



London Borough of Waltham Forest

Annual Employment Monitoring Report 2006/2007

1 Introduction	2
2 Executive Summary	5
3 Recruitment	8
4 Staff In Post	17
5 Training and Development	24
6 Performance Management	35
7 Harassment & Grievance.....	42
8 Disciplinary Proceedings	47
9 Leavers	51
Appendix 1	55
Appendix 2.....	56
Appendix 3.....	57
Appendix 4.....	58
Appendix 5.....	63
Appendix 6.....	65

1. Introduction

1.1.1 The London Borough of Waltham Forest is one of the 32 London Boroughs. It is located on the North East of The Capital with a workforce which is representative of the community it serves. The Council is an equal opportunities employer committed to achieving a representative workforce and ensuring that equality and diversity is fully embedded within the organisation.

The Council aims to achieve this by meeting its commitments set out in CEP plan (Council Equality Plan 2007-2010). This is a high level equality plan which sets out a challenging vision for the Council by setting out to transform Waltham Forest on becoming a borough where:

- ◆ All staff have an equal opportunity to participate and receive services according to their needs;
- ◆ Individuals are respected and their contributions valued;
- ◆ People are proud to live, work and visit;
- ◆ Cultural diversity is celebrated.

As well as

- ◆ focusing on implementation of the Council's policy on equality and diversity which sets out clear priorities in terms of promoting equality of opportunity for all its staff.

- ◆ the implementation of equitable and fair HR policies/procedures:

by:

- ◆ achieving effective partnership working with Staff Forums and Trade Unions and implementation of equitable employment policies and practices that ensure that every employee is treated with dignity and respect (e.g.; through eradication of any form of bullying/harassment as part of the Dignity at Work and Respect policy);

- ◆ ensuring that Council's workforce is fairly recruited, developed and retained through effective recruitment and selection processes;

- ◆ providing equitable training and development opportunities for all staff including putting in place appropriate communication and consultation processes;

◆ implementing of equitable pay and reward strategies for all staff through the:

- *Framework for Managing People* that is equitable and fair and in line with the Council's Equal opportunities.
- The implementation of 'Single Status'.
- range of Staff Award schemes (examples include Attendance Staff Awards¹ and Star Awards).

◆ continually engaging staff by ensuring better communication and responding to changing workforce needs via biannual staff surveys and, formal briefings with CEO) .

◆ collating and analysing workforce data, including BVPI's (Best Value Performance Indicators) so the organisation uses the appropriate management information to track performance, identify areas of best practice and address any gaps, so that remedial action can be taken, where this is appropriate.

As well as:

- ◆ building its success through developing effective partnerships with staff and wider local communities.
- ◆ continuous work is undertaken through the community engagement programmes undertaken through the work of the Community Engagement Unit.

1.1.4 The Race Relations (Amendment) Act 2000 requires organisations to publish the results of monitoring of current employees and job applicants.

The Council published its 1st Annual Employment Monitoring Report in 2004/5. The report set into context the position of the Council in employment terms. This was followed by the 2nd Annual Employment Monitoring Report (2005/6) which was published in July 2006.

The percentage of White & White Other Staff in the Council has decreased since the last Annual Report, however they are still outperforming other groups at the short-listing and interview stage of the Recruitment Process. The number of Asian & Asian British staff has continued to rise through all the Annual Reports, however the Pakistani community remains under-represented when compared to the general population of the borough.

The ratio of women to men has remained constant since the last report. Women are still over-represented in the lower pay bands, however there

¹ *Attendance Award* is aimed at recognising good attendance as part of the Council's maximising attendance framework.
The *Star Award* initiative was launched in 2004.

has been significant improvement in the representation of women in Pay Band 6.

The age profile of the workforce has remained constant since the last report, with a slight reduction in the percentage of staff in the 60+ age group.

The percentage of staff with disabilities has increased slightly since the last report and there has been improvement in their representation at senior levels.

- 1.1.5 The 3rd Annual Employment Monitoring Report is published to meet the Council's statutory duty in terms of key aspects of employment as required under the Race Relations (Amendment) Act, 2000. It covers the period between 1st April 2006 to 31st March 2007.

The results of the workforce monitoring identify areas of inequality and serve as a tool for workforce planning, strategic policy development, benchmarking and employee monitoring. The report aims to give a general narrative summary of the workforce ethnic monitoring statistics.

Further analysis and evaluation is carried out where it is identified that there may be a genuine need to do so, i.e. where evidence suggests that certain groups may be under-represented. The report presents employment data in the following areas: Recruitment, Staff in post, Training and Development, Performance Management, Harassment and Grievance, Disciplinary proceedings and Leavers data.²

- 1.1.6 The report also deals with the Gender Equality Duty 2007, the new Age Regulations that came into effect on October 2006, as well as meeting our duty as employer under the amendment to the (DDA) Disability Discrimination Act, 2005.

It provides a base-line information on the Council's performance in relation to progress made over the past 12 months by applying the statutory framework to ethnicity, gender, disability and age.

- 1.1.7 As the equitable employer Council has also widened its monitoring to cover other key equality strands, namely Sexual Orientation and Religion/Belief (where information is currently available). Where possible we have also benchmarked the Council's position against 6 local authorities in London.

- 1.1.8 The comparison is based on the median of 6 local authorities used for BVPI benchmarking 2005/6 by the London Councils (*please refer to Appendix 2 for further information*).

² The report has adopted the broad ethnic groups in line with the recommendations from Equalities and Human Rights Commission (CRE). All statistics are presented in these categories (*please refer to Appendix 1 for further information*).

2. Executive Summary

This report indicates that the LBWF Council is moving towards having a more equitable and representative workforce across most pay bands and employment practices. Overall, the evidence suggests that the Council continues to make a sustainable progress in realising equalities in employment, across the six equality strands. The key areas for further development and recommendations are outlined in detail at the end of each section of the report.

Analysis of the data reveals that Waltham Forest compares favourably in terms of the Gender and Ethnicity equality indicators.

The Council remains in the top quartile for both the percentage of staff from BME groups as well as top 5% of Women earners.

The figures for the year 2006/7 show that the proportion of Women in the top 5% of earners (BVPI (11a) at Waltham Forest exceed the London Boroughs median of 43%, by 7%.

Compared to the last year's reporting period there has been 7.7% increase in the proportion of Women top 5% earners, and this reflects a sustainable trend since 2003-2004 monitoring report. This means that we have met our target in this respect (with the exception of PO6 grades) where we still face the existence of 'glass ceiling' and need to improve on initiatives around supporting working mothers in reaching the highest levels in the organisation.

Waltham Forest exceeds the London Councils benchmarks for Ethnic Minorities, both in terms of the overall staff breakdown (36% compared to 27%) and those in the top 5% of earners (22.5% compared to 13%).

In terms of Ethnic Minority employees in the Top 5% of earners (BVPI 11b) there has been an upward trend by nearly 4.8%, since the last year's reporting period. The Council is in the top quartile for this indicator and stands at 22.5%.

This exceeds the London Councils' benchmark by 13% which places us in top quartile for London and nationally. In addition, there has been a steady annual increase in the number of BME staff amongst the Top 5% of earners in the period between 2003 -2007 (circa 3% per annum).

However, the organization not yet achieved a workforce that reflects the community in respect of disability (BVPI16a) generally.

Performance on this indicator, including school staff is 2.7% compared to 3.4% BVPI median for London Boroughs (as at 31st March 2007). If

school figures were excluded, the Council would in fact compare favourably (at 4.0%).

In terms of BVPI's (11c) figures in the top cohort we have met our target of 1% for staff with disability in the top 5% of earners and have seen an improvement since the last year's reporting period by 1.88%.

However, the organisation still needs to improve its declaration rates on disability and encourage higher disclosure. Performance for 2006/7 period on the above indicator was 3.3% compared to the BVPI median for London boroughs of 2.7% which puts us at third quartile nationally and lowest for London.

There still remain areas where some employment practices make an unequal impact on certain staff groups and more systematic collation and monitoring of equalities data is needed in order to achieve better reporting in the future.

For example, 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.

Part of this will be remedied by the implementation of the new HCM system which is expected to go live in February 2008. The new system will enable more robust monitoring around equality recruitment practices and general equality monitoring.

The reason behind high non-declaration rates could be due to different variables. With regards to sexual orientation this could include reasons of privacy. The HR Diversity team will be responsible for ensuring that these areas are explored further via future staff survey analysis and specific initiatives under GES (Gender Equality Scheme) targets.

Stonewall (the LGBT – Lesbian, Gay, Bisexual and Transgender campaign support group) suggests that it may take up to five years for numerical data to become reliable as staff may take considerable time to develop confidence to self-identify.

The Council is using best practice including Senior Management buy-in and LGBT Staff Networks to ensure staff feel comfortable to declare their sexual orientation.

Although the Council is making progress around building access and reasonable adjustments as part of its DES (Disability Equality Scheme) commitment it needs to build on its progress in ensuring that staff feel supported in declaring disability. This can be achieved by undertaking regular audits/surveys in terms of best practice around disability as well as those under-represented minority ethnic groups.

Information related to breakdown of outcomes and progression on the reported cases of harassment and grievances logged needs to be more systematic. This will be partly remedied by the implementation of SAP HCM (February 2008).

For the purpose of this report it was not possible to provide relevant analyses of exit interviews data and link them to leavers trends (by 6 equality areas). The same applied to information on promotions.

As there is currently no coherent data available related to evaluation and monitoring of variable working patterns across the six equality strands, it is recommended that this needs to be addressed in the future reports.

The HR Diversity team will undertake relevant collation of data from the Directorates to ensure that flexible working practices are monitored and reported on.

In summary, in order to achieve better centralised monitoring of equalities data across the Directorates and deal with some of the “hot spots” outlined above, an action plan has been implemented (by the HR Diversity team).

The plan will ensure more systematic internal monitoring and evaluation of workforce employment data. The action plan will form part of the wider performance and management framework (Equality and Diversity) and HR Directorates will be encouraged to include equalities monitoring information as part of the Directorates annual service planning process.

The progress on action plan will be reported annually in the future employment monitoring reports and its progress will be monitored by the CEB (Council Equality Board) on quarterly basis.

3. Recruitment

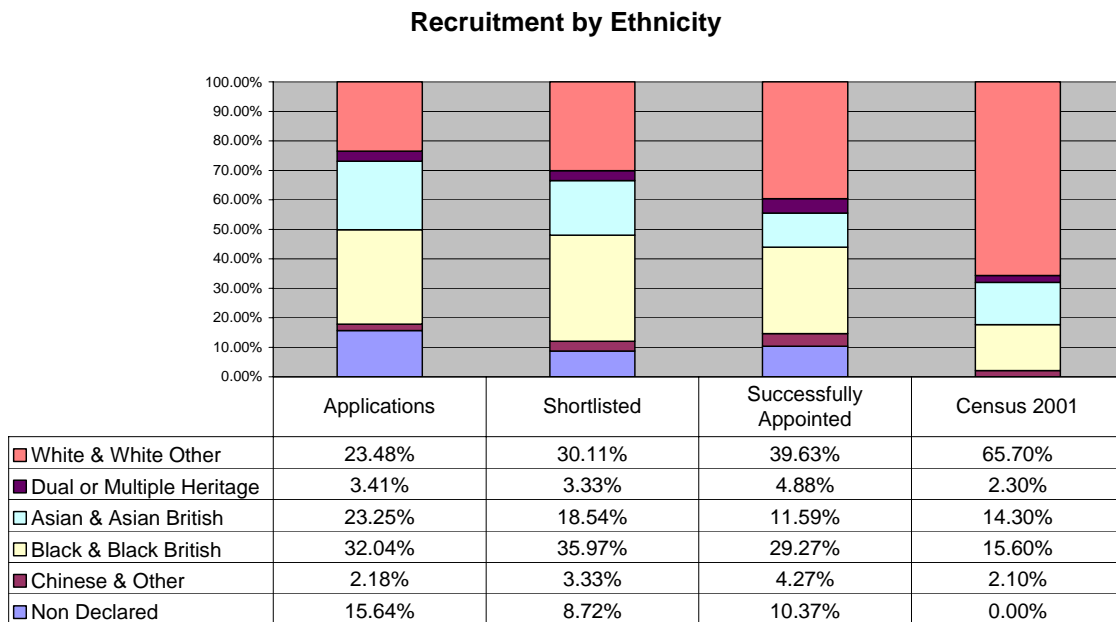
3.1 Recruitment Process by Ethnicity

This section of the report considers representation of candidates by ethnicity in terms of the recruitment and selection process.

3.1.1 From 1st April to 31st March 2007, the Council received 3,811 applications for 254 staff vacancies.

3.1.2 Figure 1 below shows the percentages of individuals who made applications for vacancies, including those that were short-listed and those who were successfully appointed³.

Figure 1



3.1.3 As it can be seen from Figure 1 above White & White Other applicants have a greater success rate than all other groups.

3.1.4 The percentage of White applicants who were successfully appointed is 10% above the Black/Black British groups. This is followed by the Asian/ those from Asian British background, with the Chinese applicants being the most underrepresented group.

³ Please note that the applicants have been categorised into broad ethnic groups in line with the recommendations from Equalities and Human Rights Commission (CRE).

3.1.5 It should be noted that the Black/Black British applicant group shows higher success rate at the short listing stage when compared to their White or Asian counterparts (nearly 6%).

3.1.6 Furthermore, applications from Black and Asian Ethnic groups are higher in lower pay bands 1 and 2, (please refer to Appendix 3 for more information).

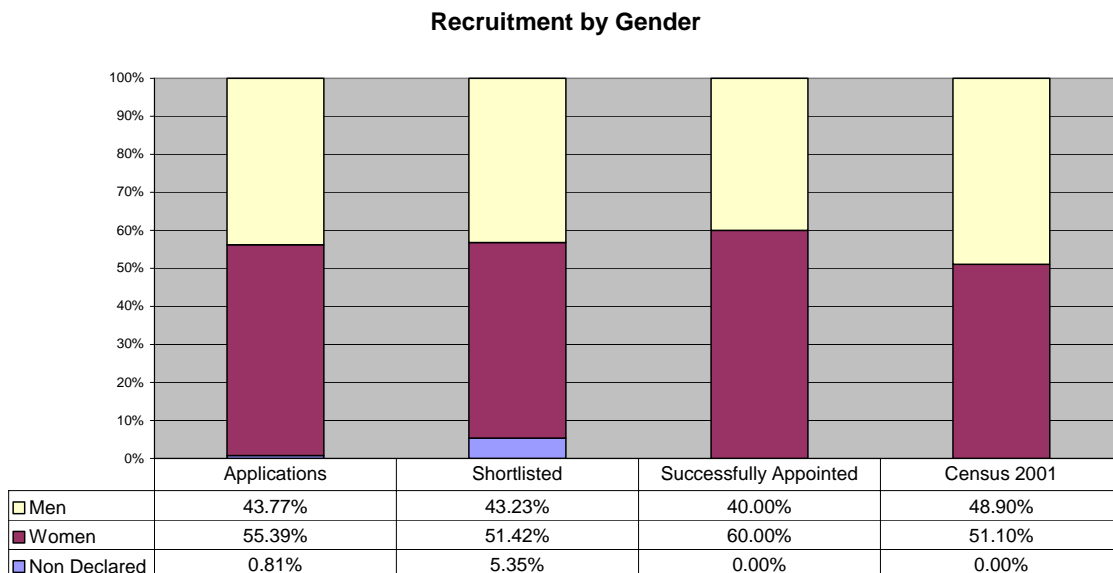
3.1.7 Asian/Asian British applicants are reasonably represented at the Application stage (with a 23% submission rate).

However, when compared to White/Black group of applicants, these groups do not rate successfully when it comes to being appointed. For example, the appointment rate of this group of applicants is 11.7% lower when compared to their White counterparts.

3.1.8 It should be noted that non declaration rates in terms of ethnicity and application rates are quite high, and its is anticipated that the new HCM system will address some of these issues when it is in place by February 2008.

3.2 Recruitment by Gender

Figure 2



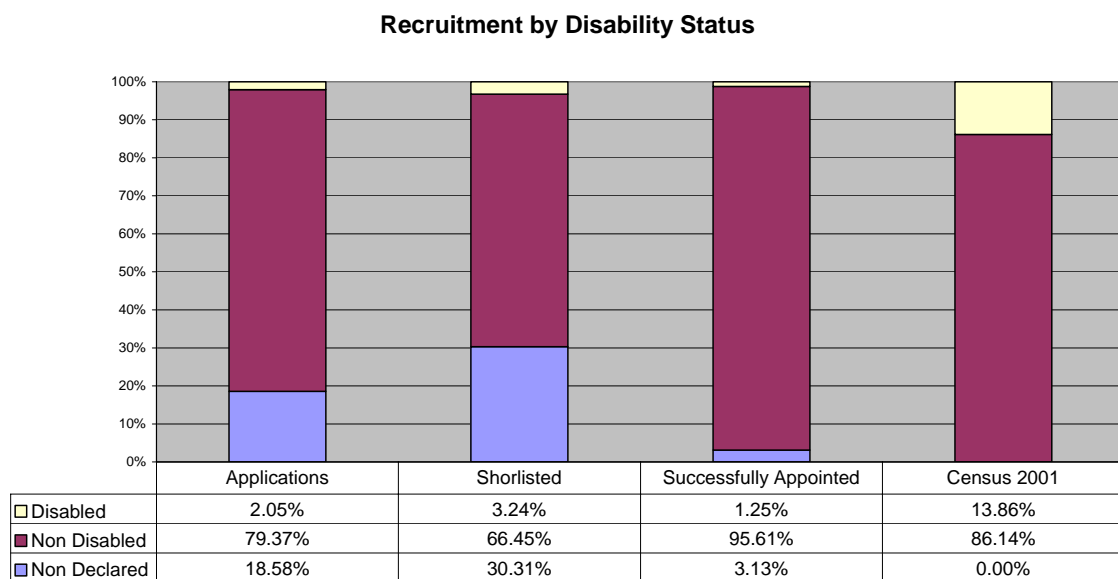
3.2.1 Figure 2 above outlines recruitment process by Gender.

3.2.2 It is evident that there were 11% more women applicants compared to men whereby women had a higher representation at every stage of the recruitment process.

3.2.3 The 2005/6 Employment Monitoring report reveals that women are more successful at securing positions and being successfully appointed, compared to men (20% higher success rate) as well as rating higher than men when it came to being short listed for posts (8.19%).

3.3 Recruitment by Disability Status

Figure 3



3.3.1 Figure 3 above indicates the percentage of applicants who applied for posts as well as those who were short listed and appointed broken down by disability status.

3.3.2 It is evident that there are a significant number of applicants who have not declared their disability status. At the application stage 18.58% applicants did not declare their status. However, by the appointment stage this had dropped to 3.24%.

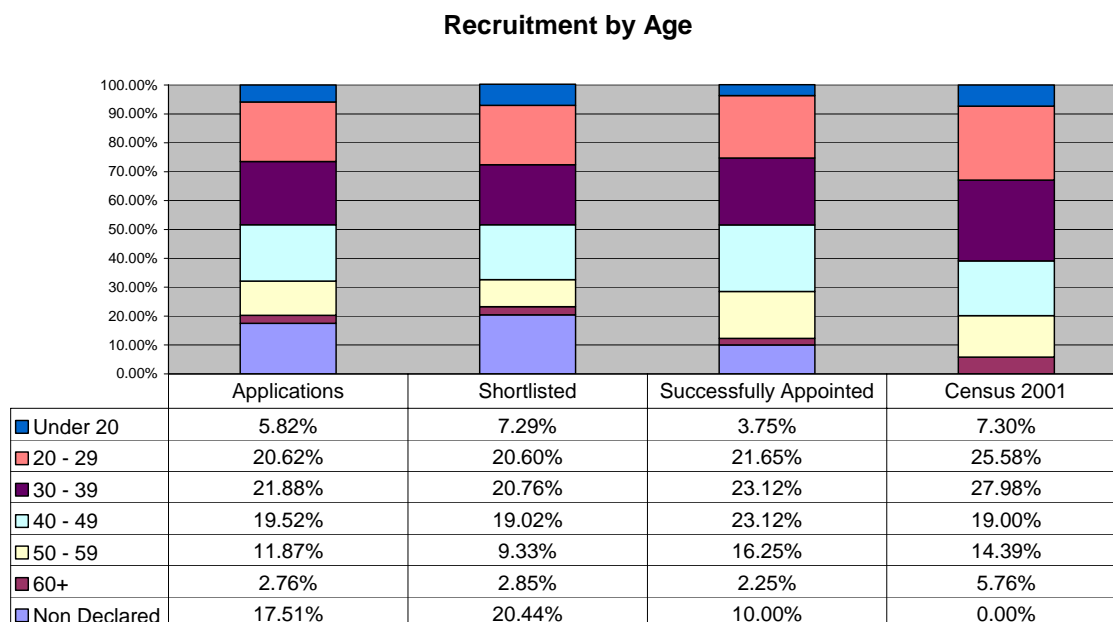
3.3.3 Furthermore, a significant number of applications were received from disabled applicants in pay bands 2 and 4 (*please refer to Appendix 4 for more information*). However, the success rate was much lower at the appointment stage.

3.3.4 The 2001 Census data revealed that there are 13.86% disabled people living in the Borough⁴, and yet only 2.05% applications were received from disabled applicants by the Council (as at 31st March 2007).

⁴ Please see the Council's Disability Equality Scheme (DES) for more information.
<http://www.walthamforest.gov.uk/index/social/equality-strand-disability/des.htm>

3.4 Recruitment by Age

Figure 4



3.4.1 Figure 4 above displays the number of applicants broken down by age bands who applied for posts, were short listed and those who were subsequently appointed.

3.4.2 The data reveals that there are a low number of applications received from those Under 20 years of age with only 3.75% of applicants being successfully appointed. This is significantly lower when compared to the 2001 Census data which stood at 7.30% for this particular group (please see Appendix 5 for more information).

3.4.3 For those in the next age band (20-29) the appointment success rates is slightly higher (at 21.29%), although their representation is still below that of the census data.

Those in the (40-49) and (50-59) age bands have the highest success rates at being short listed and appointed. Although there are underrepresented in terms of the Census at the application stage they are overrepresented at the appointment stage (*Please refer to Appendix 4 for more information*).

This is also higher than the Census 2001 data for the (40-49) age band, which stood at 19%.

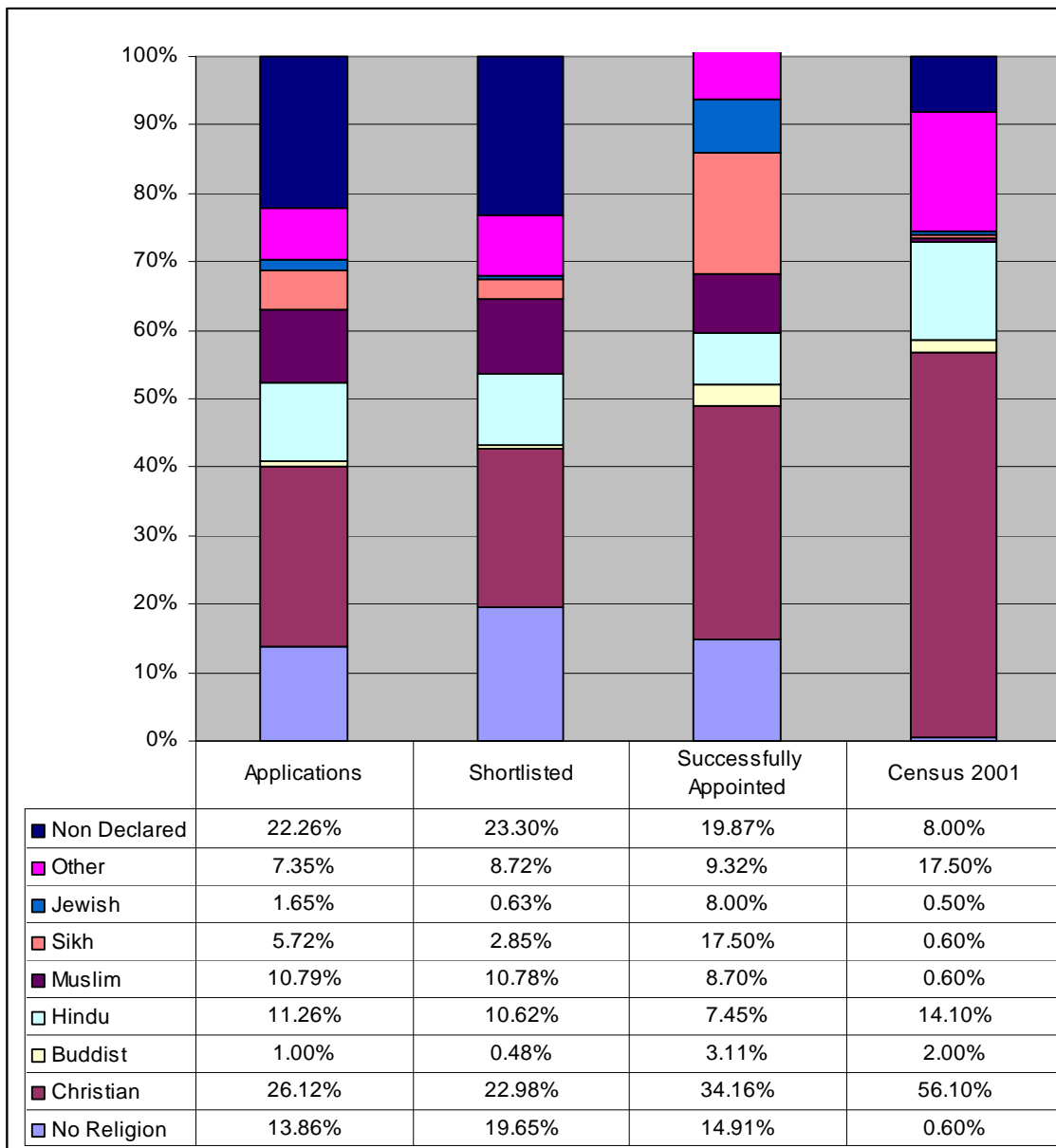
3.4.4 The most successful age bands in terms of gaining successful appointments are those in (30-39); (40-49). Both have a 23.12%

success rate, followed by the (20-29) age band with success rate of 20.60%, which is comparable to the Census (2001) data.

3.4.5 However, those over the age of 60 appear to be the least successful group, particularly in terms of successful appointments (2.25% success rate) which is 3.51% lower when benchmarked against the population Census (2001) data.

3.5 Recruitment by Religion and Belief

Figure 5



3.5.1 Figure 5 above displays applicants that have applied for jobs broken down by their Religion and Belief.

3.5.2 It is evident that there are a high percentage of applicants who do not wish to declare their Religion or Belief, as well as those applicants who have declared that they do not have any particular Religion or Belief.

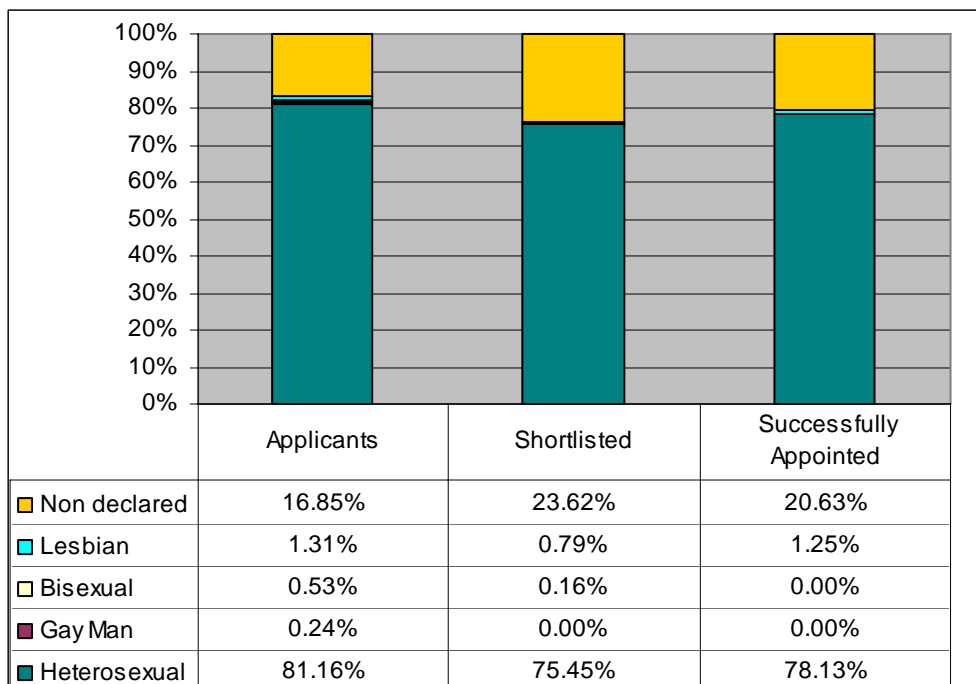
3.5.3 For example, the Christian group of applicants have highest representation in all the recruitment stages including the appointment stage, followed by those who declared themselves as Muslims and Hindus. The latter two groups performed particularly well at the short listing stage, but this was not reflected in high appointment rates.

3.5.4 Group that was most successful at gaining appointments were Buddhist (3.11%) followed by Sikhs (1.86%), and Jewish (0.62%).

3.5.5 This is followed by those groups who declared that they had no Religion as well as those who did not declare their Religion or Belief.

3.6 Recruitment by Sexual Orientation

Figure 6



3.6.1 Figure 6 above shows the percentage of 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 Gay Men were least successful at being short listed, followed by Bisexual and Lesbian group of 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. This may be due to the fact that applicants do not wish to disclose their Sexual Orientation.
- 3.6.4 It should be noted that non declaration rates within all the above groups remain relatively high at 16.85%.
- 3.6.5 The Census 2001 did not ask a question on Sexual Orientation so

it is not possible to include these figures. 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 (*Please see Appendix 5 for further information*).

Key Actions for Recruitment:

- ◆ Employment Skills Workshops
 1. In line with the recommendations from the last year's employment monitoring report a range of Employment Skills workshops were run by the HR Diversity Team. These focused on Application Form Filling In and Interview Techniques and were targeted particularly around needs of the Pakistani and Somali Communities as these were also identified as the two of the key groups that were underrepresented.
 2. This needs to be extended to further series of workshops focusing on including other groups with a view of improving their application; testing and competency based interviewing skills. This is specifically relevant when looking at developing best practice (and more diverse) recruitment and selection drive across the Council. These need to be aimed at continuing to encourage and support specific underrepresented ethnic groups (such as Pakistani, Bangladeshi, Chinese candidate groups) in developing effective interviewing skills.
 3. Target publicity of any future Employment Fairs or recruitment drives to underrepresented groups through community organisations. In view of the current Efficiency review across the Council it is anticipated that the Fair will be rolled out once the review is complete.
- ◆ Monitoring of Equality Data
 1. LBWF Council needs to continue to adapt and implement monitoring systems to collect data on the 'Guaranteed Interview Scheme' for disabled staff. This forms part of the DES (Point 2.8) and the Disability Equality Working Groups Action Plan (Point 10).

2. Promote the need to collate the equality monitoring data of applicants, short listed candidates and newly appointed staff to reduce non declaration rates and therefore reduce the number of unknown cases. All applicants are asked to fill out the Council's monitoring form; however the non declaration rates are high for some of the equalities strands. The Council's computer data base system (SAP) and the newly introduced Human Capital Management (HCM) in February 2008 will be used to address this issue.

3. Start to collate and analyse data on promotions and variable work patterns broken down by the six equality strands.

This will enable future benchmarking and best practice around reporting on flexible working practices within the Council. AEER data collation and monitoring action plan (that forms part of this report) has been implemented by the HR Diversity team and it will act as an internal monitoring tool in terms of achieving more robust collation and monitoring of recruitment equalities data across the 6 equality strands. This will be reported in more detail in the next year's Employment Monitoring report.

◆ Improving Declaration Rates

Non declaration rates within under represented ethnic groups, as well as those disclosing their disability and/or sexual orientation remain high.

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. Part of this will be remedied by the implementation of the new Human Capital Management (HCM) system which is expected to go live in February 2008. The new system will enable more robust monitoring around equality recruitment practices and general equality monitoring.

3. Since the 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 LBWF Recruitment and Selection Procedure.

This is based on the key criteria which outlines that all panel members need to be trained in the Council's approach to equal opportunities in recruitment; (*This process requires that each panel member is familiar with anti-discrimination law and the fact that at least two members sitting on the panel reflect a mix of gender and race*).

A significant portion of this work is already in place and the Council continues its positive action initiatives in terms of promoting equality of employment and development opportunities across the six equality areas.

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**, (*Lesbian, Gay Bisexual and Transgender*) **BME** (*Black and Minority Ethnic*) and **DEWG** (Disability Equality Working group) through championing relevant 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

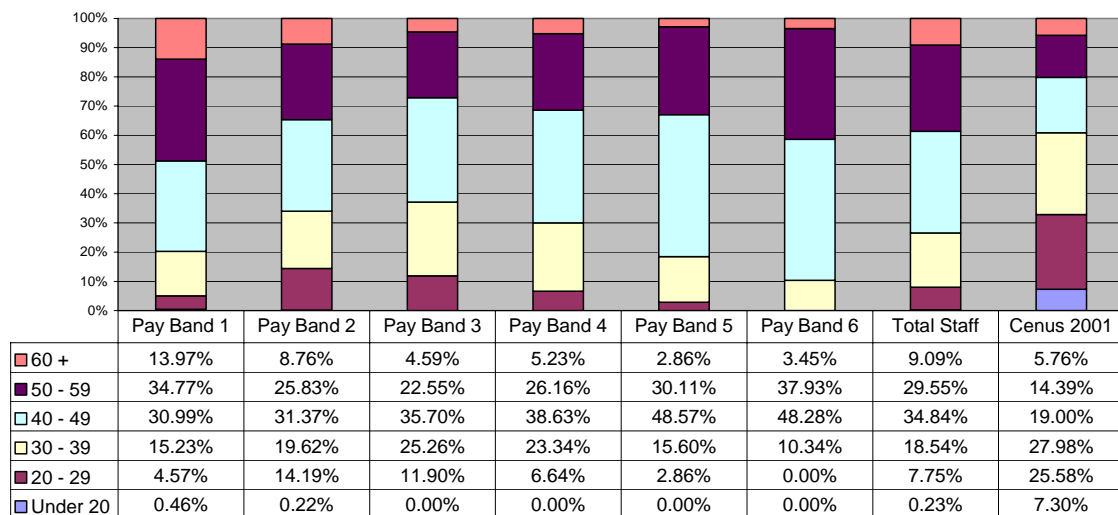
The total number of staff working for the LBWF Council as at 31st March 2007 was 3872⁵.

This section of the report provides a detailed analysis of Council Staff, broken down by the six equality areas including age.

4.1 Percentage of Staff by Age and Pay Bands

Figure 7

Staff Profile by Age & Pay Bands



4.1.1 The Council captures data on age when individuals join the organisation and LBWF is already age profiling its workforce.

4.1.2 Figure 7 above outlines the percentage of staff employed by the Council by age and pay bands. The Census data in respect to age is attached above for ease of benchmarking.

4.1.3 It is evident that staff in the Under 20 age bands are least represented in upper pay bands, with those in the next age band (20-29) achieving better representation across most pay bands, with the exception of pay bands 5 and 6.

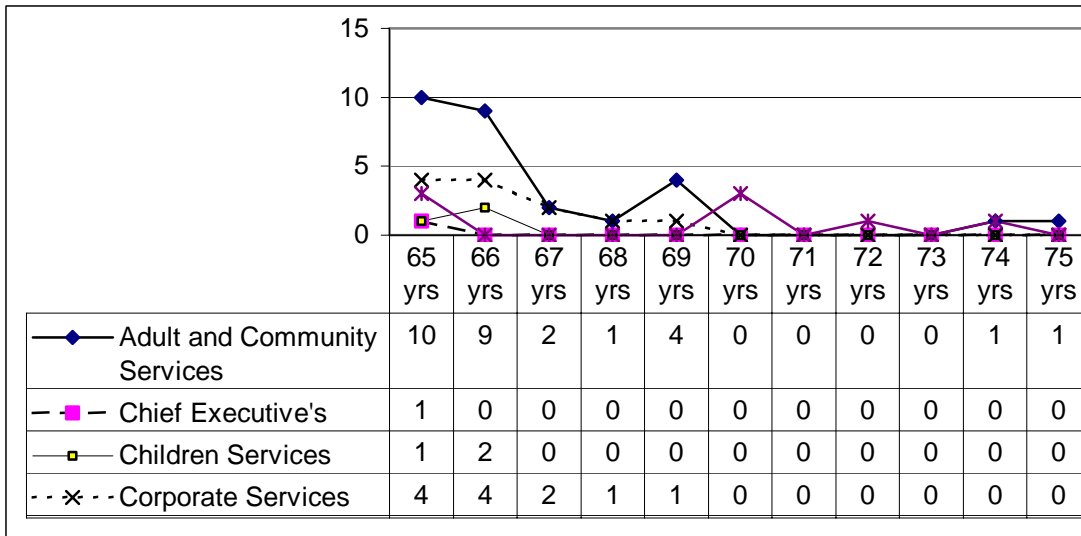
⁵ Please note that total staff in post figure is based on the definition of the BVPI's (Best Value Performance Indicators) and refers to all permanent staff excluding casuals as at 31st March 2007.

- 4.1.4 When benchmarked against the Census (2001) data both groups, Under 20 and (20-29) age bands are underrepresented, with the Census data being set at 7.3%,
- 4.1.5 The next successful groups are those in (40-49) age bands, followed by the (50-59) and (30-39) age groups.
- 4.1.6 The (40-49) age group has the highest distribution across most pay bands, including the upper pay bands 5 and 6. This is comparable to the size of population based on Census (2001) based on the same age group.
- 4.1.7 The least represented group in terms of distribution across the pay bands, is the over 60+ plus group. With the exception of lowest pay band 1 this group is under represented across most pay bands (in particular upper pay bands 5 and 6).
- 4.1.8 Waltham Forest Council's present retirement age is 65. As at 31st March 2007 52 members of staff fell within this age band (65+) which forms 1.34 % of the Waltham Forest total workforce.

When broken down by Directorates the figures suggest that the 40-49 age band is most highly concentrated (34.84% as at 31st March 2007), followed by the 50-59 age band (29.55% as at 31st March 2007), with those in the Under 20 being the least represented (0.23%). *Please refer to Appendix 6 for more information).*

Figure 8

Representation of staff over 65 years of Age by Directorates

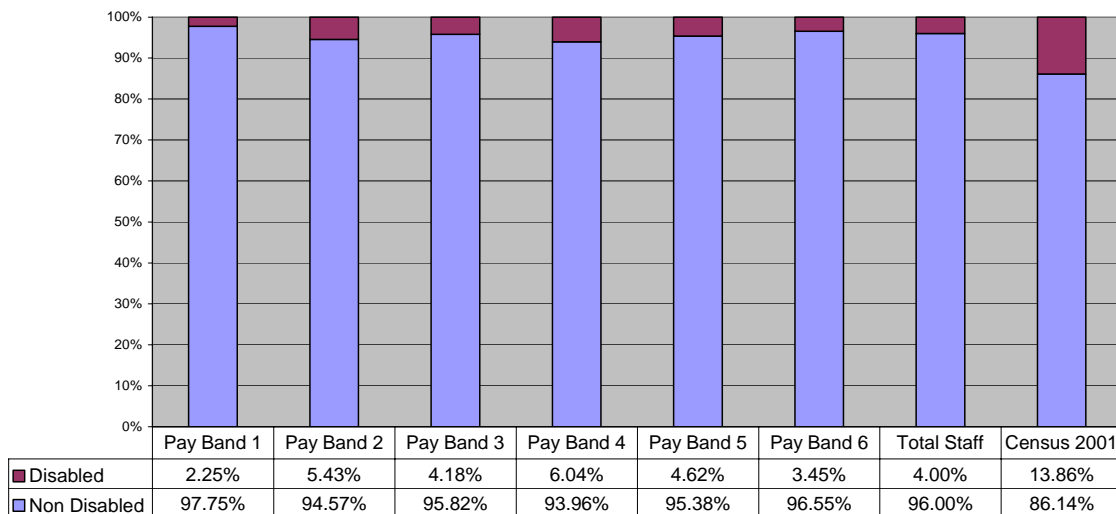


4.1.1.1 As it can be seen from Figure 8 above the highest proportion of those staff aged 65+ are found in the Adult and Community Services Directorate and lowest within the Children's Services Directorate.

4.2 Staff Profile by Disability and Pay Bands

Figure 9

Staff Profile by Disability Status & Pay Band



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

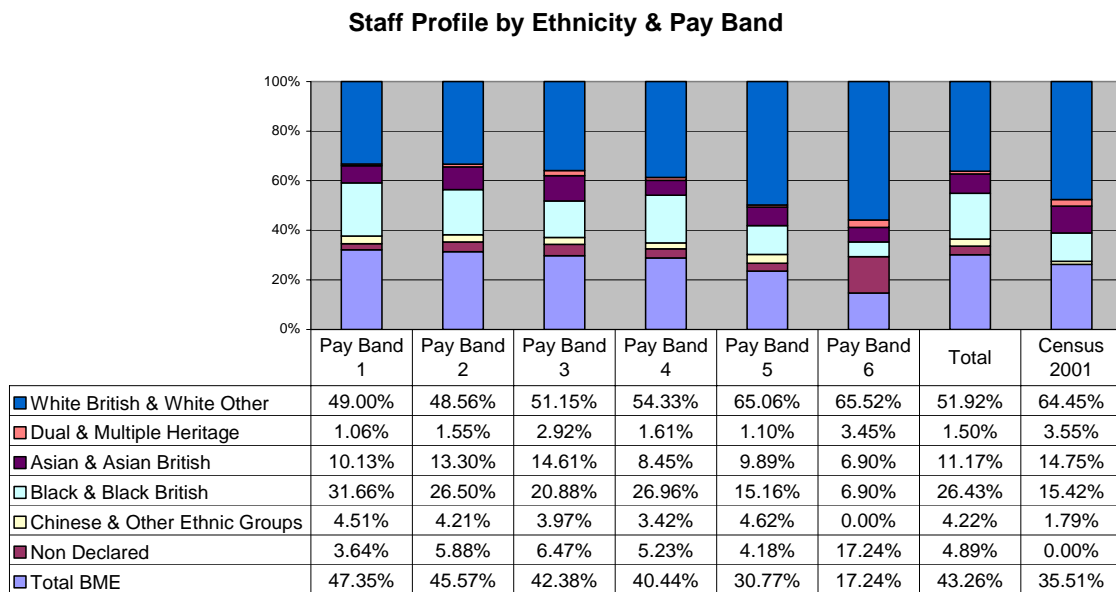
4.2.2 As at 31st March 2007 the percentage of staff who has declared that they have a disability stood at 4.0%⁶.

4.2.3 As it can be seen from Figure 9 disabled staff are distributed across all pay bands with the highest proportion of disabled staff found in pay bands 2 and 1, (5.43% -6.04%) and the lowest proportion at pay band 1 (2.25%).

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 Figure 10 indicates that Black Minority Ethnic (BME) staff is a highly represented group (at 43.26%) which is 7.75% above the Census (2001) data.

The distribution of this staff within the BME category is predominantly distributed within pay bands 1, 3 and 4 (typically SO1 and SO2 grades), fairly represented across pay band 4 and 5 (typically PO1 to PO12), and least represented in the most senior pay band 6.

⁶ For more information on total figures on disability within the LBWF please refer to Section 9 on Leavers, Table 2.

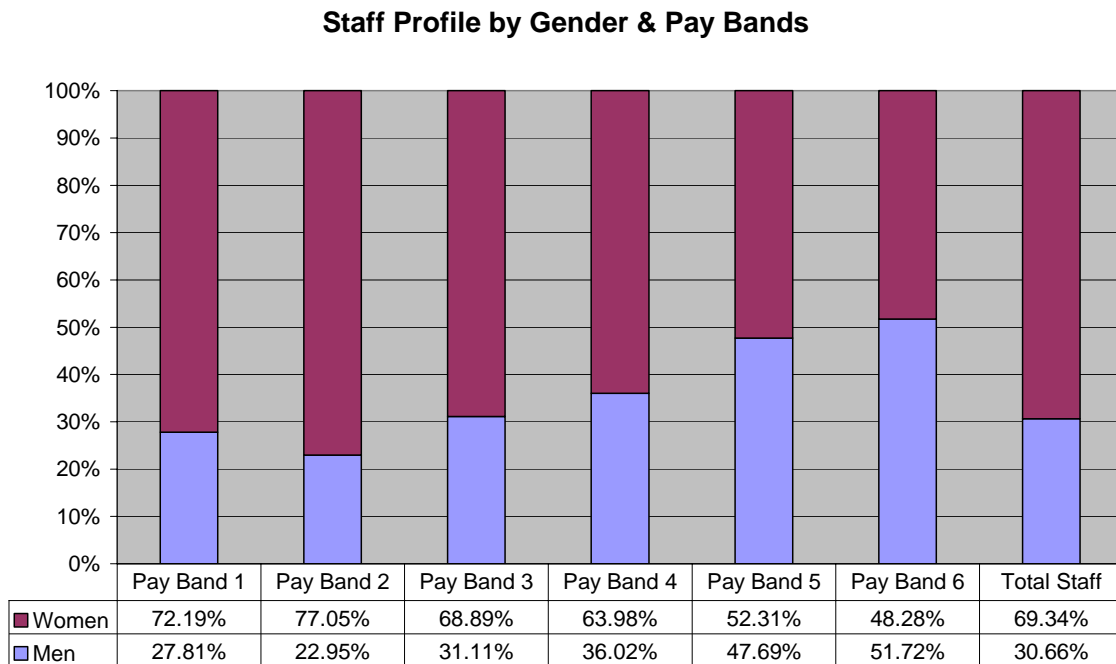
- 4.3.3 White British staff is distributed fairly evenly across pay bands 1-4 and are highly concentrated within the pay band 5. A similar trend is found with the 'White Other' staff group.
- 4.3.4 Black/Black British staff is highly distributed across pay bands 1 to 4 but are under represented in the top pay bands (5 and 6). When benchmarked against the Census (2001) data, it is evident that the total percentage of Black/ Black British staff within the Council is 11% higher based against the same ethnic category compared to the Census population..
- 4.3.5 On the other hand, the representation of Asian/Asian British staff group within the Council is slightly below the Census (2001) data (11.16% compared to 14.75% Census figures) and the under representation is most evident within the upper pay bands.
- 4.3.6 Chinese staff together with those who declared themselves as Dual/Multi Heritage staff appear to be least represented across most pay bands.
- 4.3.7 This difference is particularly apparent within the Dual/Multi Heritage staff group. When benchmarked against the Census (2001) data this group is underrepresented by 2.05%.⁷ However, these findings need to be interpreted with caution as sample size (in terms of particular ethnic group) is small.

⁷ For more information on Census data by Ethnicity please refer to Appendix 5

4.4 Staff profile by Gender

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

Figure 11



4.4.3 In line with the last year's monitoring report Women continue to be highly represented within the Council's workforce, at nearly 70%.

4.4.4 Women are over-represented at the lower levels (Pay Bands 1 and 2) and significantly under-represented at the senior levels (Pay Bands 5 and 6).

4.4.5 The situation is reverse with Men, whereby Men continue to remain underrepresented in lower pay bands (paybands1 and 2) but unlike Women, tend to be over represented in the more senior pay bands (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. Staff will be informed that this data will be collected in confidential manner and information will not be shared with Line Managers or colleagues, and only a few HR staff will have access to it.

2. This will be supported by the implementation of SAP HCM (expected to be rolled out in February 2008). This will enable audit to be incorporated as part of a data cleansing exercise which will encourage all staff to update all their personal details, including all monitoring information and other data such as 'next of kin'. It is hoped that incorporating the collection of monitoring data with the collection of other information will encourage an increased response rate.

3. Promote staff forums to all staff in using different communication methods (e.g., Easy Read versions) to encourage participation.

4. Focus on increasing 'visibility' of forums (via Posters, Email) and joint working between HR Departments and Trade Unions. This will be combined with the actions of the HR Diversity Team who will be working on putting in place a Communications Strategy for all the relevant forums led by the Communications 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 In the period between 1st April 2006 and 31st March 2007 912 members of staff attended internal training courses. 77 members of staff were identified as having received external training.⁸
- 5.1.2 Training statistics are divided into Internal Training and External Training Courses.⁹ The information is broken down into sections each of which focuses on a specific equality strand.
- 5.1.3 Please note that there is currently no central pool of figures held for external courses data, either via the SAP system or within the Learning and Development team. With this in mind, it was only possible to capture the data around 3 of the equality indicators Age, Disability and Gender. This is an area that will require closer examination in the future and will be reported on in the next year's employment monitoring report.
- 5.1.4 This year's Council's Annual Staff Survey published by MORI has revealed that on the balance staff feel positive about training and development opportunities available for them within the Council.
- 5.1.5 Brief analysis of this year's staff survey¹⁰ indicated that three in five employees felt that they had received sufficient training to enable them to do their job effectively (61%), and 57% of staff reported that training and development has improved their performance at work.
- 5.1.6 This is an improvement from the 2005 staff survey, when 53% felt satisfied with the provision of learning and development opportunities.

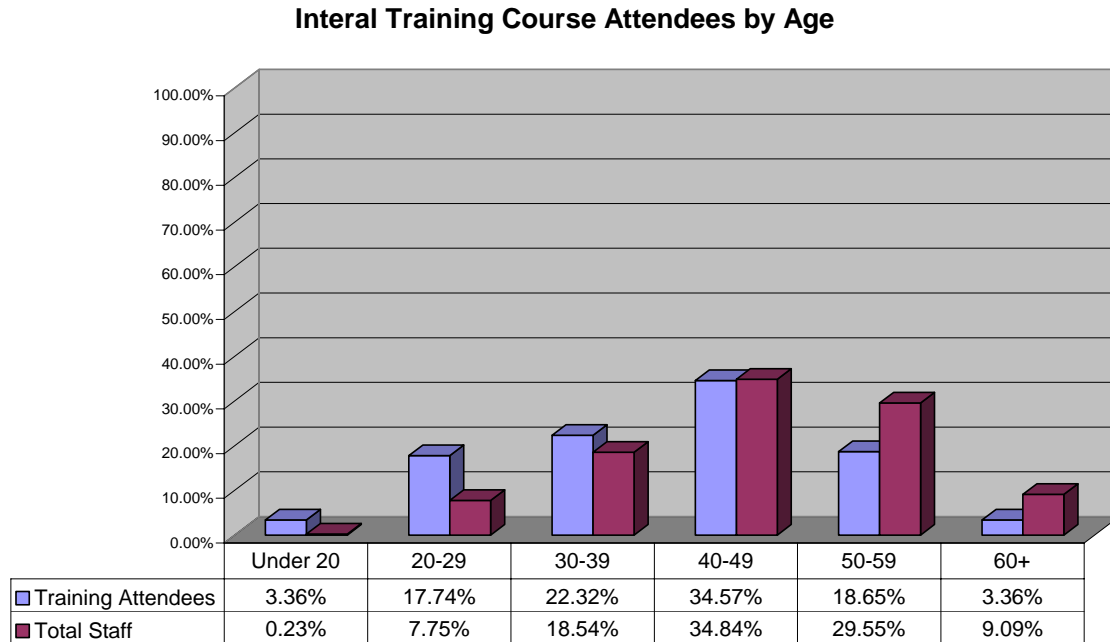
⁸ Please note that the current figures held centrally for attendees on external courses are based on the approximate reporting figures from Directorates. Based on those figures it has been identified that 77 members of staff undertook various CPD courses in the period between 1st April 2006 and 31st March 2007.

⁹ Please note that all pie charts have been formulated using figures which exclude those staff members that did not declare. It is expected that the new SAP HCM system will address high non declaration rates in relation to internal training.

¹⁰ Full results of 2007 staff survey are due to be published and disseminated to staff in February 2008. Data referred to in the current monitoring report is based on the preliminary version of the survey. Full results of 2007 staff survey are expected to be published to all staff in early 2008.

5.2 Internal Training & Development Courses

5.2.1 Figure 1



5.2.2 Figure 1 above indicates that the lowest representation is amongst those attendees in the 60+ age group (3.36%); which is a third of its representation when compared to the size of the workforce.

5.2.3 Those attendees in the Under 20 and 20-29 age groups have the highest representation when compared to their percentage in the workforce.

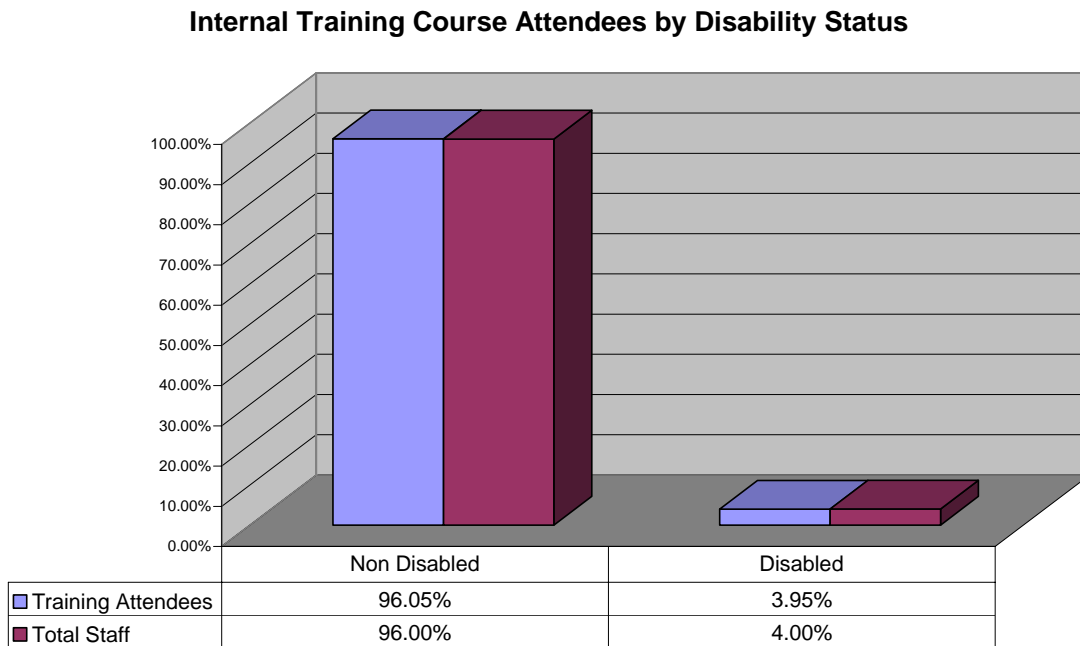
Compared to the last year's reporting period, this year's figures indicate that there has been a significant increase in the percentage of Under 20's attending internal training courses (3.36% compared to the last year's reporting period of 1.60%).

5.2.4 There has also been slight decrease in terms of the attendance within the 30-39 year age group since last year's reporting period of 1.53%. However, this group is still highly represented.

5.3 Internal Training Courses by Disability

5.3.1 Figure 2 below outlines the percentage of staff training by disability status.

Figure 2



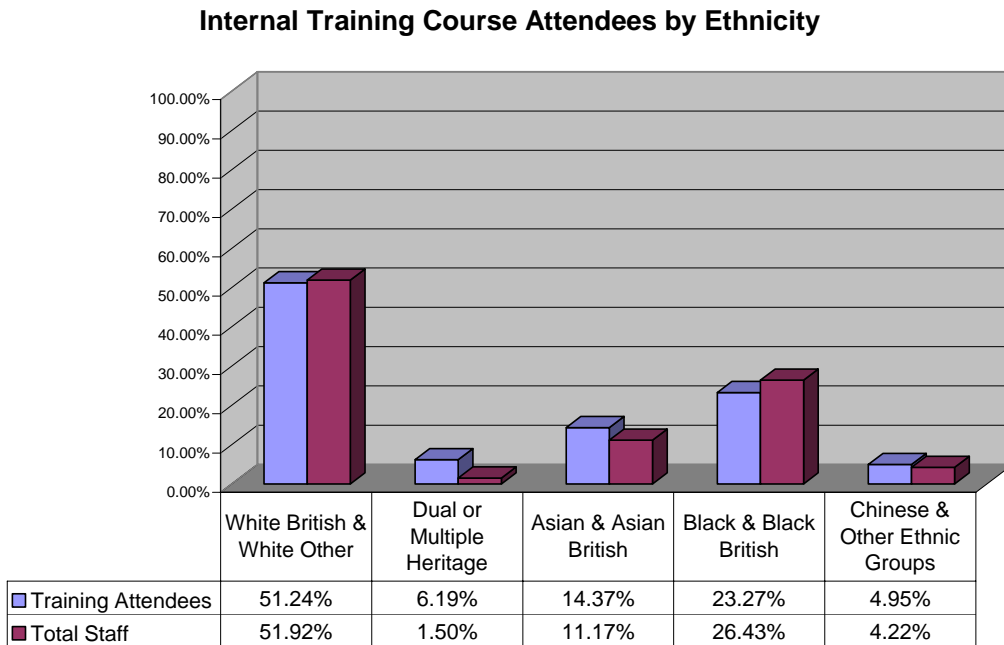
5.3.2 The percentage of staff with disability (3.95%) compared to the size of staff that have declared their disability in the workforce (4.00%), suggest that this staff group remains well represented.¹¹

¹¹ The 2007 staff survey data does not currently indicate whether disabled staff felt disadvantaged in the process of course delivery or not, therefore, it is not possible to reach firm conclusion at this stage. However, it should be noted that staff survey does indicates that in general, 5% of disabled staff in the Council felt disadvantaged on account of their disability.

5.4 Internal Training by Ethnicity

5.4.1 Figure 3 below outlines the percentage of staff who attended Internal training broken down by Ethnicity.

Figure 3



5.4.2 Figure 3 above reveals that the White British & ‘White Other’ group of attendees are most highly represented group (at 51.23%) followed by the Black/Black British group, (at 23.37%). This is in line with the last year’s reporting figures.

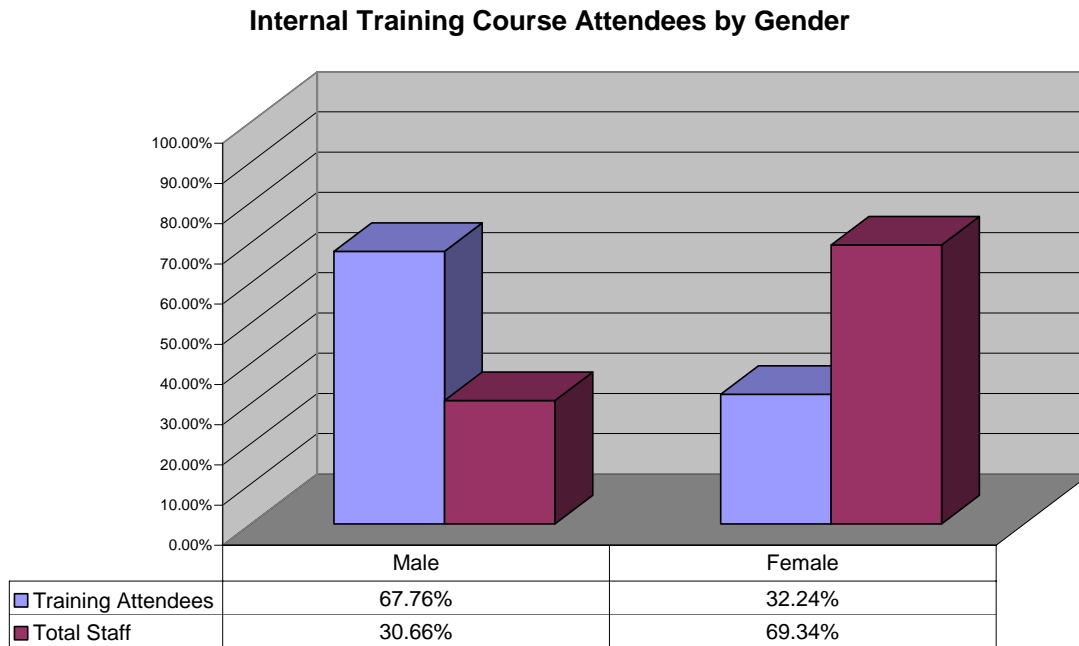
5.4.3 This is followed by the Asian/Asian British group of attendees who remain to be fairly well represented (14%) comparative to their workforce size of 11.16%.

5.4.4 Dual or Multiple Heritage staff is highly over-represented when compared to their size in the workforce.

5.5 Internal Training by Gender

5.5.1 Figure 4 below shows percentage of staff that attended internal training broken down by Gender.

Figure 4



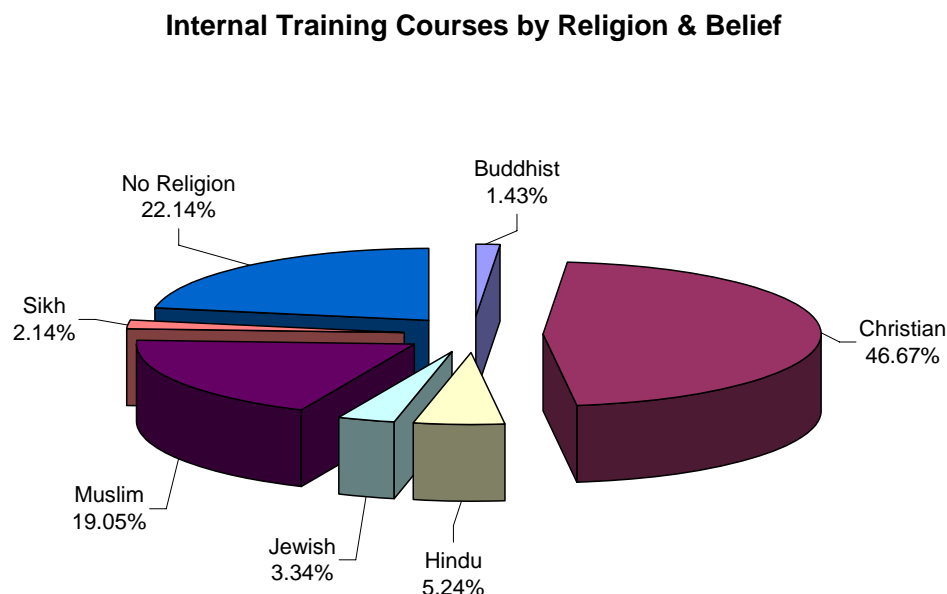
5.5.2 The representation of Women and Men at internal training courses is inversely proportional to their size within the workforce. Women accounted for only 32.24% of course attendees although they make up 69.34% of the workforce. Conversely, men were highly over-represented compared to the size of the workforce (67.76% to 30.66%).

5.5.3 Although the data might be affected by the large number of attendees who did not declare, action is still needed to ensure a better balance of Men and Women attending courses. Another factor influencing the statistics could be the high concentration of Women in the lower pay bands.

5.6 Internal Training by Religion & Belief

5.6.1 Pie Chart 1 below displays percentage of staff that attended training broken down by Religion and Belief.

Pie Chart 1



5.6.2 The Christian group are the largest religious group of attendees (48%) followed by the Muslim group (19%). However, these figures need to be interpreted with caution due to high non declaration rates as 22% of staff did not declare their Religion or Belief.

5.6.3 The lowest group where those who declared themselves as Jewish (3.34%) followed by the Hindu group (5.24%).

5.6.4 Furthermore, 0.11% of staff declared themselves as Atheist.¹²

Please note that that currently the data available on Religion and Belief is inconclusive so no further comparisons against the workforce profile were made at this stage.

This situation is expected to be rectified by undertaking the Audit which is planned to accompany the introduction of SAP HCM.

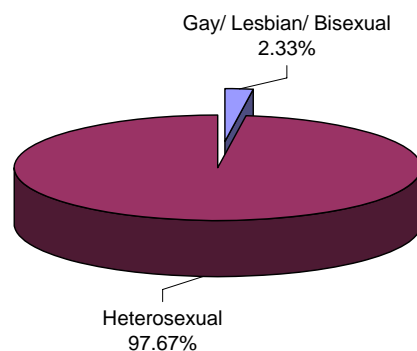
¹² Please note that this group has been added to the "No Religion group" for the purpose of this report. This is reported here as being an Atheist constitutes a Belief.

The HR Diversity is expected to undertake the Audit as part of the action plan (that forms part of this report) and this will be reported into the next monitoring report.

5.7 Internal Training by Sexual Orientation

Pie Chart 2

Internal Training Courses by Sexual Orientation

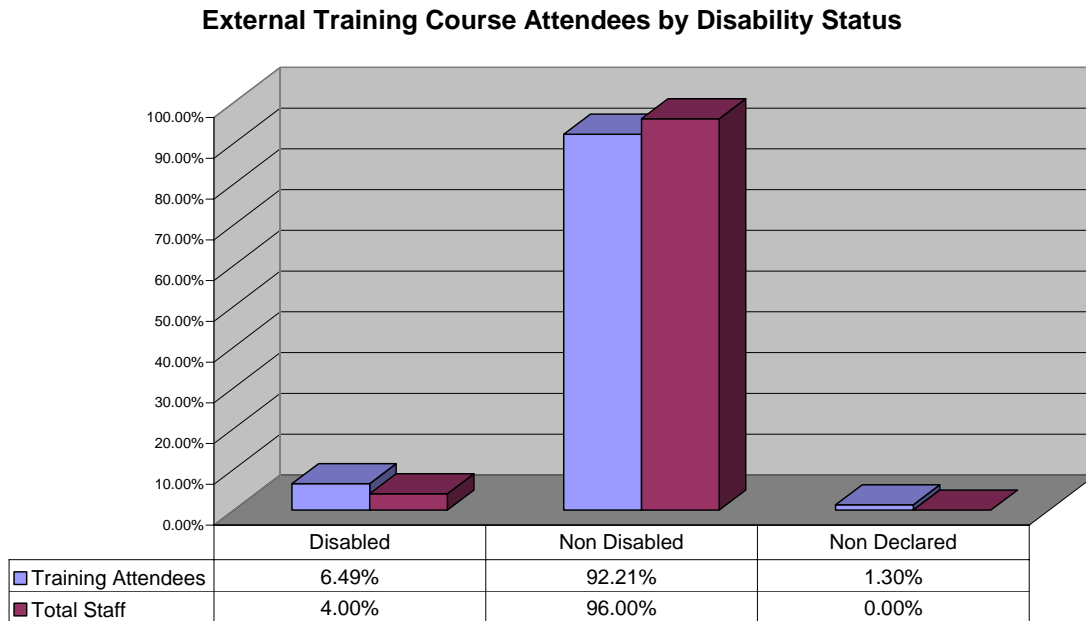


- 5.7.1 Pie Chart 2 above indicates that the number of staff who declared themselves as Gay, Lesbian or Bisexual was very low, amounting to only 2.33% as at 31st March 2007.
- 5.7.2 Sexual Orientation declaration is low as with some of the other equality strands and this is an area that requires closer examination in the future.
- 5.7.3 The highest non declaration rates are found in respect to Sexual Orientation, Disability, Ethnicity and Age followed by Religion/Belief, with the average non declaration rates set at 60.29% as at 31st March 2007.
- 5.7.4 The LBWF Council started monitoring Sexual Orientation in 2003 and that meant that all staff recruited prior to this period did not have their Sexual Orientation recorded on their SAP system. The HR Diversity team will ensure that greater efforts are made to continue to encourage staff to complete the monitoring form (via audits), and the next report will examine this issue more closely.
- 5.7.5 The implementation of the 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.

5.7.6 This in turn will enable data to be cross-referenced across all staff groups who participate in training courses.

5.8 External Training and Development Courses:

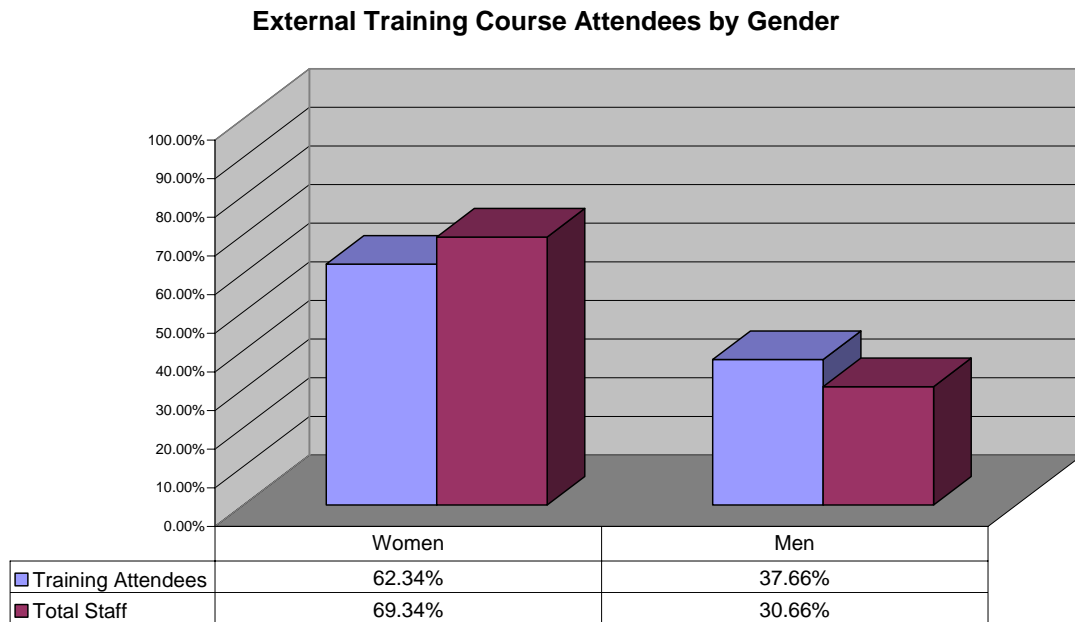
Figure 1



5.8.1 Figure 1 above shows that 6.48% of staff attending external training courses declared themselves as disabled. When this is compared to the Council’s workforce (4%.) it is evident that disabled staff are well represented.

5.8.2 However, this data needs to be interpreted with caution (particularly, in view of the small sample size – 77 applicants attending external training – *(please refer to footnote 8, pg 20 of the report)* as well as the fact that the non declaration rates for this group still remain high at 1.30%.

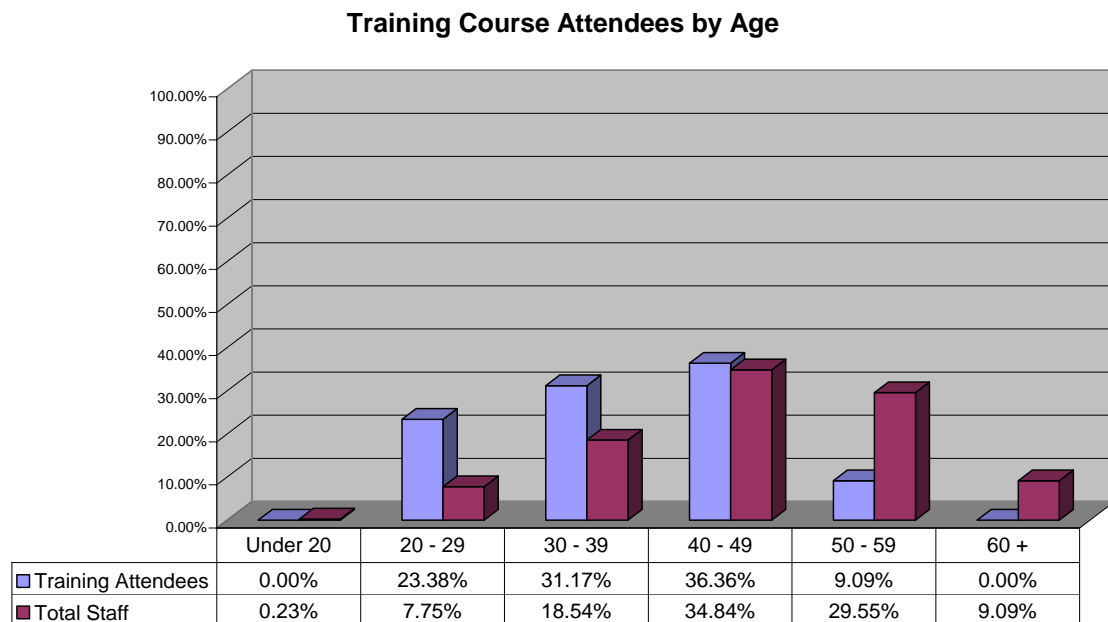
Figure 2



5.8.3 Figure 2 above indicates that when it comes to attending external training courses Women are more highly represented compared to Men (by nearly 25%).

5.8.4 However, when this is compared to the total workforce figures (women 69.34%, men 30.66%) it becomes apparent that Women are actually under-represented on external training courses. This could be due to the large number of women are represented in the lower pay bands.

Figure 3



5.8.5 As per Figure 3 above the age group that had the highest representation at external training courses is the 40-49 age group (at 36.36%) followed by the 30-39 age group, with the upper age bands (those in 50-59) age bands having the lowest representation (at 9.09%).

5.8.6 The 60+ and Under 20 age bands were not represented on external training courses.

◆ **Key actions for Training and Development**

- 1 Ensure Corporate Learning courses are advertised to all staff and all staff is aware of the Staff Development Charter.
- 2 Training and development courses continue to be promoted to all Council staff via *Forest Net* (Intranet), as well as via email and in terms of 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 taken place by the Corporate Diversity Team. Similar effort can be put in place by the HR Diversity team focusing on the SAP HCM implementation and

issues around more systematic monitoring equalities in employment.

- 5 Improve monitoring systems to record data on number of requests and external training courses.
- 6 It is intended that with the roll out of the SAP HCM in the summer 2008, both internal and external; training will be monitored.
- 7 Continuing investment in staff learning and development across all areas of the Council (including piloting initiatives like E-learning programmes) ¹³ will enable the LB Waltham Forest not only to meet its statutory obligations under the Race Relations Amendment Act (2000), but also ensure that the Council becomes a learning organisation which has a talented workforce, which is motivated and confident in embracing organisational change.

¹³ LBWF Learning and Development team are currently planning the pilot roll out of its first e-learning programme on Diversity training. More equality training is planned in the future.

6. Performance Management

6.1 Performance Assessment Procedure

Public authorities are required to monitor the number of staff by ethnicity who benefit as a result of its performance assessment procedures compared to those that do not.

As part of the performance management process all staff within the Council that are on PO1 grade or higher are assessed under the Council's performance scheme. It is intended that performance assessment as a management tool will be extended to cover all employees of the Council.

The results of performance assessment may affect positively or negatively the annual increment of staff concerned.

Below is a summary of how the scheme operates.

6.2 Performance Ratings

At the end of the review process¹⁴, those appraised are allocated one of the following performance ratings: -

Rating 1. This level will yield one increment to the maximum of the grade and an honorarium equivalent to one additional increment. At this level, the individual would have had a transformational impact on service provision.

Rating 2. This level will yield one increment to the maximum of the grade. At this level all objectives would have been met within the timescale and the staff member would have undertaken additional projects or worked to a higher standard than agreed.

Rating 3. This level will yield one increment to the maximum of the grade. It is the level of performance expected from an effective officer with objectives predominantly delivered to time and to standard.

Rating 4. No increment will be awarded. This level reflects individuals who have not met a number of key targets. Individuals at this level may be given a programme of action to assist them to raise their level of performance with a further review at six months, followed by use of the capability procedure if standards remain unmet, or may be subject to the capability procedure immediately.

¹⁴ Based on the "Performance Management & Development" briefing note.

6.2.1 Overall Breakdown of Rating

Table 1

Rating	Rating 1	Rating 2	Rating 3	Rating 4	Non Appraised ¹⁵	Total staff
Number of Staff	1	91	466	2	214	774
Percentage of staff	0.13%	11.76%	60.20%	0.26%	27.65%	100%

NB It should be noted that data is slightly skewed due to the small proportion of staff achieving Rating 1 (One member of staff) or Rating 4 (Two members of staff) The Workforce Profiles used in the graphs that follow are based on all staff at PO1 level and above.

6.2.2 The staff included in the appraisal scheme covers pay bands (PO1 up to CEO grade).

In comparison to the last year's figures (when 638 staff were appraised within the scheme), this year's figures indicate that there has been a sharp rise in the number of staff not being appraised .

As at 31st March 2007, 214 members were identified as having their appraisals outstanding.

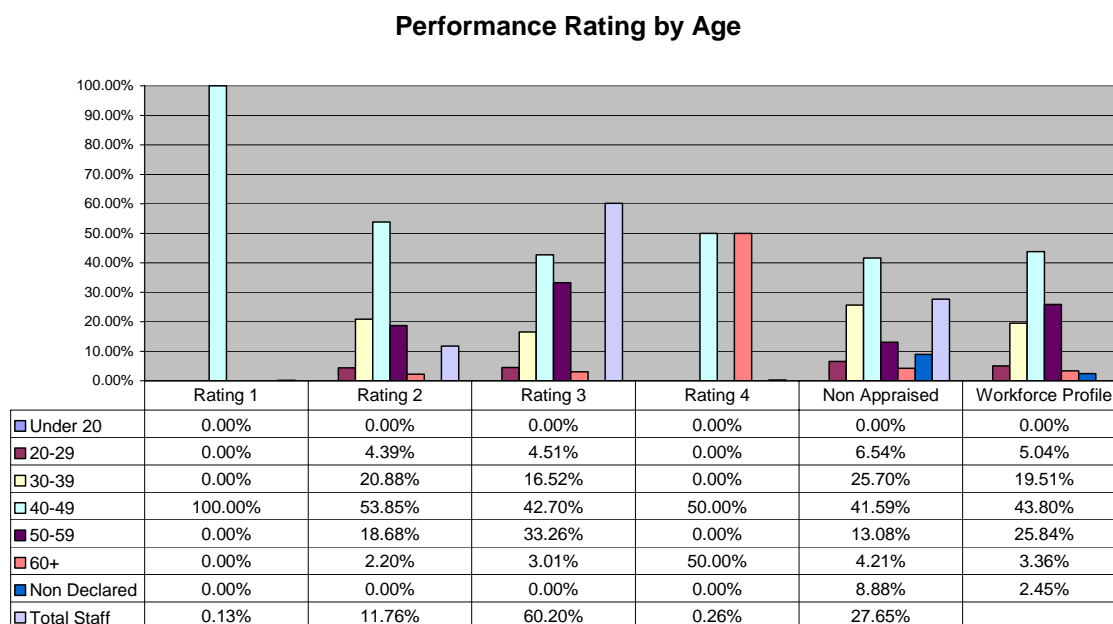
Whilst a number of these are due to absence issues (for example, staff taking part in career breaks, those being maternity leave, and long term sickness) there is evidence which suggests that there needs to be more systematic conduction of appraisals in the future and this needs to be more closely monitored.

As outlined in Table 1 above, the most common performance rating that staff received at appraisals was Rating 3 (466 staff received this rating). Performance Ratings 1 and 4 were hardly used, which suggests that the appraisal monitoring needs to be more closely evaluated and that there may be a need for parts of the system/system to be reviewed.

¹⁵ Please note that "Non appraised" staff include those long term sick, maternity leave, career break etc.

6.3 Performance Rating by Age¹⁶

Figure 1



6.3.1 Figure 1 above shows the performance rating of staff by age bands.

6.3.2 The 40 - 49 year old age band is over-represented in Rating 2 compared to its size in the group as a whole.

6.3.3 The second highest represented age band is the 50 - 59 band which has 33.26% of achievers in Rating 3 and 18.68% in Rating 2.

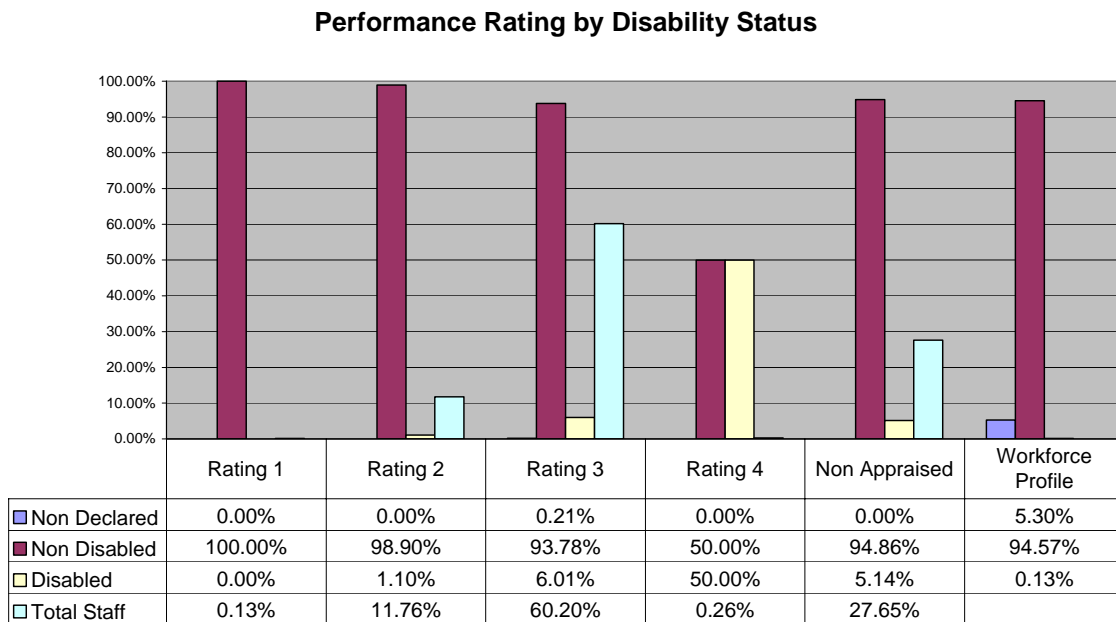
6.3.4 The 30 - 39 age band is mostly represented in Rating 2 (at 20.88%) and as well as in Rating 3 (at 16.52%).

6.3.5 41.59% of staff who were not appraised are in the 40-49 age band.

¹⁶ Please note that the figures for Total Staff with regards to Performance Rating refer to all staff within the scheme and not the Council's total workforce.

6.4 Performance Rating by Disability Status

Figure 2



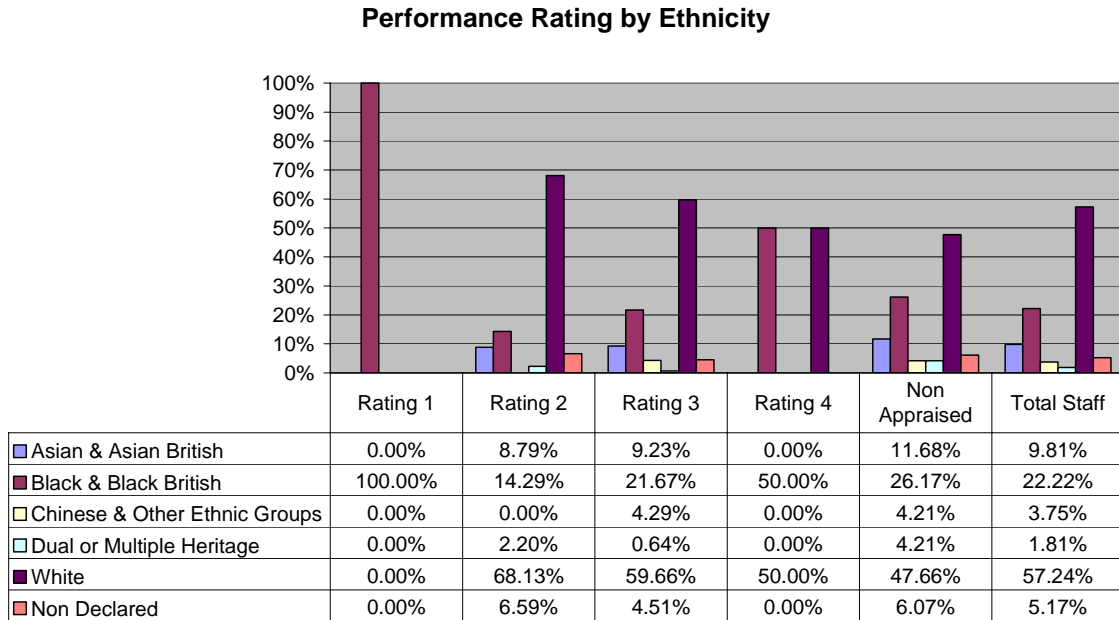
6.4.1 Figure 2 above shows performance rating of staff by their disability status.

6.4.2 Compared to the last year's reporting period when disabled staff were disproportionately represented in Rating 4 (at 83.33%), this year's figure has fallen by 23%. However, the Rating 4 category is based on a very small sample (2 members of staff(therefore statistical significance is not high and the findings need to be interpreted with caution.

6.4.3 Disabled staff are under-represented in Rating 2 (1.10%) compared to the total percentage of disabled staff (4%).

6.5 Performance Rating by Ethnicity

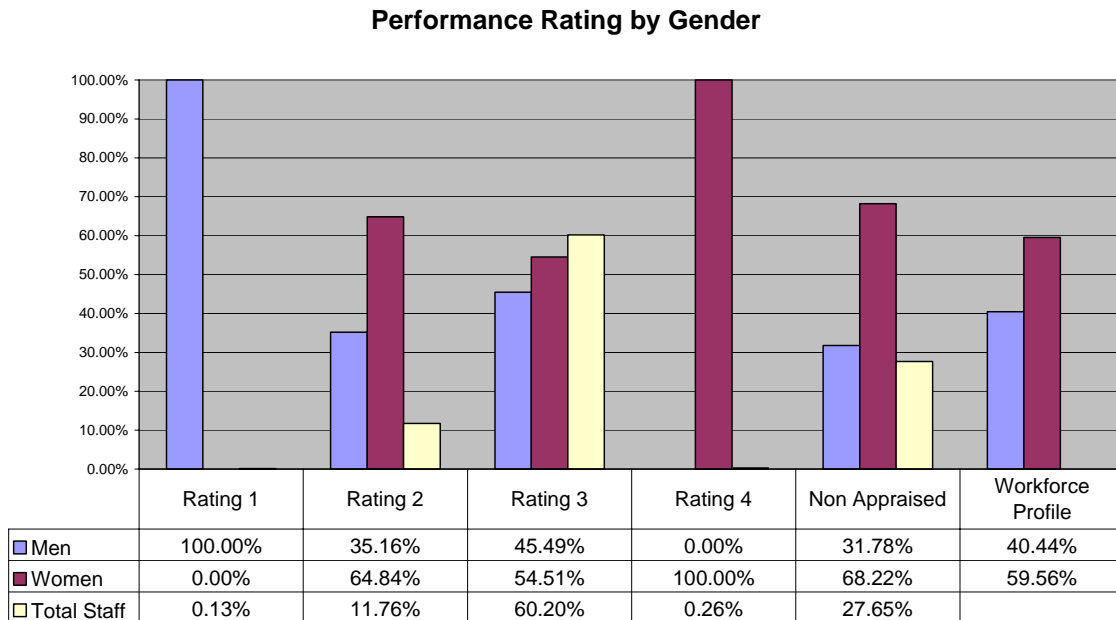
Figure 3



- 6.5.1 Figure 3 above outlines the staff performance ratings by Ethnicity.
- 6.5.2 When benchmarked against the last year's figures it is evident that the BME staff still remain under represented in Rating 1, although there have been improvements in Rating 2 by 2.25% (compared to last year's figure of 12.04%).
- 6.5.3 White staff are over-represented in Rating 2.
- 6.5.4 On the whole, the data does not reveal any significant changes compared to the last year's reporting period. However, it should be noted that there is a high number of non-appraised staff (47.66%) which has skewed the data.
- 6.5.5 Black/Black British group and 'White' group of staff remain the highest two groups of non – appraised staff followed by Asian/Asian British group.

6.6 Performance Rating by Gender

Figure 4



6.6.1 Figure 4 above shows staff Performance Ratings by Gender.

6.6.2 In general, Women are out performing Men in Rating 2 by 29.68%. as well as Rating 3 by 9.01%.

6.6.3 Due to the fact that there is a small number of staff receiving Rating 1 (one member of staff) and Rating 4 (2 members of staff), the data is distorted.

6.6.4 Furthermore, there is a very high number of staff who are not appraised, and Women are twice more likely to be affected by this compared to Men. This needs to be examined more closely in the future and monitoring of performance appraisals needs to be implemented across the board.

◆ Key Actions For Performance Management

- 1 Comparative to the last year's reporting period the appraisal figures suggest that there has been a rise in the numbers of staff with their appraisals outstanding at 31st March 2007.
- 2 Whilst a number of these are due to absence (for example staff on career breaks, maternity leave, and those on long term sickness), there is evidence that suggests that there is a need for closer monitoring of the systematic conduction of appraisals across the Directorates. This information can then be fed via Directorate Heads of HR to the HR Diversity team for the purpose of informing future employment monitoring reports and addressing equality monitoring in this area.
- 3 HR Diversity team will look at devising a 'uniform' template spreadsheet and work in conjunction with the Heads of HR Directorates to ensure that performance management data is collated and cascaded to Directorates. This will include identifying the lead person within the Directorate responsible for collation appraisal data in senior pay bands so this can be monitored.

7 Harassment & Grievance

7.1.1 There were 48 grievances submitted by Waltham Forest Council staff during the period (1st April 2006 to 31st March 2007).

7.1.2 Grievance cases are broken down into the following categories: ¹⁷

- ◆ Race Discrimination/Harassment – 6.25%
- ◆ Sex Discrimination/Harassment – 4.17%
- ◆ Disability Discrimination/Harassment – 4.17%
- ◆ Bullying – 31.25%
- ◆ Disability (e.g. reasonable adjustment issues)—4.17%
- ◆ Other¹⁸ – 29.92%

Level of Complaint:

- ◆ Informal – 25.00%
- ◆ Formal – 75.00%
- ◆ Appeal – 8.33%

Case outcome:

- ◆ Not upheld – 55.03%
- ◆ Upheld – 15.81%
- ◆ Settled by agreement – 2.08%
- ◆ Other ¹⁹(20.83%)

7.1.3 The above information outlines a summary of grievance cases and their outcomes.

7.1.4 When compared to the last year's reporting period Race discrimination/Harassment figures have decreased by 2.68%

This is encouraging given that the Council takes race discrimination very seriously and remains committed to improving its employee relations.

7.1.5 However, there has been a slight increase in rate of Sex discrimination/Harassment figures by 0.6% compared to last year's figure of 3.57%.

7.1.6 Disability discrimination/Harassment has fallen from 10.71% to 4.17% which is a positive finding. However, general complaints, mostly related

¹⁷ Please note that the figures are based on percentage compared to total number of cases.

¹⁸ Please note that 'Other' covers miscellaneous complaints (e.g. failure to follow procedure).

¹⁹ 'Other' in terms of case outcome relates to cases being withdrawn, resigned and or/cases still in progress.

to the adequate and timely provision of Reasonable Adjustments in the workplace (set at 4.17%) remains an area that requires closer scrutiny and further improvement.

- 7.1.7 The rate of cases reported on Bullying has risen from 23.21% last year to 31.25%.The introduction of the new Anti-Harassment and Bullying Policy should help to address this trend.
- 7.1.8 It is expected that the introduction of new Anti-Harassment and Bullying policy/procedure and related training will help remedy these issues in eradicating any harassment and bullying within an organisation.
- 7.1.9 Analyses and breakdown of 2007 staff survey data will also assist in informing this process and next year's report will provide more detailed account of emerging trends in this area.
- 7.1.10 Furthermore, there appears to be a high level of complaints raised formally (at 75%).This is an increase of 18.1% compared to the last year's reporting period. This indicates that Managers should encourage the use of mediation and other processes at an early stage to avoid issues escalating to formal grievances.

7.2 Disability

Table 1 Grievance by Disability Status

	Disabled Staff	Non-Disabled Staff
Grievance	6.25%	93.75%
Total LBWF Staff	4.00%	96.00%

- 7.2.1 Table 1 above shows percentages of grievances raised by disability status.

Compared to their proportion in the workforce, disabled staff are over-represented in the grievance statistics. However, there has been a notable reduction in grievances lodged by disabled staff (from 14.81% in the last year's reporting period to 6.25% as at 31st March 2007).

7.3 Age

Table 2 - Grievances by Age Band

Age Band	Under 20	20-29	30-39	40-49	50-59	60+
Grievance	0.00%	10.42%	25.00%	37.00%	20.83%	6.24%
Total LBWF Staff	0.23%	7.75%	18.54%	34.84%	29.55%	9.09%

7.3.1 Table 2 above shows the percentage of staff submitting a grievance by age band.

7.3.2 As indicated above the 40-49 year age band is over represented in the number of grievances lodged (37.%), with the Under 20 age band having no grievances lodged. This is followed by those in the 20-29 year age band (at a rate of 10.42%).

7.3.3 On the whole, there is a fair distribution of grievances across the remaining age bands.

7.4 Ethnicity

Table 3 - Grievances by Ethnicity

Ethnicity	White	White Other	Dual/ Multiple Heritage	Asian/ Asian British	Black/ Black British	Chinese & Other Ethnic Groups
Grievance	45.83%	4.17%	4.17%	8.33%	20.83%	16.67%
Total LBWF Staff	48.64%	3.28%	1.50%	11.16%	26.39%	4.21%

7.4.1 It is evident that certain groups, for example the Chinese and Other Ethnic Groups are over-represented in the proportion of grievances lodged.

7.4.2 There has been a significant fall of grievances arising from Black/Black British group, down by 9.53% compared to the last year 's reporting period (30.36%).

7.4.3 Furthermore, when benchmarked against the 2004/05 reporting period grievances lodged by those in Dual/Multiple Heritage ethnic group have in fact risen by 4.17%.

7.4.4 It is encouraging to note that there has been a slight decrease of grievances submitted by the 'White' ethnic group (at 45.83%) compared to the last year's reporting period (58.93%).

7.5 Gender

Table 4 - Grievances by Gender

Gender	Men	Women
Grievance	50%	50%
Total LBWF Staff	30.66%	69.34%

- 7.5.1 Table 4 above displays the percentage of grievances submitted by Gender.
- 7.5.2 Men are over-represented in the percentage of grievances lodged.
- 7.5.3 The percentage of grievances from Men rose by 9% compared to the last year's reporting figure of 41%, whilst that of Women fell by 8.50% from 58.50% last year.

◆ Key Actions for Harassment & Grievances

1. Since last year's reporting period there have been improvements made.

For example, the development of the Council's Anti-Harassment & Bullying Policy in line with the ACAS guidelines. Consultation (Trade Unions', Staff Forums and HR departments) has been completed and the launch and publication exercise for the new policy is currently being finalised.

This will be followed by the implementation of appropriate training programmes aimed at supporting the policy.

2. Improving monitoring systems in terms of conducting full analysis of the type and outcome of grievance and harassment cases by the six equality strands has yet to be implemented. This is an area that needs to be more closely examined as this will enable more systematic analyses of trends.
6. Once this is implemented there will need to be a more systematic 'lessons learnt' approach adopted in terms of 'closing' down each case. One aspect of this will need to include better communication of these actions across the Directorates in order to increase the intra-organisational learning and better sharing of information between different parts of the Service.

7. The HR Diversity team will be responsible for driving this action forward in conjunction with the HR Directorates, and next year's workforce monitoring report will discuss this in more detail.

5. Part of this process will include more effective monitoring of declaration rates, particularly in respect of disability and sexual orientation for example.

6. These actions will be monitored through evaluating the progress on action plans. For example the DES (Disability Equality scheme) actions associated with the timely and effective provision of reasonable adjustments²⁰.

²⁰ .Under the DES action plan the Council will have to strive to respond to reasonable adjustment within 28 days from the receipt of request.

8. Disciplinary Proceedings

8.1.1 There were 55 disciplinary proceedings concluded in the period 1st April 2006 to 31st March 2007.

8.1.2 Disciplinary cases are broken down into 2 categories depending on the seriousness of the offence:²¹

- ◆ Gross Misconduct – 50.91%
- ◆ Misconduct – 49.09%

Disciplinary Sanctions/outcome after conclusion of case:

- ◆ Oral Warning – 29.59%
- ◆ Written Warning – 18.18%
- ◆ Final Warning – 9.09%
- ◆ Transfer – 7.27%
- ◆ Demotion – 3.64%
- ◆ Dismissal – 23.64%
- ◆ Case Dismissed – 3.64%
- ◆ Resignation – 7.27%
- ◆ Other (e.g. proceedings withdrawn) – 10.91%

Appeal:

- ◆ Yes – 10.91%
- ◆ No – 89.09%

8.1.3 The information shown above is a summary of disciplinary proceedings and their outcomes. Compared to the last year's reporting period there was a fall in disciplinary cases (55 as at March 2007 compared to 76 as at 2005/06). However, cases of gross misconduct rose by 6.14%.

8.1.4 The number of oral warnings given rose by 24.18% compared to the last year's reporting period.

8.1.5 There was also an increase of 7.27% in disciplinary transfers compared to the previous year reporting period.

8.1.6 Dismissal remained similar to last year's reporting figures (23.64% compared to 25.35% as at 31st March 2006)

8.2 Disability

Table 1 Disciplinary by Disability Status

	Disabled Staff	Non-Disabled Staff
Disciplinary	12.72%	87.28%
Total LBWF Staff	4.00%	96.00%

8.2.1 The above table shows the percentage of disciplinary proceedings taken against staff according to their disability status.

8.2.2 The figures show that disabled staff are over-represented in disciplinary proceedings compared to non-disabled staff. This is a large increase of 10.12% compared to last year's figure of 2.63%.

8.3 Age

Table 2- Disciplinary by Age Band

Age Band	Under 20	20-29	30-39	40-49	50-59	60+
Disciplinary	0.00%	7.28%	16.36%	36.36%	38.18%	1.19%
Total LBWF Staff	0.23%	7.27%	18.54%	34.84%	29.55%	9.09%

8.3.1 The above table shows the percentage of disciplinary proceedings by age bands.

8.3.2 In general, disciplinary proceedings are relatively representative across all age bands. However the 50-59 age band is over represented in comparison to its size in the workforce (38.18% compared to 29.55%) and the 60+ age band are underrepresented (1.19% compared to 9.09%).

8.4 Ethnicity

Table 3 Disciplinary by Ethnicity

Ethnicity	White	White Other	Dual/Multiple Heritage	Asian/ Asian British	Black/ Black British	Chinese & Other Groups
Disciplinary	43.64%	1.19%	0.00%	10.91%	29.10%	24.55%
Total LBWF Staff	48.64%	3.28%	1.50%	11.17%	26.43%	4.22%

- 8.4.1 Black/Black British and Chinese & 'Other' Groups are over represented in the disciplinary proceedings compared to their size in the workforce.
- 8.4.2 This trend has been not changed in the last 2 years, and this needs to be addressed in order to ascertain its underlying cause.
- 8.4.3 Part of this process involves equality proofing the employment policies and providing suitable training for Managers in applying the procedures fairly and equitably across the organisation. This process is already under way in the review of the Framework for Managing People. All procedures are being reviewed and equality impact assessed. This process is being monitored under the HR Service Plan. This will enable the HR Diversity team to form more conclusive findings in this area and monitor trends.

8.5 Gender

Table 3 -Disciplinary by Gender

Gender	Men	Women
Disciplinary	30.91%	69.09%
Total LBWF Staff	30.66%	69.34%

- 8.5.1 Table 4 above outlines the percentage of disciplinary proceedings by gender.
- 8.5.2 Compared to the size of the workforce Men are under - represented in the disciplinary proceedings compared to Women.
- 8.5.3 There has been a noticeable fall in the percentage of Men compared to last year (30.91% compared to 40.79%) and a corresponding increase in the number of Women subject to disciplinary proceedings (69.09% compared to 59.21% last year).

8.5.4 This year's figures (as at 31st March 2007) show that disciplinary figures by gender are becoming more reflective of the Council's workforce as a whole, however the sharp raise in the number of Women being disciplined needs to be addressed.

◆ Key Actions for Disciplinarians

1. Collecting data for Religion/Belief and Sexual Orientation.
2. Despite continued efforts in this area there still remains a problem with the declaration rates in respect of the above. It is anticipated that the new SAP HCM will enable more robust capture of information on key equalities data.
3. This needs to be combined with a join effort from Staff Forums (LGBT, Disability Forum and BME Forum reps) as well as HR Directorates and the HR Diversity team to continue to promote best practice in this area and encourage staff to come forward and declare.
4. Informing managers of the entitlement of the Disability Equality Duty allowing disabled staff to be treated more favourably.

9. Leavers

In the year between 1st April 2006 to 31st March 2007, 547 staff left the Council.

9.1 Age

Table 1- Leavers by Age

Age Bands	Under 20	20-29 yrs	30-39 yrs	40-49 yrs	50-59 yrs	60 yrs+
Leavers	0.73%	11.70%	21.57%	26.14%	21.02%	18.83%
Total LBWF Staff	0.23%	7.75%	18.54%	34.84%	29.55%	9.09%

- 9.1.1 The above table shows the percentage of staff leavers according to age bands.
- 9.1.2 It is evident that the 'Under 20' and the 20–29 year olds are over-represented compared to their size in the workforce.
- 9.1.3 This is significant as those under 29 are already poorly represented in the Council's workforce. The majority of Council staff are between 40 and 59 years old
- 9.1.4 The Council needs to examine its recruitment and selection practices and find out if there are specific underlying reasons behind the higher leaving rates within younger members of the workforce. There needs to be a greater link with local schools and colleges and Waltham Forest communities to encourage college leavers/young graduates to join the Council.
- 9.1.5 The 60 + leavers are over represented compared to the LBWF workforce profile. This may be due to retirement reasons.

9.2 Disability

Table 2 - Leavers by Disability

	Disabled Staff	Non-Disabled Staff
Leavers	4.02%	95.98%
Total LBWF Staff	4.00%	96%

9.2.1 Table 2 above outlines the percentage of staff leavers by disability status.

9.2.2 The percentage of leavers classed as disabled and non-disabled staff is proportionate to their respective size in the workforce.

However, in the light of the Council's continued commitment to support and retain staff with disabilities (Disability Symbol) in employment, the Council needs to continue to monitor leaving rates of disabled staff on an ongoing basis.

9.3 Ethnicity

Table-3 Leavers by Ethnicity

	White - British	White - Other	Dual/Multi Heritage	Asian or Asian British	Black or Black British	Chinese & Other Ethnicity	BME Total	Unknown
Leavers	53.56%	4.94%	2.38%	8.59%	20.29%	2.01%	33.33%	8.23%
Total LBWF Staff	48.64%	3.28%	1.5%	11.17%	26.43%	4.14%	43.26%	4.89%

9.3.1 Table 3 above shows the percentage of staff leaver rates by Ethnicity

9.3.2 Compared to the percentage of total staff within the Council, 'White' staff are over-represented amongst the leavers figures. The last year's report indicated the same trend of leavers amongst White staff.

9.3.3 Equally, the Dual/Multiple Heritage staff group are over represented in terms of high leaving rates as well as the Asian/Asian British groups compared to other BME staff groups, like Chinese for example.

9.4 Gender

Table 4- Leavers by Gender

	Women	Men
Leavers	62.16%	37.84%
Total LBWF Staff	69.34%	30.66%

9.4.1 Table 4 above shows the percentage of staff leavers by gender.

9.4.2 Compared to the percentage of total staff, Men are slightly over-represented and women under-represented.

9.4.3 The proportion of Men leaving the organisation rose by 5.63% compared to the last year's reporting figures of 32.21%. Women's leaver rates remain comparably similar to the last year's reporting figures.

9.5 Exit Questionnaires

9.5.1 Only 10% of leaving staff returned the Exit Questionnaire (which is a downward compared to last year's 13%) and a large numbers of those returned are incomplete. Thus, the responses cannot not be broken down into equality areas and this makes reporting difficult.

◆ Key Actions for Leavers

1. There has been no improvement in terms of carrying out staff exit questionnaires consistently across the Services in the past 3 years. Brief analysis of the past 3 years data indicates that this is an area that needs urgent attention. The downward trend in this year's exit interviews data suggests that there has to be a review of how these are conducted across the Directorates. Directorate HR leads need to inform line managers about addressing these issues and encouraging staff to complete the 'Exit questionnaire'

2. Pilot face-to-face exit questionnaires need to be undertaken to see if this improves the leavers' response rate.

3. Improving monitoring systems to break down responses by different equality strands. SAP HCM will enable this process and ensure more robust monitoring around 6 equality strands. This will include the above mentioned issues around improving collection of data around Religion/Belief and Sexual Orientation.

4. Ensure that the results of staff survey data relating to leaving rates are used to 'inform' HR best practice within an organisation. It may be possible to use the online survey software 'SNAP' to capture leaver questionnaires.

8. This would make it easier for the leaver to submit and would allow for easier analysis of the data collected.

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 these issues.

Appendix 1

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 2

London Councils Benchmarking Data 2005/6

Best Value Performance Indicators (BVPIs)	Waltham Forest 2006/7	Median London Boroughs 2005/6
Women in top 5% by pay	50.0%	43.9%
Ethnic Minority Staff in top 5% by pay	22.5%	13.0%
Disabled employees in top 5% by pay	3.3%	2.7%
DDA % All Staff (including schools)	2.7%	3.4%
DDA % All Staff (excluding schools)	4.0%	3.4%
Ethnic Minority All Staff	36.0%	27.0%

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 7,8 & 9 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

Waltham Forest Recruitment Data 2006/7

Gender

	Job Applicants by Pay Band				
	1	2	3	4	5
Men	49.66%	38.09%	45.45%	46.74%	54.41%
Women	49.16%	60.86%	54.55%	52.63%	45.10%
Non Declared	1.18%	1.05%	0.00%	0.63%	0.49%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

	Shortlisted Candidates by Pay Band				
	1	2	3	4	5
Men	38.10%	33.69%	40.35%	34.62%	43.90%
Women	60.71%	49.10%	42.11%	55.13%	53.66%
Non Declared	1.19%	17.20%	17.54%	10.26%	2.44%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

	Appointments by Pay Band				
	1	2	3	4	5
Men	37.93%	41.07%	60.00%	22.22%	54.17%
Women	62.07%	58.93%	40.00%	77.78%	45.83%
Non Declared	0.00%	0.00%	0.00%	0.00%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Age

	Job Applicants by Pay Band				
	1	2	3	4	5
Under 20	6.07%	9.84%	5.23%	0.42%	0.00%
20-29	14.61%	30.45%	18.64%	9.87%	10.29%
30-39	11.69%	26.18%	25.45%	18.70%	17.16%
40-49	7.64%	16.21%	17.73%	30.04%	26.47%
50-59	5.17%	5.88%	11.36%	20.38%	35.29%
60+	2.02%	3.09%	0.68%	3.68%	1.96%
Non Declared	52.80%	8.35%	20.91%	16.91%	8.83%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

	Shortlisted Candidates by Pay Band				
	1	2	3	4	5
Under 20	6.33%	11.47%	29.03%	0.00%	0.00%
20-29	18.99%	27.96%	3.23%	21.79%	4.88%
30-39	27.85%	22.58%	6.45%	22.44%	21.95%
40-49	20.25%	14.70%	3.23%	31.41%	31.71%
50-59	2.53%	6.45%	19.35%	9.62%	39.02%
60+	0.00%	4.30%	0.00%	3.21%	2.44%
Non Declared	24.05%	12.54%	38.71%	11.53%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

	Appointments by Pay Band				
	1	2	3	4	5
Under 20	10.34%	5.36%	0.00%	0.00%	0.00%
20-29	20.69%	32.14%	13.33%	16.67%	8.33%
30-39	17.24%	19.64%	40.00%	25.00%	25.00%
40-49	27.59%	16.07%	6.67%	33.33%	29.17%
50-59	24.14%	5.36%	0.00%	22.22%	33.33%
60+	0.00%	3.57%	0.00%	2.78%	4.17%
Non Declared	0.00%	17.86%	40.00%	0.00%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Disability Status

	Job Applicants by Pay Band				
	1	2	3	4	5
Disabled	0.84%	2.22%	2.27%	2.63%	0.98%
Non Disabled	55.73%	96.30%	63.64%	70.90%	87.25%
Non Declared	43.43%	1.48%	34.09%	26.47%	11.77%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

	Shortlisted Candidates by Pay Band				
	1	2	3	4	5
Disabled	1.19%	3.23%	1.75%	3.85%	7.32%
Non Disabled	69.05%	62.37%	73.69%	64.74%	85.37%
Non Declared	29.76%	34.40%	24.56%	31.41%	7.31%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

	Appointments by Pay Band				
	1	2	3	4	5
Disabled	0.00%	1.79%	0.00%	100.00%	4.17%
Non Disabled	100.00%	91.07%	93.33%	0.00%	95.83%
Non Declared	0.00%	7.14%	6.67%	0.00%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Religion and Belief

	Job Applicants by Pay Band				
	1	2	3	4	5
None	15.82%	11.36%	20.00%	13.03%	18.63%
Christian	20.88%	27.53%	24.55%	28.15%	24.02%
Buddist	0.51%	0.25%	0.23%	2.42%	3.43%
Hindu	9.43%	10.99%	10.45%	13.24%	11.27%
Muslim	9.93%	8.33%	13.18%	13.87%	13.24%
Sikh	5.05%	5.19%	5.00%	6.72%	8.82%
Jewish	1.18%	1.73%	0.45%	2.31%	1.96%
Other	5.89%	10.12%	4.77%	5.04%	5.88%
Non Declared	31.31%	24.51%	21.36%	15.23%	12.75%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

	Shortlisted Candidates by Pay Band				
	1	2	3	4	5
None	17.50%	22.58%	15.79%	20.51%	14.63%
Christian	20.00%	21.86%	26.32%	28.21%	21.95%
Buddist	1.25%	0.00%	0.00%	1.28%	0.00%
Hindu	7.50%	12.19%	12.28%	9.62%	12.20%
Muslim	8.75%	8.60%	14.04%	14.10%	17.07%
Sikh	5.00%	2.15%	5.26%	3.21%	0.00%
Jewish	1.25%	1.08%	0.00%	0.00%	0.00%
Other	10.00%	7.53%	10.53%	8.97%	14.63%
Non Declared	28.75%	24.01%	15.79%	14.10%	19.51%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

	Appointments by Pay Band				
	1	2	3	4	5
None	20.69%	17.86%	12.50%	8.33%	12.50%
Christian	34.48%	30.36%	31.25%	50.00%	20.83%
Buddist	6.90%	0.00%	0.00%	8.33%	0.00%
Hindu	3.45%	5.36%	12.50%	5.56%	16.67%
Muslim	6.90%	3.57%	12.50%	8.33%	20.83%
Sikh	3.45%	0.00%	6.25%	2.78%	0.00%
Jewish	0.00%	1.79%	0.00%	0.00%	0.00%
Other	10.34%	5.36%	6.25%	13.89%	12.50%
Non Declared	13.79%	35.71%	18.75%	2.78%	16.67%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Ethnicity

	Shortlisted Candidates by Pay Band				
	1	2	3	4	5
White	21.43%	29.69%	21.05%	26.28%	29.27%
White Other	1.19%	3.41%	1.75%	2.56%	9.76%
Dual	5.95%	3.07%	1.75%	2.56%	4.88%
Asian	15.48%	23.55%	14.04%	13.46%	14.63%
Black	44.05%	29.35%	28.07%	48.08%	31.71%
Chinese	7.14%	3.07%	7.02%	1.28%	0.00%
Non Declared	4.76%	27.38%	17.86%	10.71%	4.76%
Total	100.00%	119.53%	91.54%	104.95%	95.01%
BME Total	73.81%	62.46%	52.63%	67.95%	60.98%

	Appointments by Pay Band				
	1	2	3	4	5
White	13.79%	30.36%	46.67%	44.44%	66.67%
White Other	3.45%	3.57%	0.00%	0.00%	8.33%
Dual	13.79%	1.79%	6.67%	2.78%	4.17%
Asian	10.34%	19.64%	0.00%	5.56%	8.33%
Black	44.83%	28.57%	26.67%	30.56%	4.17%
Chinese	3.45%	5.36%	13.33%	0.00%	4.17%
Non Declared	10.34%	10.71%	6.67%	16.67%	4.17%
Total	100.00%	100.00%	100.00%	100.00%	100.00%
BME Total	75.86%	58.93%	46.67%	38.89%	29.17%

Sexual Orientation

	Job Applicants by Pay Band				
	1	2	3	4	5
Heterosexual	77.52%	83.15%	94.32%	71.53%	91.18%
Gay Man	0.39%	0.25%	0.23%	0.21%	0.00%
Bisexual	0.78%	0.49%	0.68%	0.42%	0.49%
Lesbian	4.26%	0.74%	0.91%	0.84%	1.47%
Non Declared	17.05%	15.37%	3.86%	27.00%	6.86%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

	Shortlisted Candidates by Pay Band				
	1	2	3	4	5
Heterosexual	70.24%	68.82%	75.44%	92.95%	90.24%
Gay Man	0.00%	0.00%	0.00%	0.00%	0.00%
Bisexual	0.00%	0.36%	0.00%	0.00%	0.00%
Lesbian	3.57%	0.72%	0.00%	0.00%	0.00%
Non Declared	26.19%	30.11%	24.56%	7.05%	9.76%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

	Appointments by Pay Band				
	1	2	3	4	5
Heterosexual	68.97%	58.93%	93.33%	100.00%	91.67%
Gay Man	0.00%	0.00%	0.00%	0.00%	0.00%
Bisexual	0.00%	0.00%	0.00%	0.00%	0.00%
Lesbian	3.45%	1.79%	0.00%	0.00%	0.00%
Non Declared	27.59%	39.29%	6.67%	0.00%	8.33%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Appendix 5

2001 British Census – London Borough of Waltham Forest²²

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%

²² N.B Please note that all Census data quoted in this report is based on the BVPI reporting criteria to enable comparison with other Council statistics.

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%

Sexual Orientation

The British Census 2001 had no questions on Sexual Orientation.

The National Survey of Sexual Attitudes and Lifestyles (NSSL) 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.

Appendix 6

Age Band Analysis of Staff by Pay Band

Age Band Analysis of Staff by Pay Band (excludes staff in schools) 31st March 2007																		
Directorate	Grade Band	19 and under	%	20 to 24	%	25 to 29	%	30 to 39	%	40 to 49	%	50 to 59	%	60 to 64	%	65 and over	%	Grand Total
Adult and Community Services	1	3	0.5%	14	2.1%	11	1.7%	94	14.3%	192	29.3%	238	36.3%	81	12.3%	23	3.5%	656
	2		0.0%	10	2.7%	17	4.6%	70	18.8%	119	32.0%	115	30.9%	38	10.2%	3	0.8%	372
	3		0.0%	1	0.6%	14	8.7%	41	25.5%	53	32.9%	45	28.0%	6	3.7%	1	0.6%	161
	4		0.0%		0.0%	2	1.4%	28	19.4%	57	39.6%	43	29.9%	13	9.0%	1	0.7%	144
	5		0.0%		0.0%	2	1.6%	13	10.6%	61	49.6%	42	34.1%	5	4.1%		0.0%	123
	6		0.0%		0.0%		0.0%		0.0%	3	75.0%	1	25.0%		0.0%		0.0%	4
Total		3	0.2%	25	1.7%	46	3.2%	246	16.8%	485	33.2%	484	33.2%	143	9.8%	28	1.9%	1460
Chief Executive's	1		0.0%	1	100.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	1
	2		0.0%	7	19.4%	6	16.7%	10	27.8%	11	30.6%	2	5.6%		0.0%		0.0%	36
	3		0.0%		0.0%	3	15.8%	9	47.4%	4	21.1%	3	15.8%		0.0%		0.0%	19
	4		0.0%	1	2.0%	7	14.3%	16	32.7%	19	38.8%	4	8.2%	2	4.1%		0.0%	49
	5		0.0%	1	2.3%	2	4.7%	9	20.9%	23	53.5%	7	16.3%		0.0%	1	2.3%	43
	6		0.0%		0.0%		0.0%	2	66.7%	1	33.3%		0.0%		0.0%		0.0%	3
Total			0.0%	10	6.6%	18	11.9%	46	30.5%	58	38.4%	16	10.6%	2	1.3%	1	0.7%	151
Children Services	1		0.0%	4	5.6%	7	9.9%	19	26.8%	18	25.4%	17	23.9%	5	7.0%	1	1.4%	71
	2	1	0.6%	9	5.5%	12	7.3%	33	20.0%	61	37.0%	40	24.2%	7	4.2%	2	1.2%	165
	3		0.0%	3	3.9%	13	16.9%	23	29.9%	25	32.5%	11	14.3%	2	2.6%		0.0%	77
	4		0.0%		0.0%	6	5.8%	29	28.2%	40	38.8%	25	24.3%	3	2.9%		0.0%	103
	5		0.0%		0.0%	3	2.8%	18	16.5%	52	47.7%	35	32.1%	1	0.9%		0.0%	109
	6		0.0%		0.0%		0.0%	1	20.0%	1	20.0%	3	60.0%		0.0%		0.0%	5
Total		1	0.2%	16	3.0%	41	7.7%	123	23.2%	197	37.2%	131	24.7%	18	3.4%	3	0.6%	530
Corporate Services	1	3	0.5%	7	1.3%	14	2.5%	85	15.2%	191	34.2%	198	35.5%	50	9.0%	10	1.8%	558
	2	1	0.4%	14	5.6%	45	18.1%	45	18.1%	67	26.9%	57	22.9%	18	7.2%	2	0.8%	249
	3		0.0%	1	0.7%	15	10.6%	31	22.0%	60	42.6%	29	20.6%	5	3.5%		0.0%	141
	4		0.0%	2	1.6%	9	7.2%	29	23.2%	53	42.4%	29	23.2%	3	2.4%		0.0%	125
	5		0.0%		0.0%	5	4.1%	25	20.5%	58	47.5%	29	23.8%	5	4.1%		0.0%	122
	6		0.0%		0.0%		0.0%		0.0%	6	54.5%	5	45.5%		0.0%		0.0%	11
Total		4	0.3%	24	2.0%	88	7.3%	215	17.8%	435	36.1%	347	28.8%	81	6.7%	12	1.0%	1206
Environmental Services	1	1	0.4%	5	2.2%	6	2.7%	32	14.3%	67	29.9%	72	32.1%	33	14.7%	8	3.6%	224
	2		0.0%	3	3.8%	5	6.3%	19	23.8%	25	31.3%	19	23.8%	9	11.3%		0.0%	80
	3		0.0%	2	2.5%	5	6.2%	17	21.0%	29	35.8%	20	24.7%	8	9.9%		0.0%	81
	4		0.0%		0.0%	6	7.9%	14	18.4%	23	30.3%	29	38.2%	4	5.3%		0.0%	76
	5		0.0%		0.0%		0.0%	6	10.3%	27	46.6%	24	41.4%	1	1.7%		0.0%	58
	6		0.0%		0.0%		0.0%		0.0%	3	50.0%	2	33.3%	1	16.7%		0.0%	6
Total		1	0.2%	10	1.9%	22	4.2%	88	16.8%	174	33.1%	166	31.6%	56	10.7%	8	1.5%	525
Grand Total		9	0.2%	85	2.2%	215	5.6%	718	18.5%	1349	34.8%	1144	29.5%	300	7.7%	52	1.3%	3872