

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

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**Date of Meeting:** 28 January 2014

**Subject:** **INFORMATION REPORT**  
Part 2 of Annual Equality in Employment Report for 1 April 2012 – 31 March 2013

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

**Exempt:** No

**Enclosures:** Appendix 1 - Corporate Action Plan  
Appendix 2 - Equalities Data

## **Section 1 – Summary**

This report sets out analysis of equalities employment data, previously presented to ECF in October 2013, together with an Action Plan to address the priority issues highlighted by the data.

**FOR INFORMATION**

## **Section 2 – Report**

### **2.1 INTRODUCTION**

This report sets out analysis of the key issues highlighted in the equalities employment data previously submitted to the Employees' Consultative Forum in October 2013, in accordance with the Council's statutory duty under the Equalities Act 2010. Following analysis of the data, an Action Plan has been developed aimed at addressing the issues identified as priorities, which is attached to this report as Appendix 1.

The actions reflected in the Plan include suggestions made by the employee "Making a Difference" Group and aim to address the Corporate Equality Objective to "Develop a workforce that feels valued, respected and is reflective of the diverse communities we serve".

## 2.2 ANALYSIS OF EMPLOYMENT DATA

The employment data detailed in Part 1 of the Annual Equality In Employment Report (Appendix 2) was presented by protected characteristic in relation to a range of employment matters.

The analysis in this report is set out under the same headings and in the order of the original data. The analysis identifies the key issues and trends which the Council needs to address or investigate further. Where there does not appear to be any significant equalities issue from the data, no analysis or comment is included.

In some areas, the number of employees is so small, statistically valid analysis is not possible. In these cases, we have looked at whether the same pattern is reflected in previous years.

It should be noted that where comparisons are made with the local community, the figures presented in the report from the census reflect all persons in the community, not just those of working age, who are available to work.

It should also be noted that the Action Plan to address issues raised by the equalities data is unlikely to have an immediate significant effect. This is partly because of low levels of external recruitment reducing the ability to quickly effect change but also because it may take some years before the effects of the actions are evident and can be measured.

Actions to address the issues considered in the analysis are reflected in the Action Plan at Appendix 1.

## 2.3 WORKFORCE PROFILE

- **Race - Under Representation of BAME Employees in the Workforce**  
The Council has an objective to develop a workforce that reflects the diverse communities it serves. The data highlights that, as in previous years, the representation of BAME employees in the workforce does not reflect the local community. The proportion of BAME employees in the workforce (36.08%) dropped by 0.42% compared to the previous year's figure (2011/12).

Investigation showed that the proportion of BAME employees leaving the Council was not disproportionate to the representation in the workforce. Therefore, to improve the proportion of BAME employees, steps need to be taken to improve the proportion of appointments from BAME groups.

In considering the Council's objective to reflect the local community it should be noted that the ability to effect significant change in the short term is limited by the low level of employee turnover and the very limited number of posts being filled, particularly externally. In the current climate, the Council's policy is to actively pursue redeployment, and consider internal applicants before externally advertising vacancies. Over 50% of our vacancies are filled by internal appointments.

Actions focusing on both the recruitment and retention of BAME employees are set out in the Action Plan.

- **Sex - Under Representation of Men in the Workforce**

The proportion of females in the Council's workforce is increasing year-on-year, (77.64% as at 31 March 2014 compared with 76.66% at 31 March 2014).

Traditionally, and as a general statement, many of the roles in local authorities were attractive to women as they were in caring professions and schools, often part time and close to home, although predominantly at a low level. Whilst this is a changing pattern nationally, it is very gradual eg Environment and Enterprise, where much of the work is of a manual nature, has a predominantly male workforce and Children & Families, where much of the work relates to caring, is predominantly female. The predominance of women in the workforce is a feature across local government.

Further investigation, which will be initially undertaken through the next staff survey, is needed to determine whether working for Harrow Council is attractive to women, who may have childcare responsibilities, for example, because of good conditions (eg availability of part time work, professional roles available on a part time basis, flexible working, annual leave) or because it is unattractive to men, who, may be motivated by different conditions.

- **Disability - Under Representation of Employees with Disabilities in the Workforce**

The proportion of employees who declared that they had a disability is (at 1.81%) below the Council's target of 3%. In the anonymous staff survey which took place in March 2011, over 8% of employees declared they had a disability. There appears to be a concern that employees may be reluctant to disclose their disability for fear of negative consequence.

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

Specific questions will be included in the next Staff Survey, to try to ascertain what factors deter employees from declaring a disability. Employees need reassurance that in doing so, any issues will be dealt with positively and sensitively, confidentiality will be maintained wherever possible, support will be given where required and any reasonable adjustments made without undue fuss or delay.

Increasing the number of applications to work for Harrow Council from applicants with disabilities could result in higher success rates. The two tick scheme which Harrow applies, does guarantee an interview for any applicant with a disability, who meets the minimum criteria.

Both Unison and HAD have advised us that, in some cases, there are delays in obtaining effective aids and adaptations, and accessing training to use these, which further delays employees returning to work from sick leave. Reviewing and re-promoting guidance to managers including their responsibility in arranging reasonable adjustments will better support employees with disabilities.

- **Age - Under representation of Employees aged under 25 years in the Workforce**

The Council has very few employees aged under 25 years, a picture which remains largely unchanged from previous years. This was considered by ECF at its meeting on 31 January 2013.

The Council has an aging workforce, (over 53% aged between 45 and 64 years), and therefore, the recruitment and development of younger employees is vital in order for the organisation to continue to deliver quality services.

Investigation will be undertaken, as part of the Action Plan, into retention levels of employees aged under 25 years who are recruited, and of leaver data to understand the reasons why young people leave the Council.

The Council needs to find ways to attract and retain young workers into the workforce.

- **Age - Under representation of Employees aged over 65 years in the workforce**

The Council has relatively few employees aged over 65 years.

The Council has determined that in view of the low levels of recruitment and the aim to recruit more young employees, action to try and attract and appoint more employees aged over 65 is not a priority for action at this time. Clearly existing employees will be supported to continue working beyond 65 years as appropriate.

- **Lack of available data on Protected Characteristics of Religion or Belief and Sexual Orientation**

The levels of “unknowns” for these protected characteristics is extremely high (75-80%) which means it is not possible to carry out meaningful analysis.

- **Race - Lack of BAME representation at senior levels in the organisation**

The proportion of BAME employees reduces at higher paybands. During the period covered by the data there were no BAME employees at Payband 6, Director level and above.

The review of the recruitment procedure and advertising materials will include identifying proactive measures to attract, retain and develop talented, high calibre BAME employees and support them to seek more senior roles in the organisation.

- **Sex - Representation of women at senior levels in the organisation**

Although not reflective of the ratio of women in the workforce, it is important to note that over 50% of posts at senior level are held by women.

The Corporate Equalities Target to increase the proportion of female employees in the workforce who are in the top 5% of earners to 50% by March 2014 has been met and therefore no further actions are included in the Action Plan at this stage.

- **Disability – Low Representation of employees with disabilities at senior levels in the organisation**

The proportion of employees with disabilities is low in the higher paybands, non-existent at Paybands 4 and 6, and lower than the representation in the workforce at all paybands from Payband 3 upward.

The review of the recruitment procedure and advertising materials will include identifying proactive measures to attract, retain and develop talented, high calibre disabled employees and support them to seek more senior roles in the organisations.

- **Accuracy and completeness of workforce profile data**

The percentage of unknown social identity has increased to over 10%. There was a technical difficulty in updating schools' data following the reclassification exercise carried out, which accounted for part of this increase, however, not all. The high level of unknowns is concerning because it could indicate that employees are reluctant to declare their equalities profile, and means that a full corporate picture cannot be established.

Workforce data is highlighted as a priority through the action plan, with actions to encourage disclosure of social identity from employees and applicants.

## **2.4 RECRUITMENT**

- **Race - Low proportion of BAME appointments compared to applications**

The proportion of appointments of BAME applicants does not reflect the local community. There is a significant drop off in the proportion of BAME applicants between interview (52.50%) and appointment stage (38.30%). This is more relevant for particular BAME groups ie historically this was particularly marked for Asian applicants (prompting the Asian Applicant Review Group work in 2004) but this year's data indicates that the drop is most significant for Black/Black British applicants (applications 23%, shortlisted 20.2%, appointed 11.3%), despite Black/Black British employees being well represented in the workforce – 9% compared to 8.24% in the community).

This matter needs further investigation to determine the reasons for this drop off. It may be that past disadvantage within society more widely means that some BAME applicants have not had the opportunity to gain as much experience as other applicants for posts within the Council.

As previously indicated, the difficulty in trying to redress the imbalance in the representation of BAME employees in the workforce is restricted by very low levels of recruitment, increasing numbers of staff seeking redeployment to avoid redundancy and the Council's decision to advertise all posts internally first, as an efficiency measure.

- **Sex - Low proportion of Male Appointments compared to Applications**

The proportion of applications received from men is below their representation in the local community and, at each stage of the recruitment process, the proportion of men who are successful reduces.

The proportion of applications received from women, however, exceeds their representation in the local community and at each stage in the recruitment process they are more likely to be successful.

The proportion of men seeking promotion within the Council is greater than their representation in the workforce. There is a slight reduction in the proportion of men appointed compared to applications.

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

Only 4% of applications were received from applicants with disabilities.

Although the majority of applicants were shortlisted there was a significant drop off at appointment stage (only one person with a disability was appointed during the timeframe). This requires further investigation but could be due in part to the Council's commitment to offer an interview to all applicants with disabilities who meet the minimum criteria in accordance with the 'two tick' symbol. It may be some managers are misunderstanding the commitment, and shortlisting all applicants with disabilities without assessment against the criteria.

- **Age - Low level of recruitment of young people**

Although the Council attracts applications from young people proportionate to their representation in the local community (11.1%), only 5.5% of shortlisted candidates are aged below 25 years.

- **Age - Low level of recruitment of Over 65 years**

Although the original data presented indicated that there were no applications, more detailed analysis showed that, in fact, there were 7 applications from those aged over 65 years. However, generally the number of applications received from over 65 year olds was very low.

This is not considered a key area for action at this stage, in view of the low levels of recruitment and the identified need to recruit more people under 25 years.

## **2.5 EMPLOYMENT PROCEDURES**

- **Over representation of BAME Employees in Conduct Procedure**

The data for the Conduct Procedure shows 63% of cases involved BAME employees compared to their representation in the workforce at only 36%, whereas 28% of cases involved White employees compared to their representation in the workforce of 52%.

It is important to note that the number of cases is very small given the size of the workforce, however, this over representation has been a trend over a number of years.

The disproportionate representation needs further investigation to determine what the reasons might be for the difference. A sample of cases will be reviewed in detail to identify whether social identity was considered or may have influenced the decision.

Employment procedures need to give clear guidance on issues to consider when determining whether it is appropriate to instigate the formal procedure, to manage the potential for inconsistencies in the way issues are approached by different managers.

In cases where a warning or dismissal is a possible outcome, HRD need to ensure that any potential social identity considerations are recognised.

The pattern is different for the Capability Procedure where the cases predominantly involve White employees (60.87%).

A higher proportion of BAME employees than represented in the workforce, took out Dignity at Work cases, however, a slightly higher proportion of White employees appealed against the outcome.

- **Disproportionate representation of Employees with Disabilities in Employment Procedures**

The figures for representation of employees with disabilities involved in employment procedures should be used with care as the actual number of employees involved is low. Although the figure of 7.14% of Conduct dismissals involved employees with disabilities appears initially high (compared to their representation in the workforce at 1.81%), this actually equates to only one person.

In respect of Warnings under the Capability Procedure, almost 10% involved staff with disabilities (3 warnings).

The Capability Procedure will be reviewed to provide a clear framework for Managers to support employee attendance at work and particularly those with disabilities.

- **Disproportionate representation of Men in Employment Procedures**

Compared to their representation in the workforce, the proportion of men involved in Conduct and Capability procedures and taking out Dignity at Work cases is higher. This is the same pattern as the previous year's report.

Further investigation is required to determine whether the concentration of male employees in certain jobs is a factor, together with management style and supervision.

Employment procedures need to give clear guidance on issues to consider when determining whether it is appropriate to instigate the formal procedure, to manage the potential for inconsistencies in the way issues are approached by different managers.

In cases where a warning or dismissal is a possible outcome, HRD need to ensure that any potential equalities considerations are recognised.

## **2.6 DIFFERENCES IN LEVELS OF REDEPLOYMENT FOR BAME EMPLOYEES, MEN AND EMPLOYEES WITH DISABILITIES**

The proportion of BAME employees for whom redeployment was sought was higher compared with their representation in the workforce. The proportion of BAME employees for whom redeployment was successful was higher than their

representation in the workforce but not proportionate to those seeking redeployment.

However, due to the low numbers involved, it is not possible to make any meaningful analysis.

Since May 2013, a designated HRD Officer has been tasked with finding redeployment for those at risk of redundancy. The role is to encourage and support Managers and redeployees through the process as numbers are expected to increase (in the first 6 months 2013/14, 78 people were at risk of redundancy compared to 50 for the twelve months of 2012/13).

## **2.7 LEAVERS**

In this year's report, the proportion of BAME employees leaving the Council (32.3%) is slightly lower than their representation in the workforce (36.08%). Therefore, we can determine that to significantly increase the representation of BAME employees in the workforce we would need to focus on recruiting a higher proportion of BAME employees (at a time when there is minimal recruitment activity taking place) as well as measures to encourage our BAME staff to stay with Harrow Council.

## **2.8 LOW TAKE UP OF TRAINING OPPORTUNITIES**

Only 21% of employees across the whole Council took up training opportunities on the Corporate Programme, although, as schools access only a few corporate courses, it may be more appropriate to compare the take up with that of the Council workforce excluding schools. This more accurately demonstrates that the take up of training opportunities under the Corporate Programme was over 45%. It should be noted that there is a wider range of training carried out within Directorates (e.g. Safeguarding) than is reflected in the data.

Of those who did access the training the proportion of BAME, Men and Disabled employees was in excess of their representation in the workforce.

When looking to analyse the training opportunities accessed, (accepting that one employee may access any number of times), the proportion of training applications not approved (approx 26%) is an issue of concern. However, investigation showed that many of those not approved were for administrative type reasons eg employee couldn't make the date, attended a later course, etc. In next year's report, data will be available on the reasons for non approval.

## **2.9 THE CORPORATE EQUALITIES ACTION PLAN**

The Action Plan attached at Appendix 1 incorporates the Corporate Equalities Objective and Targets for the workforce, agreed and published as part of the Council's Public Sector Equality Duty, and also includes proposed actions from the employee Making A Difference Group, to provide the organisation with a single, coherent plan to implement and monitor.

It is recognised that this Action Plan must be fully integrated into the launch of the new People Strategy and integral to the training and briefings on the new



appraisal process, to ensure equalities are fully embedded into management, leadership and organisational development across the Council.

In view of limited resources, the Action Plan focuses on the priority issues identified from the analysis of the equalities employment data. The approach adopted is to concentrate resources in key areas, in order to achieve some positive change. Some areas which are identified as issues, for example the pattern that white employees are more likely to be involved in Capability cases, are not incorporated into this Action Plan. Priority, out of necessity, must focus on the most prominent concerns, which in this area, is the overrepresentation of BAME staff and men in Conduct procedures.

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

In addition to the Corporate Action Plan, work is being undertaken with Directorate Equality Task Groups to develop Directorate Action Plans, to both address specific Directorate issues identified through further analysis of the data, and incorporate the Directorate role in implementing the Corporate action priorities.

## **2.10 CONSULTATION**

The Corporate Action Plan has been developed in consultation with the Corporate Equalities Group, the recognised trade unions, employees through the Making A Difference Group, HAD and Harrow Equalities Centre.

Key issues highlighted during the consultation process on the analysis of the employment data and the Action Plan included:

- A strong view expressed by Unison that the Capability Procedure should be reviewed to ensure it is fully compliant with the Equalities Act. Specifically Unison raised concern about the recording of absence due to disability. A review of the Capability Procedure is already scheduled and managing absence and supporting attendance will be incorporated into this review.
- HAD highlighted the need to encourage individuals to declare they have a disability at the point of application and to support and skill managers/ interview panels to proactively and positively discuss how the applicant could fulfil the role and any support required, at the interview stage.

Reviewing recruitment paperwork and training for managers are incorporated into the Action Plan.

- HAD also raised the need to focus on retaining and supporting employees with disabilities, to ensure skills are fully utilised, again through improving managers understanding and confidence to address issues. Specific concerns were highlighted that reasonable adjustments are not made quickly enough, and managers need to deal with issues

more proactively. These concerns have also been raised strongly by Unison.

Re-promoting managers responsibilities and the help and support available is included in the Action Plan.

- Harrow Equalities Centre suggested the Council consider the use of positive action, under the Equality Act, in the Action Plan, both in terms of internal recruitment and in relation to development programmes.
- Harrow Equalities Centre also commented that it would be helpful to include data on retention levels by protected characteristic, and grade, in future years, as a way of monitoring progress. The way retention and leaver data is represented will be reviewed as part of the preparation of a template for data in future years.
- All groups raised a concern, as detailed in the analysis above, about the high level of non-disclosure of social identity, and a number of potential reasons were given, including individuals feeling it is private information, concern that it may have a negative impact, or in the case of disability, not seeing themselves as having a disability. Clear actions aimed at improving disclosure levels are set out.
- A number of comments were made that percentages alone can be misleading, especially when numbers are small, and it would be helpful to also include numbers. This will be considered as part of the preparation of a template for data in future years.
- Overall, the approach of a single Corporate Action Plan, as set out, was positively received as a helpful framework to action and monitor progress

## **2.11 MONITORING AND REVIEW**

The Corporate Action Plan sets the agenda for actions on equalities, with proposed timescales up to March 2015, at this stage. It may be that some of the actions need further review and work beyond this date, as it will be some time before any impact of actions taken is clear. The Corporate Equalities Targets set the clear measures of success, with additional measures included in other key areas. It is proposed that progress against the Corporate Action Plan will be reviewed by the Corporate Equalities Group, and an update report will be presented to ECF annually. The Action Plan will be managed as an ongoing, working document. Any issues identified in the analysis of the 2013/14 data, following presentation to ECF in October 2014, will be incorporated into the Action Plan.

## **Section 3 – Further Information**

None.

## **Section 4 – Financial Implications**

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

## **Section 5 - Equalities implications**

This information report sets out information on actions to improve the Council's performance on equalities in employment.

## **Section 6 – Corporate Priorities**

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

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 15 January 2014		

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

**Contact:** Lesley Clarke, Organisational Development Manager  
Tel: 0208 420 9309

### **Background Papers:**

Employee Consultative Forum, 9 October 2013. Annual Equality in Employment Monitoring report 2012/13 (Item 8)  
<http://modern.gov:8080/ieListDocuments.aspx?CId=265&MId=61454&Ver=4>

Employees' Consultative Forum – 28 January 2014

### Corporate Equalities Action Plan

This Action Plan has been developed following analysis of the 2012/13 employment equalities data. It should be read in conjunction with the main report to the Employees' Consultative Forum of 28 January 2014.

The Action Plan reflects the overall Corporate Workforce Equality Objective:  
**“Develop a Workforce that feels valued, respected and is reflective of the diverse communities we serve”**

<b>RECRUITMENT</b>				
<b>Objective: To increase the proportion of underrepresented groups in the workforce to better reflect the profile of the local community</b>				
<b>Issues (identified from 2012/13 data)</b>	<b>Actions</b>	<b>Resource implications</b>	<b>Timescales for Actions</b>	<b>Measure of Success (CWEO = Corporate Workforce Equality Objective targets for all Directorates)</b>
<p><b>Ethnicity:</b> Level of BAME applications reflect local community but there is a fall off of BAME success between shortlisting and appointment stage</p> <p><b>People with a disability:</b> There was a significant reduction in the proportion of applications where a disability had been declared at the appointment stage, compared to the shortlisting stage</p>	<p>Review recruitment and advertising materials to positively promote and demonstrate the benefits of working at Harrow to attract high quality applicants:</p> <ul style="list-style-type: none"> <li>• Portray positive values for Harrow in straplines on advertisements.</li> <li>• Present positive employee profiles, experiences and 'soundbites' from under represented groups on the Harrow Council website (and wider publications)</li> </ul>	<p>HRD to review current recruitment and selection policy, process, materials and marketing including online jobs pages, for use by Managers</p>	<p>June 2014</p>	<p>Increase the proportion of BAME employees in the workforce to 42% by March 2014 (CWEO)</p> <p>Increase the proportion of disabled employees in the workforce to 3% by March 2014 (CWEO)</p> <p>Increase the proportion of male employees in the workforce to more closely reflect the local community figure of 49.4% by March</p>

<p><b>Men:</b> Proportion of applications from men was below their representation in the local community and the proportion who were successful drops off at each stage of the recruitment and selection process</p> <p><b>Under 25's:</b> Low level of recruitment of under 25's</p>	<ul style="list-style-type: none"> <li>Promote specific benefits which may attract a broader range of applicants eg career paths, workforce development, rewards, location</li> <li>Ensure recruitment materials clearly set out the skills/ qualifications/ experience necessary for the job role to attract high calibre applications with the appropriate skills</li> <li>Review interview paperwork to encourage applicants to disclose disability and discuss reasonable adjustments at the interview stage</li> </ul> <p>Review recruitment and selection methods to use competency testing to determine abilities, where appropriate, rather than rely on interview alone.</p> <p>Consider the use of positive action under the Equality Act (seek CEG advice).</p> <p>Learn from the experience of the Xcite team in:</p> <ul style="list-style-type: none"> <li>The success of the Xcite project in work experience provision for BAME and younger people and in their gaining permanent employment</li> </ul>	<p>HRD</p> <p>HRD / Xcite team</p>	<p>September 2014</p> <p>September 2014</p> <p>September 2014</p>	<p>2015</p> <p>Increase the proportion of people under the age of 25 in the workforce from current figure of 3.34% by March 2015.</p>
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	<ul style="list-style-type: none"> <li>The scheme in Collections and Benefits to give work experience to those on benefits and the success in appointing to permanent employment</li> </ul> <p>Viability of setting up directly employed apprenticeship scheme – with central funding</p> <p>Work with Directorates to understand and learn from different interest groups and their perceptions of Harrow Council as an employer</p> <ul style="list-style-type: none"> <li>Research what other LAs are doing to attract applications from under represented groups</li> <li>Publicise and continue to meet the “Two Ticks” commitments in relation to disability</li> </ul>	<p>HRD / Xcite Team</p> <p>HRD/Xcite Team Scheme funding would be required</p> <p>HRD/Directorates</p> <p>HRD</p> <p>HRD</p>	<p>September 2014 for potential implementation in April 15</p> <p>March 2015</p> <p>June 2014</p> <p>Ongoing</p>	
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## RETENTION

**Objective: To establish and retain an effective workforce which better reflects the profile of the local community**

Issue	Actions	Resource implications	Timescales for Actions	Measure of Success
<p><b>Ethnicity:</b> Representation of BAME employees in the workforce (at 36.08%) is below that in the community</p> <p><b>Men:</b> Proportion of men in the workforce not representative of local community</p> <p><b>People with a disability:</b> Under representation of people with disabilities in the workforce</p> <p><b>Under 25s:</b> Under representation of employees aged under 25 years in the workforce</p>	<p>Create an environment in which employees want to stay and are enabled to reach their potential:</p> <ul style="list-style-type: none"> <li>• Re-promote the Council's commitment to inclusion, equality and diversity.</li> <li>• Continue the establishment and support of a single support group for employees – for mutual support and consultation on employment policies and issues affecting staff (Making a Difference Group).</li> <li>• Ensure succession planning within The People Strategy 2014-2017 embraces diversity and promotes development opportunities for employees from under represented groups.</li> <li>• Review and revise the Exit Interview Procedure to improve feedback from staff on their experience of working for the Council</li> <li>• Analyse leaver data to determine retention level of those under 25, and investigate reasons for this group leaving (link to exit interview).</li> </ul>	Corporate Equalities Group	April 2014	To increase the proportion of employees from Black, Asian and Minority Ethnic groups in the workforce to 42% by March 2014 (CWEO)
		Equalities Officer to establish, co-ordinate and support one single support group	Ongoing	Increase the proportion of male employees in the workforce to closer reflect the local community figure of 49.4% by March 2015.
		HRD	February 2014	To increase the proportion of employees in the workforce who declare a disability to 3% by March 2014 (CWEO)
		HRD to develop procedure for use by Managers	April 2014	Increase the proportion of young employees in the workforce from current figure of 3.34% by March 2015
		HRD	July 2014	To increase the proportion of staff who feel they are 'treated with fairness and respect at Harrow' by 10% by March 2016 (Staff Survey 2011 – 62%) and reduce the differences between staff with protected characteristics (CWEO)

<ul style="list-style-type: none"> <li>• Refresh and repromote the coaching and mentoring schemes to all employees but promote particularly to under represented groups</li> <li>• Refresh and repromote the work shadowing scheme</li> <li>• Include further questions in April 2014 staff survey regarding disclosure of disability, to try and understand individuals' apparent reluctance to do so.</li> <li>• Advertise the HR Advice Line and Employee Assistance Programme</li> <li>• Review and re-promote the guidance for managers on supporting staff with disabilities including responsibility for implementing reasonable adjustments, and publicising the role of the "Disability Adviser"</li> <li>• Publicise/celebrate/host diversity events eg Black/LGBT History Month/ United Nations' International Day of Persons with Disabilities</li> <li>• Include questions in April 2014 staff survey to understand gender perceptions of working at Harrow the employment conditions most</li> </ul>	HRD	September 2014	Increase the proportion of staff who feel that 'systems for reward and recognition in Harrow are fair and transparent' by 10% by March 2016 (staff survey 2011 - 30%) and reduce the differences between protected characteristics (CWEO)
	HRD	September 2014	
	HRD	April 2014	To increase the proportion of staff who feel "Harrow demonstrates though its actions that it is committed to being an equal opportunities employer' by 10% by March 2016 (Staff Survey 2011 – 59%) and reduce differences between protected characteristics (CWEO).
	HRD	December 2013	
	HRD / Disability Adviser	June 2014	
	Equalities Officer	According to timing of events	
	HRD	April 2014	



	<p>valued by men and women individually</p> <ul style="list-style-type: none"><li>• Establish a “Quiet” room</li></ul>	Facilities	tba	
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## SENIOR LEVEL POSTS

**Objective: To increase the proportion of BAME, women, and employees with a disability at senior level**

Issue	Actions	Resource implications	Timescales for Actions	Measure of Success
<p><b>BAME employees:</b> Under representation of BAME employees at senior level in the workforce</p> <p><b>Staff with a Disability:</b> Under representation of Disabled people at senior level in the workforce</p>	<p>Research level at which BAME/Females/Disabled employees enter employment with Harrow to focus recruitment</p>	<p>HRD</p>	<p>December 2014</p>	<p>Increase in the top 5% of earners who are BAME by March 2014 (CWEO)</p>
	<p>Encourage participation by BAME/Female/Disabled employees in development opportunities eg Future Leaders' Programme and Leadership and Management Development Programme and report profile of participants and monitor their ongoing progression.</p>	<p>HRD</p>	<p>April 2014 (Dependent on launch of these programmes)</p>	<p>To increase the proportion of female employees in the workforce who are in the top 5% of earners to 50% by March 2014 (CWEO)</p> <p>Increase the proportion of the top 5% of earners who are Disabled to 20% by March 2014 (CWEO)</p>
	<p>Reserve a number of places on the above courses specifically for BAME/Disabled employees</p>	<p>HRD</p>	<p>April 2014 (Dependent on launch of these programmes)</p>	<p>To increase the proportion of BAME employees in the workforce who are in the top 5% of earners to 20% by March 2014 (CWEO)</p> <p>Increase the proportion of staff who feel that 'systems for reward and recognition in Harrow are fair and transparent' by 10% by March 2016 (staff survey 2011- 30%) and reduce the differences between protected characteristics. (CWEO)</p>

## EMPLOYMENT POLICIES AND PROCEDURES

**Objective: Ensure the Council has a clear set of policies and procedures to provide a consistent framework for the management and development of all staff to ensure every individual is treated with fairness and respect**

Issue	Actions	Resource implications	Timescales for Actions	Measure of Success
<p><b>Ethnicity:</b> Disproportionate representation of BAME employees in employment procedures</p> <p><b>Men:</b> Disproportionate representation of men in employment procedures</p> <p><b>Staff with a Disability:</b> Disproportionate representation of employees with disabilities in employment procedures</p>	Ensure equalities issues are integrated into the new appraisal scheme, and promote the focus on behaviour and approach within the new scheme.	HRD	April 2014	To increase the proportion of staff who feel "Harrow demonstrates though its actions that it is committed to being an equal opportunities employer' by 10% by March 2016 (Staff Survey 2011 – 59%) and reduce differences between protected characteristics (CWEO)
	Review Fair Treatment Suite to ensure complies with best practice and provides clear guidance for consistent management.	HRD	July 2014	
	Explore establishing an external mediation provider for call-off by managers to resolve conflict and address issues more positively at an early stage in grievances.	Managers	March 2015	Increase the proportion of staff who feel they are 'treated with fairness and respect by Harrow' by 10% by March 2016 (Staff Survey 2011 – 62%) and reduce the differences between staff with protected characteristics (CWEO)
	Review sample of past cases and continue monitoring on-going cases and carry out further investigation where data gives cause for concern.	Directorate ETGs/HRD	May 2014	
	Re-promote the Council's training course for Managers on cultural difference	HRD	March 2014	Increase the proportion of staff who feel that 'systems for reward and recognition in Harrow are fair and transparent' by 10% by March 2016 (staff survey 2011 - 30%) and reduce
	Review Conduct/Capability policies and procedures to include guidance on when cases should be dealt with formally/informally.	HRD	October 2014	

	<p>Review Capability Procedure and introduce a separate procedure relating to absence and attendance for staff, with specific guidance for Managers on recording and managing absence related to disability.</p> <p>Engage staff through the re-launch of the CREATE values to restate the Council's approach to diversity</p> <p>Strengthen the Induction process to ensure staff are fully supported on joining the Council and clear on expectations and acceptable behaviour at work</p>	<p>HRD</p> <p>HRD</p> <p>HRD</p>	<p>October 2014</p> <p>March 2014</p> <p>March 2014</p>	<p>the differences between protected characteristics (CWE0)</p>
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## TRAINING AND DEVELOPMENT

**Objective: To develop the understanding of all Managers and Employees of diversity and equalities to promote a positive culture in which issues can be addressed**

Issue	Actions	Resource implications	Timescale for Actions	Measure of Success
<b>Women:</b> Proportion of women applying for promotion is lower than their representation in the workforce	Embed equalities and diversity into all aspects of management development to strengthen understanding and a positive management approach	HRD	April 2014 (Dependent on launch of these programmes)	To increase the proportion of female employees in the workforce who are in the top 5% of earners to 50% by March 2014 (CWEO)
<b>Ethnicity:</b> Low proportion of senior positions held by BAME employees	Consider the use of positive action under the Equality Act (seek CEG advice).	HRD	September 2014	All new Starters have completed the mandatory Equality and Diversity E Learning Module within the first 6 months of their employment
<b>Staff with Disabilities:</b> Low proportion of senior positions held by employees with a disability	Promote equalities values as an integral part of training on the new appraisal scheme	HRD	March 2014	Increase the proportion of the top 5% of earners who are Disabled to 3% by March 2014 (CWEO)
	Improve the systematic identification of individual training needs through the new appraisal scheme	Managers	March 2014	Increase the proportion of the top 5% of earners who are Disabled to 3% by March 2014 (CWEO)
	Strengthen Recruitment and Selection Training to include positively managing disability issues	HRD	June 2014	To increase the proportion of BAME employees in the workforce who are in the top 5% of earners to 20% by March 2014 (CWEO)
	Strengthen induction process/review checklist	HRD	March 2014	To increase the proportion of BAME employees in the workforce who are in the top 5% of earners to 20% by March 2014 (CWEO)
	Revise probationary process to include mandatory training	HRD	April 2014	
	Continue to provide equalities training for the workforce and embed equalities	HR / Equalities	Ongoing	

	into all training and development activity. Examine what other authorities are doing to mainstream equalities and adopt their good practices	Officer HRD	June 2014	
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**Appendix 1**

<b>WORKFORCE DATA</b>				
<b>Objective: To Improve the capture, quality and presentation of Equalities Data to establish a clear picture across the organisation and monitor trends and progress.</b>				
<b>Issue</b>	<b>Actions</b>	<b>Resource implications</b>	<b>Timescales for Action</b>	<b>Measure of Success</b>
Incomplete equalities data from applicants	Prepare a template for use in future years when preparing equalities data report.	HRD	April 2014	Increase in the proportion of applications which provide social identity data
Incomplete equalities data for workforce	Include retention data by protected characteristics in 2013/14 report.	HRD	April 2014 for reporting October 2014	Increase in the proportion of employees who have supplied their social identity data on SAP system
Incomplete equalities data for posts at senior level	Senior Managers to be requested to record their equalities data on SAP.	HRD	December 2013	Less errors detected in data in the Annual Equalities in Employment Monitoring Report
	Strengthen wording in application pack to encourage disclosure of equalities data.	HRD	April 2014	
	Provide clarity for applicants about why the equalities data is important, what is done with it and confirm that it is separated from their application until after the shortlisting stage (especially relevant to on-line applications).	HRD	April 2014	
	Conduct regular campaigns to encourage employees to supply their			

**Appendix 1**

	<p>social identity data by explaining why Harrow collects this data and promoting Harrow's positive approach to diversity. Undertake an updating exercise for all employees every three years.</p>	HRD/Equalities Officer	October 2014	
	<p>Allow time to double check information from a range of sources prior to including in the Annual Equalities in Employment Monitoring Report.</p>	HRD	August 2014	
	<p>Review SAP categories for Leavers and adopt consistent protocol for recording data.</p>	HRD / Shared Services	March 2014	
	<p>Programme of action to automate the presentation of this data (dependent on timescales and cost).</p>	HRD	Start in May 2014	Reduce the time/opportunity cost of producing the data



**REPORT FOR: EMPLOYEE CONSULTATIVE FORUM**

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**Date of Meeting:** 9 October 2013

**Subject:** **INFORMATION REPORT**  
Part 1 of Annual Equality in Employment Monitoring Report (Data) for 1 April 2012 – 31 March 2013

**Responsible Officer:** Tom Whiting  
Corporate Director of Resources

**Exempt:** No

**Enclosures:** Appendix 1 - Data on Employment analysed by Protected Characteristic:

- Workforce Profile
- Recruitment
- Employment Procedures
- Redeployment
- Maternity - Return to Work rates
- Leavers
- Take up of Training Opportunities
- Directorate Reports
- Workforce Profiles for Partner Organisations

Appendix 2 - Council Paybands

**Section 1 – Summary**

This report sets out data, presented by protected characteristic, related to a range of employment matters as listed above. A further report will be submitted to January 2014 ECF analysing the data and addressing the issues highlighted.

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

**FOR INFORMATION**

## **Section 2 – Report**

### **2.3 Introduction and Format**

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

The Public Sector Equality Duty sets out, in the Equality Act 2010 and the Equality Act 2010 (Specific Duties) Regulations 2011, the requirement for public authorities to publish information about their performances on equalities and show the impact of their policies and practices on employees.

This report is the first part of a new two-part format for the Annual Equality in Employment Report.

This first part is for information only and contains employment data published to comply with the Equality Act 2010. Appendix 1 sets out the data relating to a range of employment issues, by protected characteristic. Appendix 2 contains information relating to Council's paybands. The presentation of the data in the first part of the report, in percentages, enables easier identification of issues and trends.

The second part of the Annual Equality in Employment Report will be submitted to ECF on 14 January 2014, and will highlight the main issues evident from the data published in part one of the report and describe the actions the Council will take to try and address these issues.

The format of the report has been changed to allow time to focus on the outcomes and actions required. This year we are reporting on 8 protected characteristics, (compared with only 4 last year), which has required greater resources and time than in previous years, to pull all the data together. This new format allows a clearer picture of the Council's overall profile and progress on employment equality issues to be presented. The second part of the report, to be published in January 2014, allows time for detailed review of the data and determination of appropriate actions.

### **2.2 Content**

This first part of the report contains a snapshot of the workforce profile as at 31 March 2013 across the whole Council, each Directorate and the available information from major partner organisations, analysed by protected characteristic. Comparisons of the workforce profile against previous years, the local community and other London Councils\* are made where available and appropriate.

In addition, data is supplied for the complete year ending 31 March 2013 on recruitment, employment procedures, redeployment rates, women returning to work following maternity leave, leavers and take up of training opportunities as well as summary reports from Directorates, by protected characteristics.

This is the first year that data on the protected characteristics of Religion or Belief, Sexual Orientation, Pregnancy and Maternity and Gender Reassignment is available, albeit limited. There are, therefore, no comparative figures for previous years. The limited data shows there is an apparent reluctance by employees to declare their religion or belief and sexual orientation, despite a recent exercise to encourage this.

Issues highlighted by the data in part one of the report will be referred to the Corporate Equality Group for consideration.

ECF members are asked to note the data is provided for information and in preparation for the second part of the Annual Equality in Employment Report to ECF in January 2014.

\*Information available from London Councils is not a “like for like” comparison as it is based on assignments not headcount. It does however enable a broad comparison to be made.

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

A second “Issues and Proposed Action Plan” report, as part of the Annual Equality in Employment Report, is to be considered by ECF on 14<sup>th</sup> January 2014, which will include actions the Council will take in response to issues identified in this report.

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

There are no financial implications relating to this report.

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

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

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

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

Name: Divya Assani



on behalf of the  
Chief Financial Officer

Date: 19 September 2013

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

**Contact:** Tish Tunnacliffe, Senior HRD Adviser, 0208 424 1136

#### **Background Papers:**

Previous Annual Equality in Employment Reports

# Annual Equality in Employment Monitoring Report

## Employment Data

1. How information is presented
2. Workforce Profile as at 31 March 2013 analysed by:
  - 2.1 Race (ethnicity)
  - 2.2 Sex
  - 2.3 Disability
  - 2.4 Age
  - 2.5 Religion or Belief
  - 2.6 Sexual Orientation
  - 2.7 Pregnancy and Maternity
  - 2.8 Gender Reassignment
  - 2.9 Workforce by Payband and Protected Characteristic
  - 2.10 Workforce by Part-time and Protected Characteristic
3. Recruitment Monitoring by Protected Characteristic
4. Employment Procedures by Protected Characteristic
5. Redeployments by Protected Characteristic
6. Maternity Leave - Return to Work rates - by Protected Characteristic
7. Leavers by Protected Characteristic
8. Take Up of Training Opportunities by Protected Characteristic
9. Directorate **Reports**
10. Workforce Profiles for Partner Organisations

## **1. How information is presented**

### **Workforce Profile Data**

The Workforce Profile is a snapshot of the workforce as at 31 March 2013, broken down by 8 of the 9 protected characteristics (there is no requirement to report on Marital Status) and by Payband and whether Full or Part-time.

It is based on headcount, therefore, an employee who holds jobs in more than one directorate will be counted only once in the whole council report but will appear in each of the Directorate reports.

In determining which job to count, in order of importance, is the job with the highest number of working hours, the job with the highest grade and lastly the job which the employee has been in the longest

This is the first time we have reported on the protected characteristics of Religion or Belief, Sexual Orientation, Pregnancy and Maternity and Gender Reassignment. There are, therefore, no comparative figures for previous years.

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

Data used for comparison with the community obtained from 2011 Census Briefing Note 11: May 2013 – Gender, Age, Religion and Health, by Ethnic Group 2011 Census Third Release (3.1).

Information relating to percentage of working age people with a disability obtained from the DWP Family Resources Survey 2010/11.

Where limited data is available from London Councils, this has been included as a comparator, although it is not a like-for-like comparison. The data does not include schools.

### **Disability**

Data from the last census on community shows that 16.4% do not consider their health to be good. This is comparable with the National Figure of 16% of working age population who have a disability. Harrow Council has set a target to employ a workforce where 3% of employees self classify that they have a disability.

### **Gender Reassignment**

In this category, if an employee answers any of the other social identity questions, even if they leave this category blank, it will show the outcome as “No”. These responses are added to the “No” responses from employees who actually responded with a “No” answer.

If none of the categories on the employee’s social identity are answered, the response will show as “unknown” for this category.

### **Recruitment**

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

## 2. Workforce Profile as at 31 March 2013

### 2.1 Race (Ethnicity)

Ethnic Classification	Whole Council 5,125 employees			Excluding Schools 2,375 employees			London Councils Data 2013 Exc Schools	Harrow Community Data 2011 Census
	2011	2012	2013	2011	2012	2013		
Asian	22.64%	23.77%	24.08%	20.48%	20.52%	21.60%	10.67%	42.59%
Black	8.82%	9.33%	9.00%	13.96%	14.32%	14.11%	20.39%	8.24%
Mixed	2.15%	2.21%	2.15%	1.91%	1.87%	1.89%	2.75%	3.97%
Any other ethnic group	1.32%	1.19%	0.86%	1.44%	1.29%	0.80%	1.85%	2.95%
<b>Total BAME</b>	<b>34.92%</b>	<b>36.49%</b>	<b>36.08%</b>	<b>37.79%</b>	<b>37.99%</b>	<b>38.40%</b>	<b>35.67%</b>	<b>57.75%</b>
<b>White</b>	<b>56.36%</b>	<b>54.46%</b>	<b>52.08%</b>	<b>56.16%</b>	<b>55.06%</b>	<b>54.44%</b>	<b>64.33%</b>	<b>42.25%</b>
Unknown/Unclassified	8.71%	9.05%	11.84%	6.05%	6.95%	7.16%	8.03%	0.00%

### 2.2 Sex

Sex	Whole Council 5,125 employees			Excluding Schools 2,375 employees			London Councils Data 2013 Exc Schools	Harrow Community Data 2011 Census
	2011	2012	2013	2011	2012	2013		
Male	24.07%	23.34%	22.36%	37.71%	38.95%	37.68%	37.67%	49.40%
Female	75.93%	76.66%	77.64%	62.29%	61.05%	62.32%	62.33%	50.60%

### 2.3 Disability

Disabled	Whole Council 5,125 employees			Excluding Schools 2,375 employees			London Councils Data 2013 Exc Schools	Harrow Community Data 2011 Census
	2011	2012	2013	2011	2012	2013		
Yes	1.84%	2.02%	1.81%	3.63%	3.58%	3.33%	5.08%	*16.40%
No	98.00%	97.77%	93.66%	96.29%	96.30%	96.25%	-	*83.60%
Unknown	0.16%	0.22%	4.53%	0.08%	0.12%	0.42%	-	-

\*Not the same definition - in the 2011 census, 16.4% of Harrow residents self classified their health to be **not** good. A target has been set for Harrow Council for 3% of its workforce to declare they have a disability.

### 2.4 Age

Age	Whole Council 5,125 employees			Excluding Schools 2,375 employees			Harrow Community Data 2011 Census
	2011	2012	2013	2011	2012	2013	
16 to 24	3.66%	3.00%	3.34%	2.73%	2.21%	1.47%	11.7%
25 to 34	19.32%	40.39%	17.39%	15.05%	36.50%	14.15%	30.4%
35 to 44	24.04%		22.67%	22.39%		21.68%	
45 to 54	30.86%	54.28%	32.76%	31.36%	58.09%	33.14%	23.6%
55 to 64	20.16%		21.15%	25.78%		25.81%	
65+	1.97%	2.33%	2.69%	2.69%	3.20%	3.75%	14.1%

## 2.5 Religion or Belief

	Whole Council 5,125	Excluding Schools 2,375	Harrow Community Data 2011 Census
	%	%	%
Christianity	11.00%	13.09%	37.30%
Hinduism	4.12%	4.00%	25.30%
Islam	1.44%	1.64%	12.50%
Judaism	0.57%	0.59%	4.40%
Jainism	0.51%	0.42%	No category
Sikh	0.39%	0.51%	1.20%
Buddhism	0.20%	0.25%	1.10%
Zoroastrian	0.02%	-	No category
Other	0.86%	0.97%	2.50%
No Religion/Atheist	2.09%	2.78%	9.60%
Unknown	78.81%	75.75%	6.20%

## 2.6 Sexual Orientation

	Whole Council 5,125	Excluding Schools 2,375
	%	%
Heterosexual	15.92%	18.11%
Gay Woman/ Lesbian	0.06%	0.08%
Gay Man	0.08%	0.08%
Bi-sexual	0.14%	0.21%
Prefer not to say	1.07%	1.18%
Other	0.04%	-
Unknown	82.69%	80.34%

## 2.7 Pregnancy and Maternity

	Whole Council 206 of 5,125	Excluding Schools 98 of 2,375
	%	%
Percentage of workforce who have been pregnant and/or taken maternity leave in the two years to 31 March 2013	4.02%	4.13%

## 2.8 Gender Reassignment

Is your gender identity the same as the gender you were assigned at birth?

	Whole Council 5,125	Excluding Schools 2,375
	%	%
Yes	95.47%	99.58%
No	0%	0%
Unknown	4.53%	0.42%

**2.9 Workforce by Payband and Protected Characteristic**

(see Appendix 2 for Council's Payband)

		Payband (and number of employees)						Whole Council Workforce ( 5,125)
	Pay	1 (2,008)	2 (1,611)	3 (1,102)	4 (296)	5 (91)	6 (17)	
<b>Ethnicity</b>	BAME	41.88%	36.31%	31.22%	23.31%	10.99%	-	36.08%
	White	43.87%	53.20%	58.80%	66.22%	81.32%	76.47%	52.08%
	Unknown	14.24%	10.49%	9.98%	10.47%	7.69%	23.53%	11.84%
<b>Sex</b>	Male	16.98%	26.82%	22.23%	28.38%	39.56%	47.06%	22.36%
	Female	83.02%	73.18%	77.77%	71.62%	60.44%	52.94%	77.64%
<b>Disability</b>	Yes	1.54%	2.73%	1.54%	-	1.10%	-	1.81%
	No	91.43%	93.67%	96.10%	98.65%	96.70%	94.12%	93.66%
	Not stated	7.02%	3.60%	2.36%	1.35%	2.20%	5.88%	4.53%
<b>Age</b>	16 to 24	4.88%	4.53%	-	-	-	-	3.34%
	25 to 34	11.01%	23.34%	23.68%	10.81%	1.10%	-	17.39%
	35 to 44	22.86%	19.49%	24.95%	31.42%	19.78%	17.65%	22.67%
	45 to 54	34.71%	31.22%	30.58%	31.42%	45.05%	47.06%	32.76%
	55 to 64	22.51%	19.06%	19.51%	25.34%	31.87%	35.29%	21.15%
	65+	4.03%	2.36%	1.27%	1.01%	2.20%	-	2.69%
<b>Religion or Belief</b>	Christianity	8.57%	11.98%	13.43%	13.85%	7.69%	17.65%	11.00%
	Hinduism	5.88%	3.66%	2.36%	2.36%	1.10%	-	4.12%
	Islam	1.79%	1.37%	1.09%	1.35%	-	-	1.44%
	Judaism	0.30%	0.50%	0.82%	1.01%	3.30%	-	0.57%
	Jainism	0.60%	0.74%	0.18%	-	-	-	0.51%
	Sikh	0.30%	0.43%	0.27%	1.01%	1.10%	-	0.39%
	Buddhism	0.10%	0.19%	0.36%	-	1.10%	-	0.20%
	Zoroastrian	-	0.06%	-	-	-	-	0.02%
	Other	0.85%	0.87%	1.00%	0.34%	1.10%	-	0.86%
	No Religion/ Atheist	1.00%	2.30%	2.63%	5.07%	5.49%	5.88%	2.09%
Unknown	80.63%	77.90%	77.86%	75.00%	79.12%	76.47%	78.81%	
<b>Sexual Orientation</b>	Heterosexual	13.25%	16.95%	17.79%	20.27%	19.78%	17.65%	15.92%
	Gay Woman/ Lesbian	-	0.12%	0.09%	-	-	-	0.06%
	Gay Man	0.05%	0.06%	0.09%	0.34%	-	-	0.08%
	Bi-sexual	0.20%	0.06%	-	0.68%	-	-	0.14%
	Prefer not to say	0.95%	1.12%	1.27%	1.35%	-	-	1.07%
	Other	0.10%	-	-	-	-	-	0.04%
	Unknown	85.46%	81.69%	80.76%	77.36%	80.22%	82.35%	82.69%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	2.09%	3.72%	7.8%	5.74%	1.1%	0.00%	4.02%
	No	97.9%	96.28%	92.2%	94.26%	98.9%	100%	95.58%
<b>Same gender assigned at birth?</b>	Yes	92.98%	96.40%	97.64%	98.65%	97.80%	94.12%	95.47%
	No	-	-	-	-	-	-	-
	Unknown	7.02%	3.60%	2.36%	1.35%	2.20%	5.88%	4.53%



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

		<b>Full time 2,614 employees</b>	<b>Part time 2,511 employees</b>	<b>Whole Council Workforce 5,125 employees</b>
<b>Ethnicity</b>	BAME	33.89%	38.35%	36.08%
	White	55.93%	48.07%	52.08%
	Unknown	10.18%	13.58%	11.84%
<b>Sex</b>	Male	36.15%	8.00%	22.36%
	Female	63.85%	92.00%	77.64%
<b>Disability</b>	Yes	2.26%	1.35%	1.81%
	No	94.99%	92.27%	93.66%
	Not stated	2.75%	6.37%	4.53%
<b>Age</b>	16 to 24	3.67%	2.99%	3.34%
	25 to 34	24.45%	10.04%	17.39%
	35 to 44	21.46%	23.93%	22.67%
	45 to 54	29.50%	36.16%	32.76%
	55 to 64	19.47%	22.90%	21.15%
	65+	1.45%	3.98%	2.69%
<b>Religion or Belief</b>	Christianity	10.98%	11.03%	11.00%
	Hinduism	2.72%	5.58%	4.12%
	Islam	1.38%	1.51%	1.44%
	Judaism	0.57%	0.56%	0.57%
	Jainism	0.27%	0.76%	0.51%
	Sikh	0.42%	0.36%	0.39%
	Buddhism	0.31%	0.08%	0.20%
	Zoroastrian	-	0.04%	0.02%
	Other	0.80%	0.92%	0.86%
	No Religion/Atheist	2.56%	1.59%	2.09%
Unknown	79.99%	77.58%	78.81%	
<b>Sexual Orientation</b>	Heterosexual	16.07%	15.77%	15.92%
	Gay Woman/ Lesbian	-	0.12%	0.06%
	Gay Man	0.11%	0.04%	0.08%
	Bi-sexual	0.11%	0.16%	0.14%
	Prefer not to say	0.96%	1.19%	1.07%
	Other	-	0.08%	0.04%
	Unknown	82.75%	82.64%	82.69%
<b>Pregnancy/ maternity in last 2 years</b>	Yes	3.40%	4.66%	4.02%
	No	96.60%	95.34%	95.98%
<b>Same gender assigned at birth?</b>	Yes	97.25%	93.63%	95.47%
	No	-	-	-
	Unknown	2.75%	6.37%	4.53%

### 3. Recruitment Monitoring by Protected Characteristic

#### 3.1 Recruitment (Schools not included)

		Applications 3,132	Shortlisted 579	Appointed 133	Whole Council Workforce 5,125	Harrow Community Data 2011 Census
<b>Ethnicity</b>	BAME	59.70%	52.50%	38.30%	36.08%	57.75%
	White	27.90%	37.50%	50.40%	52.08%	42.25%
	Unknown	12.50%	10.00%	11.30%	11.84%	-
<b>Sex</b>	Male	42.40%	38.50%	34.60%	22.36%	49.40%
	Female	56.50%	60.80%	65.40%	77.64%	50.60%
	Not stated	1.00%	0.70%	-	-	-
<b>Disability</b>	Yes	4.00%	3.50%	0.80%	1.81%	16.4%
	No	93.90%	93.40%	96.20%	93.66%	83.6%
	Not stated	2.00%	3.10%	3.00%	4.53%	-
<b>Age</b>	16 to 24	11.10%	5.50%	4.50%	3.34%	11.7%
	25 to 34	37.70%	32.00%	30.10%	17.39%	30.4%
	35 to 44	22.10%	27.10%	24.80%	22.67%	
	45 to 54	20.10%	23.00%	27.10%	32.76%	23.6%
	55 to 64	6.30%	8.50%	6.80%	21.15%	
	65+	0.3%	0.3%	-	2.69%	14.1%
	Unknown	2.50%	3.6.00%	6.80%	-	-
<b>Religion or Belief</b>	Christianity	36.90%	33.70%	36.80%	11.00%	37.30%
	Hinduism	13.10%	10.20%	7.50%	4.12%	25.30%
	Islam	10.20%	5.50%	3.80%	1.44%	12.50%
	Judaism	0.50%	0.70%	-	0.57%	4.40%
	Jainism	0.40%	0.30%	0.0%	0.51%	No category
	Sikh	1.90%	2.60%	3.00%	0.39%	1.20%
	Buddhism	0.9%	1.4%	0.8%	0.20%	1.10%
	Zoroastrian	0.10%	0.00%	0.00%	0.02%	No category
	Other	2.10%	1.20%	2.30%	0.86%	2.50%
	No Religion/Atheist	11.9%	13.8%	15.8%	2.09%	9.60%
Unknown	22.10%	30.60%	30.10%	78.81%	6.20%	
<b>Sexual Orientation</b>	Heterosexual	73.00%	67.00%	68.40%	15.92%	No category
	Gay Woman/ Lesbian	0.40%	0.30%	-	0.06%	
	Gay Man	1.10%	0.70%	0.80%	0.08%	
	Bi-sexual	1.90%	0.70%	1.50%	0.14%	
	Prefer not to say	-	-	-	1.07%	
	Other	-	-	-	0.04%	
	Unknown	23.70%	31.30%	29.30%	82.69%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	1.60%	1.20%	1.50%	4.02%	No category
	No	53.00%	42.00%	39.80%	95.58%	
	Unknown	45.40%	56.80%	58.60%	-	
<b>Same gender assigned at birth?</b>	Yes	51.90%	40.20%	40.60%	95.47%	No category
	No	2.90%	1.90%	0.80%	-	
	Unknown	45.20%	57.90%	58.60%	4.53%	

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

		<b>Applications 512</b>	<b>Shortlisted 240</b>	<b>Appointed 74</b>	<b>Whole Council Workforce 5,125</b>	<b>Harrow Community Data 2011 Census</b>
<b>Ethnicity</b>	BAME	57.2%	50.8%	36.5%	36.08%	57.75%
	White	37.5%	43.8%	56.8%	52.08%	42.25%
	Unknown	5.3%	5.4%	6.8%	11.84%	0.0%
<b>Sex</b>	Male	39.6%	39.6%	37.8%	22.36%	49.40%
	Female	59.0%	59.6%	62.2%	77.64%	50.60%
	Not stated	1.4%	0.8%	0.0%	0.0%	0.0%
<b>Disability</b>	Yes	2.5%	1.7%	1.4%	1.81%	16.4%
	No	96.1%	96.7%	95.9%	93.66%	83.6%
	Not stated	1.4%	1.7%	2.7%	4.53%	0.0%
<b>Age</b>	16 to 24	7.4%	7.1%	6.8%	3.34%	11.7%
	25 to 34	34.2%	31.7%	27.0%	17.39%	30.4%
	35 to 44	21.7%	25.4%	23.0%	22.67%	
	45 to 54	22.9%	22.9%	32.4%	32.76%	23.6%
	55 to 64	10.0%	8.3%	4.1%	21.15%	
	65+	0.2%	0.4%	1.4%	2.69%	14.1%
	Unknown	3.7%	4.2%	5.4%	0.0%	0.0%
<b>Religion or Belief</b>	Christianity	26.8%	28.8%	27.0%	11.00%	37.30%
	Hinduism	14.5%	11.7%	9.5%	4.12%	25.30%
	Islam	5.3%	3.8%	4.1%	1.44%	12.50%
	Judaism	0.4%	0.4%	0.0%	0.57%	4.40%
	Jainism	0.0%	0.0%	0.0%	0.51%	No category
	Sikh	1.2%	1.7%	2.7%	0.39%	1.20%
	Buddhism	1.8%	2.5%	1.4%	0.20%	1.10%
	Zoroastrian	0.0%	0.0%	0.0%	0.02%	No category
	Other	1.2%	2.1%	4.1%	0.86%	2.50%
	No Religion/Atheist	14.5%	15.8%	16.2%	2.09%	9.60%
	Unknown	34.6%	33.3%	35.1%	78.81%	6.20%
<b>Sexual Orientation</b>	Heterosexual	60.0%	61.7%	63.5%	15.92%	No category
	Gay Woman/ Lesbian	0.0%	0.0%	0.0%	0.06%	
	Gay Man	0.4%	0.4%	1.4%	0.08%	
	Bi-sexual	0.6%	0.4%	0.0%	0.14%	
	Prefer not to say	0.0%	0.0%	0.0%	1.07%	
	Other	0.0%	0.0%	0.0%	0.04%	
	Unknown	39.1%	37.5%	35.1%	82.69%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	1.2%	0.8%	2.7%	4.02%	No category
	No	43.4%	40.4%	36.5%	95.58%	
	Unknown	55.5%	58.8%	60.8%	0.0%	
<b>Same gender assigned at birth?</b>	Yes	42.0%	39.2%	37.8%	95.47%	No category
	No	2.9%	1.3%	1.4%	0.0%	
	Unknown	55.1%	59.6%	60.8%	4.53%	

## 4. Employment Procedures by Protected Characteristic

		Conduct			Capability			DAW		Whole Council Workforce 5,125
		57 Cases	20 Warnings	14 Dismissals	46 Cases	31 Warnings	5 Dismissals	20 Cases	8 Appeals	
<b>Ethnicity</b>	BAME	63.16%	75.00%	64.29%	32.61%	35.48%	20.00%	50.00%	50.00%	36.08%
	White	28.07%	25.00%	21.43%	60.87%	54.84%	80.00%	45.00%	50.00%	52.08%
	Unknown	8.77%	-	14.29%	6.52%	9.68%	-	5.00%	-	11.84%
<b>Sex</b>	Male	57.89%	60.00%	50.00%	56.52%	54.84%	40.00%	60.00%	62.50%	22.36%
	Female	42.11%	40.00%	50.00%	43.48%	45.16%	60.00%	40.00%	37.50%	77.64%
<b>Disability</b>	Yes	3.51%	5.00%	7.14%	8.70%	9.68%	-	-	-	1.81%
	No	96.49%	95.00%	92.86%	91.30%	90.32%	100%	100%	100%	93.66%
	Not stated	-	-	-	-	-	-	-	-	4.53%
<b>Age</b>	16 to 24	3.51%	5.00%	7.14%	4.35%	6.45%	-	-	-	3.34%
	25 to 34	14.04%	20.00%	-	10.87%	6.45%	20.00%	-	-	17.39%
	35 to 44	21.05%	25.00%	28.57%	19.57%	16.13%	20.00%	20.00%	25.00%	22.67%
	45 to 54	38.60%	35.00%	42.86%	45.65%	54.84%	20.00%	55.00%	37.50%	32.76%
	55 to 64	22.81%	15.00%	21.43%	19.57%	16.13%	40.00%	20.00%	25.00%	21.15%
	65+	-	-	-	-	-	-	5.00%	12.50%	2.69%
<b>Religion or Belief</b>	Christianity	10.53%	5.00%	14.29%	10.87%	12.90%	-	10.00%	-	11.00%
	Hinduism	1.75%	-	-	-	-	-	-	-	4.12%
	Islam	1.75%	5.00%	-	-	-	-	-	-	1.44%
	Judaism	-	-	-	-	-	-	-	-	0.57%
	Jainism	-	-	-	6.52%	6.45%	20.00%	-	-	0.51%
	Sikh	-	-	-	-	-	-	-	-	0.39%
	Buddhism	1.75%	5.00%	-	-	-	-	-	-	0.20%
	Zoroastrian	-	-	-	-	-	-	-	-	0.02%
	Other	-	-	-	2.17%	3.23%	-	-	-	0.86%
	No Religion/ Atheist	-	-	-	-	-	-	-	-	2.09%
Unknown	84.21%	85.00%	85.71%	80.43%	77.42%	80.00%	90.00%	100%	78.81%	
<b>Sexual Orientation</b>	Heterosexual	8.77%	5.00%	14.29%	8.70%	9.68%	-	10.00%	-	15.92%
	Gay Woman/ Lesbian	-	-	-	-	-	-	-	-	0.06%
	Gay Man	-	-	-	-	-	-	-	-	0.08%
	Bi-sexual	1.75%	-	-	-	-	-	-	-	0.14%
	Prefer not to say	1.75%	5.00%	-	2.17%	3.23%	-	-	-	1.07%
	Other	-	-	-	-	-	-	-	-	0.04%
	Unknown	87.72%	90.00%	85.71%	89.13%	87.10%	100%	90.00%	100%	82.69%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	-	-	-	-	-	-	-	-	4.02%
	No	100%	100%	100%	100%	100%	100%	-	-	95.98%
<b>Same gender assigned at birth?</b>	Yes	100%	100%	100%	100%	100%	100%	95.00%	87.50%	95.47%
	No	-	-	-	-	-	-	-	-	-
	Unknown	-	-	-	-	-	-	5.00%	12.50%	4.53%

## 5. Redeployment by Protected Characteristics

		Redeployments - 1 April 2012 - 31 March 2013			
		Employees seeking redeployment 50	Employees Redeployed 8	Employees not redeployed 42	Whole Council Workforce 5125
<b>Ethnicity</b>	BAME	44.00%	37.50%	45.24%	36.08%
	White	44.00%	62.50%	40.48%	52.08%
	Unknown	12.00%	0.00%	14.29%	11.84%
<b>Sex</b>	Male	36.00%	12.50%	40.48%	22.36%
	Female	64.00%	87.50%	59.52%	77.64%
<b>Disability</b>	Yes	2.00%	0.00%	2.38%	1.81%
	No	86.00%	100.00%	83.33%	93.66%
	Unknown	12.00%	0.00%	14.29%	4.53%
<b>Age</b>	16 to 24	-	-	-	3.34%
	25 to 34	8.00%	25.00%	4.76%	17.39%
	35 to 44	12.00%	12.50%	11.90%	22.67%
	45 to 54	34.00%	25.00%	35.71%	32.76%
	55 to 64	40.00%	37.50%	40.48%	21.15%
	65+	6.00%	0.00%	7.14%	2.69%

## 6. Return to Work rates after Maternity Leave by Protected Characteristics

		Women due to return between 1 April 2012 - 31 March 2013	Women who returned to work for longer than 4 months	Women who returned to work but left within 4 months	Non returners following maternity leave
Number and Percentage		104 (100%)	81 (77.88%)	3 (2.88%)	20 (19.23%)
<b>Ethnicity</b>	BAME	32.69%	35.80%	0.00%	25.00%
	White	54.81%	51.85%	66.67%	65.00%
	Unknown	12.50%	12.35%	33.33%	10.00%
<b>Disability</b>	Yes	-	-	-	-
	No	100.00%	100.00%	100.00%	100.00%
	Not stated	-	-	-	-
<b>Age</b>	16 to 24	-	-	-	-
	25 to 34	50.96%	49.38%	66.67%	55.00%
	35 to 44	47.12%	48.15%	33.33%	45.00%
	45 to 54	1.92%	2.47%	0.00%	0.00%
	55 to 64	-	-	-	-
	65+	-	-	-	-
<b>Religion or Belief</b>	Christianity	6.73%	8.64%	0.00%	0.00%
	Hinduism	-	-	-	-
	Islam	1.92%	2.47%	0.00%	0.00%
	Judaism	-	-	-	-
	Jainism	-	-	-	-
	Sikh	-	-	-	-
	Buddhism	-	-	-	-
	Zoroastrian	-	-	-	-
	Other	-	-	-	-
	No Religion/Atheist	-	-	-	-
	Unknown	91.35%	88.89%	100.00%	100.00%
<b>Sexual Orientation</b>	Heterosexual	8.65%	11.11%	0.00%	0.00%
	Gay Woman/ Lesbian	-	-	-	-
	Bi-sexual	-	-	-	-
	Prefer not to say	-	-	-	-
	Other	-	-	-	-
	Unknown	91.35%	88.89%	100.00%	100.00%

## 7. Leavers by Protected Characteristic

The total number of employees who left the Council in the period 1 April 2012 – 31 March 2013 was 613, the remainder of 548 were voluntary resignations, TUPEs, death in service, etc.

No employees left through voluntary severance. Those dismissed are analysed below:

LEAVERS		Ill health Dismissals 8 employees	Redundancy 42 employees	Dismissals inclg Probation but exclg Ill health dismissals 15 employees	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census
Ethnicity	BAME	12.50%	45.24%	40.00%	36.08%	57.75%
	White	87.50%	40.48%	46.67%	52.08%	42.25%
	Unknown	0.00%	14.29%	13.33%	11.84%	0.00%
Sex	Male	50.00%	40.48%	46.67%	22.36%	49.40%
	Female	50.00%	59.52%	53.33%	77.64%	50.60%
Disability	Yes	0.00%	2.38%	6.67%	1.81%	16.4%*
	No	100.00%	83.33%	93.33%	93.66%	83.6%*
	Not stated	0.00%	14.29%	0.00%	4.53%	0.00%
Age	16 to 24	0.00%	0.00%	0.00%	3.34%	11.7%
	25 to 34	12.50%	4.76%	6.67%	17.39%	30.4%
	35 to 44	12.50%	11.90%	20.00%	22.67%	
	45 to 54	12.50%	35.71%	46.67%	32.76%	23.6%
	55 to 64	62.50%	40.48%	26.67%	21.15%	
	65+	0.00%	7.14%	0.00%	2.69%	14.1%
Religion or Belief	Christianity	12.50%	0.00%	0.00%	11.00%	37.30%
	Hinduism	0.00%	0.00%	0.00%	4.12%	25.30%
	Islam	0.00%	0.00%	0.00%	1.44%	12.50%
	Judaism	0.00%	0.00%	0.00%	0.57%	4.40%
	Jainism	0.00%	0.00%	0.00%	0.51%	No category
	Sikh	0.00%	0.00%	0.00%	0.39%	1.20%
	Buddhism	0.00%	0.00%	0.00%	0.20%	1.10%
	Zoroastrian	0.00%	0.00%	0.00%	0.02%	No category
	Other	0.00%	0.00%	0.00%	0.86%	2.50%
	No Religion/Atheist	0.00%	0.00%	0.00%	2.09%	9.60%
	Unknown	87.50%	100.00%	100.00%	78.81%	6.20%
Sexual Orientation	Heterosexual	12.50%	0.00%	0.00%	15.92%	
	Gay Woman/ Lesbian	0.00%	0.00%	0.00%	0.06%	
	Gay Man	0.00%	0.00%	0.00%	0.08%	
	Bi-sexual	0.00%	0.00%	0.00%	0.14%	
	Prefer not to say	0.00%	0.00%	0.00%	1.07%	
	Other	0.00%	0.00%	0.00%	0.04%	
	Unknown	87.50%	100.00%	100.00%	82.69%	No category
Pregnancy/ maternity in last 2 years	Yes	0.00%	0.00%	0.00%	4.02%	
	No	100.00%	100.00%	100.00%	95.98%	No category
Same gender assigned at birth?	Yes	100.00%	100.00%	100.00%	95.47%	
	No	0.00%	0.00%	0.00%	0.00%	No category
	Unknown	0.00%	0.00%	0.00%	4.53%	

## 8. Take Up of Training Opportunities

Access to Training Opportunities by headcount		Corporate Learning and Development Programme accessed by 1,081 employees	Whole Council Workforce 5,125 employees
<b>Ethnicity</b>	BAME	41%	36.08%
	White	51%	52.08%
	Unknown	8%	11.84%
<b>Sex</b>	Male	29%	22.36%
	Female	71%	77.64%
<b>Disability</b>	Yes	4%	1.81%
	No	96%	93.66%
	Not stated	0%	4.53%
<b>Age</b>	16 to 24	1%	3.34%
	25 to 34	14%	17.39%
	35 to 44	25%	22.67%
	45 to 54	34%	32.76%
	55 to 64	24%	21.15%
	65+	2%	14.1%

Access to Training Opportunities by applications		Total Number of Applications submitted (2,282)	Total Number of Applications Approved (1,688)	Total Number of Applications Not Approved (594)
<b>Ethnicity</b>	BAME	45.88%	46.03%	45.45%
	White	46.67%	47.69%	43.77%
	Unknown	7.45%	6.28%	10.77%
<b>Sex</b>	Male	29.05%	27.07%	34.68%
	Female	70.95%	72.93%	65.32%
<b>Disability</b>	Yes	3.59%	3.61%	3.54%
	No	96.41%	96.39%	96.46%
<b>Age</b>	16 to 24	2.54%	2.19%	3.54%
	25 to 34	13.80%	14.51%	11.78%
	35 to 44	25.81%	25.53%	26.60%
	45 to 54	35.71%	34.83%	38.22%
	55 to 64	20.20%	20.91%	18.18%
	65+	1.27%	1.42%	0.84%
	Unknown	0.66%	0.59%	0.84%



## 9. Directorate Reports

### 9.1 Resources Directorate

#### Resources Directorate - Workforce Profile

		Resources Directorate 468 employees	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census
<b>Ethnicity</b>	BAME	40.60%	36.08%	57.75%
	White	46.37%	52.08%	42.25%
	Unknown	13.03%	11.84%	0.00%
<b>Sex</b>	Male	25.85%	22.36%	49.40%
	Female	74.15%	77.64%	50.60%
<b>Disability</b>	Yes	2.14%	1.81%	16.40%
	No	97.44%	93.66%	83.60%
	Unknown	0.43%	4.53%	0.00%
<b>Age</b>	16 to 24	1.50%	3.34%	11.7%
	25 to 34	21.37%	17.39%	30.4%
	35 to 44	27.35%	22.67%	
	45 to 54	29.91%	32.76%	23.6%
	55 to 64	18.80%	21.15%	
	65+	1.07%	2.69%	14.1%
<b>Religion or Belief</b>	Christianity	8.12%	11.00%	37.30%
	Hinduism	3.42%	4.12%	25.30%
	Islam	1.28%	1.44%	12.50%
	Judaism	0.21%	0.57%	4.40%
	Jainism	0.21%	0.51%	No category
	Sikh	1.07%	0.39%	1.20%
	Buddhism	0.00%	0.20%	1.10%
	Zoroastrian	0.00%	0.02%	No category
	Other	0.43%	0.86%	2.50%
	No Religion/Atheist	2.78%	2.09%	9.60%
	Unknown	82.48%	78.81%	6.20%
<b>Sexual Orientation</b>	Heterosexual	8.55%	15.92%	No category
	Gay Woman/ Lesbian	0.00%	0.06%	
	Gay Man	0.21%	0.08%	
	Bi-sexual	0.00%	0.14%	
	Prefer not to say	0.21%	1.07%	
	Other	0.00%	0.04%	
	Unknown	91.03%	82.69%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	6.62%	4.02%	No category
	No	93.38%	95.98%	
<b>Same gender assigned at birth?</b>	Yes	0.00%	95.47%	No category
	No	99.57%	0.00%	
	Unknown	0.43%	4.53%	

Resources Directorate – Workforce Profile by Payband

		Payband						Resources Directorate (468)	Whole Council Workforce (5,125)
		1 (15)	2 (245)	3 (113)	4 (83)	5 (8)	6 (4)		
<b>Ethnicity</b>	BAME	46.67%	44.90%	41.59%	31.33%	0.00%	0.00%	40.60%	36.08%
	White	40.00%	44.90%	46.90%	44.58%	100.00%	75.00%	46.37%	52.08%
	Unknown	13.33%	10.20%	11.50%	24.10%	0.00%	25.00%	13.03%	11.84%
<b>Sex</b>	Male	0.83%	44.63%	27.27%	19.83%	4.96%	2.48%	25.85%	22.36%
	Female	4.03%	55.04%	23.05%	17.00%	0.58%	0.29%	74.15%	77.64%
<b>Disability</b>	Yes	0.00%	3.27%	1.77%	0.00%	0.00%	0.00%	2.14%	1.81%
	No	100.00%	95.92%	98.23%	100.00%	100.00%	100.00%	97.44%	93.66%
	Not stated	0.00%	0.82%	0.00%	0.00%	0.00%	0.00%	0.43%	4.53%
<b>Age</b>	16 to 24	26.67%	1.22%	0.00%	0.00%	0.00%	0.00%	1.50%	3.34%
	25 to 34	13.33%	26.12%	24.78%	7.23%	0.00%	0.00%	21.37%	17.39%
	35 to 44	26.67%	20.82%	29.20%	43.37%	25.00%	50.00%	27.35%	22.67%
	45 to 54	20.00%	29.39%	31.86%	27.71%	62.50%	25.00%	29.91%	32.76%
	55 to 64	13.33%	20.41%	14.16%	21.69%	12.50%	25.00%	18.80%	21.15%
	65+	0.00%	2.04%	0.00%	0.00%	0.00%	0.00%	1.07%	14.1%
<b>Religion or Belief</b>	Christianity	0.00%	6.53%	12.39%	8.43%	0.00%	25.00%	8.12%	11.00%
	Hinduism	0.00%	2.86%	4.42%	4.82%	0.00%	0.00%	3.42%	4.12%
	Islam	0.00%	0.82%	3.54%	0.00%	0.00%	0.00%	1.28%	1.44%
	Judaism	6.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.21%	0.57%
	Jainism	0.00%	0.41%	0.00%	0.00%	0.00%	0.00%	0.21%	0.51%
	Sikh	0.00%	1.63%	0.00%	1.20%	0.00%	0.00%	1.07%	0.39%
	Buddhism	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%
	Zoroastrian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%
	Other	6.67%	0.41%	0.00%	0.00%	0.00%	0.00%	0.43%	0.86%
	No Religion/ Atheist	6.67%	1.63%	1.77%	6.02%	12.50%	0.00%	2.78%	2.09%
Unknown	80.00%	85.71%	77.88%	79.52%	87.50%	75.00%	82.48%	78.81%	
<b>Sexual Orientation</b>	Heterosexual	6.67%	5.71%	11.50%	14.46%	0.00%	0.00%	8.55%	15.92%
	Gay								
	Woman/ Lesbian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.06%
	Gay Man	0.00%	0.00%	0.88%	0.00%	0.00%	0.00%	0.21%	0.08%
	Bi-sexual	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.14%
	Prefer not to say	0.00%	0.41%	0.00%	0.00%	0.00%	0.00%	0.21%	1.07%
	Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.04%
Unknown	93.33%	93.88%	87.61%	85.54%	100.00%	100.00%	91.03%	82.69%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	13.33%	5.71%	7.96%	7.23%	0.00%	0.00%	6.62%	4.02%
	No	86.67%	94.29%	92.04%	92.77%	100.00%	100.00%	93.38%	95.98%
<b>Same gender assigned at birth?</b>	Yes	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	95.47%
	No	100.00%	99.18%	100.00%	100.00%	100.00%	100.00%	99.57%	
	Unknown	0.00%	0.82%	0.00%	0.00%	0.00%	0.00%	0.43%	4.53%

Resources Directorate –Workforce Profile by Part-time

		Full time (359)	Part time (109)	Resources Directorate (468)	Whole Council Workforce (5,125)
<b>Ethnicity</b>	BAME	42.90%	33.03%	40.60%	36.08%
	White	43.73%	55.05%	46.37%	52.08%
	Unknown	13.37%	11.93%	13.03%	11.84%
<b>Sex</b>	Male	31.75%	6.42%	25.85%	22.36%
	Female	68.25%	93.58%	74.15%	77.64%
<b>Disability</b>	Yes	2.51%	0.92%	2.14%	1.81%
	No	96.94%	99.08%	97.44%	93.66%
	Not stated	0.56%	0.00%	0.43%	4.53%
<b>Age</b>	16 to 24	1.67%	0.92%	1.50%	3.34%
	25 to 34	24.23%	11.93%	21.37%	17.39%
	35 to 44	27.58%	26.61%	27.35%	22.67%
	45 to 54	28.97%	33.03%	29.91%	32.76%
	55 to 64	16.43%	26.61%	18.80%	21.15%
	65+	1.11%	0.92%	1.07%	2.69%
<b>Religion or Belief</b>	Christianity	6.96%	11.93%	8.12%	11.00%
	Hinduism	3.90%	1.83%	3.42%	4.12%
	Islam	1.39%	0.92%	1.28%	1.44%
	Judaism	0.28%	0.00%	0.21%	0.57%
	Jainism	0.28%	0.00%	0.21%	0.51%
	Sikh	1.39%	0.00%	1.07%	0.39%
	Buddhism	-	-	-	0.20%
	Zoroastrian	-	-	-	0.02%
	Other	0.28%	0.92%	0.43%	0.86%
	No Religion/Atheist	2.79%	2.75%	2.78%	2.09%
	Unknown	82.73%	81.65%	82.48%	78.81%
<b>Sexual Orientation</b>	Heterosexual	8.64%	8.26%	8.55%	15.92%
	Gay Woman/ Lesbian	0.28%	0.00%	0.21%	0.06%
	Gay Man	-	-	-	0.08%
	Bi-sexual	-	-	-	0.14%
	Prefer not to say	0.28%	0.00%	0.21%	1.07%
	Other	-	-	-	0.04%
Unknown	90.81%	91.74%	91.03%	82.69%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	5.85%	9.17%	6.62%	4.02%
	No	94.15%	90.83%	93.38%	95.58%
<b>Same gender assigned at birth?</b>	Yes	99.44%	100.00%	99.57%	95.47%
	No	-	-	-	-
	Unknown	0.56%	0.00%	0.43%	4.53%

Resources Directorate – Recruitment

		<b>Applications 837 applicants</b>	<b>Shortlisted 171 applicants</b>	<b>Appointments 36 applicants</b>	<b>Whole Council Workforce 5,125</b>	<b>Harrow Community Data 2011 Census</b>
<b>Ethnicity</b>	BAME	63.2%	56.1%	36.1%	36.08%	57.75%
	White	24.0%	34.5%	52.8%	52.08%	42.25%
	Unknown	12.8%	9.4%	11.1%	11.84%	0.00%
<b>Sex</b>	Male	43.4%	39.2%	33.3%	22.36%	49.40%
	Female	55.9%	60.2%	66.7%	77.64%	50.60%
	Not stated	0.7%	0.6%	0.0%	0.00%	0.00%
<b>Disability</b>	Yes	3.9%	2.9%	0.0%	1.81%	16.4%*
	No	93.7%	94.2%	97.2%	93.66%	83.6%*
	Not stated	2.4%	2.9%	2.8%	4.53%	0.00%
<b>Age</b>	16 to 24	14.0%	8.2%	8.3%	3.34%	11.7%
	25 to 34	40.5%	38.0%	36.1%	17.39%	30.4%
	35 to 44	20.9%	28.1%	25.0%	22.67%	
	45 to 54	17.1%	17.5%	16.7%	32.76%	23.6%
	55 to 64	5.7%	6.4%	11.1%	21.15%	
	65+	0.0%	0.0%	0.0%	2.69%	14.1%
	Unknown	1.8%	1.8%	2.8%	0.00%	0.00%
<b>Religion or Belief</b>	Christianity	33.3%	29.8%	27.8%	11.00%	37.30%
	Hinduism	1.2%	1.8%	0.0%	4.12%	25.30%
	Islam	11.9%	8.2%	2.8%	1.44%	12.50%
	Judaism	0.4%	0.6%	0.0%	0.57%	4.40%
	Jainism	0.2%	0.6%	0.0%	0.51%	No category
	Sikh	2.7%	4.1%	5.6%	0.39%	1.20%
	Buddhism	1.2%	1.8%	0.0%	0.20%	1.10%
	Zoroastrian	0.1%	0.0%	0.0%	0.02%	No category
	Other	1.6%	0.6%	0.0%	0.86%	2.50%
	No Religion/Atheist	10.6%	12.9%	16.7%	2.09%	9.60%
	Unknown	20.8%	28.1%	36.1%	78.81%	6.20%
<b>Sexual Orientation</b>	Heterosexual	74.6%	71.3%	63.9%	15.92%	No category
	Gay Woman/ Lesbian	0.1%	0.0%	0.0%	0.06%	
	Gay Man	1.0%	1.8%	2.8%	0.08%	
	Bi-sexual	1.9%	0.0%	0.0%	0.14%	
	Prefer not to say	0.0%	0.0%	0.0%	1.07%	
	Other	0.0%	0.0%	0.0%	0.04%	
	Unknown	22.5%	26.9%	33.3%	82.69%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	0.6%	0.6%	2.8%	4.02%	No category
	No	43.2%	40.4%	36.1%	95.58%	
	Unknown	56.2%	59.1%	61.1%	0.00%	
<b>Same gender assigned at birth?</b>	Yes	40.9%	38.6%	38.9%	95.47%	No category
	No	2.3%	0.0%	0.0%	0.0%	
	Unknown	56.9%	61.4%	61.1%	4.53%	

Resources Directorate - Employment Procedures

		Conduct			Capability			DAW		Whole Council Workforce 5,125
		10 Cases	3 Warnings	2 Dismissals	5 Cases	3 Warnings	1 Dismissals	6 Cases	1 Appeal	
<b>Ethnicity</b>	BAME	80%	100%	100%	60%	66.67%	0%	16.67%		36.08%
	White	0%	0%	0%	20%	0.00%	100%	66.67%		52.08%
	Unknown	20%	0%	0%	20%	33.33%	0%	16.67%		11.84%
<b>Sex</b>	Male	80%	100%	100%	20%	0%	0%	17%		22.36%
	Female	20%	0%	0%	80%	100%	100%	83%		77.64%
<b>Disability</b>	Yes	-	-	-	20%	33%	0%	-		1.81%
	No	100%	100%	100%	80%	67%	100%	100%		93.66%
	Not stated	-	-	-	-	-	-	-		4.53%
<b>Age</b>	16 to 24	10%	0%	50%	-	-	-	-		3.34%
	25 to 34	70%	100%	0%	-	-	-	-		17.39%
	35 to 44	-	-	-	-	-	-	17%		22.67%
	45 to 54	20%	0%	50%	80%	100%	0%	50%		32.76%
	55 to 64	-	-	-	-	-	-	33%		21.15%
	65+	-	-	-	20%	0%	100%	-		2.69%
<b>Religion or Belief</b>	Christianity	10%	0%	50%	20%	0%	0%	-		11.00%
	Hinduism	-	-	-	-	-	-	-		4.12%
	Islam	-	-	-	-	-	-	-		1.44%
	Judaism	-	-	-	-	-	-	-		0.57%
	Jainism	-	-	-	-	-	-	-		0.51%
	Sikh	-	-	-	-	-	-	-		0.39%
	Buddhism	-	-	-	-	-	-	-		0.20%
	Zoroastrian	-	-	-	-	-	-	-		0.02%
	Other	-	-	-	-	-	-	-		0.86%
	No Religion/ Atheist	-	-	-	-	-	-	-		2.09%
Unknown	90%	100%	50%	80%	100%	100%	100%		78.81%	
<b>Sexual Orientation</b>	Heterosexual	10%	0%	50%	20%	0%	0%	-		15.92%
	Gay Woman/ Lesbian	-	-	-	-	-	-	-		0.06%
	Gay Man	-	-	-	-	-	-	-		0.08%
	Bi-sexual	-	-	-	-	-	-	-		0.14%
	Prefer not to say	-	-	-	-	-	-	-		1.07%
	Other	-	-	-	-	-	-	-		0.04%
	Unknown	90%	100%	50%	80%	100%	100%	100%		82.69%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	-	-	-	-	-	-	-		4.02%
	No	100%	100%	100%	100%	100%	100%	100%		95.58%
<b>Same gender assigned at birth?</b>	Yes	100%	100%	100%	100%	100%	100%	100%		95.47%
	No	-	-	-	-	-	-	-		-
	Unknown	-	-	-	-	-	-	-		4.53%

**9.2 Children and Families**

Children and Families - Workforce Profile

		<b>Children and Families Directorate including Schools 3,444 employees</b>	<b>Whole Council Workforce 5,125 employees</b>	<b>Harrow Community Data 2011 Census</b>
<b>Ethnicity</b>	BAME	36.18%	36.08%	57.75%
	White	50.09%	11.84%	42.25%
	Unknown	13.73%	52.08%	0.00%
<b>Sex</b>	Male	12.22%	22.36%	49.40%
	Female	87.78%	77.64%	50.60%
<b>Disability</b>	Yes	1.02%	1.81%	16.40%
	No	92.51%	93.66%	83.60%
	Unknown	6.48%	4.53%	0.00%
<b>Age</b>	16 to 24	4.04%	3.34%	11.7%
	25 to 34	18.70%	17.39%	30.4%
	35 to 44	22.76%	22.67%	
	45 to 54	32.26%	32.76%	23.6%
	55 to 64	19.72%	21.15%	
	65+	2.53%	2.69%	14.1%
<b>Religion or Belief</b>	Christianity	10.74%	11.00%	37.30%
	Hinduism	4.65%	4.12%	25.30%
	Islam	1.39%	1.44%	12.50%
	Judaism	0.58%	0.57%	4.40%
	Jainism	0.55%	0.51%	No category
	Sikh	0.35%	0.39%	1.20%
	Buddhism	0.20%	0.20%	1.10%
	Zoroastrian	0.03%	0.02%	No category
	Other	0.93%	0.86%	2.50%
	No Religion/ Atheist	1.92%	2.09%	9.60%
	Unknown	78.66%	78.81%	6.20%
<b>Sexual Orientation</b>	Heterosexual	16.17%	15.92%	No category
	Gay Woman/ Lesbian	0.09%	0.06%	
	Gay Man	0.06%	0.08%	
	Bi-sexual	0.17%	0.14%	
	Prefer not to say	1.22%	1.07%	
	Other	0.06%	0.04%	
	Unknown	82.23%	82.69%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	4.18%	4.02%	No category
	No	95.82%	95.98%	
<b>Same gender assigned at birth?</b>	Yes	93.52%	95.47%	No category
	No			
	Unknown	6.48%	4.53%	

Children and Families - Workforce Profile by Payband

		Payband (3,444 of employees)						Childrens and Families Directorate including Schools (3,444)	Whole Council Workforce ( 5,125)
		1 (1,623)	2 (839)	3 (757)	4 (150)	5 (69)	6 (6)		
<b>Ethnicity</b>	BAME	43.07%	33.49%	29.99%	20.00%	13.04%	0.00%	36.18%	36.08%
	White	40.60%	53.40%	58.78%	74.67%	81.16%	83.33%	50.09%	52.08%
	Unknown	16.33%	13.11%	11.23%	5.33%	5.80%	16.67%	13.73%	11.84%
<b>Sex</b>	Male	8.19%	17.16%	13.08%	16.67%	27.54%	16.67%	12.22%	22.36%
	Female	91.81%	82.84%	86.92%	83.33%	72.46%	83.33%	87.78%	77.64%
<b>Disability</b>	Yes	1.29%	1.07%	0.66%	0.00%	0.00%	0.00%	1.02%	1.81%
	No	90.02%	92.73%	96.17%	97.33%	97.10%	100.00%	92.51%	93.66%
	Not stated	8.69%	6.20%	3.17%	2.67%	2.90%	0.00%	6.48%	4.53%
<b>Age</b>	16 to 24	4.74%	7.39%	0.00%	0.00%	0.00%	0.00%	4.04%	3.34%
	25 to 34	10.29%	28.96%	27.74%	15.33%	1.45%	0.00%	18.70%	17.39%
	35 to 44	23.97%	16.09%	26.16%	32.00%	18.84%	16.67%	22.76%	22.67%
	45 to 54	36.29%	29.68%	26.42%	27.33%	43.48%	33.33%	32.26%	32.76%
	55 to 64	20.95%	16.57%	18.36%	23.33%	33.33%	50.00%	19.72%	21.15%
	65+	3.76%	1.31%	1.32%	2.00%	2.90%	0.00%	2.53%	2.69%
<b>Religion or Belief</b>	Christianity	8.38%	13.71%	12.15%	13.33%	8.70%	16.67%	10.74%	11.00%
	Hinduism	6.78%	3.93%	1.85%	1.33%	1.45%	0.00%	4.65%	4.12%
	Islam	1.85%	1.55%	0.53%	0.67%	0.00%	0.00%	1.39%	1.44%
	Judaism	0.18%	0.48%	0.92%	2.00%	4.35%	0.00%	0.58%	0.57%
	Jainism	0.74%	0.72%	0.13%	0.00%	0.00%	0.00%	0.55%	0.51%
	Sikh	0.31%	0.24%	0.26%	1.33%	1.45%	0.00%	0.35%	0.39%
	Buddhism	0.06%	0.24%	0.40%	0.00%	1.45%	0.00%	0.20%	0.20%
	Zoroastrian	0.00%	0.12%	0.00%	0.00%	0.00%	0.00%	0.03%	0.02%
	Other	0.92%	0.83%	1.06%	0.67%	1.45%	0.00%	0.93%	0.86%
	No Religion/ Atheist	0.86%	2.74%	2.51%	4.00%	4.35%	16.67%	1.92%	2.09%
	Unknown	79.91%	75.45%	80.18%	76.67%	76.81%	66.67%	78.66%	78.81%
<b>Sexual Orientation</b>	Heterosexual	12.82%	20.02%	17.57%	20.00%	23.19%	33.33%	16.17%	0.00%
	Gay Woman/ Lesbian	0.00%	0.24%	0.13%	0.00%	0.00%	0.00%	0.09%	0.00%
	Gay Man	0.06%	0.00%	0.00%	0.67%	0.00%	0.00%	0.06%	0.00%
	Bi-sexual	0.25%	0.00%	0.00%	1.33%	0.00%	0.00%	0.17%	0.00%
	Prefer not to say	1.17%	1.19%	1.32%	2.00%	0.00%	0.00%	1.22%	0.00%
	Other	0.12%	0.00%	0.00%	0.00%	0.00%	0.00%	0.06%	0.00%
	Unknown	85.58%	78.55%	80.98%	76.00%	76.81%	66.67%	82.23%	100.00%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	2.03%	3.34%	9.51%	6.67%	1.45%	0.00%	4.18%	4.02%
	No	97.97%	96.66%	90.49%	93.33%	98.55%	100.00%	95.82	95.58%
<b>Same gender assigned at birth?</b>	Yes	91.31%	93.80%	96.83%	97.33%	97.10%	100.00%	93.52%	95.47%
	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Unknown	8.69%	6.20%	3.17%	2.67%	2.90%	0.00%	6.48%	4.53%

Children and Families - Workforce Profile by Part-time

		<b>Full time 1,331 employees</b>	<b>Part time 2,113 employees</b>	<b>Childrens and Families Directorate Workforce Profile including Schools 3,444 employees</b>	<b>Whole Council Workforce 5,125 employees</b>
<b>Ethnicity</b>	BAME	32.01%	38.81%	36.18%	36.08%
	White	55.37%	46.76%	50.09%	52.08%
	Unknown	12.62%	14.43%	13.73%	11.84%
<b>Sex</b>	Male	19.91%	7.38%	12.22%	22.36%
	Female	80.09%	92.62%	87.78%	77.64%
<b>Disability</b>	Yes	0.98%	1.04%	1.02%	1.81%
	No	94.21%	91.43%	92.51%	93.66%
	Not stated	4.81%	7.52%	6.48%	4.53%
<b>Age</b>	16 to 24	5.71%	2.98%	4.04%	3.34%
	25 to 34	32.68%	9.89%	18.70%	17.39%
	35 to 44	19.83%	24.61%	22.76%	22.67%
	45 to 54	24.94%	36.87%	32.26%	32.76%
	55 to 64	15.93%	22.10%	19.72%	21.15%
	65+	0.90%	3.55%	2.53%	2.69%
<b>Religion or Belief</b>	Christianity	10.89%	10.65%	10.74%	11.00%
	Hinduism	2.25%	6.15%	4.65%	4.12%
	Islam	1.28%	1.47%	1.39%	1.44%
	Judaism	0.60%	0.57%	0.58%	0.57%
	Jainism	0.23%	0.76%	0.55%	0.51%
	Sikh	0.38%	0.33%	0.35%	0.39%
	Buddhism	0.38%	0.09%	0.20%	0.20%
	Zoroastrian	0.00%	0.05%	0.03%	0.02%
	Other	0.83%	0.99%	0.93%	0.86%
	No Religion/Atheist	2.78%	1.37%	1.92%	2.09%
	Unknown	80.39%	77.57%	78.66%	78.81%
<b>Sexual Orientation</b>	Heterosexual	17.21%	15.52%	16.17%	15.92%
	Gay Woman/ Lesbian	0.00%	0.14%	0.09%	0.06%
	Gay Man	0.08%	0.05%	0.06%	0.08%
	Bi-sexual	0.15%	0.19%	0.17%	0.14%
	Prefer not to say	0.00%	0.09%	1.22%	1.07%
	Other	1.13%	1.28%	0.06%	0.04%
	Unknown	81.44%	82.73%	82.23%	82.69%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	3.98%	4.31%	4.18%	4.02%
	No	96.02%	95.69%	95.58%	95.58%
<b>Same gender assigned at birth?</b>	Yes	95.19%	92.48%	93.52%	95.47%
	No	-	-	-	-
	Unknown	4.81%	7.52%	6.48%	4.53%



Children and Families - Recruitment

		<b>Applications 773 received</b>	<b>Shortlisted 181 applicants</b>	<b>Appointed 39 candidates</b>	<b>Whole Council Workforce 5,125 employees</b>	<b>Harrow Community Data 2011 Census</b>
<b>Ethnicity</b>	BAME	61.2%	53.6%	41.0%	36.08%	57.75%
	White	26.1%	34.8%	48.7%	52.08%	42.25%
	Unknown	12.7%	11.6%	10.3%	11.84%	0.00%
<b>Sex</b>	Male	29.1%	25.4%	17.9%	22.36%	49.40%
	Female	69.3%	72.9%	82.1%	77.64%	50.60%
	Not stated	1.6%	1.7%	0.0%	0.00%	0.00%
<b>Disability</b>	Yes	4.9%	4.4%	0.0%	1.81%	16.4%*
	No	92.8%	92.8%	97.4%	93.66%	83.6%*
	Not stated	2.3%	2.8%	2.6%	4.53%	0.00%
<b>Age</b>	16 to 24	10.3%	3.9%	2.6%	3.34%	11.7%
	25 to 34	33.6%	24.9%	25.6%	17.39%	30.4%
	35 to 44	27.3%	29.3%	28.2%	22.67%	
	45 to 54	20.8%	27.1%	33.3%	32.76%	23.6%
	55 to 64	4.8%	9.4%	5.1%	21.15%	
	65+	0.0%	0.0%	0.0%	2.69%	14.1
	Unknown	3.1%	5.5%	5.1%	0.00%	0.00%
<b>Religion or Belief</b>	Christianity	35.4%	36.5%	43.6%	11.00%	37.30%
	Hinduism	10.7%	8.3%	5.1%	4.12%	25.30%
	Islam	11.4%	6.1%	5.1%	1.44%	12.50%
	Judaism	0.6%	1.1%	0.0%	0.57%	4.40%
	Jainism	0.5%	0.0%	0.0%	0.51%	No category
	Sikh	0.9%	0.0%	0.0%	0.39%	1.20%
	Buddhism	1.0%	1.7%	2.6%	0.20%	1.10%
	Zoroastrian	0.0%	0.0%	0.0%	0.02%	No category
	Other	2.7%	1.7%	0.0%	0.86%	2.50%
	No Religion/Atheist	10.7%	11.0%	15.4%	2.09%	9.60%
	Unknown	25.9%	33.7%	28.2%	78.81%	6.20%
<b>Sexual Orientation</b>	Heterosexual	69.6%	62.4%	71.8%	15.92%	No category
	Gay Woman/ Lesbian	0.6%	1.1%	0.0%	0.06%	
	Gay Man	0.5%	0.6%	0.0%	0.08%	
	Bi-sexual	1.9%	1.7%	2.6%	0.14%	
	Prefer not to say	0.0%	0.0%	0.0%	1.07%	
	Other	0.0%	0.0%	0.0%	0.04%	
	Unknown	27.3%	34.3%	25.6%	82.69%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	2.3%	1.1%	2.6%	4.02%	No category
	No	54.3%	38.1%	30.8%	95.58%	
	Unknown	43.3%	60.8%	66.7%	0.00%	
<b>Same gender assigned at birth?</b>	Yes	53.4%	36.5%	33.3%	0.00%	No category
	No	3.4%	2.2%	0.0%	95.47%	
	Unknown	43.2%	61.3%	66.7%	4.53%	

Children and Families - Employment Procedures

		Conduct			Capability			DAW		Whole Council Workforce 5,125
		13 Cases	2 Warnings	5 Dismissals	9 Cases	8 Warnings	1 Dismissals	2 Cases	1 Appeal	
<b>Ethnicity</b>	BAME	61.54%	100%	40.00%	33.33%	37.50%		100%	100%	36.08%
	White	30.77%	-	40.00%	66.67%	62.50%		-	-	52.08%
	Unknown	7.69%	-	20.00%	-	-		-	-	11.84%
<b>Sex</b>	Male	15.38%	-	20.00%	11.11%	12.50%		-	-	22.36%
	Female	84.62%	100%	80.00%	88.89%	87.50%		100%	100%	77.64%
<b>Disability</b>	Yes	15.38%	50.00%	20.00%	11.11%	12.50%		-	-	1.81%
	No	84.62%	50.00%	80.00%	88.89%	87.50%		100%	100%	93.66%
	Not stated	-	-	-	-	-		-	-	4.53%
<b>Age</b>	16 to 24	7.69%	50.00%	-	-	-		-	-	3.34%
	25 to 34	-	-	-	-	-		-	-	17.39%
	35 to 44	30.77%	50.00%	40.00%	22.22%	25.00%		50.00%	100.00%	22.67%
	45 to 54	38.46%	-	20.00%	66.67%	62.50%		50.00%	-	32.76%
	55 to 64	23.08%	-	40.00%	11.11%	12.50%		-	-	21.15%
	65+	-	-	-	-	-		-	-	2.69%
<b>Religion or Belief</b>	Christianity	-	-	-	44.44%	50.00%		-	-	11.00%
	Hinduism	-	-	-	-	-		-	-	4.12%
	Islam	-	-	-	-	-		-	-	1.44%
	Judaism	-	-	-	-	-		-	-	0.57%
	Jainism	-	-	-	-	-		-	-	0.51%
	Sikh	-	-	-	-	-		-	-	0.39%
	Buddhism	-	-	-	-	-		-	-	0.20%
	Zoroastrian	-	-	-	-	-		-	-	0.02%
	Other	-	-	-	11.11%	12.50%		-	-	0.86%
	No Religion/ Atheist	-	-	-	-	-		-	-	2.09%
Unknown	100%	100%	100%	44.44%	37.50%		100%	100%	78.81%	
<b>Sexual Orientation</b>	Heterosexual	-	-	-	33.33%	37.50%		-	-	15.92%
	Gay Woman/ Lesbian	-	-	-	-	-		-	-	0.06%
	Gay Man	-	-	-	-	-		-	-	0.08%
	Bi-sexual	-	-	-	-	-		-	-	0.14%
	Prefer not to say	-	-	-	11.11%	12.50%		-	-	1.07%
	Other	-	-	-	-	-		-	-	0.04%
	Unknown	100%	100%	100%	55.56%	50.00%		100%	100%	82.69%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	-	-	-	-	-		-	-	4.02%
	No	100%	100%	100%	100%	100%		100%	100%	95.58%
<b>Same gender assigned at birth?</b>	Yes	100%	100%	100%	100%	100%		100%	100%	95.47%
	No	-	-	-	-	-		-	-	-
	Unknown	-	-	-	-	-		-	-	4.53%

**9.3 Environment and Enterprise Directorate**

Environment and Enterprise Directorate - Workforce Profile

		<b>Enterprise and Environment Directorate 514 employees</b>	<b>Whole Council Workforce 5,125 employees</b>	<b>Harrow Community Data 2011 Census</b>
<b>Ethnicity</b>	BAME	23.93%	36.08%	57.75%
	White	69.84%	11.84%	42.25%
	Unknown	6.23%	52.08%	0.00%
<b>Sex</b>	Male	80.35%	22.36%	49.40%
	Female	19.65%	77.64%	50.60%
<b>Disability</b>	Yes	2.72%	1.81%	16.40%
	No	96.69%	93.66%	83.60%
	Unknown	0.58%	4.53%	0.00%
<b>Age</b>	16 to 24	2.14%	3.34%	11.7%
	25 to 34	13.81%	17.39%	30.4%
	35 to 44	18.09%	22.67%	
	45 to 54	34.82%	32.76%	23.6%
	55 to 64	27.82%	21.15%	
	65+	3.31%	2.69%	14.1%
<b>Religion or Belief</b>	Christianity	11.09%	11.00%	37.30%
	Hinduism	2.33%	4.12%	25.30%
	Islam	1.17%	1.44%	12.50%
	Judaism	0.58%	0.57%	4.40%
	Jainism	0.00%	0.51%	No category
	Sikh	0.19%	0.39%	1.20%
	Buddhism	0.39%	0.20%	1.10%
	Zoroastrian	0.00%	0.02%	No category
	Other	0.19%	0.86%	2.50%
	No Religion/Atheist	1.75%	2.09%	9.60%
	Unknown	82.30%	78.81%	6.20%
<b>Sexual Orientation</b>	Heterosexual	14.01%	15.92%	No category
	Gay Woman/ Lesbian	0.00%	0.06%	
	Gay Man	0.00%	0.08%	
	Bi-sexual	0.19%	0.14%	
	Prefer not to say	1.36%	1.07%	
	Other	0.00%	0.04%	
	Unknown	84.44%	82.69%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	1.17%	4.02%	No category
	No	98.83%	95.98%	
<b>Same gender assigned at birth?</b>	Yes	99.42%	95.47%	No category
	No			
	Unknown	0.58%	4.53%	

**Environment and Enterprise Directorate - Workforce Profile by Payband**

	Payband						Env and Enterprise Directorate 514 employees	Whole Council Workforce 5,125 employees	Harrow Comm Data 2011 Census
	1 (204)	2 (194)	3 (74)	4 (31)	5 (8)	6 (3)			
BAME	27.45%	26.29%	14.86%	16.13%	0.00%	0.00%	23.93%	36.08%	57.75%
White	68.63%	65.98%	78.38%	80.65%	75.00%	66.67%	69.84%	52.08%	42.25%
Unknown	3.92%	7.73%	6.76%	3.23%	25.00%	33.33%	6.23%	11.84%	-
Male	89.22%	73.71%	72.97%	77.42%	100.00%	66.67%	80.35%	22.36%	49.40%
Female	10.78%	26.29%	27.03%	22.58%	0.00%	33.33%	19.65%	77.64%	50.60%
Yes	2.45%	2.58%	4.05%	0.00%	12.50%	0.00%	2.72%	1.81%	16.40%
No	97.55%	95.88%	95.95%	100.00%	87.50%	100.00%	96.69%	93.66%	83.60%
Not stated	0.00%	1.55%	0.00%	0.00%	0.00%	0.00%	0.58%	4.53%	-
16 to 24	3.92%	1.55%	0.00%	0.00%	0.00%	0.00%	2.14%	3.34%	11.7%
25 to 34	14.22%	17.01%	9.46%	6.45%	0.00%	0.00%	13.81%	17.39%	30.4%
35 to 44	18.63%	20.10%	17.57%	9.68%	0.00%	0.00%	18.09%	22.67%	23.6%
45 to 54	30.39%	35.57%	37.84%	48.39%	50.00%	33.33%	34.82%	32.76%	23.6%
55 to 64	28.92%	22.68%	31.08%	35.48%	50.00%	66.67%	27.82%	21.15%	14.1%
65+	3.92%	3.09%	4.05%	0.00%	0.00%	0.00%	3.31%	2.69%	14.1%
Christianity	8.33%	8.76%	18.92%	25.81%	12.50%	0.00%	11.09%	11.00%	37.30%
Hinduism	1.47%	4.64%	0.00%	0.00%	0.00%	0.00%	2.33%	4.12%	25.30%
Islam	0.98%	1.03%	0.00%	6.45%	0.00%	0.00%	1.17%	1.44%	12.50%
Judaism	0.00%	1.03%	1.35%	0.00%	0.00%	0.00%	0.58%	0.57%	4.40%
Jainism	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.51%	No category
Sikh	0.00%	0.52%	0.00%	0.00%	0.00%	0.00%	0.19%	0.39%	1.20%
Buddhism	0.49%	0.52%	0.00%	0.00%	0.00%	0.00%	0.39%	0.20%	1.10%
Zoroastrian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	No category
Other	0.00%	0.52%	0.00%	0.00%	0.00%	0.00%	0.19%	0.86%	2.50%
No Religion/ Atheist	0.49%	1.55%	4.05%	6.45%	0.00%	0.00%	1.75%	2.09%	9.60%
Unknown	88.24%	81.44%	75.68%	61.29%	87.50%	100.00%	82.30%	78.81%	6.20%
Heterosexual	10.29%	14.43%	17.57%	29.03%	12.50%	0.00%	14.01%	0.00%	No category
Gay Woman/ Lesbian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	No category
Gay Man	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	No category
Bi-sexual	0.00%	0.52%	0.00%	0.00%	0.00%	0.00%	0.19%	0.00%	No category
Prefer not to say	0.49%	2.06%	2.70%	0.00%	0.00%	0.00%	1.36%	0.00%	No category
Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	No category
Unknown	89.22%	82.99%	79.73%	70.97%	87.50%	100.00%	84.44%	100%	No category
Yes	0.00%	2.58%	1.35%	0.00%	0.00%	0.00%	1.17%	4.02%	No category
No	100%	97.42%	98.65%	100%	100%	100%	98.83%	95.58%	No category
Yes	100%	98.45%	100%	100%	100%	100%	99.42%	95.47%	No category
No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	No category
Unknown	0.00%	1.55%	0.00%	0.00%	0.00%	0.00%	0.58%	4.53%	No category

Environment and Enterprise Directorate - Workforce Profile Part Time

		Full time (479)	Part time (35)	Env and Enterprise Directorate (514)	Whole Council Workforce ( 5,125)
<b>Ethnicity</b>	BAME	23.59%	28.57%	23.93%	36.08%
	White	70.77%	57.14%	69.84%	52.08%
	Unknown	5.64%	14.29%	6.23%	11.84%
<b>Sex</b>	Male	84.34%	25.71%	80.35%	22.36%
	Female	15.66%	74.29%	19.65%	77.64%
<b>Disability</b>	Yes	2.92%	0.00%	2.72%	1.81%
	No	96.45%	100.00%	96.69%	93.66%
	Not stated	0.63%	0.00%	0.58%	4.53%
<b>Age</b>	16 to 24	2.30%	0.00%	2.14%	3.34%
	25 to 34	14.20%	8.57%	13.81%	17.39%
	35 to 44	18.58%	11.43%	18.09%	22.67%
	45 to 54	34.86%	34.29%	34.82%	32.76%
	55 to 64	27.77%	28.57%	27.82%	21.15%
	65+	2.30%	17.14%	3.31%	2.69%
<b>Religion or Belief</b>	Christianity	10.23%	22.86%	11.09%	11.00%
	Hinduism	2.09%	5.71%	2.33%	4.12%
	Islam	1.04%	2.86%	1.17%	1.44%
	Judaism	0.63%	0.00%	0.58%	0.57%
	Jainism				0.51%
	Sikh	0.00%	2.86%	0.19%	0.39%
	Buddhism	0.42%	0.00%	0.39%	0.20%
	Zoroastrian				0.02%
	Other	0.21%	0.00%	0.19%	0.86%
	No Religion/ Atheist	1.88%	0.00%	1.75%	2.09%
Unknown	83.51%	65.71%	82.30%	78.81%	
<b>Sexual Orientation</b>	Heterosexual	13.57%	20.00%	14.01%	15.92%
	Gay Woman/ Lesbian				0.06%
	Gay Man				0.08%
	Bi-sexual	0.21%	0.00%	0.19%	0.14%
	Prefer not to say	0.84%	8.57%	1.36%	1.07%
	Other				0.04%
	Unknown	85.39%	71.43%	84.44%	82.69%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	0.84%	5.71%	1.17%	4.02%
	No	99.16%	94.29%	98.83%	95.58%
<b>Same gender assigned at birth?</b>	Yes	99.37%	100.00%	99.42%	95.47%
	No				
	Unknown	0.63%	0.00%	0.58%	4.53%

Environment and Enterprise Directorate – Recruitment

		<b>Applications</b> 233 applicants	<b>Shortlisted</b> 38 applicants	<b>Appointments</b> 12 applicants	<b>Whole Council Workforce</b> 5,125 employees	<b>Harrow Community Data 2011 Census</b>
<b>Ethnicity</b>	BAME	44.6%	26.3%	16.7%	36.08%	57.75%
	White	48.9%	73.7%	83.3%	52.08%	42.25%
	Unknown	6.4%	0.0%	0.0%	11.84%	0.00%
<b>Sex</b>	Male	66.1%	65.8%	58.3%	22.36%	49.40%
	Female	33.0%	34.2%	41.7%	77.64%	50.60%
	Not stated	0.9%	0.0%	0.0%	0.00%	0.00%
<b>Disability</b>	Yes	2.1%	0.0%	0.0%	1.81%	16.4%*
	No	97.9%	100.0%	100.0%	93.66%	83.6%*
	Not stated	0.0%	0.0%	0.0%	4.53%	0.00%
<b>Age</b>	16 to 24	12.9%	2.6%	0.0%	3.34%	11.7%
	25 to 34	44.2%	47.4%	25.0%	17.39%	30.4%
	35 to 44	15.9%	23.7%	25.0%	22.67%	
	45 to 54	17.6%	10.5%	25.0%	32.76%	23.6%
	55 to 64	6.0%	10.5%	8.3%	21.15%	
	65+	0.0%	0.0%	0.0%	2.69%	14.1%
	Unknown	3.4%	5.3%	16.7%	0.00%	0.00%
<b>Religion or Belief</b>	Christianity	38.2%	39.5%	33.3%	11.00%	37.30%
	Hinduism	9.4%	2.6%	0.0%	4.12%	25.30%
	Islam	6.9%	2.6%	0.0%	1.44%	12.50%
	Judaism	0.9%	0.0%	0.0%	0.57%	4.40%
	Jainism	0.0%	0.0%	0.0%	0.51%	No category
	Sikh	1.7%	7.9%	16.7%	0.39%	1.20%
	Buddhism	0.4%	0.0%	0.0%	0.20%	1.10%
	Zoroastrian	0.0%	0.0%	0.0%	0.02%	No category
	Other	0.9%	0.0%	0.0%	0.86%	2.50%
	No Religion/Atheist	20.6%	26.3%	27.8%	2.09%	9.60%
	Unknown	21.0%	21.1%	25.0%	78.81%	6.20%
<b>Sexual Orientation</b>	Heterosexual	73.8%	76.3%	75.0%	15.92%	No category
	Gay Woman/ Lesbian	0.4%	0.0%	0.0%	0.06%	
	Gay Man	2.6%	0.0%	0.0%	0.08%	
	Bi-sexual	1.7%	0.0%	0.0%	0.14%	
	Prefer not to say	0.0%	0.0%	0.0%	1.07%	
	Other	0.0%	0.0%	0.0%	0.04%	
	Unknown	21.5%	23.7%	25.0%	82.69%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	0.4%	0.0%	0.0%	4.02%	No category
	No	47.2%	60.5%	58.3%	95.58%	
	Unknown	52.4%	39.5%	41.7%	0.00%	
<b>Same gender assigned at birth?</b>	Yes	46.4%	57.9%	58.3%	0.00%	No category
	No	1.3%	2.6%	0.0%	95.47%	
	Unknown	52.4%	39.5%	41.7%	4.53%	

Environment and Enterprise Directorate - Employment Procedures

		Conduct			Capability			DAW		Whole Council Workforce 5,125	Harrow Comm Data 2011 Census
		14 Cases	6 Warnings	3 Dismissals	20 Cases	14 Warnings	2 Dismissals	6 Cases	1 Appeal		
<b>Ethnicity</b>	BAME	50.00%	50.00%	66.67%	20.00%	21.43%	-	66.67%		36.08%	57.75%
	White	42.86%	50.00%	33.33%	70.00%	64.29%	100%	33.33%		52.08%	42.25%
	Unknown	7.14%	-	-	10.00%	14.29%	-	-		11.84%	0.00%
<b>Sex</b>	Male	92.86%	83.33%	100.00%	100%	100%	100%	83.33%		22.36%	49.40%
	Female	7.14%	16.67%	-	-	-	-	16.67%		77.64%	50.60%
<b>Disability</b>	Yes	-	-	-	5.00%	7.14%	-	-		1.81%	16.4%*
	No	100%	100%	100%	95.00%	92.86%	100%	100%		93.66%	83.6%*
	Not stated	-	-	-	-	-	-	-		4.53%	0.00%
<b>Age</b>	16 to 24	-	-	-	10.00%	14.29%	-	-		3.34%	11.7%
	25 to 34	7.14%	16.67%	-	15.00%	7.14%	50.00%	-		17.39%	30.4%
	35 to 44	28.57%	16.67%	33.33%	20.00%	14.29%	50.00%	33.33%		22.67%	
	45 to 54	28.57%	33.33%	33.33%	45.00%	57.14%	-	66.67%		32.76%	23.6%
	55 to 64	35.71%	33.33%	33.33%	10.00%	7.14%	-	-		21.15%	
	65+	-	-	-	-	-	-	-		2.69%	14.1%
<b>Religion or Belief</b>	Christianity	7.14%	-	-	-	-	-	16.67%		11.00%	37.30%
	Hinduism	7.14%	-	-	-	-	-	-		4.12%	25.30%
	Islam	7.14%	16.67%	-	-	-	-	-		1.44%	12.50%
	Judaism	-	-	-	-	-	-	-		0.57%	4.40%
	Jainism	-	-	-	-	-	-	-		-	No category
	Sikh	-	-	-	-	-	-	-		0.51%	1.20%
	Buddhism	-	-	-	-	-	-	-		0.39%	1.10%
	Zoroastrian	-	-	-	-	-	-	-		0.20%	1.10%
	Other	-	-	-	-	-	-	-		0.02%	No category
	No Religion/ Atheist	-	-	-	-	-	-	-		0.86%	2.50%
	Unknown	78.57%	83.33%	100%	100%	100%	-	83.33%		2.09%	9.60%
<b>Sexual Orientation</b>	Heterosexual	-	-	-	-	-	-	16.67%		15.92%	
	Gay Woman/ Lesbian	-	-	-	-	-	-	-		0.06%	
	Gay Man	-	-	-	-	-	-	-		0.08%	No category
	Bi-sexual	7.14%	-	-	-	-	-	-		0.14%	No category
	Prefer not to say	-	-	-	-	-	-	-		1.07%	
	Other	-	-	-	-	-	-	-		0.04%	
	Unknown	92.86%	100%	100%	100%	100%	100%	83.33%		82.69%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	-	-	-	-	-	-	-		4.02%	No category
	No	100%	100%	100%	100%	100%	100%	100%		95.58%	
<b>Same gender assigned at birth?</b>	Yes	100%	100%	100%	100%	100%	100%	100%		95.47%	
	No	-	-	-	-	-	-	-		-	No category
	Unknown	-	-	-	-	-	-	-		4.53%	

**9.4 Community, Health and Well Being**

Community, Health and Wellbeing Directorate - Workforce Profile

		<b>CH&amp;WB 701 employees</b>	<b>Whole Council Workforce 5,125 employees</b>	<b>Harrow Community Data 2011 Census</b>
<b>Ethnicity</b>	BAME	43.22%	36.08%	57.75%
	White	51.21%	52.08%	42.25%
	Unknown	5.56%	11.84%	0.00%
<b>Sex</b>	Male	27.82%	22.36%	49.40%
	Female	72.18%	77.64%	50.60%
<b>Disability</b>	Yes	4.99%	1.81%	16.4%*
	No	94.72%	93.66%	83.6%*
	Unknown	0.29%	4.53%	0.00%
<b>Age</b>	16 to 24	2.00%	3.34%	11.7%
	25 to 34	10.84%	17.39%	30.4%
	35 to 44	21.83%	22.67%	
	45 to 54	36.23%	32.76%	23.6%
	55 to 64	25.11%	21.15%	
	65+	3.99%	2.69%	14.1%
<b>Religion or Belief</b>	Christianity	14.55%	11.00%	37.30%
	Hinduism	3.85%	4.12%	25.30%
	Islam	2.00%	1.44%	12.50%
	Judaism	0.71%	0.57%	4.40%
	Jainism	0.86%	0.51%	No category
	Sikh	0.29%	0.39%	1.20%
	Buddhism	0.14%	0.20%	1.10%
	Zoroastrian	0.00%	0.02%	No category
	Other	1.28%	0.86%	2.50%
	No Religion/Atheist	2.71%	2.09%	9.60%
	Unknown	73.61%	78.81%	6.20%
<b>Sexual Orientation</b>	Heterosexual	21.68%	15.92%	No category
	Gay Woman/ Lesbian	0.00%	0.06%	
	Gay Man	0.14%	0.08%	
	Bi-sexual	0.00%	0.14%	
	Prefer not to say	0.86%	1.07%	
	Other	0.00%	0.04%	
	Unknown	77.32%	82.69%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	3.42%	4.02%	No category
	No	96.58%	95.98%	
<b>Same gender assigned at birth?</b>	Yes	99.71%	95.47%	No category
	No	0.00%	0.00%	
	Unknown	0.29%	4.53%	



Community, Health and Wellbeing Directorate - By Payband

		Payband (and number of employees)						CH&WB (701)	Whole Council Workforce ( 5,125)
		1 (170)	2 (335)	3 (157)	4 (32)	5 (5)	6 (2)		
<b>Ethnicity</b>	BAME	51.76%	43.88%	37.58%	25.00%	20.00%	0.00%	43.22%	36.08%
	White	41.76%	50.45%	58.60%	68.75%	60.00%	100.00%	51.21%	52.08%
	Unknown	6.47%	5.67%	3.82%	6.25%	20.00%	0.00%	5.56%	11.84%
<b>Sex</b>	Male	16.47%	27.76%	37.58%	34.38%	60.00%	50.00%	27.82%	22.36%
	Female	83.53%	72.24%	62.42%	65.63%	40.00%	50.00%	72.18%	77.64%
<b>Disability</b>	Yes	3.53%	6.57%	4.46%	0.00%	0.00%	0.00%	4.99%	1.81%
	No	96.47%	93.13%	94.90%	100.00%	100.00%	100.00%	94.72%	93.66%
	Not stated	0.00%	0.30%	0.64%	0.00%	0.00%	0.00%	0.29%	4.53%
<b>Age</b>	16 to 24	5.29%	1.49%	0.00%	0.00%	0.00%	0.00%	2.00%	3.34%
	25 to 34	12.94%	11.04%	10.19%	3.13%	0.00%	0.00%	10.84%	17.39%
	35 to 44	14.71%	26.57%	19.75%	18.75%	40.00%	0.00%	21.83%	22.67%
	45 to 54	29.41%	33.73%	46.50%	43.75%	40.00%	100.00%	36.23%	32.76%
	55 to 64	30.59%	22.69%	22.93%	34.38%	20.00%	0.00%	25.11%	21.15%
	65+	7.06%	4.48%	0.64%	0.00%	0.00%	0.00%	3.99%	2.69%
<b>Religion or Belief</b>	Christianity	11.76%	14.03%	17.83%	18.75%	0.00%	50.00%	14.55%	11.00%
	Hinduism	5.29%	2.99%	4.46%	3.13%	0.00%	0.00%	3.85%	4.12%
	Islam	2.35%	1.49%	2.55%	3.13%	0.00%	0.00%	2.00%	1.44%
	Judaism	1.18%	0.60%	0.64%	0.00%	0.00%	0.00%	0.71%	0.57%
	Jainism	0.00%	1.49%	0.64%	0.00%	0.00%	0.00%	0.86%	0.51%
	Sikh	0.59%	0.00%	0.64%	0.00%	0.00%	0.00%	0.29%	0.39%
	Buddhism	0.00%	0.00%	0.64%	0.00%	0.00%	0.00%	0.14%	0.20%
	Zoroastrian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%
	Other	0.59%	1.49%	1.91%	0.00%	0.00%	0.00%	1.28%	0.86%
	No Religion/ Atheist	2.35%	2.09%	3.18%	6.25%	20.00%	0.00%	2.71%	2.09%
Unknown	75.88%	75.82%	67.52%	68.75%	80.00%	50.00%	73.61%	78.81%	
<b>Sexual Orientation</b>	Heterosexual	22.94%	19.40%	23.57%	28.13%	20.00%	50.00%	21.68%	15.92%
	Gay Woman/ Lesbian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.06%
	Gay Man	0.00%	0.30%	0.00%	0.00%	0.00%	0.00%	0.14%	0.08%
	Bi-sexual	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.14%
	Prefer not to say	0.00%	0.90%	1.27%	3.13%	0.00%	0.00%	0.86%	1.07%
	Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.04%
	Unknown	77.06%	79.40%	75.16%	68.75%	80.00%	50.00%	77.32%	82.69%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	3.53%	3.88%	2.55%	3.13%	0.00%	0.00%	3.42%	4.02%
	No	96.47%	96.12%	97.45%	96.88%	100.00%	100.00%	96.58%	95.58%
<b>Same gender assigned at birth?</b>	Yes	100.00%	99.70%	99.36%	100.00%	100.00%	100.00%	99.71%	95.47%
	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Unknown	0.00%	0.30%	0.64%	0.00%	0.00%	0.00%	0.29%	4.53%

Community, Health and Wellbeing Directorate – Part time

		Full time (443)	Part time (258)	CH&WB (701)	Whole Council Workforce ( 5,125)
<b>Ethnicity</b>	BAME	43.57%	42.64%	43.22%	36.08%
	White	51.47%	50.78%	51.21%	52.08%
	Unknown	4.97%	6.59%	5.56%	11.84%
<b>Sex</b>	Male	36.34%	13.18%	27.82%	22.36%
	Female	63.66%	86.82%	72.18%	77.64%
<b>Disability</b>	Yes	5.19%	4.65%	4.99%	1.81%
	No	94.36%	95.35%	94.72%	93.66%
	Not stated	0.45%	0.00%	0.29%	4.53%
<b>Age</b>	16 to 24	0.68%	4.26%	2.00%	3.34%
	25 to 34	11.06%	10.47%	10.84%	17.39%
	35 to 44	24.60%	17.05%	21.83%	22.67%
	45 to 54	37.47%	34.11%	36.23%	32.76%
	55 to 64	23.70%	27.52%	25.11%	21.15%
	65+	2.48%	6.59%	3.99%	2.69%
<b>Religion or Belief</b>	Christianity	15.35%	13.18%	14.55%	11.00%
	Hinduism	3.84%	3.88%	3.85%	4.12%
	Islam	2.03%	1.94%	2.00%	1.44%
	Judaism	0.68%	0.78%	0.71%	0.57%
	Jainism	0.68%	1.16%	0.86%	0.51%
	Sikh	0.23%	0.39%	0.29%	0.39%
	Buddhism	0.23%	0.00%	0.14%	0.20%
	Zoroastrian			0.00%	0.02%
	Other	1.81%	0.39%	1.28%	0.86%
	No Religion/Atheist	2.48%	3.10%	2.71%	2.09%
Unknown	72.69%	75.19%	73.61%	78.81%	
<b>Sexual Orientation</b>	Heterosexual	21.44%	22.09%	21.68%	15.92%
	Gay Woman/ Lesbian			0.00%	0.06%
	Gay Man	0.23%	0.00%	0.14%	0.08%
	Bi-sexual			0.00%	0.14%
	Prefer not to say	1.13%	0.39%	0.86%	1.07%
	Other			0.00%	0.04%
	Unknown	77.20%	77.52%	77.32%	82.69%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	2.48%	5.04%	3.42%	4.02%
	No	97.52%	94.96%	96.58%	95.58%
<b>Same gender assigned at birth?</b>	Yes	99.55%	100.00%	99.71%	95.47%
	No	-	-	-	-
	Unknown	0.45%	0.00%	0.29%	4.53%

Community, Health and Wellbeing Directorate – Recruitment

		<b>Applications 1,289 applicants</b>	<b>Shortlisted 189 applicants</b>	<b>Appointments 46 applicants</b>	<b>Whole Council Workforce 5,125 employees</b>	<b>Harrow Community Data 2011 Census</b>
<b>Ethnicity</b>	BAME	59.2%	53.4%	43.5%	36.08%	57.75%
	White	27.6%	35.4%	41.3%	52.08%	42.25%
	Unknown	13.2%	11.1%	15.2%	11.84%	0.00%
<b>Sex</b>	Male	45.5%	45.0%	43.5%	22.36%	49.40%
	Female	53.5%	55.0%	56.5%	77.64%	50.60%
	Not stated	0.9%	0.0%	0.0%	0.00%	0.00%
<b>Disability</b>	Yes	3.9%	3.7%	2.2%	1.81%	16.4%*
	No	94.1%	92.1%	93.5%	93.66%	83.6%*
	Not stated	2.0%	4.2%	4.3%	4.53%	0.00%
<b>Age</b>	16 to 24	9.3%	5.3%	4.3%	3.34%	11.7%
	25 to 34	37.2%	30.2%	30.4%	17.39%	30.4%
	35 to 44	20.9%	24.9%	21.7%	22.67%	
	45 to 54	22.0%	26.5%	30.4%	32.76%	23.6%
	55 to 64	7.5%	9.0%	4.3%	21.15%	
	65+	0.0%	0.0%	0.0%	2.69%	14.10%
	Unknown	3.1%	4.2%	8.7%	0.00%	0.00%
<b>Religion or Belief</b>	Christianity	40.0%	33.3%	39.1%	11.00%	37.30%
	Hinduism	12.6%	10.6%	8.7%	4.12%	25.30%
	Islam	9.0%	3.2%	4.3%	1.44%	12.50%
	Judaism	0.4%	0.5%	0.0%	0.57%	4.40%
	Jainism	0.4%	0.5%	0.0%	0.51%	No category
	Sikh	1.9%	2.6%	0.0%	0.39%	1.20%
	Buddhism	0.7%	1.1%	0.0%	0.20%	1.10%
	Zoroastrian	0.1%	0.0%	0.0%	0.02%	No category
	Other	2.2%	1.6%	6.5%	0.86%	2.50%
	No Religion/ Atheist	11.9%	14.8%	13.0%	2.09%	9.60%
	Unknown	20.8%	31.7%	28.3%	78.81%	6.20%
<b>Sexual Orientation</b>	Heterosexual	73.9%	65.6%	67.4%	15.92%	No category
	Gay Woman/ Lesbian	0.3%	0.0%	0.0%	0.06%	
	Gay Man	1.2%	0.0%	0.0%	0.08%	
	Bi-sexual	1.8%	0.5%	2.2%	0.14%	
	Prefer not to say	0.0%	0.0%	0.0%	1.07%	
	Other	0.0%	0.0%	0.0%	0.04%	
	Unknown	22.7%	33.9%	30.4%	82.69%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	2.1%	2.1%	0.0%	4.02%	No category
	No	59.5%	43.4%	45.7%	95.58%	
	Unknown	38.4%	54.5%	54.3%	0.00%	
<b>Same gender assigned at birth?</b>	Yes	59.2%	41.8%	43.5%	0.00%	No category
	No	3.3%	3.2%	2.2%	95.47%	
	Unknown	37.5%	55.0%	54.3%	4.53%	

## Community, Health and Wellbeing Directorate - Employment Procedures

		Conduct			Capability			DAW		CHWB 701 emp'ees	Whole Council Work- force 5,125 emp'ees
		20 Cases	9 Warnings	4 Dismissals	12 Cases	6 Warnings	1 Dismissal	6 Cases	5 Appeals		
<b>Ethnicity</b>	BAME	65.00%	77.78%	75.00%	41.67%	50.00%		50.00%	40.00%	43.22%	36.08%
	White	30.00%	22.22%	0.00%	58.33%	50.00%		50.00%	60.00%	51.21%	52.08%
	Unknown	5.00%	-	25.00%	-	-		-	-	5.56%	11.84%
<b>Sex</b>	Male	50.00%	44.44%	25.00%	33.33%	33.33%		100%	100%	27.82%	22.36%
	Female	50.00%	55.56%	75.00%	66.67%	66.67%				72.18%	77.64%
<b>Disability</b>	Yes	-	-	-	8.33%	-		-	-	4.99%	1.81%
	No	100%	100%	100%	91.67%	100.00%		100%	100%	94.72%	93.66%
	Not stated	-	-	-	-	-		-	-	0.29%	4.53%
<b>Age</b>	16 to 24	-	-	-	-	-		-	-	2.00%	3.34%
	25 to 34	-	-	-	16.67%	16.67%		-	-	10.84%	17.39%
	35 to 44	20.00%	33.33%	25.00%	25.00%	16.67%		-	-	21.83%	22.67%
	45 to 54	55.00%	55.56%	75.00%	16.67%	16.67%		50.00%	40.00%	36.23%	32.76%
	55 to 64	25.00%	11.11%	0.00%	41.67%	50.00%		33.33%	40.00%	25.11%	21.15%
	65+							16.67%	20.00%	3.99%	2.69%
<b>Religion or Belief</b>	Christianity	20.00%	11.11%	25.00%	-	-		16.67%	0.00%	14.55%	11.00%
	Hinduism	-	-	-	-	-		-	-	3.85%	4.12%
	Islam	-	-	-	-	-		-	-	2.00%	1.44%
	Judaism	-	-	-	-	-		-	-	0.71%	0.57%
	Jainism	-	-	-	25.00%	33.33%		-	-	0.86%	0.51%
	Sikh	-	-	-	-	-		-	-	0.29%	0.39%
	Buddhism	5.00%	11.11%	0.00%	-	-		-	-	0.14%	0.20%
	Zoroastrian	-	-	-	-	-		-	-	0.00%	0.02%
	Other	-	-	-	-	-		-	-	1.28%	0.86%
	No Religion/ Atheist	-	-	-	-	-		-	-	2.71%	2.09%
Unknown	75.00%	77.78%	75.00%	75.00%	66.67%		83.33%	100%	73.61%	78.81%	
<b>Sexual Orient- ation</b>	Heterosexual	20.00%	11.11%	25.00%	-	-		16.67%	0.00%	21.68%	15.92%
	Gay Woman/ Lesbian	-	-	-	-	-		-	-	0.00%	0.06%
	Gay Man	-	-	-	-	-		-	-	0.14%	0.08%
	Bi-sexual	-	-	-	-	-		-	-	0.00%	0.14%
	Prefer not to say	5.00%	11.11%	-	-	-		-	-	0.86%	1.07%
	Other	-	-	-	-	-		-	-	0.00%	0.04%
	Unknown	75.00%	77.78%	75.00%	100%	100%		83.33%	100%	77.32%	82.69%
<b>Preg/ maternity in last 2 years?</b>	Yes	-	-	-	-	-		-	-	3.42%	4.02%
	No	100%	100%	100%	100%	100%		100%	100%	96.58%	95.58%
<b>Same gender assigned at birth?</b>	Yes	100%	100%	100%	100%	100%		83.33%	80.00%	99.71%	95.47%
	No	-	-	-	-	-		-	-	-	-
	Unknown	-	-	-	-	-		16.67%	20.00%	0.29%	4.53%

## 10. Workforce Profiles for Partner Organisations

## 10.1 Pertemps (agency workers engaged by Pertemps)

		Pertemps Placements 600 workers	Whole Council Workforce 5,125 employees
<b>Ethnicity</b>	BAME	40.83%	36.08%
	White	23.50%	52.08%
	Prefer not to say	23.00%	-
	Incomplete	12.67%	11.84%
<b>Sex</b>	Male	47.33%	22.36%
	Female	30.33%	77.64%
	Prefer not to say	9.83%	-
	Incomplete	12.50%	-
<b>Disability</b>	Yes	0.83%	1.81%
	No	71.00%	93.66%
	Prefer not to say	15.67%	-
	Incomplete	12.50%	4.53%
<b>Age</b>	16 to 24	8.33%	3.34%
	25 to 34		17.39%
	35 to 44	33.67%	22.67%
	45 to 54		32.76%
	55 to 64	31.50%	21.15%
	65+	2.17%	2.69%
	Prefer not to say	9.50%	-
Incomplete	14.83%	-	
<b>Religion or Belief</b>	Christianity	31.33%	11.00%
	Hinduism	6.83%	4.12%
	Islam	0.00%	1.44%
	Judaism	0.83%	0.57%
	Jainism	0.33%	0.51%
	Sikh	0.17%	0.39%
	Buddhism	0.67%	0.20%
	Zoroastrian	0.17%	0.02%
	Other	-	0.86%
	No Religion/Atheist	7.00%	2.09%
Prefer not to say	36.83%	-	
Incomplete	15.83%	78.81%	
<b>Sexual Orientation</b>	Heterosexual	61.67%	15.92%
	Gay Woman/ Lesbian	0.33%	0.06%
	Gay Man	0.33%	0.08%
	Bi-sexual	0.33%	0.14%
	Prefer not to say	24.83%	1.07%
	Other	-	0.04%
	Incomplete	12.50%	82.69%
<b>Pregnancy/ maternity in last 2 years</b>	Yes	1.33%	4.02
	No	60.67%	95.98
	Prefer Not To Say	25.33%	-
	Incomplete	12.67%	-
<b>Same gender assigned at birth?</b>	Yes	67.33%	95.47%
	No	1.17%	-
	Prefer Not To Say	19%	-
	Incomplete	12.5%	4.53%

**10.2 Capita Workforce Profile as at 31<sup>st</sup> March 2013**

These figures include employee data from Capita Consulting, Capita ITS and Capital Learning and Development. In future years only Capital Consulting employee details will be reported, as the others are staff employed by Capita on contracted out services.

		<b>Capita 97 employees</b>	<b>Whole Council Workforce 5,125 employees</b>
<b>Ethnicity</b>	BAME*	43.30%	36.08%
	White	50.50%	52.08%
	Unknown	6.20%	11.84%
<b>Sex</b>	Male	83.51%	22.36%
	Female	16.49%	77.64%
<b>Disability</b>	Yes	-	1.81%
	No	-	93.66%
	Unknown	100.00%	4.53%
<b>Age</b>	16 to 24	3.10%	3.34%
	25 to 34	19.59%	17.39%
	35 to 44	32.98%	22.67%
	45 to 54	34.02%	32.76%
	55 to 64	10.31%	21.15%
	65+	-	2.69%
	Prefer not to say	-	-

\* BAME (Black, Asian and Minority Ethnic) group includes employees from Black, Asian, Mixed, Chinese and any other ethnic group.

White group includes British, Irish and other White ethnic groups.

Capita were unable to supply any information on religion or belief, pregnancy and maternity, sexual orientation or gender reassignment.

## Annual Equality in Employment Monitoring Report

**Council Paybands 2012/13**

Payband	Salary in £s	Broadly equivalent to and will include
Band 1	Up to 18,582	H1 - H3
Band 2	18,583 - 30,087	H4 - H8
Band 3	30,088 - 41,196	H9 - H11
Band 4	41,197 - 59,457	SPM3 – SPM5
Band 5	59,458 - -91,962	SPM1 – SPM2
Band 6	91,963 and above	Directors and above

*H grades - Harrow pay spine*

