

**REPORT  
FOR:**

**EMPLOYEES' CONSULTATIVE  
FORUM**

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Date of Meeting: 10<sup>TH</sup> October 2011

Subject: **INFORMATION REPORT – ANNUAL  
EQUALITY IN EMPLOYMENT MONITORING  
FROM 1 APRIL 2010 – 31<sup>ST</sup> MARCH 2011**

Responsible  
Officer: Tom Whiting  
Assistant Chief Executive

Exempt: No

Enclosures: **Appendices**

1. Council Pay bands.
2. Report on Workforce Profile of Partner Organisations
3. Report on Learning & Development
4. Directorate Reports
  - 4a Adults & Housing
  - 4b Chief Executive's
  - 4c Children's.
  - 4d Community & Environment
  - 4e Corporate Finance
  - 4f Legal & Governance
  - 4g Place Shaping

**SECTION 1 - SUMMARY**

Report includes information on Recruitment Applicant Monitoring, Workforce Profile, take up of corporately organised training courses and application of employment procedures.

**FOR INFORMATION**

**SECTION 2 - REPORT**

**Harrow Council**

**Annual Equalities in Employment Report**

**1 April 2010 and 31 March 2011**

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# INTRODUCTION

## Background

Harrow Council is one of largest employers in the borough. We are committed to employing a diverse workforce to help us understand and relate to the community we serve.

The Equality Act 2010 introduced a Public Sector Equality Duty, which requires public bodies to publish information about their performance on equality and show the impact of their policies and practices on employees. This report addresses most of the requirements of the general and specific equality duty. Action is being taken to capture the remaining information necessary to monitor new protected characteristics arising from the Equalities Act 2010.

## How information is presented

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

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

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

## What the report covers

This new style Summary Report provides headline information on equalities relating to employment issues and captures information relating to age, disability, race, sex and for pregnancy and maternity, information relating to the return rate for women on maternity leave as that is the only available data in relation to this characteristic.

The intention is to include additional information in future reports on sexual orientation, religion or belief, marriage and civil partnership and gender reassignment, in order to comply with the new requirements of the Equality Act 2010. The Council is assessing the best way to obtain this information.

The report details the council's annual workforce profile as at 31<sup>st</sup> March 2011 and equalities monitoring data relating to Harrow's employment policies and practices for the period 01 April 2010 to 31 March 2011. This includes permanent and temporary employees.

The report also includes recruitment monitoring information; take up of corporately organised training courses; employment procedures such as conduct, capability and dignity at work cases; leavers including VSS and summary annual reports for each directorate.

Following the launch of the Council's redeployment portal RedeployR in August 2011, future Equalities Reports will include equalities data for redeployments.

At the ECF meeting on 21 December 2010, a request was made, for future reports, to show the workforce profile and employment procedures monitoring data, separately for the whole Council and for schools, which is reflected in this year's report.

This year's report also includes brief information on the workforce profile for agency workers and some of our partner organisations as of 31 March 2011, where available. Schools data does not include employees working in voluntary aided schools.

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

Recruitment monitoring data only includes recruitment managed by Contact III, the Council's outsourced recruitment administration service. Most schools do not use this service therefore analysis of this information in the report, excludes schools.

The report details a fall in employee numbers and the level of recruitment carried out during the year, a trend that is expected to continue into next year. Over the whole year there was a reduction in the number of appointments i.e. a total of only 44 appointments compared to 132 in 2009/10. This year's low levels of recruitment need to be taken into account when considering the figures within this report.

With reducing levels of recruitment, it is proving 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.

The data used in this report has been obtained from a number of sources ie from Contact III, from the SAP system, from HR Civica system and from individual schemes such as the Voluntary Severance Scheme.

This report contains only some of the data produced in relation to equalities information and further more detailed information is available on request.

### **Comparisons with the community**

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

The figures used when comparing the make up of the workforce against the make up of the local population (i.e. Race, Sex and Age) are based on projections from the last census (2001) and may not necessarily accurately reflect the current community profile. Figures will be available next year, based on the March 2011 census results, which should provide a more accurate figure for comparison purposes.

Following feedback on last year's report, this year's workforce statistics do not include BVPI figures. This is because the calculations used to produce BVPI information are different (i.e. based on full-time equivalents not headcount and employees with more than one job are counted twice). The result is that two different sets of figures produced in past reports have caused confusion.

# 2010/11 MAIN REPORT

## Ethnicity

### Headlines

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

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

- 34.92% - Whole Council (including schools based employees)
- 37.79% - Council (excluding schools based employees)
- 33.08% - Schools based employees

**Workforce Profile** – White employees

- 56.37% - Whole Council (including schools based employees)
- 56.16% - Council (excluding schools based employees)
- 56.43% - Schools based employees

**Recruitment** (excluding schools)

- 62% applications received from BAME applicants
- 51% applicants short listed were BAME applicants
- 42.9% of applicants appointed were BAME applicants

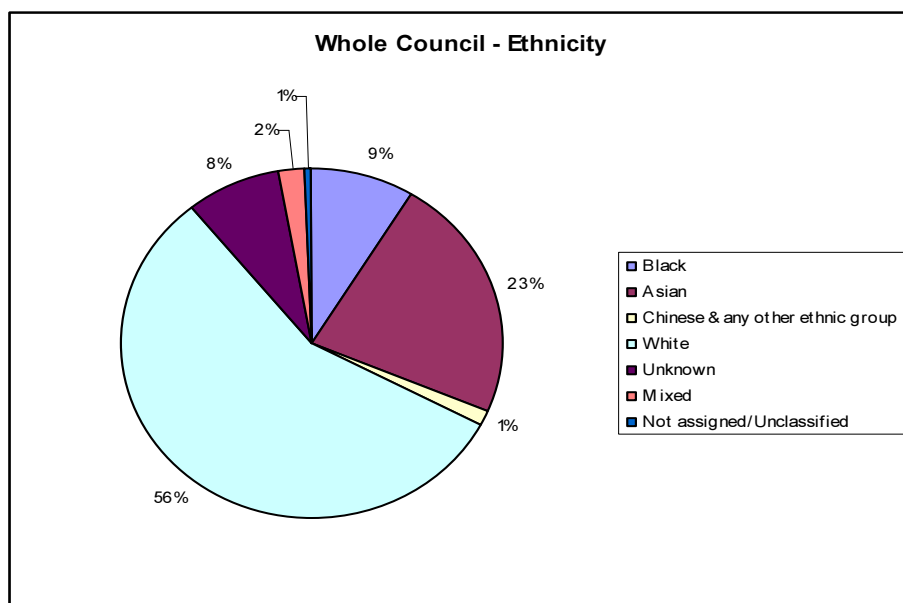
### WORKFORCE PROFILE 2010/11

The total workforce as at 31st March 2011 was 6,291, a reduction of 170 compared with the previous year. Recruitment throughout the year has also been low with only 44 appointments processed by Contact III.

The proportion of employees from BAME for 2010/11 has increased to 34.92%, compared to the 2009/10 figures (34.13%), which continues the pattern of modest year-on-year improvement.

	Whole Council		Excluding Schools		Schools only	
	Headcount	%	Headcount	%	Headcount	%
<b>BAME</b>	2197	34.92%	969	37.79%	1243	33.07%
<b>White</b>	3546	56.37%	1440	56.16%	2121	56.43%
<b>Unclassified/ Unknown</b>	548	8.71%	155	6.05%	395	10.50%
<b>Total</b>	<b>6291</b>	<b>100%</b>	<b>2564</b>	<b>100%</b>	<b>3759</b>	<b>100%</b>

The percentage of BAME employees across the Council excluding schools (37.79%) is higher than the figure for the whole Council including schools (34.92%). This is because the proportion of BAME employees in schools (the larger workforce) is slightly lower (33.08%).



A sub group of the Corporate Equality Group met during the year to consider issues relating to the low representation of BAME employees in the workforce. The sub-group has undertaken research and outcomes include:

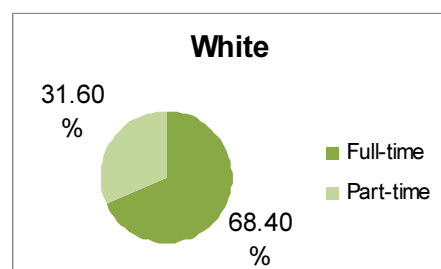
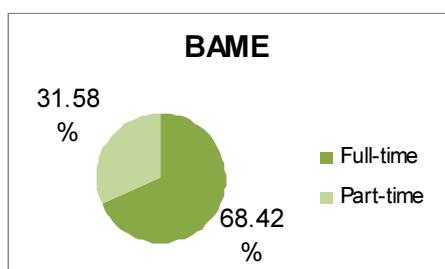
- a review of the Recruitment and Selection procedure (LEAN project)
- revised and extended monitoring set compliant with the Equalities Act 2010 - action currently being taken to cost changes and for implementation and being delivered, by end 2011/12
- corporate equalities training reviewed, modified and re-procured.

### Part Time Working

This is the first time information about part-time working is being included in this report. Data is provided on the whole council, excluding schools and schools separately.

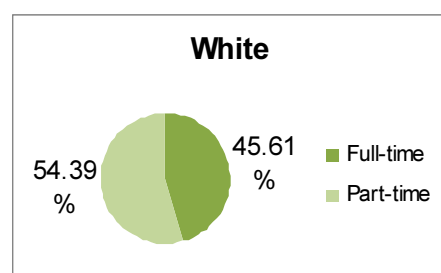
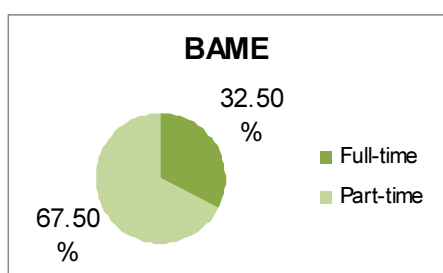
	Whole Council		Excluding Schools		Schools only	
	FT	PT	FT	PT	FT	PT
<b>BAME</b>	1067	1130	663	306	404	839
<b>White</b>	1952	1594	985	455	968	1153
<b>Unclassified/ Unknown</b>	284	264	107	48	177	218
<b>Total</b>	<b>3303</b>	<b>2988</b>	<b>1755</b>	<b>809</b>	<b>1549</b>	<b>2210</b>

### Percentage of BAME Employees working Part-time – excluding Schools



The above charts show that the proportion of Council employees working part-time (excluding school based employees) is very similar for BAME and White employees. Overall, over two-thirds of employees continue to work full-time with less than one-third working part-time.

### Percentage of BAME Employees working Part-time – Schools



The above charts show a very different pattern. In schools, overall, a larger percentage of employees work on a part-time basis. However, a greater proportion of BAME employees (67.5%) work on a part time basis compared to White employees (32.5%).

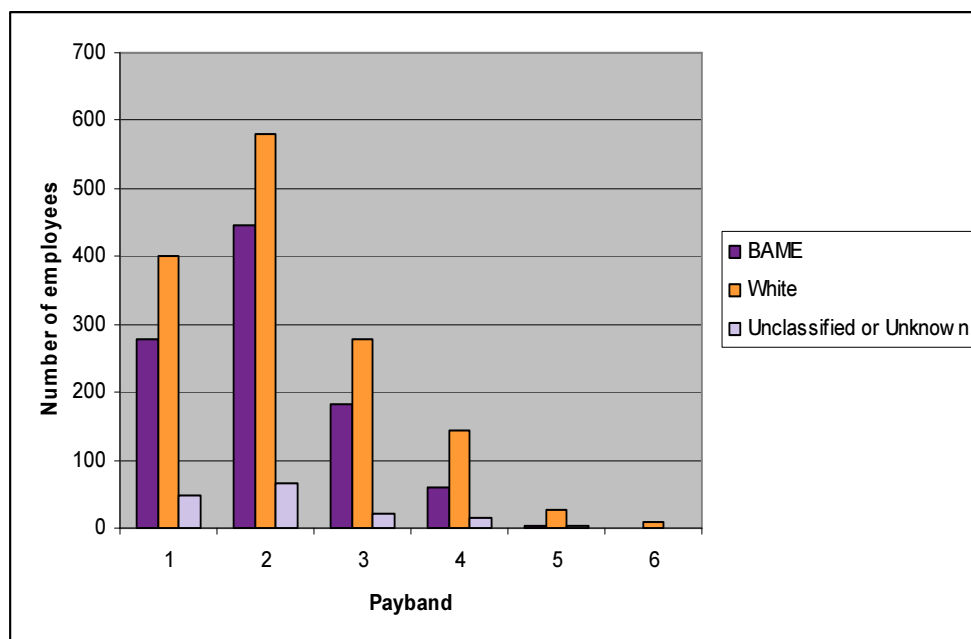
### **Pay bands**

#### Employees by Ethnicity at each Pay band (excluding Schools)

	1	2	3	4	5	6	Total
<b>BAME</b>	<b>279</b>	<b>445</b>	<b>182</b>	<b>59</b>	<b>4</b>	<b>0</b>	<b>969</b>
<i>% BAME</i>	28.8%	45.9%	18.7%	6.0%	0.4%	0%	
<b>White</b>	<b>400</b>	<b>581</b>	<b>277</b>	<b>144</b>	<b>28</b>	<b>10</b>	<b>1440</b>
<i>% White</i>	27.7%	40.3%	19.2%	10.0%	1.94%	0.69%	
<b>Unclassified</b>	<b>49</b>	<b>67</b>	<b>21</b>	<b>15</b>	<b>3</b>	<b>0</b>	<b>155</b>
<i>% Unclassified</i>	31.61%	43.22%	13.54%	9.67%	1.93%	0%	
<b>Total</b>	<b>728</b>	<b>1093</b>	<b>480</b>	<b>218</b>	<b>35</b>	<b>10</b>	<b>2564</b>

Previous equalities reports have noted that the Council has a smaller percentage of BAME employees at the higher pay bands compared to White employees. This is true, particularly at pay band 6 (Corporate Director level) where there is no representation of BAME employees. However the percentage difference between White and BAME employees at each pay band is less than 5% as shown above.



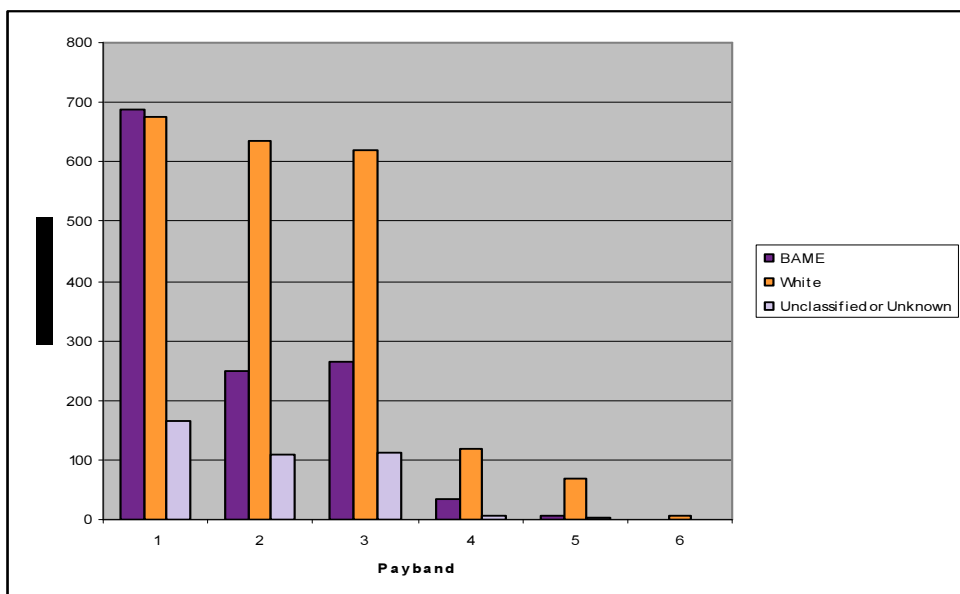


The above charts show the distribution of BAME and White employees across the paybands. For all groups the highest numbers of employees are employed at Payband 2. Paybands 1-3 cover non managerial H grades.

#### Employees by Ethnicity at each Pay band – Schools

	1	2	3	4	5	6	Total
<b>BAME</b>	<b>687</b>	<b>250</b>	<b>265</b>	<b>35</b>	<b>5</b>	<b>1</b>	<b>1243</b>
<i>% BAME</i>	<i>55.27%</i>	<i>20.11%</i>	<i>21.32%</i>	<i>2.86%</i>	<i>0.40%</i>	<i>0.08%</i>	
<b>White</b>	<b>675</b>	<b>635</b>	<b>619</b>	<b>119</b>	<b>68</b>	<b>5</b>	<b>2121</b>
<i>% White</i>	<i>31.82%</i>	<i>29.93%</i>	<i>29.18%</i>	<i>5.61%</i>	<i>3.20%</i>	<i>0.23%</i>	
<b>Unclassified</b>	<b>164</b>	<b>110</b>	<b>111</b>	<b>7</b>	<b>3</b>	<b>0</b>	<b>395</b>
<i>% Unclassified</i>	<i>41.51%</i>	<i>27.85</i>	<i>28.10%</i>	<i>1.77%</i>	<i>0.76</i>	<i>0%</i>	
<b>Total</b>	<b>1526</b>	<b>995</b>	<b>995</b>	<b>161</b>	<b>76</b>	<b>6</b>	<b>3759</b>

For the first time this report includes information about the distribution of school based BAME and White employees across the pay bands. Whilst at the lowest pay band there is little difference in the number of BAME and White employees there is a difference in proportion i.e. 55.27% BAME and 31.82% White. At every other level there are significantly more White than BAME employees.



## RECRUITMENT MONITORING (excluding schools)

### External Recruitment

#### Recruitment Monitoring at different stages by Ethnicity

Applicant Monitoring – All Recruitment				
Year	Ethnicity	Applications	Shortlisted	Appointed
2010/11	BAME	62.0% (1307)	51.0% (159)	42.9% (18)
	White	38.0% (802)	49.0% (153)	57.1% (24)
2009/10	BAME	66.9% (4027)	55.0% (451)	42.7% (56)
2008/09	BAME	64.0% (3641)	55.1% (616)	43.4% (109)

In 2010/11 a smaller proportion of applications were received from BAME applicants (62% compared to 66.9% in 2009/10), a smaller proportion of BAME applicants were short listed (51% in 2010/11 compared to 55% in 2009/10) but a slightly higher proportion of BAME applicants were appointed (42.9% in 2010/11 compared with 42.7% in 2009/10). Although a higher proportion of BAME applicants were appointed in 2010/11 compared to 2009/10, the actual number appointed was considerably less ie only 18 in 2010/11 compared to 56 in 2009/10 which highlights the difficulty in drawing meaningful conclusions from the data.

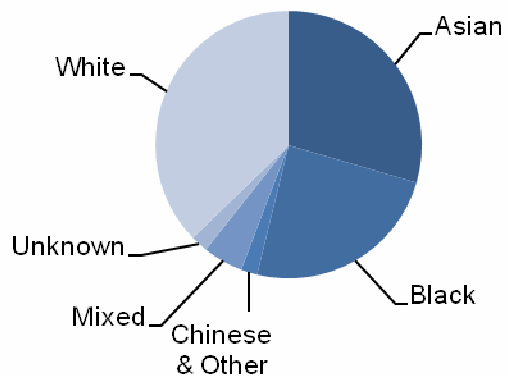
From the above chart we can see that the number of BAME and White applicants shortlisted, and appointed are similar. However, on the basis that a far greater number of applications were received from BAME applicants compared to White applicants the number of BAME appointments is proportionately lower.

The Corporate Equalities Sub Group has been considering this issue.

## Applicant Monitoring – by Ethnic Origin

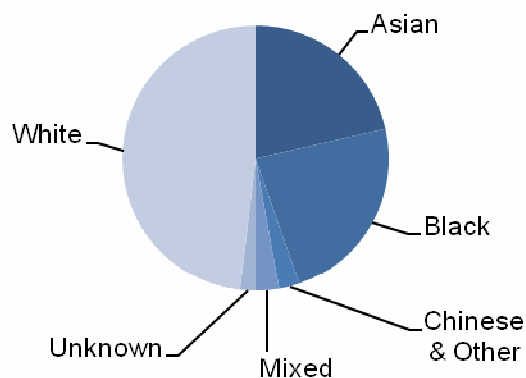
### Applications Received by Ethnic Origin

Ethnicity	No.
Asian	636
Black	523
Chinese & Other	43
Mixed	105
Unknown	45
White	802
Total	2154



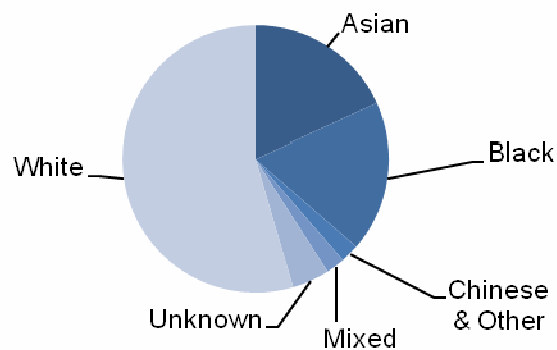
### Applications Shortlisted by Ethnic Origin

Ethnicity	No.
Asian	68
Black	74
Chinese & Other	8
Mixed	9
Unknown	6
White	153
Total	318



### Applications Appointed by Ethnic Origin

Ethnicity	No.
Asian	8
Black	8
Chinese & Other	1
Mixed	1
Unknown	2
White	24
Total	44



As further reductions in recruitment activity are envisaged over the coming years, it will become increasingly difficult for the Council to increase its level of BAME employees in the workforce by recruitment of new employees to meet its target of 53% and reflect the representation of BAME residents in the local community, through recruitment alone.

The ethnic origin chart also shows that the proportion of White applicants increases at the short listing and appointment stages, whilst the proportion of Asian and Black applicants reduces at both stages.

With the requirement to reduce Council spend by a further £30m over the next few years, there is a potential for a smaller workforce and a continuing drop in levels of recruitment. Monitoring will continue to take place of both the workforce profile and recruitment/leaver data, to determine how this affects the make up of the workforce.

### Internal Recruitment

Applicant Monitoring				
Year	Ethnicity	Applications	Short listed	Appointed
2010/11	BAME	59.6% (133)	52.1% (49)	71.4% (5)
	White	40.4% (90)	47.9% (45)	28.6% (2)
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)

The outcomes of the recruitment process show that 71.4% of all internal appointments were of BAME employees. Whilst this is a dramatic improvement on the previous year (47.4%), care needs to be taken when interpreting this data as there were only 7 internal appointments managed by Contact III, of whom 5 were BAME appointments.

### EMPLOYMENT PROCEDURES

This chart shows employee involvement in the Conduct Procedure, across the whole Council including schools, by ethnicity.

#### Conduct cases by Ethnicity

	BAME	White	Total
<b>Cases</b>	28 40%	42 60%	70
<b>Warnings</b>	2 22%	7 78%	9
<b>Dismissals</b>	2 29%	7 71%	7

The total number of conduct cases fell from 98 in 2009/10 to 70 during 2010/11.

Of the 70 cases, 56 were either resolved through guidance, found to be no case to answer or were ongoing as at 31<sup>st</sup> March 2011.

There were 2 appeals against the 9 warnings issued, both by White employees. One appeal was successful.

There were 2 appeals against dismissal decisions, both from white employees but neither was successful.

As the number of conduct cases is relatively low it is difficult to draw many meaningful conclusions from the data.

Capability cases by Ethnicity

	BAME	White	Total
<b>Cases</b>	16	20	36
	44%	56%	
<b>Warnings</b>	6	4	10
	60%	40%	
<b>Dismissals</b>	2	2	4
	50%	50%	

From the above chart we can determine that of the 36 Capability cases, 28% resulted in Warnings and 11% resulted in Dismissal.

There were 3 appeals against the 10 warnings issued all by BAME employees. None of the appeals were successful.

There were no appeals against dismissal for capability reasons.

Dignity at Work cases by Ethnicity

	BAME	White	Unknown	Total
<b>Cases</b>	13	14	1	28
	46%	50%	4%	
<b>Appeals</b>	3	1	0	4
	22%	78%	0	

Of the 27 cases for which ethnicity data is available, 1 case included a claim of discrimination on the grounds of race.

Four employees were unhappy with the outcome of their complaint and requested an appeal. Of the cases that went to appeal, the outcome was not changed in 3 cases but in 1 case the result was a partly changed outcome following the appeal.

**LEAVERS**

	BAME	White	Unknown	Total
Ill Health Dismissal	4	6		10
Redundancy	11	10	1	22
Severance	36	85	5	126
Resignation and Other	306	536	92	934
<b>Total</b>	<b>357</b>	<b>637</b>	<b>98</b>	<b>1092</b>

This year's overall leavers profile, obtained from SAP, shows that of the 1092 leavers, 30% were BAME, which is marginally lower than their representation in the current workforce (34.92%). The SAP figures include leavers from schools, who often are employed on a temporary basis. These figures have no correlation with the figures for new appointments which do not include schools based employees.

The data also shows a slightly higher proportion of BAME employees leaving the council on redundancy. However, note that the overall numbers of redundancies across the Council in 2010/11 was only 22. Nine (41%) of these were from the Children's Service, which is currently undergoing a major transformation programme.

### Voluntary Severance Scheme (VSS) excludes schools

The information below has been produced using data from the 2010 VSS scheme for those employees who left between 1<sup>st</sup> April 2010 and 31<sup>st</sup> March 2011.

The chart below shows 261 employees wished to pursue their requests for VSS, however, this figure also includes employees who, late in the process, became subject to a TUPE exercise or decided not to pursue their VSS application.

	EMPLOYEE APPLICATIONS		NOT AGREED		VSS LEAVERS	
	No.	%	No.	%	No.	%
<b>White</b>	163	62.5%	61	57%	85	67%
<b>BAME</b>	84	32.2%	40	38%	35	28%
<b>Unknown/Unclassified</b>	14	5.4%	5	5%	6	5%
<b>TOTAL</b>	261	100%	106	100%	126	100%

The proportion of applications for VSS received from BAME employees at 32.2% is lower than their representation in the workforce (37.79%), 28% of all VSS Leavers were BAME employees.

## Sex

### Headlines

**Local Community** - 51% Female, 49% Male

**Workforce Profile** – Female employees

- 75.93% - Whole Council (including schools based employees)
- 62.29% - Council (excluding schools based employees)
- 85.37% - School based employees

**Recruitment (excluding schools)**

- 52.1% of all applications received were from females
- 53.3% of all applicants short listed were female
- 52.3% of all applicants appointed were female

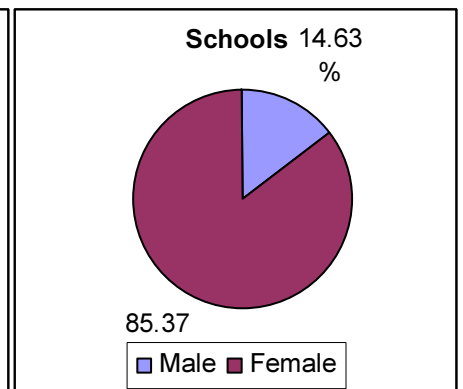
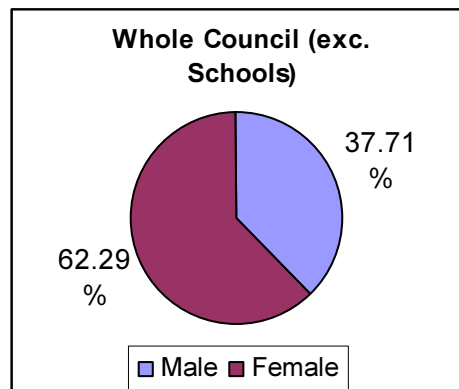
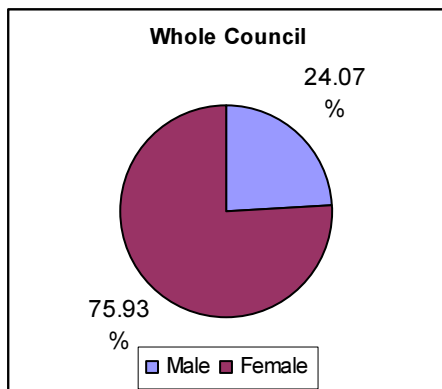
## WORKFORCE PROFILE

The percentage of females employed across the whole Council including schools, increased very slightly to 75.93% in 2010/11 from 75.39% in 2009/10. This figure continues to exceed the proportion of females in Harrow's general population, which is 51%.

The Council employs approximately three times as many females as males, a ratio which has remained fairly constant for a number of years and is consistent with the profile in most other local authorities.

### Council Workforce Profile by Sex

	Whole Council		Excluding Schools		Schools only	
	Headcount	%	Headcount	%	Headcount	%
<b>Male</b>	1514	24.07%	967	37.71%	550	14.63%
<b>Female</b>	4777	75.93%	1597	62.29%	3209	85.37%
<b>Total</b>	<b>6291</b>	<b>100%</b>	<b>2564</b>	<b>100%</b>	<b>3759</b>	<b>100%</b>

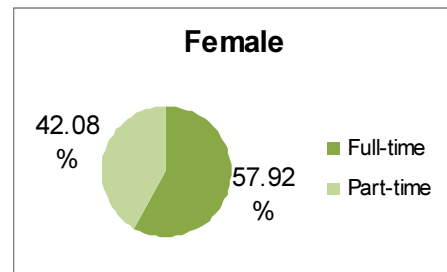
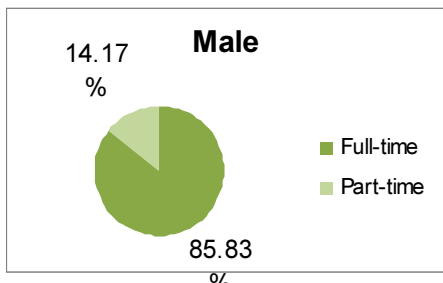


The above charts show that there is a higher representation of females working in schools compared with the non-schools workforce, which when looked at across the whole council, reflects a much lower male representation.

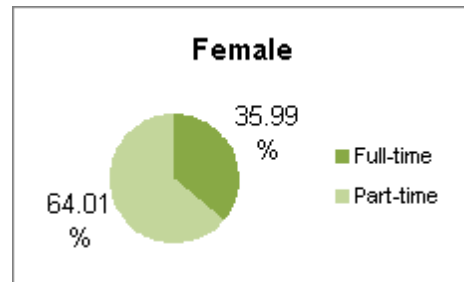
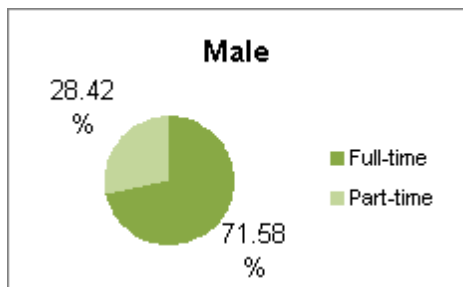
### Part-time Working

	Whole Council		Excluding Schools		Schools only	
	FT	PT	FT	PT	FT	PT
Male	1223	291	830	137	394	156
Female	2080	2697	925	672	1155	2054
Total	3303	2988	1755	809	1549	2210

#### Proportion of Part-time Workers by Sex – (excluding Schools)



#### Proportion of Part-time Workers by Sex – Schools



The above charts show that the proportion of males working part time is much lower than the proportion of females working part-time. It is interesting to note the high number of females working part time in schools (2054) which accounts for approximately 55% of all employees in schools.

There may be many reasons for this e.g. the availability of part-time work at schools (teaching roles or part-time support employees) or the employees choosing to work part time to accommodate childcare responsibilities.

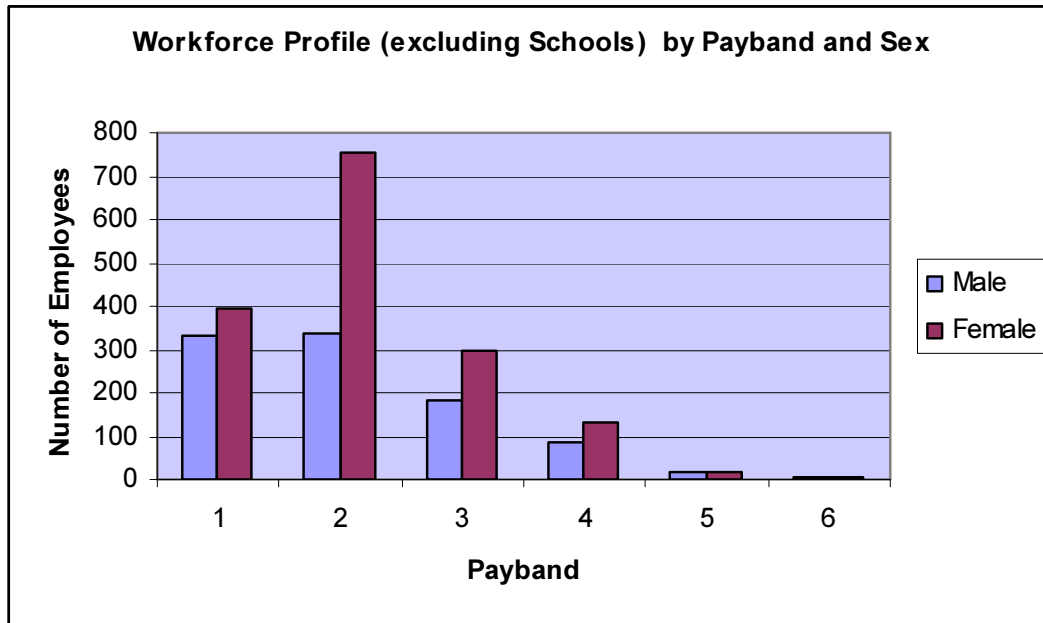
It is also interesting to note the higher percentage of males working in schools who work part time, compared to the percentage of males working part-time in the Council (excluding schools).



**Pay band**

**Workforce Profile by Sex and Pay band (excluding Schools)**

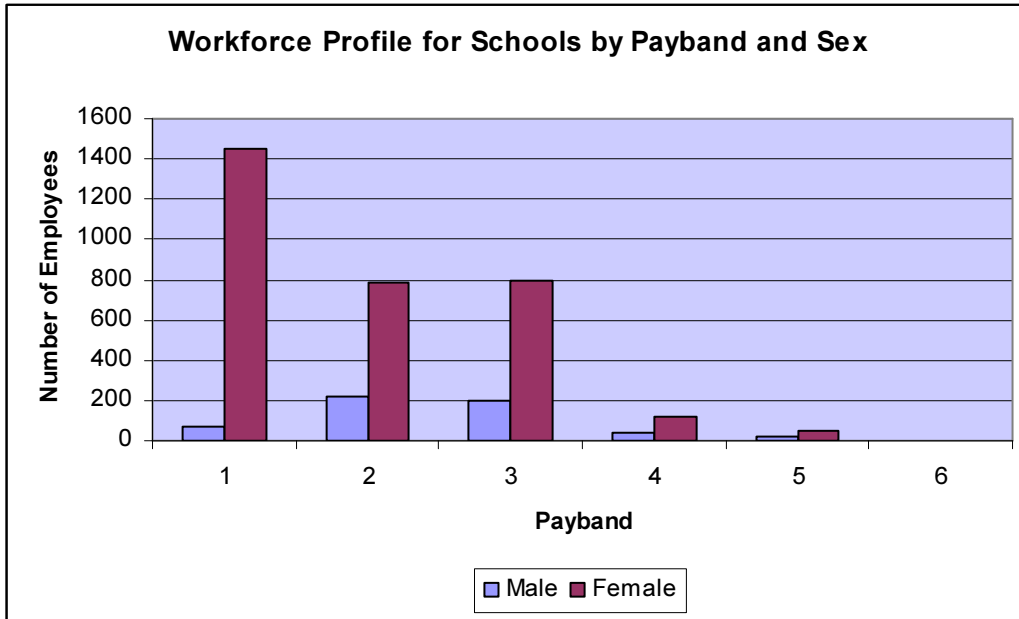
	1	2	3	4	5	6	Total
<b>Male</b>	<b>333</b>	<b>336</b>	<b>183</b>	<b>88</b>	<b>20</b>	<b>7</b>	<b>967</b>
	45.74%	30.74%	38.13%	40.37%	57.14%	70%	
<b>Female</b>	<b>395</b>	<b>757</b>	<b>297</b>	<b>130</b>	<b>15</b>	<b>3</b>	<b>1579</b>
	54.26%	69.26%	61.88%	59.63%	42.86%	30%	
<b>Total</b>	<b>728</b>	<b>1093</b>	<b>480</b>	<b>218</b>	<b>35</b>	<b>10</b>	<b>2564</b>



The above charts show a higher number of women than men at pay bands 1 to 4 in the Council (excluding schools) however this is reversed at the higher pay bands 5 and 6.

**Workforce Profile by Sex and Payband (Schools)**

	1	2	3	4	5	6	Total
<b>Male</b>	<b>74</b>	<b>214</b>	<b>195</b>	<b>41</b>	<b>23</b>	<b>3</b>	<b>550</b>
	45.74%	30.74%	38.13%	40.37%	57.14%	70%	14.63
<b>Female</b>	<b>1452</b>	<b>781</b>	<b>800</b>	<b>120</b>	<b>53</b>	<b>3</b>	<b>3209</b>
	54.26%	69.26%	61.88%	59.63%	42.86%	30%	87.37%
<b>Total</b>	<b>1526</b>	<b>995</b>	<b>995</b>	<b>161</b>	<b>76</b>	<b>6</b>	<b>3759</b>



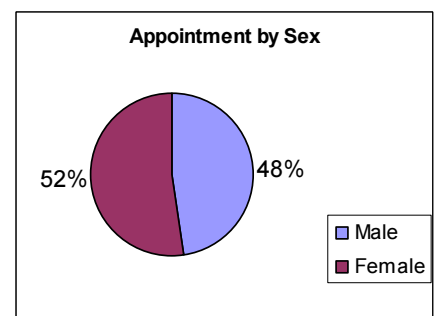
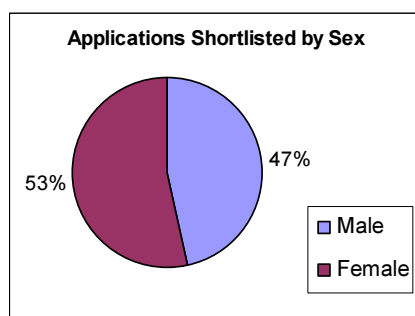
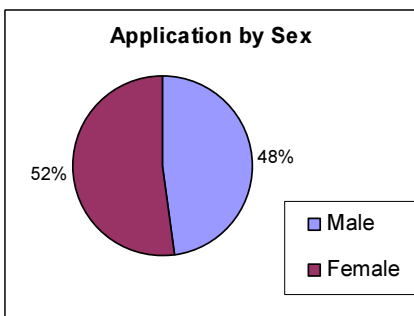
Within schools, there is a steady rise in the proportion of male employees from the lower to higher pay bands and a decline in female employees from the lower to higher bands.

Considering that the representation of male schools employees is only 14.63%, it is clear from the above chart that the majority of these are employed at the higher pay band. However given that there are only 6 employees employed at pay band ,6 consideration needs to be given to this low number in interpreting the data.

**RECRUITMENT MONITORING (excluding Schools)**

**External Recruitment**

This year, more females than males were appointed i.e. 52.3%, which, (apart from last year’s atypical figure when only 40.9% of all appointments were females), follows the pattern over previous years.



<b>Applicant Monitoring – All Recruitment</b>						
<b>Year</b>	<b>Applications</b>		<b>Shortlisted</b>		<b>Appointed</b>	
	Male	Female	Male	Female	Male	Female
<b>2010/11</b>	47.9% (1025)	52.1% (1117)	46.7% (148)	53.3% (169)	47.7% (21)	52.3% (23)
<b>2009/10</b>	47.1% (2857)	52.9% (3211)	44.6% (366)	55.4% (455)	59.1% (78)	40.9% (54)
<b>2008/09</b>	39.8% (2162)	60.2% (3265)	44.7% (447)	55.3% (553)	43.8% (99)	56.2% (127)

The representation of females was consistent at all stages of the recruitment procedure and only slightly higher than the proportion females in the local community (51%).

### Internal Recruitment

<b>Applicant Monitoring – Internal Recruitment</b>						
<b>Year</b>	<b>Applications</b>		<b>Short listed</b>		<b>Appointed</b>	
	Male	Female	Male	Female	Male	Female
<b>2010/11</b>	40.3% (89)	59.7% (132)	34.7% (33)	65.3% (62)	42.9% (3)	57.1% (4)
<b>2009/10</b>	30.4% (112)	69.6% (257)	28.9% (55)	71.1% (135)	36.8% (7)	63.2% (12)
<b>2008/09</b>	32.9% (160)	67.1% (326)	35.3% (76)	64.7% (139)	45.5% (35)	54.5% (42)

The above chart shows the proportion of females who applied, were shortlisted and were appointed was higher than males at every stage of the recruitment process. However, there was a small drop in the proportion of females appointed compared to the proportion of females who applied and were shortlisted.

## **EMPLOYMENT PROCEDURES**

### Conduct cases by Sex

	<b>Male</b>		<b>Female</b>		<b>Total</b>
<b>Cases</b>	40	57.1%	30	42.9%	70
<b>Warnings</b>	4	44.44%	5	55.6%	9
<b>Dismissals</b>	5	71.43%	2	28.6%	7

The total number of conduct cases fell from 98 in 2009/10 to 70 during 2010/11. Although the majority of this year's Conduct cases involved male employees (57.1%), there has been a drop in the figures since last year (63%).

Of the 70 cases, 54 were either resolved through guidance, no case to answer was found or were ongoing as at 31<sup>st</sup> March 2011.

There were 9 conduct warnings issued, of which 4 (44%) were to male employees. 5 male employees were dismissed.

There were 2 appeals against the 9 warnings issued, one from a male and one from a female. Neither appeal was successful.

There were 2 appeals against the 7 dismissal decisions, both from females. Neither were successful.

Capability cases by Sex

	Male		Female		Total
<b>Cases</b>	12	33.3%	24	66.7%	36
<b>Warnings</b>	5	50.00%	5	50.0%	10
<b>Dismissals</b>	4	100.00%		0.0%	4

Significantly more female employees than males were involved in capability cases this year (66.7%). No female employees were dismissed on capability grounds.

The chart shows more males involved in capability cases, issued warnings and dismissed.

There were 3 appeals against the 10 warnings issued, from two females and one male, but none of the appeals were successful.

There were no appeals from the 4 males dismissed on capability grounds..

Dignity at Work (DAW) cases by Sex

	Male		Female		Total
<b>DAW</b>	9	32.1%	19	67.9%	28
<b>Appeals</b>	0	0.0%	4	100.0%	4

Unlike Conduct and Capability, Dignity at Work is employee led and shows a significantly higher proportion of female employees instigating complaints under this procedure (67%) and all appeals against decisions being made by female employees. This reflects the higher representation of females employed (75%).

One of these cases included a claim of discrimination on the grounds of sex.

There were 4 appeals submitted, all by females. The outcome was partly changed following one appeal.

**Leavers**

In 2010/11 significantly more Female employees (72%) than Male employees (28%) left the Council's employment, particularly those who left on grounds of redundancy (73%), or resigned or for other reasons (75%). These percentages are in line with the representation of women in the workforce including schools (75.93%).

### Leavers by Sex

	Female		Male		Total	
Ill Health Dismissal	5	50%	5	50%	10	100%
Redundancy	16	73%	6	27%	22	100%
VSS	70	56%	56	44%	126	100%
Resignations and Other Reasons	699	75%	235	25%	934	100%
Total	790	72%	302	28%	1092	100%

The above charts show that an equal proportion of male and female employees left the Council on the grounds of ill health.

A higher proportion of females left on through voluntary severance (see below for more detail).

### **Voluntary Severance Scheme (VSS) excludes schools**

The information below has been produced using data from the 2010 VSS scheme for those employees who left between 1<sup>st</sup> April 2010 and 31<sup>st</sup> March 2011.

The chart below shows that 261 employees wished to pursue their requests for VSS, however, this figure also includes employees who, late in the process, became subject to a TUPE exercise or decided not to pursue their VSS application.

	EMPLOYEE APPLICATIONS		NOT AGREED		%	VSS LEAVERS	
	No.	%	No.	%		No.	%
<b>Female</b>	150	57%	62	58%		70	56%
<b>Male</b>	111	43%	44	42%		56	44%
<b>TOTAL</b>	261	100%	106	100%		126	100%

The above chart shows that 57% of applications received were from females was, below their representation in the workforce. However, the proportion of females at each stage of the process was fairly consistent.

The proportion of males who applied for VSS was greater than their representation in the workforce. The proportion of males who left through VSS was also higher than their representation in the workforce.

# Disability

## Headlines

### **Local Community**

Based on the last census, the percentage of people with a limiting long-term illness in Harrow is 10.3%. However, this figure includes those unable to work as well as those seeking work. In order to identify a meaningful target, a figure of 5% has been used. When this is achieved, the target will be reviewed.

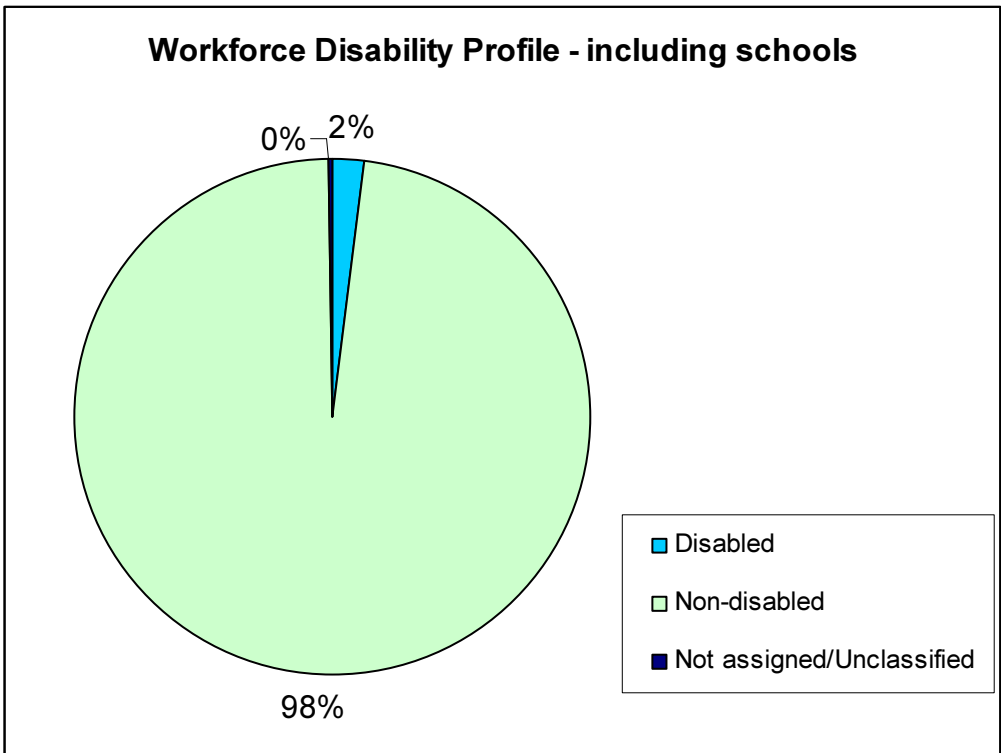
### **Workforce Profile – Employees declaring a Disability**

- 1.84 % Whole Council (including schools based employees)
- 3.63 % Council (excluding schools based employees)
- 0.64 % Schools based employees

### **Recruitment (excluding schools)**

- 3.2% of all applicants declared a disability
- 4.8% of all applicants short listed declared a disability
- 4.8% of all applicants appointed declared a disability

## WORKFORCE PROFILE



The workforce profile for the Council, including schools, shows that that 1.84% of all employees declared a disability.

There has been a gradual decline in disabled representation over the past 3 years. The overall recorded number of disabled employees being 2.08% in 2008/09, 1.89% in 2009/10 and 1.84% in 2010/11, demonstrating a continued downward trend.

	Whole Council		Excluding Schools		Schools only	
	Headcount	%	Headcount	%	Headcount	%
<b>Disabled</b>	116	1.84%	93	3.63%	24	0.64%
<b>Non-disabled</b>	6165	98.00%	2469	96.29%	3727	99.15%
<b>Unknown/ Unclassified</b>	10	0.16%	2	0.08%	8	0.08%
<b>Total</b>	6291	100%	2564	100%	3759	100%

The 2010/11 Council figure excluding schools is 3.63% which is closer to the Council's target of 5% (though lower than the previous year 3.84%), therefore, it is clear from these figures that representation of employees with disabilities in schools is considerably lower than that across the rest of the Council.

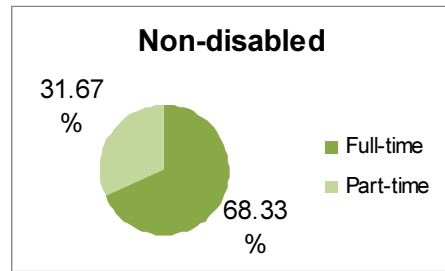
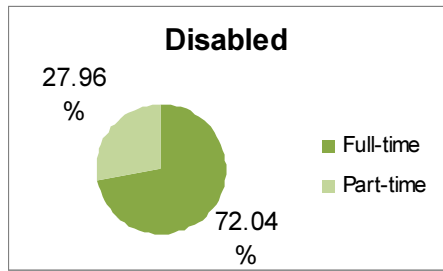
However, these figures contrast with the employees survey data for March 2011 (response rate 56%), which excludes schools, where the proportion of respondents declaring a disability was 7%. This clearly conflicts with our employment records however people do become disabled during their employment and do not request an update to their records. With the implementation of Employee Self Service (ESS), we will be asking employees to keep their records updated.

### Part time Working

	Whole Council		Excluding Schools		Schools only	
	FT	PT	FT	PT	FT	PT
<b>Disabled</b>	74	42	67	26	7	17
<b>No Disability</b>	3222	2943	1687	782	1536	2191
<b>Unknown/Unclassified</b>	7	3	1	1	6	2
<b>Total</b>	3303	2988	1755	809	1549	2210

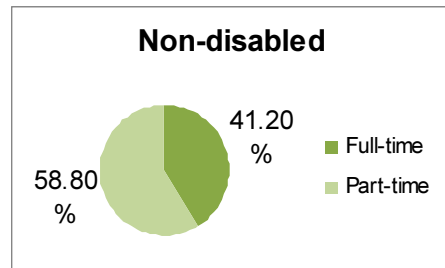
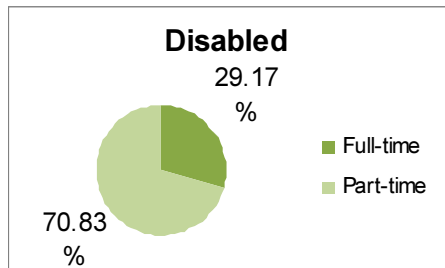
The above chart shows the numbers of employees working part time across the Council and schools.

Workforce Disability Profile – Proportion of Part-timers (excluding Schools)



The chart above shows that 27.9% of employees with disabilities (excluding schools) work on a part-time basis compared with a figure of 31.67% for non-disabled employees working part-time.

Workforce Disability Profile – Proportion of Part-timers – Schools



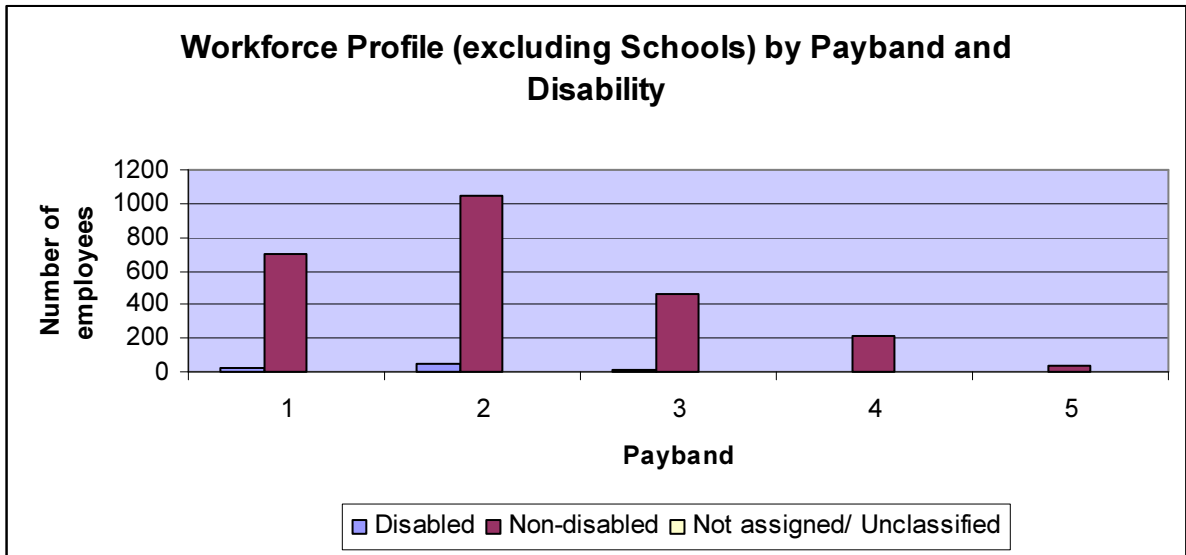
For schools employees, 70.83% of employees with disabilities work on a part-time basis, compared with 58.8% for non-disabled employees, which reflects the higher proportion of part-time employees employed in schools.

**Pay band**

Workforce Profile – Number of Employees declaring a Disability (excluding schools)

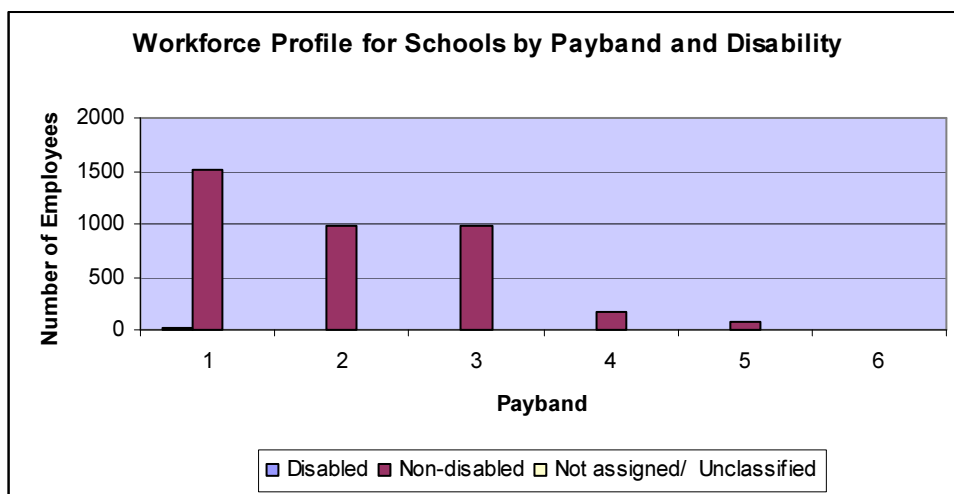
	1	2	3	4	5	6	Total
<b>Disabled</b>	24	51	17	0	1	0	93
	25.8%	54.8%	18.3%	0.0%	1.1%	0.0%	100.0%
<b>Non-disabled</b>	703	1042	462	218	34	10	2469
	28.5%	42.2%	18.7%	8.8%	1.4%	0.4%	100.0%
<b>Unknown/Unclassified</b>	1	0	1	0	0	0	2
	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	100.0%
<b>Total</b>	728	1093	480	218	35	10	2564
	28.4%	42.6%	18.7%	8.5%	1.4%	0.4%	100.0%





Workforce Profile – Number of Employees declaring a Disability by Payband - Schools

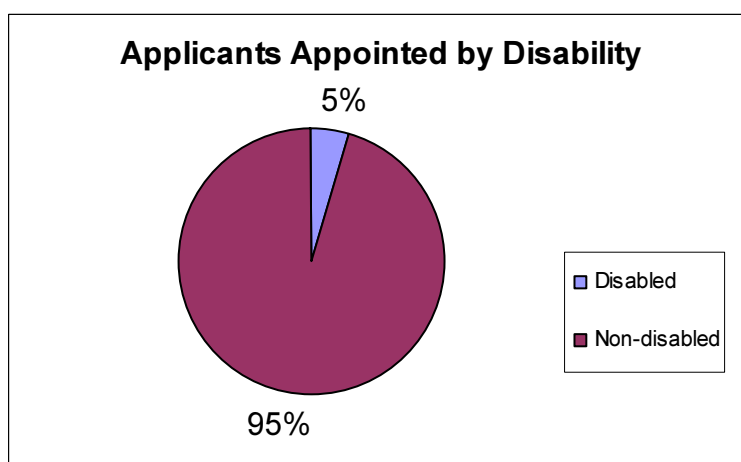
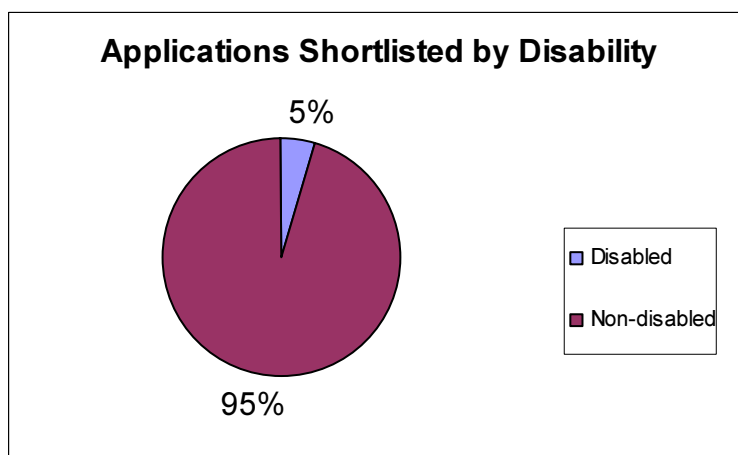
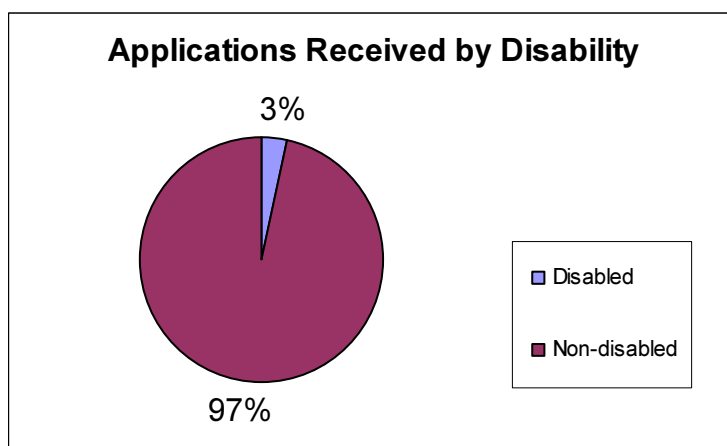
	1	2	3	4	5	6	Total
<b>Disabled</b>	15	2	6	0	1	0	24
	12.5%	50.0%	37.5%	0.0%	0.0%	0.0%	100.0%
<b>Non-disabled</b>	1510	989	985	161	75	6	3726
	40.5%	26.5%	26.4%	4.3%	2.0%	0.2%	100.0%
<b>Not assigned/ Unclassified</b>	1	4	3	0	0	0	8
	12.5%	50.0%	37.5%	0.0%	0.0%	0.0%	100.0%
<b>Total</b>	1526	995	994	161	76	6	3758
	40.6%	26.5%	26.5%	4.3%	2.0%	0.2%	100.0%



The charts above show the distribution of employees with disabilities across the Council excluding schools and for schools, with the majority of disabled employees being in pay bands 1 and 3.

## RECRUITMENT MONITORING (excluding schools)

### External Recruitment



The number of applications received from people who declared that they have a disability is 67, (3.2%). The number of shortlisted applicants with a disability is 15, (4.8%), and the number of appointed applicants with a disability is 2 (4.8%). This compares favourably to last year's applicant monitoring figures for disability of 2.9% for applications received, 3.7% for shortlisted and 4.7% for appointments.

Disability Applicant Monitoring – External Recruitment						
Year	Applications		Short listed		Appointed	
	Disabled	Non-disabled	Disabled	Non-disabled	Disabled	Non-disabled
2010/11	3.2% 67	96.8% 2,018	4.8% 15	95.2% 296	4.8% 2	95.2% 40
2009/10	2.9% 167	97.1% 5,672	3.7% 30	96.3% 771	4.7% 6	95.3% 122
2008/09	3.3% 186	96.7% 5,492	4.2% 47	95.8% 1,059	3.3% 8	96.7% 238

The above chart shows a reduction in the number of appointments made over recent years. The number of applicants with a disability appointed each year since 2008/9 has also reduced significantly. However, the percentage of appointments of applicants who declared a disability has increased. This highlights the difficulty in drawing meaningful data from the figures.

The proportion of disabled applicants short listed and appointed both increased to 4.8% compared to the previous year, however, these figures relate to only 15 interviews and 2 appointments. One appointment was made in Pay band 1 and the other in Pay band 2.

Reducing levels of recruitment will increase the difficulties that the Council is encountering in trying to attract and recruit employees with disabilities.

During 2010, the Council was re-awarded the Disability (Two Ticks) symbol by Job Centre Plus for demonstrating its continued commitment to meeting the needs of disabled employees. This includes an offer to interview any applicant with disabilities who meets the minimum requirements for the post.

### Internal Recruitment

Disability Applicant Monitoring – Internal Recruitment						
Year	Applications		Short listed		Appointed	
	Disabled	Non-disabled	Disabled	Non-disabled	Disabled	Non-disabled
2010/11	5.8% (13)	94.2% (211)	6.3% (6)	93.8% (90)	14.3% (1)	85.7% (6)
2009/10	6.0% (22)	94.0% (345)	4.8% (9)	95.2% (178)	16.7% (3)	83.3% (15)
2008/09	3.8% (21)	96.2% (526)	4.4% (11)	95.6% (241)	4.5% (4)	95.5% (84)

The proportion of internal applicants declaring a disability reduced from 6% in 2009/10 to 5.8% in 2010/11. The proportion short listed rose to 6.3% from 4.8% in 2009/10 and the proportion appointed dropped to 14.3% in 2010/11 from 16.7% in 2009/10.

While 5.8% of applicants appointed declared a disability and 14.3% of applicants appointed declared a disability, this actually equates to the appointment of only one employee with a disability therefore it is not possible to draw meaningful conclusions from the figures.

## **EMPLOYMENT PROCEDURES**

This chart shows the involvement of employees with disabilities in employment procedures, across the whole Council including schools.

### Employment Procedures 2010/11 and 2009/10 by disability

	2010/11					2009/10				
	Disabled		Non-Disabled		Total	Disabled		Non-Disabled		Total
<b>Conduct</b>	5	7.1%	65	92.8%	<b>70</b>	4	4.1%	94	95.9%	<b>98</b>
<b>Dignity at Work</b>	3	11%	25	89%	<b>28</b>	3	14.3%	18	85.7%	<b>21</b>
<b>Capability</b>	2	5.6%	34	94.4%	<b>36</b>	4	8.9%	41	91.9%	<b>45</b>

In 2010/11, 10 out of the 134 employment procedures involved employees with disabilities (i.e. 7.5% of cases). This appears high, when compared to the number of employees across the Council that have declared a disability (1.84%) and is also slightly higher than for 2009/10 for which 11 out of the 164 employment procedures involved employees with disabilities (i.e. 6.7% of cases). This proportion is consistent with the 7% of employees who declared a disability in this year's Interim Staff Survey.

## **Leavers**

### Disability Profile of Leavers

Reason	No Disability	Disability		Unknown/Unclassified	Total
<b>Ill Health Dismissal</b>	9	1	10%		10
<b>Redundancy</b>	21	1	0%		22
<b>Severance</b>	126				126
<b>Resignation and Other Reasons</b>	918	8	1%	8	934
<b>Total</b>	<b>1074</b>	<b>10</b>	<b>1%</b>	<b>8</b>	<b>1092</b>

Of the total 1092 leavers during 2010/11, only 1% of these declared a disability.

Of the 10 employees who left on the grounds of ill health, only 1 person had declared a disability. As number so low it is not possible to draw meaningful conclusions from this.

The above charts show that the proportion of employees with disabilities who left on the grounds of ill health and redundancy was higher than their representation in the workforce.

However, no employees with disabilities left on voluntary severance.

### **Voluntary Severance Scheme (VSS) excludes schools**

The information below has been produced using data from the 2010 VSS scheme for those employees who left between 1<sup>st</sup> April 2010 and 31<sup>st</sup> March 2011.

The chart below shows 261 employees wished to pursue their requests for VSS, however, this figure also includes employees who, late in the process, became subject to a TUPE exercise or decided not to pursue their VSS application.

	<b>EMPLOYEE APPLICATIONS</b>		<b>NOT AGREED</b>		<b>VSS LEAVERS</b>	
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
<b>Disabled</b>	3	1%	3	3%	0	0%
<b>Non Disabled</b>	258	99%	103	97%	126	100%
<b>TOTAL</b>	261	100%	106	100%	126	100%

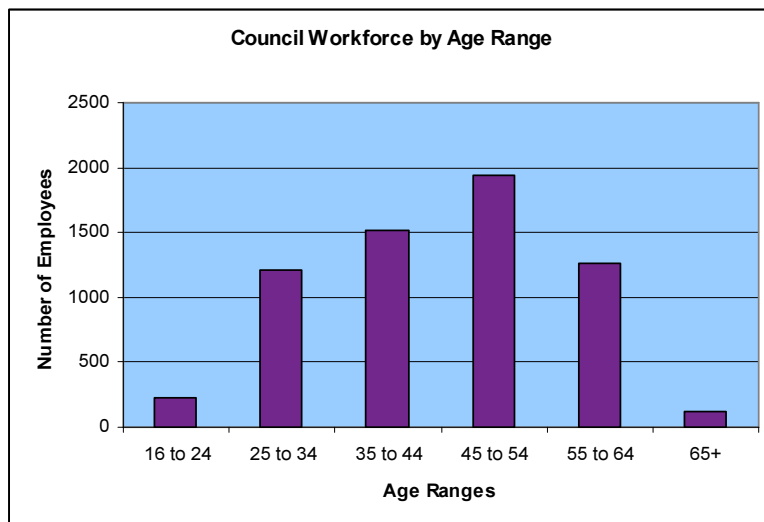
The proportion of applications for VSS received from employees with a disability was 1% which is lower than the representation of employees with disabilities in the workforce excluding schools (3.63%).

# Age

## WORKFORCE PROFILE

Council Workforce Profile (including Schools) by Age Range

Age Range	Workforce	%age
16 to 24	230	3.66%
25 to 34	1,215	19.32%
35 to 44	1,512	24.04%
45 to 54	1,942	30.86%
55 to 64	1,268	20.16%
65+	124	1.97%
<b>Total</b>	<b>6,291</b>	<b>100.00%</b>

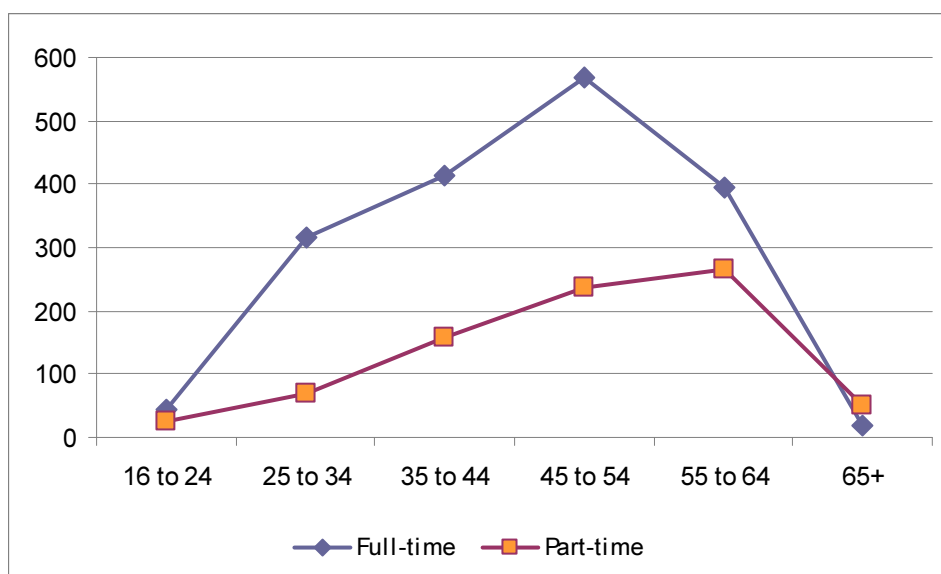


The above charts show that the highest concentration of employees across the whole Council (including schools) is in the age range 45 – 54 years category (30.86%). More than one-fifth of the workforce are over 55 years (22.13%) whilst less than 4% of the workforce are aged under 25 years.

The Council has an ageing workforce and unless action is taken to attract younger employees, this trend is likely to increase, particularly with the abolition of the default retirement age in 2011.

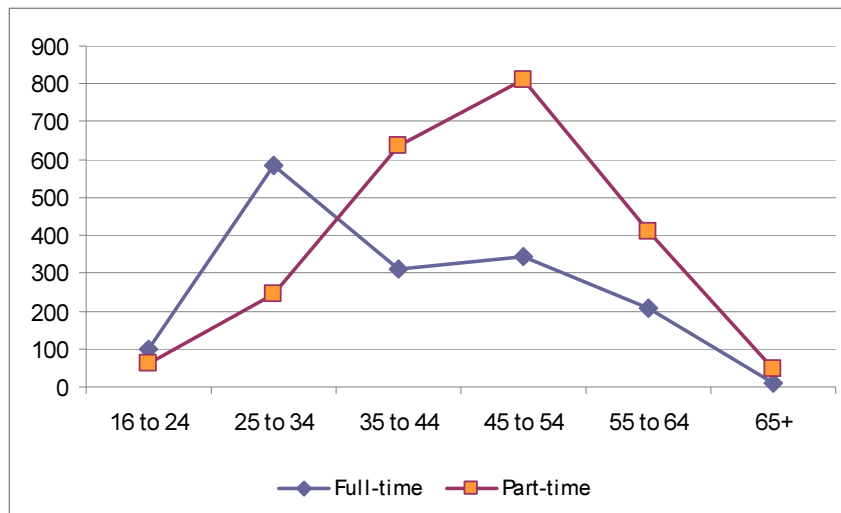
### Part time Working

Number of Employees working Part-time by Age range – Excluding Schools



In the Council excluding schools, the pattern is similar to the Council including schools for full time workers, with the number of employees working full-time aged between 45 and 54 years. However, for part time workers the largest number of employees working part-time are between 55 and 64 years.

Number of Employees working Part-time by Age range - Schools



In schools there is a very different distribution. The highest number of full time workers are in the 25- 34 years category whilst the highest number of part time workers is in the 45 – 54 years category. There is a clear drop off in the number of employees working full-time after the age of 25 - 34 years which could be due to a number of reasons including childcare responsibilities.

**Paybands**

Age Range of Employees by Pay band

Age Range	Payband						Total
	1	2	3	4	5	6	
16 to 24	121	108	1				230
25 to 34	256	562	362	35			1215
35 to 44	576	418	375	122	17	4	1512
45 to 54	751	582	417	131	52	9	1942
55 to 64	458	385	294	86	42	3	1268
65+	71	25	24	4			124
<b>Total</b>	<b>2233</b>	<b>2080</b>	<b>1473</b>	<b>378</b>	<b>111</b>	<b>16</b>	<b>6291</b>

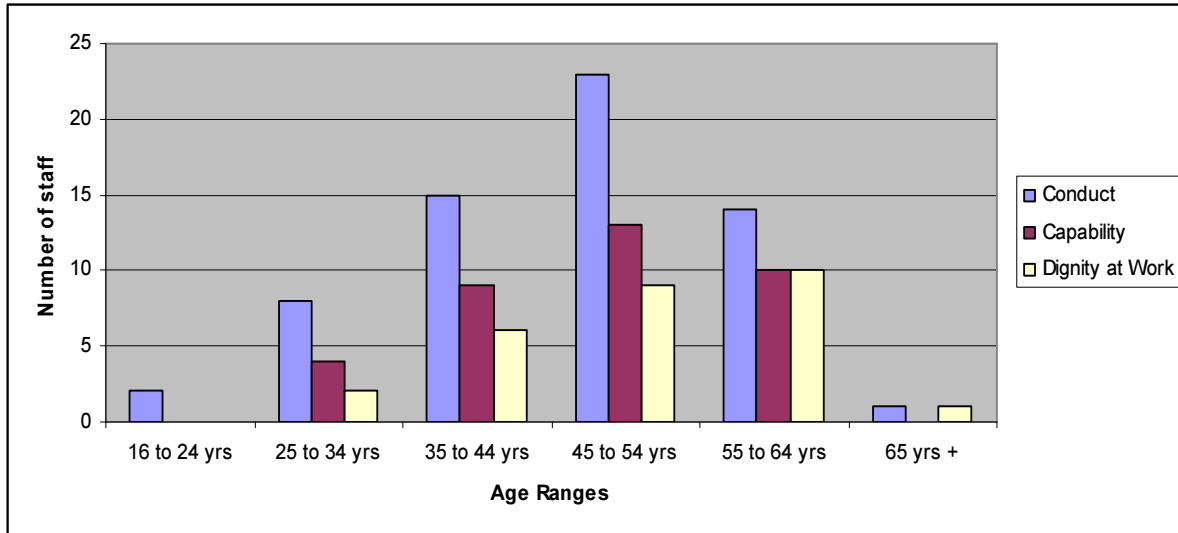
The distribution of employees by age range across the pay bands shows that there a higher number of employees are in the 45 – 54 year age range than any other category. There are only 230 employees aged under 25 years.

## RECRUITMENT MONITORING

Applicant monitoring for internal and external recruitment has not to date been done by age-range. This information is therefore not available for this year's report but will be reflected in subsequent Annual Equalities reports.

## EMPLOYMENT PROCEDURES

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



We can see that Conduct and Capability cases, which are management led processes, involve more employees in the age range 45 to 54 years than any other, which broadly reflects the larger proportion of the workforce in this age range. However actual numbers and proportion of employees involved in the Dignity at Work procedure, which is employee led, increases with age and is highest in the age range 55-64 years.

## **Leavers**

### Leavers 1<sup>st</sup> April 2010 – 31<sup>st</sup> March 2011 - by Age Range

	16 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65+	Grand Total
Redundancy		2	3	8	9		22
VSS	4	22	26	26	47	1	126
Ill Health Dismissal				4	6		10
Resignations and Other Reasons	72	257	208	167	154	76	934
<b>Total</b>	<b>76</b>	<b>281</b>	<b>237</b>	<b>205</b>	<b>216</b>	<b>77</b>	<b>1092</b>

The principle reason for leaving across all age groups is “Resignations and Other Reasons”. The number of employees who resign after the age of 65 years is likely to increase following the abolition of the default retirement age.



## Voluntary Severance Scheme (VSS) excludes schools

The information below has been produced using data from the 2010 VSS scheme for those employees who left between 1<sup>st</sup> April 2010 and 31<sup>st</sup> March 2011.

The chart below shows 261 employees wished to pursue their requests for VSS, however, this figure also includes employees who, late in the process, became subject to a TUPE exercise or decided not to pursue their VSS application.

	EMPLOYEE APPLICATIONS		NOT AGREED		VSS LEAVERS	
	No.	%	No.	%	No.	%
16 to 24	15	6%	3	3%	4	3%
25 to 34	37	14%	13	12%	22	17%
35 to 44	48	18%	19	18%	26	21%
45 to 54	44	17%	18	17%	26	21%
55 to 64	106	41%	45	42%	47	37%
65+	11	4%	8	8%	1	1%
<b>TOTAL</b>	<b>261</b>	<b>100%</b>	<b>106</b>	<b>100%</b>	<b>126</b>	<b>100%</b>

The number of employees who applied to leave through VSS in 2010 was significantly higher in the 55 – 64 year age group, which is understandable as employees can access their Local Government Pension at 55 years in certain circumstances. The number of employees who left on VSS was also higher in the 55 – 64 year age group.

## Pregnancy & Maternity

### Headlines

- 141 women were due to return from maternity leave between 1/4/10 and 31/3/11
- 115 (82%) of women returned to work following maternity leave, but of these, 13 left within 4 months
- 26 (18%) did not return from maternity leave

### Workforce Profile

This year's report for the first time includes data about women returning from maternity leave, showing the numbers that returned, did not return and also those who returned but left after a short period. As the reasons for leaving are not recorded separately for women due to return to work following maternity leave, no definite inferences may be drawn from this information.

This reporting addresses one of the requirements of the Equalities Act 2010 and in future years we would hope to be able to compare our return to work rates with that of other boroughs as a comparison to the proportion of women in the local community would not be meaningful.

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

### Women Returners by Ethnicity

Status	BAME	%	Unknown	%	White	%	Total	%
Due to Return	43	30%	16	11%	82	58%	141	
Returned to work	36	37%	9	8%	57	55%	102	72%
Returned but left within 4 months	4	31%	1	8%	8	62%	13	9%
Did not return	3	12%	6	23%	17	65%	26	18%
<b>Total Returners</b>	<b>40</b>	<b>35%</b>	<b>10</b>	<b>9%</b>	<b>65</b>	<b>56%</b>	<b>115</b>	<b>82%</b>

The above chart shows that 82% of all women return to work following maternity leave. The proportion of BAME women who returned to work was greater than the proportion who took maternity leave.

### Women Returners by Payband

Status	Band 1	%	Band 2	%	Band 3	%	Band 4	%	Band 5	%	Total
Due to Return	27	19%	35	25%	66	47%	12	9%	1	1%	141
Returned to work	14	14%	24	24%	53	52%	10	10%	1	0%	102
Returned but left within 4 months	3	23%	5	38%	4	31%	1	8%	0	0%	13
Did not return	10	38%	6	23%	9	35%	1	4%	0	0%	26
<b>Total Returners</b>	<b>17</b>	<b>15%</b>	<b>29</b>	<b>25%</b>	<b>57</b>	<b>50%</b>	<b>10</b>	<b>9%</b>	<b>1</b>	<b>1%</b>	<b>115</b>

The above chart shows that the largest proportion of women who did not return to work were those in the lower paybands (1-3). The cost of childcare could be an issue for why these women chose not to return to work.

### Women Returners by Age Range

Status	16 to 24	%	25 to 34	%	35 to 44	%	Total
Due to Return	1	1%	80	57%	60	43%	141
Returned to Work	1	0%	54	53%	47	46%	102
Returned but left within 4 months	0	0%	8	62%	5	38%	13
Did not return	0	0%	18	69%	8	31%	26
<b>Total Returners</b>	<b>1</b>	<b>1%</b>	<b>62</b>	<b>54%</b>	<b>52</b>	<b>45%</b>	<b>115</b>

The highest proportion of women who did not return to work following maternity leave were in the 25 – 34 age group.

### Women Returners by Disability

None of the employees who took maternity leave and were due to return to work between 1<sup>st</sup> April 2010 and 31<sup>st</sup> March 2011 were disabled.

## Some achievements and actions taken in 2010/11

### Achievements

- **Learning 4 programme** offered to all employees groups – 700 employees achieved NVQ's at Supervisor level and below
- **International Day of Disabled People 3/12/10** – In partnership with Harrow Association of Disabled People (HAD), Harrow Council marked the International Day of Disabled People with a community information and advice event at the Civic Centre. HAD organised a Disability Arts Festival with performances from local groups.
- **Disability Advisor** – a new Disability Advisor from Harrow Association for the Disabled joined Harrow Council in May 2010 taking over the role working with employees and their managers who may need support or advice regarding issues relating to their disability in the workplace.

### Other Actions

- Delivered Equality Impact Assessment training workshops to 40 delegates
- Reviewed in consultation with community groups, unions and self-organised groups the content and objective of our equalities training and programmes for employees and managers. Revised programmes have been procured and this includes two different levels of training – for employees and for those who have a responsibility to ensure services are delivered consistently within the Equality Act 2010 requirements and with the Public Duties the Act requires.

## Some of the actions planned for 2011/12

- **Corporate Equalities Sub Group** – this group will meet again to review progress on actions being taken or agreed with the sub group. The group will also consider the issues identified in this report, actions on issues already identified and recommend further action relating to equalities matters.
- **Single Equalities Scheme** – the Council launched the scheme at a conference for managers, elected members, partners and stakeholders at an event on 15 April 2011
- **Staff Wellbeing and Benefits Fair** – a joint Occupational Health and HRD Staff Wellbeing and Benefits Fair will take place in October 2011.
- **Equality Impact Assessment** – a review of the toolkit to take place in 2011/12.
- **Equality Act 2010** – a range of briefings have been held during 2011, an e-learning module developed and briefing documents made available, for both employees and elected members, to update them on the Act and the Public Sector Equality Duty
- Development of a suite of online Equality and Diversity modules for employees and Members is in progress
- Providing 90 minute workshops for employees on all the equalities strands
- Modifying SAP so that workforce profiles are extended to cover all nine protected characteristics of the Equality Act 2010
- Roll out of Employee Self Service across the council so that employees can maintain their records relating to the protected characteristics

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

.....

## SECTION 3 – FURTHER INFORMATION

- 3.1 This report presents a snapshot of the workforce profile at 31<sup>st</sup> March 2011, 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 The following organisations were consulted on the content of this report: Harrow Black Workers Group, Disabled Workers Group, Harrow LGBT Workers Group, Harrow Equality Centre, Harrow Association of Disabled People, Unison and GMB.
- 3.3 The report has been amended, as appropriate, to take on board feedback received from the Harrow Equality Centre, Harrow Association of Disabled People and GMB. A verbal update will be given at the meeting.

## SECTION 4 – FINANCIAL IMPLICATIONS

None.

## SECTION 5 – EQUALITIES IMPLICATIONS

An Equalities Impact Assessment was not carried out on this report as its main thrust is to understand equalities issues arising from the workforce profile, recruitment monitoring, employment procedures etc.

## SECTION 6 – CORPORATE PRIORITIES

Please identify which corporate priority the report incorporates and how:

- United and involved communities: A Council that listens and leads.

Consultation with the community groups and partners on the content of reports.

Name: ... Steve Tingle



on behalf of the  
Chief Financial Officer

Date: 27<sup>th</sup> September 2011.

## Section 7 - Contact Details and Background Papers

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

**Background Papers:** None.

## APPENDICIES

### APPENDIX 1

#### Council Paybands 2010/11

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

*H grades - Harrow pay spine*

## Workforce Profile of Partner Organisations

The workforce profile data provided by partner organisations is based on their employees working on Harrow Council contracts as at 31<sup>st</sup> March 2011.

### CAPITA

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

	ETHNICITY			
	BAME	White	Other	Unknown
<b>Capita</b>	7 %	72 %	10.5%	10.5%
<b>Headcount 57</b>	4	41	6	6

Only 7% of Capita employees are from BAME. This is lower than the representation in Harrow's direct workforce (34.92%) and lower than the representation in the community (53%).

	SEX	
	Male	Female
<b>Capita</b>	79 %	21 %
<b>Headcount 57</b>	45	12

Only 12% of Capita employees are Female. This is lower than the representation in Harrow's direct workforce (75.93%) and lower than the representation in the community (51%).

	DISABILITY		
	Yes	No	Unknown
<b>Capita</b>	2 %	98 %	
<b>Headcount 57</b>	1	56	0

Two percent of Capita employees declared a disability. Whilst this is higher than the representation in Harrow's direct workforce (1.84%) but does not meet Harrow's target of 5%.

	AGE					
	16-24	25-34	35-44	45-54	55-64	65+
<b>Capita</b>	7%	68.5%	17.5%	7%		
<b>Headcount 57</b>	4	39	10	4	0	0

Sixty-eight and a half percent of Capita employees fall within the 25 – 34 year age range. This is very different to the age distribution of Council employees where less than 20% of employees fall within this age range.

Capita have no employees aged over 55 years whilst the Council has 1392 employees aged 55 and over, which equates to more than 22% of its workforce.



## Enterprise Mouchel

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

	ETHNICITY			
	BAME	White	Other	Unknown
<b>Enterprise Mouchel</b>	36.84 %	57.89%	5.26 %	0 %
<b>Headcount 19</b>	7	11	1	0

Fifty-eight percent of Enterprise Mouchel employees are from BAME. This is higher than the representation in Harrow's direct workforce (34.92%) and also higher than the representation in the community (53%).

	SEX	
	Male	Female
<b>Enterprise Mouchel</b>	47.37 %	52.63 %
<b>Headcount 19</b>	9	10

Fifty-three percent of Enterprise Mouchel employees are Female This is lower than the representation in Harrow's direct workforce (75.93%) but higher than the representation in the community (51%).

	DISABILITY		
	Yes	No	Unknown
<b>Enterprise Mouchel</b>			
<b>Headcount 19</b>	0	19	0

None of Enterprise Mouchel's employees have declared a disability.

	AGE					
	16-24	25-34	35-44	45-54	55-64	65+
<b>Enterprise Mouchel</b>	10.53%	36.84%	21.05 %	26.32%	5.26 %	0%
<b>Headcount 19</b>	2	7	4	5	1	0

The highest number of Enterprise Mouchel employees are in the 45-54 age range which is similar to the Council. However, Enterprise Mouchel have only 5.26% of their workforce over this age compared to the Council who have 22.13% of its employees over this age.

## Pertemps

Pertemps have been one of the major suppliers of temporary agency employees to Harrow Council for a number of years. Following a joint procurement exercise with Hammersmith & Fulham LB, Pertemps have recently been awarded a further 4 year contract to supply agency temporary employees to both Hammersmith & Fulham and Harrow Councils. This contract comes into effect in October 2011.

	ETHNICITY			
	BAME	White	Other	Unknown
<b>Pertemps</b>	59.9%	36.3%	1.5%	2.4%
<b>Headcount 339</b>	203	123	5	8

Approximately 60% percent of Pertemps employees are from BAME. This is higher than the representation in Harrow's direct workforce (34.92%) and also higher than the representation in the community (53%).

	SEX	
	Male	Female
<b>Pertemps</b>	32.6%	67.3%
<b>Headcount 339</b>	111	228

Sixty-seven percent of Pertemps employees are Female This is lower than the representation in Harrow's direct workforce (75.93%) but higher than the representation in the community (51%).

	DISABILITY		
	Yes	No	Unknown
<b>Pertemps</b>	1.5%	98.5 %	
<b>Headcount 339</b>	5	334	0

The representation of employees with a disability in Pertemps' workforce at 1.5% is lower than the representation in Harrow's workforce and lower than the Council's target of 5%. %

	AGE					
	16-24	25-34	35-44	45-54	55-64	65+
<b>Pertemps</b>	25.4%	21.8%	23%	23%	5.9%	0.9%
<b>Headcount 339</b>	86	74	78	78	20	3

The distribution of Pertemps workforce is very different compared to that of the Council. The highest number of Pertemps' employees are aged 24 years or less, which equates to more than 35% of the workforce compared to only 3.7% of Council employees in the same age group.

Only 6.8% of Pertemps' workforce are aged 55 years or over compared to 22.13% of Council employees.

## APPENDIX 3

### Learning & Development Monitoring and Progress Report Period 01 April 2010 to 31 March 2011

#### 1. Summary

The main areas of learning & development provided during this period have been as follows:

- Management Development Programme.
- Core Programme – to enhance knowledge and skills eg. Improve personal effectiveness, Culture and Diversity awareness.
- Mandatory courses – Health & Safety etc.
- Learning 4 – National Vocational Training Qualification (NVTQ) Level 2 and Level 3.
- Corporate Staff and Managers Induction
- Launch of internal delivery of Equality Impact Assessment training
- Launch of Master Classes – made available to all employees and elected members.
- E learning
- Adults and Children's training (also delivered to partner organisations).
- Diploma and Certificate in Management
- Provision of Information, Advice and Guidance
- Trainee Social Worker Scheme - Children's & Adults Services
- Equality & Diversity (E&D) Programme Change Programme and Outplacement Support for those affected by the Better Deal for Residents programme.
- Supporting Employees through Change

All courses have equality and diversity and Harrow Council's CREATE values mainstreamed into the content.

#### 2. Key Corporate Programmes

- **Management Development Programme** - The second stage of this programme, the Management Development Practitioners Programme (MDPP) has been rolled out to all Managers and made available to lower graded employees where appropriate.
- **Corporate Leadership Group Development Programme** - This tailored development programme supported by a series of masterclasses was delivered to this group and the Corporate Strategy Board.
- **Core Programme 2010/11** - The core programme, available to all employees, delivered a range of skills development identified in the Learning & Development Plans for Directorates and the required training as arranged.
- **Mandatory courses** - Mandatory Health & Safety training including First Aid was delivered.
- **Learning 4 Programme** - Learning 4 continued with a range of National Vocational Training Qualifications (NVTQ's) at Levels 2 and 3. This year the funding was limited, therefore, the volume of training reduced compared with previous years. Almost 600 (591) employees have achieved NVQ's through the programme.

- **Corporate Staff and Managers' Induction** - Both induction programmes have been reviewed and have been refreshed and relaunched.
- **Equality Impact Assessment, Equalities and Disability training** – launch of Equality Impact Assessment training delivered internally.

As part of a consultation exercise with community groups, the content of equalities training was reviewed and refocused for delivery in 2011/12.

Harrow Association for Disabled People has continued to provide disabilities training during 2010/11 for employees and managers.

- **Launch of Masterclasses** - Three were delivered on Commissioning, Systems Thinking and Large Scale Organisational Change. These were made available to all employees, elected Members as and other local London Boroughs.
- **E learning** - A full suite of e-learning modules are now available via Harrow Portal or Learning Pool website including several e-learning modules available under equality & diversity for employees to access.

Employees also have access to the Equality Impact Assessment online tool.

- **Adults and Children's training**

#### **Adult's services**

All providers are required to include equality and diversity in the delivery of a range of courses. The Safeguarding training for Adults is offered to the Council's partners and also the private sector who manage the homes in the council.

The Safeguarding training includes a module on Abuse & Cultural Awareness - Breaking down the Barriers.

#### **Children's Services**

All providers are required to include equality and diversity in the delivery of a range of courses. A number of courses are offered multi-agency and to our partners. These include:

- Enhancing Life Chances of Black African, Caribbean and Mixed Heritage Children in Harrow
  - Safeguarding Children with Disabilities
  - Working with young people who display sexually problematic behaviour.
- **Diploma and Certificate in Management Studies** - BAME managers have been encouraged to study for the Certificate in Management, subject to departmental budgets..

- **Provision of Information, Advice and Guidance (IAG)** - The Council's qualified IAG employee provides information, advice and guidance to 'at risk' employees on seeking alternative employment.
- **Trainee Social Worker Scheme - Children's & Adults Services** - As part of the workforce strategy drive to recruit additional social workers, an in-house recruitment assessment programme took place in 2010/11. A total of four trainees were appointed. All the trainees are all female, two are BAME.
- **Equality & Diversity training consultation with Community Groups** - - consultation with partners on content and delivery of the programme and procurement (in 2011/12) of a newly designed programme.

A revised programme has been procured for delivery in 2011/12 based on core training for all employees. In addition, training will be provided on manager responsibilities in Equalities and Diversity and the Public Equalities Duty

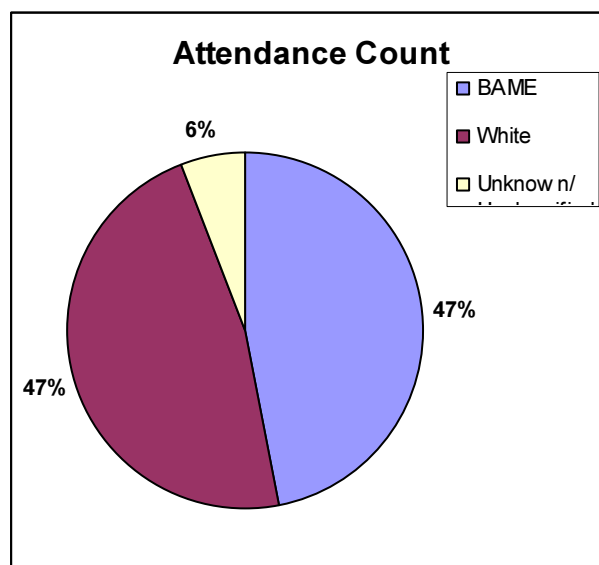
- **Change Programme (Outplacement support)** - a number of workshops have taken place to support employees in a service covered by change arising from the Council's Better Deal for Residents Programme. We delivered eleven workshops to support employees eg Managing News, Redundancy, CV & Application Development etc. These workshops were well received.

### **3. Attendance on the Corporate Learning and Development Programme (including Adults and Childrens' Services) by Protected Characteristics**

This data has been provided by the Coursebooker system, used to manage course bookings for employees and Harrow Council's partners, for training provided by Harrow Council.

**NOTE:** Attendance count is the number of attendances on training, not headcount (ie one employee attending 3 times will show the same way as 3 people attending once). Only directly employed Harrow Council staff are covered by this report.

## Attendance Profile by Ethnicity



Attendances by Ethnicity		
	Number	%
BAME	1232	47%
White	1243	47%
Unknown/Unclassified	152	6%
<b>Total</b>	<b>2627</b>	<b>100%</b>

There were 2627 attendances on the Learning and Development programme in 2010/11. Attendances comprised 47% BAME employees, 47% White employees and 6% Unknown or Unclassified. There was an 8% increase in the percentage of BAME attendances compared to 2009/10.

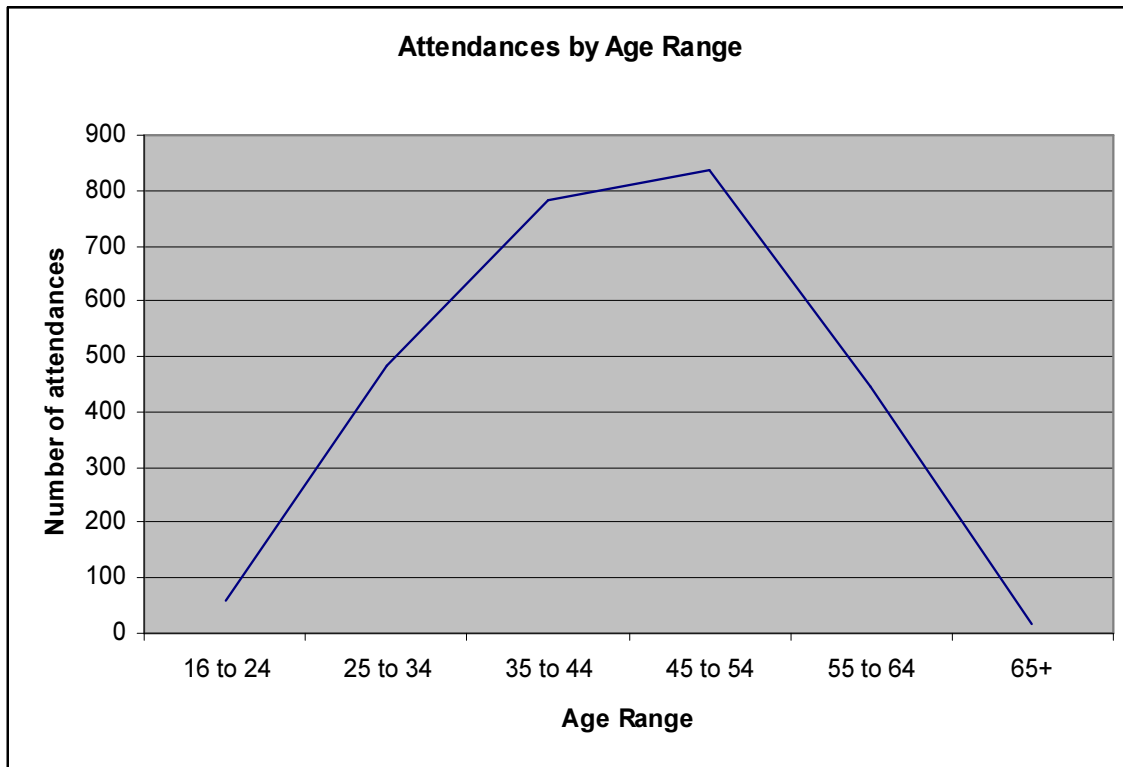
## Attendance by Directorates by Ethnicity

Directorate	BAME		White	
	No of Attendances	%	No of Attendances	%
A&H	435	35%	378	30%
C&E	105	9%	239	19%
CEX	150	12%	133	11%
CF	104	8%	122	10%
CS	357	29%	283	23%
L&G	68	6%	52	4%
PS	13	1%	36	3%
<b>Total</b>	<b>1232</b>	<b>100</b>	<b>1243</b>	<b>100</b>

The above figures do not include 152 attendances where the ethnicity is unknown or unclassified.

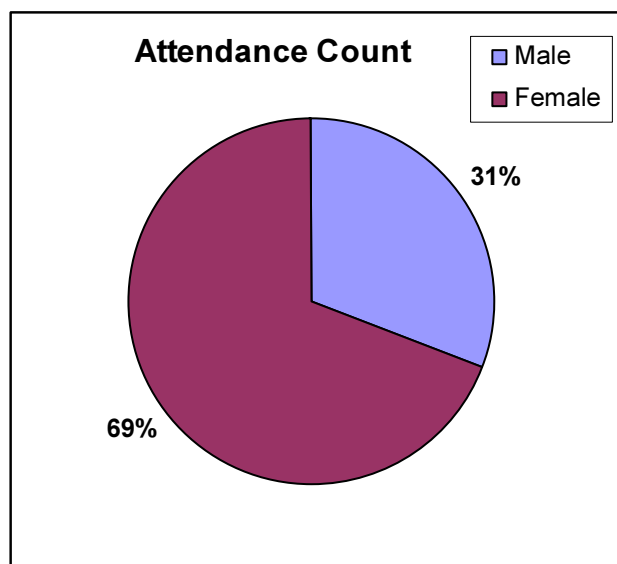
Attendances are highest in Adults and this is a continuing pattern over many years.

## Attendance Profile by Age



The above graph shows that the attendance rate rises until it peaks at 45 to 54 and then the drops for 55 plus.

## Attendance Profile by Sex



Attendance Profile by Sex		
	Number	%
<b>Men</b>	812	31
<b>Female</b>	1815	69
<b>Total</b>	<b>2627</b>	<b>100</b>

During 2010/11 there was a 3% increase in the number of attendances by women on the Learning & Development programme compared to 2009/10. There was a reduction of 3% in attendances for men compared to last year.

#### Attendance by Disability

<b>Attendance Profile by Disability</b>		
	<b>Number</b>	<b>%</b>
<b>No Disability</b>	2540	97%
<b>Disability</b>	87	3%
<b>Total</b>	<b>2627</b>	<b>100%</b>

The proportion of attendances by employees with disabilities remains exactly the same as 2009/10 at 3%. This compares with representation of employees with disabilities in the workforce, excluding schools, at 3.63%.

#### 4. Supporting Career Development for BAME, Sex, Disability and Age.

##### 4.1 Corporate Learning & Development Programme

The programme covers all corporate training excluding Adults and Childrens' training.

<b>Attendances by Ethnicity</b>		
	<b>Number</b>	<b>%</b>
BAME	347	47%
White	361	49%
Unknown/Unclassified	35	5%
<b>Total</b>	<b>743</b>	<b>100%</b>

For this programme 47% of attendances have been by BAME employees and 49% White employees. The programme continues to be well attended.

<b>Attendances by Disability</b>		
	<b>Number</b>	<b>%</b>
Disability	721	97%
No Disability	22	3%
<b>Total</b>	<b>743</b>	<b>100%</b>

The proportion of attendances by employees with disabilities is at 3%. This compares with representation of employees with disabilities in the workforce, excluding schools, at 3.63%.

<b>Attendances by Sex</b>		
	<b>Number</b>	<b>%</b>
Female	521	70%
Male	222	30%
<b>Total</b>	<b>743</b>	<b>100%</b>

Attendance by females comprised 70% of all attendances.



## 4.2 Management Development Practitioners Programme (Phase 2)

This programme is specifically targeted for middle managers graded SPM 4 and above.

<b>Attendances by Ethnicity</b>		
	<b>Number</b>	<b>%</b>
BAME	104	29%
White	218	61%
Unknown/Unclassified	33	9%
<b>Total</b>	<b>355</b>	<b>100%</b>

This table shows that 29% of attendances were BAME employees compared to 61% who were White employees. The compares favourably to the representation of BAME in the workforce in Payband 4 and above (24%).

We continue to encourage BAME Managers to apply for this programme.

No employees with disabilities attended any of the programme.

<b>Attendances by Sex</b>		
	<b>Number</b>	<b>%</b>
Female	190	54%
Male	165	46%
<b>Total</b>	<b>355</b>	<b>100%</b>

This table shows that 54% of attendances were by female employees compared to 46% who were male. The compares to the representation of females in the workforce in Payband 4 and above (56%).

## 4.3 Certificate in Management Studies (CMS)

This programme offers employees the opportunity to acquire an externally accredited award at first line manager level 4 for their career development. Applications are encouraged from BAME employees to undertake this training.

<b>Attendances by Ethnicity</b>		
	<b>Number</b>	<b>%</b>
BAME	35	38%
White	46	51%
Unknown/Unclassified	10	11%
<b>Total</b>	<b>91</b>	<b>100%</b>

Attendances on CMS by BAME employees was 38% which compares with their representation in the workforce (37.79%).

<b>Attendances by Disability</b>		
	<b>Number</b>	<b>%</b>
Disability	1	1%
No Disability	90	99%
<b>Total</b>	<b>91</b>	<b>100%</b>

One person with a disability attend the CMS course (1%) compared to their representation in the workforce (3.63%).

<b>Attendances by Sex</b>		
	<b>Number</b>	<b>%</b>
Female	54	59%
Male	37	41%
<b>Total</b>	<b>91</b>	<b>100%</b>

More female First Line Managers attended this course (59%) than Male Managers (41%).

#### **4.4 Diploma in Management Services (DMS)**

This programme offers Middle Managers and First Line Managers who have completed the CMS, the opportunity to acquire an external accredited award at level 5.

<b>Attendances by Ethnicity</b>		
	<b>Number</b>	<b>%</b>
BAME	198	66%
White	104	34%
<b>Total</b>	<b>302</b>	<b>100%</b>

BAME employees are well represented on this training at 66%.

<b>Attendances by Disability</b>		
	<b>Number</b>	<b>%</b>
Disability	29	10%
No Disability	273	90%
<b>Total</b>	<b>302</b>	<b>100%</b>

Attendances by employees declaring a disability looks high at 29, however, care should be taken as this training comprises 12 sessions for each course.

<b>Attendances by Sex</b>		
	<b>Number</b>	<b>%</b>
Female	242	80%
Male	60	20%
<b>Total</b>	<b>302</b>	<b>100%</b>

Eighty percent of attendances for this course were female.

This year the DMS course has been well attended by female and BAME employees.

## **5. Supporting Career Development for Female Employees**

### **5.1. Springboard**

The Council delivered a Springboard programme, a personal development programme for women only, in non-management roles. The programme is designed to enable women to progress on their career path.

<b>Attendances by Ethnicity</b>		
	<b>Number</b>	<b>%</b>
BAME	13	42%
White	14	45%
Unknown/Unclassified	4	13%
<b>Total</b>	<b>31</b>	<b>100%</b>

There were no attendances by employees who declared a disability.

### **5.2 Supporting career development for employees in the Social Care**

#### **Children's Services**

The Council delivers specific programmes for Children's services and the table shows the attendance.

<b>Attendances by Ethnicity</b>		
	<b>Number</b>	<b>%</b>
BAME	81	58%
White	46	33%
Unknown/Unclassified	13	9%
<b>Total</b>	<b>140</b>	<b>100%</b>

There has been an increase of 6% attendances by BAME employees (58%) compared to 2009/10 (52%).

<b>Attendances by Disability</b>		
	<b>Number</b>	<b>%</b>
Disability	138	1%
No Disability	2	99%
<b>Total</b>	<b>140</b>	<b>100%</b>

One per cent of attendances were by employees who declared a disability. This compares unfavourably with the representation of employees with a disability in the workforce (3.63%).

<b>Attendances by Sex</b>		
	<b>Number</b>	<b>%</b>
Female	121	86%
Male	19	14%
<b>Total</b>	<b>140</b>	<b>100%</b>

In addition to the above, in Children's services three Social Workers completed their Social Work Degree. All employees were female, one was from BAME group.

Nine social workers completed the Newly Qualified Social Work programme. Seven were BAME and two were male. These employees will now undertake two years Early Professional development programme.

### 5.3 Adults Services

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

<b>Attendances by Ethnicity</b>		
	<b>Number</b>	<b>%</b>
BAME	229	53%
White	183	43%
Unknown/Unclassified	18	4%
<b>Total</b>	<b>430</b>	<b>100%</b>

A higher proportion of attendances were by BAME employees.

<b>Attendances by Disability</b>		
	<b>Number</b>	<b>%</b>
Disability	19	4%
No Disability	428	99%
<b>Total</b>	<b>430</b>	<b>100%</b>

Attendances by employees with a disability (4%) were higher than the representation of employees with disabilities in the workforce (3.63%).

<b>Attendances by Sex</b>		
	<b>Number</b>	<b>%</b>
Female	335	78%
Male	95	22%
<b>Total</b>	<b>430</b>	<b>100%</b>

Attendances by female employees (78%) were higher than the representation of female employees in the workforce (62.29%).

In addition to the above, three employees in Adult Services have completed the social worker degree programme.

Also, three employees who completed the Newly Qualified Social Workers (NQS) programme will undertake the Post Qualifying (PQ) consolidation programme. One employee is from a BAME. Two are female and one male. A further six new employees in Adults have recently signed up to the PQ Consolidation programme in-house - all six are from BAME and three female and one male.

## 6. Analysis of Applications for Training

For the first time this report contains information on applications for training which were approved or not approved, provided by Coursebooker. The Coursebooker on-line booking system, which links to SAP for Managers' approval, was launched in November 2010 and this report contains information only relating to the period November 2010 – March 2011. In subsequent reports information will be available for complete years.

	No	%
Training Applications Received	137	100%
Employee did not pursue	13	9%
Not approved (Managers decision)	16	12%
Training took place	108	79%

79% of all requests for training were agreed.

In most cases employees chose not to pursue their requests for training because they were unable to attend. To attend at another time they would have to reapply.

Managers refused training for a number of reasons, most often because the training was not appropriate for the role undertaken by the employee. However, other reasons given were: timing of course, difficulties in providing office cover, employees leaving employment in near future, etc.

### Non Approval of Training Requests by Managers by Ethnicity

Ethnicity	Applications received	%	Not approved	%
BAME	46	34%	3	23%
White	79	59%	8	62%
Unknown/Unclassified	11	8%	2	15%
Total	134	100%	13	100

34% of applications received were from BAME employees and 23% of requests from BAME employees for training were not approved by Managers. This compares with the representation of BAME staff in the workforce (37.79%).

Non Approval of Training Requests by Managers by Age Range

<b>Age Range</b>	<b>No</b>	<b>%</b>
25 to 34	1	8%
35 to 44	2	15%
45 to 54	6	46%
55 to 64	4	31%
<b>Total</b>	<b>13</b>	<b>100%</b>

Non Approval of Training Requests by Managers by Disability

<b>Disability status</b>	<b>No</b>	<b>%</b>
No Disability	12	92%
Disability	1	8%
<b>Total</b>	<b>13</b>	<b>100%</b>

Non Approval of Training Requests by Managers by Sex

	<b>No</b>	<b>%</b>
Female	9	69%
Male	4	31%
<b>Total</b>	<b>13</b>	<b>100%</b>

## Adults & Housing Directorate Annual Equalities Report

### Presentation

This report is split into four areas ethnicity, sex, disability and age. Analysis of workforce profile, recruitment monitoring (where data has been provided), and employment procedures are detailed within the four areas. The report includes an overview of the Learning and Development within the Adults and Housing directorate and at section 6 summary tables of employment procedures which include information by each of the four equality areas for staff within Adults and Housing.

### Workforce Profile Summary as at 31<sup>st</sup> March 2011

#### Summary

	White %	BAME %	Male %	Female %	Disabled %
<b>1</b>	14.49%	27.60%	13.33%	23.02%	14.71%
<b>2</b>	54.42%	52.69%	50.37%	55.08%	64.71%
<b>3</b>	22.97%	17.20%	25.93%	17.83%	20.59%
<b>4</b>	6.71%	2.51%	8.89%	3.61%	0.00%
<b>5</b>	0.71%	0.00%	0.74%	0.23%	0.00%
<b>6</b>	0.71%	0.00%	0.74%	0.23%	0.00%
<b>Total</b>	100.00%	100.00%	100.00%	100.00%	100.00%

An analysis of this data by ethnicity, sex, disability and age is detailed within the relevant sections of the report.

## 1.0 Ethnicity

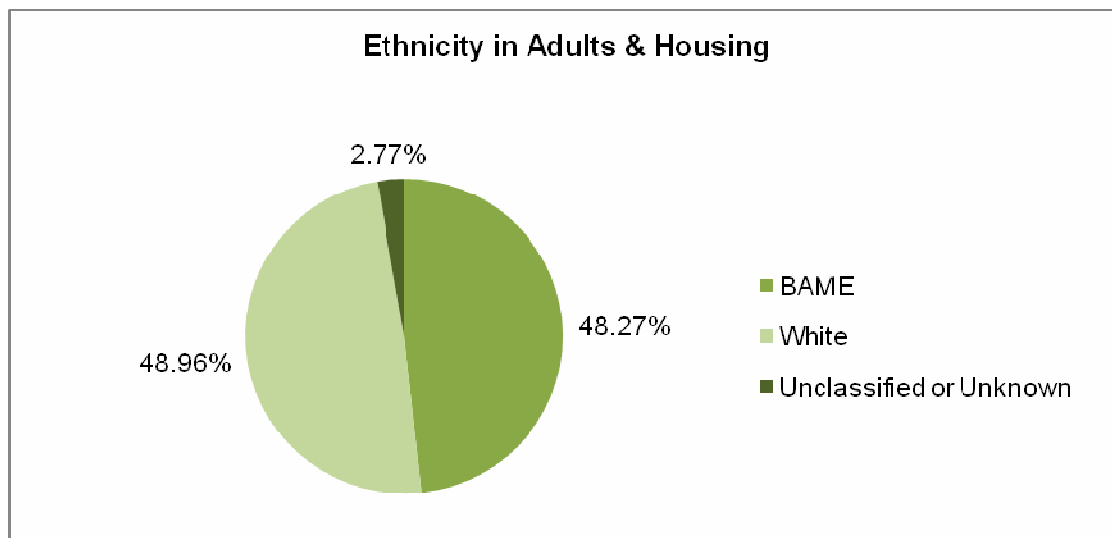
### 1.1 Workforce Profile

The Adults and Housing Directorate employs 9% (578 employees) of the council's entire workforce (including schools). The ethnic break down for the whole council is 34.93% BAME employees. 12.70% of the council's BAME workforce is from the Adults and Housing Directorate. The proportion of the BAME workforce in the Adults and Housing Directorate is 48.27% this is significantly higher than the BAME workforce of the whole council.

The council aims to reflect the BAME percentage in the workforce with the percentage of BAME residents in Harrow which is 53%. The Adults and Housing BAME workforce is within 5% of the percentage of BAME residents in Harrow. Adults and Housing have consistently had a high percentage of BAME employees in its workforce and this level has been maintained since 2010.

### 1.1.1 Ethnicity headcount in the Adults and Housing Directorate

	Headcount	%
<b>BAME</b>	279	48.27%
<b>White</b>	283	48.96%
<b>Unclassified or Unknown</b>	16	2.77%
<b>Total</b>	578	100.00%

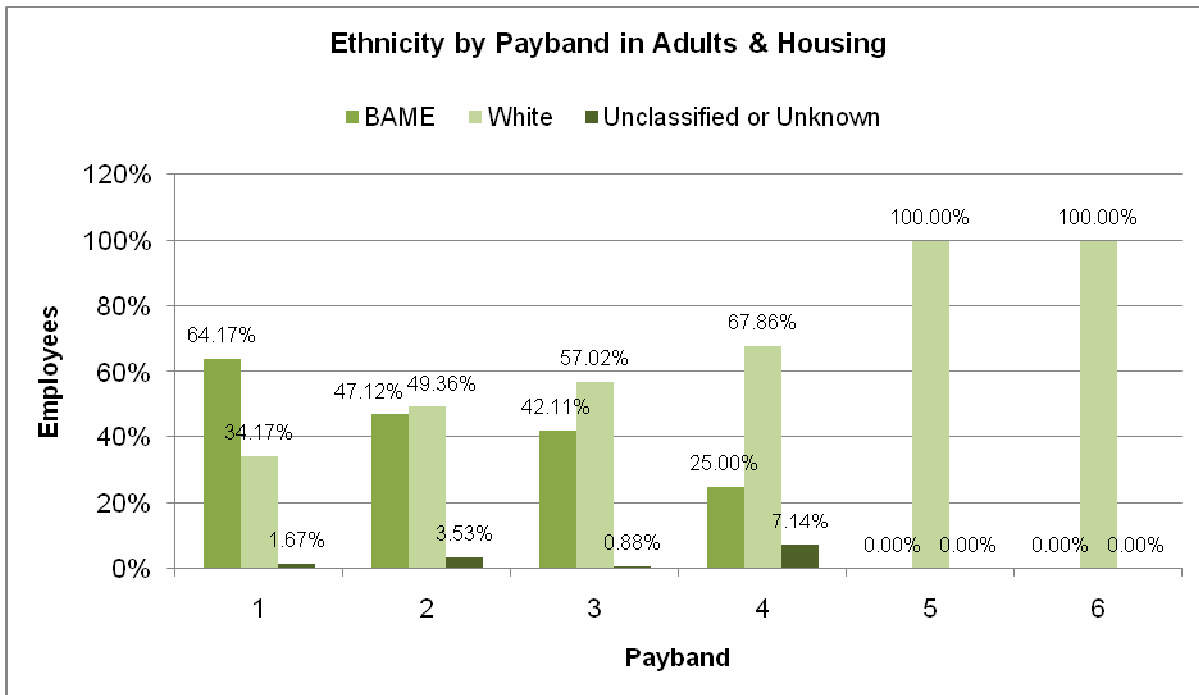


The above table and chart show the percentage breakdown by ethnic groups in A&H. The graph shows that 48.27% of the directorate is from a BAME background, which was the same in 2010. This is in line with the council's target of 48.35% BAME for 2010/11. There is an almost equal proportion of staff from white and BAME background in the directorate. The directorate must monitor this level and take appropriate action to maintain and improve the diversity within the directorate.

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

	Payband						Total
	1	2	3	4	5	6	
<b>BAME</b>	77	147	48	7	0	0	279
<b>White</b>	41	154	65	19	2	2	283
<b>Unclassified or Unknown</b>	2	11	1	2	0	0	16
<b>Total</b>	120	312	114	28	2	2	578





The table and chart clearly indicates that there is a near 50/50 split in BAME and White employees. The majority of BAME employees are in the lower pay bands 1, 2, and 3. A total of 80.29% of BAME employees are in the lower paid pay bands 1 and 2 (H1 to H8). As in 2010, there are no BAME employees in paybands 5 and 6 (SPM2 to directors and above). The directorate Workforce Strategy Group will be considering this information with a view of developing a plan of action for progressing BAME employees into the higher paybands.

### 1.1.3 Breakdown of ethnic origins of employees in Adults and Housing Directorate

	Headcount	%
<b>Black</b>	130	22.49%
<b>Asian</b>	129	22.32%
<b>Chinese &amp; any other ethnic group</b>	9	1.56%
<b>White</b>	283	48.96%
<b>Unknown</b>	16	2.77%
<b>Mixed</b>	11	1.90%
<b>Unknown/Unclassified</b>	0	0.00%
<b>Total</b>	578	100.00%

There has been an increase since 2010 in the number of unknown or unclassified employees from 7 to 16. The percentage of unknown ethnicity is significantly lower than the council as a whole which is 8.71%. For BAME employees there is a 50/50 split between Black and Asian employees. This is the same split as in 2009/2010, 22% of the total headcount. The percentage of BAME employees in the Adults and Housing Directorate (48.27%) is significantly higher than the council as a whole (34.93%). There is a low percentage of Chinese and any other ethnic group in the Adults and Housing directorate. The directorates Workforce Strategy Group will need to propose actions to reduce the percentage of employees whose ethnicity is classified as unknown.

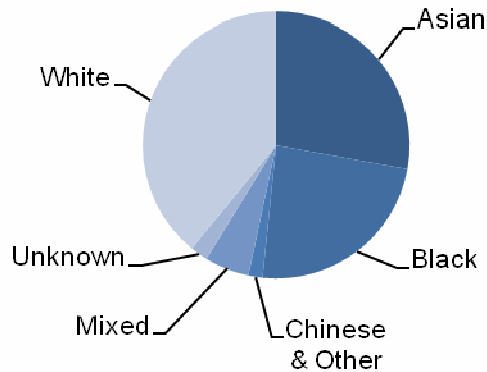
## 1.2 Recruitment Monitoring

The charts below show the three stages of the recruitment process and the ethnicity breakdown of each stage.

### Applicant Monitoring Summary Adults & Housing – 1 April 2010 to 31 March 2011

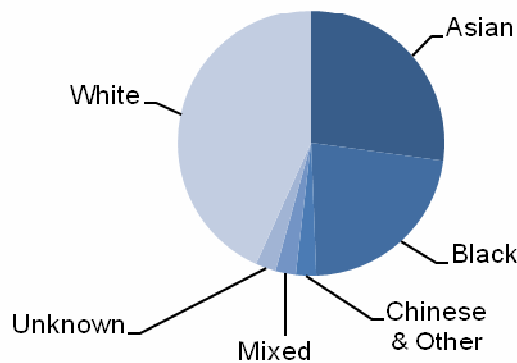
#### Applications Received by Ethnic Origin

Ethnicity	No.	%
Asian	129	28
Black	110	24
Chinese & Other	8	2
Mixed	25	5
Unknown	10	2
White	181	39
Total	463	100



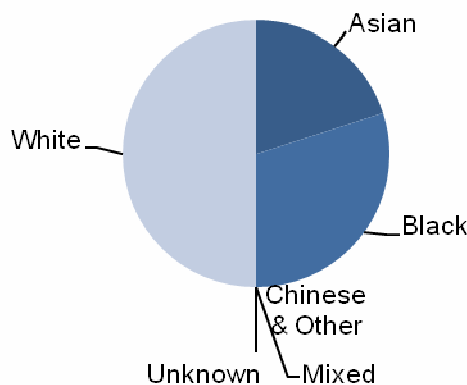
#### Applications Shortlisted by Ethnic Origin

Ethnicity	No.	%
Asian	22	28
Black	18	22
Chinese & Other	2	2
Mixed	2	2
Unknown	2	2
White	35	44
Total	81	100



#### Applications Appointed by Ethnic Origin

Ethnicity	No.	%
Asian	2	20
Black	3	30
Chinese & Other	0	0
Mixed	0	0
Unknown	0	0
White	5	50
Total	10	100



	<b>Adults &amp; Housing</b>		
<b>Payband</b>	<b>2010/11</b>	<b>2009/10</b>	<b>2008/09</b>
<b>1</b>		1.07 (6)	0
<b>2</b>	0.56 (2)	0.44 (8)	0.34 (9)
<b>3</b>		0.53 (5)	1.08 (7)
<b>4</b>	1.49 (2)	0.00 (0)	0
<b>5</b>	1.27 (1)		0
<b>6</b>			0
<b>Overall</b>	<b>0.67 (5)</b>	<b>0.46 (19)</b>	<b>0.38 (16)</b>

BAME appointments in brackets

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 2010 to 31 March 2011, 10 appointments were made of which 5 were BAME.

At the application stage 60% of forms received were from BAME applicants. At the short-listing stage the figure was 55.7% BAME applicants. At the appointment stage the corresponding figure was 50%. The success ratio for all applicants was 0.67 and for internal applicants was 1.04. These results show that there is approximately 5% drop of BAME applicants through each stage of recruitment.

The council is currently going through a transformation project which has meant there has been a number of restructures and posts being deleted. The council has therefore encouraged redeployment and put a freeze on the majority of recruitment. These results would support this as in 2010 there was 31 appointments in Adults and Housing compared to 10 in 2011. In addition it is encouraging to see that 50% of appointments were applicants from a BAME background.

### **1.3 Employment procedures**

#### **1.3.1 Conduct**

	<b>BAME</b>	<b>White</b>	<b>Total</b>
Not taken to a formal meeting	4	7	11
Taken to Formal meeting and or beyond	5	8	13
<b>Total</b>	<b>9</b>	<b>15</b>	<b>24</b>

Total number of conduct cases for the Adults and Housing directorate was 24 in which 37.5% of the cases were BAME employees. This is a significant decrease in comparison to the percentage 76.19% of BAME conduct cases in 2010/2009.

5 (38%) of the cases that were taken to a formal meeting and or beyond were from BAME employees.

### 1.3.2 Capability

	<b>BAME</b>	<b>White</b>	<b>Total</b>
Taken to Formal meeting and or beyond	7	2	9

The results show that 78% of the capability cases are from BAME employees which is a high percentage and is disproportionate to the percentage of BAME employees in the Adults and Housing directorate. However the total amount of cases is low compared to the number of employees in the directorate.

### 1.3.3 Dignity at work (DAW) – Discrimination grounds race

There have been no Dignity at Work cases raised in the directorate on the grounds of race.

### 1.3.4 Dignity at work – Discrimination grounds other

	<b>BAME</b>	<b>White</b>	<b>Unknown</b>	<b>Total</b>
Taken to Formal meeting and or beyond	2	0	1	3

There are more BAME employees that have raised Dignity at Work' complaints that have proceeded to the formal stage compared to white employees, however the total number of DAW complaints raised is 3 cases which is a small number.

## 2.0 Sex

### 2.1 Workforce Profile

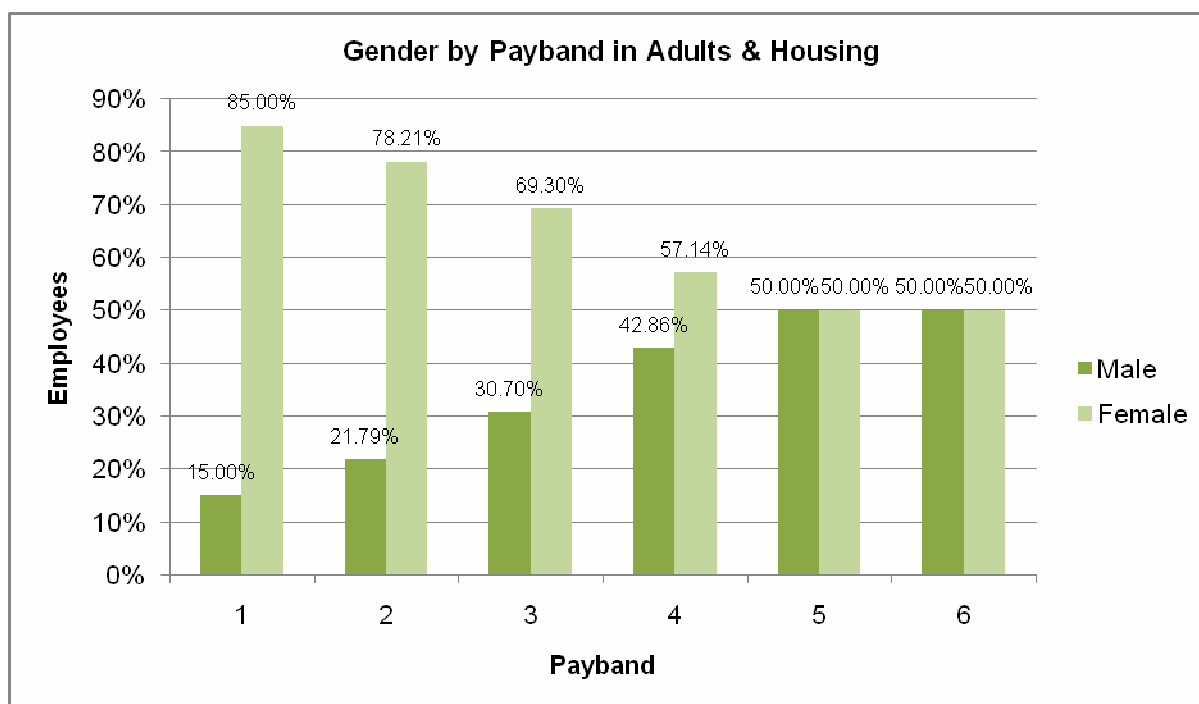
#### 2.1.1 Gender head count in Adults and Housing Directorate

	<b>Headcount</b>	<b>%</b>
<b>Male</b>	135	23.36%
<b>Female</b>	443	76.64%
<b>Total</b>	578	100.00%

The table and charts below show that the majority of employees in the directorate is female at 76.64% and male at 23.36% which is a slight increase of 0.91% from last year. The council's gender percentage is 75.95% female and 24.05% so is broadly similar. This result is significantly higher than the female representation in the local community which is 51%. These results show that Adults and Housing predominately has over three times the percentage of females compared to male employees.

## 2.1.2 Breakdown of gender in relation to pay bands

	Payband						
	1	2	3	4	5	6	Total
Male	18	68	35	12	1	1	135
Female	102	244	79	16	1	1	443
Total	120	312	114	28	2	2	578



The highest percentage of females is in pay band 2 with 42% of the total amount of employees. Pay band 1 has the largest difference in the male to female ratio. The majority of females 95% are employed in pay bands 1-4. In the higher pay bands 5-6, the gender breakdown is equal between male and female. For the whole council in the higher pay band 6, the gender split is 37.5% females to 62.5% males so the directorate is more balanced than the council as a whole at this level.

## 2.2 Employment procedures

### 2.2.1 Conduct

	Female	Male	Total
Not taken to a formal meeting	4	7	11
Taken to Formal meeting and or beyond	7	6	13
Total	11	13	24

46% of the conduct cases related to female employees and this is a decrease compared to the 67% of conduct cases from females in 2010/2009. 45.8% of the conduct cases were not taken to a formal hearing therefore were either thrown out after investigation or given guidance.

### 2.2.2 Capability

	Female	Male	Total
Taken to Formal meeting and or beyond	5	4	9

There is near 50/50 split for the capability cases in terms of the employee's gender.

### 2.2.3 Dignity at work – Discrimination grounds other

	Female	Male	Total
Taken to Formal meeting and or beyond	3	0	3

There are no male employees who have raised a Dignity at Work complaint. This figure is in proportion with the proportion to the overall gender differences in the council.

## 3.0 Disability

### 3.1 Workforce Profile

#### 3.1.1 Disability head count in Adults and Housing Directorate

	Headcount	%
<b>Disabled</b>	34	5.88%
<b>Non-disabled</b>	544	94.12%
<b>Unknown/Unclassified</b>	0	0.00%
<b>Total</b>	578	100.00%

There is a high percentage of disabled employees in this directorate and there has been a 0.35% increase since 2010. The council's percentage of disabled employees is 1.84%. Adults and Housing directorate has significantly exceeded this. These results support the council's policy in relation to employment and retention of disabled candidates.

#### 3.1.2 Breakdown of disabled employees in terms by Paybands

	Payband						Total
	1	2	3	4	5	6	
<b>Disabled</b>	5	22	7	0	0	0	34
<b>Non-disabled</b>	115	290	107	28	2	2	544
<b>Unknown/Unclassified</b>	0	0	0	0	0	0	0
<b>Total</b>	120	312	114	28	2	2	578

There are 34 disabled employees in the directorate, which is a slight increase from 33 in 2010. All the disabled employees are employed in paybands 1-3. There are no disabled employees in band 4-6. This result is very similar to the council's as a whole. The directorate's Workforce Strategy Group needs to monitor and address this with a view to developing and progressing disabled employee's to work towards the higher paybands.

### 3.2 Employment Procedures

#### 3.2.1 Conduct

	Disabled	Non-disabled	Total
Not taken to a formal meeting	1	10	11
Taken to Formal meeting and or beyond	2	11	13
<b>Total</b>	3	21	24

12.5% of the conduct cases related to disabled employees, which is disproportionate to the percentage of disabled employees in the directorate. This is a decrease compared to the percentage (19%) of conduct cases where the employee had a disability in 2009/2010.

#### 3.2.2 Capability

	Disabled	Non-disabled	Total
Taken to Formal meeting and or beyond	0	9	9

There are no capability cases that have been taken to a formal hearing or beyond where the employee has a disability. This may be due to management putting in place reasonable adjustments which has assisted employees to keep their absence to a minimum and which can be managed.

#### 3.3.3 Dignity at work – Discrimination grounds other

	Disabled	Non-disabled	Total
Taken to Formal meeting and or beyond	1	2	3

There is a small number of DAW cases (3) in 2010/2011 for Adults and Housing. Only one employee with a disability has raised a DAW which has progressed to the formal stage.

## 4.0 Age

### 4.1 Workforce Profile

#### 4.1.1 Age headcount in the Adults and Housing Directorate

	Male	%	Female	%	Total	%
<b>16 to 24</b>	1	0.17%	1	0.17%	2	0.35%
<b>25 to 34</b>	17	2.94%	38	6.57%	55	9.52%
<b>35 to 44</b>	43	7.44%	89	15.40%	132	22.84%
<b>45 to 54</b>	38	6.57%	169	29.24%	207	35.81%
<b>55 to 64</b>	32	5.54%	129	22.32%	161	27.85%
<b>65+</b>	4	0.69%	17	2.94%	21	3.63%
<b>Total</b>	135	23.36%	443	76.64%	578	100.00%

86.5% of the workforce is aged between 35 and 64. There has been a slight increase from 2009/2010 in the number of employees aged 55 and over. This statistic would support the ageing population and will continue to increase over the years. There has been a decrease of 0.85% of employees aged 16-34.

## 4.2 Employment procedures

### 4.2.1 Conduct

	16-24 yrs	25-34 yrs	35-44 yrs	45-54 yrs	55-64 yrs	65 yrs +	Total
Not taken to a formal meeting			6	2	3		11
Taken to Formal meeting and or beyond		2	1	8	2		13
<b>Total</b>		2	7	10	5		24

92% of the conduct cases related to employees were aged between 35 – 64 years old. This percentage is higher than last years 2009/2010 which showed that 80.9% of the conduct cases employees were aged between 35-64 years old. The 45-54 year old category had 42% of the total number of conduct cases. Neither the 16-24 yrs or the over 65 yrs categories had conduct cases raised against them.

### 4.2.2 Capability

	16-24 yrs	25-34 yrs	35-44 yrs	45-54 yrs	55-64 yrs	65 yrs +	Total
Taken to Formal meeting and or beyond		2	4	2	1		9

There is a fairly even spread of capability cases over the age categories 25 to 64 years. The highest number of capability cases with 44% related to employees aged between 35-44 years. The 16-24 yrs and 65+ yrs categories had no capability cases raised.

### 4.2.3 Dignity at work – Discrimination grounds other

	16-24 yrs	25-34 yrs	35-44 yrs	45-54 yrs	55-64 yrs	65 yrs +	Total
Taken to Formal meeting and or beyond				2	1		3

The age range for employees who have raised the DAW complaints are between 45-64 years. This may reflect the increase in the older generation demographics of the directorate. 67% of the DAW cases are related to employees aged 45-54 years which is lower to the percentage in 2010/2009 where 75% of the DAW's raised the employee's were aged 45- 54 years.

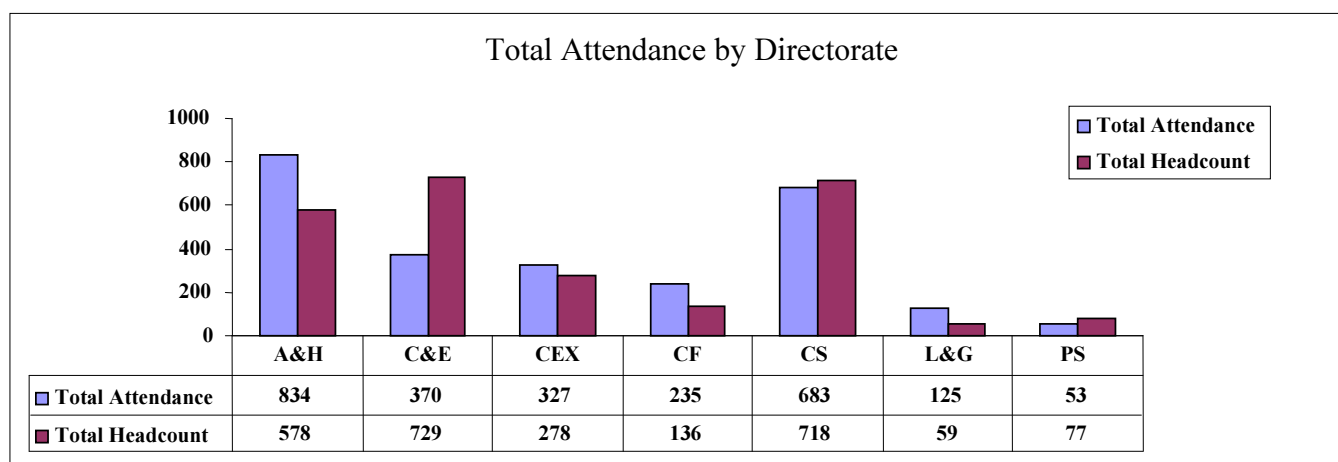


## 5.0 Learning and Development (L&D) Adults and Housing (A&H) Training

### 5.1 Workforce profile for Adults and Housing on Corporate Training

In 2010/11, Harrow implemented a new L&D system called Coursebooker. This is a new intranet based system that allows Harrow to keep a central record of all professional development for council staff. This allows staff to be able to view available training courses and book online. Authorisation is only given with manager's approval. This enables Harrow to record and accurate date on training events and attendance.

#### Total attendance by Directorates for all corporate training



This chart shows attendance by delegates for each directorate and the results are calculated by the number of times an employee has attended. The L&D programme was accessed and attended during 2010/11 by a total number of 2627 delegates for all directorates. A&H employee headcount is 578 staff, and corporate training was accessed a total of 834 times which is a positive result and highlights that staff were accessing training more than once within A&H.

### 5.2 Adults Services (service specific)

A&H continues to offer a wide range of staff development opportunities in relation to Equality and Diversity (E&D) with many staff participating in each of these training events. During the course of 2010/11, all A&H training providers were requested to include various strands of E&D in the delivery of all courses. Adults L&D worked in partnership with Harrow's E&D officer to ensure a continued thread of E&D runs through all of adult's programmes.

All Safeguarding training for Adults is offered to our partners and the private sector who manage the care homes across the council. The Safeguarding training includes a module on Abuse & Cultural Awareness - Breaking down the Barriers. All safeguarding training has a thread of E&D thread through the training programmes.

In Adults Services, three staff completed the social worker degree programme and were all graded in the Upper Second Class division, 3 women, 2 BAME and 1 white.

Adults had three staff that completed the Newly Qualified Social Workers (NQSW) programme that then completed and passed the Post Qualifying (PQ) consolidation programme at Kingston University. 1 male from BAME group, 2 females, BAME group.

A further five staff enrolled on the in-house PQ Consolidation programme from Royal Holloway University, 4, staff passed, 1 staff pending submission of work. 2 male, 1 white, 1 BAME and 3 female, 1 BAME, 2 white.

Adults placed a total of 38 students in Adults services, 18 were white female, 5 white male, 11 BAME, female, 4 male from BAME. This includes students placed within our partnership areas.

### **5.3.1 Housing (service specific)**

In 2010/11 Housing did not record their training on coursebooker. This has been addressed and agreed that for 2011/12 Housing will record all training events using coursebooker. The directorate have recently carried out an intensive learning needs analysis, which will inform their L&D programme. In 2010/11, Housing's training events were service specific and training was agreed via staff's IPAD's.

## **6.0 Summary Tables**

Summary tables of employment procedures monitoring which include information by each of the four equality areas for staff within Adults and Housing are shown below for information.

## 6.1 Number of Conduct cases

			BAME		White		Unclassified or Unknown		Grand Total
			Female	Male	Female	Male	Female	Male	
Not taken to formal meeting	Disabled	16 to 24 yrs 25 to 34 yrs 35 to 44 yrs 45 to 54 yrs 55 to 64 yrs 65 yrs +				1			1
	Non-Disabled	16 to 24 yrs 25 to 34 yrs 35 to 44 yrs 45 to 54 yrs 55 to 64 yrs 65 yrs +	1	1		4	1		6 1 3
Taken to formal meeting and/or beyond	Disabled	16 to 24 yrs 25 to 34 yrs 35 to 44 yrs 45 to 54 yrs 55 to 64 yrs 65 yrs +	1			1			2
	Non-Disabled	16 to 24 yrs 25 to 34 yrs 35 to 44 yrs 45 to 54 yrs 55 to 64 yrs 65 yrs +		1	1		1		2 1 6 2
Grand Total			5	4	6	9			24

## 6.2 Number of Capability Cases

			BAME		White		Unclassified or Unknown		Grand Total	
			Female	Male	Female	Male	Female	Male		
Taken to formal meeting and/or beyond	Disabled	16 to 24 yrs								
		25 to 34 yrs								
		35 to 44 yrs								
		45 to 54 yrs								
		55 to 64 yrs								
		65 yrs +								
		Grand Total								
Taken to formal meeting and/or beyond	Non-Disabled	16 to 24 yrs								
		25 to 34 yrs		2					2	
		35 to 44 yrs	2		1	1			4	
		45 to 54 yrs	1	1					2	
		55 to 64 yrs	1						1	
		65 yrs +								
		Grand Total			4	3	1	1		9

### 6.3 Number of Dignity at Work cases – reasons other

			BAME		White		Unclassified or Unknown		Grand Total
			Female	Male	Female	Male	Female	Male	
Taken to formal meeting and/or beyond	Disabled	16 to 24 yrs							1
		25 to 34 yrs							
		35 to 44 yrs							
		45 to 54 yrs	1						
		55 to 64 yrs							
	65 yrs +								
	Non-Disabled	16 to 24 yrs							1
		25 to 34 yrs							
		35 to 44 yrs							
		45 to 54 yrs					1		
55 to 64 yrs		1							
65 yrs +									
Grand Total			2				1		3

## Chief Executive's Directorate Annual Equalities Report

### Chief Executive Annual Equalities Report

#### Chief Executive Directorate Annual Equalities Report

The Chief Executive's Directorate has a total of 278 staff. The workforce has increased as from the 1<sup>st</sup> of March as a number of departments within Corporate Finance joined the directorate. The Chief Executive's directorate is expected to continue to grow over the coming months and into 2012, when it is planned to transfer staff into the directorate from other areas within the authority, for example a number of staff will move into Access Harrow to ensure our customers have easier access to even more services through just one point of contact.

Apart from the increase in the staffing compliment due to the internal transfers mentioned above, there has been stability within the workforce generally, and a significant reduction in any external recruitment which mirrors the picture across the authority as a whole. In addition the Chief Executives directorate has in accordance with Council policy consider, any staff that may be at risk of redundancy and may require redeployment as priority candidates for vacancies before advertising externally.

The data below highlights the recruitment undertaken, and of the 10 applications received from those individual's who have identified themselves as BAME, 6 out of the 10 applicants were chosen for short listing and 2 were appointed. A third new appointment was made this year but the ethnicity of that individual was not stated.

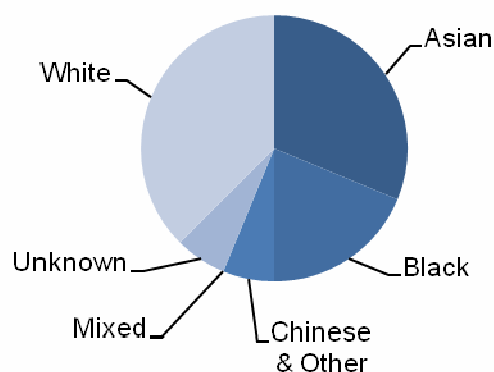
There were 6 white applicants who were short listed for positions but no appointments were made within this group.

#### Recruitment Monitoring

##### Applicant Monitoring Summary 1 April 2010 to 31 March 2011

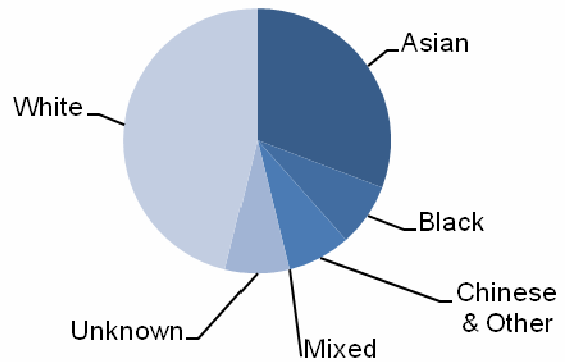
##### Applications Received by Ethnic Origin

Ethnicity	No.
Asian	5
Black	3
Chinese & Other	1
Mixed	0
Unknown	1
White	6
Total	16



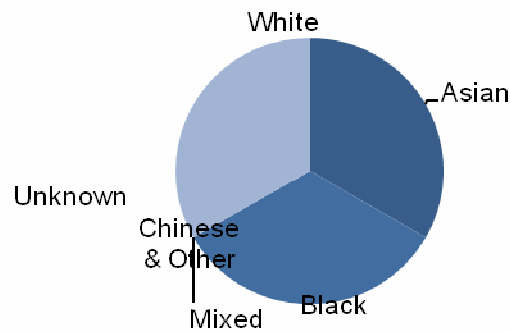
### Applications Shortlisted by Ethnic Origin

Ethnicity	No.
Asian	4
Black	1
Chinese & Other	1
Mixed	0
Unknown	1
White	6
Total	13

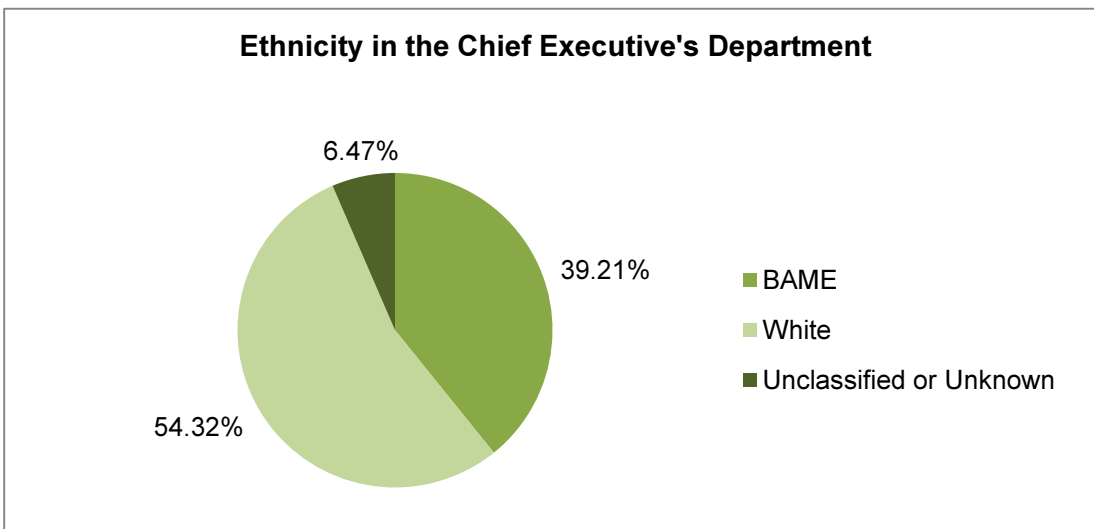


### Applications Appointed by Ethnic Origin

Ethnicity	No.
Asian	1
Black	1
Chinese & Other	0
Mixed	0
Unknown	1
White	0
Total	3



39.21% of the total workforce are BAME this represents 109 individuals.



### Employment procedures including leavers

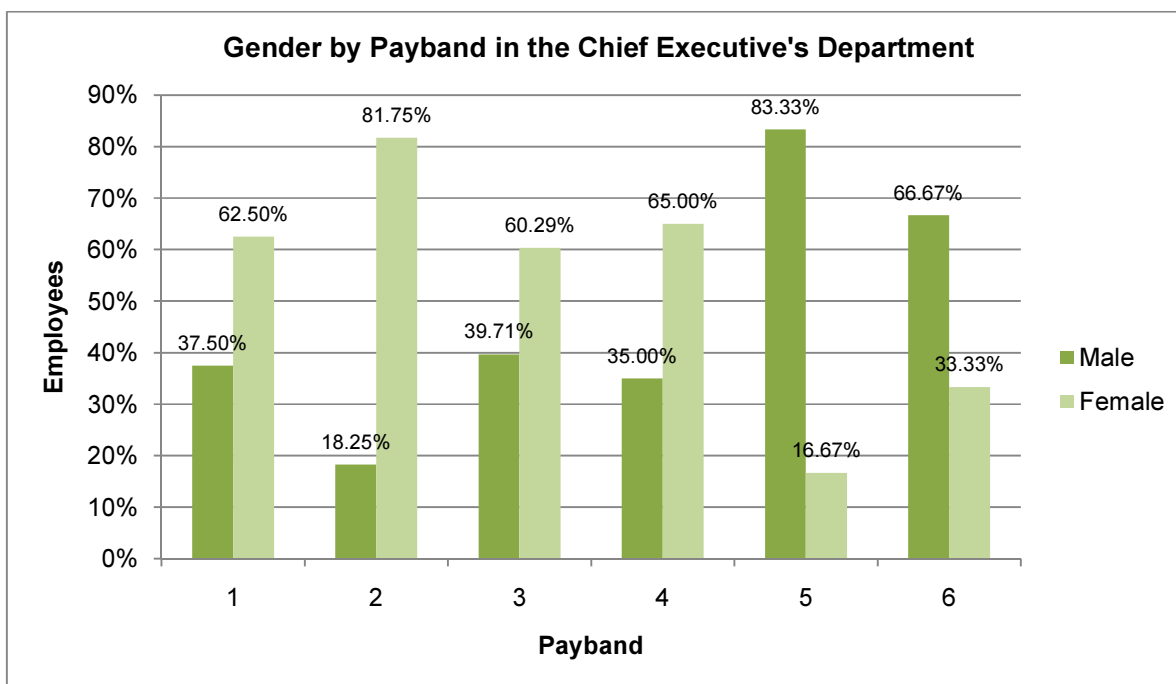
The Chief Executives directorate have seen a rise in the number of formal employment procedural matters that need resolution during this period, and this can be attributed to the

increased staffing numbers and robust and consistent management practice. However the employment issues that are being dealt with remain small in number with just 7 cases in relation to capability due to absence. Of these cases 7, only 2 staff are identified as BAME. There are no Dignity At Work complaints from staff of any ethnic background.

## Sex

### Workforce Profile

There is a higher number of female staff in the directorate, Chief Executives has 196 female staff and 82 male employees. The pay band below illustrates differences in pay between the sexes and although there are a greater number of female staff in employment only 2, or 1.02% are in bands 5 and 6.earning between £60,058 and £92,892 compared to 7 or 8.53% of males.



	Payband						
	1	2	3	4	5	6	Total
Male	9	25	27	14	5	2	82
Female	15	112	41	26	1	1	196
Total	24	137	68	40	6	3	278

## Disability

9 staff are recorded as having a disability from the total staff group of 278; this represents 3.24% of the workforce. Data is collected from job application forms and individuals may not declare disability at this stage. It is for individuals to self determine whether or not they have a



disability. Furthermore it is possible that staff will over time become disabled and although there is the opportunity for staff to record their new status it is difficult to establish whether this is the case.

The percentage of disabled staff authority wide is 3.63% excluding schools and 1.84% including schools.

	Headcount	%
<b>Disabled</b>	9	3.24%
<b>Non-disabled</b>	269	96.76%
<b>Unknown/Unclassified</b>	0	0.00%
<b>Total</b>	278	100.00%

### Workforce Profile

The data for Chief Executives highlights a relatively low numbers of younger people working within the directorate. This mirrors the overall picture across the authority. Research has shown that Local Authorities have historically found it difficult to attract the younger generation, and retain them and with little external recruitment an increase of staff in this area is currently unlikely.

18.35% (51 people) are recorded as being over 55, and with the abolition of the default retirement age and the current economic situation there is an expectation that there will be an older workforce. Of the 3 new appointments this year 1 appointee was in the age group 16-24, the second in the age group 25-39, and the third was not stated.

### Age

	Male	%	Female	%	Total	%
<b>16 to 24</b>	7	2.52%	9	3.24%	16	5.76%
<b>25 to 34</b>	23	8.27%	51	18.35%	74	26.62%
<b>35 to 44</b>	26	9.35%	50	17.99%	76	27.34%
<b>45 to 54</b>	13	4.68%	48	17.27%	61	21.94%
<b>55 to 64</b>	12	4.32%	38	13.67%	50	17.99%
<b>65+</b>	1	0.36%	0	0.00%	1	0.36%
<b>Total</b>	82	29.50%	196	70.50%	278	100.00%

### . Learning and Development

The Chief Executive's dept has an open access to development programmes wherever possible. Some examples are as follows.

The professional map from CIPD was piloted and open for all staff in HRD. A training needs analysis was undertaken for the Employee Engagement unit of the map and a staff development programme designed, procured and delivered. All four levels of group support, HRD Adviser, senior HRD Adviser and Business Partner were catered for. A second unit on Learning and Talent Development is now in progress.

Five Chief Executives dept staff currently undertake the Certificate and Diploma in Management Studies programmes (CMS and DMS), Three on the Diploma and two on the Certificate. They represent a broad range in terms of ethnicity and gender.

The range of people in Chief Executives dept who had been seconded to the Business Transformation Project were invited to undertake the Prince 2 project management qualification.

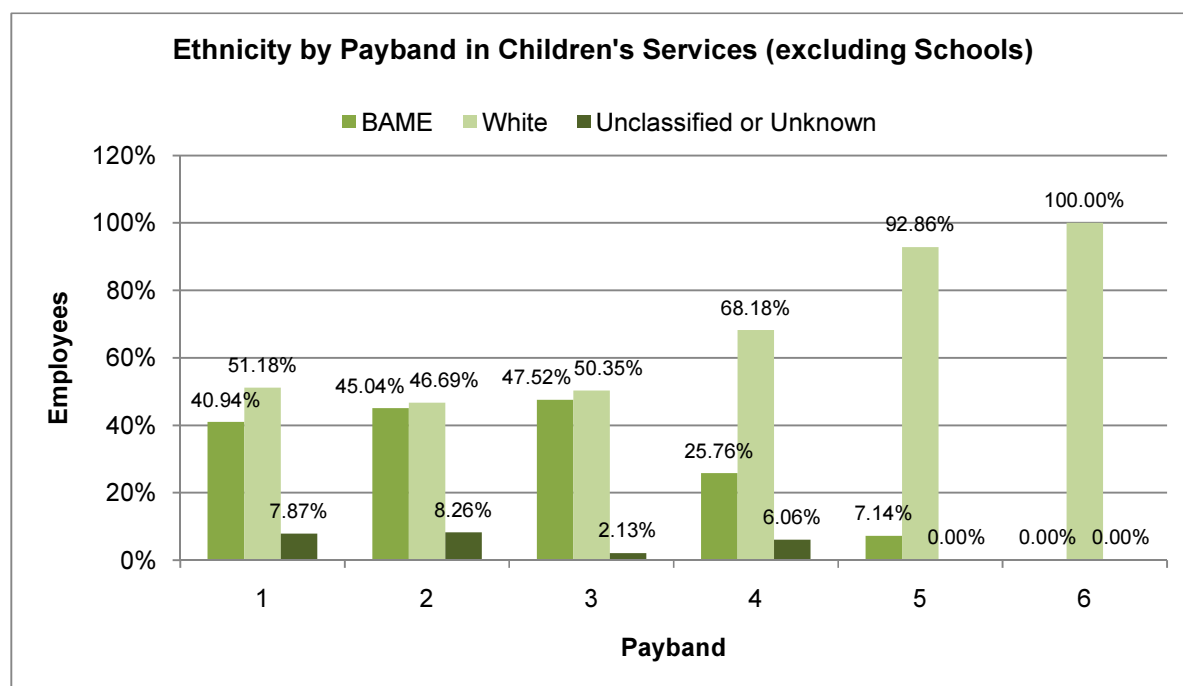
## Children’s Service Annual Equalities Report

The Children’s Services Workforce headcount was recorded as 718 people. Only 8 people were recorded as newly appointed during the year. Individual cases engaging the Council’s fair treatment suite were few in number as shown on the main charts. The results of the staff survey showed an encouraging picture of workforce views about their employment in Children’s Services. The workforce was relatively stable and headline figures are noted below in relation to some key characteristics.

### Ethnicity

#### Workforce Profile

41% (298 people) are recorded as BAME and the spread across the pay bands is shown below.



#### Recruitment Monitoring

8 people were appointed, 4 were recorded as BAME

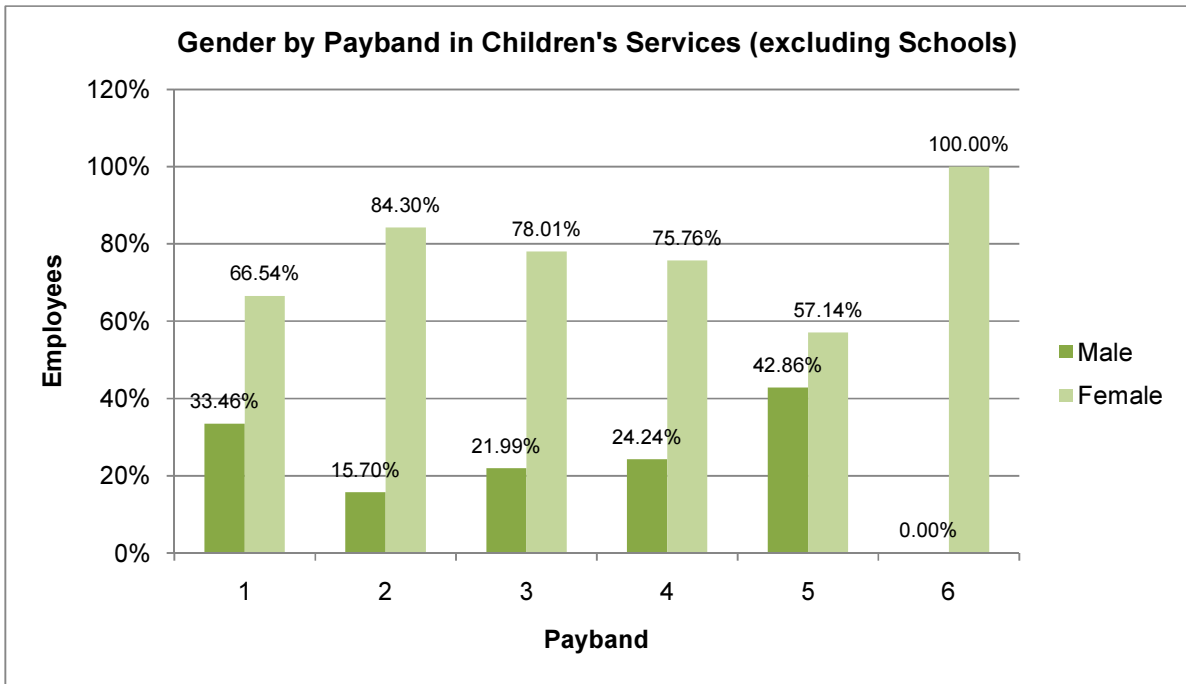
#### Employment procedures including leavers

1 Dignity at Work Procedure complaint was made regarding alleged unfair race discrimination.

### Sex

#### Workforce Profile

75% (542 people) are recorded as female. The gender across the pay band is shown below.



**Recruitment Monitoring**

Of the 8 people appointed 6 were female

**Employment procedures including leavers**

No complaints were recorded regarding unfair sex discrimination.

**Learning and Development**

**Disability**

**Workforce Profile**

1.95 % (14 people) are recorded as having a disability

**Recruitment Monitoring**

The record shows that no disabled applicants were appointed.

**Employment procedures including leavers**

No complaints were recorded regarding unfair discrimination related to disability.

**Age**

**Workforce Profile**

32% (235 people) are recorded as being over 55.

**Recruitment Monitoring**

The 8 appointees were from across the age ranges.

**Employment procedures including leavers**

No complaints were recorded related to unfair age discrimination.

## **Learning and Development**

The Children's Services transformation programme is at an implementation stage and involves a New Operating Model for the delivery of services and an associated Workforce Development Plan. The Workforce Development Plan is being designed to meet the needs of all staff across the Children's Services diverse workforce working to the new operating model and will be the subject of an Equalities Impact Assessment.

Staff have been fully involved in the design development phase of the new operating model and have been widely consulted throughout the implementation phase. Those staff most affected have been able to access support, advice and guidance including personalised sessions to meet specific needs. Courses on application development and interview skills have been made widely available to all staff.

Learning and development planning and activity has been largely undertaken in divisions within Children's Services, however, to align with the new operating model a new Workforce Development Plan will be put in place to support effective planning, monitoring and evaluation of learning and development activity across children's services. This has already commenced with specific training on Evidenced based programmes being accessed by staff from across all Children's Services Divisions. 74 staff have so far received training that qualifies them to deliver the parenting programmes that will be delivered as part of the new operating model.

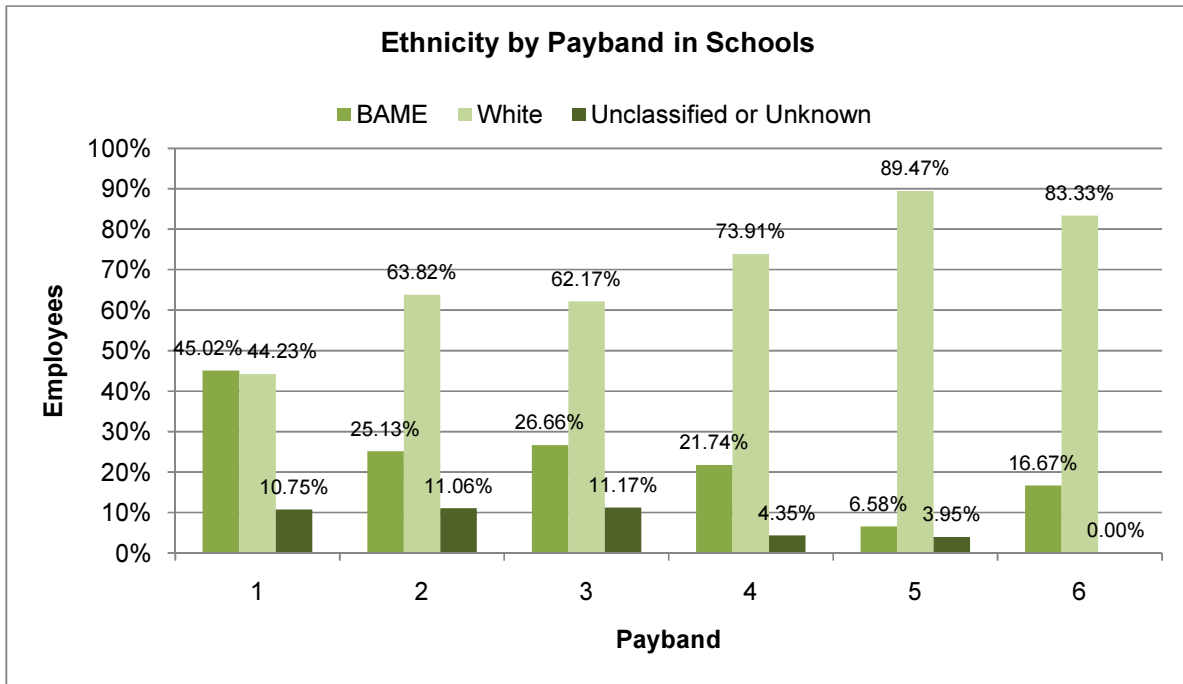
### **Schools Annual Equalities Report**

The Schools Workforce headcount is 3578 people. The number of recorded cases engaging formal employment procedures were few in number as shown in the main charts. From 1 August 2011 the workforce headcount reduces significantly as the 7 new Academy High Schools become employers.

## **Ethnicity**

### **Workforce Profile**

33% (1243 people) are recorded as BAME and the spread across the pay bands is shown below.



### Recruitment Monitoring

This information is not recorded for schools

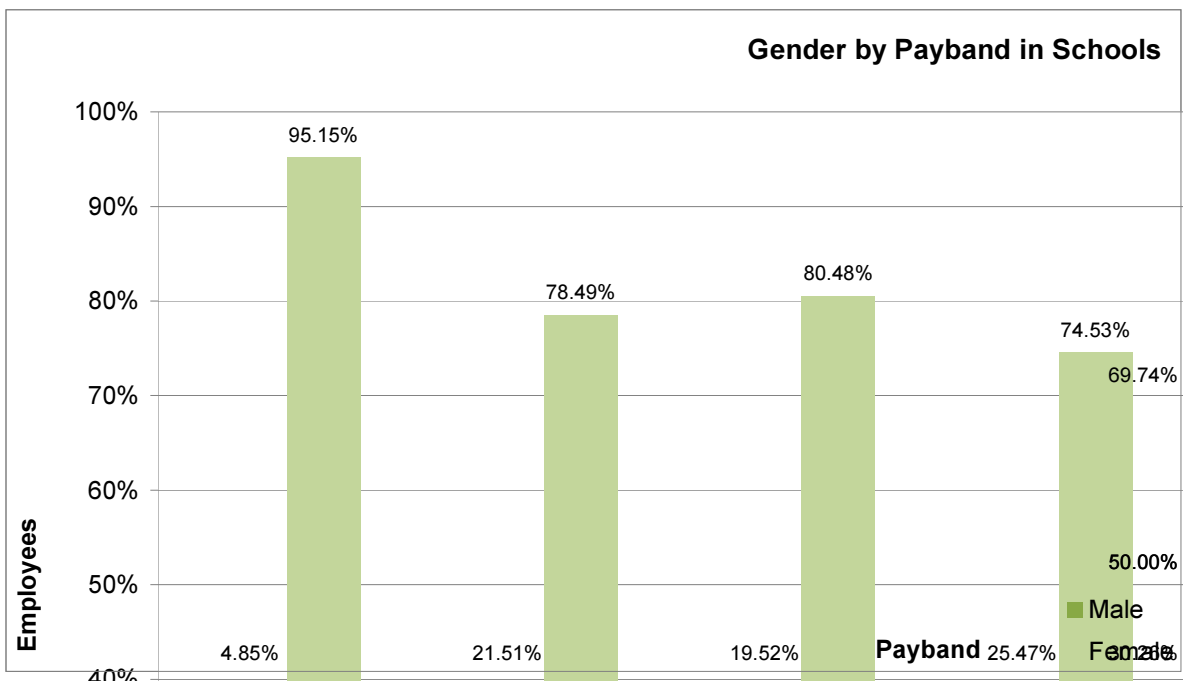
### Employment procedures

These are under the control of school governing bodies. There were no complaints about unfair race discrimination.

## Sex

### Workforce Profile

85% (3209 people) are recorded as female. The gender across the pay bands is shown Below.



### **Recruitment Monitoring**

This information is not recorded for schools

### **Employment procedures**

These are under the control of school governing bodies. There were no recorded complaints about unfair sex discrimination.

## **Disability**

### **Workforce Profile**

0.64% (24 people) are recorded as having a disability

### **Recruitment Monitoring**

This information is not recorded for schools

### **Employment procedures**

These are under the control of school governing bodies. There were no recorded complaints of unfair discrimination on disability grounds.

## **Age**

### **Workforce Profile**

17.68% (671 people) are recorded as being over 55.

### **Recruitment Monitoring**

This information is not recorded for schools

### **Employment procedures**

These are under the control of school governing bodies. There were no recorded complaints of unfair age discrimination.

## **Learning and Development**

Schools carry out their own programmes and also use some programmes provided by the Council and other partners. The new Harrow Schools Improvement Partnership will be providing some learning and development programmes in the future.

## Community & Environment Service Annual Equalities Report

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

The Community and Environment Directorate employs 11.6% of the total workforce. There have only been 9 appointments across the whole directorate in the past year, which accounts for 20% of the Council's recruitment (excluding schools).

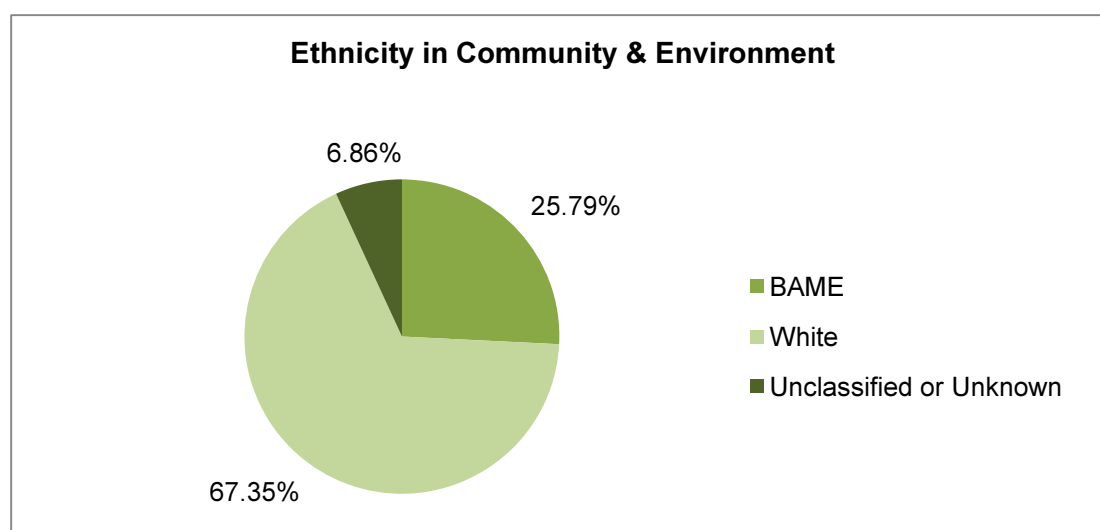
### Ethnicity

#### 1. Workforce Profile incl part-time working and paybands

#### Workforce Profile as at 31 March 2011

#### Ethnicity

	Headcount	%
<b>BAME</b>	188	25.79%
<b>White</b>	491	67.35%
<b>Unclassified or Unknown</b>	50	6.86%
<b>Total</b>	729	100.00%



The proportion of BAME staff in the Community & Environment Directorate is 25.79% which is the same as last year's figure of 25.70%. This figure is lower than the Council's workforce profile (including schools) 34.93% and much less than the Council's target of 48.35%. It is recommended that the Directorate monitor this level and take appropriate action to address the issues and improve.



## Summary by Payband

	White %	BAME %
<b>1</b>	43.58%	49.47%
<b>2</b>	36.05%	36.17%
<b>3</b>	13.44%	10.11%
<b>4</b>	5.91%	3.72%
<b>5</b>	0.61%	0.53%
<b>6</b>	0.41%	0.00%
<b>Total</b>	100.00%	100.00%

The majority of BAME staff are in paybands 1 and 2, however this is also the trend for white staff. In total 81.5% of the staff in this Directorate are in the first two paybands. The Directorate has a significant number of manual posts which are graded in the lower paybands.

It is noted that of the 188 BAME staff, only 4.25% hold posts in paybands 4 and above. The Council's target is that 18.5% of the top 5% of staff should be from BAME groups, the directorate will need to consider this information at the workforce strategy group and address the issue of how to assist BAME employees with career progression.

There are 50 employees with an 'unknown' ethnicity status and it is recommended that this is addressed to reflect the true status.

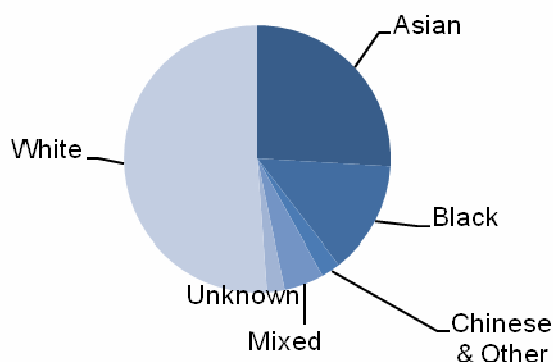
## 2. Recruitment Monitoring

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 2010 to 31 March 2011, 9 appointments were made of which 1 was BAME. When considered against the whole council where there were 44 appointments, it accounts for 20%.

## Applicant Monitoring Summary

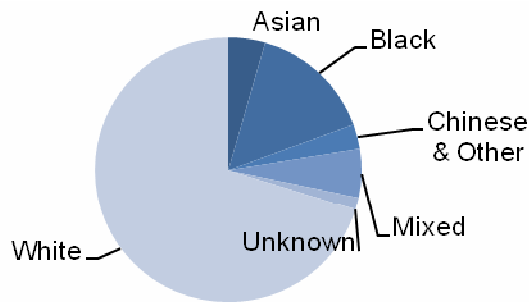
### Applications Received by Ethnic Origin

Ethnicity	No.
Asian	145
Black	76
Chinese & Other	13
Mixed	27
Unknown	12
White	286
<b>Total</b>	<b>559</b>



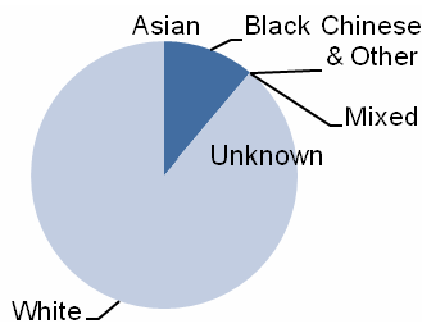
### Applications Shortlisted by Ethnic Origin

Ethnicity	No.
Asian	3
Black	10
Chinese & Other	2
Mixed	4
Unknown	1
White	47
Total	67



### Applications Appointed by Ethnic Origin

Ethnicity	No.
Asian	0
Black	1
Chinese & Other	0
Mixed	0
Unknown	0
White	8
Total	9



At the application stage 47.7% of forms received were from BAME applicants. At the short-listing stage the figure was 28.8% BAME applicants. At the appointment stage the corresponding figure was 11.1%. The success ratio for all applicants was 0.14 and cannot be computed for internal applicants as there were no internal BAME appointments.

The Council's success ratio target is 0.7 and the Directorate is well below achieving this.

### 3. Employment procedures including leavers

There were a total of 16 Conduct cases, 5 of which involved BAME staff (31%), this is slightly higher than the workforce profile, however the number of conduct cases represents 2% of employees. There were no dismissals within the BAME staff.

There were 2 formal capability cases, none of which were BAME staff.

There were a total of 13 Dignity at Work complaints, 4 of which were made by BAME staff (30%) this is slightly higher than the workforce profile, however, the total number of DAW complaints represents only 1.8% of the workforce.

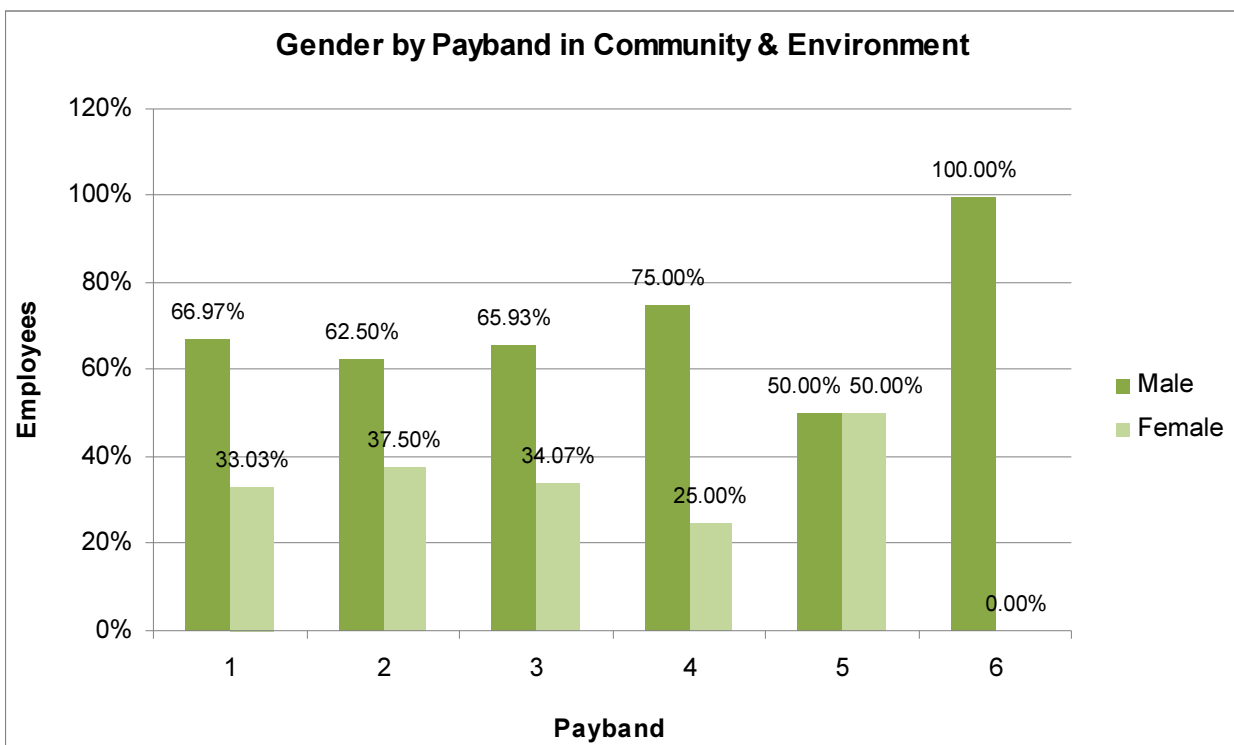
## Sex

### 1. Workforce Profile incl part-time working and paybands

	Headcount	%
<b>Male</b>	478	65.57%
<b>Female</b>	251	34.43%
<b>Total</b>	729	100.00%

65.57% of the workforce is male this is broadly similar to last year's figure of 66.46%. When compared to the council's overall total of 75.95% female, there is a large difference. The Directorate has a large number of manual posts that are predominately male employees, 80% of the Male employees in this directorate are made up of employees in bands 1 & 2.

	Male %	Female %
<b>1</b>	46.23%	43.43%
<b>2</b>	34.52%	39.44%
<b>3</b>	12.55%	12.35%
<b>4</b>	5.65%	3.59%
<b>5</b>	0.63%	1.20%
<b>6</b>	0.42%	0.00%
<b>Total</b>	100.00%	100.00%



This chart shows that the whole directorate has a higher percentage of male staff in each pay band except in band 5 where the gender breakdown is equal between male and female.

## 2. Recruitment Monitoring

55.6% of appointments made were female, which is in line with the council's target of 50%. There were, however, only 9 appointments made in this year, the figures are therefore not a reliable indicator.

## 3. Employment procedures including leavers

There were 16 conduct cases of which only 2 were female staff, this is disproportionate to the workforce profile, however, the number of conduct cases only represents 2% of staff.

None of the formal capability cases were female staff, however, there were only 2 formal cases during the year.

There were 13 dignity at work complaints and 8 (61.5%) of these were made by women, this is disproportionate to the workforce profile.

## Disability

### 1. Workforce Profile incl part-time working and paybands

3.57% of the workforce is disabled this is an improvement by 0.51%, the overall figure for the whole council is 3.63% and the council's target is 5%.

	Headcount	%
<b>Disabled</b>	26	3.57%
<b>Non-disabled</b>	703	96.43%
<b>Unknown/Unclassified</b>	0	0.00%
<b>Total</b>	729	100.00%

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

	Disabled %
<b>1</b>	30.77%
<b>2</b>	53.85%
<b>3</b>	15.38%
<b>4</b>	0.00%
<b>5</b>	0.00%
<b>6</b>	0.00%
<b>Total</b>	100.00%

## 4. Recruitment Monitoring

12.5% of appointments were disabled, this is greater than the Council's target of 5%.

**5. Employment procedures** including leavers

Of the 16 conduct issues, one was a disabled member of staff this represents 6% of the cases which is disproportionate. The number of cases is only represents 2% of staff and therefore the figures are not a reliable indicator. None of the capability procedures involved disabled staff.

15% (2) of the 13 dignity at work complaints were from disabled staff, again this is disproportionate to the workforce, however with the number of complaints representing only 1.8% of the workforce, this figure should be considered with caution.

**Age**

**Workforce Profile** incl part-time working and paybands

	Male	%	Female	%	Total	%
<b>Age Range</b> <b>16 to 24</b>	20	2.74%	15	2.06%	35	4.80%
<b>25 to 34</b>	67	9.19%	29	3.98%	96	13.17%
<b>35 to 44</b>	99	13.58%	48	6.58%	147	20.16%
<b>45 to 54</b>	152	20.85%	81	11.11%	233	31.96%
<b>55 to 64</b>	130	17.83%	76	10.43%	206	28.26%
<b>65+</b>	10	1.37%	2	0.27%	12	1.65%
<b>Total</b>	478	65.57%	251	34.43%	729	100.00%

There are representatives from each age group in the directorate. The concentration of staff is in the 35 – 64 age group (80%) with the majority of those in the 45 - 54 group (31.96%).

The number of staff in the 65+ group has decreased from 2.33% to 1.65% and there has also been a slight decrease in staff aged 16-24 from 5.63% to 4.80%.

**1. Recruitment Monitoring**

22.2% of those appointed were aged 16-24, 44.4% were aged 25-39, 11.1% aged 40-54 and 22.2% over 55 years. 0% of ages were unstated

**2. Employment procedures** including leavers

Conduct cases are across the range of ages in the directorate and are broadly proportionate.

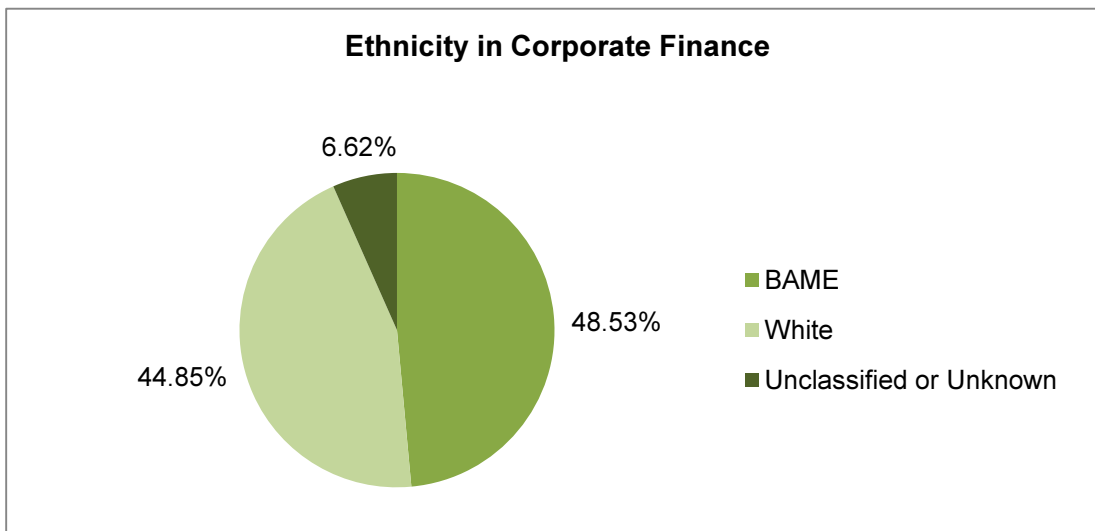
Age Range							Grand Total
16 to 24 yrs	25 to 34 yrs	35 to 44 yrs	45 to 54 yrs	55 to 64 yrs	65 yrs +		
1	2	3	5	5		16	

The two capability issues were in the 25 to 34 and 45 – 54 age brackets. The number of issues in this year is relatively small and is therefore, not a reliable indicator.

None of the dignity at work issues raised, were by staff under 35. 38% of complaints were made by staff in the 55 to 64 age group.

## Corporate Finance Directorate Annual Equalities Report

There are 136 staff within the Corporate Finance directorate, and 48.54% of the total staff group or 66 individuals are recorded as BAME. 6.62% of the workforce chose not to classify their ethnicity so the true figure may be closer to 50%. There were 7 new appointments during the year, and 3 of the new members of staff were recorded as BAME.



The information below highlights the numbers of applicants by ethnicity, and the numbers of individuals subsequently short listed. There were 3 times as many applicants from BAME backgrounds which resulted in only a slightly higher number of individuals within this classification being short listed.

The recruitment and selection process adopted in Harrow does not provide officers undertaken short listing to have any personal details in relation to the candidates and therefore candidates are selected for interview based solely on responses to the person specification.

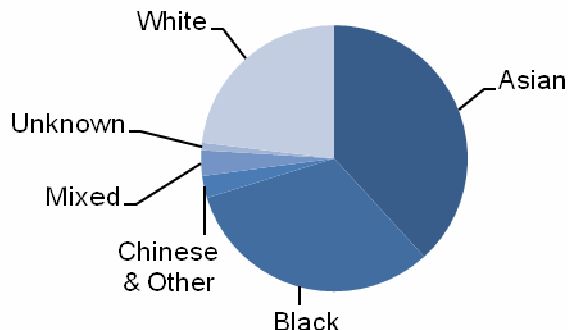
The majority of successful candidates were female, and no one declared themselves as having a disability. Candidates were recruited right cross the age ranges from 16 years to 54. The majority of staff within Corporate Finance are female ( 99 individuals) and 44 staff are male.

## Recruitment Monitoring Summary

1 April 2010 to 31 March 2011

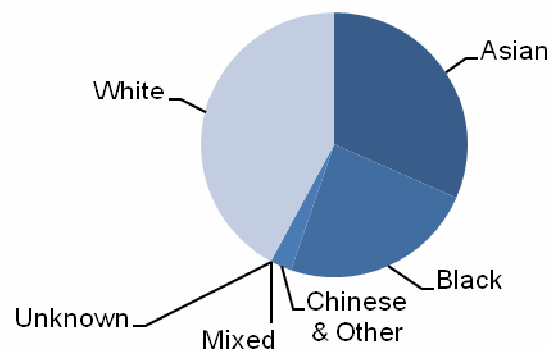
### Applications Received by Ethnic Origin

Ethnicity	No.
Asian	86
Black	72
Chinese & Other	6
Mixed	7
Unknown	2
White	52
Total	225



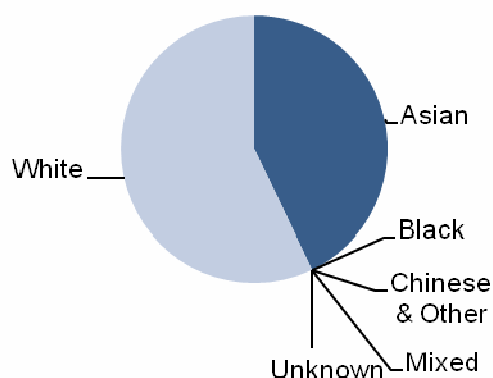
### Applications Shortlisted by Ethnic Origin

Ethnicity	No.
Asian	12
Black	9
Chinese & Other	1
Mixed	0
Unknown	0
White	16
Total	38



### Applications Appointed by Ethnic Origin

Ethnicity	No.
Asian	3
Black	0
Chinese & Other	0
Mixed	0
Unknown	0
White	4
Total	7



### **Employment procedures including leavers**

Corporate Finance have 3 capability cases currently which have been management driven due to absence. Of the 3 cases, one individual is classified as BAME.

## **Disability**

There are 7 staff in the directorate who have a disability. Data is collected from application forms and it is for individuals to self determine their status. A staff member may find changes in their health over time which render them disabled, and in these circumstances may ask for their employment records to be altered. It is for staff to declare their status so there is the possibility that the figures below are not entirely accurate if they decide not to do so.

	<b>Headcount</b>	<b>%</b>
<b>Disabled</b>	7	5.15%
<b>Non-disabled</b>	129	94.85%
<b>Unknown/Unclassified</b>	0	0.00%
<b>Total</b>	136	100.00%

## **Age**

Across the Authority as a whole there are fewer staff employed at the lower age ranges. This is reflected in the data for Corporate Finance. Historically it has been difficult to attract and retain younger workers to roles in Local Government and this situation will be difficult to address given the lack of recruitment activity.

It is expected given the abolition of the default retirement age and the economic difficulties that there will be an increased number of older workers.

	<b>Male</b>	<b>%</b>	<b>Female</b>	<b>%</b>	<b>Total</b>	<b>%</b>
<b>16 to 24</b>	2	1.47%	2	1.47%	4	2.94%
<b>25 to 34</b>	13	9.56%	19	13.97%	32	23.53%
<b>35 to 44</b>	11	8.09%	27	19.85%	38	27.94%
<b>45 to 54</b>	12	8.82%	26	19.12%	38	27.94%
<b>55 to 64</b>	6	4.41%	18	13.24%	24	17.65%
<b>65+</b>	0	0.00%	0	0.00%	0	0.00%
<b>Total</b>	44	32.35%	92	67.65%	136	100.00%



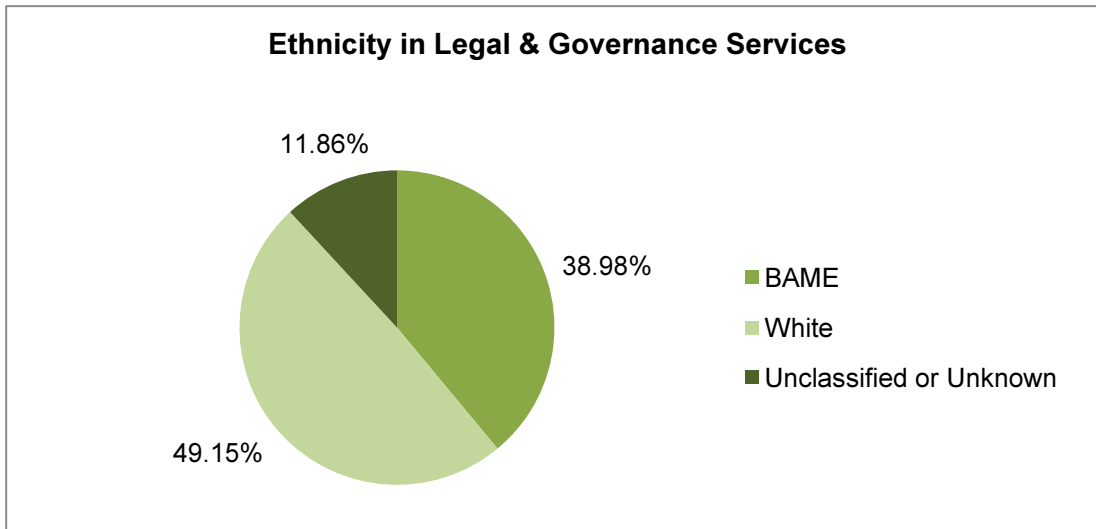
## Learning and Development

- In the Housing Benefits and Collections Training Strategy it makes clear that Equal Opportunities and Diversity are priorities in the approach to learning & development activities.
- The directorate encourages people to apply for new development opportunities regardless of gender, ethnicity or age. People are invited to undertake development through IPAD meetings, one to ones or team meetings. Staff are frequently asked to volunteer for a range of developmental activities.
- A policy of 'grow your own' is pursued and drives much of the policy towards learning and development and is funded from their own L & D budget. This is also linked to the workforce strategy.

A large amount of time and money is spent on technical training which is not included in above statistics. Here the emphasis is on needs of the job and is required rather than encouraged.

**Legal & Governance Annual Equalities Report**

The Legal and Governance directorate have a total of 59 staff, of which 23 have been classified as BAME; this represents 38.98% of the total workforce. 11.86% of staff has not declared their ethnic background, while 49.15% had classified themselves as white.



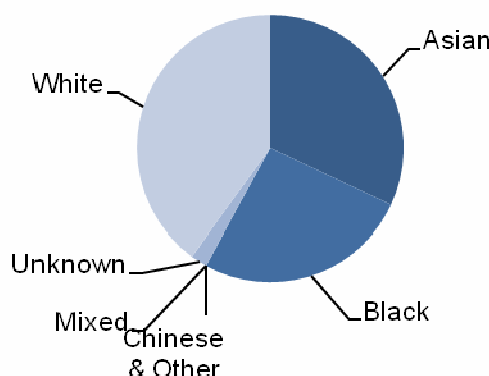
There has been a significant reduction in external recruitment across the authority due to budget restraints and the need to consider any vacancies to staff that may be facing redundancy. In the Legal and Governance directorate this year only 2 appointments were made and one appointee was recorded as BAME.

The summary below highlights the number of applicants for the posts advertised by ethnicity, in terms of those who were short listed for interview and confirms the outcome.

**Applicant Monitoring Summary  
1 April 2010 to 31 March 2011**

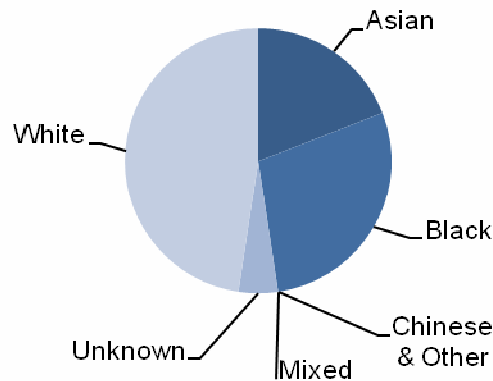
**Applications Received by Ethnic Origin**

Ethnicity	No.
Asian	16
Black	13
Chinese & Other	0
Mixed	0
Unknown	1
White	20
Total	50



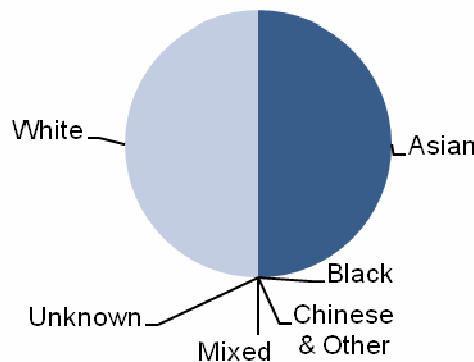
### Applications Shortlisted by Ethnic Origin

Ethnicity	No.
Asian	4
Black	6
Chinese & Other	0
Mixed	0
Unknown	1
White	10
Total	21



### Applications Appointed by Ethnic Origin

Ethnicity	No.
Asian	1
Black	0
Chinese & Other	0
Mixed	0
Unknown	0
White	1
Total	2



The 2 appointees were female and did not declare a disability. The individuals were in the age group of 25-39 years.

79.66% of the staff group are female (47 individuals) and, 20.34% (12 individuals) are male

### Employment procedures *including leavers*

There are no employment procedures to report in this directorate.

### Disability.

3 individuals are recorded as having a disability, which is 5.08% of the total directorate workforce. Data is collected from job application forms if the applicant chooses to declare a disability. It is for individuals to self determine whether disability applies and this may be pre or post employment. Obviously for some employees there will be changes in their health but we are unable to establish where this is the case how many staff will seek to change the employment records held.

#### Disability

	Headcount	%
<b>Disabled</b>	3	5.08%
<b>Non-disabled</b>	55	93.22%
<b>Unknown/Unclassified</b>	1	1.69%
<b>Total</b>	59	100.00%

## Age

The majority of staff working for Legal and Governance are in the middle to higher age ranges with 44 individuals aged between 35 to 64 years of age. Local Authorities have found it difficult for some years to recruit and retain younger members of staff, and with the current reduction in external recruitment the status quo is likely to remain. In addition with the abolition of the default retirement age we expect to see an increasing older staff compliment.

	Male	%	Female	%	Total	%
<b>Age Range</b> <b>16 to 24</b>	1	1.69%	0	0.00%	1	1.69%
<b>25 to 34</b>	5	8.47%	9	15.25%	14	23.73%
<b>35 to 44</b>	2	3.39%	18	30.51%	20	33.90%
<b>45 to 54</b>	3	5.08%	11	18.64%	14	23.73%
<b>55 to 64</b>	1	1.69%	9	15.25%	10	16.95%
<b>65+</b>	0	0.00%	0	0.00%	0	0.00%
<b>Total</b>	12	20.34%	47	79.66%	59	100.00%

## Learning and Development

- There is a strong commitment to learning and development opportunities across all levels of the department. L & D is not restricted to any particular levels. An example of this is how senior managers have undertaken 'vacu-chair' training.
- Administration Support, Registration and Election Services staff have all had access to a range of development opportunities. One example of this policy is an H4 who has been undertaking the Certificate in Management Studies (CMS) programme for development purposes as part of positive action.
- NVQ's have also been supported for staff to undertake qualifications in Business Administration and Team Leadership.
- In Legal Practice staff are being supported to undergo professional development with London Boroughs Legal Alliance (LBLA) and again this is open access for all in that team.
- Three members of the senior management team have been supported to pursue Leadership training which is open to all at this level. Those that have been unable to attend last year will be supported for this year.

## Place Shaping Annual Equalities Report

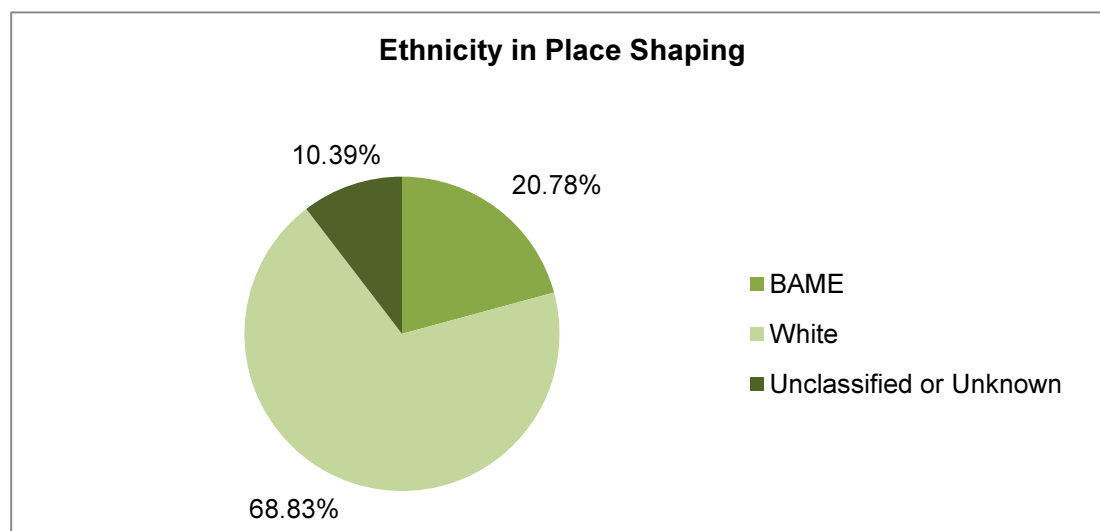
This report forms an analysis of the Place Shaping Directorate workforce profile, recruitment monitoring and employment practices. It is divided into four areas including, Ethnicity, Gender, Disability and Age. Although the tables are self explanatory there is some commentary around the main points.

The Place Shaping Directorate employs 1.2% of the total workforce. There have only been 4 appointments across the whole directorate in the past year, which accounts for 9% of the Council's recruitment (excluding schools).

### Ethnicity

#### 6. Workforce Profile incl part-time working and paybands

	Headcount	%
<b>BAME</b>	16	20.78%
<b>White</b>	53	68.83%
<b>Unknown/Unclassified</b>	8	10.39%
<b>Total</b>	77	100.00%



The proportion of BAME staff in the Place Shaping Directorate is 20.78% which is a slight decrease on last year's figure of 22.97%. It is recommended that the directorate monitor this level and take appropriate action to address the issues and improve.

The number of unclassified staff has risen from 5.41% to 10.39% and it is recommended that this is addressed to reflect the true status of the directorate.

The Council's workforce profile (including schools) is 34.93% and the council's target for 2010/11 was 48.35%.

As the number of staff in this directorate is small, the figures are impacted by minor staff changes.

	White %	BAME %
<b>1</b>	0.00%	0.00%
<b>2</b>	35.85%	75.00%
<b>3</b>	39.62%	12.50%
<b>4</b>	16.98%	12.50%
<b>5</b>	5.66%	0.00%
<b>6</b>	1.89%	0.00%
<b>Total</b>	100.00%	100.00%

The majority of BAME staff are in payband 2 (12 staff). There are no BAME staff in bands, 1, 5 and 6.

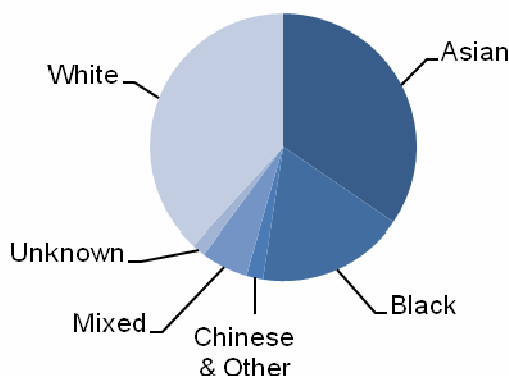
The directorate will need to consider this information at the workforce strategy group and address the issue of how to assist BAME employees with career progression.

### 7. Recruitment Monitoring

The recruitment figures should be considered alongside the workforce profile data as they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2010 to 31 March 2011, 4 appointments were made of which 2 were BAME. When considered against the whole council where there were 44 appointments, it accounts for 9%.

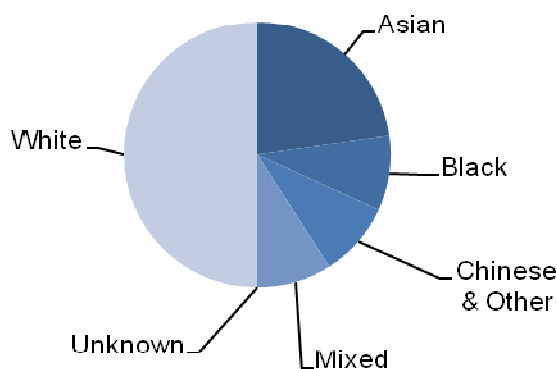
#### Applications Received by Ethnic Origin

Ethnicity	No.
Asian	85
Black	44
Chinese & Other	5
Mixed	14
Unknown	4
White	94
<b>Total</b>	<b>246</b>



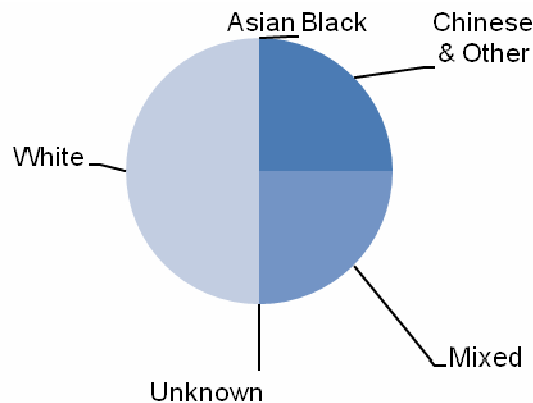
#### Applications Shortlisted by Ethnic Origin

Ethnicity	No.
Asian	5
Black	2
Chinese & Other	2
Mixed	2
Unknown	0
White	11
<b>Total</b>	<b>22</b>



## Applications Appointed by Ethnic Origin

Ethnicity	No.
Asian	0
Black	0
Chinese & Other	1
Mixed	1
Unknown	0
White	2
<b>Total</b>	<b>4</b>



At the application stage 61.2% of forms received were from BAME applicants. At the short-listing stage the figure was 50% BAME applicants. At the appointment stage the corresponding figure was 50%. The success ratio for all applicants was 0.64 and cannot be computed for internal applicants as there were no internal White appointments.

The Council's success ratio is 0.46 and the target is 0.7 so the directorate is close to achieving this.

### 8. Employment procedures including leavers

There were no formal cases in this period.

## Sex

### 4. Workforce Profile incl part-time working and paybands

	Headcount	%
<b>Male</b>	43	55.84%
<b>Female</b>	34	44.16%
<b>Total</b>	77	100.00%

The figures are the same as last year, this reflects the appointments being equal between male and female and there being little change in overall numbers. The gender split is in line with the Council's target.

	Male %	Female %
<b>1</b>	0.00%	0.00%
<b>2</b>	25.58%	64.71%
<b>3</b>	41.86%	23.53%
<b>4</b>	20.93%	11.76%
<b>5</b>	9.30%	0.00%
<b>6</b>	2.33%	0.00%
<b>Total</b>	100.00%	100.00%

There are no female employees in paybands 5 & 6. The council's target is for 50% of the top 5 posts be occupied by female employees, this is not the case in this directorate. The workforce strategy group should consider how they can address the issues and assist female staff with career progression.

### 5. Recruitment Monitoring

There was an equal gender split of appointments, this is in line with council targets.

### 6. Employment procedures including leavers

There were no formal cases in this period.

## Disability

### 1. Workforce Profile incl part-time working and paybands

	Disabled %
<b>1</b>	0.00%
<b>2</b>	0.00%
<b>3</b>	0.00%
<b>4</b>	0.00%
<b>5</b>	0.00%
<b>6</b>	0.00%
<b>Total</b>	0.00%

The Place Shaping Directorate does not indicate that they currently have one member of staff in payband 5 reporting a disability, although the recruitment monitoring information clearly shows that one disabled person was appointed. It is recommended that this is investigated and the correct information be reflected in SAP.

### 2. Recruitment Monitoring

Of those appointed (4), 25.0% were disabled (1).

### 3. Employment procedures including leavers

There were no formal cases in this period.

## Age

### 3. Workforce Profile incl part-time working and paybands

	16 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65+	Total
<b>Male</b>	1.30%	16.88%	11.69%	15.58%	9.09%	1.30%	55.84%
<b>Female</b>	0.00%	10.39%	10.39%	18.18%	5.19%	0.00%	44.16%
<b>Total</b>	1.30%	27.27%	22.08%	33.77%	14.29%	1.30%	100.00%



Every age group is represented in this directorate. There are less in the 16 – 24 age group than last year 1.30% as opposed to 5.41% (however there are more in the 25 – 34 group which suggests they have moved into a different bracket). The amount of 65+ staff has stayed the same.

#### **4. Recruitment Monitoring**

0% of those appointed were aged 16-24, 50% were aged 25-39, 50% aged 40-54 and 0% over 55 years. 0% of ages were unstated.

#### **5. Employment procedures including leavers**

There were no formal cases in this period.