

**REPORT FOR: EMPLOYEES' CONSULTATIVE FORUM**

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**Date:** 21<sup>st</sup> December 2010

**Subject:** **INFORMATION REPORT – ANNUAL EQUALITY IN EMPLOYMENT MONITORING FROM 01 APRIL 2009 TO 31 MARCH 2010**

(includes Information on Applicant Monitoring, Workforce Profile, take up of corporately organised training courses and application of Employment Procedures)

**Responsible Officer:** Tom Whiting, Assistant Chief Executive

**Exempt:** No

**Enclosures:**

- Appendix 1 - Council's Paybands
- Appendix 2 - Performance against equality indicators
- Appendix 3 - Council Workforce Profile
- Appendix 4 - Council Recruitment Monitoring
- Appendix 5 - Council Employment Procedures Monitoring
- Appendix 6 - Training and Development Monitoring and Progress
- Appendix 7 - Directorate Equality Reports for 2009/10
  - Appendix 7a - Chief Executive's
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  - Appendix 7c - Adults & Housing
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  - Appendix 7f - Place Shaping
  - Appendix 7g - Legal and Governance
- Appendix 8 - Proposed future format for the Annual Equality in Employment report

## **Section 1 – Summary**

This report sets out the equalities information relating to three aspects of the Council's employment

- Applicant Monitoring information in relation to appointments made between 1<sup>st</sup> April 2009 and 31<sup>st</sup> March 2010;
- The annual workforce profile statistics as at 31<sup>st</sup> March 2010 for directly employed staff and briefer workforce profiles for agency staff deployed at Harrow and those workers based at Harrow but employed by partner organisations;
- Equalities monitoring data relating to Harrow's employment practices for the period 01 April 2009 to 31 March 2010;

It also sets out progress made against employment equality targets and reviews progress made in other equality and diversity work.

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

### **FOR INFORMATION**

## **Section 2 – Report**

### **2.1 Background**

- 2.1.1 This report details the council's annual workforce profile statistics and equalities monitoring data of Harrow's employment practices for the period 01 April 2009 to 31 March 2010 including recruitment, take up of corporately organized training courses, employment procedures such as conduct, capability and dignity at work cases. It also sets out progress made against employment equality indicators. In addition, it includes summary annual reports for each directorate, information about training and development and progress made in other equality and diversity work areas.
- 2.1.2 Actual Performance against the equality performance indicators is set out in the table at appendix 2.

## 2.2 Explanation of reporting format

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

- Appendix 3 - Council Workforce Profile
- Appendix 4 - Council Recruitment Monitoring
- Appendix 5 - Council Employment Procedures Monitoring
- Appendix 6 - Training and Development Monitoring and Progress
- Appendix 7 - Directorate Equality Reports for 2009/10
  - Appendix 7a - Chief Executive's
  - Appendix 7b - Corporate Finance
  - Appendix 7c - Adults & Housing
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  - Appendix 8 - Proposed future format for the Annual Equalities in Employment report

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

2.2.3 The workforce profile statistics are based on total headcount numbers, i.e. If an employee has more than one job they are only counted once. The figures include permanent, part-time and temporary staff but exclude agency staff and consultants.

This year's report also, for the first time, includes brief information on the workforce profile for agency staff and some of our partner organisations where available.

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

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

2.2.6 Comparisons with the population of the community of Harrow are based on the representation of black and minority ethnic people, women and disabled people taken from the Office of National Statistics Middle Year Estimate GLA 2007 Round Ethnic Group Population Projections for 2008.

2.2.7 Workforce profile statistics and employment procedures monitoring data include data for the whole council including school-based staff (except staff in voluntary aided schools) including permanent and temporary staff but excluding agency staff or consultants. Recruitment monitoring statistics include data for the whole council excluding school-based staff.

## 2.3 Workforce Profile (including school based staff)

2.3.1 The percentage of **BAME staff** (headcount) in the workforce as at 31<sup>st</sup> March 2010 was 34.13%. In the previous year, the percentage was 33.50%. These figures demonstrate a continuing modest improvement in the percentage of BAME staff employed by Harrow Council.

2.3.2 The percentage of staff (headcount) across the Council that declared a **disability** in 2009/10 was 1.89% compared with 2.08% in 2008/09. This demonstrates a continuing reduction in the numbers of staff formally recorded as declaring a disability. However, in the November 2008 staff survey, which excluded schools, 8% of those who responded declared they had a disability.

To attempt to improve this situation, in December 2009 the question on Harrow's application form relating to the declaration of a disability was reworded with the intention of encouraging more disabled people to apply to work at Harrow and also to encourage more applicants to declare their disability.

Whilst it is difficult to assess the effectiveness of this measure in isolation, it is hoped that it will contribute towards Harrow being viewed as an employer of choice for potential employees with disabilities and the local community.

The roll-out of Employee Self-Service (ESS) is intended to give all employees the ability to directly access and update their own records within SAP. As it is unlikely that employees inform the Council when they become disabled during employment, it is hoped that this facility will encourage them to do so ensuring that we maintain, as accurately as is possible, up-to-date information on disability.

The percentage of employees who declare a disability will continue to be monitored annually as part of the Annual Equalities Report.

2.3.3 A sub-group of the Corporate Equalities Group was established in order to examine in more detail areas where there were concerns regarding the council's performance and agree actions with relevant stakeholders to address the issues raised. The group identified a number of workforce measures to be monitored and reported on and for this year's report information on leavers has been included and also workforce profiles for key council partners where these are available.

A further event for the group is planned to take place in November 2010.

2.3.4 In 2009/10 the Council workforce consisted of just over 75% female and just under 25% male employees. The figures are slightly better than the previous year (76.29% female, 23.71% male) but do not reflect the proportion of men in Harrow's general working age population, which is approximately 50%.

There may be many reasons for this statistic but the Council has a number of roles which were traditionally viewed as female i.e. teaching and carework roles. Also part-time and flexible working may be more attractive to women with childcare responsibilities who live locally.

2.3.5 In addition to the report on the Council Workforce, this report also contains information on the workforce profile for agency staff and some of the Council's partner organisations.

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

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

Fewer appointments were made during 2009/10, a reduction of nearly 50% to 132 in 2009/10 compared with 251 in 2008/9. The reduction in the number of appointments should be considered when interpreting the data.

### Ethnic Origin - All Recruitment

2.4.2 The percentage of appointments from all (internal and external) black and minority ethnic (BAME) applicants slightly decreased from 43.4% in 2008/9 to 42.7% in 2009/10. Despite this, the Council's workforce profile shows that the level of BAME staff employed increased to 34.13%, (from 33.50% in 2008/09).

2.4.3 The Council's target is to match the economically active representation of black and ethnic minorities in Harrow of 48.35% which has not yet been achieved.

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

Applicant Monitoring – All recruitment				
Year	Ethnicity	Applications	Shortlisted	Appointed
2009/10	BAME	66.9% (4027)	55.0% (451)	42.7% (56)
	White	33.1% (1990)	45.0% (369)	57.3% (75)
2008/09	BAME	64.0% (3641)	55.1% (616)	43.4% (109)
	White	36.0% (2046)	44.9% (502)	56.6% (142)

Chart 1

One applicant who was appointed did not declare their ethnicity.

2.4.5 Applications received from BAME groups continues to increase and outnumber applications received from white groups. However, the number of BAME appointments is disproportionate to the applications received compared to white groups.

The percentage of appointments from BAME groups has decreased slightly to 42.7% in 2009/10 compared to 43.4% in 2008/9.

2.4.6 The success ratio for BAME applicants for all recruitment is 0.37 which is below the Council's target of 0.7 and a reduction from the success ratio of 0.43 in 2008/9. (The success ratio is a means of measuring how well BAME applicants fare in recruitment – a success ratio of 1.0 would indicate that BAME and White applicants are equally successful at each stage in the recruitment process.)

2.4.7 It is important to note that the number of appointments in 2009/10 was extremely low given the size of the workforce. The number of appointments is expected to decline in 2010/11 and potentially beyond.

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

2.5.1 The percentage of appointments from internal black and minority ethnic employees has decreased to 47.4% in 2009/10 compared to 50.0% in 2008/9. However, the numbers involved are much lower than previous years (i.e. only 19 internal appointments made during the year) which can considerably affect the way the figures are interpreted and one appointment can make a considerable difference to the statistics presented.

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

<b>Applicant Monitoring – Internal Recruitment</b>				
<b>Year</b>	<b>Ethnicity</b>	<b>Applications</b>	<b>Shortlisted</b>	<b>Appointed</b>
2009/10	BAME	60.3% (223)	53.4% (102)	47.4% (9)
	White	39.7% (147)	46.6% (89)	52.6% (10)
2008/9	BAME	56.4% (307)	52.4% (133)	50.0% (44)
	White	43.6% (237)	47.6% (121)	50.0% (44)

Chart 2

2.5.3 The applicant monitoring statistics for internal recruitment are significantly different from external recruitment. BAME staff are continuing to make a greater number of applications for jobs compared to white staff. .

2.5.3 The overall success ratio for internal BAME appointments decreased to 0.59 in 2009/10 (compared to 0.77 in 2008/09) but is higher than the Council's success ratio for all internal and external appointments (0.37). It is worth noting that the proportion of internal BAME appointments (47.4%) is significant given that 34.13% of staff are BAME.

2.5.5 Internal BAME staff are more successful in appointments at Payband 4 which covers the senior graded posts at SPM3 – SPM5 than in other paybands although as it relates to only 2 appointments this cannot be determined as particularly significant.

## 2.6 Disability

2.6.1 The percentage of applicants who declared a disability was 2.9% in 2009/10 (a reduction from 3.3% in the previous year). Of these, the percentage shortlisted was 3.7% (a decrease from 4.2% in the previous year) and those appointed 4.7% (an increase from 3.3% in the previous year). Although the percentage of applicants who declared a disability has decreased, the percentage of disabled people appointed has increased. However, the figure of 4.7% appointed amounts to only 6 appointments and, therefore, does little to increase the total number of disabled employees in the workforce.

2.6.2 The council's target is that the percentage of appointments of disabled people reflects the percentage of working age (18/65) people with disabilities in the community (10.3%). However, this figure comprises all those in the age range in the community who have a limiting long term illness, not all of whom will be 'economically active', i.e. either in work or seeking work. This is not an achievable target for the Council which is working towards employing people with disabilities who are able and available for work.

The Council has, therefore, set its own target figure of 5% of its workforce declaring a disability. This is subject to the view of the Employee Consultative Forum.

## 2.6 Gender

<b>Appointment by Gender by Payband</b>			
<b>Payband</b>	<b>1/4/09 – 31/3/10</b>	<b>1/4/08 – 31/3/09</b>	<b>1/4/07 – 31/3/08</b>
Band 1 Men	23 (79.3%)	48 (64.0%)	19 (37.3%)
Band 1 Women	6 (20.7%)	27 (36.0%)	32 (62.7%)
Band 2 Men	34 (57.6%)	30 (29.1%)	22 (37.3%)
Band 2 Women	25 (42.4%)	73 (70.9%)	37 (62.7%)
Band 3 Men	15 (55.6%)	16 (45.7%)	16 (51.6%)
Band 3 Women	12 (44.4%)	19 (54.3%)	15 (48.4%)
Band 4 Men	6 (37.5%)	4 (36.4%)	3 (50.0)%
Band 4 Women	10 (62.5%)	7 (63.6%)	3 (50.0)%
Band 5 Men	0 (0.0%)	1 (50%)	0 ( 0.0%)
Band 5 Women	1 (100%)	1 (50%)	2 (100%)
Band 6 Men		0	0
Band 6 Women		0	0
Unstated	0	33	37
Total appointments across all paybands	132	259	186

- 2.7.1 In 2009/10, the proportion of men appointed increased to 59.1% compared with 43.8% in 2008/9. This was not in proportion to the number of applications received.
- 2.7.2 A higher proportion of men were appointed in the lower paybands 1 – 3. However, a lower proportion of men were appointed in payband 4. As only 1 appointment was made in band 5 and none at Band 6 the figures for these paybands cannot be interpreted as statistically valid.

There are a number of possible explanations for the increase in the recruitment of men. There were a large number of appointments as LGV drivers, Technical officers, Security Officers, PRM Drivers, PRM Operatives and Waste Recycling Assistants which are traditional male roles. The current economic climate could also be a factor.

## 2.8 Recruitment and Selection Audits

Excluding schools recruitment, there were 132 appointments made in 2009/10, just over half compared to 2008/9. Of these 35% were audited to determine if recruitment processes were being followed correctly by managers. The audit showed that some recruitment packs were incomplete. In some cases paperwork may have been retained by managers for use in providing feedback to unsuccessful applicants and subsequently not incorporated back into the recruitment packs sent to Human Resources and Development. Often copies of the successful applicant's papers were missing, the originals having been sent to Shared Services for processing. However, where paperwork was available this demonstrated that in most cases the recruitment and selection procedure was being followed correctly by Managers in relation to shortlisting, framing relevant questions, scoring, etc.

Where Role Profiles were available, these made reference to the requirement of role in relation to equalities and diversity, however, this was not always the situation where older job descriptions were re-used.

Further details are available in the Directorate Reports.

## **2.9 Redeployment**

It is not possible to obtain information, through SAP, on redeployments within the Council as staff redeployed cannot be identified as such i.e. they are shown as a transfer in the same way as other internal appointments.

There is the potential to capture this information in future as we are now co-ordinating redeployment centrally and we are currently exploring how best to do that in such a way to enable us to report on this information in the future.

## **2.10 Council Employment Procedures Monitoring**

- 2.10.1 The employment procedures monitoring information for 2009/10 indicates that BAME employees have not been disproportionately involved in the Council's employment procedures i.e. Conduct, Dignity at Work and Capability procedures.
- 2.10.2 The number of Conduct cases involving BAME staff compared with White employees is evenly balanced, however, the outcomes appear to disproportionately affect BAME staff.
- 2.10.3 In 16 conduct cases resulting in formal action, short of dismissal, first or final warnings were issued to 9 BAME employees.
- 2.10.4 In 14 conduct cases, formal action was taken which resulted in dismissal. Of these, 8 BAME employees were dismissed.
- 2.10.5 With regards to Dignity at Work, in 2009/10 a total of 21 complaints were raised, 9 of these by BAME employees and 12 by White employees.
- 2.10.6 With regard to 10 Capability cases resulting in formal action, 2 resulted in warnings being issued to BAME employees.
- 2.10.7 In the 4 Capability cases resulting in dismissal, 1 BAME employee was dismissed.

## **2.11 Learning & Development Monitoring and Progress**

- 2.11.1 Work continues to mainstream equalities into training programmes.



2.11.2 A total of 3,764 employees attended corporate training courses between 1<sup>st</sup> April 2009 and 31<sup>st</sup> March 2010. See analysis below:

	Disability		Gender		Ethnicity		
	Yes	No	Male	Female	BAME	White	Unknown
Number of Employees	124	3640	1283	2481	1462	2015	277
	3%	97%	34%	66%	39%	54%	7%

Chart 3

2.11.3 In future years, through using the newly introduced “Coursebooker” system, it will be possible to report on who has applied for training as well as those who have attended.

2.11.4 A full report on the main developments for learning and development and a progress report is contained in Appendix 6.

## **2.12 Review of Progress made in Equality and Diversity Work and Initiatives during 2009/10**

Equality and diversity work and initiatives have continued to develop, including: directorate Equality Task Groups, support to the black workers, employees with disabilities and lesbian, gay, bisexual and transsexual groups, and continued support to staff and managers by Harrow Association of Disabled People. The Council was recently re-awarded the Disability (Two Ticks) symbol for demonstrating its continued commitment to meeting the needs of disabled staff.

## **2.13 Recruitment and Selection Practices**

2.13.1 The Council’s recruitment and selection practices, reviewed in 2007, do not appear to have had a measurable impact on the recruitment and selection of BAME staff.

2.13.2 Furthermore the requirement to complete a number of forms monitoring the procedure, in addition to those required by the Council’s applicant handling agent Contact III, is bureaucratic and burdensome on managers. Recruitment audits have demonstrated the difficulties encountered in assembling all the required paperwork.

There are plans to streamline the current recruitment practices when a single resourcing contractor is appointed.

2.13.3 There will also be an impact on the workforce profile as the Council workforce reduces in future years. Decisions regarding voluntary severance, redundancies, redeployments and TUPE exercises may have an impact on the workforce profile of the Council and will therefore be monitored.

## **2.14 Single Equality Scheme**

All public bodies are required to proactively promote equality of opportunity, eliminate unlawful discrimination and promote good relations between groups. They are also required to highlight how they will do this by producing and publishing an equality scheme setting out how they will meet the general and specific duties.

Harrow Council is approaching the end of its current three year Comprehensive Equality Scheme and is currently in consultation on an updated scheme. The updated scheme contains reference to the proposed 7<sup>th</sup> equality strand “socio economic disadvantage” (as

originally suggested in consultation on the Equality Act 2010), in addition to the six existing strands (race, gender, disability, age, religion and belief and sexual orientation).

Consultation is currently taking place on the revised scheme and it is intended to publish the Single Equality Scheme in December 2010.

## **2.15 The Equality Act 2010**

The Equality Act comes into force on 1<sup>st</sup> October 2010. It brings together a number of separate pieces of legislation into one single Act. The new Act will provide a legal framework to protect the rights of individuals and advance equality of opportunity.

The Act will simplify, strengthen and harmonise the current legislation to a new discrimination law which protects individuals from unfair treatment and promotes equality.

## **2.16 Progress on Disabilities**

2.16.1 The council continues its partnership arrangement with Harrow Association of Disabled people (HAD) to provide a Disability Adviser on a one day a week consultancy basis. This has included providing advice to employees and managers on any matter related to disability. In addition, HAD has provided a resource for one day a week in the Reception area providing advice and guidance, a service which has been accessed by employees as well as the public.

2.16.1 The Disability Adviser has provided support, information and advice to managers and staff about disability issues and how they may obtain reasonable adjustments in the workplace. Information and awareness about the government's 'Access to Work' service and how it can support staff in carrying out their duties by the acquisition of equipment or organisation of their work areas has also been provided. During the year, the Disability Adviser also provided a mediation role in complex cases between managers and their staff.

2.16.2 HAD continues to support the Disabled Workers' Group (formerly known as DAIS, Disabled Awareness Information Support) a self organised employee support group. The role of the group is to provide a forum for employees with disabilities to meet and discuss issues and concerns, with a view to communicating them to the Council in order to inform, influence and effect change.

2.16.3 The Council continues to maintain its commitment to the Disability (Two Ticks) symbol and has recently been re-awarded the Disability (Two Ticks) symbol for demonstrating its continued commitment to meeting the needs of employees and job applicants with disabilities.

2.16.4 The Council is seeking to increase the numbers of employees with disabilities by encouraging existing staff to declare if they have a previously undisclosed disability or develop a disability during the course of their employment and by becoming an employer of choice for potential employees with disabilities

## **2.17 Equality Task Groups**

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

The Directorate Equality Task Groups continue to review and evaluate processes and procedures within each directorate, making suggestions for improvement which may be fed into the Corporate Equalities Group.

## **2.18 Employee Support Groups**

- 2.18.1 The Council continues to support the operation of the Harrow Council Black Workers (HCBWG) Group and the Disabled Workers' Group (formerly known as DAIS, Disabled Awareness Information Support). Representatives from these groups attend the Corporate Equality Group and are invited to the directorate Equality Task Groups. In addition, representatives from these groups attend the ECF meetings when there are equality items on the agenda. However, there is no specific budget provision to provide release for employees to attend or undertake work on behalf of employee support groups including HCBWG.
- 2.18.2 The groups are approached for their views on revisions to existing or new employment policies as appropriate.
- 2.18.3 The LGBT staff support group for lesbian, gay, bisexual and transgender employees, have begun to organise themselves as a formal group. They will be invited to participate in consultation on revisions to relevant existing or new policies as they become more established.

### **2.18.4 Consultation**

Some changes have been made to the report submitted to ECF on 27 October 2010 following feedback received from Unison, GMB and Harrow Association for the Disabled (HAD). Other issues raised are addressed below:

#### **Harrow Association for the Disabled (HAD)**

HAD queried how the Council could encourage employees to declare if they had a disability and suggested that providing employees with a definition might be useful. An exercise to update employee social identify, including sexual orientation and religion or belief would take place in 2011/12 provided funding is available to do so. Employees would be able to update their own personal records in relation to disability when Employee Self Service becomes fully available. As this method would not be possible for all employees due to the nature/location of their work, alternatives are being considered, e.g. hard copy survey. Information would be made available to the workforce via the Council's intranet and other methods, regarding the definition of disability.

The HAD suggestion that disability declaration could be anonymous was not considered to be a way forward as the data would not then be available to enable the Council to monitor the workforce in relation to disability..

Harrow Council is considering a number of measures to encourage staff engagement. An Equalities Officer has been appointed to work with the organisation to enhance its work on equalities in relation to service delivery and employment.. A Handbook on Equalities is planned for staff. Work will take place to raise awareness by Managers to what is available in the way of support to staff. How to promote the role of the Disability Adviser to Managers and employees and how to refresh interest and participation in the Disabled Workers Group is also under consideration. Harrow participated in the International Day of Disabled People on 3<sup>rd</sup> December 2010.

A review of the application form has been undertaken to ensure that it encourages prospective employees to declare if they have a disability but is compliant with the requirements of the Equalities Act 2010.

HAD expressed concern that the proportion of conduct cases involving staff with disabilities was disproportionate to the general workforce. Whilst noting HAD's concern, the figure of 4 cases is still very low given the size of the workforce and therefore not capable of definitely concluding that there is any discriminatory impact. Also, it should be noted that some employees chose to declare a disability only after a procedure has been started and therefore this was not known to managers at the outset of a conduct case.

Despite the Disability Adviser's concerns regarding the Double Tick symbol, the Council would want to continue to be assessed against this as a national standard for employers.

The Disability Adviser is a member of the Sub Group of the Corporate Equalities Group (CEG) (together with representatives from the Harrow Black Workers Group Disabled Workers Group, the trade unions Harrow Equalities Centre and the Council's Equalities Officer), for whom a workshop is scheduled to take place in January 2011 to consider the issues raised and what action might be taken locally to address them. The Lesbian, Gay, Bisexual and Transgender Group have also been invited to the workshop.

### **Trade Union and Employee Support Groups**

They raised a number of concerns from the report, i.e. why they claimed there were a disproportionately high level of BAME Dignity at Work cases, the outcomes of Conduct cases appeared disproportionate and why there was a disproportionate number of BAME staff at higher grades and they sought information on how the Council planned to tackle these issues. The Sub-Group of CEG is to start to look at these issues at the workshop in January 2011.

In addition they felt that the trade unions should be invited to attend Equality Task Group (ETG) meetings – the Chairs of the groups have been requested to extend an invitation to the relevant groups. They also queried why no impact assessments were carried out on training courses – monitoring of attendance is carried out and reported in this report.

The concerns raised by the Trade Unions and Employee Support groups will be considered at the facilitated workshop with the groups in January 2011.

## **Section 3 – Further Information**

- 3.1 This report presents a snapshot of the workforce profile as at 31<sup>st</sup> March 2010, based on statistics obtained from SAP. Accuracy of the statistics is dependent on information provided by employees and where employees have not completed or disclosed equalities monitoring information their records may be incomplete thereby affecting overall workforce profile results.
- 3.2 Consultation on this report was undertaken with the following partners: Harrow Black Workers Group, Disabled Workers' Group (Formerly DAIS) , Harrow Equality Centre, Harrow Anti Racist Alliance, Harrow Association of Disabled People, Harrow Women's Centre, Harrow LGBT Forum, Age Concern, Unison, GMB and Harrow Teachers Consultative Consortium. The publication of this report provides information on the Council's performance against equality and diversity targets.

- 3.3 Unison, GMB, Harrow Black Workers Group and Harrow Association of Disabled People, responded to the consultation. A summary of their responses is included in this report.
- 3.4 In the last report to ECF, members of the Forum were advised that consideration was being given to modifying the format of this report in order to highlight key points without the need to review the report and all the appendices. ECF's views are sought on the proposed format, attached as Appendix 8.

## **Section 4 – Financial Implications**

None

## **Section 5 – Corporate Priorities**

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

Name: Steve Tingle



on behalf of the  
Chief Financial Officer

Date: 7<sup>th</sup> October 2010

## **Section–6 - Contact Details and Background Papers**

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

Background Papers:

2007 ONS Population Estimates by Ethnic Group  
National Office of Statistics' Mid Year Estimates for 2007  
LB Harrow – Best Value Performance Plan 2007/2008

**Paybands –from 1st April 2009 -31<sup>st</sup> March 2010**

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

Chart 4

*H grades - Harrow pay spine*

## Appendix 2

The table below shows the Council's performance between 1 April 2009 to 31 March 2010 against targets set for 2009/10  
This year's workforce profile statistics are based on total headcount numbers, i.e. if an employee has more than one job they are counted once.

	Performance Indicators	2008/09 Performance	2009/10 Performance	2010/11 Target	Trend
(a)	BV2a – The level of the Equality Framework for Local Government to which the authority conforms. The target refers to the new Equality Framework for Local Government	Level 4 of the Equality Standard	Level 4	Excellent by 2012	
(b)	Success Ratio for Black, Asian and Minority Ethnic job applicants	0.43	0.37	0.7	
(c)	The proportion of <b>BAME appointments</b> reflects the % of working age (18-65) people from BAMEs in the local community (48.35% BAME, 51.65% white)	43.4%	42.7%	48.35%	
(d)	The % of employees by <b>ethnicity</b> in the total <b>workforce</b> (headcount)	33.51% BAME 57.08% White 9.41 % unclass/unknwn	34.13% BAME 56.86% White 9.01% unclass/unknwn	48.35%	
(e)	BV17a - The percentage of employees of the total <b>workforce</b> from <b>BAME</b> communities (by assignment, excludes temps of less than one year and excludes from numerator and denominator any where ethnicity not declared)	36.52%	37.34%	39%	
(f)	BV11b – The percentage of top 5% of earners in the <b>workforce</b> that are from a BAME group (excluding schools).	16.15%	16.55%	18.5%	
(g)	The proportion of <b>appointments</b> reflects the % of working age (18-65) men and women in the local community (49.98% women, 50.02% men)	56.2% women 43.8% men	40.9% women 59.1% men	49.98% women 50.02% men	
(h)	To achieve a balanced <b>workforce</b> which reflects the % of working age (18-65) <b>gender</b> profile of the local community of Harrow (headcount) (49.98% women, 50.02% men).	76.29% women 23.71% men	75.39% women 24.61% men	49.98% women 50.02% men	
(i)	BV11a – The percentage of top 5% of earners in the <b>workforce</b> that are women.	46.15%	48.28%	50%	
(j)	The proportion of <b>appointments</b> of disabled people reflects the % of working age people with disabilities in the local community (10.3% had Limiting Long Term Illness in 2001)	3.3%	4.7%	5%	
(k)	The % of employees declaring a disability in the total <b>workforce</b> (headcount)	2.08%	1.89%	5%	
(l)	BV16a - The percentage of employees of the total <b>workforce</b> declaring a disability.	2.10%	1.91%	5%	
(m)	BV11c – The percentage of top 5% of earners in the <b>workforce</b> declaring a disability	3.85%	1.38%	3.85%	
(n)	The numbers of employees using or subject to HR employment procedures is proportionate to the workforce profile in terms of ethnicity, gender and disability.			34.13% BAME	
(o)	That access to training is at least proportionate to the workforce profile in terms of ethnicity, gender and disability.			34.13% BAME	

## **Whole Council Workforce Profile (including Schools) as at 31 March 2010**

### **1. Background**

- 1.1 This report provides information on the council's workforce profile as at 31 March 2010, which provides a snapshot of the 2009/10 financial year. It presents the statistics by ethnicity, gender, disability and age categories. The data is presented using the council's six pay bands. Any reference to black and minority ethnic (BAME) groups includes Black, Asian, Chinese and any other ethnic group, reference to white groups includes British, Irish and white other.
- 1.2 The workforce profile statistics reported below are for the whole council including school-based staff (not voluntary aided schools).
- 1.3 In previous years, workforce statistics based on the audit commission requirements as published in the Council's Best Value Performance Plan (BVPP) were included in the annual equality report. This report includes workforce profile statistics, which have been calculated specifically to meet the request of our internal stakeholder groups, as they are more meaningful. BVPI statistics can still be viewed in the BVPP and they have been included at appendix 2 for information.
- 1.4 The workforce profile statistics are based on total headcount numbers, i.e. If an employee has more than one job they are counted once.
- 1.5 Comparisons with the population of the community of Harrow are based on the representation of black and minority ethnic people, women and disabled people taken from the National Office of Statistics' Mid Year Estimates (MYEs) for 2008.

### **2. Ethnic Origin Profile**

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

- 2.1 This year the percentage of staff from BAME groups in the workforce is 34.13% compared to 33.51% in 2008/9. The proportion of BAME staff in the workforce continues therefore to increase. The Council's aim is to have a workforce that is representative of its local community. Based on the ONS MYEs for 2007 the percentage of working age (18-65) people from BAMEs in the local community is 48.35% and the BAME general population in Harrow is 54.89%. The Council recognises that the composition of the workforce remains lower than both the BAME general population and the working age population of Harrow.
- 2.2 The chart below shows a breakdown by ethnicity of the workforce within each payband:



2.3

	White %	BAME %	TOTAL %
<b>1</b>	31.11%	43.08%	2325
<b>2</b>	32.66%	32.70%	2124
<b>3</b>	25.64%	19.37%	1493
<b>4</b>	7.70%	4.40%	397
<b>5</b>	2.53%	0.36%	106
<b>6</b>	0.35%	0.09%	16
<b>Total</b>	100.00%	100.00%	6461

Chart 5

- 2.4 The majority of staff both BAME and White hold posts in paybands 1, 2 and 3. However, a smaller percentage of BAME staff are employed in paybands 4 - 6, compared with the percentage of White staff. This is similar to the previous year's report.
- 2.5 The table below shows the overall composition of the workforce by ethnicity as at 31 March each year and makes comparisons with previous years. The table shows that there is, at 31 March 2010, a slight increase in the proportions of black, asian, chinese and any other ethnic group and mixed groups compared to white.

### The Overall composition of the workforce

	2010		2009		2008		2007	
	Head count		Head count		Head count		Head count	
<b>Black</b>	551	8.53%	536	8.43%	505	8.10%	506	7.96%
<b>Asian</b>	1433	22.18%	1396	21.95%	1277	20.49%	1266	19.92%
<b>Chinese &amp; any other ethnic group</b>	89	1.38%	80	1.26%	77	1.24%	80	1.26%
<b>White</b>	3674	56.86%	3631	57.08%	3589	57.59%	3827	60.23%
<b>Unknown</b>	518	8.02%	558	8.77%	635	10.19%	382	6.01%
<b>Mixed</b>	132	2.04%	119	1.87%	105	1.68%	100	1.57%
<b>Not assigned / Unclassified*</b>	64	0.99%	41	0.64%	44	0.71%	197	3.10%
<b>Total</b>	6461	100%	6361	100%	6232	100%	6358	100%

Chart 6

\*The 'Not assigned/Unclassified' category identifies employees for whom data is incomplete.

### 3. Disability Profile

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

- 3.1 The percentage of employees of the total workforce declaring a disability this year is 1.89% which is lower than the percentage employed in 2008/9 of 2.08%. The Council has set a future target of 5.00% subject to the views of the Forum.

	Headcount	%
<b>Disabled</b>	122	1.89%
<b>Non-disabled</b>	6312	97.69%
<b>Not assigned/Unclassified</b>	27	0.42%
<b>Total</b>	6461	100.00%

Chart 7

- 3.2 However, in the Council's Staff Survey which took place in November 2009, 8% of staff declared that they had a disability (although it is worth noting that only 55% of staff responded to the survey).
- 3.3 It is worth noting also that the percentage of staff not employed in schools who declared a disability was higher than the overall Council figure, i.e. 3.84%, whilst the percentage of schools based staff who declared a disability was 0.779%. Schools staff constitute over 60% of the workforce.
- 3.4 The initial record on an employee's disability status is taken from their application form and unless specific action is taken to amend it after commencing employment, it remains unchanged. It is possible that some employees may have developed a disability during their employment. In addition, some employees may be more likely to disclose a disability if they know that the declaration will remain anonymous.
- 3.5 In response to concerns in the previous year that some applicants are unwilling to declare a disability when applying for employment, changes were made to the application form wording relating to disability. This year has seen an increase in the percentage of appointment of disabled applicants from 3.3% in 2008/9 to 4.7% in 2009/10 (although the numbers involved – 6 appointments – is so low as to be not statistically valid).
- 3.6 The greatest proportion of staff with disabilities are in paybands 1-3 with a small proportion in paybands 4 and 5.

	Payband						Total
	1	2	3	4	5	6	
<b>Disabled</b>	39	55	25	1	2	0	122
<b>Non-disabled</b>	2273	2058	1465	396	104	16	6312
<b>Not assigned/Unclassified</b>	13	11	3	0	0	0	27
<b>Total</b>	2325	2124	1493	397	106	16	6461

Chart 8

- 3.7 The council's aim is have a workforce that is representative of its local community. The census 2001 data does not provide the percentage of working age (18-65) disabled people separately. The Audit Commission has recommended using the 'Limiting long-term illness' category from the census data, which is 10.3% in Harrow. The percentage of disabled people in the workforce for 09/10 is therefore considerably lower than this figure.
- 3.8 The Council continues to encourage applications from disabled applicants by stating its commitment to the two-tick symbol in the vacancy bulletin and in the information pack for

job applicants. The application form has been modified to encourage disabled applicants whilst still complying with the requirements of the Equalities Act 2010. The Council will also be encouraging staff to update their employment records, through Employee Self Service, when it is rolled out across the Council. This facility will enable staff to change their personal record in SAP if they become disabled during the course of their employment. At present, this information on the changing status of disability is not captured for existing staff.

3.9 The Council also continues to consult local disability groups and works closely with Harrow Association of Disabled People (HAD).

3.10 As a result of the feedback from HAD, a review of the information available to staff and managers on Disabilities on the Council’s intranet will be undertaken. Also to assist with communication, the Council’s new Equalities Officer is working with the organisation to enhance its work on equalities and producing a handbook for staff and Members.

The role of the Disability Adviser and the support available will be publicised and promoted to all staff and HAD will work with the Disabled Workers Group to re-launch the group to encourage greater staff participation.

**4. Gender Profile of the Workforce (headcount)**

4.1 The Council set a target to achieve a balanced workforce, which reflects the gender profile of the local community of Harrow. This year’s statistics show that the percentage of women in the workforce is 75.39% and men is 24.61%. The Council employs a far greater percentage of women than men and this is disproportionate to the composition of Harrow’s general population of 49.98% women, 50.02% men. Possible reasons which attract women to apply to and remain employed by Harrow Council are its wellbeing policies and benefits including part-time and flexible working arrangements.

	Headcount	%
<b>Male</b>	1590	24.61%
<b>Female</b>	4871	75.39%
<b>Total</b>	6461	100.00%

Chart 9

4.2 A lower number of men are employed at every level across the Council except for Payband 6 where there are 11 men and 5 women. This is the same pattern as the previous year. The Council remains committed to enabling women to develop into senior roles in the Council (a programme will run this year) and continues to operate Springboard Training specifically aimed at encouraging women in lower grades to progress (see Training and Development report).

	Payband						Total
	1	2	3	4	5	6	
<b>Male</b>	454	567	378	136	44	11	1590
<b>Female</b>	1871	1557	1115	261	62	5	4871
<b>Total</b>	2325	2124	1493	397	106	16	6461

Chart 10

## 5. Age Profile

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

08/9		Male	%	Female	%	Total	%
Age Range	16 to 24	80	1.26%	203	3.19%	283	4.45%
	25 to 34	308	4.84%	897	14.10%	1205	18.94%
	35 to 44	339	5.33%	1261	19.82%	1600	25.15%
	45 to 54	410	6.45%	1554	24.43%	1964	30.88%
	55 to 64	340	5.35%	878	13.80%	1218	19.15%
	65 +	31	0.49%	60	0.94%	91	1.43%
	<b>Total</b>	1508	23.71%	4853	76.29%	6361	100.00%

Chart 11

09/10		Male	%	Female	%	Total	%
Age Range	16 to 24	81	1.25%	177	2.74%	258	3.99%
	25 to 34	338	5.23%	890	13.77%	1228	19.01%
	35 to 44	337	5.22%	1249	19.33%	1586	24.55%
	45 to 54	427	6.61%	1561	24.16%	1988	30.77%
	55 to 64	363	5.62%	917	14.19%	1280	19.81%
	65 +	44	0.68%	77	1.19%	121	1.87%
	<b>Total</b>	1590	24.61%	4871	75.39%	6461	100.00%

Chart 12

5.2 The table above shows that the Council continues to have an older workforce with the majority aged between 35 and 54, i.e. almost a third of the council's workforce. There are less than 4% of employees under the age of 25 and a small number of staff aged 65 or over.

## 6. Workforce Profile – Partner Organisations

Brief information is available on the workforce profiles for staff working for Harrow Council but employed through three organisations with whom Harrow Council works in partnership.

	ETHNICITY			
	BAME	White	Unknown	Other
<b>Kier Headcount 46</b>	30.43% (14)	56.52% (26)	13.04% (6)	13.04% (6)
<b>PWC FTE 4</b>	0.00% 0	100.00% 4	0 0	0 0
<b>Capita FTE 22</b>	29.00% 6.4	60.00% 13.2	0 0	11% 2.4

Chart 13

	GENDER	
	Male	Female
<b>Kier Headcount 46</b>	76.08% (35)	23.91% (11)
<b>PWC FTE 4</b>	100% 4	0% 0
<b>Capita FTE 22</b>	65% 14.3	35% 7.7

Chart 14

	DISABILITY		
	Yes	No	Unknown
<b>Kier Headcount 46</b>	0 0	34.78% (16)	65.21% (30)
<b>PWC FTE 4</b>	0% 0	100% 4	0 0
<b>Capita FTE 22</b>	0% 0	100% 22	0 0

Chart 15

	AGE					
	16-24	25-34	35-44	45-54	55-64	65+
<b>Kier Headcount 46</b>	6.52% (3)	23.91% (11)	19.56% (9)	32.61% (15)	17.39% (8)	0 (0)
<b>PWC FTE 4</b>	Average 37 years					
<b>Capita</b>	Information not available					

Chart 16

There is difficulty in making comparisons with the workforce profile for Harrow Council as the information is not available on a like-for-like basis and very limited information is available.

## 7. Workforce Profile – Agency Staff

Information below shows workforce profile data for agency staff working for Harrow Council but employed through these agencies.

Pertemps supplies mainly administrative and clerical staff (and other categories) and Matrix supply professional and technical staff.

The figures below show the total number of workers employed by these agencies during the year who were engaged on Harrow Council work.

		ETHNICITY		
		BAME	White	Unknown
<b>Pertemps</b> 280		59.60%	37.10%	3.20%
		167	104	9
<b>Matrix</b> 255		38.00%	39.00%	23.00%
		97	99	59

Chart 17

		GENDER	
		Male	Female
<b>Pertemps</b> 280		26.40%	73.60%
		74	206
<b>Matrix</b> 255		56.00%	44.00%
		143	112

Chart 18

		DISABILITY		
		Yes	No	Unknown
<b>Pertemps</b> 280		3.93%	78.93%	16.78%
		11	221	47
<b>Matrix</b> 255		2.00%	98.00%	0.00%
		5	250	0

Chart 19

		AGE			
		16-19	20-30	31-40	41-55
<b>Pertemps</b> 280		3%	39%	17%	32%
		8	110	48	90
<b>Matrix</b> 255	Information not available				

Chart 20

The data shows the proportion of BAME staff supplied by Pertemps and Matrix is higher than the proportion of BAME of working age in the local community and higher than the proportion of directly employed staff at Harrow Council.

The percentage of disabled workers supplied through Pertemps and Matrix were slightly higher than the percentage recorded in SAP as employed by the Council.

## COUNCIL RECRUITMENT MONITORING REPORT FOR THE PERIOD 1 APRIL 2009 - 31 MARCH 2010

### Background

This report provides information of the Council's recruitment monitoring during the period 1<sup>st</sup> April 2009 to 31<sup>st</sup> March 2010. The recruitment monitoring statistics reported are for the whole Council excluding school-based staff. Monitoring data is provided by Contact III, for recruitments that they have handled.

The volume of recruitment has reduced significantly in the last year, a trend which is likely to continue.

The report represents statistics for the 3 stages of the recruitment process ie applications received, applications shortlisted and appointments made, using the Council's six paybands and presented in ethnicity, gender, disability and age categories. Statistics for internal recruitment is shown separately.

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

### 1. Ethnic Origin - All Recruitment

The Council set a local performance indicator that the proportion of BAME appointments reflects the proportion of BAME people in the local population ( 48.35% BAME and 51.65 % white). The proportion of BAME appointments for 2009/10 was 42.7%. This has decreased slightly compared to 43.4% in the previous year. The Council, therefore, has not met its target.

There was a reduction of almost 50% in the number of appointments made in the year 2009/10 compared with the previous year and this should be considered when interpreting the data.

The table below shows applicant monitoring information for 2009/10 and comparisons with the previous years. The table sets out the percentage of applications received, shortlisted and appointed for BAME and white candidates. Figures in brackets represent actual numbers.

<b>Applicant Monitoring – All recruitment</b>				
<b>Year</b>	<b>Ethnicity</b>	<b>Applications</b>	<b>Shortlisted</b>	<b>Appointed</b>
2009/10	BAME	66.9% (4027)	55.0% (451)	42.7% (56)
	White	33.1% (1990)	45.0% (369)	57.3% (75)
2008/09	BAME	64.0% (3641)	55.1% (616)	43.4% (109)
2007/08	BAME	65.5% (3795)	55.5% (501)	49.7% (90)
2006/07	BAME	46.7% (1775)	51.3% (326)	47.9% (58)
2005/06	BAME	63.8% (2447)	55.1% (455)	42.1% (86)
2004/05	BAME	54.3% (2132)	45.1% (562)	36.7% (164)

Chart 21

## Appendix 4

The overall percentage of applications received from BAME applicants has increased to 66.9% compared to last year (64.0%). This is the second consecutive year the proportion of applications from BAME groups has increased and is in excess of the economically active representation of BAME people in Harrow, which is 48.35%. This indicates that the Council is successful in consistently attracting BAME applicants.

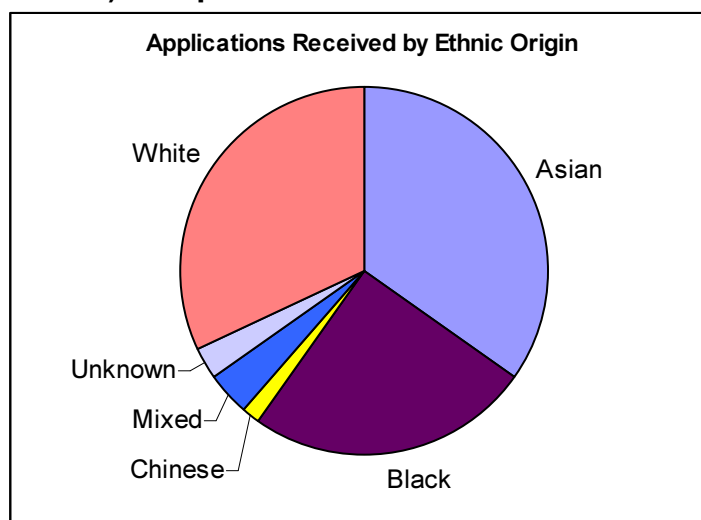
Whilst 66% of applications were received from BAME applicants, only 55% of shortlisted candidates were from BAME groups and only 42.7% of appointments.. These figures are similar to those in the previous report. Harrow Council has not met its target of 48.35% of appointments from BAME groups.

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

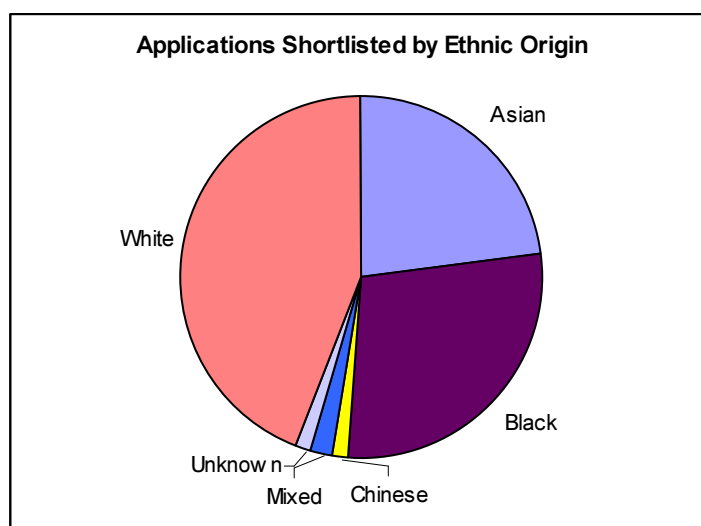
### Applicant Monitoring – All Recruitment

#### All Departments (excluding Schools) - 1 April 2009 to 31 March 2010

<b>Asian</b>	<b>2120</b>
<b>Black</b>	<b>1512</b>
<b>Chinese &amp; Other</b>	<b>114</b>
<b>Mixed</b>	<b>233</b>
<b>Unknown</b>	<b>172</b>
<b>White</b>	<b>1943</b>
<b>Total</b>	<b>6094</b>



<b>Asian</b>	<b>191</b>
<b>Black</b>	<b>231</b>
<b>Chinese &amp; Other</b>	<b>11</b>
<b>Mixed</b>	<b>17</b>
<b>Unknown</b>	<b>11</b>
<b>White</b>	<b>364</b>
<b>Total</b>	<b>825</b>





Asian	25
Black	27
Chinese & Other	1
Mixed	3
Unknown	2
White	74
<b>Total</b>	<b>132</b>

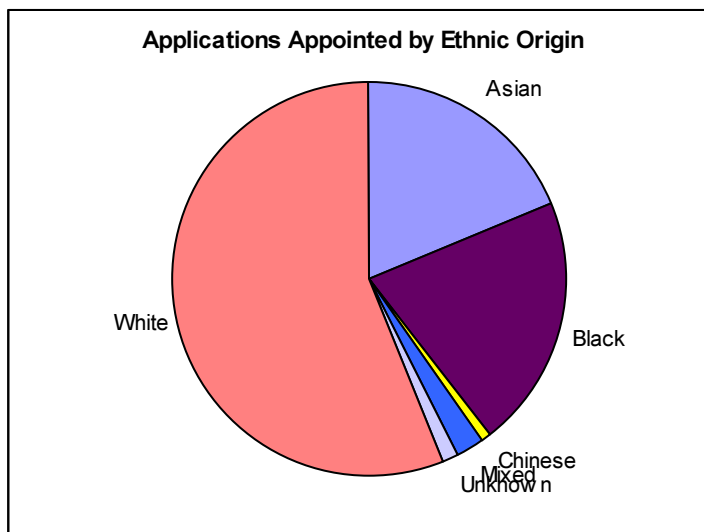


Chart 22

**Success Ratio and Success Rates – All Recruitment**

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

This chart shows the success rate for BAME and White applicants in 2009/10.

Overall success rate for BAME applicants 2009/10	1.39% (56/4027)
Overall success rate for white applicants 2009/10	3.77% (75/1990)

Chart 22

The success rate for BAME applicants is lower than that for White applicants.

This chart shows the success ratio for BAME applicants in 2009/10.

	2009/10	2008/9	2007/8
Overall success ratio for BAME applicants	0.37	0.43	0.52

Chart 23

The Council’s target for 2009/10 was to achieve a success ratio for BAME job applicants of 0.7. The Council’s overall success ratio for BAME applicants during the same period was 0.37. This is a decrease compared to last year’s figure of 0.43.

The ideal situation would be to achieve a success ratio of 1, i.e. where BAME applicants and white applicants are equally successful and being appointed. The CRE recommends the success ratio should be at least 0.8 and suggests that if the success ratio falls below 0.8 then investigation should take place for possible racial discrimination.

This issue will be investigated by a sub group of the Corporate Equalities Group (CEG), specifically established during 2010 to examine areas of concern arising from the annual equalities report and formulate proposals for consideration by CEG to address these.

## Appendix 4

The success ratio is an important measure for the Council in monitoring the comparative success of BAME applicants. However, in statistical terms its validity is directly linked to the size of the sample population i.e. the greater the number of appointments the more valid and reliable the success ratio is likely to be as a measure. The success ratio should therefore be considered with caution for the Council departments as relatively few appointments have been made in 2009/10.

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

BME appointments in brackets

<b>Success Ratios by Payband – All recruitment</b>				
<b>Payband</b>	<b>2009/10</b>	<b>2008/09</b>	<b>2007/08</b>	<b>2006/07</b>
Band 1	0.18 ( 9)	0.42 (33)	0.44 (26)	0.62 (18)
Band 2	0.44 (27)	0.38 (49)	0.46 (35)	0.95 (25)
Band 3	0.43 (12)	0.87 (25)	0.83 (24)	0.46 (12)
Band 4	0.73 ( 8)	0.17 (2)	0.68 ( 4)	0.21 (3)
Band 5	0.00 ( 0)	0	2.67 ( 1)	0
Band 6		0		0
<b>Overall SR</b>	<b>0.37 (56)</b>	<b>0.43 (109)</b>	<b>0.52 (90)</b>	<b>0.53 (58)</b>

Chart 24

Comparison with last year's figures shows that the success ratio has increased in payband 2 and 4 and has decreased in paybands 1 and 3. The success ratio for payband 4 exceeds the Council's target of 0.7 but as the number involves so few appointments it cannot be interpreted as significant.

The success ratio has fallen over the past four years. Monitoring figures over these years have shown that the disproportionate impact on BAME groups during the recruitment process should be continually monitored.

## 2. Ethnic Origin - Internal Recruitment

Since April 2003, the Council has been monitoring internal appointments. Corporate information is provided below on the success of BAME internal applicants.

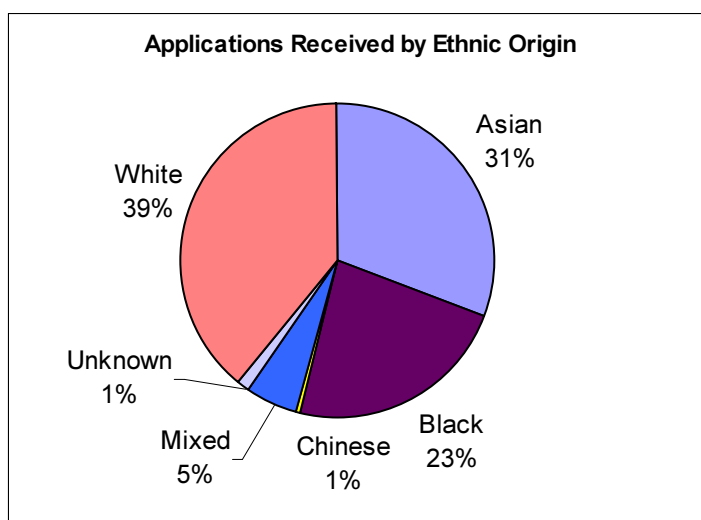
- 2.1 The table below shows applicant monitoring information 2009/10, for all internal applicants. The previous years' figures are also included for comparison. The table sets out the percentage of applications received, shortlisted and appointed for BAME and white candidates. Figures in brackets represent actual numbers.

<b>Applicant Monitoring – Internal Recruitment</b>				
<b>Year</b>	<b>Ethnicity</b>	<b>Applications</b>	<b>Shortlisted</b>	<b>Appointed</b>
2009/10	BAME	60.3% (223)	53.4% (102)	47.4% ( 9)
	White	39.7% (147)	46.6% (89)	52.6% (10)
2008/09	BAME	56.4% (307)	52.4% (133)	50.0% (44)
2007/08	BAME	57% (290)	51.6% (133)	47.1% (41)
2006/07	BAME	46.1% (175)	47.9% (93)	41.3% (26)

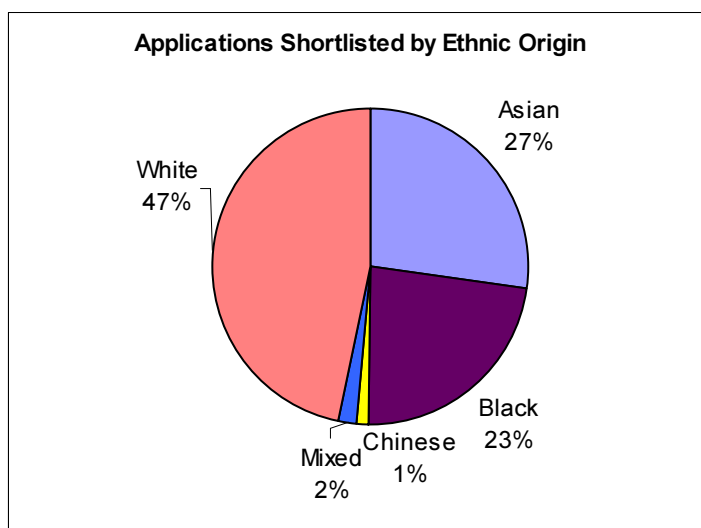
- 2.2 The percentage of applications received from internal BAME applicants was 60.3%. The percentage shortlisted reduced to 53.4% and reduced again to 47.4% at appointment stage. These outcomes were disproportionate to the applications received.
- 2.3 The pie charts below set out the applicant monitoring statistics for internal applicants for the whole Council at the application, shortlisting and appointment stages of the recruitment and selection process.

**Applicant Monitoring – Internal Recruitment**  
**All Departments (excluding Schools) - 1 April 2009 to 31 March 2010**

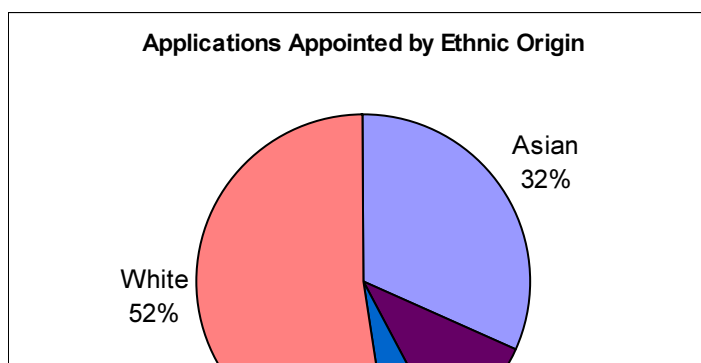
<b>Asian</b>	<b>116</b>
<b>Black</b>	<b>85</b>
<b>Chinese &amp; Other</b>	<b>2</b>
<b>Mixed</b>	<b>20</b>
<b>Unknown</b>	<b>5</b>
<b>White</b>	<b>147</b>
<b>Total</b>	<b>375</b>



<b>Asian</b>	<b>52</b>
<b>Black</b>	<b>44</b>
<b>Chinese &amp; Other</b>	<b>2</b>
<b>Mixed</b>	<b>4</b>
<b>Unknown</b>	<b>2</b>
<b>White</b>	<b>89</b>
<b>Total</b>	<b>193</b>



<b>Asian</b>	<b>6</b>
<b>Black</b>	<b>2</b>
<b>Chinese &amp; Other</b>	<b>0</b>
<b>Mixed</b>	<b>1</b>
<b>Unknown</b>	<b>0</b>
<b>White</b>	<b>10</b>



**Total**                    **19**

Chart 26

The applicant monitoring statistics for internal recruitment are significantly different from external recruitment. The disproportionate impact on BAME employees and the low appointment success ratio of BAME staff is not as pronounced for internal recruitment.

**Success Ratio and Success Rates – Internal Recruitment**

2.4 The success rate for internal BAME and White staff are shown below:

Overall success rate for BAME applicants 2009/10	4.0% (9/223)
Overall success rate for white applicants 2009/10	6.8% (10/147)

Chart 27

The success rate for internal BAME staff is lower than for internal White staff.

2.5 The success ratio for internal BAME staff is shown below:

	2009/10	2008/9	2007/8
Overall success ratio for BAME applicants	0.59	0.77	0.67

Chart 28

The overall success ratio for internal BAME appointments is 0.59, which is higher than the Council's success ratio for internal and external appointments but lower than last year's internal success ratio of 0.77.

2.6 The table below shows the variations in internal success ratios by paybands for the whole Council excluding schools (figures in brackets are the number of appointments).

Number of BAME appointments in brackets

<b>Success Ratios by Payband – internal recruitment</b>			
<b>Payband</b>	<b>2009/10</b>	<b>2008/09</b>	<b>2007/08</b>
Band 1	0.00 (0)	0.90 (12)	0.89 (14)
Band 2	1.19 (6)	0.71 (22)	0.34 (12)
Band 3	0.15 (1)	1.05 (10)	1.44 (14)
Band 4	2.00 (2)		0.72 (1)
Band 5	0.00 (0)		0
Band 6			0
<b>Overall SR</b>	<b>0.59 (9)</b>	<b>0.77 (44)</b>	<b>0.67 (41)</b>

Chart 29

Comparison with previous years shows that although this year's success ratio fell, the general trend was improving. The number of appointments was so low that it has not been possible to draw any meaningful conclusions from this data. This is likely to continue as the Council is likely to reduce its level of recruitment significantly over the next few years.

### 3. Disability - All Recruitment

- 3.1 The Council did not set a local performance indicator for 2009/10 for the percentage of appointments of disabled people but would aim to reflect the percentage of working age (18-65 years) people with disabilities in the local community which is 10.3%. However, this is not an achievable figure based on the Council's performance to date. The Council has, therefore, set a figure of 5% as a target to work towards in 2001/11 subject to the views of this Forum.
- 3.2 The table below shows applicant monitoring information for disabled applicants for 2009/10 and shows the previous years' figures. It sets out the percentage of applications received, shortlisted and appointed for disabled and non-disabled candidates. Figures in brackets represent actual numbers.

<b>Disability Applicant Monitoring - All recruitment</b>						
<b>Year</b>	<b>Applications</b>		<b>Shortlisted</b>		<b>Appointed</b>	
	<b>Disabled</b>	<b>Non-disabled</b>	<b>Disabled</b>	<b>Non-disabled</b>	<b>Disabled</b>	<b>Non-disabled</b>
2009/10	2.9% (167)	97.1% (5672)	3.7% (30)	96.3% (771)	4.7% (6)	95.3% (122)
2008/09	3.3% (186)	96.7% (5492)	4.2% (47)	95.8% (1059)	3.3% (8)	96.7% (238)
2007/08	4.0% (236)	96.0% (5594)	3.9% (36)	96.1% (878)	1.6% (3)	98.4% (179)

Chart 30

- 3.3 The number of applications received from people who declared that they have a disability is 167, (2.9%). The number of shortlisted applicants with a disability is 30, (3.7%), and the number of appointed applicants with a disability is 6 (4.7%). The percentage of appointments compare favourably to last year's applicant monitoring figures for disability.
- 3.4 During the year, however, the number of applications from applicants with a disability dropped from 4.0% in 2007/8, to 3.3% in 2008/9 to only 2.9% of applications received in 2009/10. The Council will continue to monitor this and consider what actions it could take to prevent further reductions occurring.
- 3.5 Following a review of Council practice, the Council has recently been re-awarded the Disability (Two Ticks) symbol by Job Centre Plus for demonstrating its continued commitment to meeting the needs of disabled staff. This includes a commitment to offer an interview to any applicant with disabilities who meets the minimum requirements for the post.
- 3.6 See below for analysis of appointments by paybands and comparisons:

<b>Appointment of Disabled Persons by Payband</b>			
<b>Payband</b>	<b>2009/10</b>	<b>2008/09</b>	<b>2007/08</b>
Band 1 Non-Disabled	28 (96.6%)	72 (97.3%)	59 (98.3%)
Band 1 Disabled	1 (3.4%)	2 ( 2.7%)	1 (1.7%)
Band 2 Non-Disabled	51 (91.1%)	110 (96.5%)	72 (98.6%)
Band 2 Disabled	5 (8.9%)	4 ( 3.5%)	1 (1.4%)

## Appendix 4

Band 3 Non-Disabled	26 (100%)	42 (97.7%)	38 (97.4%)
Band 3 Disabled	0	1 ( 2.3%)	1 (2.6%)
Band 4 Non-disabled	16 (100%)	12 (92.3%)	8 (100%)
Band 4 Disabled	0	1 ( 7.7%)	0 (0.0%)
Band 5 Non-Disabled	1 (100%)	2 (100%)	2 (100%)
Band 5 Disabled	0	0	0 (0.0%)
Band 6 Non-Disabled		0	0
Band 6 Disabled		0	0
Unstated	4	13	4
<b>Total across all paybands</b>	<b>132</b>	<b>259</b>	<b>186</b>

Chart 31

3.7 The number of appointments of disabled people this year (6) is a decrease compared to appointments last year (8), despite this being an increase in the percentage of applicants with a disability who were successful in obtaining work with Harrow.

### 4. Disability - Internal Recruitment

4.1 Corporate information is provided below on the success of disabled internal applicants in 2009/10, compared to previous years. It sets out the percentage of applications received, shortlisted and appointed for disabled and non-disabled candidates. Figures in brackets represent actual numbers

Disability Applicant Monitoring – Internal recruitment						
Year	Applications		Shortlisted		Appointed	
	Disabled	Non-disabled	Disabled	Non-disabled	Disabled	Non-disabled
2009/10	6.0% (22)	94.0% (345)	4.8% (9)	95.2% (178)	16.7% (3)	83.3% (15)
2008/09	3.8% (21)	96.2% (526)	4.4% (11)	95.6% (241)	4.5% (4)	95.5% (84)
2007/08	4.7% (24)	95.3% (487)	6.2% (16)	93.8% (244)	3.5% (3)	96.5% (83)

Chart 32

4.2 The percentage of applications made by disabled staff (6.0%), shortlisted (4.8%) and appointed (16.7%) has continued to increase. Figures relating to the number of appointments cannot be deemed to be significant in view of the low number of internal appointments.

### 5. Gender - All Recruitment

5.1 The Council set a target that the proportion of women appointments reflects the proportion of women in the local community which is currently 49.98% female. However, the proportion of women appointments in 2009/10 was 40.9% which, for the first time for many years, fell below the proportion of women in the local community.

5.2 The table below shows applicant monitoring information based on the gender of applicants in 2009/10 and in the previous two years. It sets out the percentage of applications received, shortlisted and appointed for male and female candidates. Figures in brackets represent actual numbers.

<b>Gender Applicant Monitoring – All Recruitment</b>						
<b>Year</b>	<b>Applications</b>		<b>Shortlisted</b>		<b>Appointed</b>	
	Men	Women	Men	Women	Men	Women
2009/10	47.1% (2857)	52.9% (3211)	44.6% (366)	55.4% (455)	59.1% (78)	40.9% (54)
2008/09	39.8% (2162)	60.2% (3265)	44.7% (447)	55.3% (553)	43.8% (99)	56.2% (127)
2007/08	36.3% (1842)	63.7% (3239)	38.2% (273)	61.8% (441)	40.3% (60)	59.7% (89)

Chart 33

5.3 The proportion of women applying for posts is 52.9% compared with 47.1% for men. The proportion of women shortlisted is 55.4% compared with 44.6% for men. However, at the appointment stage, the percentage of women appointed drops to 40.9% compared with 59.1% for men.

5.4 The figure of 40.9% compares to 56.2% in the previous year and 59.7% the year before. For the first time in many years, there were a higher proportion of male appointments compared to the local population.

Reasons for this change could be due to a number of factors ie high level of recruitment to traditionally male roles within the Council .

5.5 An analysis of the number of appointments by payband and comparisons with the previous two years is shown below:

<b>Appointment by Gender by Payband</b>			
<b>Payband</b>	<b>1/4/09 – 31/3/10</b>	<b>1/4/08 – 31/3/09</b>	<b>1/4/07 – 31/3/08</b>
Band 1 Men	23 (79.3%)	48 (64.0%)	19 (37.3%)
Band 1 Women	6 (20.7%)	27 (36.0%)	32 (62.7%)
Band 2 Men	34 (57.6%)	30 (29.1%)	22 (37.3%)
Band 2 Women	25 (42.4%)	73 (70.9%)	37 (62.7%)
Band 3 Men	15 (55.6%)	16 (45.7%)	16 (51.6%)
Band 3 Women	12 (44.4%)	19 (54.3%)	15 (48.4%)
Band 4 Men	6 (37.5%)	4 (36.4%)	3 (50.0%)
Band 4 Women	10 (62.5%)	7 (63.6%)	3 (50.0%)
Band 5 Men	0 (0.0%)	1 (50%)	0 ( 0.0%)
Band 5 Women	1 (100%)	1 (50%)	2 (100%)
Band 6 Men		0	0
Band 6 Women		0	0
Unstated	0	33	37
<b>Total appointments</b>	<b>132</b>	<b>259</b>	<b>186</b>

across all paybands

Chart 34

- 5.6 The proportion of women appointed is higher than men at paybands 4 and 5, and the proportion of male appointments is higher in paybands 1 to 3.

One explanation for the high level of male recruitment in paybands 1 to 3 could be the level of recruitment to traditionally male roles eg LGV drivers, Technical Officers, Security Officers, PRM Drivers and Operatives and Waste Recycling Assistants.

## 6. Gender - Internal Recruitment

- 6.1 Corporate information is provided below on the success of male and female internal applicants in 2009/10 and in previous years.

Gender Applicant Monitoring – Internal recruitment						
Year	Applications		Shortlisted		Appointed	
	Men	Women	Men	Women	Men	Women
2009/10	30.4% (112)	69.6% (257)	28.9% (55)	71.1% (135)	36.8% (7)	63.2% (12)
2008/09	32.9% (160)	67.1% (326)	35.3% (76)	64.7 (139)	45.5% (35)	54.5% (42)
2007/08	29.0% (121)	71.0% (296)	29.9% (60)	70.1% (141)	33.8% (25)	66.2% (49)

Chart 35

- 6.2 The percentage of female internal applicants who applied, were shortlisted and appointed is higher than men at each stage. The proportions are dissimilar to those of all recruitment detailed in paragraph 5.3 above in that internal female appointments here exceed that of men.



## Council Employment Procedures Monitoring Report for the period 1<sup>st</sup> April 2009 to 31<sup>st</sup> March 2010

### 1. Background

- 1.1 This report provides information on the outcomes of Council employment procedure monitoring during the period 1<sup>st</sup> April 2009 and 31<sup>st</sup> March 2010.
- 1.2 The Council set a local performance indicator that the numbers of employees using or subject to employment procedures is proportionate to the ethnic profile of the workforce. The proportion of the workforce who were from a BAME group for 2009/20 was 34.13% and 33.5% in 2008/9.
- 1.3 The procedures monitored are the Conduct Procedure (which replaced the former Disciplinary Procedure from 1<sup>st</sup> January 2009 and is used to address misconduct issues. The Capability Procedure (which came into effect on 9<sup>th</sup> April 2009) and is used to address absence and performance issues and the Dignity at Work Procedure (which also came into effect on 9<sup>th</sup> April 2009) which replaces the former Grievance and Harassment Procedures and is used by employees to raise complaints.

### 2. Conduct Procedure

- 2.1 The table below shows a breakdown of conduct cases in 2009/10 by

#### Ethnicity

Conduct cases		
BAME	WHITE	TOTAL
48	50	98
49%	51%	100%

Conduct Warnings		
BAME	WHITE	TOTAL
9	7	16
56%	44%	100%

Conduct Dismissals		
BAME	WHITE	TOTAL
8	6	14
57%	43%	100%

#### Disability

YES	NO	TOTAL
4	94	98
4%	96%	100%

#### Gender

MALE	FEMALE	TOTAL
62	36	98
63%	37%	100%

Chart 36

- 2.2 The employment procedures monitoring information for 2009/10 indicates that employee involvement in the Council's employment procedures ie Conduct, Dignity at Work and Capability procedures, has been evenly spread across BAME and White employees, however, this does not reflect the proportion of BAME in the workforce (34.13%).

The number of Conduct cases involving BAME staff compared with White employees is similar, however, this is disproportionate to the workforce and the outcomes appear to disproportionately affect BAME staff.

Of the 98 cases, 48 proceeded to the formal procedure.

In 16 conduct cases resulting in formal action short of dismissal, first or final warnings were issued to 9 BAME employees ie 56% of warnings were issued to BAME staff.

In 14 conduct cases, formal action was taken which resulted in dismissal. Of these, 8 (57%) of the dismissals were BAME employees.

In the remaining cases, either no further action was taken or guidance was given to the employees concerned or the case was ongoing at the time the information was provided.

This is the first full year in which the new format Conduct procedure has been in place. It focuses on resolving issues as quickly as possible, informally through guidance, wherever possible. There are indications that this is working in that 50 cases did not progress to the formal procedure and of those which did 15 were resolved through guidance.

The number of cases involving staff with a disability does not appear to be significant.

More male employees appear to be subject to the Conduct procedure than female employees.

### 3. Capability Procedure

3.1 Of the 45 Capability cases which arose during 2009/10, 17 resulted in formal action being taken against employees.

3.2 Thirteen cases resulted in warnings being issued, 4 against BAME employees.

3.3 In the 4 Capability cases resulting in dismissal, 1 BAME employee was dismissed.

#### Ethnicity

Capability Cases		
BAME	WHITE	TOTAL
21	24	45
46%	53%	100%

Capability Warnings		
BAME	WHITE	TOTAL
4	9	13
31%	64%	100%

Capability Dismissals		
BAME	WHITE	TOTAL
1	3	4
25%	75%	100%

#### Disability

YES	NO	TOTAL
4	41	45
9%	91%	100%

#### Gender

MALE	FEMALE	TOTAL
16	29	45
36%	64%	100%

Chart 37

The Capability Procedure was introduced in January 2009 and replaced the former separate capability and absence procedures.

#### 4. Dignity at Work Procedure

With regard to the Dignity at Work procedure, a total of 21 complaints were raised, 9 of these by BAME employees and 12 by White employees.

Ethnicity		
BAME	WHITE	TOTAL
9	12	21
43%	57%	100%

Disability		
YES	NO	TOTAL
3	18	21
14%	86%	100%

Gender		
MALE	FEMALE	TOTAL
13	8	21
62%	38%	100%

Chart 38

Of the 21 Dignity at Work cases raised, 2 complaints were cited on disability grounds and 2 on ethnicity grounds.

However, due to the low number of cases it is difficult to draw any conclusions from the data.

The Dignity at Work Procedure, comprising a Toolkit and Best Practice Notes, was introduced in April 2009 and replaced the former separate Grievance and Harassment procedures.

#### 5. Leavers Monitoring Report

The following information has been included in this report following the recommendation of the sub group of the Corporate Equalities Group:

	Gender		
	Female	Male	Total
Redundancy	8	5	13
Voluntary Severance	33	20	53
Ill Health Retirement	8	7	15

	Ethnicity			
	BAME	White	Unknown	Total
Redundancy	6	7	0	13
Voluntary Severance	22	27	5	53
Ill Health Retirement	4	11	0	15

	Disability		
	Yes	No	Total
Redundancy	1	12	13
Voluntary Severance	3	50	53
Ill Health Retirement	3	12	15

	Age						Total
	16 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+	
Redundancy	1	1	2	4	5	0	13
Voluntary Severance		5	11	15	17	5	53
Ill Health Retirement				8	7		15

Chart 39

The Group also suggested monitoring the number of early retirements and redeployments during the year.

There were no early retirements as a result of efficiency of the service or under Regulation 30 which would enable employees to retire early in receipt of their pension benefits.

It is not currently possible to monitor redeployments as SAP records do not differentiate these appointments from usual internal appointments.

During consultation, Unison voiced concerns that Redeployments were not captured as a part of the report.

**Training and Development Monitoring and Progress Report****Period 01 April 2009 to 31 March 2010****1. Summary****The main developments for Learning & Development for this period have been:****The continuing of mainstreaming equality & diversity into the following training programmes:**

- Learning 4- NVQ programmes at levels 2, 3 and 4 on a range of NVQ's – Equality & Diversity mainstreamed into the programme.
- Corporate Induction - module on Equality & Diversity
- Managers Induction - module on Equality & Diversity
- CMS – Equality and Diversity mainstreamed into the programme
- Recruitment for the CMS - invited BAME employees to apply for the programme
- Learning Champions - Equality and Diversity mainstreamed into the programme
- Children's Directorate Induction - Equality and Diversity mainstreamed into the programme.
- Children's Services Social Care Learning & Development Programme – Course ran: 'Over Representation of BAME children in statutory social systems'. Equality & Diversity will run as a course to social workers as a rolling programme
- Recruitment and Selection – Equality legislation incorporated into the programme and Equality and Diversity mainstreamed into the programme.
- Written Communication – Support in Basic Literacy –Equality & Diversity mainstreamed into the programme.
- Safeguarding Adult's programme with specific courses on:
  - (i) Black and Minority Ethnic Communities
  - (ii) Discriminatory Abuse
- Disability Equality training for managers and non managers

**New for the year**

- Children Workforce Development Council and the West London Alliance Newly Qualified Social Worker Programmes – Equality & Diversity mainstreamed into the programme.

## **2 Learning 4 programme**

Learning 4 continued from the previous year with the focus on a range of NVQ programme mainly at Level 3 and 4 to build skills, confidence and performance. This programme is delivered in partnership with Harrow College and Stanmore College.

Learning 4 offers staff and managers a range of work-based learning and development opportunities to help meet the council's objectives whilst investing in their future and at the same time helping them achieve a qualification. There were opportunities for staff to do a National Vocational Qualification (NVQ) in:

- First Line Managers Programme – Level 3 and 4
- Customer services – Level 2 and 3
- Health and Social Care - Level 2
- Business and administration – Level 2 and Level 3
- Team Leading Level 2
- Cleaning and Support Services – Level 2
- Waste Management – Level 2
- ITQ – Level 2 and 3
- Revenues & Benefits – Level 2 and Level 3
- Horticulture – Level 2
- Community Development – Level 2
- Advice and Guidance – Level 2 and 3

## **3. Provision of Information, Advice and Guidance**

The Council's learning and development service has Matrix accreditation for the quality of its information, advice and guidance to employees of the council. HRD have supported employees 'at risk' of becoming unemployed, with advice on seeking alternative employment.

## **4. Trainee Social Worker Scheme 2009/10 and 2010/11- Children's & Adults Services**

As part of the workforce strategy drive to recruit additional social workers, an in-house recruitment assessment programme took place last year. A total of four trainees were appointed, the profile for the trainees are all female with 2 from BAME group

Part of the assessment programme was for trainee social worker applicants to take part in a group exercise assessed by service users - older people, clients with disabilities and young people from Children's Services.

## 5. Course attendance statistics by social identity strands during 2009/10 at corporately organised training

### 5.1 Ethnicity Group by Directorates

Directorates	BAME	Unknown	White	Grand Total
A&H	568 15%	29 1%	520 14%	1117 30%
CES	102 3%	64 2%	384 10%	550 15%
CEX	147 4%	62 2%	215 6%	425 11%
CF	131 3%	14 0%	161 4%	306 8%
CS	418 11%	86 2%	554 15%	1065 28%
L&G	71 2%	12 0%	65 2%	150 4%
PS	25 1%	10 0%	116 3%	151 4%
Total Count	1462	277	2015	3764
Total %	39%	7%	54%	100%

There has been an increase of 467 delegates attending Learning and Development programmes compared to the year before. The total BAME percentage for this period is 39% compared to 40% last year. There has been a reduction in the number of “unknown” from 9% last year to 7% this year.

### 5.2 Age Group by Directorates

Directorates	Age Range							Grand Total
	16 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65+	Unknown	
A&H	15 0%	133 4%	294 8%	413 11%	234 6%	18 0%	10 0%	1117 30%
CES	25 1%	53 1%	104 3%	242 6%	114 3%	0 0%	12 0%	550 15%
CEX	38 1%	155 4%	97 3%	82 2%	39 1%	0 0%	14 0%	425 11%
CF	17 0%	48 1%	96 3%	98 3%	42 1%	3 0%	2 0%	306 8%
CS	40 1%	215 6%	296 8%	332 9%	178 5%	4 0%	0 0%	1065 28%
L&G	15 0%	36 1%	43 1%	44 1%	12 0%	0 0%	0 0%	150 4%
PS	0 0%	30 1%	38 1%	50 1%	33 1%	0 0%	0 0%	151 4%
Total Count	150	670	968	1261	652	25	38	3764
Total %	4%	18%	26%	34%	17%	1%	1%	100%

The above data in comparison with 2008/9 shows that for this year the age group (16 to 24) increased to 4% compared to 2% last year. The age group 45 to 54 remains the highest group range age for delegates.

### 5.3 Disability by Directorates

Directorates	Disability		Grand Total
	No	Yes	
A&H	1042 28%	75 2%	1117 30%
CES	528 14%	22 1%	550 15%
CEX	423 11%	2 0%	425 11%
CF	288 8%	18 0%	306 8%
CS	1060 28%	5 0%	1065 28%
L&G	148 4%	2 0%	150 4%
PS	151 4%	0 0%	151 4%
Total Count	3640	124	3764
Total %	97%	3%	100%

When compared with the data for 2008/9 the above shows a decrease of 1% in the number of delegates declaring a disability.

### 5.4 Gender by Directorates

Directorates	Gender		Grand Total
	Female	Male	
A&H	809 21%	308 8%	1117 30%
CES	170 5%	380 10%	550 15%
CEX	309 8%	116 3%	425 11%
CF	195 5%	111 3%	306 8%
CS	843 22%	222 6%	1065 28%
L&G	119 3%	31 1%	150 4%
PS	36 1%	115 3%	151 4%
Total Count	2481	1283	3764
Total %	66%	34%	100%

This shows that for this year there has been a 4% decrease in the number of women undertaking Learning & development activities, however, there has been an increase of 4% for men compared to last year.



## 6. Supporting career development for BAME, Gender, Disability and Age.

### 6.1 Certificate in Management Studies (CMS)

This programme offers BAME employees the opportunity to acquire an external accredited award at first line manager level 4 therefore it is potential enhancement of their career development.

Count of Age Range			Ethnic Group		
Gender	Age Range	Disability	BAME	White	Grand Total
Female	25 to 34	No	5%	14%	18%
	35 to 44	No	27%	9%	36%
	45 to 54	No	5%	14%	18%
	55 to 64	No	9%	0%	9%
Male	25 to 34	No	0%	5%	5%
	35 to 44	No	5%	5%	9%
	45 to 54	No	0%	5%	5%
<b>Grand Total</b>			<b>50%</b>	<b>50%</b>	<b>100%</b>

The programme had 50% BAME and 50% White delegates with the highest a 27% for the age between 35 to 44 for BAME employees.

### 6.2 First Line Managers NVQ Programme

Count of Age Range			Ethnic Group			
Gender	Age Range	Disability	BAME	Unknown	White	Grand Total
Female	16 to 24	No	2%	0%	0%	2%
	25 to 34	No	2%	0%	3%	5%
	35 to 44	No	9%	0%	5%	15%
		Yes	1%	0%	1%	2%
	45 to 54	No	8%	1%	17%	26%
		Yes	0%	0%	2%	2%
	55 to 64	No	2%	0%	8%	11%
Unknown	No	0%	0%	0%	0%	
Male	16 to 24	No	0%	0%	1%	2%
	25 to 34	No	2%	3%	4%	9%
	35 to 44	No	5%	0%	5%	10%
	45 to 54	No	4%	2%	5%	11%
		Yes	0%	0%	1%	1%
	55 to 64	No	1%	0%	2%	3%
<b>Grand Total</b>			<b>36%</b>	<b>7%</b>	<b>56%</b>	<b>100%</b>

The programme had 36% BAME and 56% White delegates.

## 7 Supporting career development for female employees

### 7.1. Springboard

The council run an annual Springboard programme a personal and work development programme for women in non- management roles. The programme is for women who want to improve their current positions, or make efforts for the next step in their career.

Count of Age Range			Ethnic Group			
Gender	Age Range	Disability	BAME	Unknown	White	Grand Total
Female	16 to 24	No	6%	0%	0%	6%
	25 to 34	No	6%	11%	17%	33%
	35 to 44	No	11%	0%	6%	17%
	45 to 54	No	11%	0%	11%	22%
		Yes	6%	0%	0%	6%
55 to 64	No	6%	0%	11%	17%	
<b>Grand Total</b>			<b>44%</b>	<b>11%</b>	<b>44%</b>	<b>100%</b>

The programme had 44% BAME and 44% White delegates.

## 8 Supporting career development for employees in the Social Care

### 8.1 Children's Services

The council run specific programme for Children's services and the table shows the attendance by the different groups.

Count of Age Range			Ethnic Group			
Gender	Age Range	Disability	BAME	Unknown	White	Grand Total
Female	16 to 24	No	0%	0%	2%	2%
	25 to 34	No	14%	1%	13%	29%
		Yes	0%	0%	0%	0%
	35 to 44	No	15%	2%	12%	29%
	45 to 54	No	9%	0%	9%	17%
		Yes	0%	0%	1%	1%
	55 to 64	No	1%	0%	4%	5%
65+	No	0%	0%	0%	0%	
Male	16 to 24	No	0%	0%	0%	0%
	25 to 34	No	3%	0%	0%	4%
	35 to 44	No	5%	0%	0%	5%
	45 to 54	No	0%	0%	2%	3%
	55 to 64	No	4%	0%	0%	4%
<b>Grand Total</b>			<b>52%</b>	<b>4%</b>	<b>43%</b>	<b>100%</b>

This shows that 52% of BAME and 43% White attended the programme; the highest age range for BAME was in the 25 to 34 age range.

## 8.2 Adults Services

The council run specific programme for Adults services and the table shows the attendance by the different groups.

Count of Age Range		Ethnic Group				Grand Total
Gender	Age Range	Disability	BAME	Unknown	White	
Female	16 to 24	No	0%	0%	0%	1%
	25 to 34	No	5%	0%	4%	9%
	35 to 44	No	10%	1%	4%	15%
		Yes	0%	0%	0%	0%
	45 to 54	No	18%	0%	10%	28%
		Yes	1%	0%	2%	3%
55 to 64	No	4%	0%	9%	13%	
	Yes	1%	0%	1%	1%	
65+	No	1%	0%	1%	2%	
Male	16 to 24	No	0%	0%	0%	0%
	25 to 34	No	2%	0%	0%	3%
	35 to 44	No	8%	0%	4%	12%
		Yes	2%	0%	0%	3%
	45 to 54	No	3%	0%	5%	7%
	55 to 64	No	1%	0%	1%	3%
Yes		0%	0%	1%	1%	
Unknown	No	0%	0%	0%	0%	
<b>Grand Total</b>			<b>56%</b>	<b>2%</b>	<b>42%</b>	<b>100%</b>

This shows that 56% of BAME and 42% White attended the programme, the highest age range for both BAME and White group was in the 45 to 54 age range.

## Directorate Equality Reports for 2009/10 – Chief Executive's

### 1. Summary

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2009 to 31 March 2010.

The monitoring reports show very small recruitment numbers and little change in the pattern of the workforce overall. There are no new significant negative indicators.

### 2. Applicant Monitoring – Success Ratios

BAME appointments in brackets

Payband	Chief Executive's Department		Business Development	
	2009/10	2008/09	2007/08	2006/07
1	0.00 (1)	<b>0.90 (8)</b>		<b>0</b>
2	1.18 (2)	<b>0.32 (8)</b>	0.31 (8)	<b>0.71 (5)</b>
3	0.21 (1)	<b>0.75 (7)</b>	0.44 (6)	<b>0.26 (1)</b>
4	0.00 (0)	<b>0.29 (1)</b>		<b>0.00 (1)</b>
5		<b>0</b>		<b>0</b>
6		<b>0</b>		<b>0</b>
<b>Overall</b>	<b>0.68 (4)</b>	<b>0.48 (24)</b>	<b>0.29 (14)</b>	<b>0.68 (7)</b>

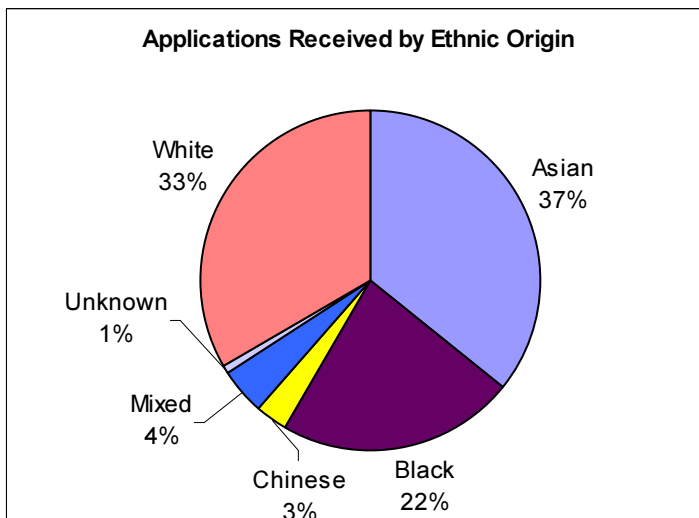
The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2009 to 31 March 2010, 7 appointments were made of which 4 were BAME.

At the application stage 66.4% of forms received were from BAME applicants. At the short-listing stage the figure was 58.9% BAME applicants. At the appointment stage the corresponding figure was 57.1%. The success ratio for all applicants was 0.68 and for internal applicants was 0.81.

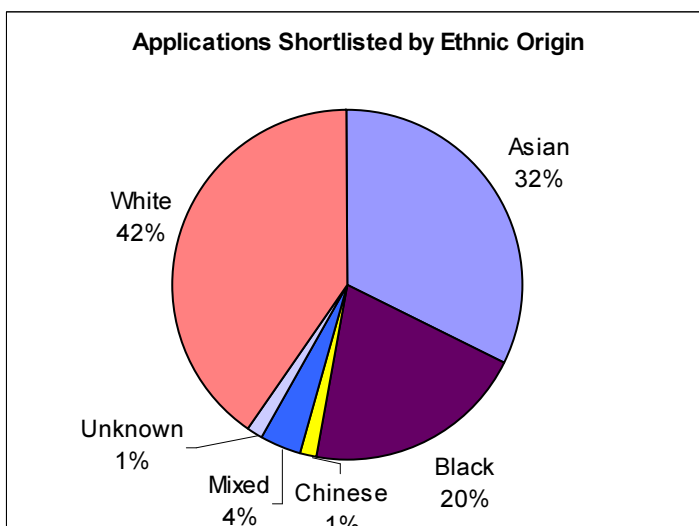
Of those appointed, 0% were registered as disabled and 28.6% were female. 42.9% of those appointed were aged 16-24, 42.9% were aged 25-39, 14.3% aged 40-54 and 0% over 55 years.

**Applicant Monitoring Summary  
Chief Executive's Department – 1 April 2009 to 31 March 2010**

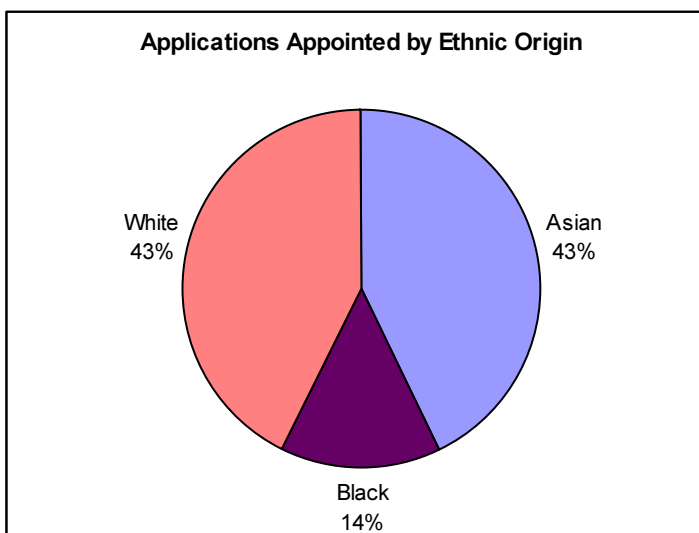
<b>Asian</b>	<b>161</b>
<b>Black</b>	<b>101</b>
<b>Chinese &amp; Other</b>	<b>14</b>
<b>Mixed</b>	<b>20</b>
<b>Unknown</b>	<b>4</b>
<b>White</b>	<b>150</b>
<b>Total</b>	<b>450</b>



<b>Asian</b>	<b>24</b>
<b>Black</b>	<b>15</b>
<b>Chinese &amp; Other</b>	<b>1</b>
<b>Mixed</b>	<b>3</b>
<b>Unknown</b>	<b>1</b>
<b>White</b>	<b>30</b>
<b>Total</b>	<b>74</b>



<b>Asian</b>	<b>3</b>
<b>Black</b>	<b>1</b>
<b>Chinese &amp; Other</b>	<b>0</b>
<b>Mixed</b>	<b>0</b>
<b>Unknown</b>	<b>0</b>
<b>White</b>	<b>3</b>
<b>Total</b>	<b>7</b>



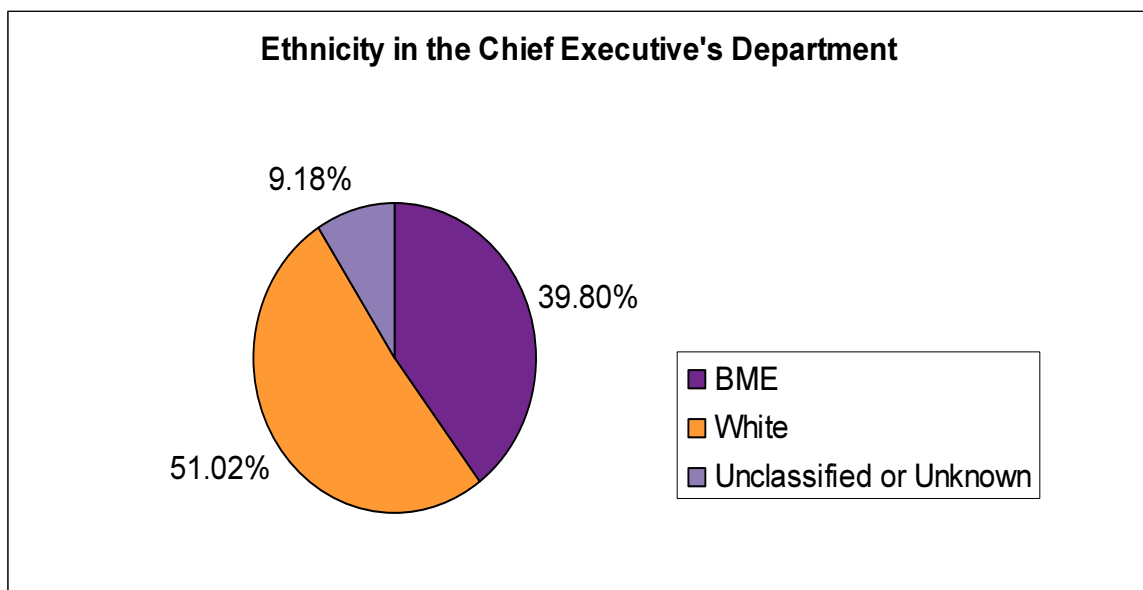
**Workforce Profile as at 31 March 2010**  
**Chief Executive's Department**

**Summary**

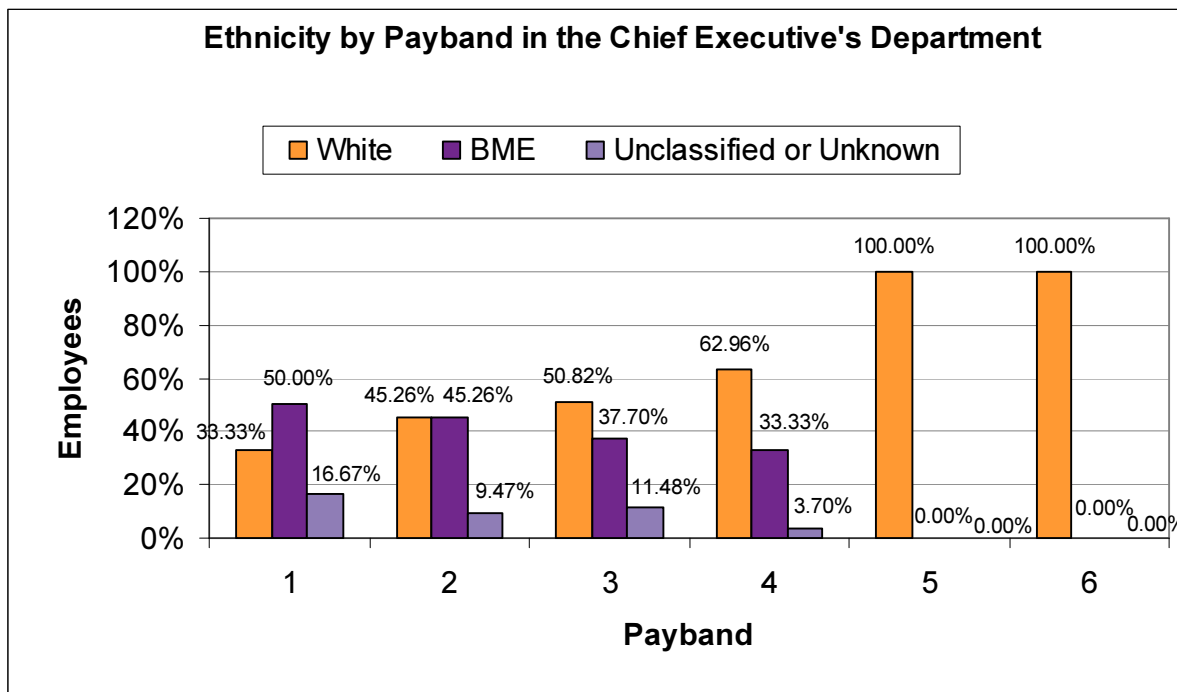
	White %	BME %	Male %	Female %	Disabled %
<b>1</b>	2.00%	3.85%	5.77%	2.08%	0.00%
<b>2</b>	43.00%	55.13%	34.62%	53.47%	75.00%
<b>3</b>	31.00%	29.49%	30.77%	31.25%	0.00%
<b>4</b>	17.00%	11.54%	19.23%	11.81%	25.00%
<b>5</b>	4.00%	0.00%	5.77%	0.69%	0.00%
<b>6</b>	3.00%	0.00%	3.85%	0.69%	0.00%
<b>Total</b>	100.00%	100.00%	100.00%	100.00%	100.00%

**Ethnicity**

	Headcount	%
<b>BME</b>	78	39.80%
<b>White</b>	100	51.02%
<b>Unclassified or Unknown</b>	18	9.18%
<b>Total</b>	196	100.00%



	Payband						Total
	1	2	3	4	5	6	
<b>BME</b>	3	43	23	9	0	0	78
<b>White</b>	2	43	31	17	4	3	100
<b>Unclassified or Unknown</b>	1	9	7	1	0	0	18
<b>Total</b>	6	95	61	27	4	3	196



	Headcount	%
<b>Black</b>	23	11.73%
<b>Asian</b>	49	25.00%
<b>Chinese &amp; any other ethnic group</b>	0	0.00%
<b>White</b>	100	51.02%
<b>Unknown</b>	17	8.67%
<b>Mixed</b>	6	3.06%
<b>Not assigned/Unclassified</b>	1	0.51%
<b>Total</b>	196	100.00%

### Disability

	Headcount	%
<b>Disabled</b>	4	2.04%
<b>Non-disabled</b>	192	97.96%
<b>Not assigned/Unclassified</b>	0	0.00%
<b>Total</b>	196	100.00%

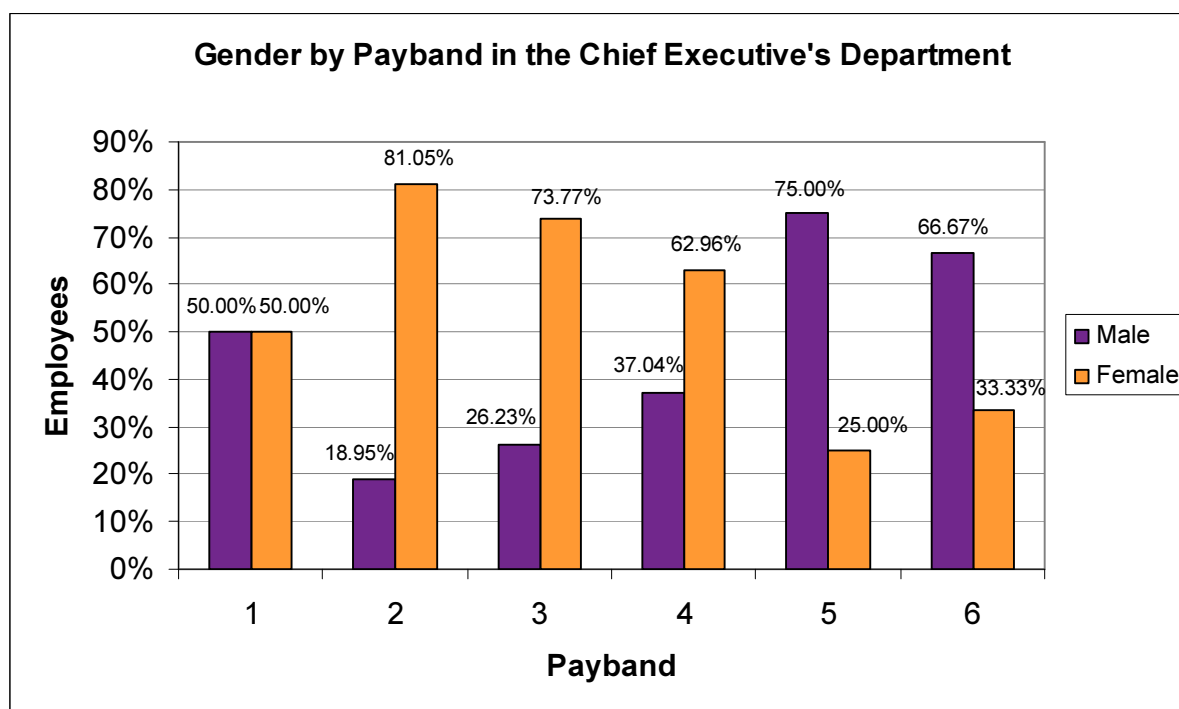
	Payband						Total
	1	2	3	4	5	6	
<b>Disabled</b>	0	3	0	1	0	0	4
<b>Non-disabled</b>	6	92	61	26	4	3	192
<b>Not assigned/Unclassified</b>	0	0	0	0	0	0	0
<b>Total</b>	6	95	61	27	4	3	196

Gender

	Headcount	%
Male	52	26.53%
Female	144	73.47%
Total	196	100.00%

Payband

	1	2	3	4	5	6	Total
Male	3	18	16	10	3	2	52
Female	3	77	45	17	1	1	144
Total	6	95	61	27	4	3	196



Age

	Male	%	Female	%	Total	%
16 to 24	7	3.57%	3	1.53%	10	5.10%
25 to 34	18	9.18%	47	23.98%	65	33.16%
35 to 44	13	6.63%	38	19.39%	51	26.02%
45 to 54	6	3.06%	34	17.35%	40	20.41%
55 to 64	7	3.57%	22	11.22%	29	14.80%
65 +	1	0.51%	0	0.00%	1	0.51%
Total	52	26.53%	144	73.47%	196	100.00%



## Directorate Equality Report for 2009/10 - Corporate Finance

### 1. Summary

This report summarises the monitoring of equal opportunities employment policies during the period of 1<sup>st</sup> April 2009 to 31<sup>st</sup> March 2010 Corporate Finance which has a workforce of 275 staff in band 1-6.

### 2. Applicant Monitoring – Success Ratios

BAME appointments in brackets

	Corporate Finance	
Pay band	2009/10	2008/09
1	0.27 (1)	<b>0.23 (3)</b>
2	0.11 (2)	<b>0.10 (2)</b>
3	0.00 (0)	<b>0.58 (2)</b>
4	1.14 (4)	<b>0.18 (1)</b>
5		<b>0</b>
6		<b>0</b>
<b>Overall</b>	<b>0.23(7)</b>	<b>0.20 (8)</b>

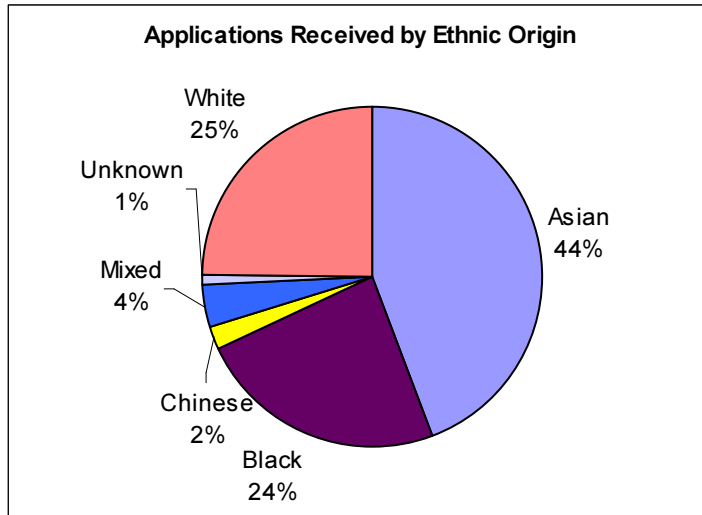
The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2009 to 31 March 2010, 17 appointments were made of which 7 were BAME.

At the application stage 74.0% of forms received were from BAME applicants. At the short-listing stage the figure was 61.6% BAME applicants. At the appointment stage the corresponding figure was 41.2%. The success ratio for all applicants was 0.23 and for internal applicants was 0.42.

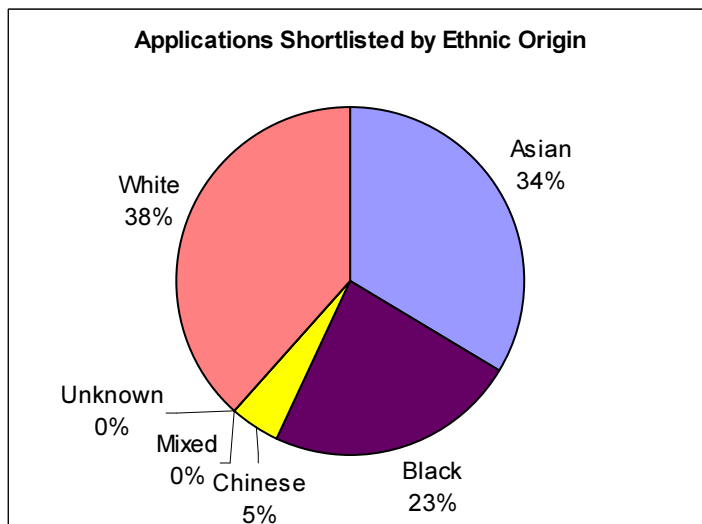
Of those appointed, 6.3% were registered as disabled and 52.9% were female. 17.6% of those appointed were aged 16-24, 64.7% were aged 25-39, 11.8% aged 40-54 and 0% over 55 years.

**Applicant Monitoring Summary  
Corporate Finance - 1 April 2009 to 31 March 2010**

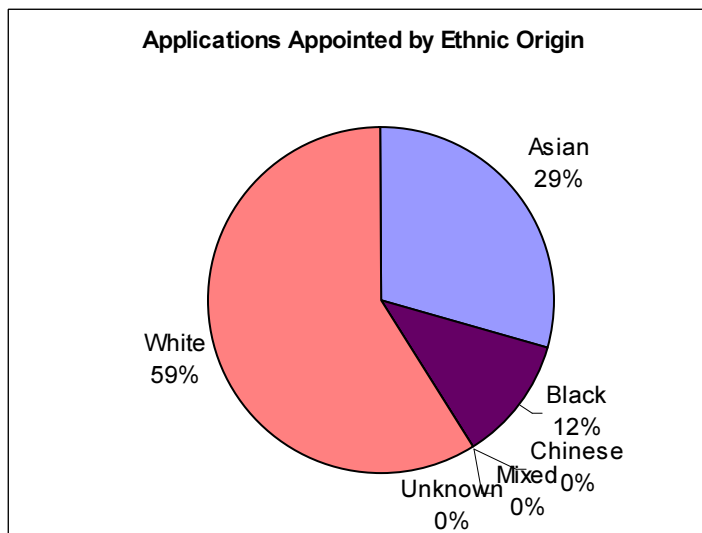
<b>Asian</b>	<b>514</b>
<b>Black</b>	<b>280</b>
<b>Chinese &amp; Other</b>	<b>26</b>
<b>Mixed</b>	<b>45</b>
<b>Unknown</b>	<b>14</b>
<b>White</b>	<b>288</b>
<b>Total</b>	<b>1167</b>



<b>Asian</b>	<b>29</b>
<b>Black</b>	<b>20</b>
<b>Chinese &amp; Other</b>	<b>4</b>
<b>Mixed</b>	<b>0</b>
<b>Unknown</b>	<b>0</b>
<b>White</b>	<b>33</b>
<b>Total</b>	<b>86</b>



<b>Asian</b>	<b>5</b>
<b>Black</b>	<b>2</b>
<b>Chinese &amp; Other</b>	<b>0</b>
<b>Mixed</b>	<b>0</b>
<b>Unknown</b>	<b>0</b>
<b>White</b>	<b>10</b>
<b>Total</b>	<b>17</b>



These results show that 74% of the applications received were from BAME ethnic origin in 2009/10. This percentage is higher than 2008/2009 which was 68%. 62% of the short listed applicants were BAME. No mixed ethnic origin applicants were short listed. Within the BAME category no Chinese, mixed or other ethnic origins were appointed in the Corporate Finance Directorate. Over half the appointed candidates were of a white origin. There is an increase in 2009/2010 of two black ethnic origin applicants that were appointed in this period compared to 2008/2009.

In the statistics for 2008-2009 the total number of applications appointed was 26. This year there are a total of 17 appointments made. This result will continue to decrease over the next two years due to budgetary constraints and the council's transformation programme. The data shows a high proportion of BAME applications received and the numbers dropped at shortlisting and there was a further reduction at appointment stage.

### 3. Recruitment Audits

Human Resources Advisors have audited 6 posts for this directorate. In total there were 17 appointments in the Corporate Finance directorate.

From the data it is clear that there are suggested areas for improvement in the Directorate especially in providing the relevant documents to the panel members including the role profile and selection criteria 83% of the audits did not do this. 100% of the audits did not indicate that the questions were appropriate and linked to the selection criteria and role profile. The audit also stated that 83% of the audits did not have paperwork identifying whether tests have been carried out. In 5 areas 83% of the audits details were unknown. For example unjustifiable specialised criteria/competencies and/or skills or experience requirements in the selection criteria and did the role profile include any other responsibilities in relation to equalities, overtly or implicitly.

The paperwork was available (100%) to indicate who was on the panel and 83% of the audits the panels were balanced.

All paperwork for the recruitment and selection process should be completed. It was found that 50% of the panels were trained in the recruitment and selection training. For 50% of the panels it was not known if the staff were R&S trained. The council must ensure that all staff taking part in interviewing must be trained.

Corporate Finance have fared better than the whole council in relation to all the directorates 60% of the audits had balanced panels and only 42% of the panels members were recruitment and selection trained. 42% of the audits did not have short listing paperwork available to identify the short listing process undertaken.

## 4. WORKFORCE PROFILE

### 4.1 Summary

#### Breakdown of ethnic origin, gender and disabled employees within the Corporate Finance Directorate 2009/2010

	White %	BAME %	Male %	Female %	Disabled %
<b>1</b>	11.49%	12.28%	13.27%	10.73%	41.18%
<b>2</b>	55.41%	54.39%	43.88%	62.15%	47.06%
<b>3</b>	21.62%	20.18%	30.61%	14.69%	11.76%
<b>4</b>	9.46%	11.40%	9.18%	11.30%	0.00%
<b>5</b>	1.35%	1.75%	3.06%	0.56%	0.00%
<b>6</b>	0.68%	0.00%	0.00%	0.56%	0.00%
<b>Total</b>	100.00%	100.00%	100.00%	100.00%	100.00%

Further information explaining the results the above table for each workforce category are provided in the sections below.

### 4.2 Ethnicity profile

Corporate Finance employs 4.3% of the council's entire work force for band 1-6. The ethnic break down is 41.45% BAME and 53.82% White employee's. This represents 5.17% of the Council's BAME workforce and 4.02% of the councils White workforce. This demonstrates that Corporate Finance employs a small proportion of the Council's BAME workforce.

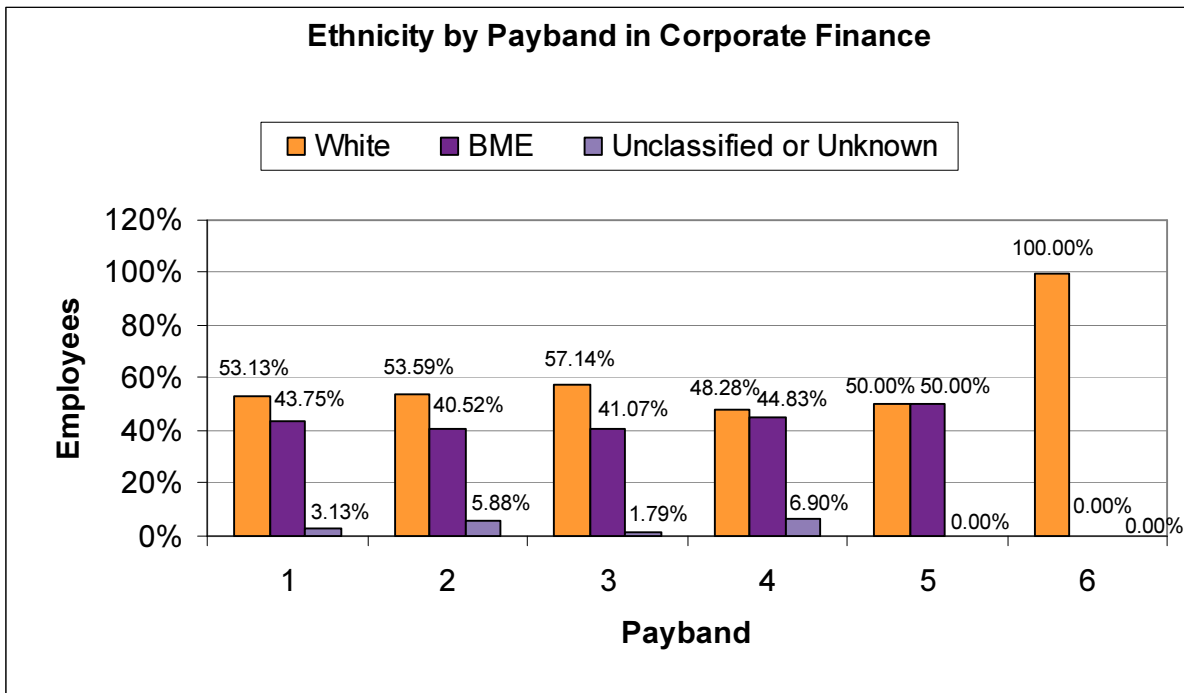
#### Ethnic origin headcount for Corporate Finance Directorate

	Headcount	%
<b>BAME</b>	114	41.45%
<b>White</b>	148	53.82%
<b>Unclassified or Unknown</b>	13	4.73%
<b>Total</b>	275	100.00%

The BAME headcount for the whole council is 34.13% in comparison the Corporate Finance Directorate is 41.45% which is higher. The council aims to reflect the BAME percentage in the workforce with the percentage of BAME residents within the council and this statistic is 48.35%. Therefore the Corporate Finance BAME headcount is fairly similar to the percentage of BAME residents in Harrow. Corporate Finance have a diverse workforce and the numbers of BAME staff exceed the councils percentage of BAME staff. These results are shown graphically in the form of a pie chart, bar graph and tables.

#### Breakdown of ethnic origin in terms of pay bands

	Pay band						Total
	1	2	3	4	5	6	
<b>BAME</b>	14	62	23	13	2	0	114
<b>White</b>	17	82	32	14	2	1	148
<b>Unclassified or Unknown</b>	1	9	1	2	0	0	13
<b>Total</b>	32	153	56	29	4	1	275



The graphs and tables above show that there are a similar number of BAME staff to white staff in pay bands 4-5 in total 15 BAME and 17 White employee's. The number of BAME in this directorate has increased by 5 employees since the last period (April 2008 – March 2009). The highest number of BAME employees is in pay band 2. The results show that 87.63% employees are in pay band 1-3 where there are a high number of BAME employees. This percentage is in line with the workforce breakdown for the council.

Looking at the bar graph it indicates that none of the BAME percentages are lower than 40.52% across the paybands 1-5 which is a positive result in relation to having a diverse workforce. There is only 1 post in the payband 6 and this member of staff is of a white origin.

#### Breakdown of ethnic origins of employee's in Corporate Finance Directorate

	Headcount	%
<b>Black</b>	19	6.91%
<b>Asian</b>	88	32.00%
<b>Chinese &amp; any other ethnic group</b>	3	1.09%
<b>White</b>	148	53.82%
<b>Unknown</b>	13	4.73%
<b>Mixed</b>	4	1.45%
<b>Not assigned/Unclassified</b>	0	0.00%
<b>Total</b>	275	100.00%

These results show the breakdown of the BAME workforce which states that the Corporate Finance department has a small percentage, 1.09% of the workforce Chinese and any other ethnic group whilst the highest percentage BAME origins is Asian with 32%. Last year between April 2008 to March 2009 the percentage of Asian employees was 30% so there has been a slight increase. The council's breakdown of the workforce is BAME, 22.18% is Asian and 1.38% is Chinese and any other ethnic group. The Corporate Finance headcount of Asian employees is much higher than the overall council's percentage.

The percentage of Black employees in the Corporate Finance Department is lower than the whole council's percentage by 1.62%.

### 4.3 Disability Profile

#### Disability head count in Corporate Finance Directorate

	Headcount	%
<b>Disabled</b>	17	6.18%
<b>Non-disabled</b>	258	93.82%
<b>Not assigned/Unclassified</b>	0	0.00%
<b>Total</b>	275	100.00%

There is a high percentage of disabled employees in this directorate and the highest percentage of disabled employee's in the council. The council's percentage of disabled employees is 1.89% therefore Corporate Finance has significantly exceeded this. These results demonstrate the directorate's commitment in relation to the employment and retention of disabled candidates.

#### Breakdown of disabled employee's in terms of the pay bands

	Pay band						Total
	1	2	3	4	5	6	
<b>Disabled</b>	7	8	2	0	0	0	17
<b>Non-disabled</b>	25	145	54	29	4	1	258
<b>Not assigned/Unclassified</b>	0	0	0	0	0	0	0
<b>Total</b>	32	153	56	29	4	1	275

All of the disabled employee's (17) are employed in bands 1-3. There are no disabled employees in band 4-6. This result is very similar to the councils as a whole. The directorate needs to address developing and progressing disabled employee's to work towards the higher bands.

### 4.4 Gender

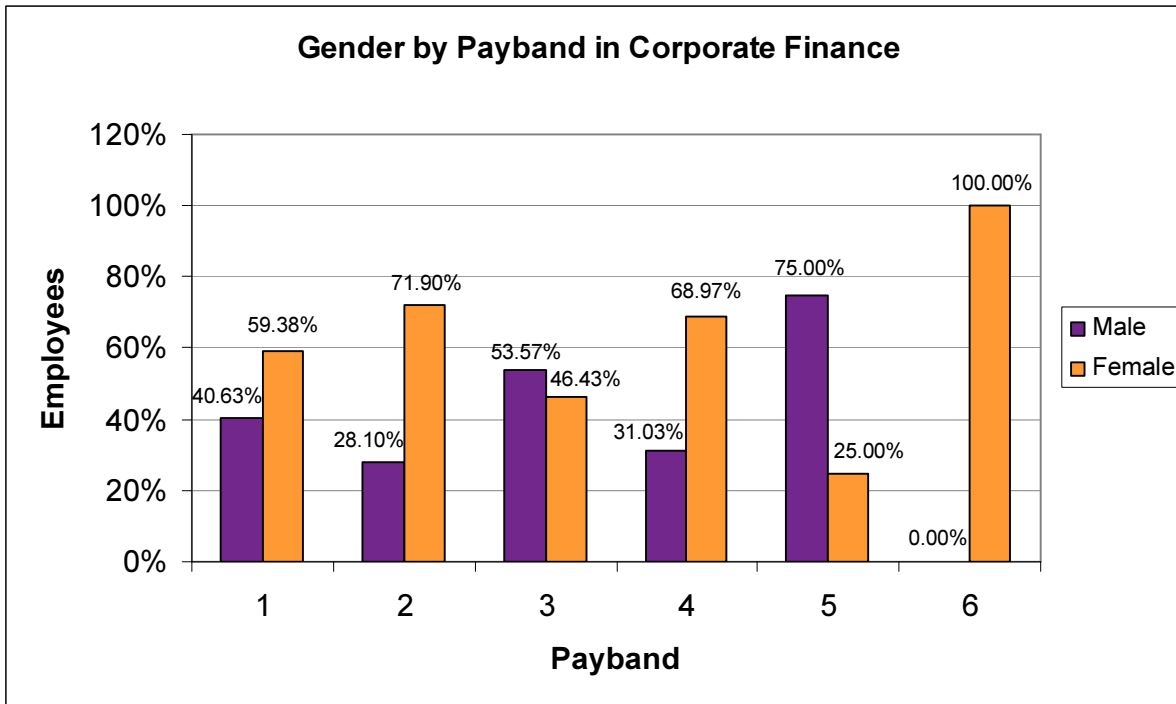
#### Gender head count in Corporate Finance Directorate

	Headcount	%
<b>Male</b>	98	35.64%
<b>Female</b>	177	64.36%
<b>Total</b>	275	100.00%

**Breakdown of gender in relation to pay bands**

	Pay band						Total
	1	2	3	4	5	6	
Male	13	43	30	9	3	0	98
Female	19	110	26	20	1	1	177
Total	32	153	56	29	4	1	275

These results state that predominately corporate finance has over double the amount of females compared to male employees. This is broadly similar to the breakdown for the whole council.



The highest percentage of females is in payband 2 with 40% of the total amount. Payband 2 has the biggest difference in the male to female ratio, 28% are male employees. Payband 5 has a high percentage of male employees. The percentages of males are between 40% and 46% in pay band 1 and 3.

**4.5 Age**

**Breakdown of age ranges in the Corporate Finance Directorate**

	Male	%	Female	%	Total	%
Age Range						
16 to 24	8	2.91%	13	4.73%	21	7.64%
25 to 34	20	7.27%	35	12.73%	55	20.00%
35 to 44	27	9.82%	49	17.82%	76	27.64%
45 to 54	22	8.00%	47	17.09%	69	25.09%
55 to 64	18	6.55%	33	12.00%	51	18.55%
65 +	3	1.09%	0	0.00%	3	1.09%
Total	98	35.64%	177	64.36%	275	100.00%

The age band spans from 16 – 65+ within the Corporate Finance directorate. 72.23% of the employees are aged between 25-54. There is a small percentage 7.64% of under 24 age employees which is higher than the councils percentage of 3.99%. 1.09% of employees aged 65+ in Corporate Finance this is less than the council's percentage of 1.87%. This is a small increase compared to Corporate Finance's last period's results. These results show that there are no female employee's who are working beyond retirement age.

### 5. EQUALITY TASK GROUP

Alex Dewsnap, Divisional Director - Partnership Development & Performance chairs Corporate Finance, Legal and Governance and Chief Executives Equalities Task Group. The group meets on a two-monthly basis. The group coordinates the work for these areas on the single equality scheme and other equality and diversity matters. Key activities included:

- Extending membership of the group to include representatives from the trade unions and support groups
- Ensuring Equalities Impact Assessments are being carried out correctly
- Reviewing Finance, Chief Executive's and Legal and Governance directorate performance against the Equality Standard Level and the new Equality Framework in order to feed into actions within the Single Equalities Scheme
- Reviewing the outcomes of the staff survey from an equalities and diversity perspective



## Directorate Equality Report for 2009/10 – Adults and Housing

### 1. Summary

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2009 to 31 March 2010.

### 2. Applicant Monitoring – Success Ratio

BAME appointments in brackets

Pay band	Adults & Housing	
	2009/10	2008/09
1	1.07 (6)	0
2	0.44 (8)	0.34 (9)
3	0.53 (5)	1.08 (7)
4	0.00 (0)	0
5		0
6		0
<b>Overall</b>	<b>0.46 (19)</b>	<b>0.38 (16)</b>

The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2009 to 31 March 2010, 31 appointments were made of which 19 were BAME.

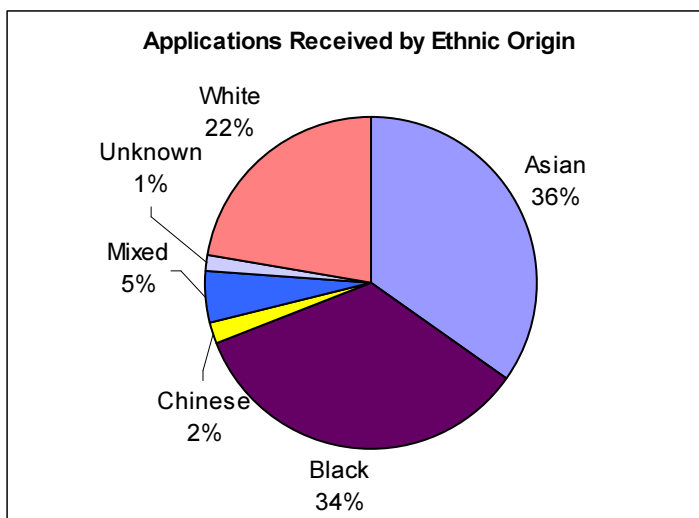
At the application stage 77.3% of forms received were from BAME applicants. At the short-listing stage the figure was 61.4% BAME applicants. At the appointment stage the corresponding figure was 61.3%. The success ratio for all applicants was 0.46 and for internal applicants was 0.79. The council's overall success ratio of the council is 0.37, so Adults and Housing as a directorate have a higher percentage of appointed BAME.

Of those appointed, 12.9% were registered as disabled and 41.9% were female. 9.7% of those appointed were aged 16-24, 38.7% were aged 25-39, 45.2% aged 40-54 and 6.5% over 55 years.

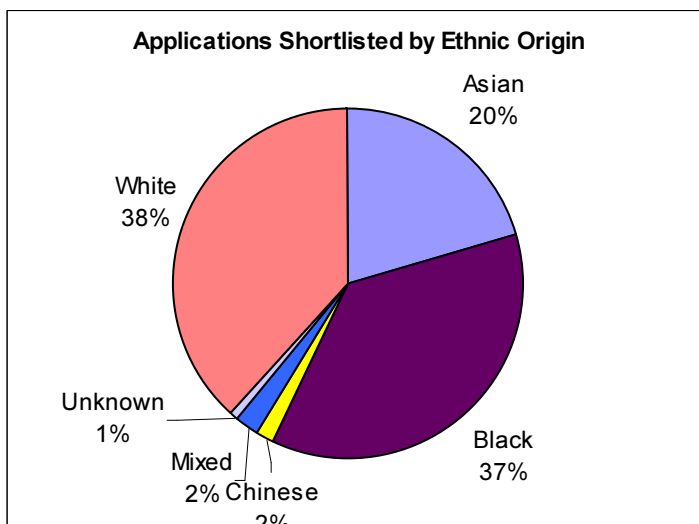
Adults and housing have appointed 12.9% disabled applicants compared to the council as a whole who have recruited 4.7%.

**Applicant Monitoring Summary  
Adults & Housing – 1 April 2009 to 31 March 2010**

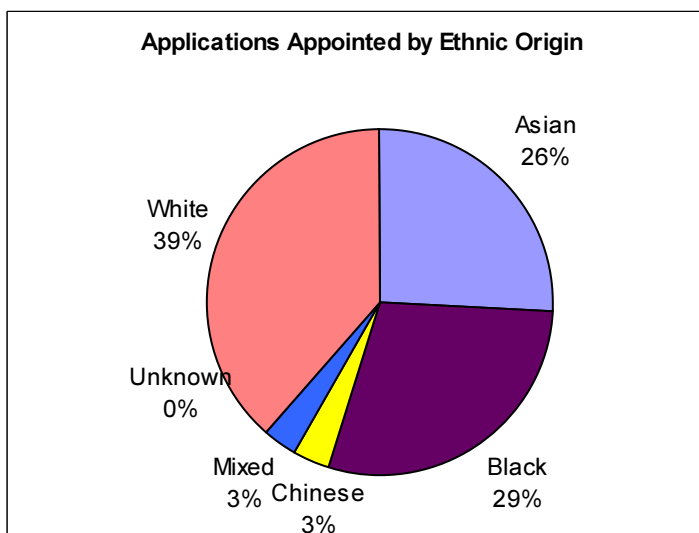
<b>Asian</b>	<b>488</b>
<b>Black</b>	<b>485</b>
<b>Chinese &amp; Other</b>	<b>28</b>
<b>Mixed</b>	<b>71</b>
<b>Unknown</b>	<b>20</b>
<b>White</b>	<b>314</b>
<b>Total</b>	<b>1406</b>



<b>Asian</b>	<b>47</b>
<b>Black</b>	<b>84</b>
<b>Chinese &amp; Other</b>	<b>4</b>
<b>Mixed</b>	<b>5</b>
<b>Unknown</b>	<b>2</b>
<b>White</b>	<b>88</b>
<b>Total</b>	<b>230</b>



<b>Asian</b>	<b>8</b>
<b>Black</b>	<b>9</b>
<b>Chinese &amp; Other</b>	<b>1</b>
<b>Mixed</b>	<b>1</b>
<b>Unknown</b>	<b>0</b>
<b>White</b>	<b>12</b>
<b>Total</b>	<b>31</b>



These results show that 77% of the applications received were from BAME applicants in 2009/10. 61% of the short listed applicants were BAME. A total of 6% of the applications appointed were Chinese and mixed ethnic origin. Just under 40% of the appointed candidates were of a white origin.

There is an increase of three Asian and two mixed ethnic origin applications that were appointed in this period compared to the last period. There was a decrease in the number of white applications appointed this year (12) compared to last year which was 20. Overall there 61% of BAME applicants were appointed. This is a positive statistic in relation to the overall number of BAME applicants being appointed in the council.

In the statistics for 2008-2009 the total number of applicants appointed was 36. This year there are a total of 31 applicants appointed. This result will continue to decrease over the next two years due to budgetary constraints and the council's transformation programme.

### **3. Recruitment Audits**

Human Resources Advisors have audited 11 posts for this Directorate. In total there were 31 appointments in the Adults and Housing directorate. Whilst some areas of the audit are inconclusive, there are clear suggested areas for improvement in the Directorate especially in panels providing short listing and interview paperwork. 64% of the panels did not complete an interview assessment form for each candidate. 73% of the panels did not have any paper identifying if any tests had been carried out.

Under half of the panels were balanced and only 36% of the panels were trained in the recruitment and selection training. 64% of the panels were not known if the staff was R&S trained. The council must ensure that all staff taking part in interviewing must be trained.

16 out of 26 areas some details were unknown. The percentage of unknown details was averaging between 27% to 64%. For example it was unknown if there was clear information on why applicants were not short listed and whether there was a consensus of all the panel members in the final appointment decision. This statistic is concerning and should be addressed. All paperwork for the recruitment and selection process should be completed.

In relation to all the directorates 60% of the audits had balanced panels and only 42% of the panels members were recruitment and selection trained. 42% of the audits did not have short listing paperwork available to identify the short listing process undertaken.

## 4. WORKFORCE PROFILE

### 4.1 Summary

#### Breakdown of ethnic origin, gender and disabled employees within the Adults and Housing Directorate 2009/10

	White %	BAME %	Male %	Female %	Disabled %
<b>1</b>	18.67%	26.21%	13.43%	25.05%	18.18%
<b>2</b>	50.00%	55.86%	53.73%	52.70%	60.61%
<b>3</b>	23.33%	15.86%	23.88%	18.14%	21.21%
<b>4</b>	6.67%	2.07%	7.46%	3.67%	0.00%
<b>5</b>	0.67%	0.00%	0.75%	0.22%	0.00%
<b>6</b>	0.67%	0.00%	0.75%	0.22%	0.00%
<b>Total</b>	100.00%	100.00%	100.00%	100.00%	100.00%

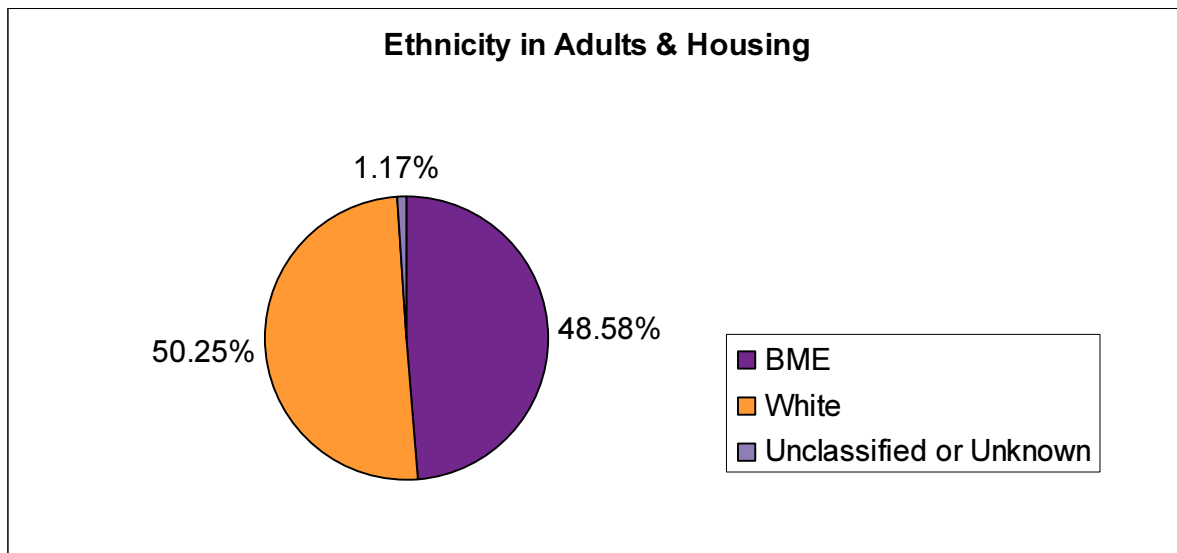
This table shows the Adults and Housing workforce profile indicating the breakdown of 597 employees by pay band and the percentage of White, BAME, Male, Female and disabled. These results have been highlighted further in the report.

### 4.2 Ethnicity

Adults and Housing directorate employs 9.24% of the council's entire work force for band 1-6. The ethnic break down is 48.58% BAME which represents 13.15% of the Council's BAME workforce. The council aims to reflect the BAME percentage in the workforce with the percentage of BAME residents within the council and this statistic is 48.35%. Therefore the Adults and Housing BAME headcount is higher than the percentage of BAME residents in Harrow.

#### Ethnic origin headcount for Adults and Housing Directorate

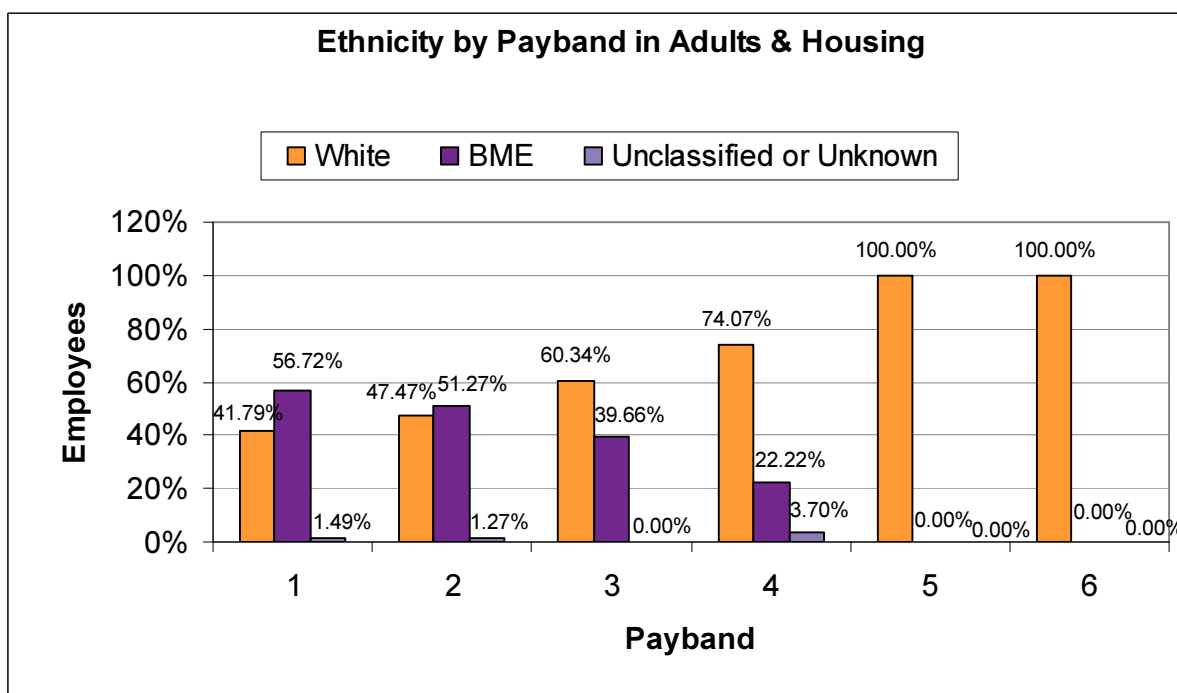
	Headcount	%
<b>BAME</b>	290	48.58%
<b>White</b>	300	50.25%
<b>Unclassified or Unknown</b>	7	1.17%
<b>Total</b>	597	100.00%



This shows 48.58% of the directorate is BAME. This is significantly higher than the Council's target of 38%

### Breakdown of ethnic origin in terms of pay bands

	Pay band						Total
	1	2	3	4	5	6	
<b>BAME</b>	76	162	46	6	0	0	290
<b>White</b>	56	150	70	20	2	2	300
<b>Unclassified or Unknown</b>	2	4	0	1	0	0	7
<b>Total</b>	134	316	116	27	2	2	597



The table and chart clearly indicates that there is a near 50/50 split in BAME and White employees but the percentage of BAME employees are in the lower pay band positions. There

are no BAME employees in the payband 5 and 6. There are only 4 employees in the payband 5 and 6. The highest number of BAME employees is in pay band 1. These results are in line with the workforce breakdown for the council.

**Breakdown of ethnic origins of employee’s in Adults and Housing Directorate**

	<b>Headcount</b>	<b>%</b>
<b>Black</b>	134	22.45%
<b>Asian</b>	135	22.61%
<b>Chinese &amp; any other ethnic group</b>	10	1.68%
<b>White</b>	300	50.25%
<b>Unknown</b>	6	1.01%
<b>Mixed</b>	11	1.84%
<b>Not assigned/Unclassified</b>	1	0.17%
<b>Total</b>	597	100.00%

There are only 7 employees who are unknown or unclassified. The percentage of unknown ethnicity is significantly lower than the council as a whole which is 8.02%. The BAME headcount is split between the Black and Asian employees both having 22% of the total headcount. The percentage of black employees in the Adults and Housing Directorate is a lot higher than the council as a whole (8.53%) There is only a small percentage of Chinese and any other ethnic group in the Adults and Housing directorate and the council.

**4.3 Disability**

**Disability head count in Adults and Housing Directorate**

	<b>Headcount</b>	<b>%</b>
<b>Disabled</b>	33	5.53%
<b>Non-disabled</b>	563	94.30%
<b>Not assigned/Unclassified</b>	1	0.17%
<b>Total</b>	597	100.00%

There is a high percentage of disabled employees in this directorate. The council’s percentage of disabled employee’s is 1.89%. Adults and Housing directorate has exceeded this. These results support the council’s policy in relation to the employment and retention of disabled candidates.

**Breakdown of disabled employee’s in terms of the pay bands**

	<b>Pay band</b>						<b>Total</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	
<b>Disabled</b>	6	20	7	0	0	0	33
<b>Non-disabled</b>	127	296	109	27	2	2	563
<b>Not assigned/Unclassified</b>	1	0	0	0	0	0	1
<b>Total</b>	134	316	116	27	2	2	597

All of the disabled employee's (33) are employed in bands 1-3. There are no disabled employees in band 4-6. This result is very similar to the councils as a whole. Managers may need to address developing and progressing disabled employees to work towards the higher paybands.

#### 4.4 Gender

##### Gender head count in Adults and Housing Directorate

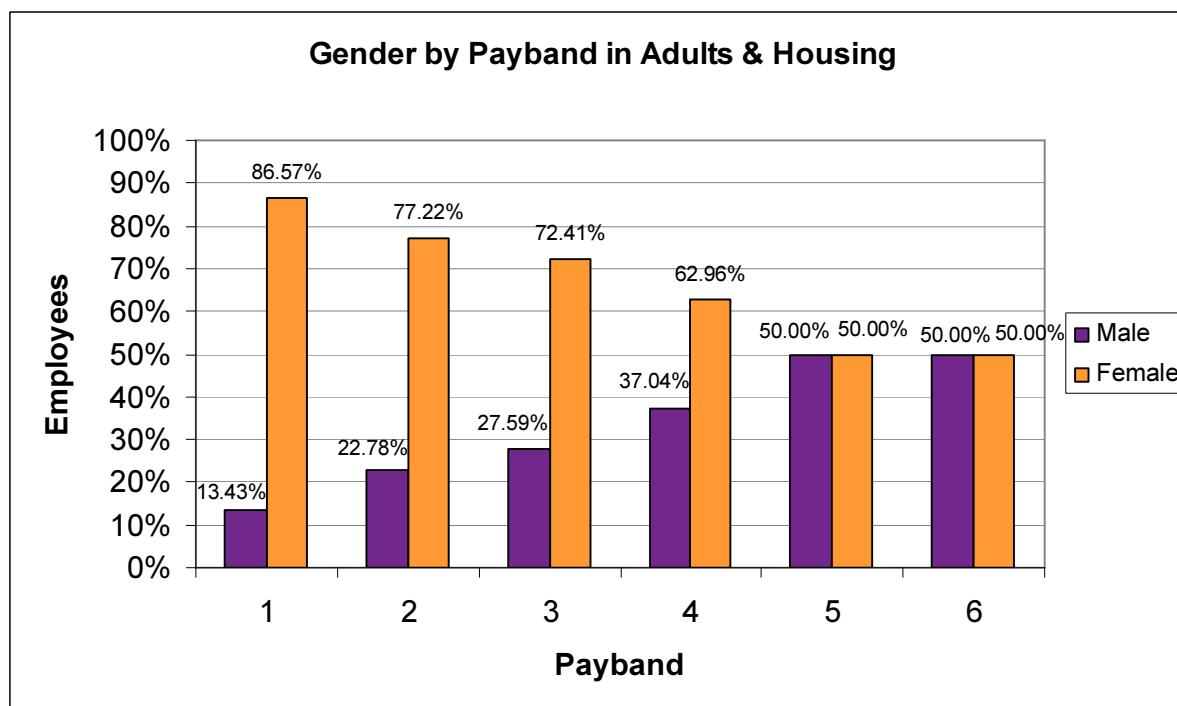
	Headcount	%
Male	134	22.45%
Female	463	77.55%
Total	597	100.00%

The table and charts below show that the main gender employed in the directorate is female at 77.55% and male at 22.45%. The whole council gender percentage is 75.39% female and 24.61% so is broadly similar to the directorate.

##### Breakdown of gender in relation to pay bands

	Pay band						Total
	1	2	3	4	5	6	
Male	18	72	32	10	1	1	134
Female	116	244	84	17	1	1	463
Total	134	316	116	27	2	2	597

These results state that predominately Adults & Housing has over three times the amount of females compared to male employees. This is broadly similar to the breakdown for the whole council.



The highest percentage of females is in pay band 2 with 52.69% of the total amount of employees. Pay band 1 has the biggest difference in the male to female ratio 13.43% are male employees. The female percentage is employed in the majority of the pay bands 1-4. In the higher pay bands 5-6 the gender is equal. In the whole council the higher pay band 6 the gender split is 68.75% male to 31.25% female, so the directorate is more balanced than the council as a whole.

## 4.5 Age

### Breakdown of age ranges in the Adults & Housing Directorate

	Male	%	Female	%	Total	%
<b>Age Range</b> <b>16 to 24</b>	2	0.34%	1	0.17%	3	0.50%
<b>25 to 34</b>	18	3.02%	43	7.20%	61	10.22%
<b>35 to 44</b>	47	7.87%	98	16.42%	145	24.29%
<b>45 to 54</b>	32	5.36%	185	30.99%	217	36.35%
<b>55 to 64</b>	32	5.36%	118	19.77%	150	25.13%
<b>65 +</b>	3	0.50%	18	3.02%	21	3.52%
<b>Total</b>	134	22.45%	463	77.55%	597	100.00%

There are various ranges of ages within the Adults and Housing directorate. 70.86.23% of the employees are aged between 25-54. There is a small percentage of 0.50% of under 24 employees which is smaller than the councils percentage of 3.99% and 3.52% of employees aged 65+ which is more than the councils percentage of 1.87%.

## 5. Equalities Task Group

Adults and Housing Services have an established Equalities Task Force Group that is chaired by the Head of Adults and Housing Transformation. The group meets on a quarterly basis, is attended by managers representing all sections of the directorate and feeds into the Corporate Equalities Group.

- The work of the Task Group includes ensuring that managers have completed the Equality Impact Assessment e-learning module and are using the toolkit to produce Equalities Impact Assessments (EqIA's). Classroom training has also been provided to managers on how to produce an EqIA's.
- Adults and Housing Services are currently working with the Policy Officer - Equalities and Diversity on the Single Equalities Scheme (SES). As well as meeting the requirements of the Public Equality Duties, the purpose of this document is to have in place a corporate strategy and three year action plan to mainstream and embed equalities by reducing inequality, promoting equality of opportunity and promoting good relations between people from different groups both across the council and our borough.



## Directorate Equality Reports for 2009/10 – Children’s Services

### 1. Summary

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2009 to 31 March 2010.

The employment data is broadly similar to previous years. The variations that have occurred will not represent possible future trends as potential large scale change in education/social care sector could alter the employment patterns fundamentally.

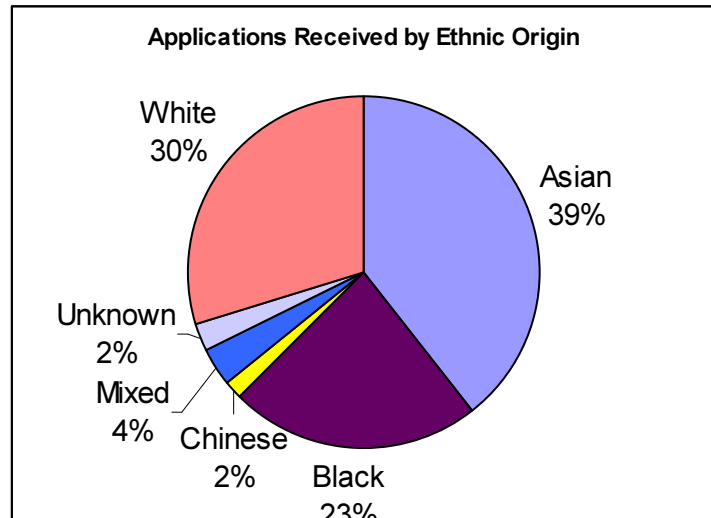
### 2. Applicant Monitoring – Success Ratios (excluding Schools)

BAME appointments in brackets

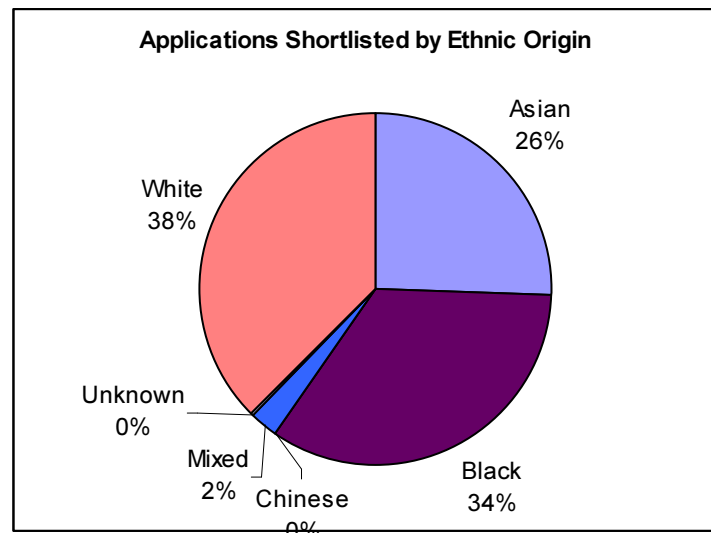
Payband	Children’s Services		People First	
	2009/10	2008/09	2007/08	2006/07
1	0.22 ( 1)	<b>0.98 (12)</b>	0.47 (13)	<b>0.34 (3)</b>
2	0.72 (10)	<b>0.49 (18)</b>	0.56 (22)	<b>0.72 (10)</b>
3	0.63 ( 5)	<b>1.07 (8)</b>	2.44 (15)	<b>0.60 (8)</b>
4	1.61 ( 2)	<b>0</b>	0.93 (3)	<b>0.44 (1)</b>
5	0.00 ( 0)	<b>0</b>	2.67 (1)	<b>0</b>
6		<b>0</b>		<b>0</b>
<b>Overall</b>	<b>0.62 (18)</b>	<b>0.65 (38)</b>	<b>0.68 (54)</b>	<b>0.58 (22)</b>

**Applicant Monitoring Summary  
Children's Services, excluding Schools - 1 April 2009 to 31 March 2010**

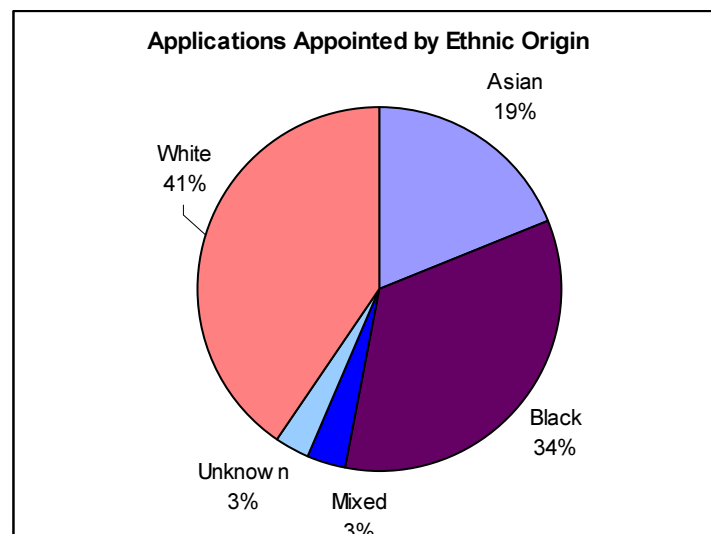
Asian	603
Black	356
Chinese & Other	23
Mixed	55
Unknown	38
White	456
<b>Total</b>	<b>1531</b>



Asian	54
Black	72
Chinese & Other	0
Mixed	5
Unknown	1
White	79
<b>Total</b>	<b>211</b>



Asian	6
Black	11
Chinese & Other	0
Mixed	1
Unknown	1
White	13
<b>Total</b>	<b>32</b>



## Children's Services

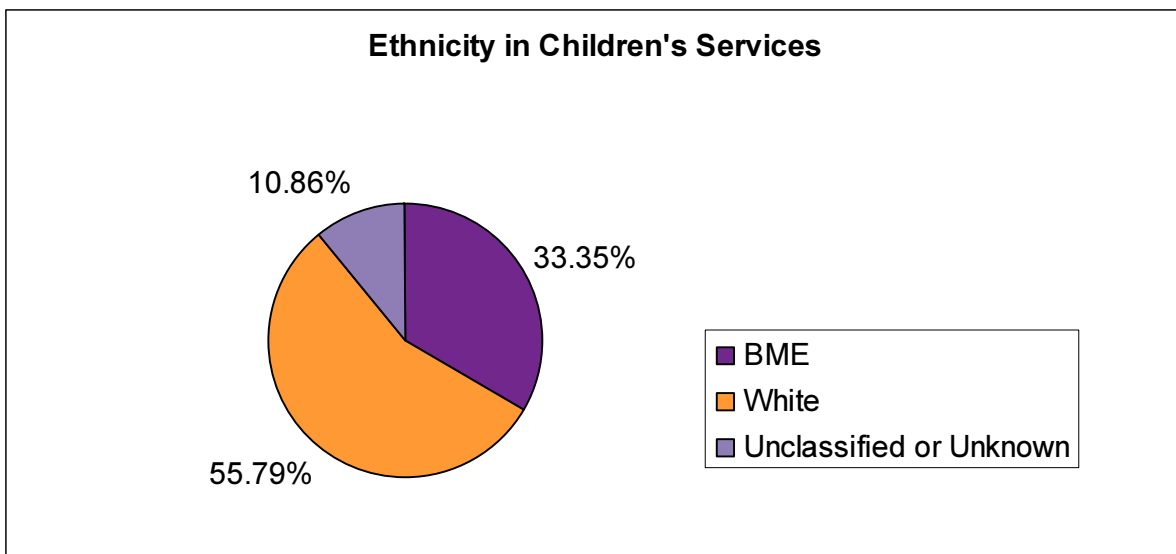
### Workforce Profile as at 31 March 2010

#### Summary

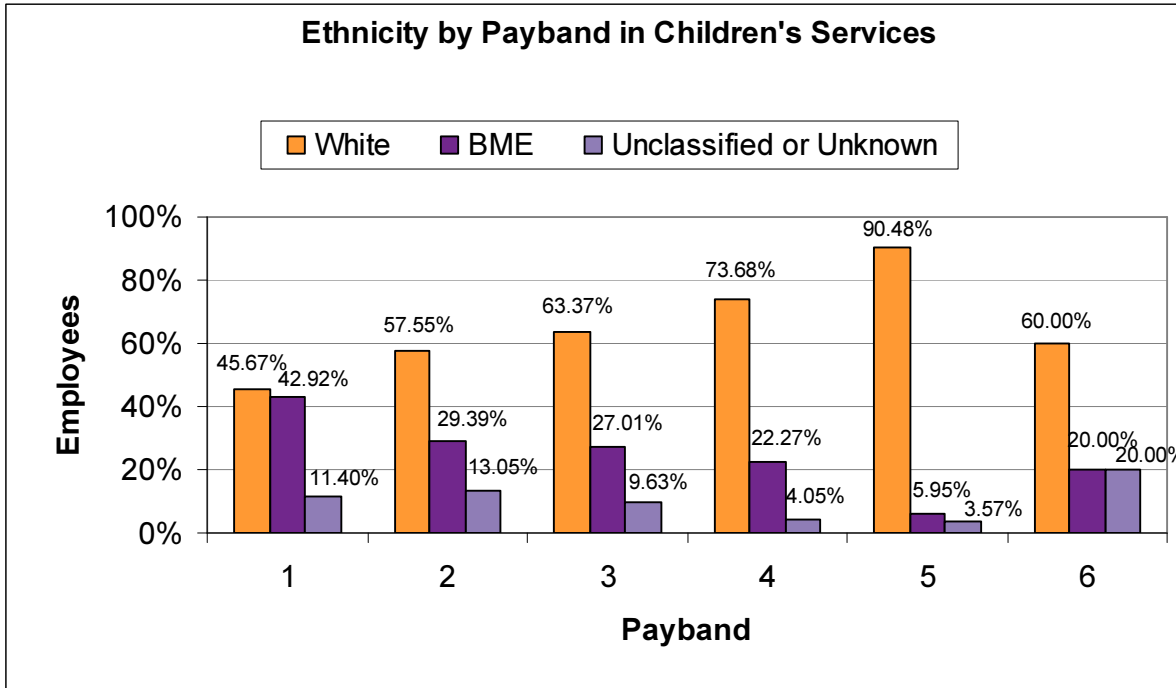
	White %	BME %	Male %	Female %	Disabled %
<b>1</b>	32.70%	51.41%	22.85%	43.18%	47.50%
<b>2</b>	28.20%	24.09%	33.85%	26.10%	17.50%
<b>3</b>	28.60%	20.39%	30.18%	24.23%	30.00%
<b>4</b>	7.32%	3.70%	8.74%	4.94%	0.00%
<b>5</b>	3.06%	0.34%	3.95%	1.49%	5.00%
<b>6</b>	0.12%	0.07%	0.42%	0.05%	0.00%
<b>Total</b>	100.00%	100.00%	100.00%	100.00%	100.00%

#### Ethnicity

	Headcount	%
<b>BME</b>	1486	33.35%
<b>White</b>	2486	55.79%
<b>Unclassified or Unknown</b>	484	10.86%
<b>Total</b>	4456	100.00%



	Payband						Total
	1	2	3	4	5	6	
<b>BME</b>	764	358	303	55	5	1	1486
<b>White</b>	813	701	711	182	76	3	2486
<b>Unclassified or Unknown</b>	203	159	108	10	3	1	484
<b>Total</b>	1780	1218	1122	247	84	5	4456



	Headcount	%
<b>Black</b>	300	6.73%
<b>Asian</b>	1037	23.27%
<b>Chinese &amp; any other ethnic group</b>	65	1.46%
<b>White</b>	2486	55.79%
<b>Unknown</b>	425	9.54%
<b>Mixed</b>	84	1.89%
<b>Not assigned/Unclassified</b>	59	1.32%
<b>Total</b>	4456	100.00%

**Disability**

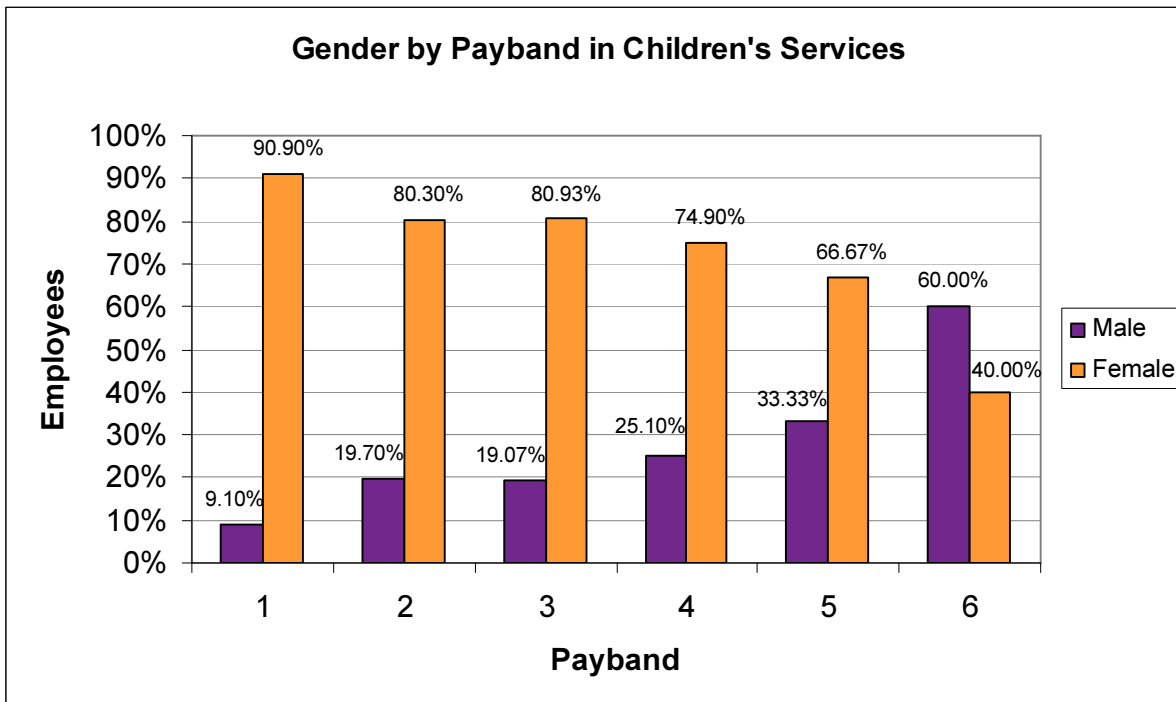
	Headcount	%
<b>Disabled</b>	40	0.90%
<b>Non-disabled</b>	4391	98.54%
<b>Not assigned/Unclassified</b>	25	0.56%
<b>Total</b>	4456	100.00%

	Payband						Total
	1	2	3	4	5	6	
<b>Disabled</b>	19	7	12	0	2	0	40
<b>Non-disabled</b>	1750	1200	1107	247	82	5	4391
<b>Not assigned/Unclassified</b>	11	11	3	0	0	0	25
<b>Total</b>	1780	1218	1122	247	84	5	4456

**Gender**

	Headcount	%
<b>Male</b>	709	15.91%
<b>Female</b>	3747	84.09%
<b>Total</b>	4456	100.00%

	Payband						Total
	1	2	3	4	5	6	
<b>Male</b>	162	240	214	62	28	3	709
<b>Female</b>	1618	978	908	185	56	2	3747
<b>Total</b>	1780	1218	1122	247	84	5	4456



## Age

	Male	%	Female	%	Total	%
<b>Age Range</b> <b>16 to 24</b>	36	0.81%	135	3.03%	171	3.84%
<b>25 to 34</b>	179	4.02%	717	16.09%	896	20.11%
<b>35 to 44</b>	135	3.03%	984	22.08%	1119	25.11%
<b>45 to 54</b>	184	4.13%	1202	26.97%	1386	31.10%
<b>55 to 64</b>	155	3.48%	653	14.65%	808	18.13%
<b>65 +</b>	20	0.45%	56	1.26%	76	1.71%
<b>Total</b>	709	15.91%	3747	84.09%	4456	100.00%

## Directorate Equality Report for 2009/10 - Community & Environment

### 1. Summary

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2009 to 31 March 2010.

The previous report combined Community and Environment and Place Shaping, it is therefore difficult to compare performance between the two annual reports.

### 2. Applicant Monitoring – Success Ratio

BAME appointments in brackets

Payband	Community & Environment		Urban Living	
	2009/10	2008/09	2007/08	2006/07
1	0.00 (0)	<b>0.50 (10)</b>	0.52 (13)	0.92 (15)
2	0.78 (5)	<b>0.43 (12)</b>	0.44 ( 4)	1.26 (7)
3	0.71 (1)	<b>0.28 (1)</b>	0.12 ( 1)	
4	0.44 (1)	<b>0</b>	0.00 ( 1)	0.17 (1)
5	0.00 (0)			
6				
<b>Overall</b>	<b>0.33 (7)</b>	<b>0.40 (23)</b>	<b>0.48 (19)</b>	<b>0.48 (23)</b>

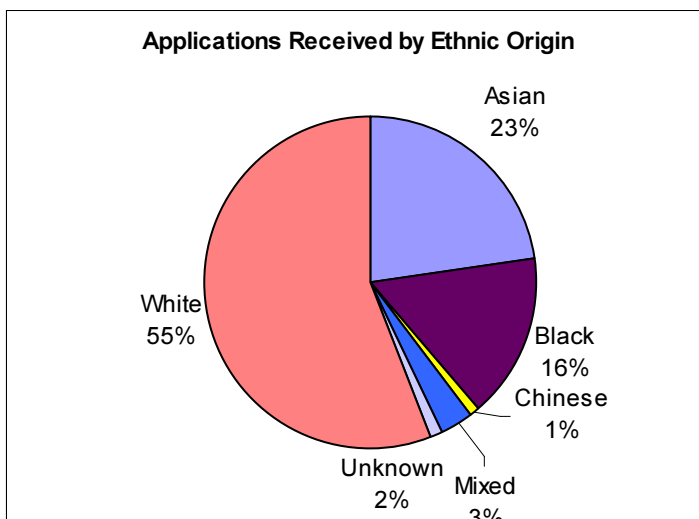
The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2009 to 31 March 2010, 35 appointments were made of which 7 were BAME.

At the application stage 43.3% of forms received were from BAME applicants. At the short-listing stage the figure was 34.8% BAME applicants. At the appointment stage the corresponding figure was 20.0%. The success ratio for all applicants was 0.33, this is slightly lower than the Council's overall figure of 0.37. The success ratio for internal applicants was 1.69 which is significantly higher than the Council's overall figure of 0.59.

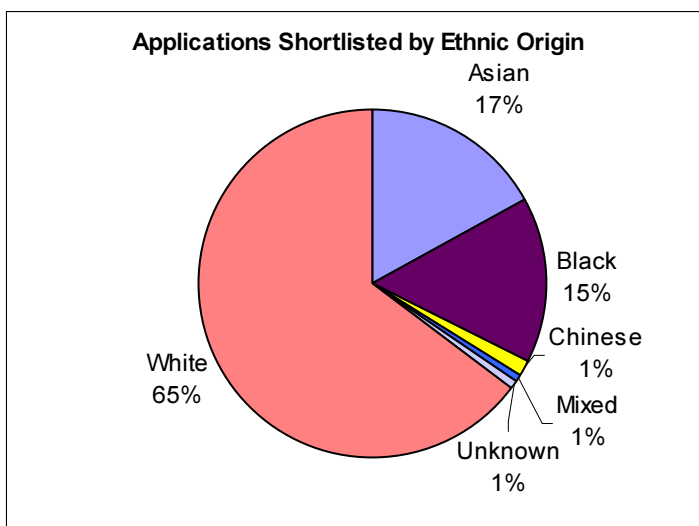
Of those appointed, 0% were registered as disabled and 11.4% were female. 8.6% of those appointed were aged 16-24, 34.3% were aged 25-39, 40.0% aged 40-54 and 11.4% over 55 years. 5.7% of ages were unstated.

**Applicant Monitoring Summary  
Community & Environment – 1 April 2009 to 31 March 2010**

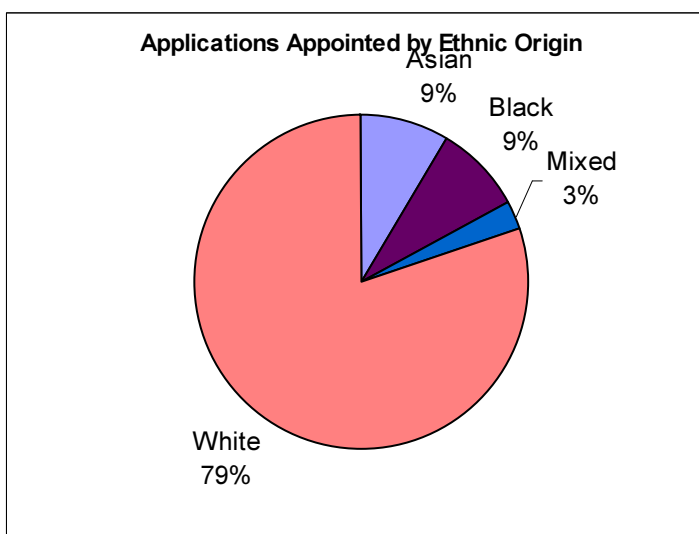
<b>Asian</b>	<b>239</b>
<b>Black</b>	<b>165</b>
<b>Chinese &amp; Other</b>	<b>13</b>
<b>Mixed</b>	<b>30</b>
<b>Unknown</b>	<b>16</b>
<b>White</b>	<b>584</b>
<b>Total</b>	<b>1047</b>



<b>Asian</b>	<b>24</b>
<b>Black</b>	<b>22</b>
<b>Chinese &amp; Other</b>	<b>2</b>
<b>Mixed</b>	<b>1</b>
<b>Unknown</b>	<b>1</b>
<b>White</b>	<b>92</b>
<b>Total</b>	<b>142</b>



<b>Asian</b>	<b>3</b>
<b>Black</b>	<b>3</b>
<b>Chinese &amp; Other</b>	<b>0</b>
<b>Mixed</b>	<b>1</b>
<b>Unknown</b>	<b>0</b>
<b>White</b>	<b>28</b>
<b>Total</b>	<b>35</b>





### 3. Recruitment Audits

Since 1998/99, audits of the recruitment process have been carried out. The Selection Panels were balanced in the majority of cases and the evidence indicates that all members of the panel were involved at every stage of the process for the majority of appointments.

There is no evidence of unjustifiable specialised criteria or competencies, skills or experience being required in the shortlisting criteria. Clear notes of the interview were made and these notes support the final decision in most cases.

### 4. Workforce Profile

#### Workforce Profile as at 31 March 2010

#### Ethnicity

	Headcount	%
<b>BME</b>	210	25.70%
<b>White</b>	556	68.05%
<b>Unclassified or Unknown</b>	51	6.24%
<b>Total</b>	817	100.00%

	Payband						Total
	1	2	3	4	5	6	
<b>BME</b>	101	76	21	10	1	1	210
<b>White</b>	251	196	70	32	5	2	556
<b>Unclassified or Unknown</b>	26	18	6	0	1	0	51
<b>Total</b>	378	290	97	42	7	3	817

The proportion of **BAME** staff in the Community & Environment Directorate is 25.70% which is below the Council's performance of 34.13%. The majority of BAME staff are in paybands 1 and 2.

#### Disability

	Headcount	%
<b>Disabled</b>	25	3.06%
<b>Non-disabled</b>	791	96.82%
<b>Not assigned/Unclassified</b>	1	0.12%
<b>Total</b>	817	100.00%

	Payband						Total
	1	2	3	4	5	6	
<b>Disabled</b>	7	14	4	0	0	0	25
<b>Non-disabled</b>	370	276	93	42	7	3	791
<b>Not assigned/Unclassified</b>	1	0	0	0	0	0	1
<b>Total</b>	378	290	97	42	7	3	817

The proportion of **disabled staff** in the Community & Environment Directorate is 3.06% which exceeds the Council's performance of 1.89% although this represents very few employees. The majority of disabled staff are in payband 2.

## Gender

	Headcount	%
<b>Male</b>	543	66.46%
<b>Female</b>	274	33.54%
<b>Total</b>	817	100.00%

## Payband

	1	2	3	4	5	6	Total
<b>Male</b>	256	180	67	32	5	3	543
<b>Female</b>	122	110	30	10	2	0	274
<b>Total</b>	378	290	97	42	7	3	817

The **gender** profile in the Community & Environment Directorate is that the majority are men – 66.46% which is below the Council's profile. The majority are in paybands 1 and 2.

## Age

	Male	%	Female	%	Total	%
<b>16 to 24</b>	26	3.18%	20	2.45%	46	5.63%
<b>25 to 34</b>	88	10.77%	36	4.41%	124	15.18%
<b>35 to 44</b>	106	12.97%	53	6.49%	159	19.46%
<b>45 to 54</b>	167	20.44%	82	10.04%	249	30.48%
<b>55 to 64</b>	140	17.14%	80	9.79%	220	26.93%
<b>65 +</b>	16	1.96%	3	0.37%	19	2.33%
<b>Total</b>	543	66.46%	274	33.54%	817	100.00%

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

## Directorate Equality Report for 2009/10 - Place Shaping

### 1. Summary

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2009 to 31 March 2010.

The previous report combined Place Shaping with Community and Environment, it is therefore difficult to compare performance between the two annual reports.

### 2. Applicant Monitoring – Success Ratio

BAME appointments in brackets

Payband	Place Shaping	Community & Environment	Urban Living	
	2009/10	2008/09	2007/08	2006/07
1	0.00 (0)	<b>0.50 (10)</b>	0.52 (13)	0.92 (15)
2	0.00 (0)	<b>0.43 (12)</b>	0.44 (4)	1.26 (7)
3	0.00 (0)	<b>0.28 (1)</b>	0.12 (1)	
4	0.00 (0)	<b>0</b>	0.00 (1)	0.17 (1)
5				
6				
<b>Overall</b>	<b>0.00 (0)</b>	<b>0.40 (23)</b>	<b>0.48 (19)</b>	<b>0.48 (23)</b>

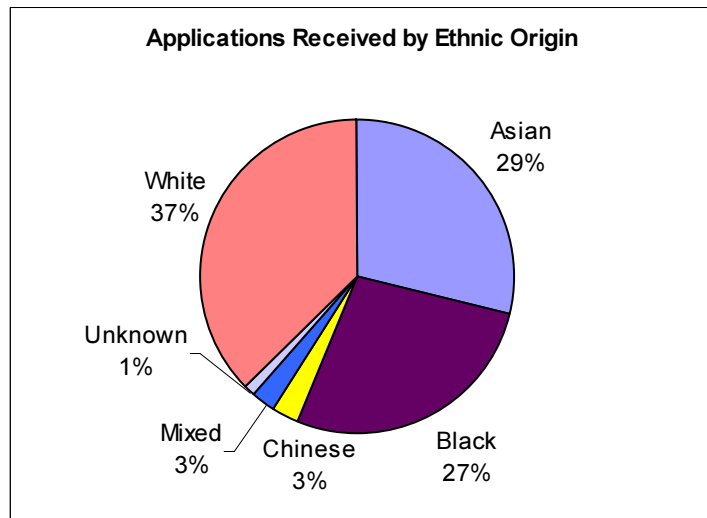
The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2009 to 31 March 2010, 7 appointments were made of which 0 were BAME.

At the application stage 62.1% of forms received were from BAME applicants. At the short-listing stage the figure was 39.3% BAME applicants. At the appointment stage the corresponding figure was 0%. The success ratio for all appointments was 0. The internal applicants couldn't be calculated as there were no internal appointments made.

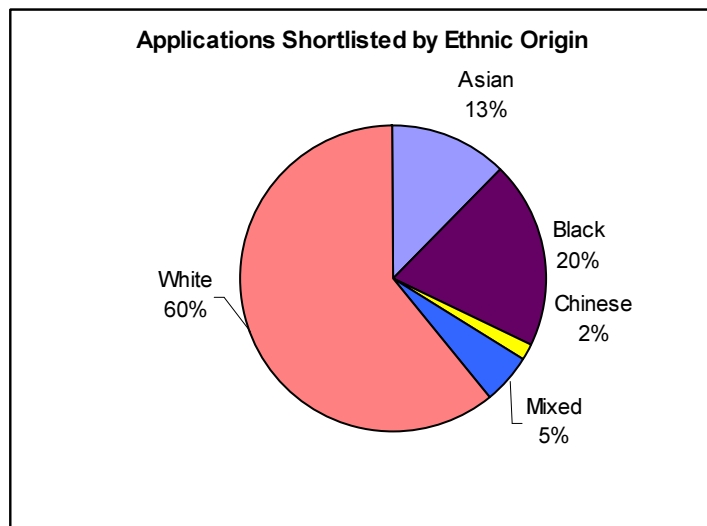
Of those appointed, none were registered as disabled and 42.9% were female. 0% of those appointed were aged 16-24, 85.7% were aged 25-39, 14.3% aged 40-54 and 0% over 55 years.

**Applicant Monitoring Summary**  
**Place Shaping – 1 April 2009 to 31 March 2010**

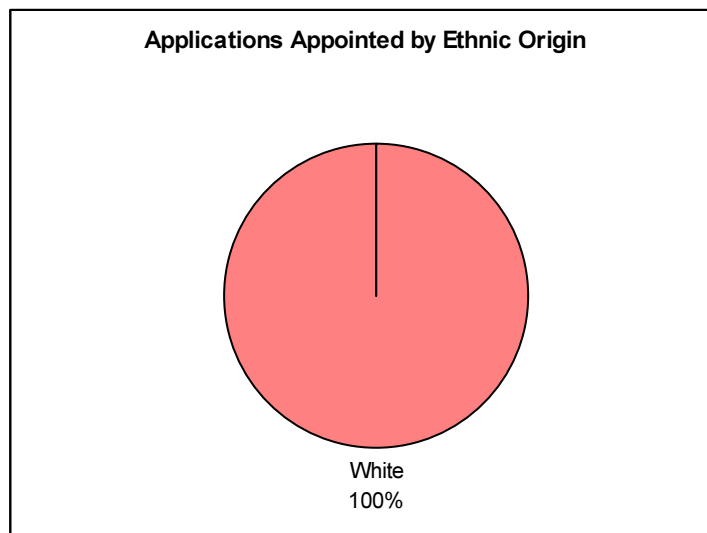
<b>Asian</b>	<b>118</b>
<b>Black</b>	<b>111</b>
<b>Chinese &amp; Other</b>	<b>11</b>
<b>Mixed</b>	<b>11</b>
<b>Unknown</b>	<b>4</b>
<b>White</b>	<b>153</b>
<b>Total</b>	<b>408</b>



<b>Asian</b>	<b>7</b>
<b>Black</b>	<b>11</b>
<b>Chinese &amp; Other</b>	<b>1</b>
<b>Mixed</b>	<b>3</b>
<b>Unknown</b>	<b>0</b>
<b>White</b>	<b>34</b>
<b>Total</b>	<b>56</b>



<b>Asian</b>	<b>0</b>
<b>Black</b>	<b>0</b>
<b>Chinese &amp; Other</b>	<b>0</b>
<b>Mixed</b>	<b>0</b>
<b>Unknown</b>	<b>0</b>
<b>White</b>	<b>7</b>
<b>Total</b>	<b>7</b>



**3. Recruitment Audits**

Since 1998/99, audits of the recruitment process have been carried out. The Selection Panels were balanced in all cases and the evidence indicates that all members of the panel were involved at every stage of the process in all appointments audited.

The recommended scoring system for both shortlisting and interviewing was used in most cases. Clear notes of the interview were made and these notes indicate that the marking was consistent for all candidates, there was a consensus of all panel members and they support the final decision in most cases.

## Place Shaping

### Workforce Profile as at 31 March 2010

#### Ethnicity

	Headcount	%
<b>BME</b>	17	22.97%
<b>White</b>	53	71.62%
<b>Unclassified or Unknown</b>	4	5.41%
<b>Total</b>	74	100.00%

#### Payband

	1	2	3	4	5	6	Total
<b>BME</b>	2	11	3	1	0	0	17
<b>White</b>	2	16	22	9	3	1	53
<b>Unclassified or Unknown</b>	0	1	1	1	1	0	4
<b>Total</b>	4	28	26	11	4	1	74

The proportion of **BAME** staff in the Place Shaping Directorate is 22.97% which is below the Council's performance of 37.34%. The majority of BAME staff are in payband 2.

#### Disability

	Headcount	%
<b>Disabled</b>	0	0.00%
<b>Non-disabled</b>	74	100.00%
<b>Not assigned/Unclassified</b>	0	0.00%
<b>Total</b>	74	100.00%

#### Payband

	1	2	3	4	5	6	Total
<b>Disabled</b>	0	0	0	0	0	0	0
<b>Non-disabled</b>	4	28	26	11	4	1	74
<b>Not assigned/Unclassified</b>	0	0	0	0	0	0	0
<b>Total</b>	4	28	26	11	4	1	74

The proportion of **disabled staff** in the Place Shaping Directorate is 0% which is well below the Council's performance of 1.93% although this directorate represents very few employees.

## Gender

	Headcount	%
<b>Male</b>	41	55.41%
<b>Female</b>	33	44.59%
<b>Total</b>	74	100.00%

## Payband

	1	2	3	4	5	6	Total
<b>Male</b>	1	8	17	10	4	1	41
<b>Female</b>	3	20	9	1	0	0	33
<b>Total</b>	4	28	26	11	4	1	74

The **gender** profile in the Place Shaping Directorate is that the majority are men – 55.41% which is below the Council's profile. The majority of female staff are in payband 2.

## Age

	Male	%	Female	%	Total	%
<b>16 to 24</b>	1	1.35%	3	4.05%	4	5.41%
<b>25 to 34</b>	9	12.16%	6	8.11%	15	20.27%
<b>35 to 44</b>	8	10.81%	10	13.51%	18	24.32%
<b>45 to 54</b>	12	16.22%	12	16.22%	24	32.43%
<b>55 to 64</b>	10	13.51%	2	2.70%	12	16.22%
<b>65 +</b>	1	1.35%	0	0.00%	1	1.35%
<b>Total</b>	41	55.41%	33	44.59%	74	100.00%

The **age** profile in the Place Shaping Directorate shows that the majority of it's employees are in the age bands 25 to 64.

## Directorate Equality Report for 2009/10 – Legal and Governance

### 1. Summary

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2009 to 31 March 2010.

### 2. Applicant Monitoring – Success Ratio

BAME appointments in brackets

Payband	Legal & Governance Svs	Chief Exec's Dept	Business Development	
	2009/10	2008/09	2007/08	2006/07
<b>1</b>		<b>0.90 (8)</b>		<b>0</b>
<b>2</b>	0.00 (0)	<b>0.32 (8)</b>	0.31 (8)	<b>0.71 (5)</b>
<b>3</b>	0.00 (0)	<b>0.75 (7)</b>	0.44 (6)	<b>0.26 (1)</b>
<b>4</b>	0.48 (1)	<b>0.29 (1)</b>		<b>0.00 (1)</b>
<b>5</b>		<b>0</b>		<b>0</b>
<b>6</b>		<b>0</b>		<b>0</b>
<b>Overall</b>	<b>0.35 (1)</b>	<b>0.48 (24)</b>	<b>0.29 (14)</b>	<b>0.68 (7)</b>

The figures cannot be considered meaningful as there are so few appointments.

During the period 1 April 2009 to 31 March 2010, 3 appointments were made of which 1 were BAME.

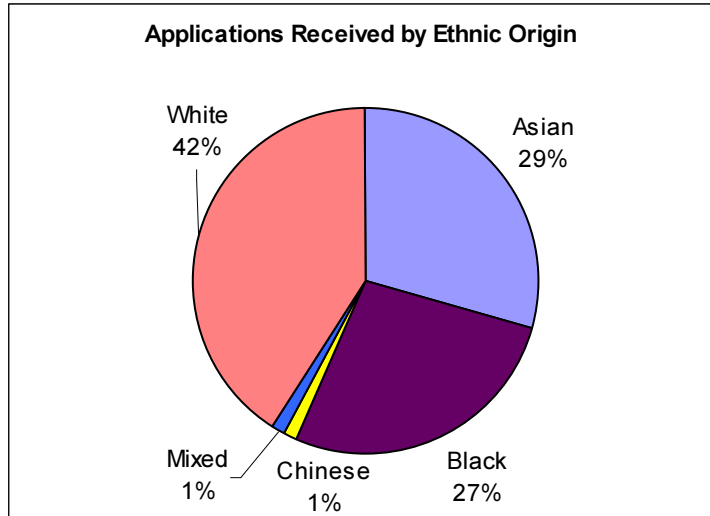
At the application stage 58.8% of forms received were from BAME applicants. At the short-listing stage the figure was 50.0% BAME applicants. At the appointment stage the corresponding figure was 33.3%. The success ratio for all applicants was 0.35. An internal ratio couldn't be calculated as no internal appointments were made. These figures should be viewed cautiously due to the low number of appointments.

Of those appointed, None were registered as disabled and 100% were female (3).

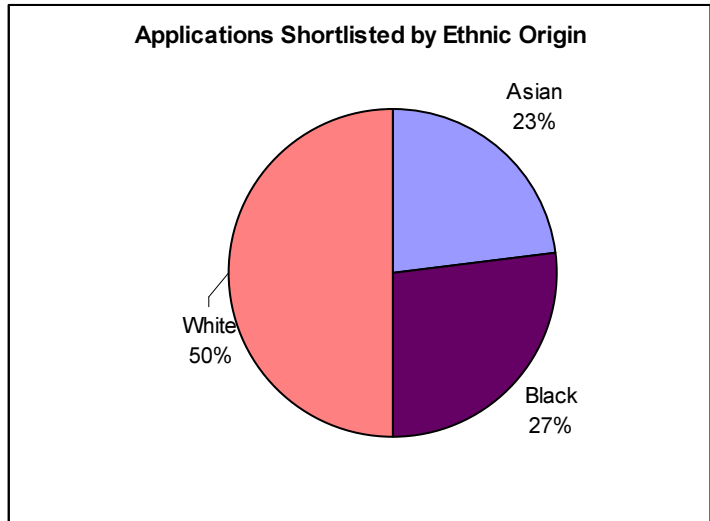
33.3% were aged 25-39, 33.3% aged 40-54 and 33.3% over 55 years.

**Applicant Monitoring Summary  
Legal & Governance Services – 1 April 2009 to 31 March 2010**

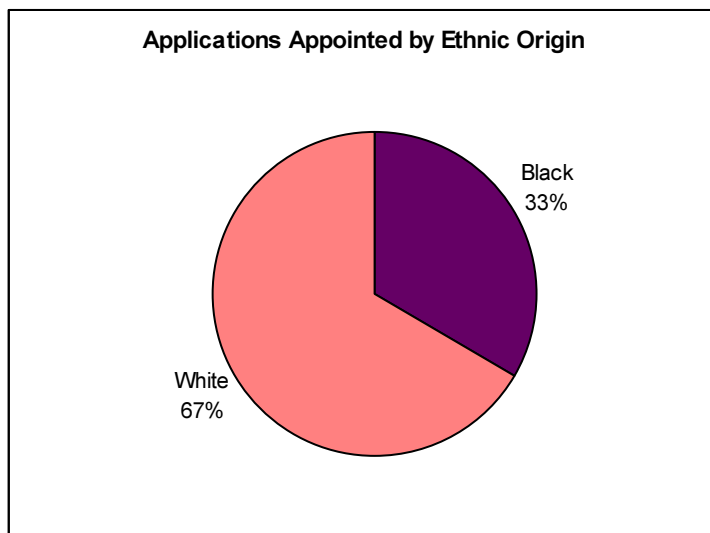
Asian	25
Black	23
Chinese & Other	1
Mixed	1
Unknown	0
White	35
<b>Total</b>	<b>85</b>



Asian	6
Black	7
Chinese & Other	0
Mixed	0
Unknown	0
White	13
<b>Total</b>	<b>26</b>



Asian	0
Black	1
Chinese & Other	0
Mixed	0
Unknown	0
White	2
<b>Total</b>	<b>3</b>



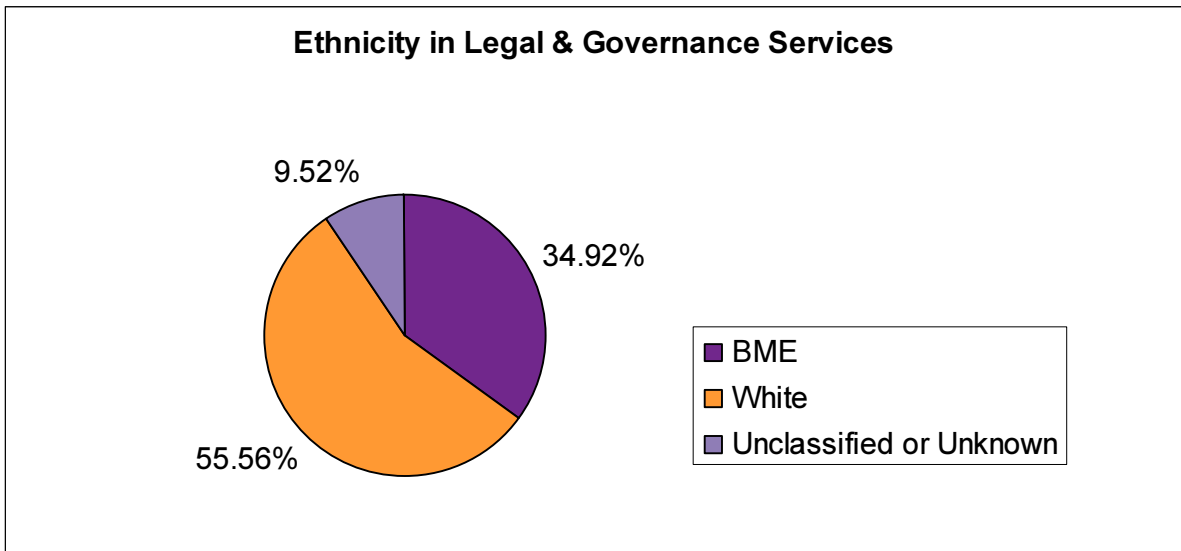


Summary

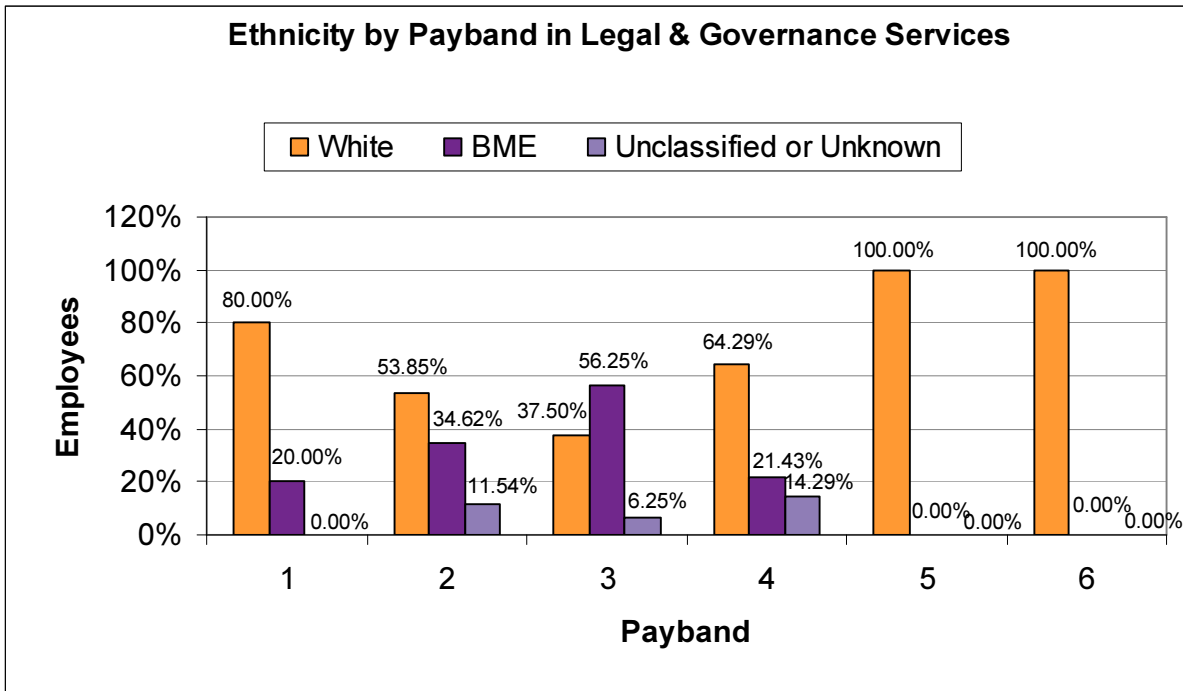
	White %	BME %	Male %	Female %	Disabled %
<b>1</b>	11.43%	4.55%	7.69%	8.00%	0.00%
<b>2</b>	40.00%	40.91%	46.15%	40.00%	100.00%
<b>3</b>	17.14%	40.91%	15.38%	28.00%	0.00%
<b>4</b>	25.71%	13.64%	23.08%	22.00%	0.00%
<b>5</b>	2.86%	0.00%	0.00%	2.00%	0.00%
<b>6</b>	2.86%	0.00%	7.69%	0.00%	0.00%
<b>Total</b>	100.00%	100.00%	100.00%	100.00%	100.00%

Ethnicity

	Headcount	%
<b>BME</b>	22	34.92%
<b>White</b>	35	55.56%
<b>Unclassified or Unknown</b>	6	9.52%
<b>Total</b>	63	100.00%



	Payband						Total
	1	2	3	4	5	6	
<b>BME</b>	1	9	9	3	0	0	22
<b>White</b>	4	14	6	9	1	1	35
<b>Unclassified or Unknown</b>	0	3	1	2	0	0	6
<b>Total</b>	5	26	16	14	1	1	63



	Headcount	%
<b>Black</b>	7	11.11%
<b>Asian</b>	10	15.87%
<b>Chinese &amp; any other ethnic group</b>	1	1.59%
<b>White</b>	35	55.56%
<b>Unknown</b>	5	7.94%
<b>Mixed</b>	4	6.35%
<b>Not assigned/Unclassified</b>	1	1.59%
<b>Total</b>	63	100.00%

**Disability**

	Headcount	%
<b>Disabled</b>	3	4.76%
<b>Non-disabled</b>	60	95.24%
<b>Not assigned/Unclassified</b>	0	0.00%
<b>Total</b>	63	100.00%

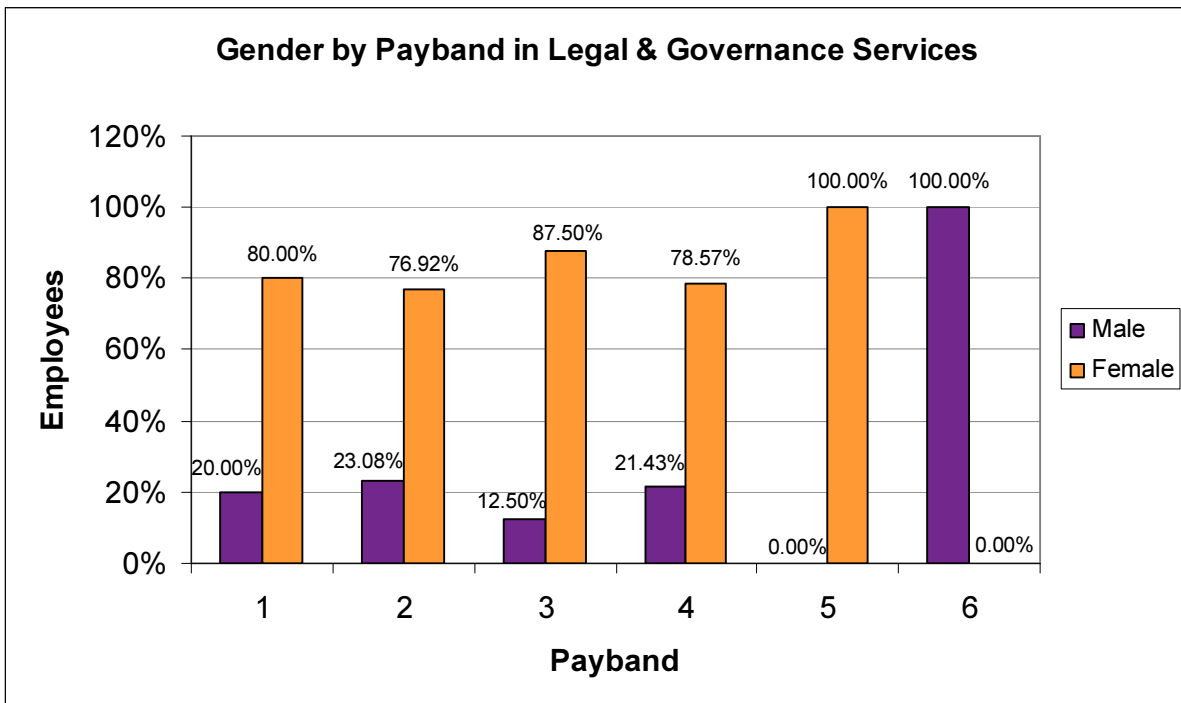
	Payband						Total
	1	2	3	4	5	6	
<b>Disabled</b>	0	3	0	0	0	0	3
<b>Non-disabled</b>	5	23	16	14	1	1	60
<b>Not assigned/Unclassified</b>	0	0	0	0	0	0	0
<b>Total</b>	5	26	16	14	1	1	63

Gender

	Headcount	%
Male	13	20.63%
Female	50	79.37%
Total	63	100.00%

Payband

	1	2	3	4	5	6	Total
Male	1	6	2	3	0	1	13
Female	4	20	14	11	1	0	50
Total	5	26	16	14	1	1	63



Age

	Male	%	Female	%	Total	%
16 to 24	1	1.59%	2	3.17%	3	4.76%
25 to 34	6	9.52%	8	12.70%	14	22.22%
35 to 44	1	1.59%	19	30.16%	20	31.75%
45 to 54	4	6.35%	10	15.87%	14	22.22%
55 to 64	1	1.59%	11	17.46%	12	19.05%
65 +	0	0.00%	0	0.00%	0	0.00%
Total	13	20.63%	50	79.37%	63	100.00%

## Harrow Council

### Equalities in Employment summary

1<sup>st</sup> April 2009 and 31<sup>st</sup> March 2010

#### Introduction

As one of the largest employers in the borough, Harrow Council's aim is to develop a diverse workforce to reflect the community it serves.

The Council produces an annual report which includes information on equalities relating to employment issues, capturing information relating to ethnicity, disability, gender and age. Our intention is to extend this to include sexuality and religion and belief.

This year's report includes information relating to appointments made between 1<sup>st</sup> April 2009 and 31<sup>st</sup> March 2010; workforce profile statistics as at 31<sup>st</sup> March 2010 and equalities monitoring data relating to Harrow's employment policies and take-up of corporately organised training courses during the period 1<sup>st</sup> April 2009 and 31<sup>st</sup> March 2010.

The workforce as at 31<sup>st</sup> March 2010 was 6,461, an increase of 100 compared with the previous year. This figure is based on headcount, not full-time equivalent people nor posts, and does not include agency staff or employees working for Harrow through other organisations.

Between March 2009 and April 2010, there was a significant drop in the level of recruitment to almost half that of the previous year and recruitment is likely to continue to fall in this year and subsequently due to the requirement for the Council to become leaner, reduce overheads and meet financial challenges in a difficult economic climate.

With reducing levels of recruitment expected to continue it is likely to prove even more challenging for the Council to use recruitment to address the under representation in the workforce of black, asian and minority ethnic employees, disabled employees, men in the workforce generally and women in senior roles.

In future years it will be important for Harrow Council to monitor use of its employment procedures to ensure they are administered fairly particularly those where reductions in the workforce are involved ie where employees leave the organisation due to redundancy or TUPE transfers and where redeployments are necessary.

This summary report highlights the main points in the full report.

## Workforce Profile and Recruitment Monitoring

### 1. Ethnicity

**Workforce Profile** 34.13% Black, Asian and Minority Ethnic employees

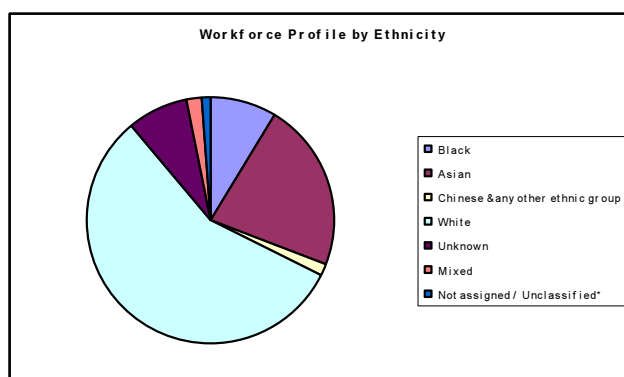
**Local Community** 48.35% Black, Asian and Minority Ethnic residents<sup>1</sup>

**Recruitment** 66.9% of all applications were received from BAME applicants  
 55% of all applicants shortlisted were BAME applicants  
 42.7% of all applicants appointed were BAME applicants

There has been a slight increase in the proportion of BAME staff in the workforce (from 33.51% in 2008/9 to 34.13% in 2009/10).

The council's aim is have a workforce that is representative of its local community, working age, which is 48.35%.

The composition of the workforce remains lower than the BAME working age population of Harrow and a sub group of the Corporate Equality Group has been established which will be investigating how the Council might increase the proportion of BAME employees in the workforce at all levels.



The chart below shows that the majority of BAME staff are represented paybands 1-3 (as are white staff).

	White %	BAME %	Total No
<b>Payband</b> 1 (up to £18,582pa)	31.11%	43.08%	2325
2 (£18,583 - £30,390 pa)	32.66%	32.70%	2124
3 (£30,391 - £41,610 pa)	25.64%	19.37%	1493
4 (£41,611 - £60,057 pa)	7.70%	4.40%	397
5 (£60,058 - £92,892 pa)	2.53%	0.36%	106
6 (£92,893 pa and above)	0.35%	0.09%	16
<b>Total</b>	100.00%	100.00%	6461

Monitoring the outcomes of recruitment and selection processes shows that 47.4% of the internal appointments made during 2009/10 were of BAME staff, but the proportion of

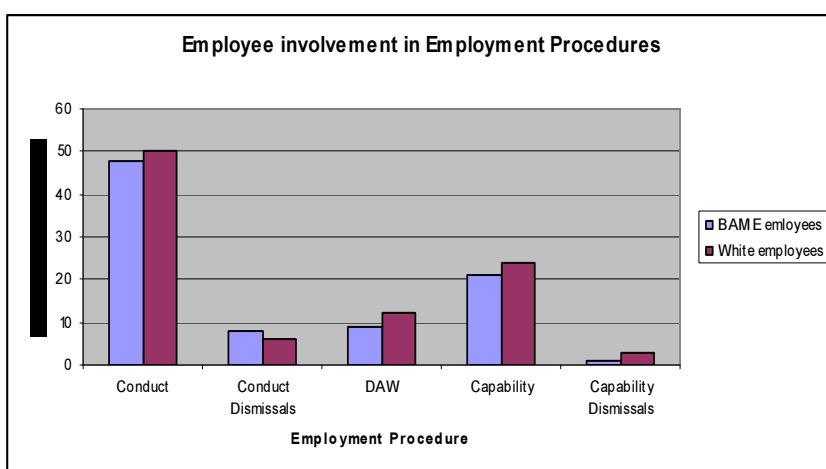
<sup>1</sup> Office for National Statistics Middle Year Estimate GLA 2007 Round Ethnic Group Population Projections for 2008

externally recruited BAME appointments decreased to 42.7% of appointments. A sub-group of the Corporate Equalities Group has been established to undertake analysis to understand why external BAME applicants are less successful than internal BAME staff.

**Employment Procedures**

This chart shows employee involvement in employment procedures by ethnicity.

- Conduct – 48 BAME; 50 White (i.e. affecting 1.5% of workforce)
- Conduct dismissals – 8 BAME, 6 White
- Dignity at Work – 9 BAME, 12 White
- Capability – 21 BAME, 24 White
- Capability dismissals – 1 BAME, 3 White



The level of involvement of BAME staff in employment procedures (49%) appears to be disproportionate to the workforce profile (ie 34.13% BAME). The level of conduct dismissals appears to disproportionately affect BAME staff (57%).

**Corporately organised course attendance**

The chart below shows that a greater proportion of BAME staff (39%) attended corporately organised training courses than their representation in the workforce (34.13%).

	Ethnicity		
	BAME	White	Unknown
Number of Employees	1462	2015	277
	39%	54%	7%

Of those who attended CMS and DMS courses, 50% were BAME staff; 36% of BAME staff attended the First Line Managers NVQ programme; 56% of BAME staff attended the courses specifically organised for Adults Services and 52% for Children’s Services.

## 2. Gender

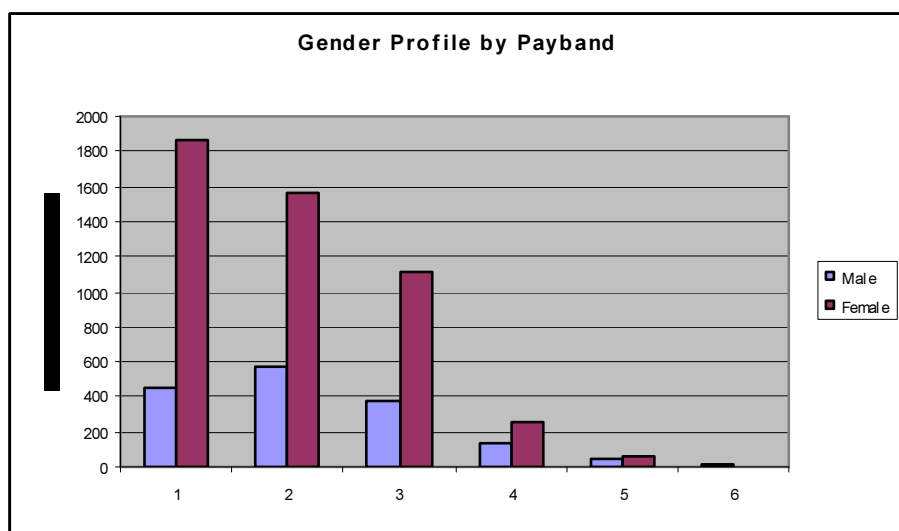
**Workforce Profile** 75.39% women

**Local Community** 49.98% women<sup>2</sup>

**Recruitment** 52.9% of all applications received were from women  
 55.4% of all applicants shortlisted were female  
 40.9% of all applicants appointed were female

The gender proportions (headcount) in the workforce for 2008/09 were 76.29% women and 23.71% men and in 2009/10 were 75.39% women and 24.61% men – broadly similar to previous years. This continues to exceed the proportion of women in Harrow's general population, which is 49.98%.

The table below shows that women are represented predominantly in the lower pay bands.



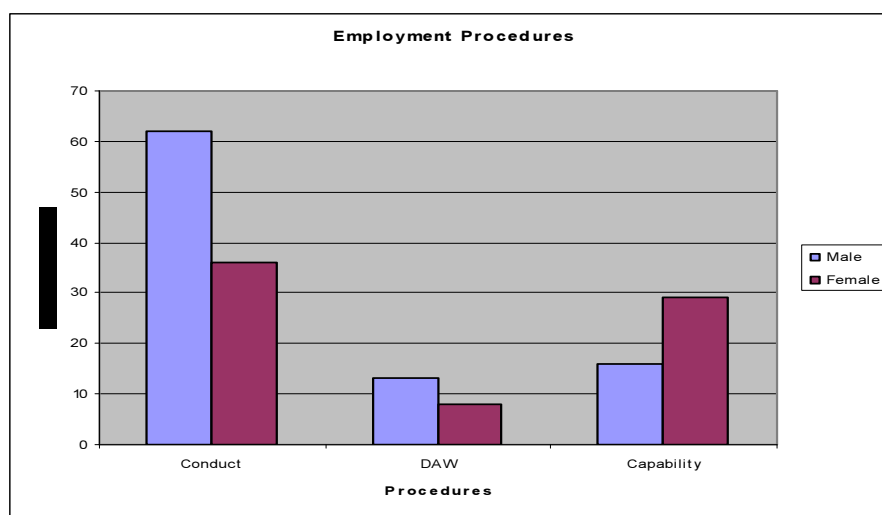
This year, more men were appointed than women (59.1%). This was not in proportion to the number of applications received.

<sup>2</sup> Office for National Statistics Middle Year Estimate GLA 2007 Round Ethnic Group Population Projections for 2008

## Employment procedures

This chart shows employee involvement in employment procedures by gender.

Conduct – 62 Men; 36 Women (i.e. affecting 1.5% of workforce)  
 Dignity at Work – 13 Men, 8 Women  
 Capability – 16 Men, 29 Women



The chart shows that a greater percentage of men were involved in the Conduct procedure (63%) and men raised more Dignity at Work complaints (62%) compared with women who make up 75% of the workforce.

## Corporately organised course attendance

The chart below shows that a greater proportion of Men (66%) attended corporately organised training courses than their representation in the workforce (24.61%).

	Gender	
	Male	Female
Number of Employees	1283	2481
	34%	66%

Of those who attended CMS and DMS courses, 19% were men and 81% were women; 36% of delegates on the First Line Managers NVQ programme were men and 64% were women; 29 of delegates on course specifically organised for Adults Services were men and 16% for Children's Services.



### 3. Disability

**Workforce Profile** 1.89% declared a disability (8% of respondents to the November 2008 Staff Survey declared a disability)

**Local Community** 10.3% of working age (18/65 years) people with disabilities in the community have a limiting life long illness<sup>3</sup>. It is not possible to identify the number of people declaring a disability who are economically active, i.e. either in work or seeking work

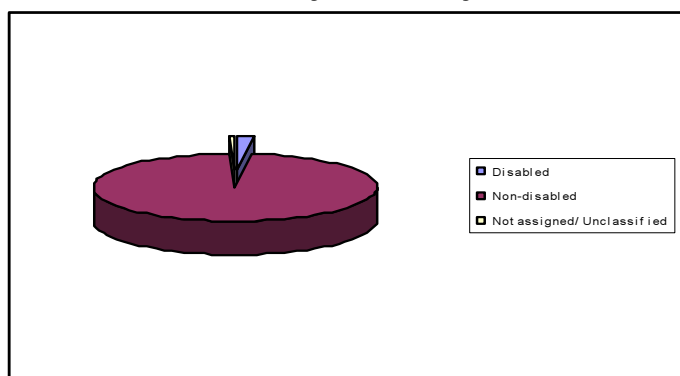
#### Recruitment

2.9% of all applications were received from applicants who had declared a disability

3.7% of all applicants shortlisted had declared a disability

4.7% of all applicants appointed had declared a disability

#### Workforce Profile by Disability



The percentage of staff (headcount) that declared a disability fell from 2.08% in 2009, demonstrating a continuing reduction in the numbers of staff declaring a disability. The November 2008 staff survey indicated that 8% of respondents declared a disability which seems to indicate that our records are not accurate.

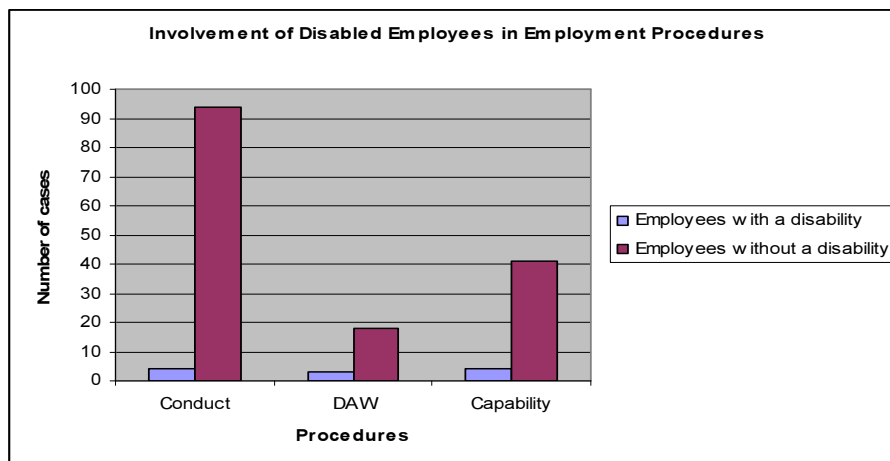
For the year to 31 March 2010, the proportion of disabled people that applied for jobs with the council was low at 2.9% of applicants and whilst the proportion of appointments of disabled people increased to 4.7%, as it relates to only 6 appointments (less than last year) this data is not statistically valid.

<sup>3</sup> Office for National Statistics Middle Year Estimate GLA 2007 Round Ethnic Group Population Projections for 2008

## Employment Procedures

This chart shows employee involvement in employment procedures by disability.

Conduct	– 4 disabled staff, 94 non-disabled
Dignity at Work	– 3 disabled staff, 18 non-disabled
Capability	– 4 disabled staff, 41 non-disabled



The chart appears to show that employees with a disability are disproportionately involved in employment procedures ie Conduct Procedure approximately 4%; Dignity at Work cases 17%; Capability 8.8%. Whilst this is not reflective of the workforce (1.89%) as it relates to so few cases, the data is not statistically valid.

### Corporately organised course attendance

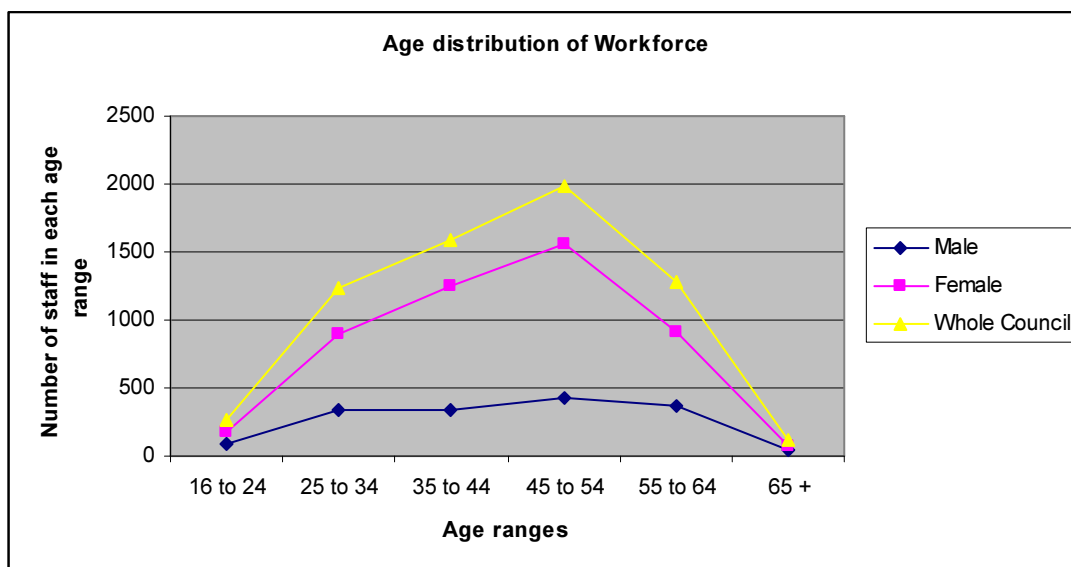
The chart below shows that 3% of delegates attending these courses declare a disability.

	Disability	
	Yes	No
Number of Employees	124	3640
	3%	97%

Of those who attended CMS and DMS courses, 100% were non-disabled employees; 5% of delegates on the First Line Managers NVQ programme disabled employees; 8% of delegates on course specifically organised for Adults Services were disabled employees and 1% for Children's Services.

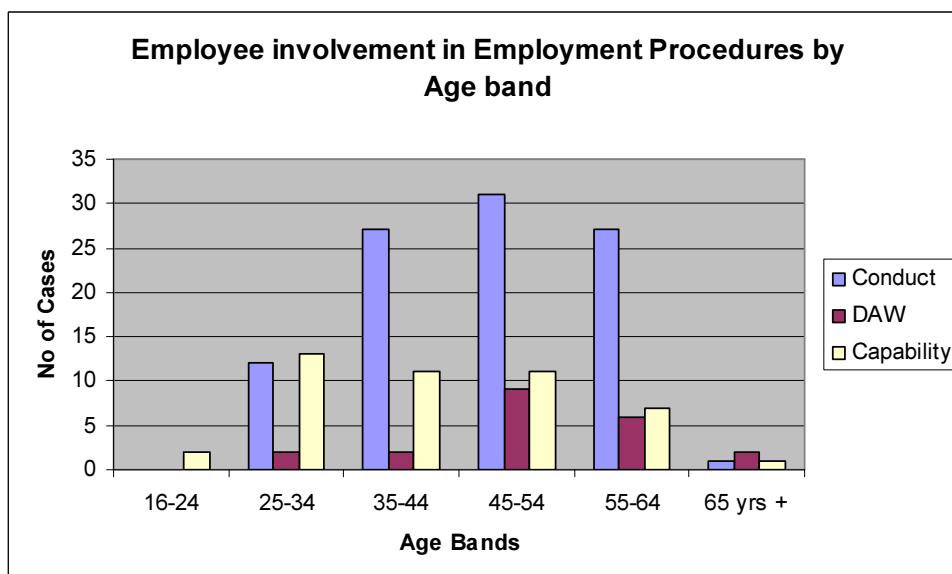
## 4. Age

The graph below shows that the Council continues to have an older workforce with the greatest concentrations being aged between 35 and 54 (55.32%). The greatest proportion of employees are in 45 – 54 age range (almost a third). There continues to be fewer than 4% of employees under the age of 25 and a small number are aged 65 or over. The aging workforce could lead to high turnover in future years resulting in potentially high numbers of vacancies, increasing costs of temporary or agency cover and recruitment and retention difficulties. Plans to start to address this position where possible are reflected in the Strategy for People Action Plan.



## Employment Procedures

This chart shows employee involvement in employment procedures by ageband.



The proportion of conduct cases appears to reflect the age distribution of the workforce.

It is interesting to note that the proportion of Capability cases involving employees under the age of 25 years appears to be high given their low representation in the workforce.

The highest number of Dignity at Work cases were raised by staff aged between 25 and 34 years.

**Corporately organised course attendance**

The chart below shows that the majority of those attending corporately organized training are in the age band 25 to 54.

<b>Age Range</b>	
16 to 24	4%
25 to 34	18%
35 to 44	26%
45 to 54	34%
55 to 64	17%
65+	1%

## Learning and Development

Work continues to mainstream equalities into training programmes.

The chart below shows that the social identity of a total of 3,764 employees who attended corporate training courses between 1<sup>st</sup> April 2009 and 31<sup>st</sup> March 2010.

	Disability		Gender		Ethnicity		
	Yes	No	Male	Female	BAME	White	Unknown
Number of Employees	124	3640	1283	2481	1462	2015	277
	3%	97%	34%	66%	39%	54%	7%

Our corporate learning and development programme offers a range of equality and diversity courses which include:

- An e-learning module on Equality Impact Assessments which is currently being rolled out to all middle managers and above;
- A half day classroom session on EqlAs open to all staff interested in developing their knowledge on EqlAs;
- Two half day Disability Equality training for staff delivered through our contract with Harrow Association of Disabled People (HAD);
- Two half day Diversity and Cultural Awareness sessions provided by Focal Vocal which include a theatrical performance and role play looking at types of discrimination, barriers in service delivery and improving frontline services and customer care.

In future years it will be possible to provide information on who has applied for training as well as those who have actually attended, using the “Coursebooker” system.

### Some of the actions we have taken over the last 12 months

- **Appointment of Equalities Officer** - a new Council Equalities officer was appointed to provide professional advice on equalities and diversity across all services within the Council and to support service improvement.
- **Corporate Equalities Sub Group established** to identify what workforce measures should be monitored, reported on and develop an action plan on how to obtain it and to consider how it should be presented in the Annual Equality Report.
- **Equality Impact Assessment training** - A new Equality Impact Assessment E-Learning tool was launched which enables managers to participate in on-line training on how to complete the new Equality Impact Assessment template.
- **Single Equalities Scheme** - The Council is currently consulting on its new Single Equality Scheme which aims to ensure that Council services meet the needs and requirements of the diverse community.
- **Equality Framework** - The new Equalities Framework for Local Government was introduced on 1<sup>st</sup> April 2009. The Council has now set itself a target of achieving the 'Excellent' Level of the new framework by March 2012.
- **Equality Matters** – a new newsletter launched in October 2010, to be produced quarterly, to keep staff and elected members informed and engaged in relation to equality and diversity issues
- **Vitality Views** - a new magazine, launched in the summer of 2009, for older and vulnerable adults (over 50's and adult social care service users) focusing health and wellbeing and containing information on Council services and activities available.
- **Member induction** - a comprehensive induction programme for members (including the 19 new councillors) which included training on a wide variety of matters and a specific session on equality and diversity issues.
- **Electoral Services:** Delivered a fair and transparent process for recruiting staff to work on the 2010 elections which included training which specifically looked at access requirements including disability, language barriers etc
- **Learning 4 programme** offered to staff groups – 700 staff achieved NVQ's at Supervisor level and below
- **Positive about Disabled People** ('two ticks') – the Council has been re-awarded this symbol in recognition of its continuing commitment to meeting the needs of disabled staff.
- **Staff Benefits Fair** – held to inform staff about the range of benefits such as flexible working arrangements, terms and conditions and discounts available, including Credit Union as well as Disabled Workers Group, LGBT group, and Trade Unions.
- **Open Faith Weekend** launched in partnership with Harrow Interfaith Council in November 2009 when 15 places of worship opened their doors to the Harrow Community.
- **International Women's Day** celebrated in March 2010.

## Some of the actions planned for the Future

- **International Day of Disabled People – 3<sup>rd</sup> December 2010**

The annual observance of the International Day of Disabled People aims to promote an understanding of disability issues, the rights of people with impairments.

In association with Harrow Association of Disabled People (HAD), Harrow Council have arranged a special 'Disability Awareness' seminar for managers on 3<sup>rd</sup> December 2010. The aim of the sessions is to improve understanding and equality issues for disabled members of staff and service users.

- **Equality Act**

The act becomes effective on 1<sup>st</sup> October 2010 and Harrow Council will ensure that all staff (Managers, front line, etc) will be made aware of their responsibilities under this legislation.

- **Single Equality Scheme**

The Council is currently conducting extensive consultation on its new Single Equality Scheme which aims to ensure that Council services meet the needs and requirements of diverse local community.

The scheme will set out how the Council will meet its general and specific duties to proactively promote equality of opportunity, eliminate unlawful discrimination and promote good relations between groups.

The updated scheme will contain reference to the proposed 7<sup>th</sup> equality strand "socio economic disadvantage" (as mentioned in the Equality Act 2010), in addition to the six existing strands (race, gender, disability, age, religion or belief and sexual orientation).

The aim is to publish the updated Single Equalities Scheme in December 2010.

Harrow Council will continue to work with its staff, service users, partners and the local community to promote equalities issues across all its services and the borough.