0 (0%)	0

With 100% of cases, the number of capability cases disproportionately affects white staff. This represents only 0.7% of staff in Community and Environment and is therefore not a reliable indicator. There were 2 capability appeal hearings.

Dignity at Work Cases by Race

	BAME	White	Unknown	Total
DAW	6 (24%)	19 (76%)	0 (0%)	25
Appeals	1 (12.5%)	7 (87.5%)	0 (0%)	8

The Dignity at Work cases generally reflect the workforce profile, however, there were only 25 cases, which represents 3.65% of the staff in Community and Environment. None of the complaints were race related. The appeals were 87.5% white and 12.5% BAME.

2. Disability

2.1 Workforce Profile

Headcount

	Headcount	%
Disabled	24	3.50%
Non-disabled	660	96.35%
Not assigned/Unclassified	1	0.15%
Total	685	100.00%

The total number of disabled staff has remained constant at 3.5% and is higher than the overall figure for the whole council of 2.02%. The council's target is 3%.

Payband

	Payband						Total
	1	2	3	4	5	6	
Disabled	8	13	3	0	0	0	24
Non-disabled	296	242	81	33	6	2	660
Not assigned/Unclassified	1	0	0	0	0	0	1
Total	305	255	84	33	6	2	685

There are no disabled staff in payband 4 and above, this is largely reflected throughout the Council and it is recommended that the workforce strategy group monitor and address any issues with a view to developing and supporting career progression for disabled employees.

2.2 Recruitment Monitoring by Disability

Of those appointed, 2.1% were registered as disabled.

2.3 Employment Procedure Monitoring by Disability

Conduct Cases by Disability

	Disabled	Non-disabled	Total
Cases	1 (7.1%)	13 (92.9%)	14
Warnings	0 (0%)	4 (100%)	4
Dismissals	0 (0%)	3 (100%)	3

Capability Cases by Disability

	Disabled	Non-disabled	Total
Cases	0 (0%)	5 (100%)	5
Warnings	0 (0%)	4 (100%)	4
Dismissals	0 (0%)	0 (0%)	0 (0%)

Dignity at Work Cases by Disability

	Disabled	Non-disabled	Total
DAW	1 (4%)	24 (96%)	25
Appeals	0 (0%)	8 (100%)	8

It is difficult to compare the number of cases involving disabled staff to the workforce profile as the numbers are so small. None of the appeal hearings were for Disabled staff. Due to the low number of cases, these figures can not be relied upon as an indication of trend.

3. Sex

3.1 Workforce Profile

Headcount

	Headcount	%
Male	463	67.59%
Female	222	32.41%
Total	685	100.00%

The workforce is made up of 67.59% male staff and 32.41% female staff. In comparison to the whole council figure of 76.66% female this is a large difference. The directorate has a large number of roles requiring manual tasks that are predominantly occupied by male employees in paybands 1&2.

Payband

	Payband						
	1	2	3	4	5	6	Total
Male	215	163	54	26	3	2	463
Female	90	92	30	7	3	0	222
Total	305	255	84	33	6	2	685

There are more male employees than female employees in each payband except for payband 5, where there is an equal split.

3.2 Recruitment Monitoring by Sex

Of those appointed 46.8% were female, which is higher than the workforce profile within the Directorate.

3.3 Employment Procedure Monitoring by Sex

Conduct Cases by Sex

	Male	Female	Total
Cases	14 (100%)	0 (0%)	14
Warnings	4 (100%)	0 (0%)	4
Dismissals	3 (100%)	0 (0%)	3

Capability Cases by Sex

	Male	Female	Total
Cases	4 (80%)	1 (20%)	5
Warnings	3 (75%)	1 (25%)	4
Dismissals	0 (0%)	0 (0%)	0

Dignity at Work Cases by Sex

	Male	Female	Total
DAW	17 (68%)	8 (32%)	25
Appeals	5 (62.5%)	3 (37.5%)	8

There were no conduct cases involving female staff.

20% of the capability cases represents female staff, however, this is only one person and due to the low numbers, can't be indicative of trend.

Three (12%) of the dignity at work complaints were relating to alleged sex discrimination. Of the 8 appeals, 3 were female staff.

Overall the number of cases involving female staff is lower than the workforce profile (0% of conduct cases). Due to the low number of cases, these figures can not be relied upon as an indication of trend.

4. Age

4.1 Workforce Profile

Headcount

Age Range	Male	%	Female	%	Total	%
	under 16	0	0.00%	0	0.00%	0
16 to 24	18	2.63%	16	2.34%	34	4.96%
25 to 44	156	22.77%	70	10.22%	226	32.99%
45 to 64	276	40.29%	134	19.56%	410	59.85%
65+	13	1.90%	2	0.29%	15	2.19%
Total	463	67.59%	222	32.41%	685	100.00%

There are representatives from each age group (except under 16) in the directorate. The main concentration of staff is in the 45 – 64 age group with 59.85%.

4.2 Recruitment Monitoring by Age

21.3% of those appointed were aged 16-24, 40.4% were aged 25-44, 36.2% aged 45-64 and 0% were aged 65 and above.

2.1% of ages were unstated.

4.3 Employment Procedure Monitoring by Age

Conduct Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
Cases	0 (0%)	4 (28.6%)	10 (71.4%)	0 (0%)	14
Warnings	0 (0%)	3 (75%)	1 (25%)	0 (0%)	4
Dismissals	0 (0%)	0 (0%)	3 (100%)	0 (0%)	3

Capability Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
Cases	0 (0%)	4 (80%)	1 (20%)	0 (0%)	5
Warnings	0 (0%)	4 (100%)	0 (0%)	0 (0%)	4
Dismissals	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0

Dignity at Work Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
DAW	0 (0%)	2 (8%)	23 (92%)	0 (0%)	25
Appeals	0 (0%)	1 (12.5%)	7 (87.5%)	0 (0%)	8

There are no cases involving staff in the lowest and highest age brackets, staff in these groups represent only 7.15% of the overall workforce, so this figure is proportionate.

There were 8 DAW appeal hearings 1 was from the 25-44 age group and 7 were from the 45-64 age group.

Due to the low number of cases, these figures can not be relied upon as an indication of trend.

5. Learning & Development

The information below shows a total of 163 employees in the Community and Environment Directorate that attended the Programme.

Race

Community and Environment		
BAME	41	25%
White	107	66%
Unclassified/Unkno wn	15	9%
Total	163	

25% BAME attended the programme compared to the headcount of 26.42% For the White group 66% attended compared to the headcount of 65.11%.

Disability

Community and Environment		
No	152	90%
Yes	11	7%
Total	163	

7% of employees who attended had a disability compared to the headcount of 3.50%.

Sex

Community and Environment		
Female	71	44%
Male	92	55%
Unclassified/Unkno wn	0	0%
Total	163	

44% of employees who attended the programme were female compared to the headcount of 41.94%. 55% of employees were male compared to the headcount of 67.59%.

Age

Community and Environment		
16 to 24	0	0%
25 to 44	47	29%

45 to 64	11	69
	3	%
65+	1	1%
Unclassified/Unkno wn	2	1%
Grand Total	16	
	3	

The highest group 69% of employees who attended the programme were in the age group 45 to 64. This is similar to workforce profile for this age group the highest at 59.85%.

Corporate Finance Directorate Annual Equalities Report 1 April 2011 – 31 March 2012

This report forms an analysis of the Corporate Finance Directorate workforce profile, recruitment monitoring and employment practices. It is divided into four areas including, race, disability, sex and age. The tables and figures are self explanatory and there is some commentary around the main points.

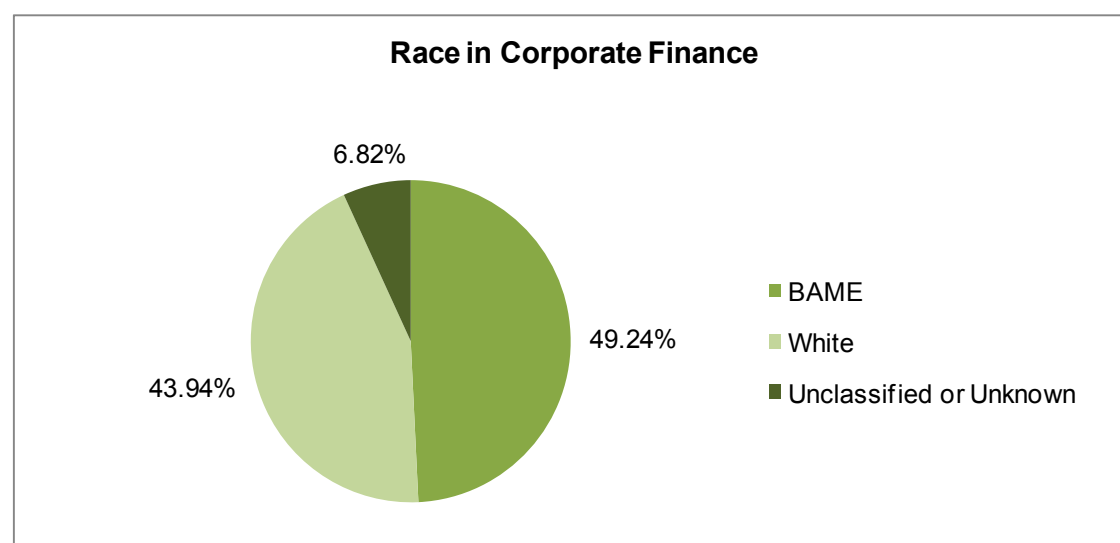
The Corporate Finance employs 5.49% of the total workforce (excluding schools). There have been 11 appointments across the whole directorate in the past year,

1. Race

1.1 Workforce Profile

Headcount

	Headcount	%
BAME	65	49.24%
White	58	43.94%
Unclassified or Unknown	9	6.82%
Total	132	100.00%



The proportion of BAME staff in the Corporate Finance Directorate is 49.24%, This figure is higher than the Council's workforce profile (including schools) 36.49%.

Payband

	Payband						
	1	2	3	4	5	6	Total
BAME	4	40	11	9	1	0	65
White	2	31	14	10	1	0	58
Unclassified or Unknown	0	5	1	2	0	1	9
Total	6	76	26	21	2	1	132

The majority of BAME staff are in paybands 2 and 3, however, this is also the trend for white staff. In total 95.7% of the staff in this Directorate are in the first two paybands.

The paybands 4 and 5 are relatively similar and only have a small number of employees. There is only one employee in payband 6 which is unclassified.

The Council target is 20% of the top 5% of staff should be from BAME groups.

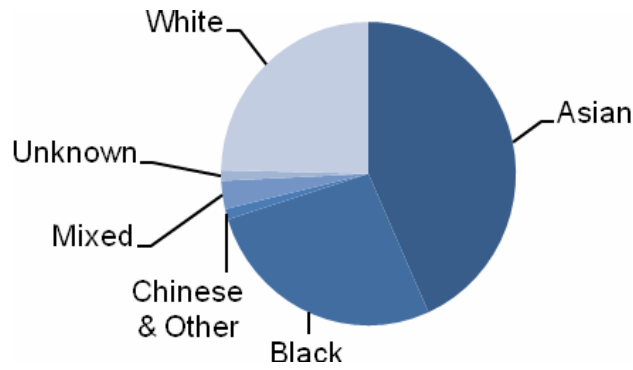
1.2 Recruitment Monitoring by Race

The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2011 to 31 March 2012, 11 appointments were made of which 3 were BAME.

At the application stage 75.1% of forms received were from BAME applicants. At the short-listing stage the figure was 67.3% BAME applicants. At the appointment stage the corresponding figure was 27.3%. The success ratio for all applicants was 0.12 and for internal applicants was 0.33.

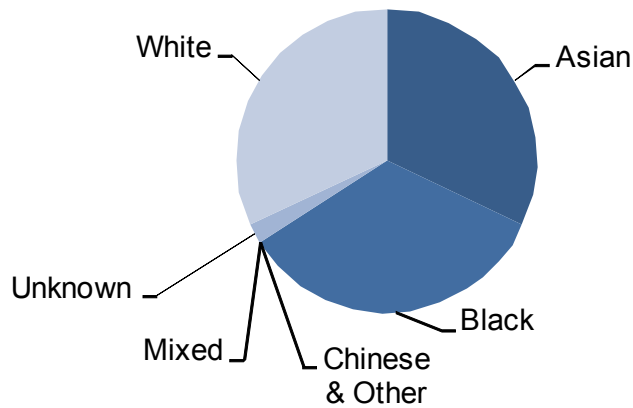
Applications Received by Ethnic Origin

Ethnicity	No.
Asian	116
Black	72
Chinese & Other	3
Mixed	8
Unknown	3
White	66
Total	268



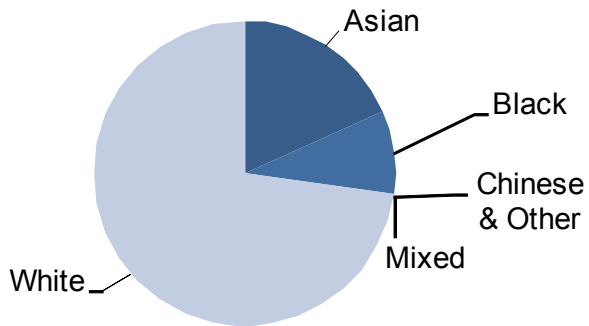
Applications Shortlisted by Ethnic Origin

Ethnicity	No.
Asian	16
Black	17
Chinese & Other	-
Mixed	-
Unknown	1
White	16
Total	50



Applications Appointed by Ethnic Origin

Ethnicity	No.
Asian	2
Black	1
Chinese & Other	-
Mixed	-
Unknown	-
White	8
Total	11



1.3 Employment Procedure Monitoring by Race

Conduct Cases by Race

	BAME	White	Unknown	Total
Cases	1	0	0	1
Warnings	0	0	0	0
Dismissals	1	0	0	1

The number of conduct cases represents only 2% of the total workforce and can not be relied upon as the numbers are so small. The figures imply a disproportionate level of application of the Conduct procedure; however, due to the small number of cases the figures are volatile.

Capability Cases by Race

	BAME	White	Unknown	Total
Cases	1	3	0	4
Warnings	0	2	0	2
Dismissals	0	0	0	0

There are also a small number of capability cases which predominately affects white staff. This represents only 3% of staff in Corporate Finance and is therefore not a reliable indicator.

Dignity at Work Cases by Race

	BAME	White	Unknown	Total
DAW	2	1	0	3
Appeals	0	1	0	1

There has been a relatively small number of formal cases dignity at work cases

2. Disability

2.1 Workforce Profile

Headcount

	Headcount	%
Disabled	5	3.79%
Non-disabled	126	95.45%
Not assigned/Unclassified	1	0.76%
Total	132	100.00%

The total number of disabled staff 3.79% and is higher than the overall figure for the whole council of 2.07% and the council's target. The council's target is 3%.

Payband

	Payband						Total
	1	2	3	4	5	6	Total
Disabled	1	3	1	0	0	0	5
Non-disabled	5	73	25	21	2	0	126
Not assigned/Unclassified	0	0	0	0	0	1	1
Total	6	76	26	21	2	1	132

There are no disabled staff in paybands 4 and 6, this is largely reflected throughout the Council and it is recommended that the workforce strategy group monitor and address any issues with a view to developing and supporting career progression for disabled employees

2.2 Recruitment Monitoring by Disability

Of those appointed, 0% were registered as disabled.

2.3 Employment Procedure Monitoring by Disability

Conduct Cases by Disability

	Disabled	Non-disabled	Total
Cases	0	1	1
Warnings	0	0	0
Dismissals	0	1	1

Capability Cases by Disability

	Disabled	Non-disabled	Total
Cases	1	3	4
Warnings	0	2	2
Dismissals	0	0	0

Dignity at Work Cases by Disability

	Disabled	Non-disabled	Total
DAW	0	3	3
Appeals	0	1	1

It is difficult to compare the number of cases involving disabled staff to the workforce profile as the numbers are so small. Due to the low number of cases, these figures can not be relied upon as an indication of trend.

3. Sex

3.1 Workforce Profile

Headcount

	Headcount	%
Male	44	33.33%
Female	88	66.67%
Total	132	100.00%

The workforce is made up of 33.33% male staff and 66.67% female staff. In comparison to the whole council figure of 76.66% female this is a small difference.

Payband

	Payband						Total
	1	2	3	4	5	6	
Male	1	25	10	7	1	0	44
Female	5	51	16	14	1	1	88
Total	6	76	26	21	2	1	132

There are more female employees than male employees in paybands 1 to 4 and payband 5 there is an equal split.

3.2 Recruitment Monitoring by Sex

Of those appointed, 81.8% were female.

3.3 Employment Procedure Monitoring by Sex

Conduct Cases by Sex

	Male	Female	Total
Cases	1	0	1
Warnings	0	0	0
Dismissals	1	0	1

Capability Cases by Sex

	Male	Female	Total
Cases	2	2	4
Warnings	1	1	2
Dismissals	0	0	0

Dignity at Work Cases by Sex

	Male	Female	Total
DAW	0	3	3
Appeals	0	1	1

The number of formal cases is small, only females have taken out dignity at work complaints, which would represent the higher percentage of females in the department.

4. Age

4.1 Workforce Profile

Headcount

	Male	%	Female	%	Total	%
Age Range under 16	0	0.00%	0	0.00%	0	0.00%
16 to 24	1	0.76%	2	1.52%	3	2.27%
25 to 44	23	17.42%	45	34.09%	68	51.52%
45 to 64	20	15.15%	40	30.30%	60	45.45%
65+	0	0.00%	1	0.76%	1	0.76%
Total	44	33.33%	88	66.67%	132	100.00%

There are representatives from each age group (except under 16) in the directorate. The main concentration of staff is in the 25 to 44 age group with 51.52%. Followed by 45.45% in the 45 to 64 age group.

4.1 Recruitment Monitoring by Age

0% of those appointed were aged 16-24, 72.7% were aged 25-44, 27.3% aged 45-64 and 0% were aged 65 and above.

0% of ages were unstated.

4.2 Employment Procedure Monitoring by Age

Conduct Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
Cases	0	1	0	0	1
Warnings	0	0	0	0	0
Dismissals	0	1	0	0	1

Capability Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
Cases	0	2	2	0	4
Warnings	0	1	1	0	2
Dismissals	0	0	0	0	0

Dignity at Work Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
DAW	0	0	3	0	3
Appeals	0	0	1	0	1

Due to the low number of cases, these figures can not be relied upon as an indication of trend.

5. Learning & Development

The information below shows a total of 55 employees in Corporate Finance Directorate that attended the Programme.

Race

Corporate Finance		
BAME	21	38%
White	30	55%
Unclassified/Unknown	4	7%
Total	55	

38% BAME attended the programme compared to the headcount of 49.24%. For the White group 55% attended compared to the headcount of 43.94%.

Disability

Corporate Finance		
No	53	14%
Yes	2	1%
Total	55	

1% of employees who attended had a disability compared to the headcount of 3.79%.

Sex

Corporate Finance		
Female	39	71%
Male	16	29%
Unclassified/Unknown	0	0%
Total	55	

71% of employees who attended the programme were female compared to the headcount of 66.67%. 29% of employees were male compared to the headcount of 33.33%.

Age

Corporate Finance		
16 to 24	0	0%
25 to 44	25	45%
45 to 64	30	55%
65+	0	0%
Unclassified/Unknown	0	0%
Grand Total	55	

The highest group 55% of employees who attended the programme were in the age group 45 to 64. However the workforce profile for the age group 25 to 44 is the highest at 51.52% whilst for the age group 45 to 64 is 45.45%.

Legal & Governance Services Directorate Annual Equalities Report 1 April 2011 – 31 March 2012

This report forms an analysis of the Legal and Governance Directorate workforce profile, recruitment monitoring and employment practices. It is divided into four areas including, race, disability, sex and age. The tables and figures are self explanatory and there is some commentary around the main points.

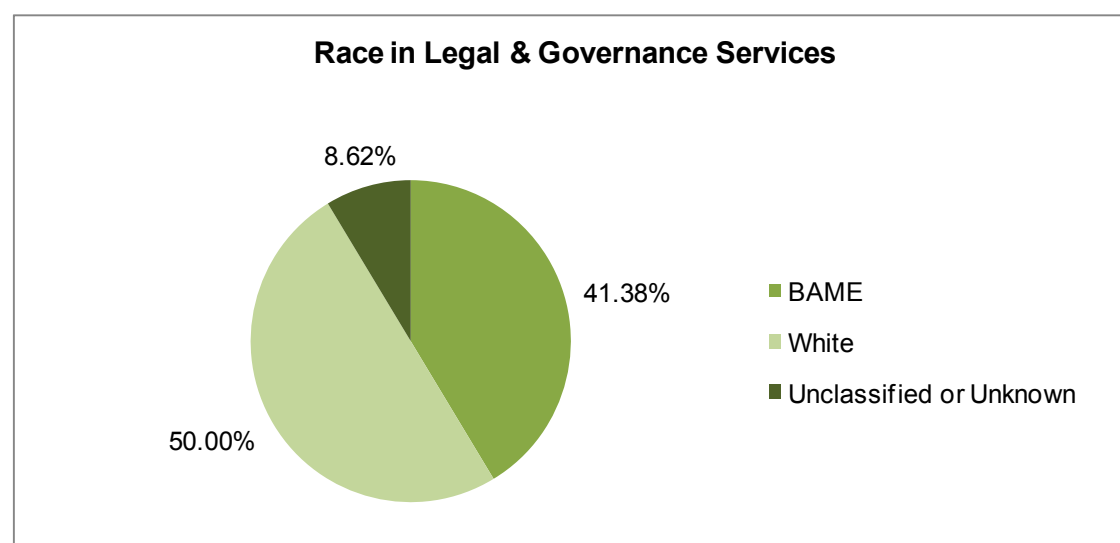
The Legal and Governance Directorate employs 2.41% of the total workforce (excluding schools).

1. Race

1.1 Workforce Profile

Headcount

	Headcount	%
BAME	24	41.38%
White	29	50.00%
Unclassified or Unknown	5	8.62%
Total	58	100.00%



The proportion of BAME staff in the Legal and Governance Directorate is 41.38%. This figure is higher than the Council's workforce profile (including schools) 36.49%.

Payband

	Payband						
	1	2	3	4	5	6	Total
BAME	1	9	10	4	0	0	24
White	2	13	5	7	1	1	29
Unclassified or Unknown	0	1	1	3	0	0	5
Total	3	23	16	14	1	1	58

The majority of BAME staff are in paybands 2 to 4 however, this is also the trend for white staff. There is no BAME in paybands 5 and 6

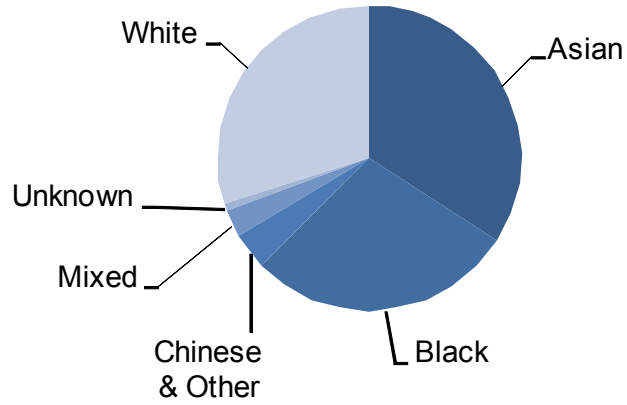
1.2 Recruitment Monitoring by Race

The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2011 to 31 March 2012, 6 appointments were made of which 3 were BAME.

At the application stage 69.9% of forms received were from BAME applicants. At the short-listing stage the figure was 64.7% BAME applicants. At the appointment stage the corresponding figure was 50.0%. The success ratio for all applicants was 0.43 and the ratio for internal applicants was 0.00 (only BAME applicants were appointed).

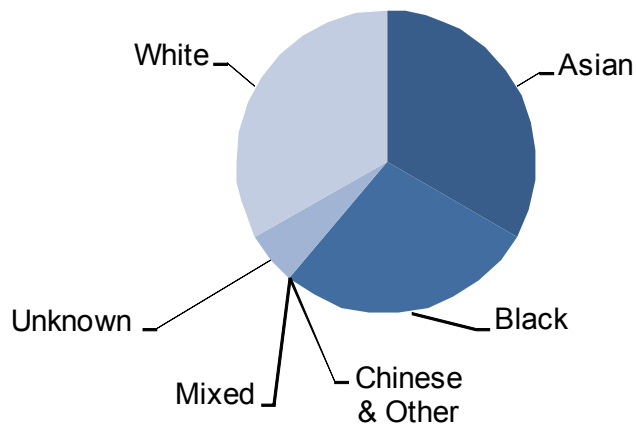
Applications Received by Ethnic Origin

Ethnicity	No.
Asian	81
Black	68
Chinese & Other	9
Mixed	7
Unknown	2
White	71
Total	238



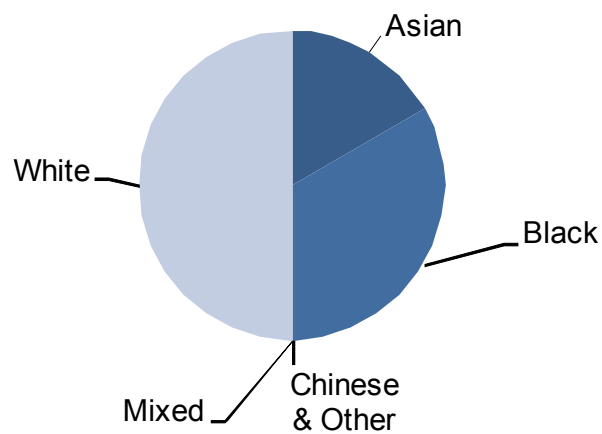
Applications Shortlisted by Ethnic Origin

Ethnicity	No.
Asian	6
Black	5
Chinese & Other	-
Mixed	-
Unknown	1
White	6
Total	18



Applications Appointed by Ethnic Origin

Ethnicity	No.
Asian	1
Black	2
Chinese & Other	-
Mixed	-
Unknown	-
White	3
Total	6



1.3 Employment Procedure Monitoring by Race

There were no formal cases raised in this period to report on.

2. Disability

2.1 Workforce Profile

Headcount

	Headcount	%
Disabled	3	5.17%
Non-disabled	55	94.83%
Not assigned/Unclassified	0	0.00%
Total	58	100.00%

The total number of disabled staff is 5.17% and is higher than the overall figure for the whole council of 2.07% and higher than the council's target of 3%.

Payband

	Payband						Total
	1	2	3	4	5	6	
Disabled	0	2	1	0	0	0	3
Non-disabled	3	21	15	14	1	1	55
Not assigned/Unclassified	0	0	0	0	0	0	0
Total	3	23	16	14	1	1	58

There are no disabled staff in payband 4 and above this is largely reflected throughout the Council and it is recommended that the workforce strategy group monitor and address any issues with a view to developing and supporting career progression for disabled employees.

2.2 Recruitment Monitoring by Disability

Of those appointed, 16.7% were registered as disabled.

2.3 Employment Procedure Monitoring by Disability

There were no formal cases in this period

3. Sex

3.1 Workforce Profile

Headcount

	Headcount	%
Male	12	20.69%
Female	46	79.31%
Total	58	100.00%

The workforce is made up of 20.69% male staff and 79.31% female staff. In comparison to the whole council figure of 76.66% female this is a small difference.

Payband

		Payband						
		1	2	3	4	5	6	Total
Male		1	5	2	3	0	1	12
Female		2	18	14	11	1	0	46
Total		3	23	16	14	1	1	58

The majority of employees are in paybands 2 to 4, with one male and one female in paybands 5 and 6.

3.2 Recruitment Monitoring by Sex

Of those appointed, 83.3% were female.

3.3 Employment Procedure Monitoring by Sex

There were no formal cases in this period

4. Age

4.1 Workforce Profile

		Male	%	Female	%	Total	%
Age Range	under 16	0	0.00%	0	0.00%	0	0.00%
	16 to 24	1	1.72%	0	0.00%	1	1.72%
	25 to 44	7	12.07%	22	37.93%	29	50.00%
	45 to 64	4	6.90%	24	41.38%	28	48.28%
	65+	0	0.00%	0	0.00%	0	0.00%
	Total	12	20.69%	46	79.31%	58	100.00%

98.28% of employees are in age ranges 25 to 44 and 45 to 64 with only 1.72% in the 16 to 24 age range and none over 65

4.2 Recruitment Monitoring by Age

16.7% of those appointed were aged 16-24, 66.7% were aged 25-44, 16.7% aged 45-64 and 0% were aged 65 and above.

0% of ages were unstated.

4.3 Employment Procedure Monitoring by Age

Age

There were no formal cases in this period to report on.

5. Learning & Development

The information below shows a total of 36 employees in Legal and Governance Directorate that attended the Programme.

Race

Legal and Governance		
BAME	13	36%
White	18	50%
Unclassified/Unknown	5	14%
Total	36	

36% BAME attended the programme compared to the headcount of 41.38%. For the White group 50% attended compared to the headcount of 50.00%.

Disability

Legal and Governance		
No	35	21%
Yes	1	1%
Total	36	

1% of employees who attended had a disability compared to the headcount of 5.17%.

Sex

Legal and Governance		
Female	27	75%
Male	9	25%
Unclassified/Unknown	0	0%
Total	36	

75% of employees who attended the programme were female compared to the headcount of 79.31%. 25% of employees were male compared to the headcount of 20.69%.

Age

Legal and Governance		
16 to 24	2	6%
25 to 44	12	33%
45 to 64	21	58%
65+	0	0%
Unclassified/Unknown	1	3%
Grand Total	36	

The highest group 58% of employees who attended the programme were in the age group 45 to 64. The workforce profile for this age group is 48.28%, the highest age workforce profile is in the age range of 25 to 44 at 50.00%.

Place Shaping Directorate Annual Equalities Report 1 April 2011 – 31 March 2012

This report forms an analysis of the Place Shaping Directorate workforce profile, recruitment monitoring and employment practices. It is divided into four areas, Race, Disability, Sex and Age. Although the tables are self explanatory there is some commentary around the main points.

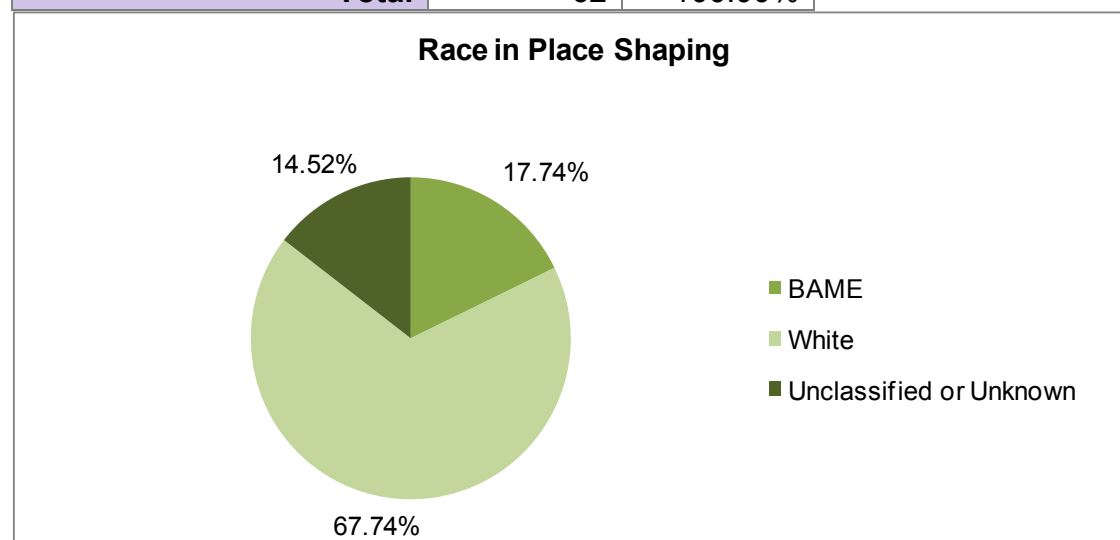
The Place Shaping Directorate employs 1.2% of the total workforce. There have only been 9 appointments across the whole directorate in the past year, which accounts for 5% of the Council's recruitment (excluding schools).

1. Race

1.1 Workforce Profile

Headcount

	Headcount	%
BAME	11	17.74%
White	42	67.74%
Unclassified or Unknown	9	14.52%
Total	62	100.00%



The proportion of BAME staff in the Place Shaping Directorate is 17.74% which is a decrease on last year's figure of 20.78%. The number of unclassified or unknown staff has increased to 14.52%. The number of white staff has decreased from 68.83% to 67.74%.

It is recommended that the directorate addresses the increased number of unclassified or unknown staff to reflect the true status.

Payband

	Payband						
	1	2	3	4	5	6	Total
BAME	0	7	2	2	0	0	11
White	0	11	19	8	3	1	42
Unclassified or Unknown	0	3	3	2	1	0	9
Total	0	21	24	12	4	1	62

The majority of BAME staff are in payband 2 (7 staff). There are no BAME staff in bands 5 and 6.

The directorate will need to consider this information at the workforce strategy group and address the issue of how to assist BAME employees with career progression.

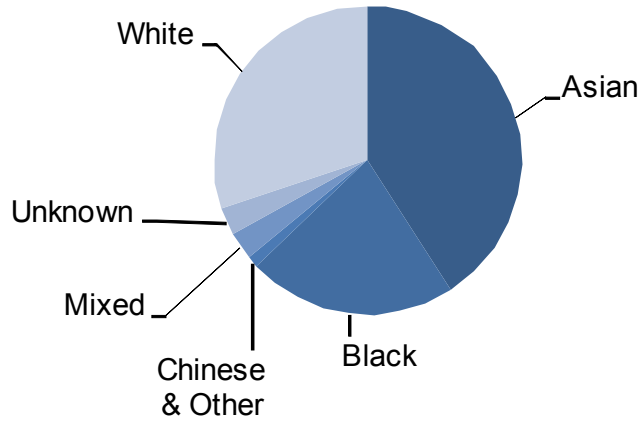
1.2 Recruitment Monitoring by Race

The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2011 to 31 March 2012, 9 appointments were made of which 1 were BAME.

At the application stage 69.1% of forms received were from BAME applicants. At the short-listing stage the figure was 36.0% BAME applicants. At the appointment stage the corresponding figure was 11.1%.

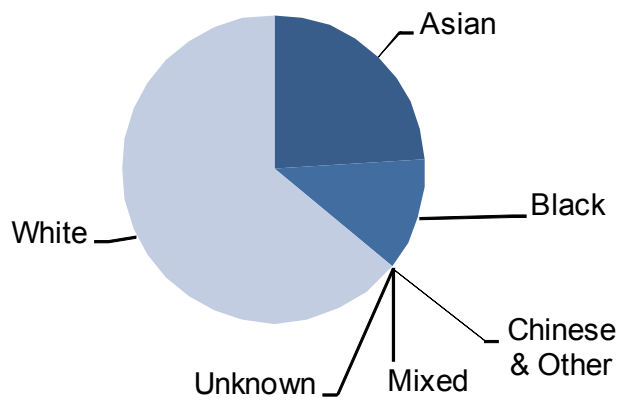
Applications Received by Ethnic Origin

Ethnicity	No.
Asian	41
Black	22
Chinese & Other	1
Mixed	3
Unknown	3
White	30
Total	100



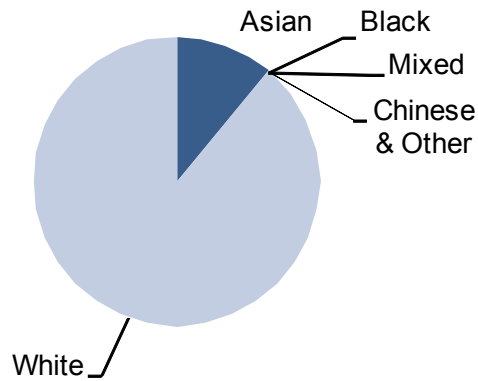
Applications Shortlisted by Ethnic Origin

Ethnicity	No.
Asian	6
Black	3
Chinese & Other	-
Mixed	-
Unknown	-
White	16
Total	25



Applications Appointed by Ethnic Origin

Ethnicity	No.
Asian	1
Black	-
Chinese & Other	-
Mixed	-
Unknown	-
White	8
Total	9



1.3 Employment Procedure Monitoring by Race

There was one case in this period and it was a white member of staff.

2. Disability

2.1 Workforce Profile

Headcount

	Headcount	%
Disabled	1	1.61%
Non-disabled	61	98.39%
Not assigned/Unclassified	0	0.00%
Total	62	100.00%

Payband

	Payband						Total
	1	2	3	4	5	6	
Disabled	0	0	0	1	0	0	1
Non-disabled	0	21	24	11	4	1	61
Not assigned/Unclassified	0	0	0	0	0	0	0
Total	0	21	24	12	4	1	62

There is one disabled member of staff in payband 4.

2.2 Recruitment Monitoring by Disability

Of those appointed, 0% were registered as disabled.

2.3 Employment Procedure Monitoring by Disability

100% of cases were non-disabled staff (1 Case).

3. Sex

3.1 Workforce Profile

Headcount

	Headcount	%
Male	36	58.06%
Female	26	41.94%
Total	62	100.00%

The figures reflect that there is a slight increase in male staff and that female staff have decreased to 41.94%. As the number of staff is so small, the figures are affected by minor staff changes.

Payband

	Payband						Total
	1	2	3	4	5	6	
Male	0	8	15	8	4	1	36
Female	0	13	9	4	0	0	26
Total	0	21	24	12	4	1	62

There are no female staff in bands 5 and 6. The workforce strategy group should consider how they can address the issues to assist female staff with career progression.

3.2 Recruitment Monitoring by Sex

Of those appointed, 66.7% were female, which is significantly higher than the proportion of females employed within place shaping.

3.3 Employment Procedure Monitoring by Sex

100% of cases were Male staff (there was only 1 case).

4. Age

4.1 Workforce Profile

Headcount

	Male	%	Female	%	Total	%
Age Range under 16	0	0.00%	0	0.00%	0	0.00%
16 to 24	1	1.61%	0	0.00%	1	1.61%
25 to 44	14	22.58%	12	19.35%	26	41.94%
45 to 64	20	32.26%	14	22.58%	34	54.84%
65+	1	1.61%	0	0.00%	1	1.61%
Total	36	58.06%	26	41.94%	62	100.00%

The majority of staff are in the two age groups that span 25 – 44 years and 45 – 64 years. There is one member of staff over 65 and none under 16 years old.

4.2 Recruitment Monitoring by Age

0% of those appointed were aged 16-24, 55.6% were aged 25-44, 44.4% aged 45-64 and 0% were aged 65 and above.

0% of ages were unstated.

4.3 Employment Procedure Monitoring by Age

The (1) case for this year was in the 25 – 44 age bracket.

5. Learning & Development

2011/2012 Learning & Development (L&D)

The information below shows a total of 29 employees in Place Shaping Directorate that attended the Programme.

Race

Place Shaping		
BAME	7	24%
White	1	59%
	7	%
Unclassified/Unknown	5	17%
		%
Total	2	
	9	

24% BAME attended the programme compared to the headcount of 17.74%. For the White group 59% attended compared to the headcount of 67.74%.

Disability

Place Shaping		
No	28	8%
Yes	1	0%
Total	29	

0% of employees who attended had a disability compared to the headcount of 1.61%.

Sex

Place Shaping		
Female	1	45%
	3	%
Male	1	55%
	6	%
Unclassified/Unknown	0	0%
Total	2	
	9	

45% of employees who attended the programme were female compared to the headcount of 41.94%. 55% of employees were male compared to the headcount of 58.06%.

Age

Place Shaping		
16 to 24	1	3%
25 to 44	1	34%
	0	%
45 to 64	1	59%
	7	%
65+	0	0%
Unclassified/Unknown	1	3%

Grand Total	2
	9

The highest group 59% of employees who attended the programme were in the age group 45 to 64. This is similar to workforce profile for this age group the highest at 54.84%.

Unison Comments and Responses

Point	Page number reference	Comments & Responses
1.	Page 3, 2 nd paragraph	<p>Unison Comment</p> <p>Please explain why the report addresses only ‘most of the requirements of the general and specific duty’ and not all?</p>
		<p>Council Response</p> <p><i>Data on ethnicity, gender, disability and age only are available of the 9 protected characteristics for the period 1 April 2011 – 31 March 2012. The Council agreed in April 2012 new equality monitoring categories to be used within the Council and our SAP system has been updated to reflect these new categories. Staff have been asked to update their personal details held on SAP and once records have been updated any future reporting will include data on the additional protected characteristics.</i></p>
2.	Page 7, 2 nd paragraph	<p>Unison Comment</p> <p>Please outline when the Council set the target of 20% of the top 5% of earners to be from BAME? Also, it is disappointing that BAME is still not represented among Corporate Director level given the recognition of this is previous Council Annual Equality reports. Will the Council set a similar target to this under represented group? If not, why?</p>
		<p>Council Response</p> <p><i>The Council’s targets, based on previous Best Value Performance Indicators (BVPI), are reviewed annually and adjusted to reflect the community profile.</i></p> <p><i>The Corporate Director level is included in the target of 20% of the top 5% earners to be from BAME.</i></p>
3.	Page 11, Conduct cases by Ethnicity table	<p>Unison Comment</p> <p>Over 64% of conduct dismissals in 2011/12 were BAME. Little comparison of analysis is given to explain why BAME dismissals have increased by over 35% from last year.</p>

		<p>Council Response</p> <p><i>It is difficult to interpret collectively reasons why conduct proceedings were taken against individual employees.</i></p>
4.	Page 11, Capability cases by Ethnicity & Dignity at Work tables	<p>Unison Comment</p> <p>Little comparison is given comparing 2010/11 Employment Procedures data. This may assist the officer responsible to 'draw meaningful conclusions'</p>
		<p>Council Response</p> <p><i>The 2010/11 data has now been included within the report.</i></p>
5.	Page 12, Leavers table	<p>Unison Comment</p> <p>We assume the significant number of staff in the 'Resignation and other' category are as a result of outsource through the Academisation of some of Harrow's secondary schools? It would be helpful if this could be clarified.</p>
		<p>Council Response</p> <p><i>Approximately 1300 members of staff left the Authority following some Harrow schools transferring to Academies.</i></p>
6.	Page 14, Payband table	<p>Unison Comment</p> <p>There is an under representation of female staff in pay bands 5 and 6, a further trend that has not be addressed. Given the continuing under representation of female staff in the Council's top pay bands, will the Council initiate a target (similar to BAME) to represent women fairly among the higher echelons of Council management? If not, why not?</p>
		<p>Council Response</p> <p><i>The Council's targets, based on previous Best Value Performance Indicators (BVPI), are reviewed annually and adjusted to reflect the community profile.</i></p> <p><i>A target was set for the period 2011/12 of 50% of the top 5% of earners to be women. At the end of 2011/12 44.72% of the top 5% of earners were women.</i></p>

7.	Page 16, Redeployees	<p>Unison Comment</p> <p>UNISON is surprised that the numbers (22) seeking redeployment 2011/12 were so low especially when the number of staff made compulsory redundant last year totalled 53. Please explain why those seeking redeployment is significantly lower than the redundancy total?</p>
		<p>Council Response</p> <p><i>The RedeployR system commenced in August 2011 and therefore does not provide data for the complete year. Employees can choose whether to use RedeployR to seek redeployment and therefore is not expected to mirror the actual number of redeployees.</i></p>
8.	Page 16, Employment Procedures table	<p>Unison Comment</p> <p>Little explanation is provided to account for the increase in male dismissals as a result of the manager led Conduct procedure (78.57%). Could this policy be directly/indirectly discriminatory against male employees given the inconsistency against the workforce gender profile?</p>
		<p>Council Response</p> <p><i>Over a number of years, there have consistently been a greater proportion of males involved in Conduct cases compared to women.</i></p> <p><i>This concern will be forwarded to the Employment Sub-group of the Corporate Equalities Group, which is chaired by Jon Turner, Divisional Director of HRD and Shared Services.</i></p>
9.	Page 21, Employment Procedures table	<p>Unison Comment</p> <p>The 'Employment Procedures by Disability' table is not formatted similarly to the other protected groups in the Report. For instance, no breakdown is provided displaying the outcomes of cases, warnings and dismissals involving Disabled staff which is important given the disproportionate amount of disabled staff (8.5%) involved in employment procedures and the pending disability discrimination case (as mentioned page 22).</p>
		<p>Council Response</p> <p><i>The data on employment procedure monitoring by disability has now been formatted similarly to the other protected groups within the report.</i></p>

10.	Page 23, Age Headlines	<p>Unison Comment</p> <p>The 'Headlines' box for Age has been omitted. For formatting consistency and overall clarity to the reader, please can this be added?</p>
		<p>Council Response</p> <p><i>A headlines box has now been included within the report.</i></p>
11.	Page 23, 2 nd paragraph	<p>Unison Comment</p> <p>UNISON welcomes the actions of the employer to represent and reflect the age profile of the geographical area and increase younger people in the workforce. However, without a set target to achieve and increase those in the 16-24 age group, the 'action necessary' will be meaningless and immeasurable resulting in this negative trend continuing.</p>
		<p>Council Response</p> <p><i>This concern will be considered when the targets are set by HRD and will be forwarded to the Employment Sub-group of the Corporate Equalities Group, which is chaired by Jon Turner, Divisional Director of HRD and Shared Services for their consideration.</i></p>
12.	Page 30 & 31, Equality Training Modules	<p>Unison Comment</p> <p>The various equality training modules should be recorded within the Report as voluntary.</p>
		<p>Council Response</p> <p><i>The report has been amended to note that the equality training is voluntary.</i></p>
13.	Page 32, Actions planned for 2012/13	<p>Unison Comment</p> <p>Please clarify why the annual Under One Sky event for 2012 was cancelled this year? Is one planned for 2013 or is this event subject to budgetary cuts?</p>
		<p>Council Response</p> <p><i>Following guidance from the Metropolitan Police as a result of additional demands being made on the emergency services across the capital due to a number of unprecedented public celebrations including the Diamond Jubilee and Olympic and Paralympics games, Harrow Council decided not to hold Under One Sky in 2012. It is intended to hold Under One Sky in 2013.</i></p>

		<p>Unison Comment</p> <p>Will the Council consider mandatory or core sessions for all new starters?</p>
		<p>Council Response</p> <p><i>Attendance at all training sessions is an issue being considered by Learning & Development.</i></p>
		<p>Unison Comment</p> <p>How does the Council intend to improve attendance at equalities based training sessions?</p>
		<p>Council Response</p> <p><i>Attendance at all training sessions is an issue being considered by Learning & Development.</i></p>
14.	Page 35, Partner Organisations	<p>Unison Comment</p> <p>In light of the under representation of equality groups in Partner Organisations e.g. Capita has a substantially lower proportion of female staff in comparison with Harrow's workforce, what mitigating actions does the Council intend to take in partnership with these external companies to redress the imbalances? Does the Council consider this as an 'Action' to include in its equality work schedule for 2012/13? If not, why not?</p>
		<p>Council Response</p> <p><i>Equalities considerations are included in our assessment of tenders. Unison's concern will be forwarded to the Procurement team for a response.</i></p>
15.	Page 38, Pertemps	<p>Unison Comment</p> <p>We note the profiling data supplied by Pertemps but cannot identify within the report the part time profiling data for the general council workforce as a whole. Why has this been omitted?</p>
		<p>Council Response</p> <p><i>There is no statutory requirement to report on the part time profiling data of the workforce. As reported last year, the 2011/12 report would be focused on the requirements of the Public Sector Equality Duty (PSED).</i></p>

16.	Page 44 onwards, Directorate Reports	<p>Unison Comment</p> <p>It would be helpful if before each Directorate Report a headline box summarising the annual findings of the relevant Directorate is present for ease of use and consistency to full in line with the first half of the Report.</p> <p>Council Response</p> <p><i>A recommendation will be put forward for future Directorate reports to include a headlines box summarising the annual findings.</i></p>
17.	Page 45, Payband table, supporting comments	<p>Unison Comment</p> <p>As 49.14% of staff in Adults & Housing Directorate are BAME (a significantly higher proportion than the workforce profile), it is disappointing to note and alert that only one BAME employee is located in Payband 5 and zero in payband 6. In the supporting comments, the Directorate has not indicated any mitigating actions it proposes to adopt to address this clear underrepresentation. As this has now been highlighted, what action is the Directorate planning to undertake to reverse this trend and how will this be addressed?</p>
		<p>Directorate Response</p> <p>Management acknowledge that there is a low representation of BAME employees in the 5 and 6 pay bands. It must be noted that the number of staff in these bands are a very small percentage of the total workforce in the adults and Housing directorate. Since 2011 there has been the recruitment of one BAME staff in the higher pay band. Therefore there has been an increase in BAME staff in these pay bands which is a step towards are aims to increase BAME staff in higher pay bands making 33.33% of the staff BAME in pay band 5.</p> <p>The directorate continues to develop their staff and encourage all staff to apply for any recruitment opportunities. There is continuous monitoring of BAME representation in the workforce and we will continue to do so with the aim to increase the number of BAME employees in pay bands 5 and 6.</p> <p>In the council there are no BAME employees in pay band 6 and 1.16% of BAME employees in pay band 5 therefore there is a higher percentage (33.33%) of BAME employee's within the directorate compared to the council as a whole.</p>

18.	Page 53, Dignity at Work table, supporting comments	<p>Unison Comment</p> <p>Dignity at Work (DAW) cases in Adults & Housing have been disproportionately submitted by older employees and we are concerned that those responsible for this area are not taking the report seriously. For example, the resultant action that the directorate is taking in response to this is loose and ambiguous i.e. ‘This result may suggest that we should monitor the cases for possible age discrimination’; it is not definitive or affirmative in its description about what needs to be done. Similarly the Conduct table on page 52 also shows that 80% of cases were against older workers, yet no action is planned to address if management have been instigating the Conduct procedure disproportionately against older workers. Given this, will the directorate take appropriate action to address this and account for the high proportion?</p>
		<p>Directorate Response</p> <p>64.88% of the Adults & Housing workforce is aged between 45 and 64 and it is expected that this percentage will increase as there is an ageing workforce. With a high percentage of the workforce being at an older age (45-64) the high number of conduct and DAW cases in the 45-64 age range does align with the high percentage of older workers. 85.71% of DAW cases and 63.83% of conduct cases in the council were in the 45-64 age range highlighting that there is a high percentage within the council as well as the directorate.</p> <p>At the workforce strategy meetings the conduct cases will be reviewed in terms of age to monitor this trend.</p>
19.	Page 56, Payband table, second paragraph	<p>Unison Comment</p> <p>The second paragraph, second sentence contains an action for the directorate workforce strategy group regarding the assistance of BAME employees. It would be helpful for accountability purposes if all of the actions directorates are going to undertake are summarised so that they can be tracked during the year and at each Annual Equalities report for ECF scrutiny.</p>
		<p>Directorate Response</p> <p>In terms of any issues raised from the equalities report they will be considered by a sub group of the Corporate equalities group which has been set up to establish appropriate actions that need to be taken. Please note this has not been organised by the directorate but the Corporate equalities group. Positive actions will be considered in ensuring that the council alleviates disadvantaged and underrepresented groups.</p>

20.	Page 68, Dignity at Work Cases by Race, supporting comments	<p>Unison Comment</p> <p>Although a small number of staff submitted DAW complaints in Children's, it is noticeable that 71% were BAME. It has recently been highlighted to UNISON through Joint Committee that the department is responding to this year's adequate Ofsted findings in a robust manner to improve performance and that staff will have to 'up their game'. Given this focus on staff and the disproportionate amount of DAW complaints from BAME in 2011/12, what action is the Children's directorate planning to undertake to address this trend and also ensure that BAME staff do not suffer unfavourable treatment that may result in a further increase in DAW cases in 2012/12?</p>
		<p>Directorate Response</p> <p><i>It is not considered that this could be reasonably described as a trend though it is certainly a statistic to be alert about. Children's Services, like all Directorates, is obliged to follow the policy and practice standards set by the Council to support the fair treatment of staff.</i></p>
21.	Page 79, Race Workforce Profile, supporting comments	<p>What work is the Community & Environment Directorate undertaking to redress the unreflective nature of the department in terms of BAME in comparison to the geographical profile of Harrow?</p>
		<p>Directorate Response</p> <p><i>The directorate's Equality Task Group has recently held an Equalities Forum to look at this and related issues. An action plan is currently in development to address this issue.</i></p>
22.	Page 81, 1.3 Employment Procedure Monitoring by Race, Conduct Cases by Race, supporting comments	<p>Unison Comment</p> <p>Despite the comment that the figures may 'impact a disproportionate level of application of the Conduct procedure', little mention is given to the fact that only 26.4% of the directorate's workforce is BAME disputing this mitigating explanation.</p>
		<p>Directorate Response</p> <p><i>See response to question 21.</i></p>

23.	Page 82, Disability Payband table, supporting comments	<p>Unison Comment</p> <p>A half-hearted recommendation is made for the workforce strategy group with ‘a view’ to develop and support ‘career progression for disabled employees’ without any real detail or conviction about how this will be achieved or target the Council is striving to redress the imbalance. UNISON takes the view that this should be a corporate wide equality priority built within this year’s action plan with firm and transparent actions.</p>
		<p>Directorate Response</p> <p><i>The Equality Task Group will consider this issue.</i></p>
24.	Page 86, Section 5 Learning & Development, Supporting paragraph	<p>Unison Comment</p> <p>The paragraph in error refers to ‘Place Shaping’. It should refer to the Community & Environment Directorate.</p>
		<p>Directorate Response</p> <p><i>This has been amended to Community & Environment.</i></p>
25.	Page 91, Payband table, supporting comments	<p>Unison Comment</p> <p>What has been done to date to develop and support career progression for disabled employees by the Workforce Strategy Group?</p>
		<p>Directorate Response</p> <p><i>The Resources Workforce Strategy is currently in draft form and subject to further discussion and agreement at DMT.</i></p>
26.	Page 93, Dignity at Work Cases by Sex	<p>Unison Comment</p> <p><i>Did any of the DAW cases raised by female staff relate to sex discrimination complaints?</i></p>
		<p>Directorate Response</p> <p><i>No.</i></p>
27.	Page 99, Payband table, supporting comments	<p>Unison Comment</p> <p>What action is planned to address the under representation of disabled staff in the higher paybands of Legal & Governance? In light of our recommendation above to make this a corporate equality action point, we</p>

		<p>note that this has not been featured as one of the actions planned for 2012/13 as included on page 32.</p>
		<p>Directorate Response</p> <p><i>In Quarter 4, Legal and Governance had the second highest number of disabled staff across the Council. All who meet the selection criteria may apply for any vacant positions.</i></p>
28.	Page 104, Payband table, supporting comments, 2 nd paragraph	<p>Unison Comment</p> <p>Little information is provided detailing how the directorate is planning to address the issue of assistance to BAME employees with career progression. Please outline and include within the report the specifics of what action will be taken?</p>
		<p>Directorate Response</p> <p><i>The report clearly states that the workforce strategy group ‘The directorate will need to consider this information at the workforce strategy group and address the issue of how to assist BAME employees with career progression.’ This is a recommendation put forward for consideration at the workforce strategy group when it next meets.</i></p> <p><i>The workforce strategy group will meet in Q3 to consider the issues raised in the report, they will feedback their findings to DMT for consideration. The report states ‘The workforce strategy group should <u>consider</u> how they can address the issues to assist female staff with career progression.</i></p> <p><i>Any action or steps recommended will be referred back and considered by DMT.</i></p>
29.	Page 106, Payband table, supporting comments	<p>Unison Comment</p> <p>The Place Shaping directorate appear to abdicate responsibility to the Workforce Strategy Group on the gender pay imbalance. As this has been abdicated, please outline the actions and plans the Group is undertaking to address the imbalance and dates at which progress can be monitored?</p>
		<p>Directorate Response</p> <p><i>See response to question 28.</i></p>

Annual Equalities Report Notes of Feedback Meeting with GMB – 5 September 2012

Sanjay Karia (SK), Branch Secretary
Dilip Chouhan (DC), Equalities Officer
Vanessa Cooper (VC), Senior HRD Adviser
Tish Tunnacliffe (TT), Senior HRD Adviser

SK requested an extension to the 12 September 2012 deadline for comments. SK was advised that an extension could not be given as the timescales were tight to reach the ECF deadlines. However, SK was advised to forward any further comments in relation to the Annual Equalities Report to HRD before the ECF meeting on the 15 October 2012 and these comments could then be included in the paperwork.

- **Workforce Profile Charts**

For ease of comparison, GMB requested the charts include the statistics for last year. These have since been included.

- **Recruitment - Appointment figures**

GMB raised concerns that the figures for appointments are very high. The figures for internal and external appointments could be misleading as they include employees who have changed jobs through restructures and agency workers. It should be easier to differentiate between internal and external appointments. This feedback will be considered further.

- **Sex characteristic**

GMB requested that the figures (x4) for females at Payband 6 be checked as the figures reported seemed high. Following the meeting, the figures were checked and the figures within the report are correct.

- **Disability characteristic**

GMB reported that HAD felt that not all disabled employees are declaring their disability. A discussion took place on this including the self classification from employees on their disability status; some may not consider they have a disability. A project is currently underway requesting employees update their personal records held on SAP, which include the 9 protected characteristics and briefing sessions will be arranged which may help employee's perception on how this information is used. This may increase the proportion of the workforce declaring a disability.

- **Maternity & Pregnancy characteristic**

GMB requested the data is broken down by schools and non-schools. This will be considered for future reports.

Annual Equalities Report
Notes of Feedback Meeting with Harrow Equalities Centre – 5 September 2012

Sami Aziz (SA)
Vanessa Cooper (VC), Senior HRD Adviser
Tish Tunnacliffe (TT), Senior HRD Adviser

1. Workforce Profile - Sex

Concerns were raised about the under representation of women at higher levels in the Council, particularly in view of the high proportion women employed and queried what steps were being taken to address this.

There is currently no training specifically targeted at developing women within the Council. In the past the Council has provided Springboard training, specifically for developing female employees, however this is not currently taking place due to financial constraints.

SA felt that Managers could be made more aware of equalities issues and offered the assistance of the Harrow Equalities Centre in addressing this.

2. Recruitment – Contact III

Concerns were raised that no data was available on recruitment by schools. In the past, attempts to obtain this information were unsuccessful but it was agreed to look into this again.

It was explained that there were quite a large number of internal appointments as a result of reorganisations/restructures.

3. Census Data

SA queried when the data from the latest census (2011) would be available for use in the Annual Equalities Report. This should be available when next year's report is being compiled and it is accepted that this could have implications.

4. Workforce Profile – Disability

Concerns were raised about the low proportion of employees in the workforce who declared a disability, even though the figure increased to 2.02% (from 1.84% in the previous year). This figure should be considered with care as the number of disabled employees actually fell to 102 from 116 in the previous year.

The Council will shortly be asking staff to update their personal records, which include the 9 protected characteristics, and this may increase the proportion of the workforce declaring a disability.

5. Recruitment – Disability

Concerns were raised about the low level of appointments of employees with disabilities. Due to the higher level of recruitment, whilst the proportion reduced from 4.8% in the previous year, to 2.7% in this year's report, the actual number of appointments rose from 2 to 5.

One way in which Harrow Council tries to attract disabled applicants is by including the Disability (Two Ticks) symbol in its advertisements demonstrating that it is recognised by Job Centre Plus for its continued commitment to meeting the needs of disabled employees.

6. General Comments

SA suggested that Managers could be made more aware of equalities issues and offered the assistance of the Harrow Equalities Centre in addressing this.

SA suggested that it was important for equalities training for Managers and staff to be mandatory as it was important that all were aware that it was not just about race but all the nine protected characteristics. .

SA queried whether there were currently any mandatory equalities training for Managers and staff at Harrow Council. There is no mandatory equalities training at the moment but this will be given future consideration.

Section 3 – Further Information

None.

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: 27 September 2012

Section 7 - Contact Details and Background Papers

Contact: Marion Afoakwa, Performance and Productivity Manager, Tel: 020 8420 9412.

Background Papers: None