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1. Introduction and Background

- 1.1.1 The London Borough of Waltham Forest is one of 32 London Boroughs, located on the north east of the Capital and from a race equality perspective has a workforce that is representative of the community it serves.
- 1.1.2 A key priority for the Council is to promote and support the flourishing of diversity in the workforce. In line with this priority and to meet our obligations under the Race Relations (Amendment) Act 2000 this annual employment equalities monitoring report presents a statistical picture of the Council's workforce and employees' workplace experience from recruitment through to exit.
- 1.1.3 This is the Council's 5th AEER report and it covers all staff in post (excluding staff in schools) for the period 1st April 2008 to 31st March 2009.
- 1.1.4 The areas for development identified in this report will be feedback to Directorates which will inform their equality action planning 2009/11.
- 1.1.5 The HR Diversity Manager will work with the Directorates to develop and implement the action plan for next year and this work can then be further integrated into the Council's race, gender and disability schemes alongside the Stonewall LGBT action plan.

Background

Waltham Forest Council is:

- One of the 7 Councils to achieve level 4 of the Equality Standard aiming to achieve level 5 Equality Standard by (March) 2010.

The Standard addresses the six equality strands; age, disability, gender, race, religion or belief and sexual orientation, over five levels of development ranging from having an equality policy (level one) to making significant progress in achieving equal employment and service provision with regard to equality (level five).

- An Equal Opportunities employer committed to achieving a representative workforce and ensuring that equality and diversity are fully embedded throughout the organisation.
- Respecting Diversity is a **core value** for the Council and its partners.

The delivery of this value is built into the “one culture” strand of the transformation programme that focuses around change management strategy to reshape the way in which managers and staff provide excellent services, efficiencies and provide residents with a positive interaction with the Council.

- Our new Management Standards and appraisal procedures are fitted around developing and delivering a fresh competency outcome based approach to the Council’s equality training.
- The changes are focused on providing managers and staff with the competence and confidence to deliver our core value of respecting diversity and integrate it into their leadership and staff management abilities and into the delivery and improvement of their service.

Corporate Equality Plan Priorities 2007- 2010

The implementation of new approach to the equalities training programme is an opportunity to directly support the delivery of the Corporate Equality Plan (2007-2010). This is a high-level three-year equality plan that sets out the Council’s equality priorities in employment and service delivery.

The Council’s Corporate Equality Plan (CEP) priorities as are as follows:

- Embedding the promotion of equality and the removal of barriers to it into the design and delivery of services;
- Addressing current disadvantage by reducing persistent equality gaps;
- Enabling everyone to get their voices heard and to engage and be involved in the decisions that affect them;
- Encouraging independence and supporting personal mobility;
- Promoting respect for diversity;
- Promoting and supporting the flourishing of diversity in the workforce.

Scope and Purpose of the Report

This employment report covers recruitment, staff in post, participation in training and development, performance management/appraisals, Fairness at work (FaW) cases (grievance/disciplinarys including harassment & bullying), promotions, and leavers data.

The report continues to include information on (HR) BVPI trends, analysis of promotions and Employment Tribunals data. As recommended in the last year’s report this year’s data on Employment Tribunals has been

widened to include more detailed information and include breakdown across the equality strands.

1. Regular statistical reporting provides an opportunity for the Council to assess its effectiveness in implementing its equality policy and to identify areas of inequality. It serves as a tool for workforce planning, strategic policy development, benchmarking and employee monitoring.
2. The report aims to give a general narrative summary of the workforce ethnic monitoring statistics but also includes areas for development.

2. Executive Summary

In terms of staff composition, the Council continues to move towards achieving a more equitable and representative workforce across most pay bands.

Overall, the organisation continues to make sustainable progress in realising equalities in employment across the six equality strands, with an exception of few areas where equalities practices are not yet sufficiently embedded and further improvements/actions are needed.

The report shows that the diversity HR (BVPI) targets have been met or exceeded in respect of few key indicators including exceeding our target in the number of women in the top 5% of earners (BVPI 11a) as well as BME staff in the top 5% of earners staff (BVP11b).

The organisation has exceeded our target with regard to the proportion of Black and Ethnic minority employees in its workforce (BVPI 17a - includes staff in schools). The Council has consistently outperformed other boroughs on this indicator over the past three years by a significant margin. This year the Council outperformed other boroughs by 7.7%. (For more details on the above please refer to page 8-11 of the report).

However, there are still areas where we need to address specific issues and proactively manage the way the data is collated and monitored. For example, the low volume of data in respect of sexual orientation and faith/belief continue to be pressing issues as well as the volume of returns on exit interviews data.

Details of key areas for development in 2009/10 are outlined below and the HR Diversity Manager will continue to work with HR Directorates and HR Business Partners, SSC and other colleagues in ensuring that specific actions are addressed and relevant issues brought to the attention of the Equality Directorate leads.

Detailed areas for **development** and action for 2009/10 are as follows;

- Asian/Asian British group of applicants are under represented at shortlisting recruitment stage compared to the other groups of applicants. Lower number of applications were received from Black /Black British group of applicants compared to the previous reporting period. These issues need to be fed back to individual directorates for action and closer future monitoring.
- Investigative action to better understand the increase in the number of disciplinaries and grievances compared to the last reporting period. In particular, investigative action around the reasons behind notable increase in the 20-29, 30-39 and 50-59 age group and their over representation in grievances;
- Action to perform an analysis of grievance data to better understand the nature of the “other” category which continues to comprise the largest group of grievances including continuing to monitor trends on bullying and harassment cases by six equality strands;
- Action to encourage the provision of equalities related information (particularly in the areas of sexual orientation and faith and belief).

Part of this work includes action by HR (Diversity) to continue to work proactively with all staff fora including the LGBT. This specifically relates to working proactively with this group of staff to increase the ‘visibility’ of our LGBT community (ex: ‘coming out at work; conducting relevant research (LGBT residents) etc.

- A need to carry out the audit of BME (Black/Black British and Asian) staff in upper pay bands 5 and 6 and look at the ways in which the Council can better support these staff groups as well as parts of our younger (under 20’s and 20-29, age bands) and older portion of workforce (50-59 + age groups) .
- Encourage completion of exit questionnaires (including revision of the equalities monitoring section of the exit interview form) and future analysis of leavers data by six equality strands.

Commission HR and LnD to carry out a review/look at specific actions towards succession planning as part of Transformation work programme. This can help us better support our younger workforce (examples include need to further promote our Apprenticeship scheme (under Young People s strategy) as well as Council s Mentoring scheme as a means of growing our own ‘).

- Continue to include Employment Tribunals data and more closely monitor outcomes by six equality strands, in particular in terms of race relations cases.

These issues have been addressed within the ‘key actions’ sections of the report where recommendations on the way forward are given.

2.1 Performance Against Key Performance Indicators

The tables and narrative comments in this section presents information about the Council’s performance against key Best Value Performance Indicators (BVPI) over the last four years.

Please note that **where appropriate** 2008/09 London median data (London Councils) is being included as a benchmark on our performance against the key indicators as in the previous reporting periods.

Performance Against BVPIs (2005-2009)

| (HR) BVPIs | | | | | | | | | | | |
|------------|--|---------|---------------|---------|---------------|---------|---------------|---------|---------------|---------|--------------------|
| | | 2004-05 | | 2005-06 | | 2006-07 | | 2007-08 | | 2008-09 | |
| | | WF | London Median | WF | London Median | WF | London Median | WF | London Median | WF | London Median |
| BV11a | Women in top 5% of Earners | 47.3% | 40.2% | 42.3% | 43.9% | 50.0% | 43.9% | 53.0% | 44.8% | 52.0% | No longer measured |
| BV11b | Minority Ethnic Community Employees in top 5% of Earners | 14.2% | 12.4% | 17.7% | 13.0% | 22.5% | 12.8% | 24.1% | 13.3% | 30.5% | No longer measured |

| | | | | | | | | | | | |
|------------|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------------------|
| BV11c | Employees with a disability in top 5% of Earners (new for 2005-06) | n/a | n/a | 1.4% | 2.7% | 3.3% | 3.5% | 4.10% | 3.5% | 3.3% | No longer measured |
| BV16a | % Employees declaring a disability under DDA definition | 2.1% | 2.3% | 2.9% | 3.4% | 2.7% | 3.5% | 4.7% | 3.8% | 4.8% | 3.8% |
| BV17a x | % of Employees who are from Minority Ethnic Communities | 34.9% | 24.1% | 35.3% | 27.0% | 36.0% | 27.5% | 38.9% | 28.6% | 39.1% | 31.4% |

Gender Equality

BVPI 11a (excludes staff in schools)

The Council has exceeded its target (47%) by 5% for 2008/9 in respect of the number of women in the top 5% of earners (BVPI 11a) despite a nominal decrease on this indicator since the last year's reporting period of 1.3%.

The Council has remained in the top quartile for this indicator over the past three years against other boroughs and there has been a steady annual increase in the proportion of women in the top 5% of earners since 2003/4.

London Councils no longer include data on this indicator, thus it is not possible to comment on the trend for this year. When compared to the average headcount figure (%) on Gender, London Median data for women stands at 65.9%.

Our headcount figure on this indicator exceeds London Median by 3.9% (73.0%).

However, the organisation has still some way to go in terms of gender equality for women in senior posts ('glass ceiling'- PO6 level and above) and issues relating to working mothers reaching the highest levels of promotion within the Council. Refreshing our existing Gender Equality scheme continues to be our priority and this is an area that HR Diversity & Corporate Diversity & Business support continue to work on improving together with our Learning and Development colleagues.

For example, as part of celebrating Staff Diversity Day (held in August 2008) the HR Diversity Manager held a session on workplace development for women' and there are plans to continue with similar initiatives in the future as part wider 'Women Together' initiative.

Single Status

Introducing a single unified pay structure and implementation of fair and equitable reward system for staff who work non-standard hours amongst staff continues to progress well under Single Status with the equal pay audit having been completed successfully (Phase 1) . This focused on former manual worker grades (Phase 1) and staff on officer grades (Phase 2).

The outcome of Phase 1 revealed that in terms of actual numbers more women than men have gone onto higher grades, due to the fact that women are predominant in roles which prior to job evaluation, were graded the lowest. (comparing salary scales by Gender – pre and post Single Status).

Overall, analysis of data without school based staff being included for those with pay moving up, down and staying the same shows that women's pay, as a percentage of total staff, is more likely to have gone down than up.

However, when schools based staff are included in the analysis (a total of 723 employees, of which 710 are female) the results show a significant increase in the percentage of female gainers (i.e. 74%).

Race Equality

BVPI 11b (excludes staff in schools)

The Council has exceeded its target (20%) by 6.6% in respect of the number of Black and Minority ethnic staff (BVP11b) in the top 5% of earners. The Council is in the top quartile for this indicator.

Since 2006 there has been a clear upward trend in the proportion of minority ethnic staff employed in all services, with the figures for top 5% earners rising progressively from 19.70% (as at June 2006) to the current 30.47% (as at 31st March 2009).

London Councils no longer include data on this indicator (as with HR (BVPI) 11b, or 11a above) and thus it is not possible to comment on how we compare to other boroughs on this indicator.

BVPI 17a (includes staff in schools)

The Council has again exceeded its target (34.33%) with regard to the proportion of Black and Ethnic minority employees in its workforce (39.1%).

The Council has consistently outperformed other boroughs on this indicator over the past three years by a significant margin. Similar trend continues this year whereby the Council outperformed other boroughs by 7.7%.

For example, for the 2007/08 reporting period the Council has exceeded the London Median by 8.45% on this indicator which when compared to 2006/2007 reporting period represents a 2.95% increase on the number of minority ethnic community staff employed in the Council (35.95% to 38.9%, as at 1st April 2007).

Disability Equality

BVPI 11c (excludes staff in schools)

The Council continues to meet its target (2%) for employees with disability in the top 5% of earners (BVPI 11c) and this year has exceeded its target by 1.3%.

This represents a decrease of 0.7% compared to the last year's reporting period when figure on this indicator stood at 4.1%. As at 1st April 2009 this figure stands at 3.33%. The Council needs to continue to make sustainable efforts to improve its declaration rates on disability in top 5% tier, encourage higher disclosure and continue to promote disability equality in the workplace.

London Councils no longer include data on this indicator as with BVPI 11b, and 11a above) and it is thus not possible to comment on how we compare with other boroughs on this indicator.

The HR Diversity continues to monitor the declaration rates on disability and has carried out the disability staff survey of non-schools' based staff (March 2008) to review our position on ongoing basis and ensure that SAP HCM system accordingly (details of which are reported on the page below).

BVPI 16a (includes staff in schools)

The Council continues to exceed its target (3%) of representation of disabled employees on this indicator with the figure standing at 4.8% as at 31st March 2009 (including schools' staff). This represents a 1% increase since the last year's reporting period.

As mentioned above the disability survey of non-schools' staff conducted in February/March 2008 by the Diversity team resulted in 241 declarations of disability (6.1% of the non-schools' workforce). However, the percentage of employees who have a disability is lower than the Census 2001 figure of 13.9% of the local population.

The HR Diversity team continues to monitor rates and identify 'positive action' initiatives in conjunction with the Corporate Diversity & Business support team to ensure that the Council continues to meet and review our targets set out in our (2005-2009) Disability Equality scheme. This will enable us to move into next stage of DES (2) planning and its delivery.

Key areas of action continue to focus around ensuring that all staff with a disability are well supported and developed in the workplace, and that any areas of concern (for example those relating to the implementation of reasonable

adjustments) are dealt with appropriately and in timely fashion and that links with our partners and Access to Work are improved.

3. Recruitment

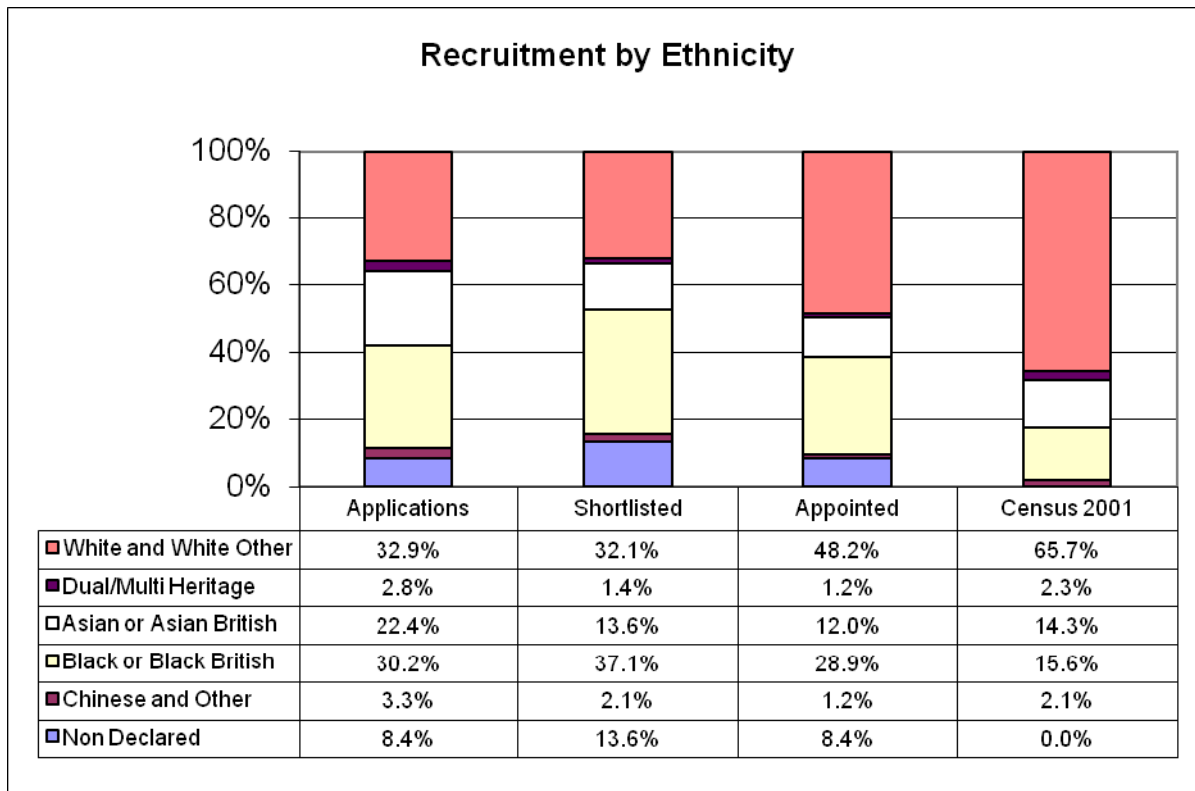
3.1 Recruitment Process by Ethnicity

This section of the report considers representation of candidates by ethnicity in terms of the recruitment and selection process. It covers recruitment processed by the Council’s Shared Service Centre (SSC). This includes recruitment to permanent, fixed-term and casual posts.

It does not cover recruitment through the Council’s micro site for social care appointments. Neither does it include most Chief Officer posts recruitment as most of this is processed through external recruitment providers.

3.1.1 Figure 1 below shows the percentages of applicants who applied for vacancies, including those that were short-listed and those who were successfully appointed.

Figure 1



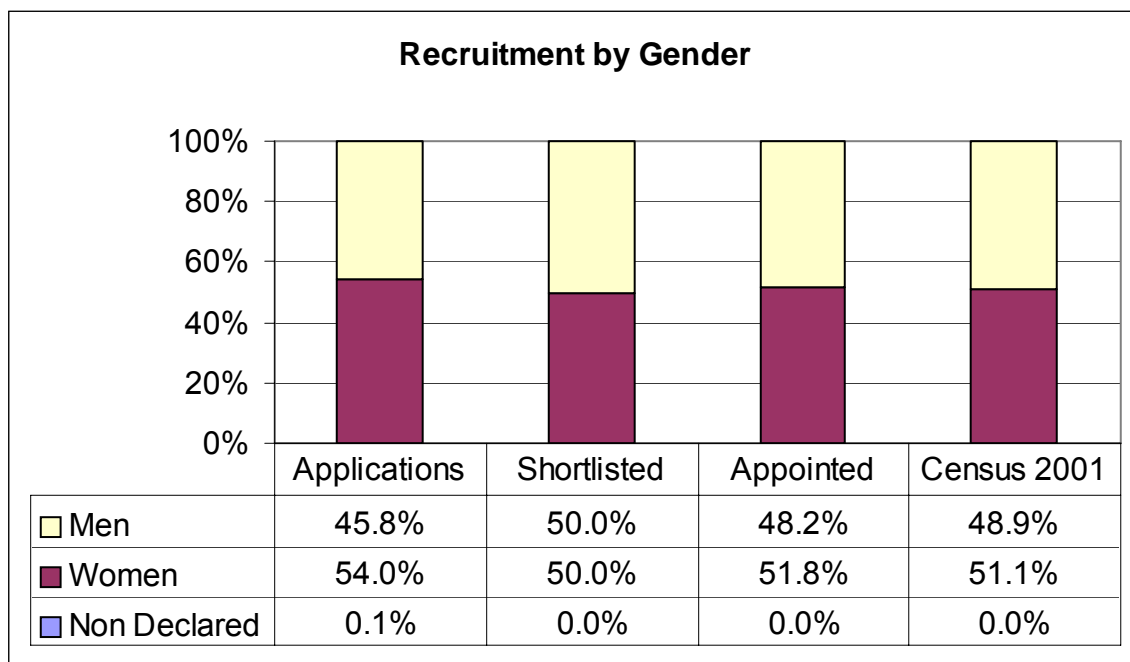
3.1.2 As shown in the figure, White and White Other applicants have greater success rate at securing jobs than any other group. Compared to the last year's figure the percentage of success rate has increased by 3.1%. Nevertheless, this group still remains underrepresented compared to the population of Waltham Forest Borough (Census 2001).

3.1.3 In comparison to the last year's figures less applications were received from Black or Black British applicants (30.2% as at 1st April 2009 compared to 35.4% in 2007/2008 period). However, this group has had considerably higher success rate at securing jobs (12%) compared to the last year's reporting period. This figure stands at 28.9% as at 31st March 2009.

The success rate of Asian or Asian British applicants at the appointment stage has fallen by 7.7% compared to the last year's reporting period and now stands at 19.7% and is now below the Census figure (2001).

3.2 Recruitment by Gender

Figure 2

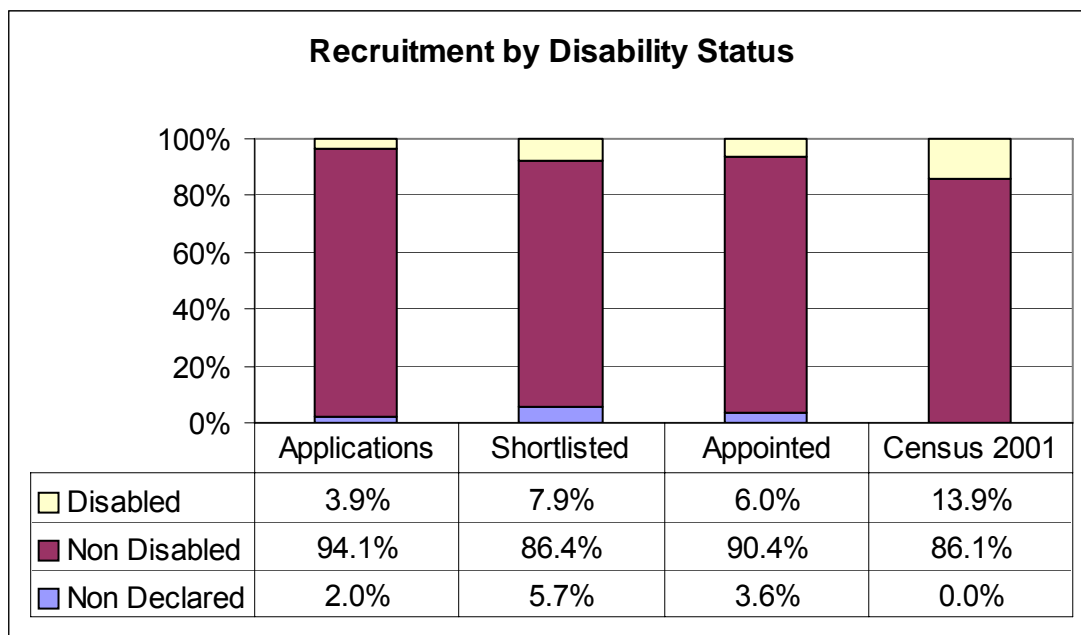


3.2.1 Figure 2 above outlines recruitment process by Gender.

The rate of applications received from men has slightly increased this year, as well as has their success rate at securing jobs. The success rate of both groups corresponds well with the Council's population.

3.3 Recruitment by Disability Status

Figure 3



3.3.1 The above figure shows recruitment process by disability status.

3.3.2 The proportion of success rate of disabled candidates has significantly increased and is now 6.0% compared to 2.3% last year's reporting figure. However, the figure as well as the proportion of applications received is still quite low compared to the Council Census (2001).

3.3.3 There were more declarations from staff on their disability status at application stage compared to the last year's reporting period.

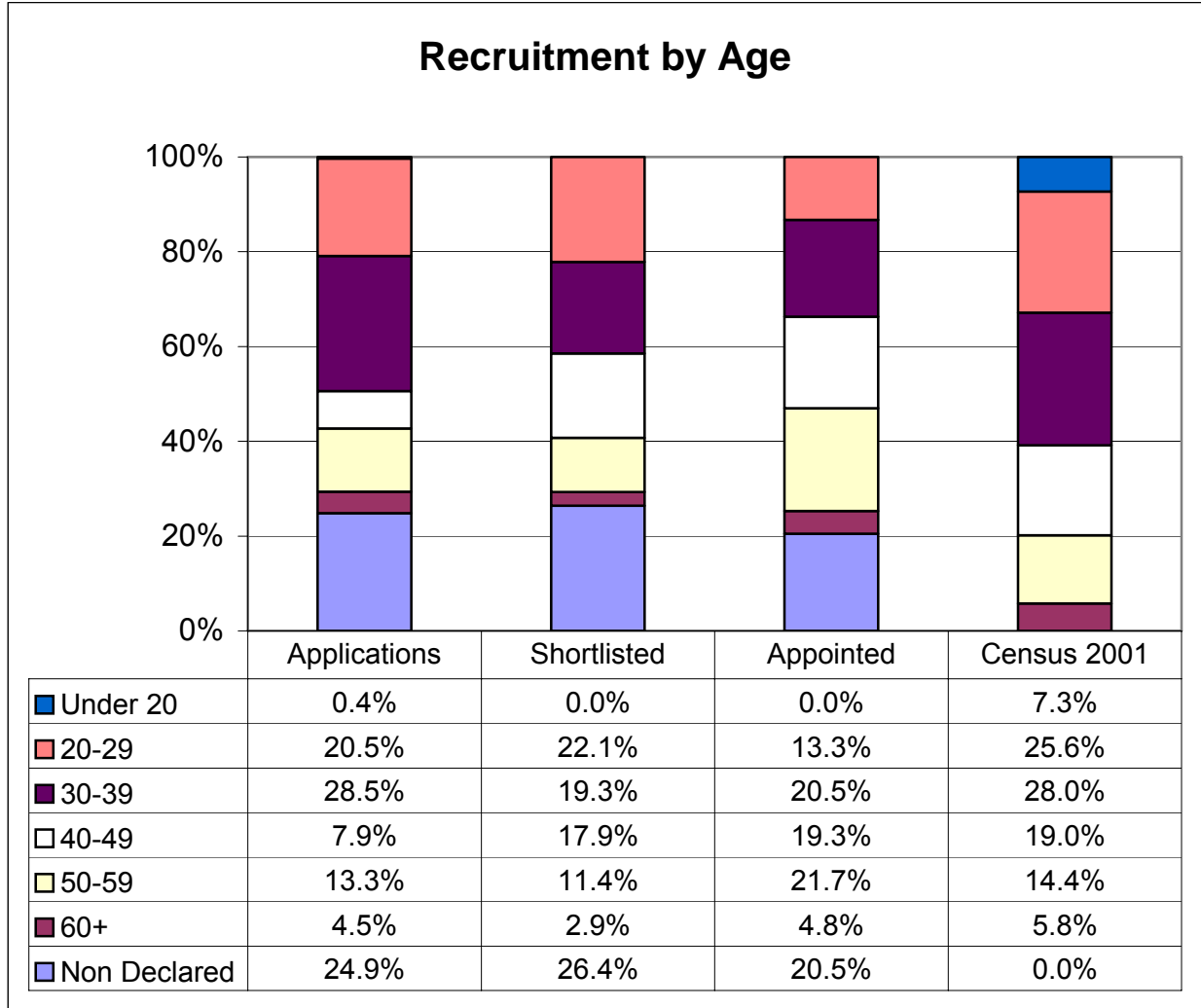
3.3.4 The Council needs to continue to develop initiatives to attract more disabled job applicants into employment. Developing links with LEP (local employment partnership) could prove a suitable approach to ensure that we continue to attract a wider pool of disabled people to work for the

Council and it is a 'theme' arising from the 2 Tick Disability review (June 2008). This action is now included in the DES 2 (employment) action plan (DES 4.9).

- 3.3.5 This, coupled with other work planned around developing (DES 2) and promotion of disability equality and planned disability confidence training and future succession planning will ensure that disability equality is fully embedded in our organisational practices.

3.4 Recruitment by Age

Figure 4



3.4.1 The above figure shows the recruitment stages broken down by age bands.

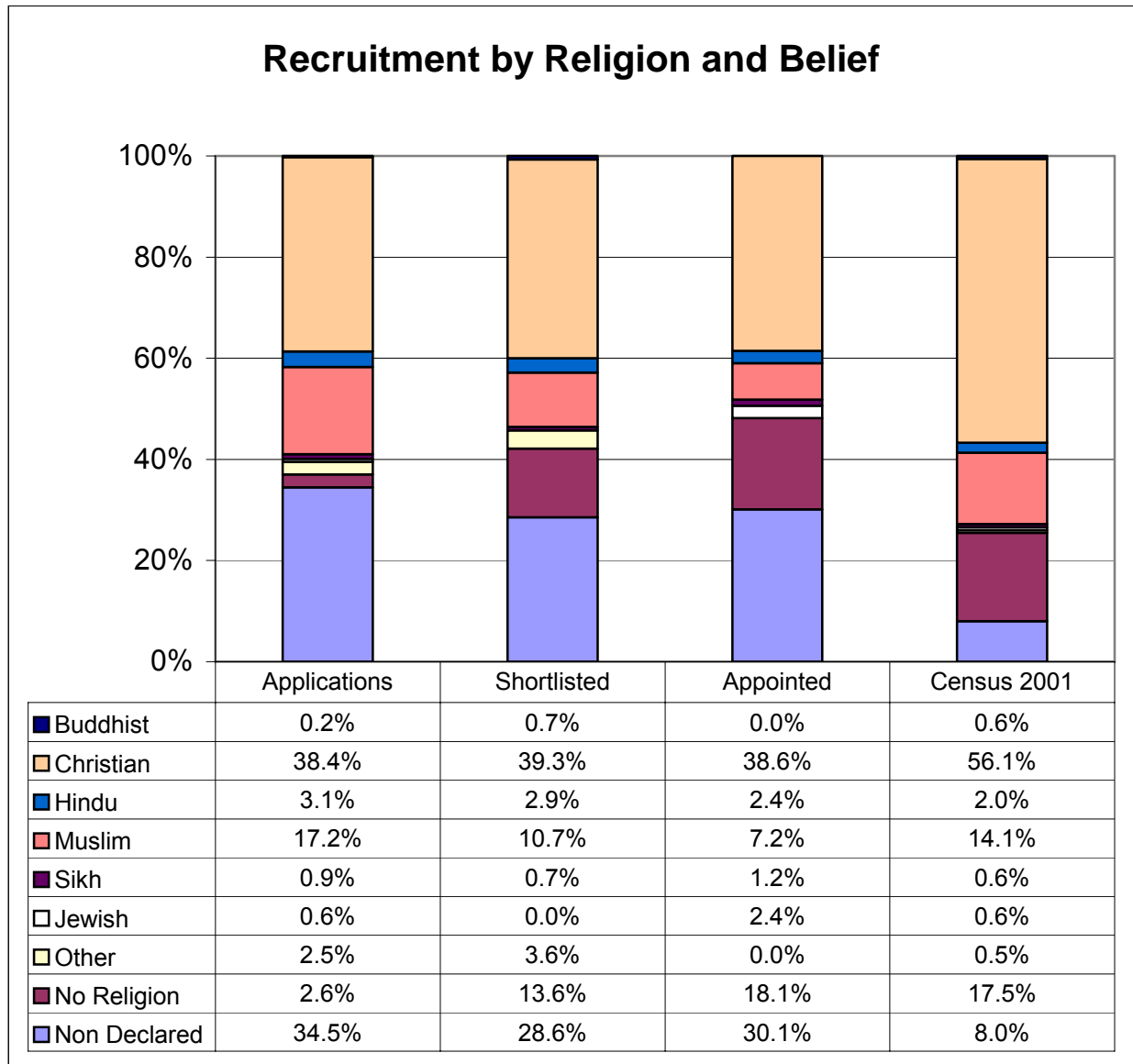
3.4.2 Low number of applications was received from those under 20 years of age (0.4%) and none of these applicants was appointed to the job. This number is lower compared to the last year's reporting period, and significantly below the Census figure (7.3%).

- 3.4.3 The age group (20-29) had the largest representation at short listing stage; however its success rate has dropped down from 26.6% in 2007/2008 to 13.3% as at 1st April 2009. This group is now underrepresented compared to the Council Census (2001). This means that the younger portion of our workforce is successful at being shortlisted but does level of appointments within this age group is not very high. not necessarily get appointed, This issue needs to be flagged up and feedback to Directorates for action.
- 3.4.4 There was a notable raise in applications received from candidates within age groups (50-59) and (60+). The success rate at securing jobs has also substantially increased, in particular within age group (50-59) (21.7% this year as opposed to 5.8% last year).

3.5 Recruitment by Religion and Belief

3.5.1 Figure 5 below shows a proportion of candidates who applied, were shortlisted and appointed to the post broken down by their Religion and Belief.

Figure 5



3.5.2 The percentage of Muslim candidates applying for a job has increased by 2.3%. Yet, the success rate of this group has dropped down from 16.2% in

2007/2008 reporting period to 7.2% as at 31st March 2009. The fact that the Muslim group of candidates are applying for the posts is a positive finding (from the community cohesion perspective) but the fact they are not so successful at being appointed remains an action for the directorates to follow up.

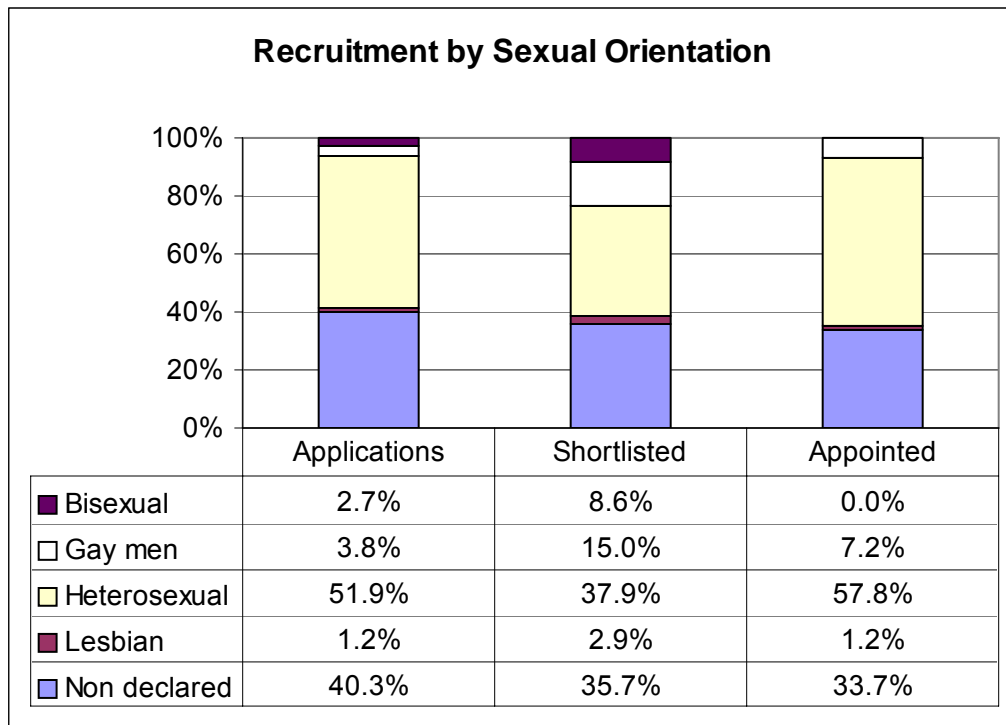
3.5.3 The proportion of successful Christian, Hindu and Jewish candidates has increased compared to the last year.

3.5.5 However, large percentage of applicants (34.5%) did not declare their Religion or Belief, which represents 22.9% increase compared to the last year's reporting period. High level of non declarations makes it difficult to comment on the recruitment process based on Religion and Belief.

Whilst directorates can ensure better monitoring around managing low declarations in terms of sexual orientation and religion/belief there is a remaining action for SSC (Shared Service Centre Manager) to ensure that there is better recording of information (equalities monitoring).

3.6 Recruitment by Sexual Orientation

Figure 6



- 3.6.1 Figure 6 above shows applicants who applied, were short listed and successfully appointed by their Sexual Orientation.
- 3.6.2 It is evident that the Heterosexual group of applicants are well represented at every stage of the recruitment process including the appointment stage.
- Those who declared themselves as Bisexual were least successful at being short listed, followed by Gay men and Lesbian applicants.
- 3.6.3 There is a very low rate of applications received from those who have declared themselves as Gay Men, Bisexual and Lesbian.
- 3.6.4 This may be due to the fact that some applicants do not wish to disclose their Sexual Orientation. It should be noted that non-declarations fell in comparison to the previous year's reporting period from (16.8%) to (9.9%) as at 31st March 2009.
- 3.6.4 The Census 2001 did not ask a question on Sexual Orientation. Given this we do not have the comparative figures for benchmarking purposes.

The *National Survey of Sexual Attitudes and Lifestyles* (1999 – 2001) suggested that in London 10.5% of men and 6.9% of women had same-sex partners. This is likely to have changed significantly over the period of time and further benchmarking is required to make a more robust comparison.

Key Actions for Recruitment:

The Council has had a vacancy freeze since July 2007.
Key action in terms of recruitment continues to focus around the need for Employment Skills Workshops/ Recruitment drives (post Wave 2 of the Efficiency review).

Example includes attracting more disabled job applicants into employment by developing links with LEP (local employment partnership) as a way of attracting more disabled applicants into the Council. (This is already covered through relevant work planned around Disability Equality scheme (2009/12) and relevant actions and ongoing work around retaining our commitments under the 2 Tick Disability symbol).

More robust Monitoring of Equality Data

1. As a future action the HR Diversity Manager (in conjunction with the Directorate HR teams) to start collating data on variable work patterns (flexible working) broken down by the six equality

strands. This will help reflect best practice in reporting on flexible working practices within the Council and inform future equality action planning.

- **Improving Declaration Rates**

1. It is of high importance that the organisation encourages higher disclosure in the declaration rates in terms of: sexual orientation religion/belief (actions by SSC and directorates together as described in the paragraph above);
2. In terms of disability equality, when it comes to capturing information in respect of disabled agency workers there is a need to negotiate with Commensura to increase the number of disability staff supplied through the Agency. This work can then be integrated into future DES (2) action planning (2009-2012).
3. Continue to reemphasise the need to ensuring that Council-wide recruitment panels are convened in accordance with the Council's Recruitment and Selection Procedure and are balanced (where possible) on gender and race.
4. Further work to continue through the implementation of Council's equality polices and practices, implementation of Council's Equality Training/Diversity Strategy and continuing the work of the staff forums (LGBT, BME and Disability forum) through championing action plans. Examples include forward planning for refresh of DES (Disability Equality scheme), LBGT/BME action plans; and development of Race Equality and Gender equality scheme.

Develop links with other Networks (Lloyds Banking group/ charity organisations (champion disability equality) examples include RADAR and our partners to ensure that we develop our disabled staff and 'grow our own'.

4. Staff in Post

LBWF Staff Profile

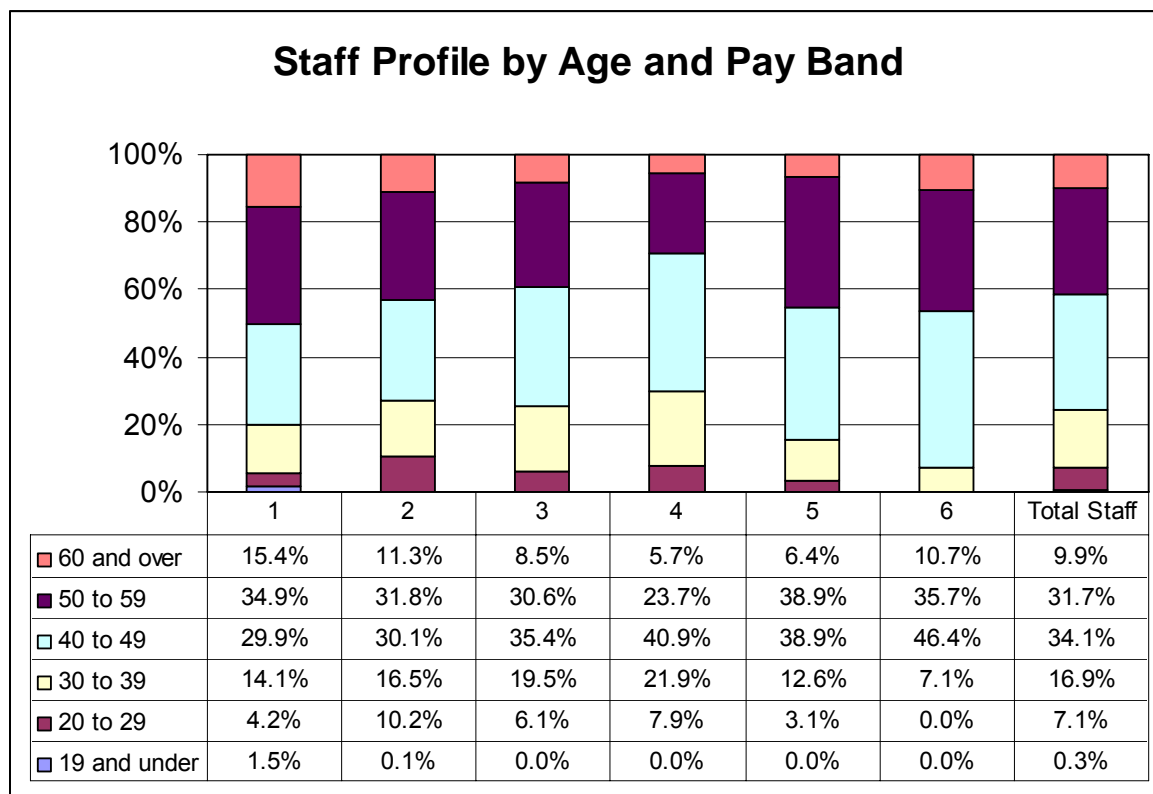
4.1 Percentage of Staff by Age and Pay Bands

4.1.1 This section of the report provides a detailed analysis of the Council's workforce broken down by the six equality strands.

4.1.2 The total number of staff working for the Council (exc. schools) is 3649 as at 31st March 2009.

4.1.3 Figure 1 below outlines staff employed by the Council broken down by age and pay bands.

Figure 1

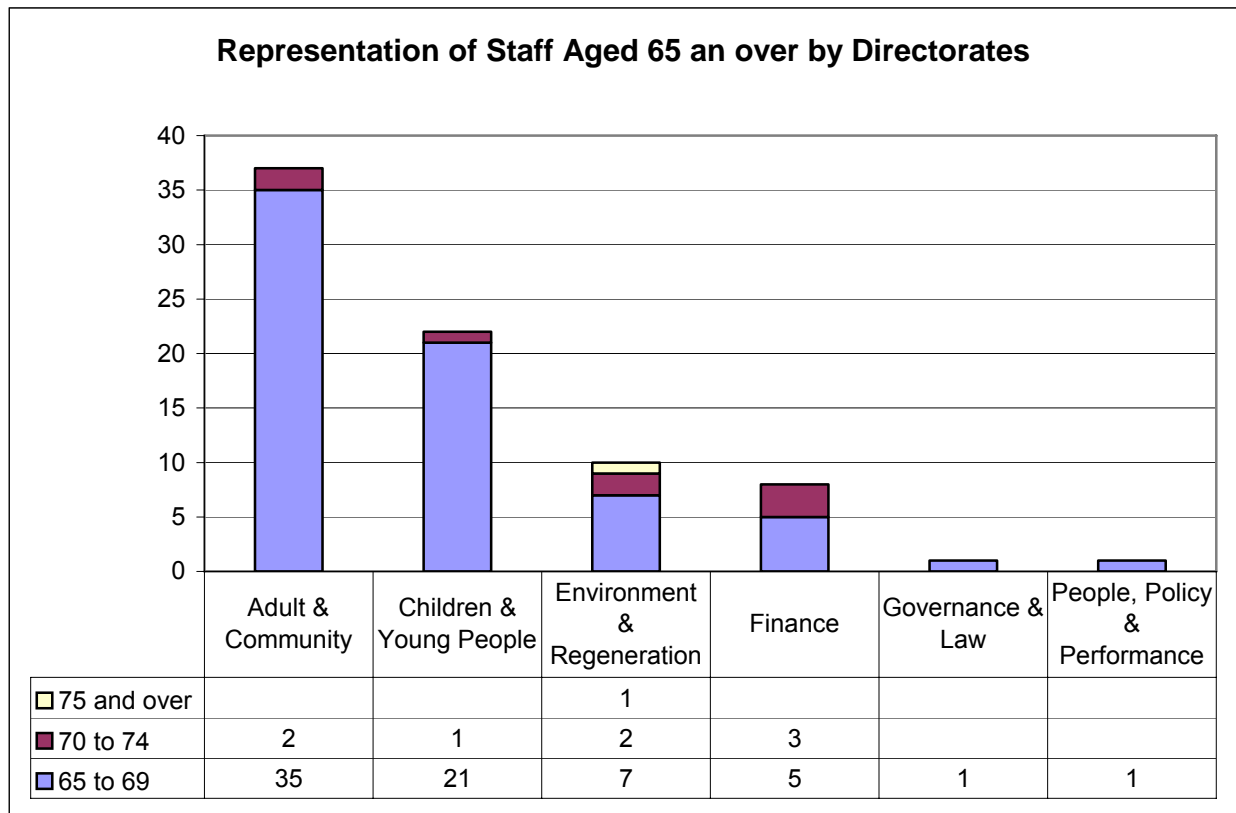


4.1.4 Compared to the last year's reporting period, there is an increase in the representation of 60 plus age group within the senior pay band (pay band 6) by 7.1%.

Those in 20-29 age group still remain the least represented group in the senior pay bands (5 and 6).

4.2 Representation of Staff over 65 Years of Age by Directorates

Figure 2



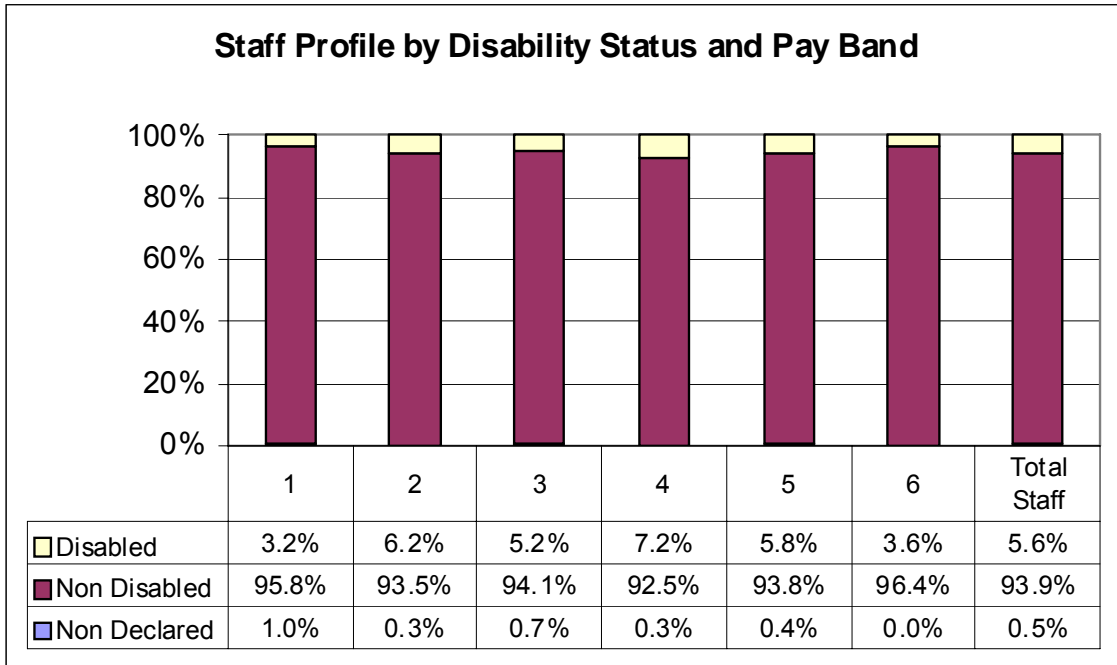
4.2.1 As outlined in Figure 2 above the highest number of employees aged 65 plus is within the Adult and Community Services Adult and Communities is the largest Directorate which employs 37.7% of all Council staff.

4.2.2 Children's and Young Peoples' services follow, with 21 employees in this age band, whereas Governance & Law and PPP have the smallest

proportion of employees in this pay band. This is comparable to the size of those Directorates.

4.3 Staff Profile by Disability and Pay Bands

Figure 3

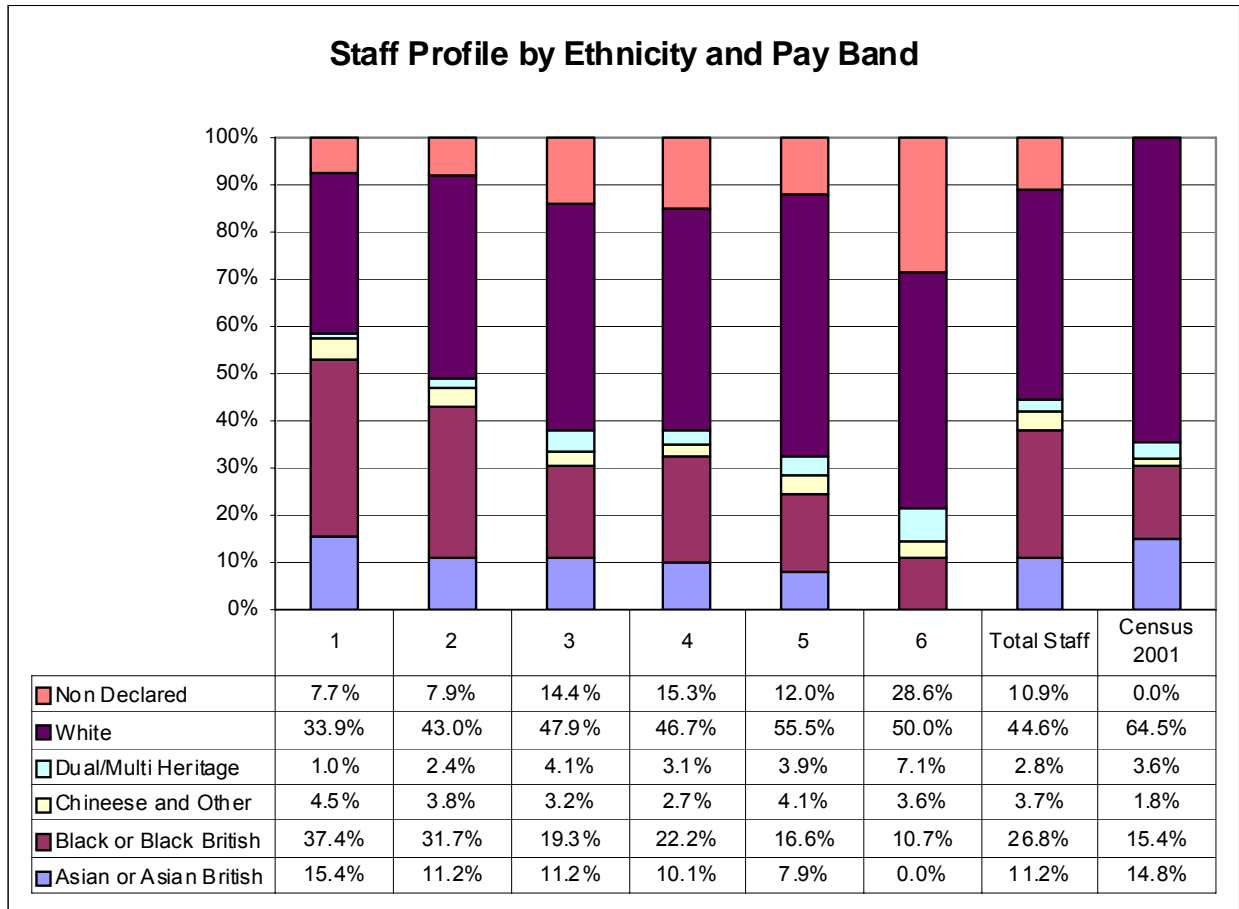


4.3.1 Figure 3 above outlines the workforce profile broken down by disability and pay bands.

4.3.2 The percentage of staff declaring themselves as having a disability (as at 31st March 2009) is 5.6%.

4.4 Staff Profile by Ethnicity and Pay Bands

Figure 4



4.4.1 Figure 4 above outlines the percentage of LBWF staff by Ethnicity broken down by pay bands.

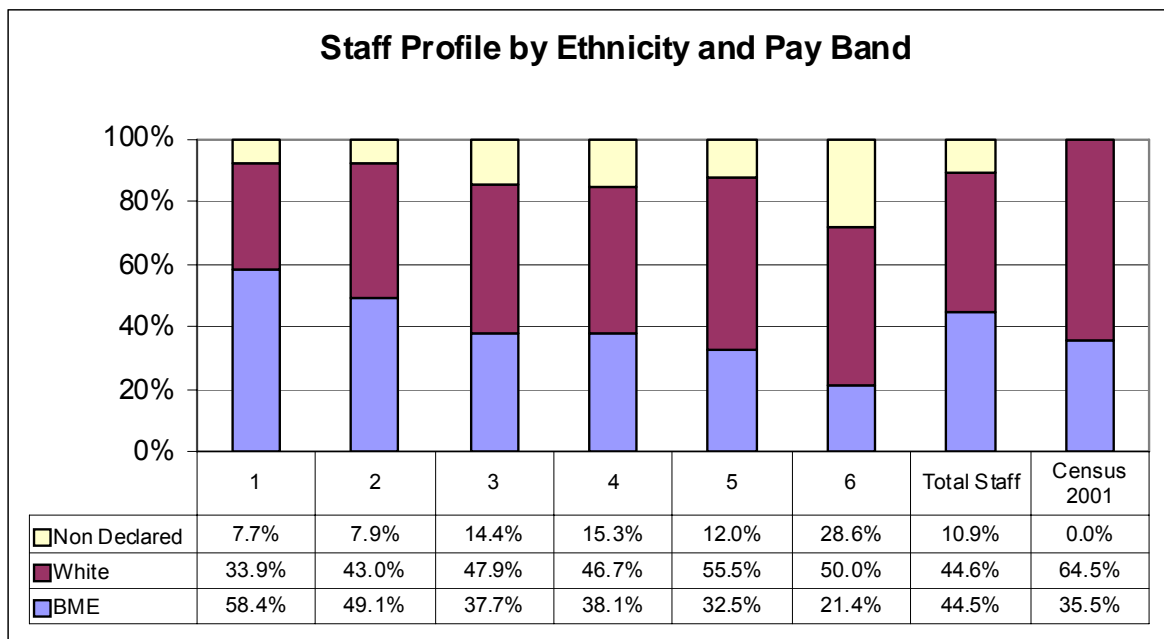
4.4.2 In line with trends on disability non declaration rates on ethnicity remain low and have risen by 5.4% compared to the last year's reporting period and remain the highest within the senior pay band 6.

4.4.3 Black, Chinese and Other ethnic groups remain well represented across the Council staff, whilst White and Asian/Asian British are under represented compared to the Census data (2001). This is in line with the previous reporting periods (2005/2006) and (2007/2008).

- 4.4.4 Dual/Multi Heritage group continue to be less represented within the workforce. This is low when benchmarked against the (2001) Census data, although the sample size of this group is small.
- 4.4.5 Asian/Asian British staff group remain largely under represented (11.2%), particularly when benchmarked against the Census (2001) data (14.8%). This is most evident within the upper pay band 5 (where we see a decline by 2.1% since last year's reporting period) and pay band 6. This is an action for Directorates to be explored and look at the reasons behind this trend. This will inform Directorates future equality action planning.

Black and Asian groups are significantly under represented in the higher pay bands when compared to the size of the total workforce. This is particularly evident within pay bands 5 and 6.

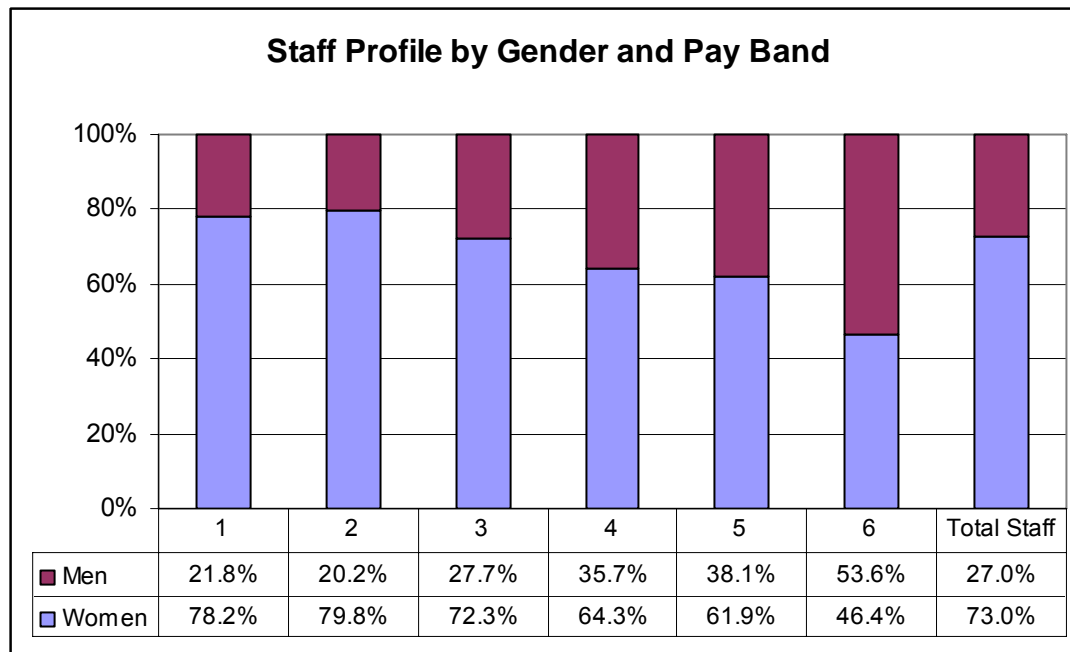
Figure 5



- 4.4.6 In comparison to the last year's reporting period BME groups are marginally less represented (by 0.6%) when compared to their White counterparts within the workforce.
- 4.4.7 Non declaration rates are highest within the lower pay bands (1 and 2) followed by the mid and upper pay bands (3, 4 and pay band 5) which is comparable within the last year's reporting period.

4.5 Staff Profile by Gender

Figure 6



4.5.1 Figure 6 above outlines the percentage of staff by Gender and pay bands.

4.5.2 Compared to the 2007/2008 reporting period there is a 2.3% increase in the representation of women within the workforce. Women make up 73.0% of the Council's total workforce (as at 31st March 2009).

4.5.3 The percentage of men in pay bands 5-6 is higher compared to the last year, whilst the percentage of men in pay bands 1-3 is lower than in year 2007/08.

Key Actions for Staff in Post:

1. There is a need to carry out the audit of staff in top 5% BME tier and look at the ways in which we can better support our younger, aging and disabled workforce. BME staff (Black/Black British and Asian staff) continue to underrepresented together with the younger workforce (under 20's and 20-29 age group) and disabled staff, particularly within pay bands 5 and 6. Significant part of this work will be picked up under One Culture stream of the Transformation programme (Identifying and Managing Talent).

2. The Council needs to continue to promote its existing development offerings to the under represented staff (*e.g. the Mentoring Scheme*) more widely (including LGBT Network meetings, BME Forum and more recently Disability Confidence sessions (under newly implemented Equality Training Strategy 2008/11).

5.1 Training Overview

- 5.1.1 The Council's Strategic HR Unit runs a full programmed of internal training courses.
- 5.1.2 The need for better reporting around internal training has been identified w including the possibility of setting up 'online' booking forms for staff for better reporting purposes. The HR Diversity team will explore this further with the OD and Learning team and report further in the next monitoring report, as appropriate.

5.2 Internal Training Courses by Ethnicity 2008/2009

- 5.2.1 This excludes external and CPD professional courses data and only refers to day and short courses and seminars undertaken as part of internal training by staff. *Data on training courses participation excludes schools, Edu-Action staff, Ascham homes, PCTs etc.*

Table 1. Internal training courses by ethnicity

| Directorate | Asian or Asian British | % Asian or Asian British | Black or Black British | % Black or Black British | Chinese and Other Ethnic Group | % Chinese and Other Ethnic Group | Dual/Multi Heritage | % Dual/Multi Heritage | White | % White | Non Declared | % Non Declaration | Total |
|----------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------------------|----------------------------------|---------------------|-----------------------|-------|---------|--------------|-------------------|-------|
| Adult & Community | 83 | 12.8% | 183 | 28.3% | 33 | 5.1% | 9 | 1.4% | 251 | 38.8% | 88 | 13.6% | 647 |
| Children & Young People | 27 | 6.9% | 60 | 15.4% | 11 | 2.8% | 6 | 1.5% | 117 | 30.1% | 168 | 43.2% | 389 |
| Environment & Regeneration | 31 | 9.1% | 69 | 20.4% | 16 | 4.7% | 2 | 0.6% | 163 | 48.1% | 58 | 17.1% | 339 |
| Finance | 31 | 11.4% | 59 | 21.6% | 10 | 3.7% | 10 | 3.7% | 129 | 47.3% | 34 | 12.5% | 273 |

| | | | | | | | | | | | | | |
|------------------------------|-----|-------|-----|-------|-----|------|-----|------|------|-------|-----|-------|------|
| Governance & Law | 6 | 11.8% | 2 | 3.9% | 3 | 5.9% | 0 | 0.0% | 38 | 74.5% | 2 | 3.9% | 51 |
| People, Policy & Performance | 13 | 10.6% | 16 | 13.0% | 1 | 0.8% | 7 | 5.7% | 75 | 61.0% | 11 | 8.9% | 123 |
| Total | 191 | 10.5% | 389 | 21.4% | 74 | 4.1% | 34 | 1.9% | 773 | 42.4% | 361 | 19.8% | 1822 |
| Workplace representation | 407 | 11.2% | 978 | 26.8% | 103 | 2.8% | 134 | 3.7% | 1629 | 44.6% | 398 | 10.9% | 3694 |

¹ NB Data on training courses participation excludes schools, Edu-Action staff, Ascham homes, PCTs etc.

In the period between 1st April 2008 to 31st March 2009, 1822 Council staff attended internal training courses which is less compared to the last year's figures (2250). Although lower than in the previous reporting period the above figure needs to be interpreted with caution as data excludes schools, Edu-Action, Ascham homes, PCT and attendees where workplace area was not declared. The exclusion of these groups (EduAction) staff could be one of the attributing reasons for lower declaration rates.

5.2.2 Although declaration rates have increased by 4.2 % compared to the 2007/2008 reporting period (*based on the number of staff who have declared their workplace area and ethnicity*), overall non-declaration rates still remain high which makes detailed analysis inconclusive. This is a required action on part of the Lnd section until SAP enables better reporting, ensuring that delegates return evaluation forms and their adequate monitoring can improve declaration rates.

Dual/Multi and Black/Black British groups continue to be the least represented in taking up internal training courses compared to their proportion in the workforce. For example, the representation of Black/Black British staff has decreased by 1.9%, and similar trend is noticeable with Heritage the White group of staff. Directorates need to investigate why BAME group of delegates are poorly represented at low levels in terms of the internal training take up as this could be an identified 'barrier' to their developmental opportunities.

5.2.3 The reverse is true of Asian/Asian British, Dual/Multi Heritage and Chinese (3.3% to 4.1%) staff where we see an increase compared to the last year's reporting period.

5.2.4 In Asian/Asian British groups there has been a nominal increase of 0.7% compared to the last year's reporting figures and similar trend is found with the Dual/Multi Heritage group where there has been an increase of 0.3%.

5.3 Internal Training Courses by Disability

5.3.1 Table 2 below outlines staff training by disability status.

Table 2. Internal training courses by disability

| Directorate | Non Disabled | % Non Disabled | Disabled | % Disabled | Non Declared | % Non Declared | Total |
|------------------------------|--------------|----------------|----------|------------|--------------|----------------|-------|
| Adult & Community | 567 | 87.6% | 34 | 5.3% | 46 | 7.1% | 647 |
| Children & Young People | 343 | 88.2% | 19 | 4.9% | 27 | 6.9% | 389 |
| Environment & Regeneration | 303 | 89.4% | 12 | 3.5% | 24 | 7.1% | 339 |
| Finance | 238 | 87.2% | 16 | 5.9% | 19 | 7.0% | 273 |
| Governance & Law | 46 | 90.2% | 4 | 7.8% | 1 | 2.0% | 51 |
| People, Policy & Performance | 107 | 87.0% | 11 | 8.9% | 5 | 4.1% | 123 |
| Total | 1604 | 88.0% | 96 | 5.3% | 122 | 6.7% | 1822 |
| Workforce Representation | 3425 | 93.9% | 206 | 5.6% | 18 | 0.4% | 3649 |

5.3.2 It is encouraging to report that there has been a significant improvement in declaration rates in terms of staff with disability since last year's reporting period by 3.5%.

(10.2% non-declared in 2007/2008 reporting period compared to 6.7% non declarations as at 31st March 2009).

5.3.3 As outlined in Table 2 above the proportion of training attendees who declare themselves as disabled has increased by 1.7% (3.6% in 2007/2008 to 5.3% this year, which is proportionate to their size in the workforce). The biggest increase is evident in Governance & Law where we have seen a number of declarations has risen to 7.8%, which is an increase of 5.2% compared to the last year's reporting period of 2.6%.

5.3.4 Environmental Services has seen the figures fall by 1.1% compared to the last year's reporting period (4.6% in 2007/2008 compared to 4.5% as at 31st March 2009).

5.3.5 The Disability Equality Working Group (DEWG) continues to work closely in partnership with the HR Diversity, central HR and Corporate Diversity team in promoting disability equality and ensuring that the Council meets its obligations and targets as set out in our Disability Scheme (2005-2009).

This includes forward planning on refreshing our DES and upcoming DES (2) planning work. Main areas of action continue to focus around the implementation of reasonable adjustments for staff and improving links with Access to work for disabled staff.

5.4 Internal Training Courses by Gender

5.4.1 Table 3 below outlines the percentage of staff that attended internal training courses broken down by Gender.

Table 3. Internal training courses by Gender

| Directorate | Women | % Women | Men | % Men | Non Declared | % Non Declared | Total |
|------------------------------|-------|---------|-----|-------|--------------|----------------|-------|
| Adult & Community | 483 | 74.7% | 126 | 19.5% | 38 | 5.9% | 647 |
| Children & Young People | 298 | 76.6% | 70 | 18.0% | 21 | 5.4% | 389 |
| Environment & Regeneration | 181 | 53.4% | 134 | 39.5% | 24 | 7.1% | 339 |
| Finance | 161 | 59.0% | 96 | 35.2% | 16 | 5.9% | 273 |
| Governance & Law | 28 | 54.9% | 22 | 43.1% | 1 | 2.0% | 51 |
| People, Policy & Performance | 74 | 60.2% | 44 | 35.8% | 5 | 4.1% | 123 |
| Total | 1225 | 67.2% | 492 | 27.0% | 105 | 5.8% | 1822 |
| Workforce Representation | 2663 | 73.0% | 986 | 27.0% | 0 | 0.0% | 3649 |

5.4.2 The percentage of gender declarations has risen by 4.1% compared to the last year's reporting figure of 90.1%. This figure stands at 94.2% as at 31st March 2009.

5.4.3 There has been a notable increase in women employees attending internal training courses. This represents an increase of 67.2% compared to the last year's reporting figure of just over 60%.

5.4.4 Although percentage of men attending internal training courses has fallen, men continue to be proportionately represented at training courses compared to their size in the workforce.

5.6 Internal Training by Religion or Belief

5.6.1 Table 4 below shows staff that attended internal training courses broken down by Religion or Belief.

Table 4. Internal Training by Religion or Belief

| Religion/Belief | 2007/08 | | 2008/09 | |
|-----------------|----------|--------|---------|--------|
| | Buddhist | 2 | 0.4% | 2 |
| Christian | 263 | 55.7% | 193 | 56.9% |
| Hindu | 17 | 3.6% | 12 | 3.5% |
| Jewish | 10 | 2.1% | 4 | 1.2% |
| Muslim | 49 | 10.4% | 43 | 12.7% |
| Sikh | 122 | 25.8% | 6 | 1.8% |
| None | 9 | 1.9% | 79 | 23.3% |
| Declared | 472 | 100.0% | 339 | 100.0% |
| Non declared | 1890 | | 1483 | |
| Total | 2362 | | 1822 | |

- 5.6.2 As opposed to ethnicity, disability and gender declarations, proportion of Council employees declaring their Religion or Belief has slightly decreased compared to the last year's reporting period (20.0%). As at 31st March 2009 the figure stands at 18.6%.
- 5.6.3 However, due to the small sample size of those who have declared it is difficult to draw any significant statistical inferences from this data.
- 5.6.4 What is clear is that the largest representative group of attendees remain to be those who have declared themselves as Christian (56.9%), followed by those who have declared themselves as having no religion/belief (23.3%) and Muslim (12.7%) group of employees.
- 5.6.5 Compared to the last year's reporting period a proportion of Muslim employees attending training has increased by 2.3% (10.4% in 2007/2008, which has risen to 12.7% as at 31st March 2009).
- 5.6.6 The reverse applies to the proportion of Jewish attendees (figures in this group have decreased slightly by 0.9% since last year, when figures stood at 2.1%) and those who have declared themselves as having no religion/belief.

5.6 Internal Training by Sexual Orientation

Table 5. Internal training by sexual orientation

| Sexual Orientation | 2007/08 | | 2008/09 | |
|--------------------|---------|-------|---------|--------|
| Bisexual | 1 | 0.2% | 2 | 0.7% |
| Gay Man | 7 | 1.6% | 4 | 1.4% |
| Heterosexual | 432 | 97.5% | 285 | 96.3% |
| Lesbian | 3 | 0.7% | 5 | 1.7% |
| Declared | 443 | 100% | 296 | 100.0% |
| Non declared | 1919 | | 1526 | |
| Total | 2362 | | 1822 | |

- 5.6.1 Table 5 above shows staff that attended internal training courses broken down by Sexual Orientation.
- 5.6.2 Compared to the last year's reporting period there has been an increase of Bisexual and Lesbian staff attending the internal training courses (0.2% to 0.7% and 0.7% to 1.7% accordingly). However, the number of declarations remains low.
- 5.6.3 Non-declarations have increased by 2.1% since last year's reporting period and this remains an area where greater efforts need to be put in to ensure the level of declarations is improved.
- 5.6.4 The Council started monitoring Sexual Orientation in 2003. This meant that all staff recruited prior to this period did not have their Sexual Orientation recorded on the SAP system.
- HR Diversity will link in with SAP project teams and HR SAP leads to ensure that SAP specification for monitoring both sexual orientation and religion and belief specifically are captured effectively on the system.
- 5.6.5 Council 's exit monitoring forms need to be reviewed to ensure that relevant equality information is being captured, particularly in reference to sexual orientation and religion and belief monitoring, including information around training and development. The HR Diversity Manager will review the existing form in consultation with staff forums to enable better future monitoring.

- 5.6.6 In line with the Stonewall recommendations and best practice the Council needs to encourage better declarations around sexual orientation. This should include looking at the ways of testing out the workplace perceptions/experience of our LGBT staff group/community and encouraging more LGBT staff to 'come out at work'.
- 5.6.7 Our next staff survey (due to be rolled out in September 2009) should pick up on these issues and will enable us to better report on these actions in the future.
- 5.6.7 This in turn will enable data to be cross-referenced across all staff groups who participate in training courses.

- **Key actions for Training and Development**

- 1 Start to systematically collate external courses data (CPD/professional development courses) as part of equalities monitoring and monitor by all six equality groups.
- 2 Evaluation of CPD and external training courses for staff that are not organised corporately are the responsibility of Directorates. Managers should monitor this through the supervision and appraisal process. Currently some directorates (eg Children's/Adults have greater capacity to monitor this in comparison to others). LnD are progressing with this action and are in the process of drawing up a workforce development template that will enable corporate-wide capture of information. Progress will be reported in the next year s reporting period.
- 3 Continue to encourage all staff to complete monitoring forms in a bid to improve declarations levels for all equality groups in particular sexual orientation, religion and belief and ethnicity.
- 4 Investigative action to look at the reasons behind reasons why Dual/Multi Heritage and Black/Black British groups continue to be the least represented in taking up internal training courses compared to their proportion in the workforce.

6. Performance Management

- 6.1.1 Total of 2,545 appraisals were received. This equates to 96.5% return rate of all appraisals and is a higher proportion compared to the last year when there were 84.5% received, (August 2009).
- 6.1.2 Please note that students, contractors, leavers, new starters, people on secondment or on long-term absence are not included in this breakdown because they are not in the scheme or were not available/eligible to be appraised.
- 6.1.3 The following summary shows the percentage of appraisals carried out by each Directorate for performance in the year 2008-09.

Table 1. Appraisals summary Table

| Directorate | Appraisals done | | Appraisals not done | Total of due appraisals | % Appraisals done |
|------------------------------|-----------------|---------------------------------|---------------------|-------------------------|-------------------|
| | Rating received | No rating received ² | | | |
| Adults & Community | 736 | 61 | 23 | 820 | 97.2% |
| Children & Young People | 737 | 23 | 14 | 774 | 98.2% |
| Environment & Regeneration | 377 | 9 | 44 | 430 | 89.8% |
| Finance | 434 | 7 | 9 | 450 | 98.0% |
| Governance & Law | 51 | 2 | 0 | 53 | 100.0% |
| People, Policy & Performance | 105 | 3 | 1 | 109 | 99.1% |
| Council total | 2440 | 105 | 91 | 2636 | 96.5% |

- 6.1.4 Further sections analyse appraisal outcomes by age band, ethnicity, disability and gender. Only the appraisals with rating outcome are analysed.

6.2 Performance Appraisals by Age

- 6.2.1 Table 2 below outlines the appraisal outcomes by age band in each directorate.
- 6.2.2 Appraisal outcome 1 demonstrates exceptional performance; 2 – person met performance standards; 3 – person's performance was below performance standards. (Please note that due to restructuring and management change in some cases managers were unable to evaluate past performance because previous objectives were not set properly or documentation was insufficient).

Table 2 below outlines Performance appraisals by Age band in each directorate
Table 2.

| Directorate | Appraisal rating | Under 20 | % under 20 | 20 to 29 | % 20 to 29 | 30 to 39 | % 30 to 39 | 40 to 49 | % 40 to 49 | 50 to 59 | % 50 to 59 | 60 + | % 60+ | Total | Total % in directorate as per rating |
|----------------------------|------------------|----------|------------|----------|------------|----------|------------|----------|------------|----------|------------|------|-------|-------|--------------------------------------|
| Adults & Community | 1 | | 0.0% | 3 | 6.8% | 9 | 20.5% | 8 | 18.2% | 20 | 45.5% | 4 | 9.1% | 44 | 6.0% |
| | 2 | 1 | 0.2% | 22 | 3.3% | 92 | 14.0% | 226 | 34.4% | 223 | 33.9% | 93 | 14.2% | 657 | 89.3% |
| | 3 | | 0.0% | | 0.0% | 4 | 11.4% | 11 | 31.4% | 13 | 37.1% | 7 | 20.0% | 35 | 4.8% |
| Children & Young People | 1 | | 0.0% | | 0.0% | 5 | 12.8% | 17 | 43.6% | 14 | 35.9% | 3 | 7.7% | 39 | 5.3% |
| | 2 | | 0.0% | 40 | 6.0% | 120 | 18.0% | 236 | 35.3% | 217 | 32.5% | 55 | 8.2% | 668 | 90.6% |
| | 3 | | 0.0% | 1 | 3.3% | 5 | 16.7% | 11 | 36.7% | 12 | 40.0% | 1 | 3.3% | 30 | 4.1% |
| Environment & Regeneration | 1 | | 0.0% | 2 | 9.1% | 5 | 22.7% | 11 | 50.0% | 4 | 18.2% | | 0.0% | 22 | 5.8% |
| | 2 | 1 | 0.3% | 36 | 10.4% | 52 | 15.0% | 125 | 36.1% | 104 | 30.1% | 28 | 8.1% | 346 | 91.8% |
| | 3 | | 0.0% | 1 | 11.1% | 1 | 11.1% | 3 | 33.3% | 2 | 22.2% | 2 | 22.2% | 9 | 2.4% |
| Finance | 1 | | 0.0% | 2 | 13.3% | 3 | 20.0% | 3 | 20.0% | 6 | 40.0% | 1 | 6.7% | 15 | 3.5% |
| | 2 | | 0.0% | 36 | 8.6% | 60 | 14.4% | 151 | 36.1% | 132 | 31.6% | 39 | 9.3% | 418 | 96.3% |
| | 3 | | 0.0% | | 0.0% | | 0.0% | 1 | 100.0% | | 0.0% | | 0.0% | 1 | 0.2% |
| Governance & Law | 1 | | 0.0% | 1 | 50.0% | 1 | 50.0% | | 0.0% | | 0.0% | | 0.0% | 2 | 3.9% |
| | 2 | | 0.0% | 3 | 6.1% | 7 | 14.3% | 19 | 38.8% | 17 | 34.7% | 3 | 6.1% | 49 | 96.1% |
| PPP | 1 | | 0.0% | 2 | 13.3% | 7 | 46.7% | 6 | 40.0% | | 0.0% | | 0.0% | 15 | 14.3% |
| | 2 | | 0.0% | 12 | 13.3% | 24 | 26.7% | 29 | 32.2% | 21 | 23.3% | 4 | 4.4% | 90 | 85.7% |
| Council | 1 | | 0.0% | 10 | 7.3% | 30 | 21.9% | 45 | 32.8% | 44 | 32.1% | 8 | 5.8% | 137 | 5.6% |
| | 2 | 2 | 0.1% | 149 | 6.7% | 355 | 15.9% | 786 | 35.3% | 714 | 32.0% | 222 | 10.0% | 2228 | 91.3% |
| | 3 | | 0.0% | 2 | 2.7% | 10 | 13.3% | 26 | 34.7% | 27 | 36.0% | 10 | 13.3% | 75 | 3.1% |

6.3 Performance Appraisals by Ethnicity

Table 3. Table below outlines the appraisal ratings by Ethnicity in each directorate.

Table 3

| Directorate | Appraisal rating | Asian or Asian British | % Asian or Asian British | Black or Black British | % Black or Black British | Chinese and Other | % Chinese and Other | Dual/Multi Heritage | % Dual/Multi Heritage | White and White Other | % White and White Other | Non Declared | % Non Declared | Grand Total | Total % by directorate as per rating |
|----------------------------|------------------|------------------------|--------------------------|------------------------|--------------------------|-------------------|---------------------|---------------------|-----------------------|-----------------------|-------------------------|--------------|----------------|-------------|--------------------------------------|
| Adults & Community | 1 | 7 | 15.9% | 4 | 9.1% | 1 | 2.3% | 0 | 0.0% | 30 | 68.2% | 2 | 4.5% | 44 | 6.0% |
| | 2 | 80 | 12.2% | 229 | 34.9% | 23 | 3.5% | 16 | 2.4% | 281 | 42.8% | 28 | 4.3% | 657 | 89.3% |
| | 3 | 2 | 5.7% | 21 | 60.0% | 1 | 2.9% | 0 | 0.0% | 9 | 25.7% | 2 | 5.7% | 35 | 4.8% |
| Children & Young People | 1 | 6 | 15.4% | 6 | 15.4% | 3 | 7.7% | 5 | 12.8% | 6 | 15.4% | 13 | 33.3% | 39 | 5.3% |
| | 2 | 78 | 11.7% | 199 | 29.8% | 27 | 4.0% | 32 | 4.8% | 223 | 33.4% | 109 | 16.3% | 668 | 90.6% |
| | 3 | 0 | 0.0% | 14 | 46.7% | 2 | 6.7% | 0 | 0.0% | 8 | 26.7% | 6 | 20.0% | 30 | 4.1% |
| Environment & Regeneration | 1 | 3 | 13.6% | 3 | 13.6% | 1 | 4.5% | 0 | 0.0% | 15 | 68.2% | 0 | 0.0% | 22 | 5.8% |
| | 2 | 33 | 9.5% | 66 | 19.1% | 11 | 3.2% | 2 | 0.6% | 210 | 60.7% | 24 | 6.9% | 346 | 91.8% |
| | 3 | 1 | 11.1% | 2 | 22.2% | 1 | 11.1% | 0 | 0.0% | 5 | 55.6% | 0 | 0.0% | 9 | 2.4% |
| Finance | 1 | 1 | 6.7% | 0 | 0.0% | 0 | 0.0% | 2 | 13.3% | 10 | 66.7% | 2 | 13.3% | 15 | 3.5% |
| | 2 | 44 | 10.5% | 153 | 36.6% | 15 | 3.6% | 10 | 2.4% | 165 | 39.5% | 31 | 7.4% | 418 | 96.3% |
| | 3 | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 1 | 100.0% | 0 | 0.0% | 1 | 0.2% |
| Governance & Law | 1 | 1 | 50.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 1 | 50.0% | 0 | 0.0% | 2 | 3.9% |
| | 2 | 4 | 8.2% | 6 | 12.2% | 2 | 4.1% | 1 | 2.0% | 31 | 63.3% | 5 | 10.2% | 49 | 96.1% |
| PPP | 1 | 1 | 6.7% | 2 | 13.3% | 1 | 6.7% | 2 | 13.3% | 7 | 46.7% | 2 | 13.3% | 15 | 14.3% |
| | 2 | 13 | 14.4% | 12 | 13.3% | 1 | 1.1% | 1 | 1.1% | 55 | 61.1% | 8 | 8.9% | 90 | 85.7% |
| Council | 1 | 19 | 13.9% | 15 | 10.9% | 6 | 4.4% | 9 | 6.6% | 69 | 50.4% | 19 | 13.9% | 137 | 5.6% |
| | 2 | 252 | 11.3% | 665 | 29.8% | 79 | 3.5% | 62 | 2.8% | 965 | 43.3% | 205 | 9.2% | 2228 | 91.3% |
| | 3 | 3 | 4.0% | 37 | 49.3% | 4 | 5.3% | 0 | 0.0% | 23 | 30.7% | 8 | 10.7% | 75 | 3.1% |

Performance Appraisals by Disability Status

6.4.1 Table 4 below outlines the appraisal ratings by Disability in each directorate.

Table 4

| Directorate | Performance rating | Non Disabled | % Non Disabled | Disabled | % Disabled | Total | Total % by directorate as per rating |
|----------------------------|--------------------|--------------|----------------|----------|------------|-------|--------------------------------------|
| Adults & Community | 1 | 41 | 93.2% | 3 | 6.8% | 44 | 6.0% |
| | 2 | 611 | 93.0% | 46 | 7.0% | 657 | 89.3% |
| | 3 | 31 | 88.6% | 4 | 11.4% | 35 | 4.8% |
| Children & Young People | 1 | 36 | 92.3% | 3 | 7.7% | 39 | 5.3% |
| | 2 | 649 | 97.2% | 19 | 2.8% | 668 | 90.6% |
| | 3 | 29 | 96.7% | 1 | 3.3% | 30 | 4.1% |
| Environment & Regeneration | 1 | 22 | 100.0% | | 0.0% | 22 | 5.8% |
| | 2 | 318 | 91.9% | 28 | 8.1% | 346 | 91.8% |
| | 3 | 9 | 100.0% | | 0.0% | 9 | 2.4% |
| Finance | 1 | 15 | 100.0% | | 0.0% | 15 | 3.5% |
| | 2 | 386 | 92.3% | 32 | 7.7% | 418 | 96.3% |
| | 3 | 1 | 100.0% | | 0.0% | 1 | 0.2% |
| Governance & Law | 1 | 2 | 100.0% | | 0.0% | 2 | 3.9% |
| | 2 | 47 | 95.9% | 2 | 4.1% | 49 | 96.1% |
| PPP | 1 | 14 | 93.3% | 1 | 6.7% | 15 | 14.3% |
| | 2 | 80 | 88.9% | 10 | 11.1% | 90 | 85.7% |
| Council | 1 | 130 | 94.9% | 7 | 5.1% | 137 | 5.6% |
| | 2 | 2091 | 93.9% | 137 | 6.1% | 2228 | 91.3% |
| | 3 | 70 | 93.3% | 5 | 6.7% | 75 | 3.1% |

6.4 Performance Appraisals by Gender

Table 5 below outlines the appraisal ratings by Gender in each directorate.

Table 5

| Directorate | Appraisal rating | Female | %Female | Male | %Male | Total | Total % as per individual rating |
|----------------------------|------------------|--------|---------|------|--------|-------|----------------------------------|
| Adults & Community | 1 | 29 | 65.9% | 15 | 34.1% | 44 | 6.0% |
| | 2 | 521 | 79.3% | 136 | 20.7% | 657 | 89.3% |
| | 3 | 26 | 74.3% | 9 | 25.7% | 35 | 4.8% |
| Children & Young People | 1 | 33 | 84.6% | 6 | 15.4% | 39 | 5.3% |
| | 2 | 580 | 86.8% | 88 | 13.2% | 668 | 90.6% |
| | 3 | 23 | 76.7% | 7 | 23.3% | 30 | 4.1% |
| Environment & Regeneration | 1 | 11 | 50.0% | 11 | 50.0% | 22 | 5.8% |
| | 2 | 189 | 54.6% | 157 | 45.4% | 346 | 91.8% |
| | 3 | 2 | 22.2% | 7 | 77.8% | 9 | 2.4% |
| Finance | 1 | 10 | 66.7% | 5 | 33.3% | 15 | 3.5% |
| | 2 | 231 | 55.3% | 187 | 44.7% | 418 | 96.3% |
| | 3 | | 0.0% | 1 | 100.0% | 1 | 0.2% |
| Governance & Law | 1 | 2 | 100.0% | | 0.0% | 2 | 3.9% |
| | 2 | 28 | 57.1% | 21 | 42.9% | 49 | 96.1% |
| PPP | 1 | 12 | 80.0% | 3 | 20.0% | 15 | 14.3% |
| | 2 | 59 | 65.6% | 31 | 34.4% | 90 | 85.7% |
| Council | 1 | 97 | 70.8% | 40 | 29.2% | 137 | 5.6% |
| | 2 | 1608 | 72.2% | 620 | 27.8% | 2228 | 91.3% |
| | 3 | 51 | 68.0% | 24 | 32.0% | 75 | 3.1% |

7. Fairness at Work (Grievances)

Table 1. Fairness at work cases (grievances) 2008/09 by type of case

| Year | Race | % Race | Sex | % Sex | Disability | % Disability | Bullying & Harassment | % Bullying & Harassment | Other | % Other | Total |
|---------|------|--------|-----|-------|------------|--------------|-----------------------|-------------------------|-------|---------|-------|
| 2005/06 | 5 | 8.9% | 2 | 3.6% | 6 | 10.7% | 13 | 23.2% | 30 | 53.6% | 56 |
| 2006/07 | 3 | 6.3% | 2 | 4.2% | 2 | 4.2% | 15 | 31.3% | 26 | 54.2% | 48 |
| 2007/08 | 3 | 7.3% | 2 | 4.9% | 0 | 0.0% | 10 | 24.4% | 26 | 63.4% | 41 |
| 2008/09 | 1 | 1.6% | 1 | 1.6% | 1 | 1.6% | 14 | 24.2% | 43 | 71.0% | 60 |

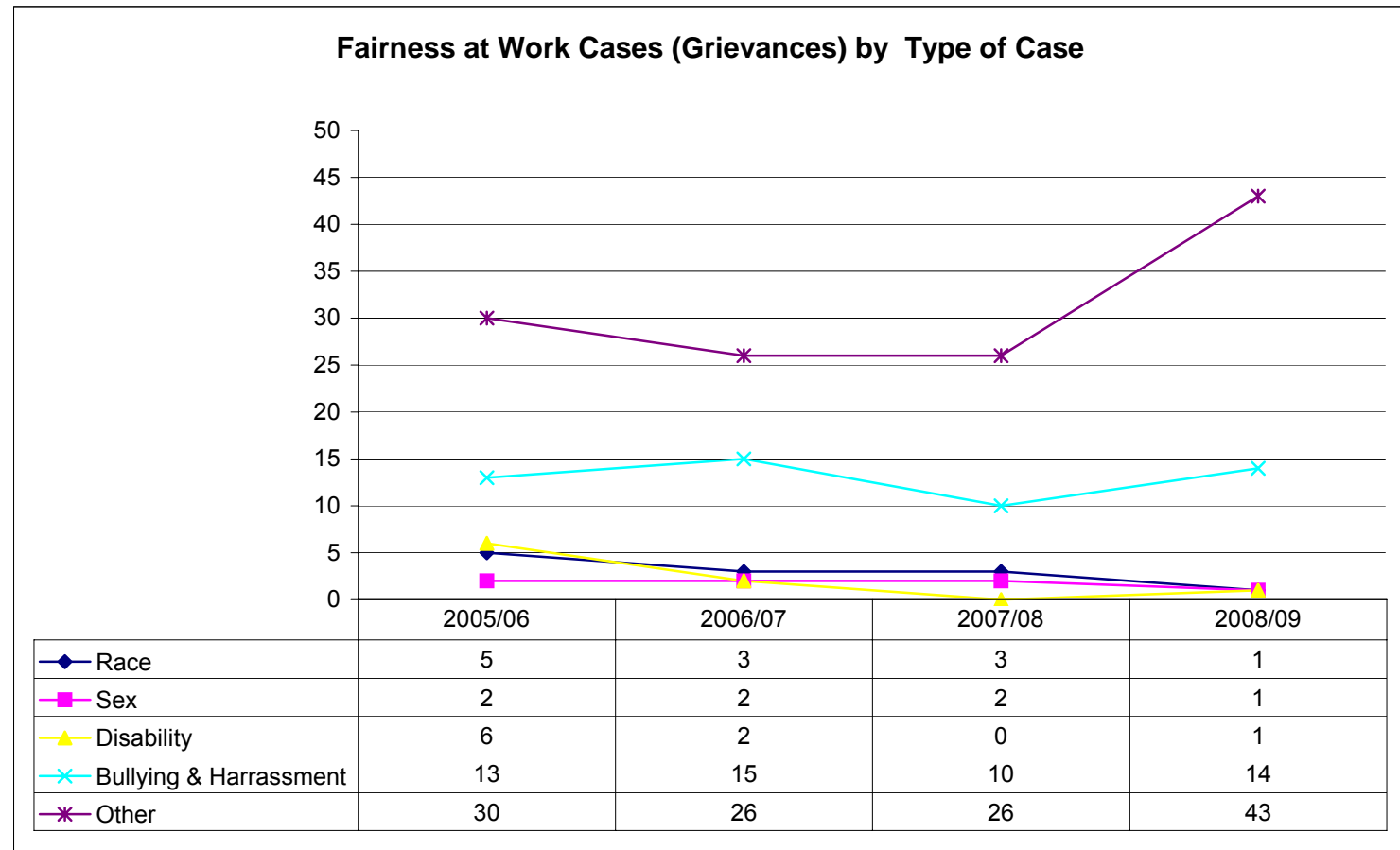
7.1.2 Table 1 above outlines details of Fairness at Work cases (Grievances) within the period between 1st April 2008 to 31st March 2009. Whilst it is disappointing that the number of FaW s has increased in this year s reporting period, the reasons are largely not equality related. Rise in the number of FaW cases may be a greater/lesser issue in some directorates, and relevant actions will be picked up on local level, as required.

7.1.3 As indicated (Table 1) above the largest increase has been noted in Bullying & Harassment cases with the highest number of cases defined under the 'other' category.

7.1.4 A total 14 cases of Harrasment & Bullying has been recorded this year with figures reaching its highest level so far comparable to the 2006/2007 reporting figures.

7.1.5 Trend chart below outlines a summary of 'Fairness at Work' cases for the past four years broken down by the Grievance type.

Figure 1



It is evident that the largest number of FaW cases are represented in the 'other' (undefined) category and the number has doubled since 2007/2008 reporting period.

This requires investigative action and better reporting. The HR Diversity Manager will work with Performance Consultant and HR to ensure that appropriate specification is built into SAP so that 'separate categorisation' on HnB cases is possible and harassment and bullying cases are clearly distinguished from other grievances.

The launch of the Council's new Anti – Harassment & Bullying policy (will enable us to move forward on managing FaW issues and ensure that our managers are better equipped to deal with issues of Harassment & Bullying at workplace. The new policy will be used in conjunction with the existing FaW policy and will focus on prevention (to include 'mediation' as a dispute resolution tool) and will be rolled out with appropriate training for Managers and staff in Spring 2010.

7.2 Fairness at Work Cases 2008/2009 - by Directorate

Table 2. Fairness at work cases (grievances) by ethnicity

| Directorate | Asian or Asian British | % Asian or Asian British | Black or Black British | % Black or Black British | Dual/Multi Heritage | % Dual/Multi Heritage | Chinese and Other Ethnic Groups | % Chinese and Other Ethnic Groups | White | % White | Non Declared | % Non Declared | Total Number of Cases |
|----------------------------|------------------------|--------------------------|------------------------|--------------------------|---------------------|-----------------------|---------------------------------|-----------------------------------|-------|---------|--------------|----------------|-----------------------|
| Adult & Community Services | 6 | 25.0% | 8 | 33.3% | 1 | 4.2% | - | 0.0% | 8 | 33.3% | 1 | 4.2% | 24 |
| Children & Young People | 1 | 6.7% | 3 | 20.0% | - | 0.0% | 2 | 13.3% | 2 | 13.3% | 7 | 46.7% | 15 |
| Environment & Regeneration | - | 0.0% | 5 | 41.7% | 2 | 16.7% | - | 0.0% | 3 | 25.0% | 2 | 16.7% | 12 |
| Finance | - | 0.0% | 3 | 33.3% | - | 0.0% | - | 0.0% | 6 | 66.7% | - | 0.0% | 9 |
| Total Number of Cases | 7 | 11.7% | 19 | 31.7% | 3 | 5.0% | 2 | 3.3% | 19 | 31.7% | 10 | 16.7% | 60 |

* there were no recorded FaW cases (grievances/disciplinaries) within Governance & Law directorate in the period between 1st April 2008 to 31st March 2009

7.2.1 The above table gives a summary of Fairness at Work (FaW) cases by Directorates.

7.2.2 There were 60 FaW cases submitted by Council staff during the period 1st April 2008 to 31st March 2009, 21 cases more compared to the last year.

- 7.2.3 The number of FaW cases has risen in all Directorates except Environment & Regeneration, where it has been noted a drop from 17 to 12 cases.
- 7.2.4 Fairness at Work cases from White staff dropped down from 56.1% last year to 32.3% in 2008/09.
- 7.2.5 The proportion of Black/Black British cases increased from 22.0% to 32.3%. This is a trend as this group of staff has also been more highly represented in the Fairness at Work statistics in previous reporting years.

7.3 Fairness at Work by Disability

Table 3. Fairness at work cases by disability

| Directorate | Non Disabled | Disabled | % Disabled | % of Workforce with a Disability |
|----------------------------|--------------|----------|------------|----------------------------------|
| Adult & Community | 21 | 3 | 12.5% | 6.2% |
| Children & Young People | 15 | 0 | 0.0% | 2.9% |
| Environment & Regeneration | 12 | 0 | 0.0% | 7.4% |
| Finance | 8 | 1 | 11.1% | 7.4% |
| Total | 56 | 4 | 6.7% | 5.6% |

7.3.1 Table 3 above outlines Fairness at Work cases broken down by disability.

A number of grievances raised by disabled staff has dropped from 15.0% last year to 6.5% this year and has approached the percentage of representation in the workforce that is 5.6%.

7.3.2 Disabled staff are over represented in FaW cases in the Adult & Community Services although the percentage of cases has gone down.

7.4 Fairness at Work by Gender

Table 4. Fairness at work cases by Gender

| Directorate | Women | % Women | Men | % Men | Total | % Women in Workforce |
|----------------------------|-------|---------|-----|-------|-------|----------------------|
| Adult & Community | 19 | 79.2% | 5 | 20.8% | 24 | 80.3% |
| Children & Young People | 11 | 73.3% | 4 | 26.7% | 15 | 81.7% |
| Environment & Regeneration | 3 | 25.0% | 9 | 75.0% | 12 | 52.9% |
| Finance | 5 | 55.6% | 4 | 44.4% | 9 | 57.4% |
| Total | 38 | 63.3% | 22 | 36.7% | 60 | 73.0% |

7.4.1 Men are over represented in the 'Fairness at Work' cases (36.7%) compared to their representation in the workforce (27%), which has slightly increased from 36.6% last year.

7.4.2 The most significant over representation of FaW cases raised by men is in Environment & Regeneration and Governance & Law Directorates.

7.4.3 A proportion of FaW cases brought by women has decreased from 63.4% in year 2007/08 to 61.3% this year.

7.5 Fairness at Work by Age Band

Table 5. Fairness at work cases by gender

| Directorate | 19 and under | % 19 and under | 20 to 29 | % 20 to 29 | 30 to 39 | % 30 to 39 | 40 to 49 | % 40 to 49 | 50 to 59 | % 50 to 59 | 60 and over | % 60 and over | Total Number of Cases |
|----------------------------|--------------|----------------|----------|------------|----------|------------|----------|------------|----------|------------|-------------|---------------|-----------------------|
| Adult & Community | | | 2 | 8.3% | 3 | 12.5% | 3 | 12.5% | 13 | 54.2% | 3 | 12.5% | 24 |
| Children & Young People | | | | 0.0% | 7 | 46.7% | 4 | 26.7% | 3 | 20.0% | 1 | 6.7% | 15 |
| Environment & Regeneration | | | 1 | 8.3% | 1 | 8.3% | 6 | 50.0% | 4 | 33.3% | | 0.0% | 12 |
| Finance | | | 1 | 11.1% | 1 | 11.1% | 5 | 30.0% | 2 | 22.2% | | 0.0% | 9 |
| Total Grievances | | | 4 | 6.7% | 12 | 20.0% | 18 | 30.0% | 22 | 36.7% | 4 | 6.7% | 60 |
| Workforce Representation | 10 | 0.3% | 260 | 7.1% | 618 | 16.9% | 1244 | 34.1% | 1156 | 31.7% | 361 | 9.9% | 3649 |

7.5.1 Table 5 above shows the percentage of grievances submitted by staff broken down by age band.

The (30-39) age group is over represented in grievances (21.0%) compared to their size in the workforce (16.9%). This is an increase of 1.5% since the last year's reporting period.

7.5.2 Although the (50-59) age group continue to be over represented in grievances (35.5%) compared to the size in the workforce (31.7%) the proportion of grievance raised by this group has dropped by 8.4% compared to the last year.

8. Disciplinary Proceedings

There were 53 disciplinary cases in the period 1st April 2008 to 31st March 2009 compared to last year's period when there were 39 cases.

8.1 Ethnicity

Table 1. Disciplinary cases by Ethnicity

| Directorate | Asian/Asian British | % Asian/Asian British | Black/Black British | % Black/Black British | Dual/Multi Heritage | % Dual/Multi Heritage | Chinese and Other Ethnic Group | % Chinese and Other Ethnic Group | White | % White | Non Declared | % Non Declared | Total Number of Cases |
|----------------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|--------------------------------|----------------------------------|-------|---------|--------------|----------------|-----------------------|
| Adult & Community | 4 | 16.7% | 14 | 58.3% | 0 | 0.0% | 0 | 0.0% | 4 | 16.7% | 2 | 8.3% | 24 |
| Children & Young People | 1 | 6.3% | 5 | 31.3% | 1 | 6.3% | 1 | 6.3% | 6 | 37.5% | 2 | 12.5% | 16 |
| Environment & Regeneration | 0 | 0.0% | 1 | 14.3% | 0 | 0.0% | 0 | 0.0% | 4 | 57.1% | 2 | 28.6% | 7 |
| Finance | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 6 | 100.0% | 0 | 0.0% | 6 |
| Total | 5 | 9.4% | 20 | 37.7% | 1 | 1.9% | 1 | 1.9% | 20 | 37.7% | 6 | 11.3% | 53 |
| Workforce Representation | 407 | 11.2% | 978 | 26.8% | 103 | 2.8% | 134 | 3.7% | 1629 | 44.6% | 398 | 10.9% | 3694 |

8.1.2 The above table shows disciplinary cases broken down by Ethnicity.

8.1.3 Black/Black British employees are the most over represented group in disciplinary proceedings, although percentage has dropped down from 41.0% to 37.7% this year. Although they are over represented, the actual numbers are reducing.

8.1.4 Disciplinary proceedings against Chinese and Other and Dual/Multi Heritage groups have decreased by 5.8% and 0.7% compared to the last year's reporting period.

8.1.5 Disciplinary proceedings against White and Asian/Asian British groups increased by 1.8% and 1.7%.

8.2 Disability

Table 2. Disciplinary by disability status

| Directorate | Non Disabled | Disabled | Non Declared | % Disabled | % of Workforce with a Disability |
|------------------------------|--------------|----------|--------------|-------------|----------------------------------|
| Adult & Community | 20 | 3 | 1 | 12.5% | 6.2% |
| Children & Young People | 16 | 0 | 0 | 0.0% | 2.9% |
| Environment & Regeneration | 7 | 0 | 0 | 0.0% | 7.4% |
| Governance & Law | 0 | 0 | 0 | 0.0% | 4.8% |
| Finance | 6 | 0 | 0 | 0.0% | 7.4% |
| People, Policy & Performance | 0 | 0 | 0 | 0.0% | 10.7% |
| Total Number of Cases | 49 | 3 | 1 | 5.7% | 5.6% |

8.2.1 The above table shows disciplinary proceedings taken against staff with disability.

8.2.2 The representation of disabled staff in Disciplinary proceedings equals their representation in the workforce.

8.3 Age

Table 3. Disciplinary by age band

| Directorate | 19 and under | % 19 and under | 20 to 29 | % 20 to 29 | 30 to 39 | % 30 to 39 | 40 to 49 | % 40 to 49 | 50 to 59 | % 50 to 59 | 60 and over | % 60 and over | Total Number of Cases |
|----------------------------|--------------|----------------|----------|------------|----------|------------|----------|------------|----------|------------|-------------|---------------|-----------------------|
| Adult & Community | 0 | 0.0% | 2 | 8.3% | 0 | 0.0% | 8 | 33.3% | 12 | 50.0% | 2 | 8.3% | 24 |
| Children & Young People | 0 | 0.0% | 1 | 6.3% | 6 | 37.5% | 5 | 31.3% | 4 | 25.0% | 0 | 0.0% | 16 |
| Environment & Regeneration | 0 | 0.0% | 2 | 28.6% | 0 | 0.0% | 3 | 42.9% | 2 | 28.6% | 0 | 0.0% | 7 |
| Finance | 0 | 0.0% | 0 | 0.0% | 1 | 16.7% | 2 | 33.3% | 1 | 16.7% | 2 | 33.3% | 6 |
| Total | 0 | 0.0% | 5 | 9.4% | 7 | 13.2% | 18 | 34.0% | 19 | 35.8% | 4 | 7.5% | 53 |
| Workforce Representation | 10 | 0.3% | 260 | 7.1% | 618 | 16.9% | 1244 | 34.1% | 1156 | 31.7% | 361 | 9.9% | 3649 |

8.3.1 The above table shows disciplinary proceedings taken against staff broken down by age bands.

8.3.2 The (50-59) age group is over represented in disciplinary proceedings (35.8%) compared to their proportion in the workforce (31.7%). This represents the increase of 10.2% since the last year's reporting period (figures stood at 25.6% as at 1st April 2008).

8.3.3 The percentage of disciplinary cases in the age group (20-29) has also risen from 7.7% to 9.4% this year.

8.3.4 There has also been a notable drop of disciplinary cases in groups (30-39) with (40-49) age group being well presented this year compared to its over representation in the 2007/2008 reporting period.

8.4 Gender

Table 4. Disciplinary by Gender

| Directorate | Women | % Women | Men | % Men | Total Number of cases | % Women in Workforce |
|------------------------------|-------|---------|-----|-------|-----------------------|----------------------|
| Adult & Community | 21 | 87.5% | 3 | 12.5% | 24 | 80.3% |
| Children & Young People | 9 | 56.3% | 7 | 43.8% | 16 | 81.7% |
| Environment & Regeneration | 2 | 28.6% | 5 | 71.4% | 7 | 52.9% |
| Governance & Law | 0 | 0.0% | 0 | 0.0% | 0 | 60.3% |
| Finance | 3 | 50.0% | 3 | 50.0% | 6 | 57.4% |
| People, Policy & Performance | 0 | 0.0% | 0 | 0.0% | 0 | 66.7% |
| Total | 35 | 66.0% | 18 | 34.0% | 53 | 73.0% |

8.4.1 Table 4 above outlines disciplinary proceedings by Gender.

8.4.2 Compared to their representation in the workforce (27.0%), men are over represented in disciplinary proceedings (34.0%). However this figure is lower compared to last year's (56.4%) reporting period.

8.4.2 The number of disciplinary proceedings against women have risen from 43.6% to 66.0% as at 31st March 2009 although this proportion is smaller compared to their representation in the workforce (73.0%).

Key actions for Faw (Grievances & Disciplinaries)

There has been a significant rise in the number of grievances lodged and dealt with this year (over 50%) more compared to the last year's reporting period. There were 60 FaW cases during the period 1st April 2008 to 31st March 2009.

- There has also been a notable rise in the number of disciplinary proceedings compared to the previous reporting period of just under 20%. Although it is disappointing that the number of grievances has gone up since the last year's reporting period, these are not equality related. Further action is required to enable us to better understand the nature of the "other" category which continues to comprise the largest group of grievances for the second year running. Continued efforts are needed to monitor trends on bullying and harassment cases by six equality strands.
- As a general trend, the issue of rise in FaW s is a greater issue for some directorates than others and this will be picked up as an action within their equality action planning. The HR Diversity Manager will work with directorates to implement this into their action planning. This will be complemented with the implementation of scheduled launch of Anti Harassment & Bullying policy and associated training for Managers (mediation) as a policy focused on early resolution and prevention (scheduled for January 2009).
- Investigative action around the reasons behind notable increase in the 20-29, 30-39 and 50-59 age group and their over representation in grievances.

9. Leavers

From 1st April 2008 to 31st March 2009, 649 staff left the Council's service compared to the last year's position when 514 left the Council. Part of this is attributed to the impact (Wave 1) of the Efficiency review across the Council which has affected most service areas.

9.1 Age Band

9.1.1 The table below shows the percentage of leavers broken down by age bands and directorate.

Table 1.

| Directorate | Under 20 | % Under 20 | 20-29 | % 20-29 | 30-39 | % 30-39 | 40-49 | % 40-49 | 50-59 | % 50-59 | 60+ | % 60+ | Total |
|----------------------------|----------|------------|-------|---------|-------|---------|-------|---------|-------|---------|-----|-------|-------|
| Adult & Community | 3 | 1.8% | 10 | 6.1% | 23 | 14.1% | 40 | 24.5% | 50 | 30.7% | 37 | 22.7% | 163 |
| Children & Young People | | 0.0% | 10 | 6.5% | 35 | 22.7% | 51 | 33.1% | 37 | 24.0% | 21 | 13.6% | 154 |
| Environment & Regeneration | 3 | 1.2% | 27 | 10.9% | 25 | 10.1% | 72 | 29.0% | 74 | 29.8% | 47 | 19.0% | 248 |
| Finance | | 0.0% | 9 | 15.8% | 5 | 8.8% | 22 | 38.6% | 17 | 29.8% | 4 | 7.0% | 57 |
| Governance & Law | | 0.0% | 1 | 10.0% | 5 | 50.0% | 1 | 10.0% | 1 | 10.0% | 2 | 20.0% | 10 |

| | | | | | | | | | | | | | |
|------------------------------|----|------|-----|-------|-----|-------|------|-------|------|-------|-----|-------|------|
| People, Policy & Performance | | 0.0% | 2 | 11.8% | 8 | 47.1% | 7 | 41.2% | | 0.0% | | 0.0% | 17 |
| Total | 6 | 0.9% | 59 | 9.1% | 101 | 15.6% | 193 | 29.7% | 179 | 27.6% | 111 | 17.1% | 649 |
| Workforce representation | 10 | 0.3% | 260 | 7.1% | 618 | 16.9% | 1244 | 34.1% | 1156 | 31.7% | 361 | 9.9% | 3649 |

9.1.2 Larger proportion of leavers than their representation in the workforce is within three age groups: (under 20), (20-29) and (60+). This is in line with last year's reporting trend.

9.1.3 Whereas the previous reporting periods (2005-2008) demonstrated a higher trend of younger employees leaving the Council age groups 19 and under – 20 to 29), this year the proportion of leavers within these groups has decreased from 14.8% to just over 10% as at 31st March 2009.

9.2 Disability

Table 2.

| Directorate | Not Disabled | % Not Disabled | Disabled | % Disabled | Non Declared | % Non Declared | Total | % Workforce with a disability |
|----------------------------|--------------|----------------|----------|------------|--------------|----------------|-------|-------------------------------|
| Adult & Community | 155 | 95.1% | 8 | 4.9% | | 0.0% | 163 | 6.2% |
| Children & Young People | 150 | 97.4% | 3 | 1.9% | 1 | 0.6% | 154 | 2.9% |
| Environment & Regeneration | 234 | 94.4% | 14 | 5.6% | | 0.0% | 248 | 7.4% |
| Finance | 55 | 96.5% | 2 | 3.5% | | 0.0% | 57 | 7.4% |
| Governance & Law | 9 | 90.0% | 1 | 10.0% | | 0.0% | 10 | 4.8% |

| | | | | | | | | |
|------------------------------|-----|-------|----|------|---|------|-----|-------|
| People, Policy & Performance | 16 | 94.1% | 1 | 5.9% | | 0.0% | 17 | 10.7% |
| Total | 619 | 95.4% | 29 | 4.5% | 1 | 0.2% | 649 | 5.6% |

9.2.1 Table 2 above outlines staff leaving the Council's workforce broken down by disability status and directorate.

9.2.2 Unlike in previous reporting periods there has been a noticeable increase in disabled staff leaving the Council (4.5%) compared to 2007/2008 reporting period of 2.9%.

9.2.3 The largest proportion of leavers compared to their workforce representation was within the Governance and Law directorate (10.0%), which is our smallest directorate.

9.3 Gender

Table 3.

| Directorate | Women | % Women | Men | % Men | Total | % Women in Workforce |
|------------------------------|-------|---------|-----|-------|-------|----------------------|
| Adult & Community | 110 | 67.5% | 53 | 32.5% | 163 | 80.3% |
| Children & Young People | 135 | 87.7% | 19 | 12.3% | 154 | 81.7% |
| Environmental & Regeneration | 49 | 19.8% | 199 | 80.2% | 248 | 52.9% |
| Finance | 37 | 64.9% | 20 | 35.1% | 57 | 57.4% |
| Governance & Law | 7 | 70.0% | 3 | 30.0% | 10 | 60.3% |
| People, Policy & Performance | 14 | 82.4% | 3 | 17.6% | 17 | 66.7% |
| Total | 352 | 54.2% | 297 | 45.8% | 649 | 73.0% |

- 9.3.1 Table 3 above shows the staff leaving the Council's service broken down by gender and directorate.
- 9.3.2 This year more men left the Council compared to the number of men leavers than last year (45.8% and 34.0% respectively). The highest number of men leaving occurred in Environmental Services (80.2%) – 21.6% more than in previous reporting period.
- 9.3.3 The largest proportion of women leavers was noted in People, Policy and Performance directorate – (this figure has risen from 54.2% to 82.4% as at 31st March 2009).
- 9.3.4 Governance and Law and Finance directorates have also faced a larger proportion of women leavers compared to the last reporting period.

9.4 Ethnicity

Table 4

| Directorate | Asian or Asian British | % Asian or Asian British | Black or Black British | % Black or Black British | Chinese and Other | % Chinese and Other | Dual/Multi Heritage | % Dual/Multi Heritage | White and White Other | % White and White Other | Non Declared | % Non Declared | Total |
|------------------------------|------------------------|--------------------------|------------------------|--------------------------|-------------------|---------------------|---------------------|-----------------------|-----------------------|-------------------------|--------------|----------------|-------|
| Adult & Community | 13 | 8.0% | 47 | 28.8% | 6 | 3.7% | 2 | 1.2% | 89 | 54.6% | 6 | 3.7% | 163 |
| Children & Young People | 24 | 15.6% | 29 | 18.8% | 11 | 7.1% | 1 | 0.6% | 62 | 40.3% | 27 | 17.5% | 154 |
| Environment & Regeneration | 4 | 1.6% | 44 | 17.7% | 6 | 2.4% | 2 | 0.8% | 183 | 73.8% | 9 | 3.6% | 248 |
| Finance | 7 | 12.3% | 32 | 56.1% | 0 | 0.0% | 2 | 3.5% | 13 | 22.8% | 3 | 5.3% | 57 |
| Governance & Law | 3 | 30.0% | 1 | 10.0% | 1 | 10.0% | 0 | 0.0% | 5 | 50.0% | 0 | 0.0% | 10 |
| People, Policy & Performance | 2 | 11.8% | 5 | 29.4% | 0 | 0.0% | 0 | 0.0% | 8 | 47.1% | 2 | 11.8% | 17 |
| Total | 53 | 8.2% | 158 | 24.3% | 24 | 3.7% | 7 | 1.1% | 360 | 55.5% | 47 | 7.2% | 649 |
| Workforce representation | 407 | 11.2% | 978 | 26.8% | 103 | 2.8% | 134 | 3.7% | 1629 | 44.6% | 398 | 10.9% | 3694 |

- 9.4.1 Table 4 above shows the staff leaving the Council's service broken down by Ethnicity and Directorate.
- 9.4.2 The highest proportion of leavers compared to the workforce representation is among White and White Other staff (55.5%). This is in line with the last year's results when the proportion of leavers within the same group was 55.4%.
- 9.4.3 The percentage of leavers has increased within Black or Black British (from 21.2% to 24.3%) and within Chinese and Other (from 2.5% to 3.7%) ethnic groups.
- 9.4.4 The percentage of leavers within other groups has decreased compared to the previous reporting period.
- 9.5 **Exit Questionnaires**
- 9.5.1 Only 10% of leaving staff returned the Exit Questionnaire (which is a downward trend compared to the last year's reporting figure of 13% as recorded by the SSC (Shared Service Centre). Large numbers of returns still appear incomplete (in terms of equalities information) which makes analyses inconclusive. This is an area that requires action.

Key Actions for Leavers

1. There has been no improvement in the number of exit interview forms returned by staff leaving the Council. Brief analysis of the past 3 years' data indicates that this is an area that needs urgent attention.

Continued lower rates of return in 2008/09 suggest that there is a need to review the process of how exit data is collated, reported and used. Directorate HR leads need to inform line managers about addressing these issues and encouraging staff to complete equality monitoring forms attached to the Exit questionnaire. Equalities monitoring section (in respect of sexual orientation and religion and belief) may also need to be reviewed (HR Diversity Manager to redesign the Exit Interview form currently in circulation in consultation with staff forums and Trade Unions as a future action).

This is especially important as more staff left the Council following the Wave 1 of the Efficiency review and we need to be able to monitor any ‘additional’ reasons behind leavers trends in order to ensure remedial action and corrective strategies are put in place to address any hot spots/issues.

2. Ensure that staff survey data continues to be used to inform HR best practice within the organisation.

10. Promotions

Promotions are where an employee was on a higher grade/salary on 31st March 2009 than they were on 1st April 2008 (normal annual incremental progression is excluded).

Acting Ups and Secondments follow separately further on in this section.

10.1 Promotions by Ethnicity

Table 1

| Directorate | Asian or Asian British | % Asian or Asian British | Black or Black British | % Black or Black British | Chinese and Other | % Chinese and Other | Dual/Multi Heritage | % Dual/Multi Heritage | White and White Other | % White and White Other | Non Declared | % Non Declared | Total |
|-------------|------------------------|--------------------------|------------------------|--------------------------|-------------------|---------------------|---------------------|-----------------------|-----------------------|-------------------------|--------------|----------------|-------|
| | | | | | | | | | | | | | |

| | | | | | | | | | | | | | |
|------------------------------|-----|-------|-----|-------|-----|------|-----|------|------|-------|-----|-------|------|
| Adult & Community | 15 | 22.4% | 18 | 26.9% | 2 | 3.0% | 1 | 1.5% | 26 | 38.8% | 5 | 7.5% | 67 |
| Children & Young People | 7 | 9.6% | 19 | 26.0% | 4 | 5.5% | 1 | 1.4% | 35 | 47.9% | 7 | 9.6% | 73 |
| Environment & Regeneration | 10 | 12.8% | 16 | 20.5% | 2 | 2.6% | | 0.0% | 37 | 47.4% | 13 | 16.7% | 78 |
| Finance | 3 | 16.7% | 3 | 16.7% | 0 | 0.0% | | 0.0% | 11 | 61.1% | 1 | 5.6% | 18 |
| Governance & Law | 0 | 0.0% | 1 | 12.5% | 0 | 0.0% | | 0.0% | 6 | 75.0% | 1 | 12.5% | 8 |
| People, Policy & Performance | 3 | 14.3% | 3 | 14.3% | 2 | 9.5% | 1 | 4.8% | 10 | 47.6% | 2 | 9.5% | 21 |
| Total | 38 | 14.3% | 60 | 22.6% | 10 | 3.8% | 3 | 1.1% | 125 | 47.2% | 29 | 10.9% | 265 |
| Workforce representation | 407 | 11.2% | 978 | 26.8% | 103 | 2.8% | 134 | 3.7% | 1629 | 44.6% | 398 | 10.9% | 3694 |

10.1.1 There is a gap between promotions and workforce representation in Dual/Multi Heritage ethnic group (1.1% promoted compared to the representation of this group within the workforce (2.8%).

10.1.2 A positive change has been noted within Chinese and Other Ethnic group, which is now well represented in the promotions.

10.1.3 The proportion of Black and Black British employees being promoted has increased since last year this group (22.6% promoted, 26.8% workforce representation).

10.1.4 Continuing with last year's trend White and Asian employees continue to be over-represented in promotions.

10.2 Promotions by Gender

Table 2

| Directorate | Women | % Women | Men | % Men | Total | % Women in Workforce |
|------------------------------|-------|---------|-----|-------|-------|----------------------|
| Adult & Community Services | 49 | 73.1% | 18 | 26.9% | 67 | 80.3% |
| Children & Young People | 63 | 86.3% | 10 | 13.7% | 73 | 81.7% |
| Environment & Regeneration | 31 | 39.7% | 47 | 60.3% | 78 | 52.9% |
| Finance | 9 | 50.0% | 9 | 50.0% | 18 | 57.4% |
| Governance & Law | 4 | 50.0% | 4 | 50.0% | 8 | 60.3% |
| People, Policy & Performance | 17 | 81.0% | 4 | 19.0% | 21 | 66.7% |
| Total | 173 | 65.3% | 92 | 34.7% | 265 | 73.0% |

10.2.1 The proportion of women working for the Council has increased this year, however the percentage of being promoted is lower compared to the last reporting period (67.1% to 65.3%).

10.2. The largest gap between women promotions and workforce representation is in Finance directorate and Adult and Community services. The largest gap of men promotions is in People, Policy and Performance directorate (19.0% promoted compared to the workforce representation of 33.3%).

10.3 Promotions by Disability

Table 3

| Directorate | Non Disabled | % Non Disabled | Disabled | % Disabled | Non Declared | % Non Declared | Total | % Workforce with a disability |
|------------------------------|--------------|----------------|----------|------------|--------------|----------------|-------|-------------------------------|
| Adult & Community | 64 | 95.5% | 3 | 4.5% | | 0.0% | 67 | 6.2% |
| Children & Young People | 71 | 97.3% | 2 | 2.7% | | 0.0% | 73 | 2.9% |
| Environment & Regeneration | 75 | 96.2% | 3 | 3.8% | | 0.0% | 78 | 7.4% |
| Finance | 17 | 94.4% | | 0.0% | 1 | 5.6% | 18 | 7.4% |
| Governance & Law | 8 | 100.0% | | 0.0% | | 0.0% | 8 | 4.8% |
| People, Policy & Performance | 17 | 81.0% | 4 | 19.0% | | 0.0% | 21 | 10.7% |
| Total | 252 | 95.1% | 12 | 4.5% | 1 | 0.4% | 265 | 5.6% |

10.3.1 4.5% of promoted employees considered themselves as disabled (as at workforce representation - 5.6%).

10.3.2 The highest proportion of promotions of disabled employees was in People, Policy and Performance directorate 19.0% and the lowest being in Children & Young People directorate (2.9%).

10.4 Promotions by Age Band

Table 4

| Directorate | Under 20 | % Under 20 | 20-29 | % 20-29 | 30-39 | % 30-39 | 40-49 | % 40-49 | 50-59 | % 50-59 | 60+ | % 60+ | Total |
|------------------------------|----------|------------|-------|---------|-------|---------|-------|---------|-------|---------|-----|-------|-------|
| Adult & Community | 2 | 3.0% | 6 | 9.0% | 21 | 31.3% | 23 | 34.3% | 13 | 19.4% | 2 | 3.0% | 67 |
| Children & Young People | | 0.0% | 4 | 5.5% | 15 | 20.5% | 20 | 27.4% | 27 | 37.0% | 7 | 9.6% | 73 |
| Environment & Regeneration | 1 | 1.3% | 12 | 15.4% | 15 | 19.2% | 29 | 37.2% | 13 | 16.7% | 8 | 10.3% | 78 |
| Finance | | 0.0% | 7 | 38.9% | 1 | 5.6% | 4 | 22.2% | 5 | 27.8% | 1 | 5.6% | 18 |
| Governance & Law | | 0.0% | 1 | 12.5% | 1 | 12.5% | 5 | 62.5% | 1 | 12.5% | | 0.0% | 8 |
| People, Policy & Performance | | 0.0% | 2 | 9.5% | 6 | 28.6% | 6 | 28.6% | 4 | 19.0% | 3 | 14.3% | 21 |
| Total | 3 | 1.1% | 32 | 12.1% | 59 | 22.3% | 87 | 32.8% | 63 | 23.8% | 21 | 7.9% | 265 |
| Workforce representation | 10 | 0.3% | 260 | 7.1% | 618 | 16.9% | 1244 | 34.1% | 1156 | 31.7% | 361 | 9.9% | 3649 |

10.4.1 In line with the last year’s reporting period, the proportion of promotions is higher than the workforce representation level within the younger age bands. However, this year the gap within lowest age bands is much narrower compared to the last year’s reporting period.

10.4.2 The number of promotions has increased in the age group (30-39).

10.4.2 The age group (40-49), which was over represented in promotions last year, is now under represented (32.8% promoted, compared to 34.1% in the workforce).

10.4.3 The gap between promotions and workforce representation has reduced within the age groups (50-59) and (60+).

10.5 Acting Ups and Secondments by Ethnicity

Table 5.

| | Asian or Asian | % Asian or Asian | Black or Black British | % Black or Black British | Chinese and Other Ethnic Group | % Chinese and Other Ethnic Group | Dual/Multi Heritage | White and White Other | % White and White Other | Non Declared | % Non Declared | Total |
|----------------------------|----------------|------------------|------------------------|--------------------------|--------------------------------|----------------------------------|---------------------|-----------------------|-------------------------|--------------|----------------|-------|
| Directorate | | | | | | | | | | | | |
| Adult & Community Services | 5 | 13.2% | 10 | 26.3% | 1 | 2.6% | | 20 | 52.6% | 2 | 5.3% | 38 |
| | 2 | 7.7% | 5 | 19.2% | 1 | 3.8% | | 11 | 42.3% | 7 | 26.9% | 26 |

| | | | | | | | | | | | | |
|------------------------------|-----|-------|-----|-------|-----|------|------|------|-------|-----|-------|------|
| Children & Young People | | | | | | | | | | | | |
| Environment & Regeneration | 4 | 28.6% | 2 | 14.3% | | 0.0% | | 4 | 28.6% | 4 | 28.6% | 14 |
| Finance | 2 | 28.6% | 2 | 28.6% | | 0.0% | | 3 | 42.9% | | 0.0% | 7 |
| Governance & Law | 0 | 0.0% | 1 | 25.0% | | 0.0% | | 2 | 50.0% | 1 | 25.0% | 4 |
| People, Policy & Performance | 1 | 20.0% | 0 | 0.0% | | 0.0% | | 3 | 60.0% | 1 | 20.0% | 5 |
| Total | 14 | 14.9% | 20 | 21.3% | 2 | 2.1% | | 43 | 45.7% | 15 | 16.0% | 94 |
| Workforce representation | 407 | 11.2% | 978 | 26.8% | 103 | 2.8% | 3.7% | 1629 | 44.6% | 398 | 10.9% | 3694 |

10.5.1 The above figure shows Acting Ups and Secondments by ethnicity and directorate.

10.5.2 Total number of Acting ups and Secondments this year has increased from 62 to 94. The acting ups by Asian or Asian British group has increased from 11.1% last year to 14.9%.

10.5.3 Proportion of Acting ups within White and White Other group has decreased from 53.2% to 45.7% this year.

10.5.4 Despite of high non declaration rate being noted last year, this year it becomes even higher (16% compared to 12.9% last year).

10.6 Acting Ups and Secondments by Gender

Table 6.

| | Women | % Women | Men | % Men | Total | % Women in Workforce |
|------------------------------|-----------|--------------|-----------|--------------|-----------|----------------------|
| Directorate | | | | | | |
| Adult & Community Services | 28 | 73.7% | 10 | 26.3% | 38 | 80.3% |
| Children & Young People | 25 | 96.2% | 1 | 3.8% | 26 | 81.7% |
| Environment & Regeneration | 8 | 57.1% | 6 | 42.9% | 14 | 52.9% |
| Finance | 2 | 28.6% | 5 | 71.4% | 7 | 57.4% |
| Governance & Law | 2 | 50.0% | 2 | 50.0% | 4 | 60.3% |
| People, Policy & Performance | 3 | 60.0% | 2 | 40.0% | 5 | 66.7% |
| Total | 68 | 72.3% | 26 | 27.7% | 94 | 73.0% |

10.6.1 The above table shows acting ups and secondments by gender and directorate.

10.6.2 Compared to the last year there has been a 5% increase in women Acting ups and Secondments, which is now proportionate to the representation of women in the workforce.

10.6.3 The increase of women acting ups was observed in Environment and Regeneration (by 18.6%) and Governance and Law (by 16.7%) directorates.

10.6.4 A significant drop in proportion of women acting ups and secondments (from 88.9% in the 2007/2008 to 60.0% as at 1st April 2009) is noted within the People, Policy and Performance directorate.

10.7 Acting Ups and Secondments by Disability

Table 7.

| Directorate | Not Disabled | % Not Disabled | Disabled | % Disabled | Total | % Workforce with a disability |
|------------------------------|--------------|----------------|----------|------------|-------|-------------------------------|
| Adult & Community | 36 | 94.7% | 2 | 5.3% | 38 | 6.2% |
| Children & Young People | 26 | 100.0% | | 0.0% | 26 | 2.9% |
| Environment & Regeneration | 14 | 100.0% | | 0.0% | 14 | 7.4% |
| Finance | 5 | 71.4% | 2 | 28.6% | 7 | 7.4% |
| Governance & Law | 4 | 100.0% | | 0.0% | 4 | 4.8% |
| People, Policy & Performance | 5 | 100.0% | | 0.0% | 5 | 10.7% |
| Total | 90 | 95.7% | 4 | 4.3% | 94 | 5.6% |

10.7.1 The above table shows acting ups and secondments by disability status.

10.7.2 Disabled staff are underrepresented (4.3%) compared to their size in the workforce (5.6%).

10.7.3 Due to the relatively low number of Acting Ups and Secondments, the percentages of employees with a disability fluctuate significantly with each acting up or secondment counted.

10.8 Acting Ups and Secondments by Age Band

Table 8.

| Directorate | 20 to 29 | % 20 to 29 | 30 to 39 | % 30 to 39 | 40 to 49 | % 40 to 49 | 50 to 59 | % 50 to 59 | 60 + | % 60 + | Total |
|------------------------------|----------|------------|----------|------------|----------|------------|----------|------------|------|--------|-------|
| Adult & Community Services | 2 | 5.3% | 14 | 36.8% | 16 | 42.1% | 4 | 10.5% | 2 | 5.3% | 38 |
| Children & Young People | | 0.0% | 7 | 26.9% | 15 | 57.7% | 4 | 15.4% | | 0.0% | 26 |
| Environment & Regeneration | 3 | 21.4% | 3 | 21.4% | 7 | 50.0% | | 0.0% | 1 | 7.1% | 14 |
| Finance | | 0.0% | 4 | 57.1% | 3 | 42.9% | | 0.0% | | 0.0% | 7 |
| Governance & Law | 1 | 25.0% | 1 | 25.0% | 1 | 25.0% | 1 | 25.0% | | 0.0% | 4 |
| People, Policy & Performance | 1 | 20.0% | 2 | 40.0% | | 0.0% | 1 | 20.0% | 1 | 20.0% | 5 |
| Total | 7 | 7.4% | 31 | 33.0% | 42 | 44.7% | 10 | 10.6% | 4 | 4.3% | 94 |
| Workforce representation | 260 | 7.1% | 618 | 16.9% | 1244 | 34.1% | 1156 | 31.7% | 361 | 9.9% | 3649 |

10.8.1 Table 8 shows acting ups and secondments by age group.

10.8.2 Age groups (30-39) and (40-49) are the most overrepresented groups in Acting ups and Secondments. Age group (50-59) is the least represented group.

10.8.3 Compared to the last year, there was a decrease in proportion of acting ups and secondments taken by the age groups (50-59) and (20-29).

Key Actions for Promotions and Acting Ups & Secondments

1. Total number of Acting ups and Secondments this year has increased from 62 to 94. The acting ups by Asian or Asian British group has increased from 11.1% last year to 14.9%. Future action to focus around efforts to reach under represented groups more widely and streamlined succession planning under transformation programme.

11. Employment Tribunals

Please note that ET cases exclude schools and that statistics should be taken with caution given that overall number of cases is quite small. The data covers only those cases that were handled/ where claim in question was ongoing in between 1st April 2008 to 31st March 2009, but excludes all other cases that started prior to this period, or could be long term ongoing cases.

In the period between 31st March and 1st April 2009 7 cases in total were brought in by 6 members of staff, and these were broken down by ethnicity, gender, and age bands. It is intended that future reports will include a more detailed breakdown of cases by all equality strands.

Two out of seven cases were settled (within the respective reporting period), one of which was a multiple discrimination case (Race and Sex discrimination), and the other case related to Race discrimination. 5 cases were ongoing (at the time of the production of the report).

11.1 Ethnicity

Table 1. Employment tribunal cases by Ethnicity

| | % Black or Black British | % White and White Other | % Non declared |
|---------------------------|--------------------------|-------------------------|----------------|
| Employment Tribunal Cases | 71.4% | 14.3% | 14.3% |
| Workforce Representation | 26.8% | 44.6% | 10.9% |

11.1.1 The table above shows the percentage of staff broken down by Ethnicity in relation to the Employment Tribunals.

11.1.2 During the 2008-09 two ethnic groups - Black or Black British and White and White Other - raised cases at the Employment Tribunal. Employees who have not declared their ethnicity raised the remainder of the cases.

11.1.3 Compared to other groups Black & Black British employees have higher representation at Employment Tribunals. This is a noticeable increase since last year's reporting period (from 25% to 71.4%). Percentage of cases raised by White or White Other employees has dropped down from 50% as recorded in the 2007/2008 reporting period to 14.3% as at 1st April 2009.

11.2 Disability

Table 2. Employment tribunal cases by disability

| | % Disabled | % Non Disabled | % Non Declared |
|---------------------------|------------|----------------|----------------|
| Employment Tribunal Cases | 14.3% | 85.7% | 0.0% |
| Workforce Representation | 5.6% | 93.9% | 0.5% |

11.2.1 The above table shows the percentage of staff represented in Employment Tribunals by Disability Status

11.2.2 Disabled staff are over represented at Employment Tribunals (14.3%) compared to their size in the workforce (5.6%). However, the percentage of disabled employees in Employment Tribunals has dropped down this year (from 25% in the 2007-08 reporting period).

11.3 Gender

Table 3. Employment tribunal cases by gender

| | % Women | % Men |
|---------------------------|---------|-------|
| Employment Tribunal Cases | 57.1% | 42.9% |
| Workforce Representation | 73.0% | 27.0% |

11.3.1 The above table shows the percentage of staff who were represented in Employment Tribunals by Gender,

11.3.2 Men are over represented in Employment Tribunals (42.9%) compared to their size in the workforce (27.0%). This proportion has increased from last year by 9.6%.

11.4 Age

Table 4. Employment tribunal cases by age

| | % 20 to 29 | % 40 to 49 |
|---------------------------|------------|------------|
| Employment Tribunal Cases | 14.3% | 85.7% |
| Workforce Representation | 7.1% | 34.1% |

11.4.1 The above table shows the percentage of staff who were represented in Employment Tribunals broken down by Age Bands.

11.4.2 Two age groups raised the Employment Tribunal cases this year.

11.4.3 Compared to the last year there were no cases raised by the age band 60 and plus. This group is the most over represented group in 2007/2008 period.

11.5 Type of Case

Table 5. Employment tribunal cases by type

| Type of case | Percentage of all cases* |
|--------------------|--------------------------|
| Race | 57.1% |
| Disability | 28.6% |
| Sex Discrimination | 14.3% |

11.5.1 Table 5 outlines the Employment Tribunal cases by type.

11.5.2 More than half cases raised were regarding Race discrimination (57%) and this needs monitoring in the future.

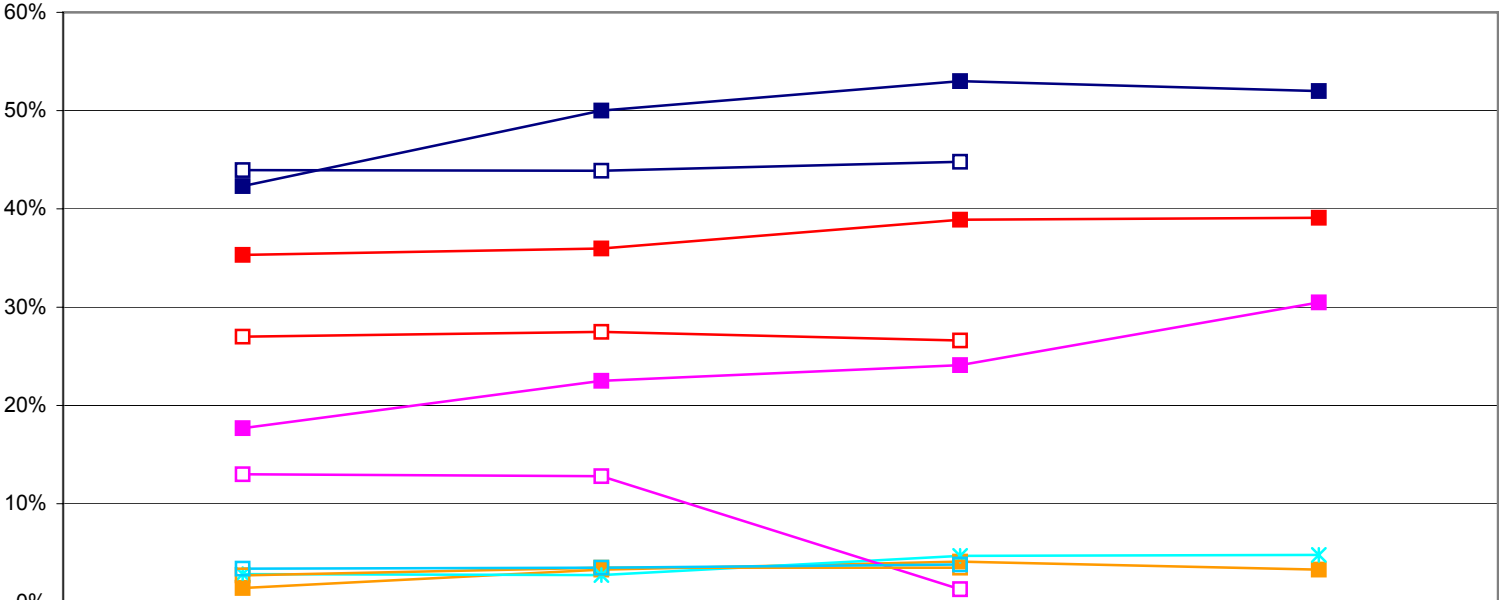
Key Actions for Employment Tribunals

1. Continue to monitor Employment Tribunals data and perform its analysis by six equality groups to enable further monitoring of trends in the next year s reporting period. This is particularly important in terms of Race relations monitoring of cases.
2. The HR Diversity Manager to liaise with Legal Services in setting up a centralised system of ET data with all equalities information required so this can be shared with other HR sections (HR Business Partners as appropriate).

* Please note that in one instance the same employee raised two types of cases.

3. Improve declaration rates by use of the latest data held on the employees' equality monitoring forms or contained in ET1 forms.

Trends for Diversity Best Value Indicators



| | 2005-06 | 2006-07 | 2007-08 | 2008-09 |
|-----------|---------|---------|---------|---------|
| WF BV11a | 42.31% | 50% | 53% | 52% |
| WF BV11b | 17.70% | 22.50% | 24.10% | 30.50% |
| WF BV11c | 1.42% | 3.30% | 4.10% | 3.30% |
| WF BV16 | 2.85% | 2.74% | 4.70% | 4.80% |
| WF BV17 | 35.30% | 35.95% | 38.90% | 39.10% |
| LM BV 11a | 43.94% | 43.88% | 44.80% | |
| LM BV 11b | 13% | 12.80% | 1.30% | |
| LM BV 11c | 2.70% | 3.47% | 3.50% | |
| LM BV 16 | 3.39% | 3.49% | 3.80% | |
| LM BV 17 | 27% | 27.50% | 26.60% | |

Appendix 1 HR scorecard
(please refer to the Excel spreadsheet attached to the report)

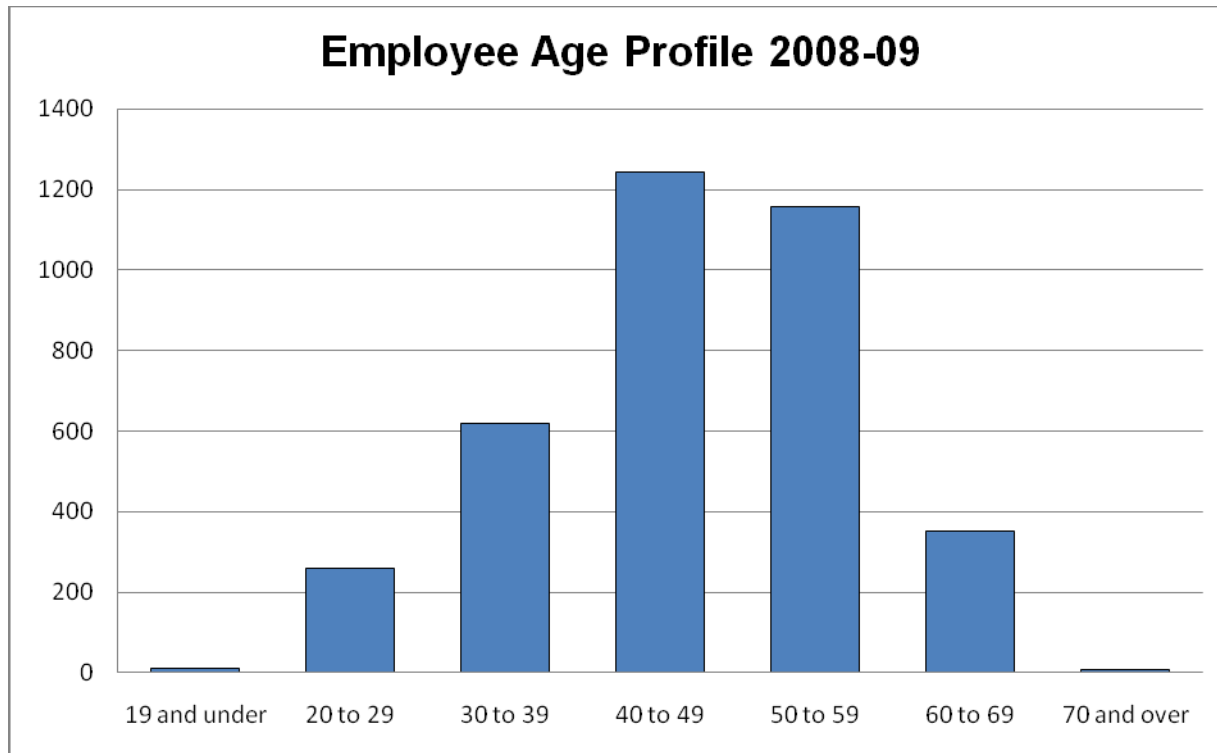
Appendix 2 (Ethnic categories)

| Broad Categories | Sub-Categories |
|-------------------------------|--|
| White | <i>White British</i> <i>White Irish</i> <i>Any other White background</i> |
| Dual or Multiple Heritage | <i>White & Asian</i> <i>White & Black African</i> <i>White & Black Caribbean</i> <i>Any other Dual/Multiple Heritage background</i> |
| Asian/ British | <i>Bangladeshi</i> <i>Indian</i> <i>Pakistani</i> <i>Any other Asian background</i> |
| Black/Black British | <i>African</i> <i>Caribbean</i> <i>Any other Black background</i> |
| Chinese & Other Ethnic Groups | <i>Chinese</i> <i>Any other ethnic background</i> |

Appendix 3 (Pay Bands)

| Grade Band | NJC Scales | Teaching | Social Worker |
|------------|--------------------------|----------------------|---|
| 1 | Scales 1 – 3 | Standard Scale | Residential Social Worker (RSW) 1 & 2 Nursery officer 1&2 Instructor Level 1 |
| 2 | Scales 4- 6 | “A” or “B” Allowance | RSW 2,3,4,5. Social Work Assistant Nursery Officer 3,4, & 5 Instructor Level 2 |
| 3 | SO1 & SO2 | “C” or “D” Allowance | RSW 6 Nursery Officer 6 & 8 Social Worker |
| 4 | PO1 to PO3 | “E” Allowance | RSW 7,8 & 9 Nursery Officer 8 Social Worker |
| 5 | PO4 to PO12 | Deputy Head | PO4 to PO12 |
| 6 | JNC Deputy/Chief Officer | Head | JNC Deputy/Chief Officer |

Appendix 4 (Age Profile)



Appendix 5 (2001 Census)

2001 British Census – London Borough of Waltham Forest

Ethnicity

| | | | | |
|---|--------|-------|--------------|-------|
| White: British | 121694 | 77335 | 55.0% | 65.7% |
| White: Irish | 5113 | 3918 | 2.8% | |
| White Other: White | 13997 | 11004 | 7.8% | |
| Mixed: White and Black Caribbean | 3007 | 983 | 0.7% | 2.3% |
| Mixed: White and Black African | 1197 | 592 | 0.4% | |
| Mixed: White and Asian | 1580 | 727 | 0.5% | |
| Mixed: Other Mixed | 1969 | 945 | 0.7% | |
| Asian or Asian British: Indian | 7672 | 5106 | 3.6% | 14.3% |
| Asian or Asian British: Pakistani | 17293 | 10393 | 7.4% | |
| Asian or Asian British: Bangladeshi | 2169 | 1256 | 0.9% | |
| Asian or Asian British: Other Asian | 5085 | 3304 | 2.4% | |
| Black or Black British: Black Caribbean | 17797 | 11927 | 8.5% | 15.6% |
| Black or Black British: Black African | 12631 | 8271 | 5.9% | |
| Black or Black British: Other Black | 3253 | 1707 | 1.2% | |
| Chinese or Other Ethnic Group: Chinese | 1449 | 1140 | 0.8% | 2.1% |
| Chinese or Other Ethnic Group: Other Ethnic Group | 2455 | 1877 | 1.3% | |

Gender

| | Men | Women | Total |
|---------------------------------|--------|--------|---------|
| Numbers of 18 to 64 year old | 68,524 | 71,961 | 140,485 |
| Percentage of 18 to 64 year old | 48.80% | 51.20% | 100% |

Religion

| | Christian | Buddhist | Hindu | Jewish | Muslim | Sikh | Any Other Religion | No Religion | Religion not Stated | Total |
|------------------------------|-----------|----------|-------|--------|--------|------|--------------------|-------------|---------------------|---------|
| Total of 18 to 64 Year old | 78,747 | 790 | 2,835 | 896 | 19,875 | 843 | 699 | 24,620 | 11,182 | 140,487 |
| % of total staff by Religion | 56.1% | 0.6% | 2.0% | 0.6% | 14.1% | 0.6% | 0.5% | 17.5% | 8.0% | 100% |

Disability Status

| | Number | Percentage |
|---------------------------------------|----------|------------|
| Limiting long term illness-(Disabled) | 19, 363 | 13.86% |
| Non Disabled | 139, 716 | 86.14% |

Age

| Under 20 | 20-29 | 30-39 | 40-49 | 50-59 | 60+ |
|----------|-------|-------|-------|-------|------|
| 7.3% | 25.6% | 28.0% | 19.0% | 14.4% | 5.8% |

Sexual Orientation

The British Census 2001 had no questions on Sexual Orientation.

The National Survey of Sexual Attitudes and Lifestyles (NSSAL) 1999 – 2001 was a probability sample of 11,161 people aged 16-44 using computer-assisted interviews.

The survey found that nationally 5.4% of Men and 4.9% in Britain had had a same-sex partner at some point in their lives. In London these figures rose to 10.5% for Men and 6.9% for Women.