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1. Introduction and Background

- 1.1.1 The London Borough of Waltham Forest is one of 32 London Boroughs. It is 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 4th AEER report and it covers all staff in post (excluding staff in schools) for the period 1st April 2007 to 31st March 2008.
- 1.1.4 The areas for development identified in this report will be incorporated into an action plan for implementation during 2009/10; the Council's Equality Board will oversee this.

Background

Waltham Forest Council is:

- an Equal Opportunities employer committed to achieving a representative workforce and ensuring that equality and diversity are fully embedded throughout the organisation.
- committed to respecting diversity and includes it as a **core value**. Arrangements are in place to build this into the new Management Standards and appraisal procedures.
- in the process of building this core value into new management standards and appraisal procedures and developing and implementing a fresh competency based approach to its equality training. The changes will focus 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 development of a fresh equalities training programme is also an opportunity to support directly 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

HR Equality Priorities

To further focus the Council's workforce-related work on the following objectives are set out in the **HR Equalities & Diversity Framework**¹. In 2007/2008 the key issues were:

- Increasing the representation of disabled staff working for the Council
- Continuing to increase the percentage of disabled staff in the top 5% of earners
- Improving the support mechanisms, implementation and monitoring of reasonable adjustments for disabled staff (including developing links with Access to Work, Job Centre plus and external partners)
- Increasing the information and support for men and women in balancing their work/caring roles and developing their careers
- Supporting the career development of women to move to more senior levels (PO6& above) and achieve work life balance
- Tackling Bullying and Harassment in respect of the six equality areas.

¹ HR Equalities & Diversity Framework - performance management framework for a fair and equitable workplace covering all 6 equality strands. The Framework supports the Council's policy on equality and diversity and the priorities needed to achieve it.

- Narrowing and eventually eliminating the pay gap through the implementation of Single Status (phases 1 and 2)

Scope and Purpose of the Report

1. This employment report covers recruitment, staff in post, participation in training and development, performance management ratings, harassment and grievance cases, disciplinary cases and leavers. For 2007/8 the report has been extended to include information on HR BVPI trends (2004-2008) as well analysis of temporary promotions and Employment Tribunals.
2. 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 also serves as a tool for workforce planning, strategic policy development, benchmarking and employee monitoring.
3. The report aims to give a general narrative summary of the workforce ethnic monitoring statistics but also includes areas for development that will be incorporated into the internal monitoring action plan that is delivered by the HR Diversity team. This plan was originally introduced after the publication of the 2006/7 report and forms part of the current report. (Please refer to Annexe A for information on progress).

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.

The report shows that the diversity Best Value Performance Indicator targets have been met or exceeded and the Council is in the top quartile for the top 5% of earners who are women and top 5% of earners who are from minority ethnic communities.

Although the organisation is making sustainable progress in realising equalities in employment across the six equality strands, there still remain areas in the organisation where equalities practices are not sufficiently embedded and further improvements are needed. In addition due to the low volume of data in respect of sexual orientation and faith/belief it is difficult to present a full or reliable picture of staff in these groups.

Key areas for **development** and action are as follows;

- Investigative action to understand better the increase in the number of black and ethnic minority staff being disciplined (particularly Black/Black British staff), when disciplinary cases and fairness at work cases in general, are reducing²
- Investigative action to understand better the reasons why Black/Black British staff are less likely to be appointed to posts compared to other ethnic groups.
- Further analysis of grievance data to understand better the nature of the “**other**” category which currently comprises the largest group of grievances and continued monitoring of trends on bullying and harassment cases by equality groups³
- Action to encourage the provision of equalities related information at each phase of the employment cycle and particularly in the areas of disability, sexual orientation and faith and belief.
- Produce data on performance appraisals to ensure that appraisal results can be analysed by equality groups.
- Encourage the completion of exit questionnaires and their analysis by equality groups
- Look at ways of setting up a central monitoring system to capture data on participation in In-Service Education and Training. (This could include exploring the use of SAP HCM to record the data and break it down by equality groups).
- Continue to include Employment Tribunals data in future reports and monitor outcomes by equality groups.

² Formal (Fairness at Work) grievances/complaints have reduced from 56 cases reported in 2005/6 to 41 in 2007/8.

However, in 2007/08 there was an 11.9% point increase in disciplinary cases involving Black/Black British employees.

³ Bullying and harassment cases peaked at 31.3% of cases in 2006/7 and reduced to 24.4% in 2007/8 reporting period.

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 present information about the Council's performance against key Best Value Performance Indicators (BVPI) over the last 3 years.

Performance Against BVPIs (2005-2008)

HR BVPIs 2004-05, 2005-06, 2006-07 and 2007-08									
		2004-05		2005-06		2006-07		2007-08	
		WF	London Median	WF	London Median	WF	London Median	WF	London Median
BV11a	Women in top 5% of Earners	47.31%	40.15%	42.31%	43.94%	50.00%	43.88%	53.00%	Not yet published
BV11b	Minority Ethnic Community Employees in top 5% of Earners	14.19%	12.37%	17.70%	13.00%	22.50%	12.80%	24.10%	
BV11c	Employees with a disability in top 5% of Earners (new for 2005-06)	na	na	1.42%	2.70%	3.30%	3.47%	4.10%	
BV16 a)	% Employees declaring a disability under DDA definition	2.10%	2.27%	2.85%	3.39%	2.74%	3.49%	4.7%	
BV17 x)	% of Employees who are from Minority Ethnic Communities	34.88%	24.10%	35.30%	27.00%	35.95%	27.50%	38.9%	

Gender Equality

BVPI 11a (excludes staff in schools)

The Council has exceeded its target (47%) by 6% for 2007/8 in respect of the number of Women in the top 5% of earners (BVPI 11a). The Council is in the top quartile for this indicator and performance exceeded last year's London Boroughs' median of 43%¹ by 7%. There has been a steady annual increase in the proportion of women in the top 5% of earners since 2003/4.

However, further analysis of data used to develop the Council's Gender Equality Scheme (2007) reveals the existence of a '**glass ceiling**' at **PO6 Level** and issues relating to working mothers reaching the highest levels of the organization. This is an area that HR Diversity team is working on to improve. A joint working initiative with the OD and Learning Team is planned to refresh the Mentoring scheme for women. A session on workplace development for women is planned by the HR Diversity team in summer 2008 as part of the Staff Diversity Day.

Pay equality amongst staff is progressing well under Single Status with the equal pay audit having now been completed. The Council is currently involved in job evaluations for former manual workers to bring them in line with other employees.

Race Equality

BVPI 11b (excludes staff in schools)

The Council has exceeded its target (20%) by 4% 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 2005 there has been a clear upward trend⁴ in the proportion of minority ethnic community staff in the top 5% of earners (as indicated in the Table 1) rising progressively from 14.19% in 2004/05, to 24.1% in 2007/08.

⁴ In order to report on trends, 3-year analysis (2005-2008) has been used in BVPI Table 1 above.

BVPI 17 (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 (38.9%).

This is consistently above the London Median figure for the last three years by a significant margin. For example, for last year alone, the Council exceeded the London Median by 8.45% on this indicator.

Compared to 2006/2007 the number of minority ethnic community employees in the Council increased by 2.95 %. (35.95% to 38.9%)

Continue to monitor recruitment outcomes (appointment success rates) for Asian/Asian British applicants (including Pakistani community applicants) as Asian/Asian British employees are a historically underrepresented group in the workforce.⁵

Disability Equality

BVPI 11c (excludes staff in schools)

The Council has exceeded its target (2%) for employees with disability in the top 5% of earners (BVPI 11c) by 2.05%. The disability staff survey of non-schools' staff carried out in February/March 2008 by the HR Diversity team supported this.⁶

The Council still needs to improve its declaration rates on disability and encourage higher disclosure. Performance for 2007/8 on the above indicator was 4.10% compared to the 2006/07 BVPI median for London Boroughs of 2.7%.

BVPI 16 (includes staff in schools)

The Council has exceeded its 3% target with representation of disabled employees standing at 4.7% (including schools' staff).

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).

The HR Diversity team continues to monitor rates and identify 'positive action' initiatives to reflect those in the DES (Disability Equality Scheme) to ensure that

⁵ As at 31st March 2008 we have seen an 8.11% increase in the appointment rates for Asian/Asian British applicants compared to the least year's reporting period.

⁶ Please note if school figures were included the target criteria would change and the Council may not have met its target.

all staff with a disability feel comfortable to declare it and that any areas of concern /'hot spots' are dealt with appropriately.

However, the percentage of employees who have a disability is lower than the Census 2001 figure of 13.9% of the local population. Continued efforts are required to encourage applications for Council jobs from disabled candidates, and support disabled employees to ensure they have confidence to declare their disability.

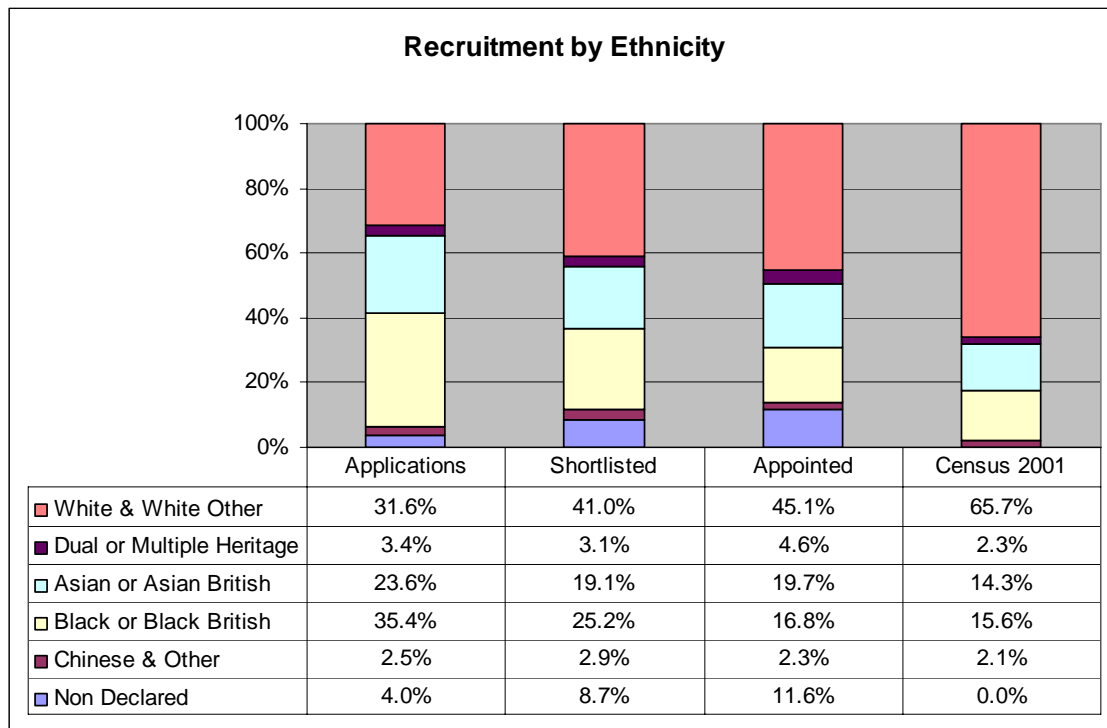
3. Recruitment

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



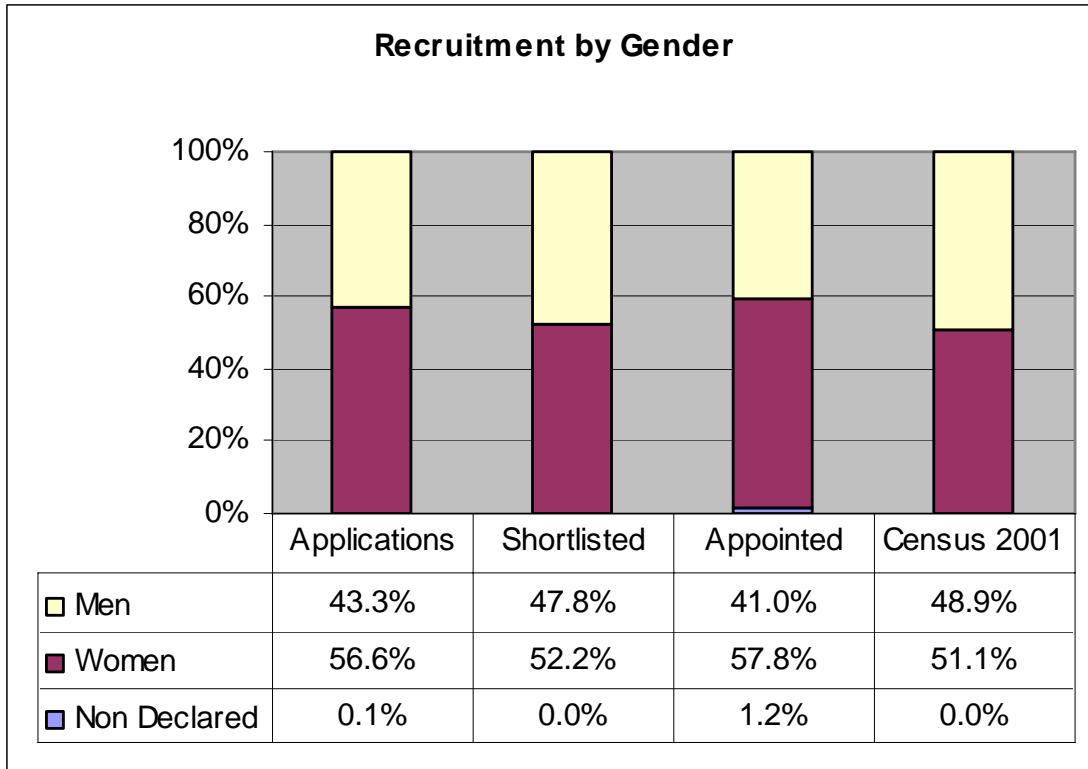
3.1.2 The table above shows that White & White Other applicants have a greater success rate at securing jobs than any other group. There has been a significant increase in the success rate (45.1%) compared to last year’s figure (39.6%). However, it is noted that this is proportionate to the

size (Census 2001) of the population of this group of employees living the Borough (65.7%).

- 3.1.3 More applications were received from Black/Black British group (35.5%) than any other group. However, their success rate at the appointment stage is disproportionately low (16.8%). The success rate at the appointment stage has fallen by 13% compared to last year. This group of employees is still well represented compared to its population in the Borough (15.6%).
- 3.1.4 There has been increase in the success rate of Asian/Asian British applicants (19.7%) compared to last year's figure (11.6%). This is encouraging for the Council, as there are pockets of under representation of this group of staff in the workforce, particularly within the Pakistani community.

3.2 Recruitment by Gender

Figure 2

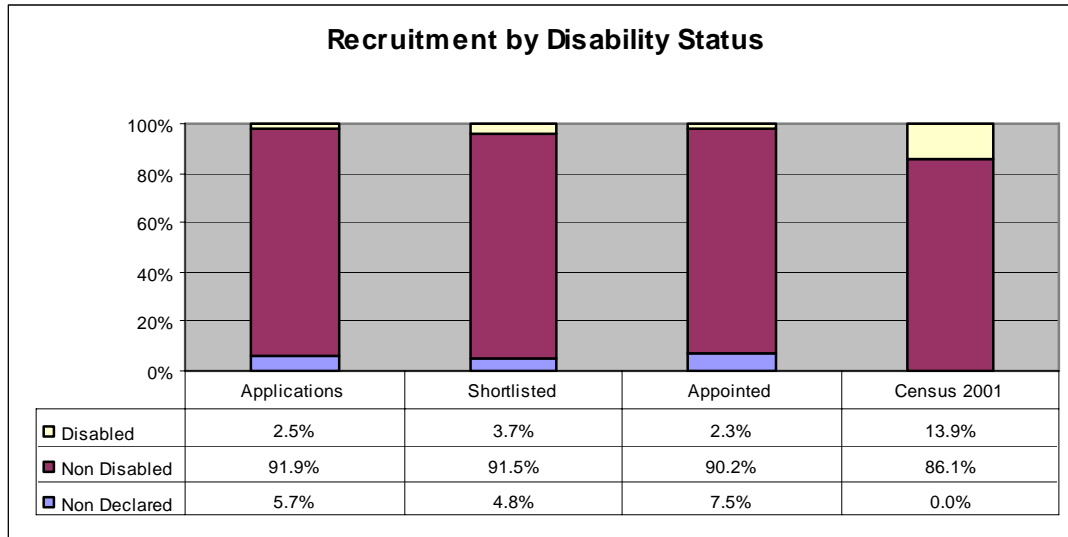


3.2.1 Figure 2 above outlines recruitment process by Gender.

3.2.2 In general, women (57.8%) remain more successful than men (41.0%) in securing jobs with the Council in 2007/08. This is a trend with more women (60.0%) than men (40.0%) appointed to positions for the year up to 31st March 2007.

3.3 Recruitment by Disability Status

Figure 3



3.3.1 The above figure shows recruitment process by disability status.

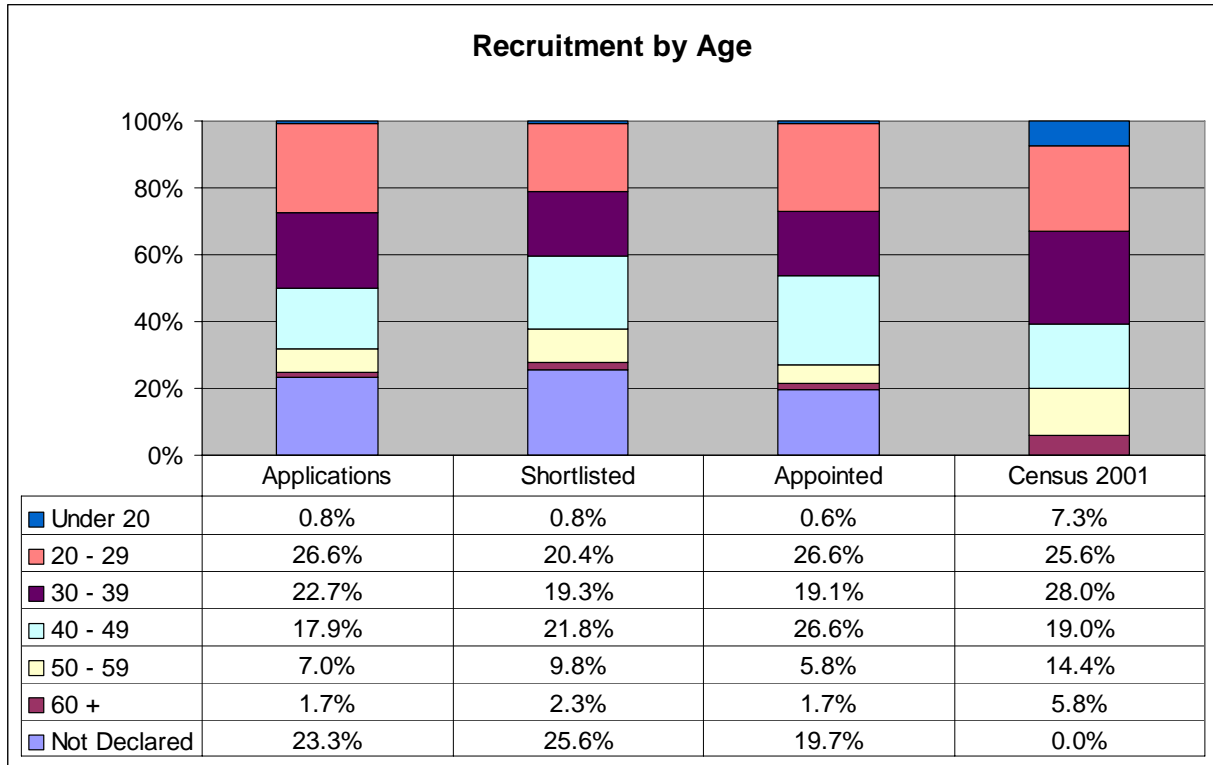
3.3.2 Compared to the Census (2001) figure (13.9%) and the Council (excluding schools) disabled workforce (6.1%), the number of applications received from disabled group of applicants was relatively low (2.5%). 3.70% of candidates short listed and 2.3% of those appointed declared a disability.

3.3.3 The trend is similar to last year's reporting period where only 2.1% applications received were from disabled staff, 3.3% of short listed candidates and 1.3% of those appointed declared a disability.

3.3.4 The Council needs to continue to develop initiatives to attract more disabled job applicants into employment, particularly in view of the Council's commitments to the Disability "Two Ticks" Symbol (*specifically via developing links with local partners examples include: **LEP** (local employment partnership scheme in the Borough) **Job Centre plus**, **Access to Work** etc).*

3.4 Recruitment by Age

Figure 4

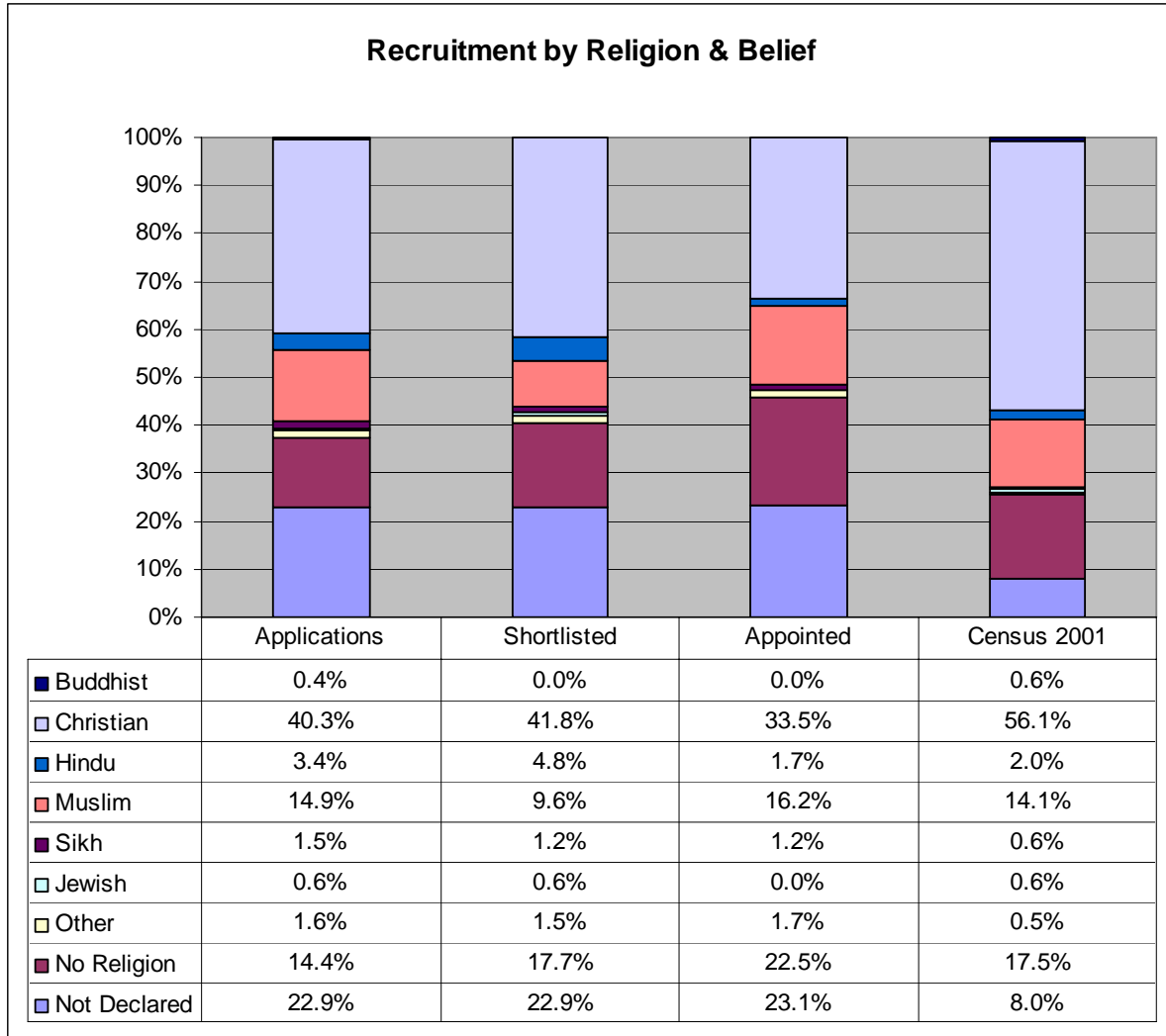


- 3.4.1 The above figure shows the number of applicants broken down by age bands, which applied for posts, were short-listed and who were appointed.
- 3.4.2 The data shows that a low number of applications were received from those less than 20 years of age (0.8%) with only 0.6% of applicants being successfully appointed. This is significantly lower when compared to the Census (2001) data (7.3%).
- 3.4.3 For those in the age band (20-29) the appointment success rates (26.6%) are adequately balanced with the census data (25.6%). This is an increase of 4.9% compared to the last year's reporting period (21.7%).
- 3.4.4 Although a significant number of applications (22.7%) were received from applicants in (30-39) age band, their success rate (19.1%) is lower than the Census figure (28.0%). This is similar to the last year's reporting period.

- 3.4.5 Those in the (40-49) age band had the highest success rate at being short listed (21.8%) as well as being appointed (26.6%). Please note that this is above the Census figure (19.0%) as at 31st March 2008.
- 3.4.5 However, those applicants within 60 + age band are least successful in securing job with Council (1.7%). This is significantly lower when benchmarked against the population Census (2001) data (5.8%).

3.5 Recruitment by Religion and Belief

Figure 5



3.5.1 The above figure shows applications received broken down by Religion and Belief.

3.5.2 It is evident that a large number of applicants (20%) do not declare their Religion or Belief.

3.5.3 The Christian group of applicants have the highest representation at all recruitment stages including the appointment stage (33.5%).

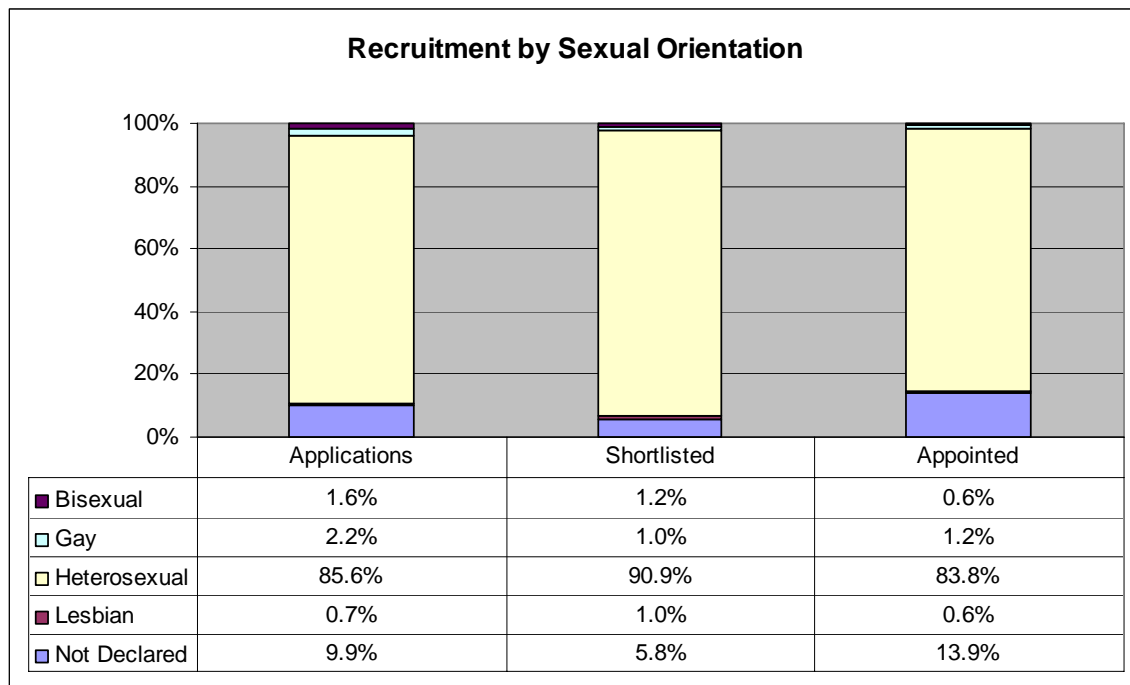
3.5.4 This is a trend noted from last year's report (34.2%), but this is proportionate to the Christian size living in the population.

3.5.5 Muslims have a higher success rate (16.2%) compared to the proportion living in the Borough (14.1%).

3.5.5 However, due to the higher number of those who did not declare their Religion or Belief, it is difficult to have a clear picture of applications based on Religion and Belief.

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%)
- 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.

However, 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. Even so, this is likely to have changed significantly.

Key Actions for Recruitment:

- **Employment Skills Workshops/ Recruitment Fairs (to continue in line with Wave 2 Efficiency Review)**
 1. Specific targeted campaigns at certain BME groups (examples include those from Pakistani backgrounds); and
 2. publicising future recruitment drives more widely to under represented groups (*through Community Group organisations & other relevant media*); and
- **More robust Monitoring of Equality Data**
 1. For example, the Council should continue to improve and implement monitoring systems to collect data on the 'Guaranteed Interview Scheme' for disabled staff.⁷
 2. The Council has to encourage and promote the need for applicants, including newly promoted internal appointments to complete equality monitoring data during the recruitment process to reduce non declaration rates;

⁷ This forms part of the DES (Point 2.8) and the Disability Equality Working Groups Action Plan (Point 10).

3. HR Diversity led by 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 the HR Diversity (internal) action plan
- **Improving Declaration Rates**
 1. The organisation needs to encourage higher disclosure in the declaration rates in terms of: disability status, sexual orientation and religion/belief as well as promoting positive action in terms of age.
 2. Since last year's reporting period there have been continuing efforts to ensure that all Managers are aware and follow adequate procedures to ensure that Council-wide recruitment panels are convened in accordance with the Council's Recruitment and Selection Procedure.
 3. Further work around "joint" best practice needs to continue through the implementation of Council's equality policies and practices, putting in place Equality Training/Diversity Strategy and continuing the work of the staff forums (LGBT, BME and Disability forum) through championing specific action plans including continuing progress around DES (Disability Equality scheme), LBGT/BME action plans; Race Equality scheme as well as continuing to meet targets through the CEP (Corporate Equalities Plan) 2007-2010.

4. Staff in Post

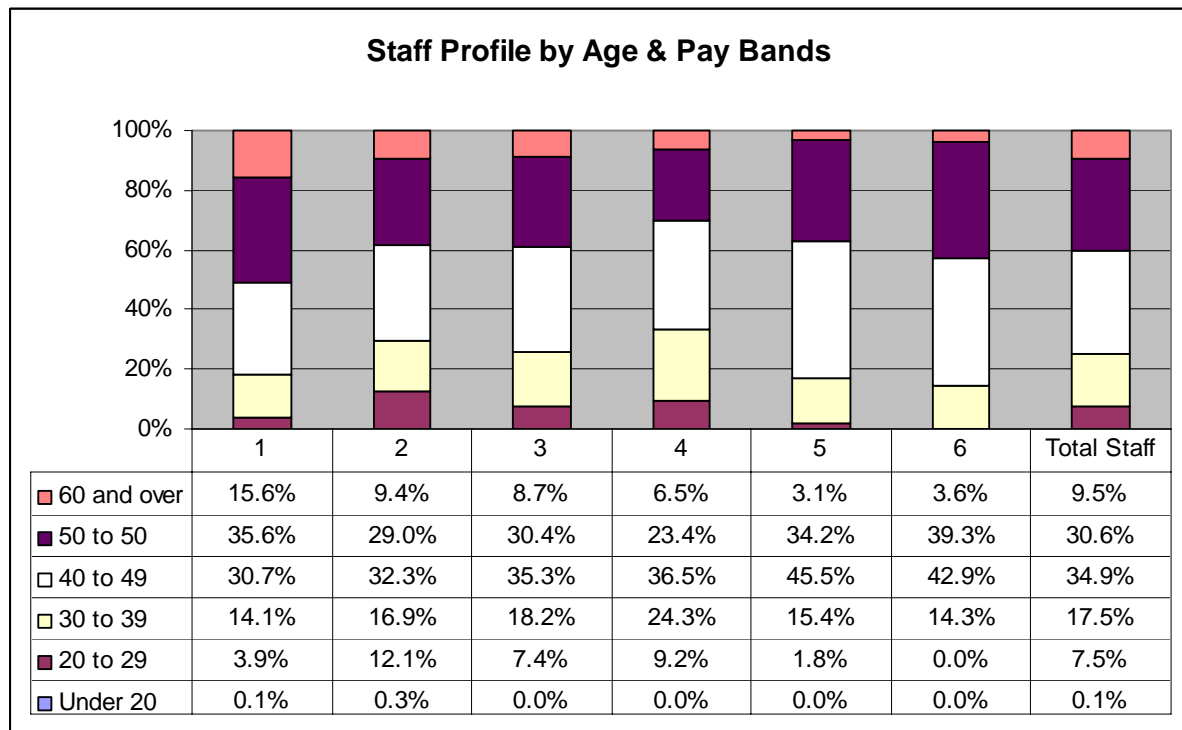
LBWF Staff Profile

The total number of staff working for the Council as at 31st March 2008 was 3,736 (excluding Schools).

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

4.1 Percentage of Staff by Age and Pay Bands

Figure 7



4.1.1 The Council collects new starters' dates of birth when individuals join the organisation.

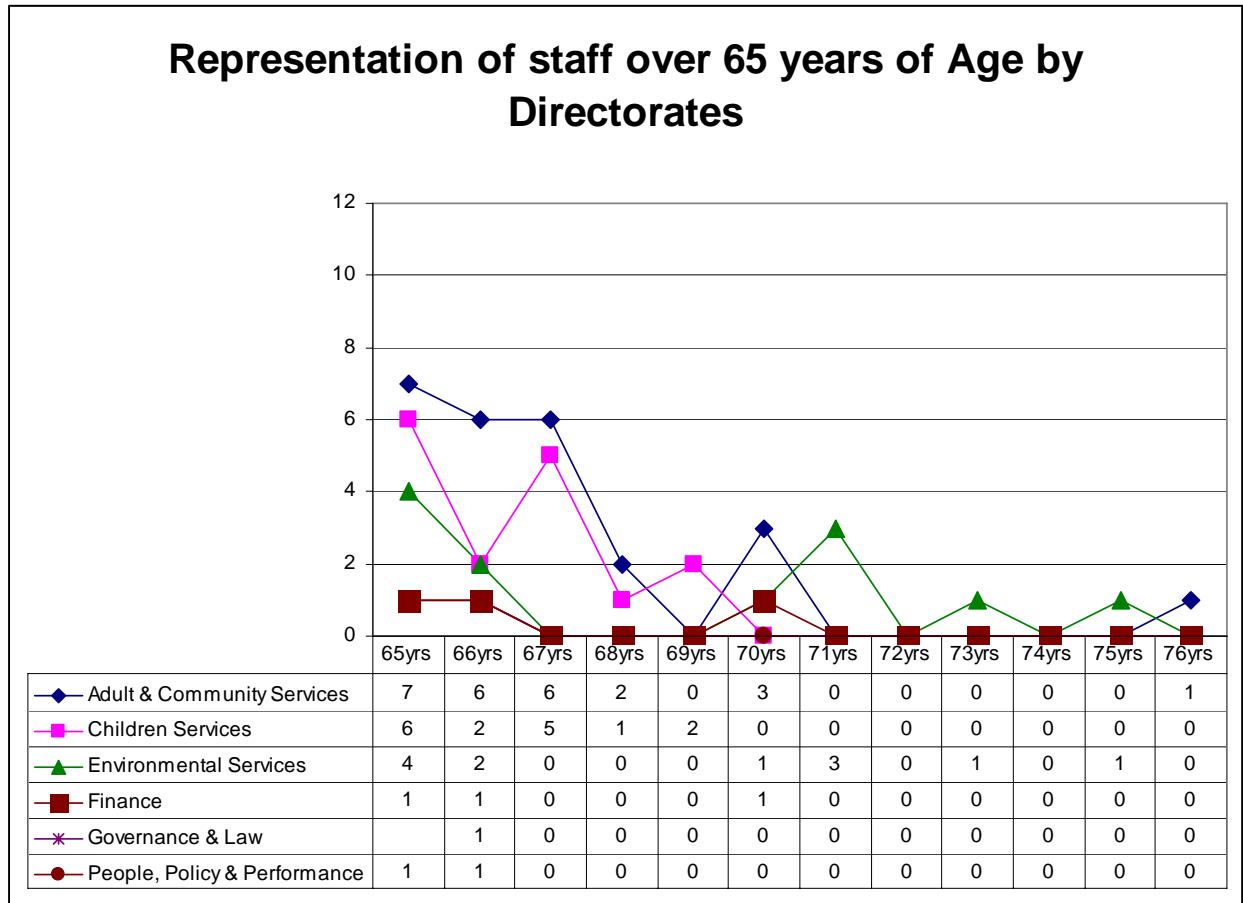
4.1.2 Figure 7 above outlines staff employed by the Council broken down by age and pay bands.

- 4.1.3 Staff in the Under 20 and 20-29 age bands are least represented in the higher pay bands, compared to their representation in the workforce.⁸
- 4.1.4 The 30-39 age bands are well represented across most pay bands. However, this is still lower when compared to the Census (2001) data and the size of this group within the Borough (27.9%)
- 4.1.5 In comparison, the 40-49 and 50-59 age groups have the highest distribution across most pay bands, including the (upper) pay bands 5 and 6.
- 4.1.6 The 60 (plus) age group although well spread in the lower pay bands (1, 2 & 3) are least represented in senior pay bands (5 and 6) together with those in (20-29) age bands.

⁸ For more information on age data and Census (2001) please refer to Appendix 5 of the report

Figure 8

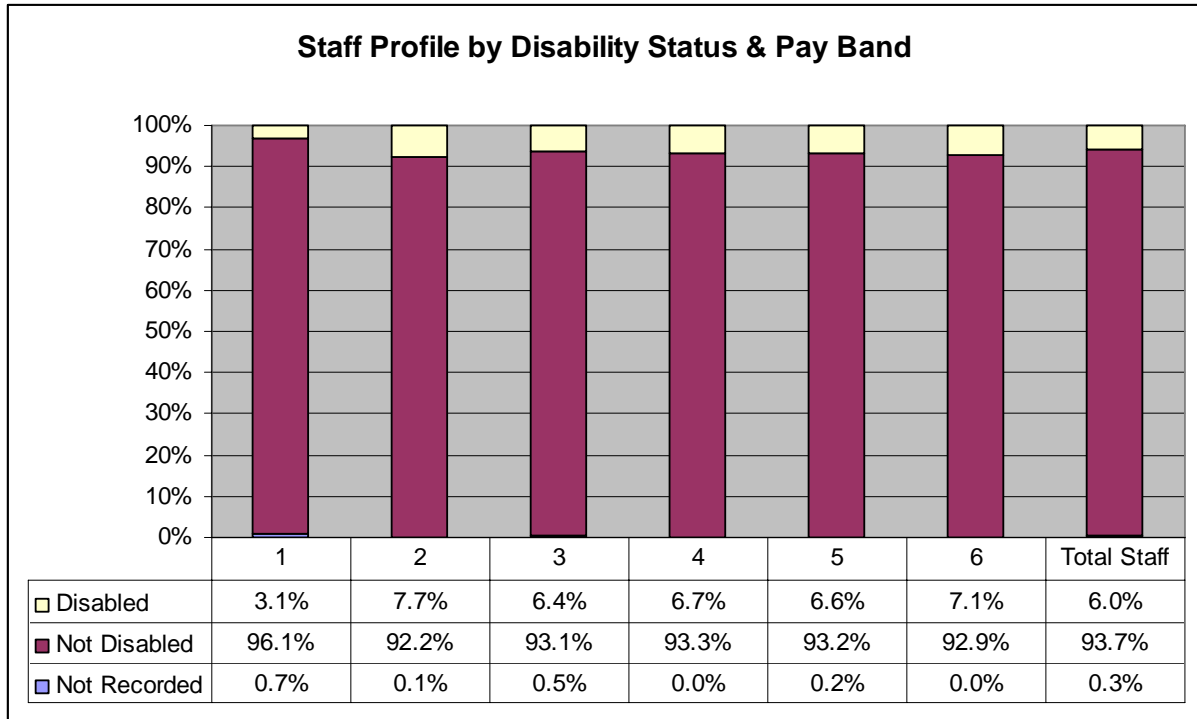
Representation of staff over 65 years of Age by Directorates



4.1.1.1 It can be seen from Figure 8 the highest numbers of staff aged 65+ are found in the Adult and Community Services Directorate whilst the lowest proportion is found in smaller Directorates (*Finance, Government & Law; People, Policy & Performance*).

4.2 Staff Profile by Disability and Pay Bands

Figure 9



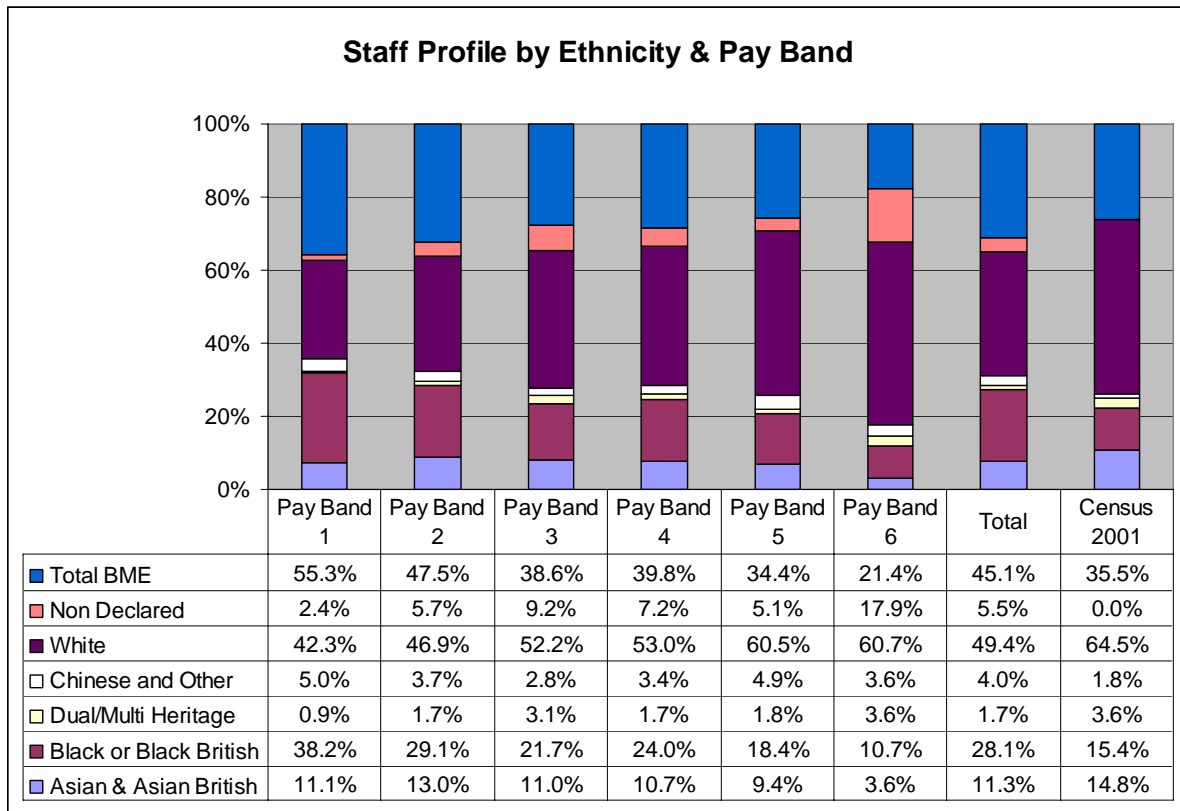
4.2.1 Figure 9 above outlines the workforce profile broken down by disability and pay bands.

4.2.2 As indicated above (at 31st March 2008) the percentage of staff who has declared themselves as having a disability is at 6.0%. This is an increase of 2.1% from last year's figure (4.0%). However, this is still below the Census (2001) data of 13.9% of disabled people living in the Borough⁹.

4.3 Staff Profile by Ethnicity and Pay Bands

4.3.1 Figure 10 below outlines the percentage of LBWF staff by Ethnicity.

Figure 10



4.3.2 The above figure shows that Black Minority Ethnic (BME) staff is well represented in the workforce (45.1%).

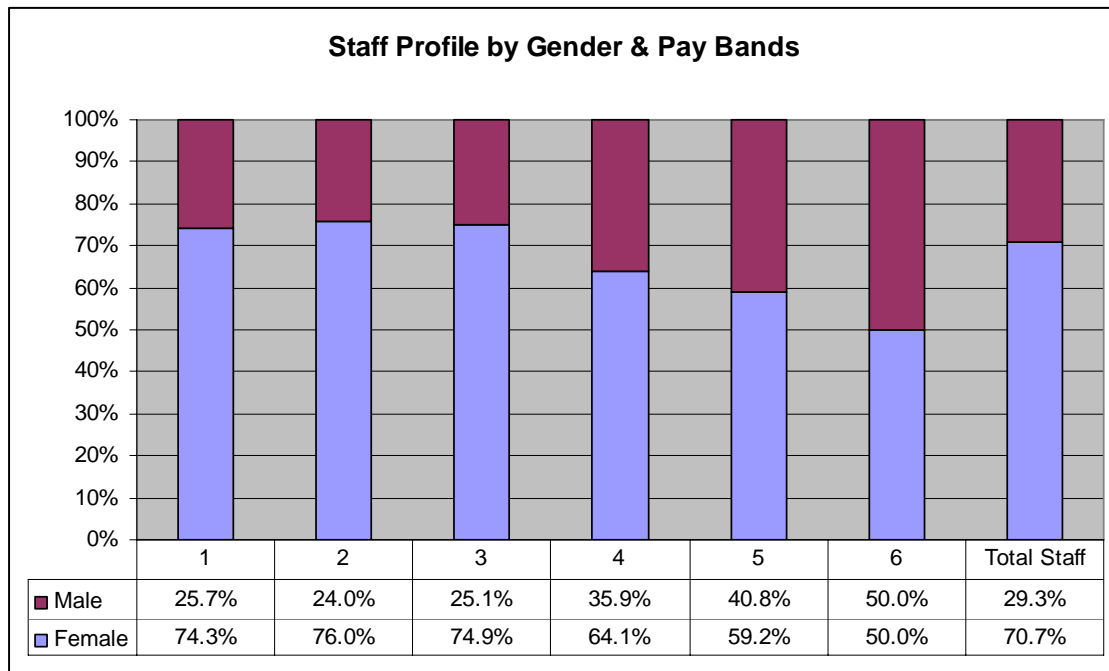
4.3.3 This is approximately 10.5% above the Census (2001) data. It should be noted that this are predominantly within pay bands 1, 2, 3 and 4, but not upper pay bands.

- 4.3.4 White staff is distributed fairly evenly across pay bands 1-4 with good representation in upper pay band 5.
- 4.3.5 Black/Black British staff is largely distributed across pay bands 1 to 4. Compared to the last year's reporting period there has been a rise of (3.2%) within the pay band 5 and (3.8%) within the pay band 6.
- 4.3.6 Compared to the Census (2001) figure (14.8%), the representation of Asian/Asian British staff within the Council workforce shows that this group of staff remains largely under represented at 11.3%, as at 31st March 2008. This is most evident within the upper pay band 6 where has been a 3.3% decline since last year's reporting period.
- 4.3.7 The Dual & Multiple Heritage staff is under represented when benchmarked against the Census (2001) data. However, this needs to be interpreted with caution as the sample size (in terms of this particular ethnic group) is small.
- 4.3.8 Chinese and Other staff are fairly distributed within most pay bands.

4.4 Staff profile by Gender

4.4.1 Figure 11 below outlines the percentage of staff by Gender and pay bands.

Figure 11



- 4.4.2 In line with the last year's monitoring report women continue to be highly represented within the Council's workforce (70.7%).
- 4.4.4 Women continue to be over-represented at the lower pay bands (1, 2 and 3) and significantly under-represented at the higher pay bands (5 and 6).
- 4.4.5 The situation is reversed with men continuing to remain under represented in lower pay bands (1, 2 and 3) but over represented in the more senior pay bands (4 to 6).

- **Key Actions for Staff in Post:**

1. There is a need to carry out an audit of the Council's staff to collect data on Religion/Belief and Sexual Orientation. Confidentiality of data will remain paramount and information will be accessible only to dedicated HR staff that will ensure that the data is used strictly for equality monitoring purposes.
2. Promote staff forums and Networks to all staff using different communication methods (e.g., Easy Read versions) to encourage participation. This may give staff confidence to declare equality information.
3. Focus on increasing 'visibility' of forums (through Posters, Email, *ForestNet*) and joint working between Human Resources, Corporate Diversity Unit and the Trade Unions. This will be combined with the actions of the HR Diversity Team who are working with the Communications Team to put in place a Communications Strategy for all staff forums.
4. A Faith Communities ambassador has been appointed by the Faith Forum. This person will be responsible for driving faith and literacy agenda in line with Faith Forum and will be overseen partly by the Corporate Diversity team .
5. Continue to promote development initiatives (e.g. *the Mentoring Scheme*) more widely and target under represented groups. For example, the scheme has been promoted at LGBT Network meetings, BME Forum Meetings and Disability Drop-in Sessions. This needs to be promoted more widely in order to and reach out to other under represented groups within the Council.

5. Training and Development

5.1 Training Overview

5.1.1 The Council's Strategic HR Unit runs a full programmed of internal training courses.¹⁰

5.1.2 The need for better reporting has been identified within the HR Diversity (internal monitoring) action plan including the possibility of setting up 'online' booking forms for staff. The HR Diversity team will explore this further with the OD and Learning team and report further in the next monitoring report, as appropriate. *(For more information on the action plan please refer to Annexe C attached to the report).*

5.2 Internal Training Courses by Ethnicity

Table 1

Internal Training Courses 2007/08 by Ethnicity													
	Asian or Asian British	% Asian or Asian British	Black or Black British	% Black or Black British	Chinese or Other Ethnic Group	% Chinese or Other Ethnic Group	Dual/Multi Heritage	% Dual/Multi Heritage	White	% White	Not Known	% Not Known	Grand Total
Adult & Community Services	84	9.9%	238	28.0%	27	3.2%	15	1.8%	359	42.2%	127	14.9%	850
Children Services	31	7.8%	90	22.6%	14	3.5%	7	1.8%	142	35.7%	114	28.6%	398
Environmental Services	32	8.1%	67	17.0%	14	3.6%	3	0.8%	209	53.0%	69	17.5%	394
Finance	51	17.1%	71	23.8%	7	2.3%	6	2.0%	125	41.9%	38	12.8%	298
Governance & Law	3	7.7%	3	7.7%	5	12.8%	0	0.0%	23	59.0%	5	12.8%	39
People, Policy & Performance	7	5.1%	23	16.9%	3	2.2%	2	1.5%	77	56.6%	24	17.6%	136
Council Total	208	9.2%	493	21.9%	70	3.1%	33	1.5%	938	41.7%	508	22.6%	2250

5.2.1 Table 1 above shows 2,250 Council staff attended internal training courses from 1st April 2007 to 31st March 2008.

The largest proportion of attendees came from Adult & Community, followed by Finance and Children's Services.

¹⁰ *(Please note that details of In-Service Education and Training (INSET) courses are not included within this report as there is a need to set up a centralised recording and monitoring system for INSET. This is being actioned.)*

However, due to high non-declaration rates (22.6%), the figures may not reflect a true picture ethnic breakdown of training course attendance. This may be an area that needs closer examination in the future and will be picked up in future reports.

5.2.2 However, we can infer from the above that Asian & Asian British applicants are slightly under represented group (9.2%) compared to their size in the workforce (11.9%). This represents a fall of 5.2% compared to the last' year's reporting period.

5.2.3 A similar trend is found with Black & Black British, compared to their size in the workforce (29.7%).

5.2.4 In contrast, the number of White & White British participants has reduced by 10.2% since the last year's reporting period, (41.7%).

5.3 Internal Training Courses by Disability

5.3.1 Table 2 below outlines of staff training by disability status.

Table 2

Internal Training Courses by Disability								
Directorate	Not Disabled	% Not Disabled	Disabled	% Disabled	Workforce Disability %	Not Recorded	% Not Recorded	Total
Adult & Community Services	722	84.9%	23	2.7%	6.4%	105	12.4%	850
Children Services	328	82.4%	10	2.5%	3.2%	60	15.1%	398
Environmental Services	347	88.1%	18	4.6%	6.9%	29	7.4%	394
Finance	263	88.3%	16	5.4%	7.9%	19	6.4%	298
Governance & Law	37	94.9%	1	2.6%	4.4%	1	2.6%	39
People, Policy and Performance	125	91.9%	9	6.6%	11.9%	2	1.5%	136
Council Total	1822	86.1%	77	3.6%	6.1%	216	10.2%	2115

5.3.2 As mentioned above, there still remain a higher number of non-declarations by course attendees, but the table above shows that disabled staff that attended courses came from all Directorates.

5.3.3 On the whole, from the information available the numbers of disabled staff attending courses has fallen slightly compared to the last year's reporting period (by 0.3%).

5.3.4 The Disability Equality Working Group (DEWG) has been proactive in ensuring that the Council is on target with the implementation of reasonable adjustments and access for disabled staff, as well as addressing any 'hot spots' in the DES action plan (through the HR Diversity team and HR community) as an when appropriate

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 Course Attendance by Gender							
Directorate	Women	% Women	Men	% Men	Not Known	Not Known	Total
Adults' & Community	505	59.2%	246	28.8%	102	12.0%	853
Children's Services	282	70.9%	57	14.3%	59	14.8%	398
Environmental Services	217	54.8%	150	37.9%	29	7.3%	396
Finance	177	59.0%	105	35.0%	18	6.0%	300
Governance & Law	22	56.4%	16	41.0%	1	2.6%	39
People, Policy & Performance	85	62.5%	49	36.0%	2	1.5%	136
Grand Total	1288	60.7%	623	29.4%	211	9.9%	2122

5.4.2 There is high percentage of non-declarations that may affect the analysis below.

5.4.3 The representation of women and men at internal training courses is proportional to their size within the workforce. However, there is a notable increase (34.4%) in women's attendance compared to the last year's reporting period.

Attendance by men fell by 8.9% compared to the 2005/2006 reporting period (from 38.3% to 29.4%).

5.6 Internal Training by Religion & Belief

5.6.1 Table 1 below shows staff that attended internal training courses broken down by Religion and Belief.

Table 1

Internal Training Courses 2007/08 by Religion		
Buddhist	2	0.4%
Christian	263	55.7%
Hindu	17	3.6%
Jewish	10	2.1%
Muslim	49	10.4%
None	122	25.8%
Sikh	9	1.9%
Declared	472	100.0%
Not declared	1890	
Total	2362	

5.6.2 The Christian group are the largest religious group of attendees (55.7%) followed by the Muslim group of attendees (10.4%). These figures need to be interpreted with caution due to the high number of staff (1,890) who did not declare their Religion and Belief.

5.6.3 The number of staff who declared their Religion or Belief is four times higher than the non-declared group. Thus, the data is unlikely to be an accurate reflection of Religion and Relief held by the Council's workforce.

5.7 Internal Training by Sexual Orientation

Table 2

Internal Training Courses 2007/08 - by Sexuality		
Bisexual	1	0.2%
Gay Man	7	1.6%
Heterosexual	432	97.5%
Lesbian	3	0.7%
Declared	443	100.0%
Not Declared	1919	
Grand Total	2362	

- 5.7.1 The table above indicates that the number of staff who attended courses and declared their sexual orientation.
- 5.7.2 Sexual Orientation declarations remain an area of concern. The number of non declared staff who attended courses is four times higher than the non declared group.
- 5.7.3 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. The HR Diversity team will ensure that greater efforts are made to continue to encourage staff to complete monitoring forms and that further efforts are made to encourage staff to declare their sexuality as well as look at ways of testing out the workplace perceptions/experience of this staff group through staff survey reporting.
- 5.7.4 The implementation of SAP HCM will give the organisation an opportunity to gather this data more effectively in the future. This will also be beneficial in terms of linking in training to SAP.
- 5.7.5 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 Ensure internal training courses are advertised to all staff and that all staff are aware of the Staff Development Charter.
- 2 Training and development courses continue to be promoted to all Council staff through *Forest Net (Intranet)*, as well as by email and for some courses (*e.g. Skills for Life*) by posters.
- 3 Managers are encouraged to keep their staff up-to-date with development opportunities and support staff taking up these opportunities, for example the Council's Mentoring Scheme.
- 4 Promote the purpose of equalities monitoring to staff to improve return rates. This could be incorporated into the Equalities Monitoring Strategy which is currently being developed. An outward facing presentation on Equalities Monitoring to the Communities Councils has already been provided by the Corporate Diversity Team.
- 5 This may include encouraging staff to complete monitoring forms.
- 6 HR to set up a central monitoring system to capture data on In-Service Education and Training.
7. Continuing investment in staff learning and development across all areas of the Council (*including piloting initiatives like E-learning programmes*) will enable the Council not only to meet its statutory obligations under the Race Relations Amendment Act (2000), but also ensure that it becomes a learning organisation with a talented workforce, which is motivated and confident in embracing organisational change.

6. Performance Management

- 6.1.1 In 2007 the Performance Management and Development Scheme was extended to cover all staff. Previously only staff graded PO1 and above received formally rated annual appraisals under the scheme.
- 6.1.2 Due to the significant increase in the numbers involved, manual monitoring was impractical and it was planned to use the Training and Events module of SAP to monitor appraisals. However, due to financial constraints, the implementation of the Training and Events Module was postponed indefinitely.
- 6.1.3 Alternative arrangements are being put in place to ensure detailed monitoring will be available for the next annual monitoring report.
- 6.1.4 The following summary shows the percentage of appraisals carried out by each Directorate for performance in the year 2007-08.

Summary Table

Directorate	Percentage of Appraisals Completed
Adult and Community Services	77.0%
Children & Young People's Services	79.2%
Environmental & Regeneration Services	91.1%
Strategic Directorates*	90.7%

*

- 11 Strategic Directorates are:
- Finance
 - Governance & Law
 - People, Policy & Performance

7. Fairness at Work (Grievances)

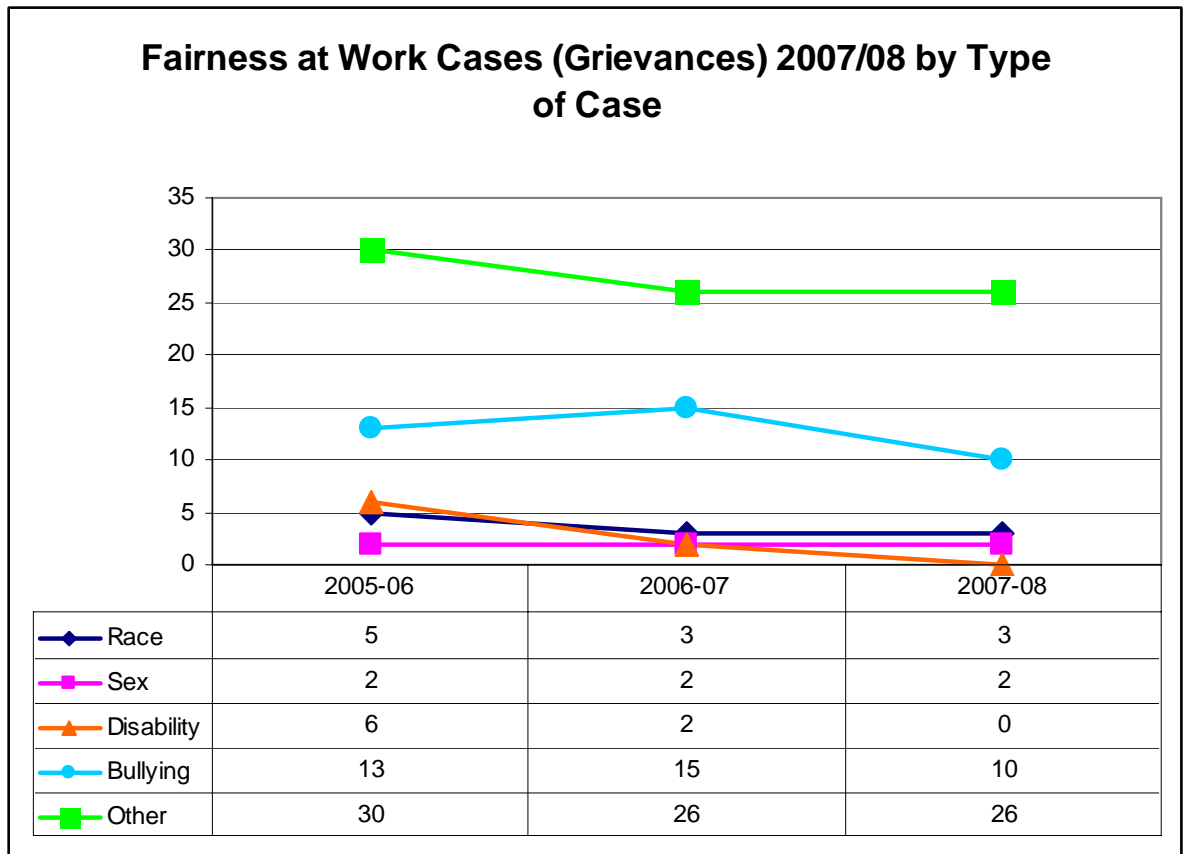
7.1.1 Summary Table

	Race	% Race	Sex	% Sex	Disability	% Disability	Bullying	% Bullying	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

7.1.2 The above table shows Fairness at Work cases (Grievances) over the last 3 years. It is noted that there has been a trend downwards in the number of cases received from 1st April 2005 to 31st March 2008. The proportion of bullying and harassment cases peaked at 31.3% of cases in 2006/7 and reduced to 24.4% in 2007/8

7.1.3 The trend chart outlines a summary of 'Fairness at Work' cases for the last three years.

Trend Chart



7.2 Fairness at Work Cases 2007/2008-by Directorate

There were 41 Fairness at Work cases submitted by Council staff during the period (1st April 2007 to 31st March 2008).

Table 1

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	Not Known	% Not Known	Grand Total
Adult & Community	3	21.4%	1	7.1%	1	7.1%		0.0%	9	64.3%		0.0%	14
Children & YP	1	11.1%	3	33.3%		0.0%		0.0%	3	33.3%	2	22.2%	9
Environmental	0	0.0%	4	23.5%		0.0%	1	5.9%	11	64.7%	1	5.9%	17
Strategic Directorates	0	0.0%	1	100.0%		0.0%		0.0%		0.0%		0.0%	1
Grand Total	4	9.8%	9	22.0%	1	2.4%	1	2.4%	23	56.1%	3	7.3%	41

7.2.1 The above table gives a summary of Fairness at Work (Few) cases by Directorates. A total of 48 cases were recorded in last year's report. This year the figure has fallen slightly to 41. This represents 14% reduction from last year's reported figure.

7.2.2 The Environmental and Regeneration Services Directorate has the highest reported number of FaW cases (17) followed by Adult & Community Services (14) and Children Services (9).

7.2.3 Fairness at Work cases from White staff rose by 10.3% since the last year's reporting period. (45.8% in 2005/2006 to 56.1% in 2007/08).

7.2.4 The proportion of Black /Black British cases increased slightly this year (by 1.2%) compared to the last year's reporting period. 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 2

Fairness at Work Cases 2007/08 - by Disability				
Directorate	FaW Cases			Workforce
	Not Disabled	Disabled	% Disabled	% in Workforce with a disability
Adult & Community	10	4	28.6%	6.4%
Children & YP	7	1	12.5%	3.2%
Environmental	16	1	5.9%	6.9%
Strategic Directorates	1	0	0.0%	9.0%
Council	34	6	15.0%	6.1%

- 7.3.1 Table 2 above outlines Fairness at Work cases broken down by disability.
- 7.3.2 Disabled staff are over represented in the grievance statistics (15.0%) comparative their size in the workforce (6.1%). This represents an 8.7% increase compared with last year's reporting period. However, this needs to be interpreted with caution due to the small size of the sample group. (6 cases.)
- 7.3.3 Higher numbers of FaW cases occurred in the Adult & Community Services, (28.6%). There could be a number of reasons behind this, and no firm conclusions could be inferred at this stage without further investigation.

7.4 Fairness at Work by Gender

Table 3

Fairness at Work Cases (Grievances) 2007/08 by Gender						
Directorate	Women	% Women	Men	% Men	Grand Total	% Women in Workforce
Adult & Community	8	57.1%	6	42.9%	14	79.2%
Children & YP	8	88.9%	1	11.1%	9	85.5%
Environmental	9	52.9%	8	47.1%	17	44.2%
Strategic Directorates	1	100.0%		0.0%	1	61.7%
Grand Total	26	63.4%	15	36.6%	41	70.7%

- 7.4.1 Men are over represented in the 'Fairness at Work' cases (36.6%) compared to their representation in the workforce (29.3%). This represents a decrease of 13.4% from last year's reported figure (50%).
- 7.4.2 There were a significant number of cases recorded in Environmental Services (17) followed by the Adult & Community (14).
- 7.4.3 A higher proportion of FaW cases were brought by women (63.4%), compared to the last year's figure of 50.0%. This is more proportionate to their size within the workforce (70.7%).

7.5 Fairness at Work by Age Band

Table 4

Fairness at Work Cases (Grievances) 2007/08 by Age Band													
Directorate	Under 19	% Under 19	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
Adult & Community			1	7.1%	1	7.1%	1	7.1%	9	64.3%	2	14.3%	14
Children & YP				0.0%	4	44.4%	3	33.3%	2	22.2%		0.0%	9
Environmental				0.0%	3	17.6%	6	35.3%	7	41.2%	1	5.9%	17
Strategic Directorates			1	100.0%		0.0%		0.0%		0.0%		0.0%	1
Total Grievances			2	4.9%	8	19.5%	10	24.4%	18	43.9%	3	7.3%	41
Workforce Representation	4	0.1%	279	7.5%	654	17.5%	1303	34.9%	1142	30.6%	354	9.5%	3736

- 7.5.1 Table 4 above shows the percentage of grievances submitted by staff broken down by age band.

The (30-39) age group are also over represented in grievances (19.5%) compared to their size in the workforce (17.5%).

7.5.2 Although the grievances submitted by the (40-49) age group is significant (24.45%), this is well within the size in the workforce (34.9%).

7.5.3 The (50-59) age group are over represented in grievances (43.9%) compared to size in the workforce (30.6%). This is the 2nd largest group of employees in the Council's workforce. The highest number of grievances from this age group were in Adult & Community Services (17) followed by the Environmental Services (14).

- **Key Actions for Fairness at Work Cases**

1. There is an urgent need to implement the Council's Anti-Harassment & Bullying Policy. This needs to be supported by appropriate support training for managers on mediation and informal dispute resolution skills' with focus on early intervention. The HR Diversity Manager is currently drafting the policy, which will be consulted on in the summer of 2008.
2. The introduction of the Anti-Harassment & Bullying Policy will help to separate harassment and bullying cases from other forms of Fairness at Work cases. This will give the Council a clear picture if the harassment and bullying is prevalent within workforce.
3. The HR Diversity team will be responsible for driving this part of the action plan forward in conjunction with other HR personnel, specifically around training.
4. Part of this process will include more effective monitoring of declaration rates, particularly in respect of disability, sexual orientation and race for example.
5. There were no declarations on sexual orientation and religion. This is of concern right across the areas being monitored and more effort needs to be done to encourage more declarations.

8. Disciplinary Proceedings

There were 39 disciplinary cases in the period 1st April 2007 to 31st March 2008 compared to last year's period when there were 55 cases. This represents a significant reduction from the previous year (29.1%).

Adult & Community Services has the largest number of cases of disciplinaries for the Black & Black British staff group (9) compared to other Directorates.

8.1 Ethnicity

Table 1 Disciplinaries by Ethnicity

Disciplinaries by Ethnicity													
Directorate	Asian or Asian British	% Asian or Asian British	Black/Black British	% Black/Black British	Dual/Multi Heritage	% Dual/Multi Heritage	Chinese and Other Ethnic Groups	% Chinese and Other Ethnic Groups	White	% White	Not Known	% Not Known	Grand Total
Adult & Community	0	0.0%	9	75.0%		0.0%		0.0%	3	25.0%		0.0%	12
Children's	2	18.2%	2	18.2%		0.0%	1	9.1%	4	36.4%	2	18.2%	11
Environment	0	0.0%	3	27.3%		0.0%	2	18.2%	6	54.5%		0.0%	11
Finance	1	20.0%	2	40.0%	1	20.0%		0.0%	1	20.0%		0.0%	5
Governance & Law	0	0.0%	0	0.0%		0.0%		0.0%		0.0%		0.0%	
People, Policy & Performance	0	0.0%	0	0.0%		0.0%		0.0%		0.0%		0.0%	
Grand Total	3	7.7%	16	41.0%	1	2.6%	3	7.7%	14	35.9%	2	5.1%	39

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

8.1.3 Disciplinary proceedings against Black/Black British employees have increased significantly by 11.9% compared to last year's reporting period.

8.1.4 This group of employees are disproportionately over represented in disciplinary proceedings compared to their size in the workforce (29.7%). It is noted that the trend of higher disciplinary cases on this group of staff has been on going for the third year running.

8.1.5 Disciplinary proceedings against White staff and Asian & Asian British staff have decreased by 7.7% and 3.2% compared to the last year's reporting period.

8.1.6 The Chinese & Other Ethnic group are over represented in the disciplinary proceedings (7.7%) compared to their size in the workforce (4.28%).

8.2 Disability

Table 2 Disciplinary by Disability Status

Disciplinary Cases 2007/08 - Disability by Directorate				
Directorate	Disciplinary Cases			% of Workforce with a disability
	Not Disabled	Disabled	% Disabled	
Adult & Community	12	0	0.0%	6.4%
Children's	11	0	0.0%	3.2%
Environment	9	2	18.2%	6.9%
Finance	5	0	0.0%	7.9%
Governance & Law	0	0	0.0%	4.4%
People, Policy & Performance	0	0	0.0%	11.9%
Grand Total	37	2	5.1%	6.1%

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

8.2.2 There were 39 disciplinary cases, 2 of which involved disabled staff. Overall, disciplinary proceedings against disabled staff fell by 7.3% compared to the last year's reporting period (12.7%).

8.3 Age

Table 3- Disciplinary by Age Band

Disciplinary Cases 2007/08 by Age Band															
Directorate	19 & Under	% 19 & 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 to 69	% 60 to 69	Dis status not rec	Dis status not rec	Grand Total
Adult & Comm	0	0.0%	1	8.3%	0	0.0%	6	50.0%	2	16.7%	2	16.7%	1	8.3%	12
Children's	0	0.0%	1	9.1%	3	27.3%	3	27.3%	4	36.4%	0	0.0%		0.0%	11
Environment	0	0.0%	1	9.1%	2	18.2%	3	27.3%	4	36.4%	1	9.1%		0.0%	11
Finance	0	0.0%	0	0.0%	1	20.0%	4	80.0%	0	0.0%	0	0.0%		0.0%	5
Total Cases	0	0.0%	3	7.7%	6	15.4%	16	41.0%	10	25.6%	3	7.7%	1	2.6%	39
Workforce Rep	4	0.1%	279	7.5%	654	17.5%	1303	34.9%	1142	30.6%	354	9.5%		not inc	

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

8.3.2 The 20-29 age group is slightly over represented in disciplinary proceedings (7.7%) compared to their representation in the workforce (7.5%).

8.3.3 The 40-49 age group is over represented in disciplinary proceedings (41.0%) compared to their representation in the workforce (34.9%) with most cases occurring in Adult & Community Services.

8.3.4 The 50-59 age group is under represented in disciplinary proceedings (25.6%), compared to their representation in the workforce (30.6%).

8.4 Gender

Table 4 -Disciplinaries by Gender

Disciplinary Cases 2007-08 by Gender						
Directorate	Women	% Women	Men	% Men	Total	% Women in Workforce
Adult & Community	7	58.3%	5	41.7%	12	79.2%
Children's	6	54.5%	5	45.5%	11	85.5%
Environment	2	18.2%	9	81.8%	11	44.2%
Finance	2	40.0%	3	60.0%	5	60.2%
Governance & Law	0	0.0%	0	0.0%	0	62.3%
People, Policy & Performance	0	0.0%	0	0.0%	0	67.5%
Total	17	43.6%	22	56.4%	39	70.7%

8.4.1 Table 4 above outlines disciplinary proceedings by Gender.

8.4.2 Compared to their representation in the workforce (29.3%), men are over represented in disciplinary proceedings (56.5%). This figure is higher than last year's (30.91%). This is a 25.6% increase.

8.4.2 Disciplinary proceedings against women have fallen by 25.6% compared to last year's reporting period (69.3%).

- **Key Actions for Disciplinaries**

1. Collecting data for Religion/Belief and Sexual Orientation as this data was unavailable.
2. Despite continued efforts in this area there still remains a problem with declaration rates in respect of disciplinaries Staff should be given a monitoring form to complete and the reason clearly explained that the information is for monitoring purposes only and will be held in strictest confidence. This will be picked up as an action in the HR Diversity internal action plan.
3. Investigate the reasons behind the trend of Black/Black British being represented in disciplinary proceedings.

9. Leavers

From 1st April 2007 to 31st March 2008, 514 staff left the Council's service compared to last year's figure of 547. This represents a decrease of 6.0%.

9.1 Age Band

Table 1- Leavers by Age

Leavers 2007/08 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 Leavers
Adult & Community Services	4	2.2%	17	9.3%	29	15.8%	48	26.2%	35	19.1%	50	27.3%	183
Children Services		0.0%	13	10.9%	22	18.5%	28	23.5%	39	32.8%	17	14.3%	119
Environmental Services	5	5.7%	11	12.6%	19	21.8%	19	21.8%	20	23.0%	13	14.9%	87
Finance		0.0%	12	15.4%	23	29.5%	21	26.9%	13	16.7%	9	11.5%	78
Governance & Law		0.0%	5	21.7%	5	21.7%	9	39.1%	4	17.4%		0.0%	23
People, Policy & Performance		0.0%	9	37.5%	6	25.0%	3	12.5%	5	20.8%	1	4.2%	24
Total Leavers	9	1.8%	67	13.0%	104	20.2%	128	24.9%	116	22.6%	90	17.5%	514
Workforce	4	0.1%	279	7.5%	654	17.5%	1303	34.9%	1142	30.6%	354	9.5%	3736

9.1.1 The above table shows the percentage of leavers broken down by age bands.

9.1.2 The table above shows that leavers are disproportionately highly represented in all lower age bands, including (30-39) age group.

9.1.3 The 60 + age group is over represented in the leavers' statistics (17.5%) compared to their size in the workforce (9.5%).

9.1.4 In general the Council is losing younger employees, a trend that appears in the previous reporting periods (2005-2008).

9.2 Disability

Table 2 - Leavers by Disability

Leavers 2007/08 by Disability						
Directorate	Not Disabled	% Not Disabled	Disabled	% Disabled	Grand Total	Workforce % Disabled
Adult & Community Services	180	98.4%	3	1.6%	183	6.4%
Children Services	115	96.6%	4	3.4%	119	3.2%
Environmental Services	83	95.4%	4	4.6%	87	6.9%
Finance	76	97.4%	2	2.6%	78	7.9%
Governance & Law	21	91.3%	2	8.7%	23	4.4%
People, Policy & Performance	24	100.0%		0.0%	24	11.9%
Grand Total	499	97.1%	15	2.9%	514	6.1%

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

9.2.2 There has been a noticeable fall in disabled staff leaving the Council (2.9%) compared to the last year's reporting period (4.0%). This is significant for the Council, given its commitment to retain disabled staff under the Disability Symbol (Two Ticks) Scheme.

9.3 Gender

Table 3- Leavers by Gender

Leavers 2007/08 by Gender						
Directorate	Women	% Women Leavers	Men	% Men	Total	% Women in Workforce
Adult & Community Services	133	72.7%	50	27.3%	183	79.2%
Children Services	106	89.1%	13	10.9%	119	85.5%
Environmental Services	36	41.4%	51	58.6%	87	44.2%
Finance	38	48.7%	40	51.3%	78	60.2%
Governance & Law	13	56.5%	10	43.5%	23	62.3%
People, Policy & Performance	13	54.2%	11	45.8%	24	67.5%
Grand Total	339	66.0%	175	34.0%	514	70.7%

9.3.1 Table 4 above shows the staff leaving the Council's service broken down by Gender.

9.3.2 Men leavers are over represented (34.0%) compared to their size in the workforce (29.3%). The highest number of men leaving occurred in

Environmental Services (58.6%) followed by the Finance Directorate (51.3%). However, overall leavers' figures are coming down comparative to the last year's reporting period (decrease of 37.8%)

9.3.3 There is a significant proportion of women leavers (66.0%) compared to last year's turnover figure of (62.5%).

9.4. Ethnicity

Table 4- Leavers by Ethnicity

Leavers 2007/08 by Ethnicity													
Directorate	Asian or Asian British	% Asian or Asian British	Black or Black British	% Black or Black British	Chinese & Other Ethnic Groups	% Chinese & Other Ethnic Groups	Dual/Multi Heritage	% Dual/Multi Heritage	White	% White	Not Known	% Not Known	Total
Adult & Community Services	18	9.8%	37	20.2%	5	2.7%	4	2.2%	113	61.7%	6	3.3%	183
Children Services	15	12.6%	26	21.8%	4	3.4%	1	0.8%	67	56.3%	6	5.0%	119
Environmental Services	9	10.3%	14	16.1%	3	3.4%	1	1.1%	52	59.8%	8	9.2%	87
Finance	14	17.9%	26	33.3%	0	0.0%	2	2.6%	30	38.5%	6	7.7%	78
Governance & Law	4	17.4%	4	17.4%	1	4.3%	1	4.3%	11	47.8%	2	8.7%	23
People, Policy & Performance	4	16.7%	2	8.3%	0	0.0%	1	4.2%	12	50.0%	5	20.8%	24
Grand Total	64	12.5%	109	21.2%	13	2.5%	10	1.9%	285	55.4%	33	6.4%	514

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% recorded by the SSC (Shared Service Centre). Large numbers of returns still appear incomplete (in terms of equalities information). This makes analysis inconclusive.

- **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.

Lower rates of return in 2007/08 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.

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

In summary, by obtaining more comprehensive and robust information on reasons for staff leaving the Council, more effective strategies can be put in place to address any issues.

10. Promotions

Promotions are where an employee was on a higher grade/salary on 31st March 2008 than they were on 1st April 2007 (normal annual incremental progression is excluded).

This is the first time that promotions have been included in the Annual Employment Equalities Report. So there is no comparative data to use as a benchmark.

Acting Ups and Secondments are shown separately later in this section

10.1 Promotions by Ethnicity

Figure 1

Promotions 2007/08 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	Not Known	% Not Known	Grand Total
Adult & Community	17	16.0%	28	26.4%	4	3.8%	2	1.9%	46	43.4%	9	8.5%	106
Children Services	7	17.5%	9	22.5%	2	5.0%	0	0.0%	19	47.5%	3	7.5%	40
Environmental Services	5	8.9%	13	23.2%	0	0.0%	0	0.0%	31	55.4%	7	12.5%	56
Finance	9	17.0%	9	17.0%	0	0.0%	2	3.8%	28	52.8%	5	9.4%	53
Governance & Law	3	16.7%	0	0.0%	1	5.6%	1	5.6%	11	61.1%	2	11.1%	18
People, Policy & Perf	1	4.5%	2	9.1%	1	4.5%	0	0.0%	14	63.6%	4	18.2%	22
Total promotions	42	14.2%	61	20.7%	8	2.7%	5	1.7%	149	50.5%	30	10.2%	295
Workforce Representation		12.0%		29.7%		4.3%		1.8%		52.3%		not inc	

10.1.1 Black and Black British employees were significantly under-represented in promotions (20.7% promoted, 29.7% in workforce). Chinese and Other Ethnic groups and Dual/multi Heritage groups were also under-represented.

10.1.2 White and Asian employees were over represented in promotions.

10.1.3 Ethnicity data was not recorded for 10.2% of employees who were promoted. Action is needed to improve the recording of ethnicity data to enable more accurate analysis.

10.2 Promotions by Gender

Figure 2

Promotions 2007/08 by Gender						
	Women	% Women	Men	% Men	Total	% Women in Workforce
Adult & Community Services	81	76.4%	25	23.6%	106	79.2%
Children and YP Services	29	72.5%	11	27.5%	40	85.5%
Environmental Services	26	46.4%	30	53.6%	56	44.2%
Finance	32	60.4%	21	39.6%	53	60.2%
Governance & Law	11	61.1%	7	38.9%	18	62.3%
People, Policy & Performance	19	86.4%	3	13.6%	22	67.5%
Grand Total	198	67.1%	97	32.9%	295	70.7%

10.2.1 Most directorates' promotions of women were broadly proportionate to the representation of women in the workforce.

Exceptions were:

Children's' services where 72.5 of promotions related to women with a workforce representation of 85.5%, an proportionate under-representation of women;

People, Policy & Performance where 86.4% of promotions related to women against a representation level of 67.5%.

10.3 Promotions by Disability

Figure 3

Promotions 2007/08 - by Disability						
Directorate	Status not known	Not Disabled	Disabled	% Disabled Promoted	% Disabled employees	Total Promotions
Adult & Community Services	1	98	7	6.6%	6.4%	106
Children & YP Services		38	2	5.0%	3.2%	40
Environmental Services		56		0.0%	6.9%	56
Finance	1	48	4	7.5%	7.9%	53
Governance & Law		18		0.0%	4.4%	18
People, Policy & Performance		21	1	4.5%	11.9%	22
Grand Total	2	279	14	4.7%	6.1%	295

10.3.1 4.7 of promotions related to disabled employees compared with workforce representation of 6.1%. The highest number of promotions of disabled employees was in Adults and Community Services (promotions of disabled staff 6.6%, workforce representation 6.4%). Other directorates' promotion levels for disabled staff were below their directorate workforce representation levels.

10.4 Promotions by Age Band

Figure 4

Promotions 2007/08 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	Grand Total
Adult & Community Services	2	1.9%	17	16.0%	24	22.6%	37	34.9%	21	19.8%	5	4.7%	106
Children Services		0.0%	4	10.0%	9	22.5%	15	37.5%	10	25.0%	2	5.0%	40
Environmental Services	4	7.1%	14	25.0%	10	17.9%	21	37.5%	6	10.7%	1	1.8%	56
Finance		0.0%	11	20.8%	6	11.3%	27	50.9%	9	17.0%		0.0%	53
Governance and Law		0.0%	4	22.2%	4	22.2%	6	33.3%	4	22.2%		0.0%	18
People, Policy & Performance	1	4.5%	2	9.1%	7	31.8%	9	40.9%	3	13.6%		0.0%	22
Grand Total	7	2.4%	52	17.6%	60	20.3%	115	39.0%	53	18.0%	8	2.7%	295

10.4.1 The proportion of promotions is higher than the workforce representation level for the younger age bands:

19 and under (2.4% promotions, 0.1% of workforce)

20 to 29 (17.6% promotions, 1.8% of workforce)

30 to 39 (20.3% promotions, 17.5% of workforce)

40 to 49 (39% promotions, 34.9% of workforce).

However, age bands 50 to 59 and 60 and over are under-represented in promotions compared to their workforce representation:

50 to 59 – promotions 18%, workforce representation 30.6%

60+ - promotions 2.7% workforce representation 9.5%

10.5 Acting Ups and Secondments by Ethnicity

Figure 5

Acting Ups and Secondments 2007/08 - By Ethnicity											
	Asian or Asian British	% Asian or Asian British	Black or Black British	% Black or Black British	Dual/Multi Heritage	% Dual/Multi Heritage	White	% White	Not Declared	% Not Declared	Total
Adult & Communities	3	13.0%	6	26.1%	1	4.3%	8	34.8%	5	21.7%	23
Children Services	0	0.0%	2	28.6%		0.0%	4	57.1%	1	14.3%	7
Environment & Regen	2	15.4%	2	15.4%		0.0%	8	61.5%	1	7.7%	13
Finance	1	14.3%	1	14.3%		0.0%	5	71.4%		0.0%	7
Governance & Law	0	0.0%	1	33.3%		0.0%	1	33.3%	1	33.3%	3
People, Policy & Performance	1	11.1%	1	11.1%		0.0%	7	77.8%		0.0%	9
Total	7	11.3%	13	21.0%	1	1.6%	33	53.2%	8	12.9%	62

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

10.5.2 There is an even spread of acting ups and secondments across all staff regardless of ethnicity. However, non-declaration rates are high. It is suggested that all promotions as defined above be treated as recruitment whereby successful staff are asked to complete a Equal Opportunity Monitoring form.

10.6 Acting Ups and Secondments by Gender

Figure 6

Promotions 2007/08 - Acting Ups and Secondments - by Gender						
Directorate	Acting Ups and Secondments					Employees in Post
	Women	% Women	Men	% Men	Total	% Women
Adult & Community Services	16	69.6%	7	30.4%	23	79.2%
Children Services	6	85.7%	1	14.3%	7	85.5%
Environmental Services	5	38.5%	8	61.5%	13	44.2%
Finance	3	42.9%	4	57.1%	7	60.2%
Governance and Law	1	33.3%	2	66.7%	3	62.3%
People, Policy & Performance	8	88.9%	1	11.1%	9	67.5%
Total	39	62.9%	23	37.1%	62	70.7%

10.6.1 The above table show acting ups and secondments by gender.

10.6.2 Men are over represented (37.1%) compared to their size in the workforce (29.3%). A large number of acting ups and secondments occurred in Adult & Community (23) and Environment Services (13).

10.7 Acting Ups and Secondments by Disability

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.

Table 7

Acting Ups & Secondments 2007/08 - Disabled Employees						
Directorate	Acting Ups and Secondments					Workforce
	Not Disabled	% Not Disabled	Disabled	% Disabled	Total	% Disabled
Adult & Community Services	22	95.7%	1	4.3%	23	6.4%
Children Services	6	85.7%	1	14.3%	7	3.2%
Environmental Services	12	92.3%	1	7.7%	13	6.9%
Finance	6	85.7%	1	14.3%	7	7.9%
Governance & Law	3	100.0%		0.0%	3	4.4%
People, Policy & Performance	9	100.0%		0.0%	9	11.9%
Grand Total	58	93.5%	4	6.5%	62	6.1%

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

10.3.2 Disabled staff are slightly over represented (6.5%) compared to their size in the workforce.

10.8 Acting Ups and Secondments by Age Band

Acting Ups and Secondments 2007/08 - by Age band											
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 and over	% 60 and over	Grand Total
Adult & Community Services	2	8.7%	6	26.1%	9	39.1%	6	26.1%		0.0%	23
Children Services		0.0%	2	28.6%	5	71.4%		0.0%		0.0%	7
Environmental Services	2	15.4%	4	30.8%	4	30.8%	2	15.4%	1	7.7%	13
Finance		0.0%	2	28.6%	4	57.1%	1	14.3%		0.0%	7
Governance and Law		0.0%	1	33.3%	2	66.7%		0.0%		0.0%	3
People, Policy & Performance	3	33.3%	1	11.1%	2	22.2%	3	33.3%		0.0%	9
Grand Total	7	11.3%	16	25.8%	26	41.9%	12	19.4%	1	1.6%	62

Key Actions for Promotions and Acting Ups & Secondments

1. Improve the declaration rates.
2. Promotions and acting up information needs to be monitored across all equality groups.
3. Relevant trends and actions need to be fed back and reflected in the HR Diversity action plan and any relevant 'hot spots'/issues fed back to the Directorate Heads of HR.

11. Employment Tribunals

Please note that this is the first time that the Council has included Employment Tribunals in its Annual Equality Employment Report. Figures reported should be taken with caution given the high level of non declaration.

11.1 Ethnicity

Table 1

	White	Asian or Asian British	Black or Black British	Chinese and Other Ethnic Groups	Dual/Multi Heritage	Not Recorded
Employment Tribunal Cases	50.0%	0.0%	25.0%	8.3%	0.0%	16.7%
Workforce	52.3%	12.0%	29.7%	4.3%	1.8%	

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

11.1.2 Chinese and 'Other' ethnic group are over represented (8.3%) compared to their size in the workforce (4.5%).

11.1.3 Both Black & Black British (25%) and White staff (50%) have high representation in Employment Tribunal cases. For white employees this compares with representation in the workforce of 52.3%. For Black/Black British employees it compares with representation in the workforce of 29.7%.

11.2 Disability

Table 2

Gender	Not Disabled	Disabled	Not Known
Employment Tribunal Cases	66.7%	25.0%	8.3%
Workforce	93.9%	6.1%	

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 in Employment Tribunals (25%) compared to their size in the workforce (6.1%).

11.3 Gender

Table 3

Gender	Men	Women
Employment Tribunal Cases	33.3%	66.7%
Workforce	29.3%	70.7%

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

11.3.2 Men are slightly over represented in Employment Tribunals (33.3%) compared to their size in the workforce (29.3%).

11.3.3 The percentage of Women although high, is comparable their representation in the workforce.

11.4 Age

Table 4

	19 and under	20 to 29	30 to 39	40 to 49	50 to 59	60+
Employment Tribunal Cases	0.0%	16.7%	33.3%	0.0%	25.0%	25.0%
Workforce	0.1%	7.5%	17.5%	34.9%	30.6%	9.5%

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

11.4.2 The 20-29 and 30-39 age bands are over represented in Employment Tribunals compared to their representation in the workforce (7.5% and (17.5 respectively).

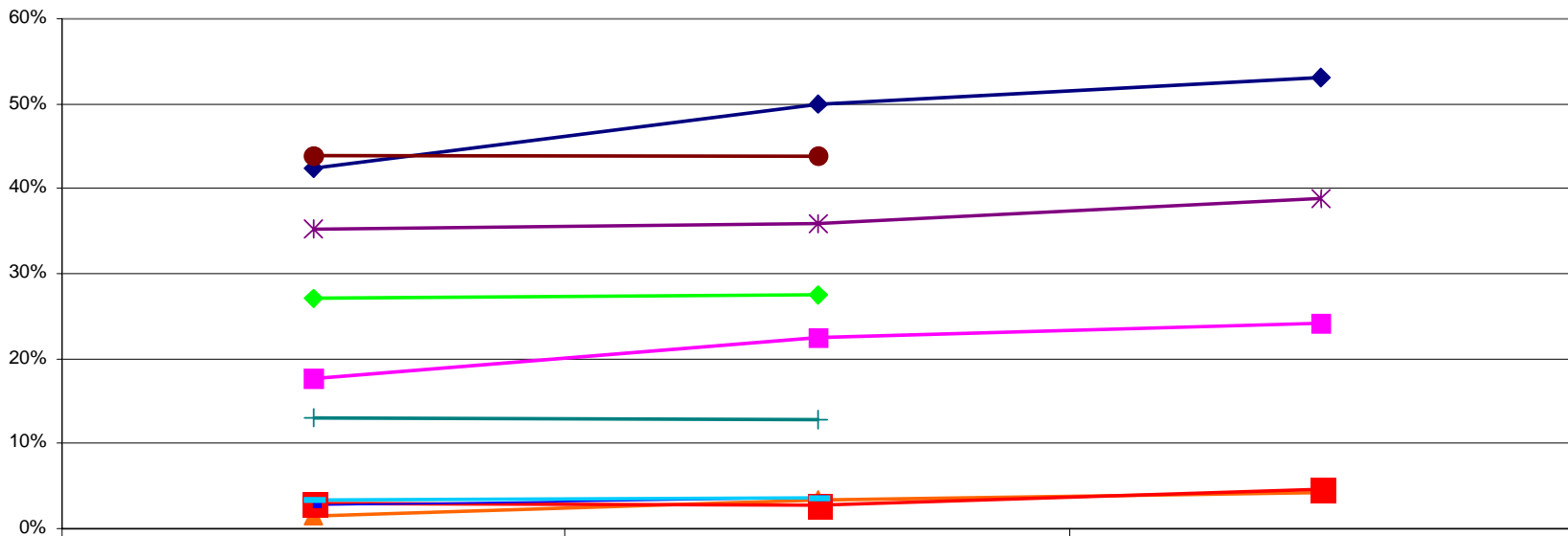
11.4.3 The largest over representation occurred in the 60 plus age band 25.0%, compared to their representation in the workforce of 9.5%.

Key Actions for Employment Tribunals

1. Need to breakdown Employment Tribunals data by six equality groups to enable analysis.
2. If possible break this down further by the type of case (e.g. Disability Discrimination; Race Discrimination; Sex Discrimination, Sexual orientation Discrimination; Bullying/Harassment and Other) (*This will provide the Council with equality data relevant to understanding the employees' perception of equality in the workforce.*)
3. Improve declaration rates by use of the latest data held on the employees' equality monitoring forms or contained in ET1 forms.
4. Collect data on Sexual Orientation and Religion and Belief.

Appendix 1 (BVPs)

Trends for Diversity Best Value Indicators



	2005-06	2006-07	2007-08
WF BV11a	42.31%	50.00%	53.00%
WF BV11b	17.70%	22.50%	24.10%
WF BV11c	1.42%	3.30%	4.10%
WF BV16	2.85%	2.74%	4.7%
WF BV17	35.30%	35.95%	38.9%
LM BV11a	43.94%	43.88%	
LM BV11b	13.00%	12.80%	
LM BV11c	2.70%	3.47%	
LM BV16	3.39%	3.49%	
LM BV17	27.00%	27.50%	

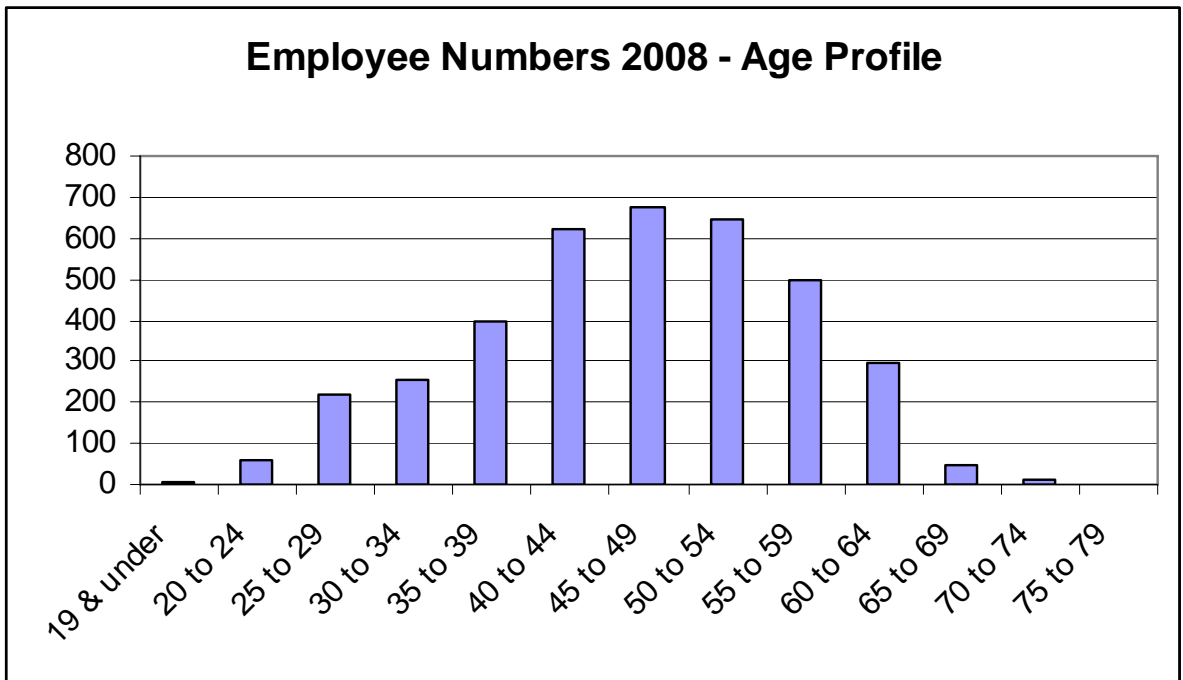
Appendix 2 (Ethnic Categories)

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/ 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.