



City of Westminster

**Human Resources Diversity and Equalities
Workforce Profile and Monitoring
Annual Report (1 April 2006 – 31 March 2007)**

Chief Officers Diversity Group – May 2007

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Part I - Introduction and Background

Westminster seeks to be an employer of choice, promoting a culture, which is welcoming and accessible to all and provides a work environment that is free from discrimination, bullying, harassment and victimisation.

The Council's 'One City' strategic vision and ambitions are supported by four key themes and delivery programmes, one is 'a Tolerant City' and another 'Opportunity'. Our Diversity and Equalities Human Resources (HR) Strategy has been informed by these elements and we are committed to 'equality of opportunity' for all potential and existing members of staff.

This report sets out the current workforce profile and the monitoring information for the period 1 April 2006 – 31 March 2007.

Background

Workforce monitoring helps the Council to meet its statutory obligations under the Disability, Race, Gender Equality Duties and Schemes. It also allows for the promotion of good practice across additional diversity strands such as age and the setting of departmental employment targets.

HR also work to ensure that our employment policies are applied consistently across the organisation and that practices are free from any discrimination. Therefore it is essential that we have robust systems to monitor the effectiveness of our initiatives and polices and how these are being implemented in order to take appropriate action as required when adverse trends are identified.

Based on feedback from key users (trade unions, staff groups, Chief Officer Diversity Group and officers) we are working to provide further detailed and robust Management Information (MI), which will provide the foundation for future comparisons against past performance plus inform our strategies and delivery programmes.

Although the figures in this report are more accurate and robust than previously, we should still treat these with caution in terms of the way we compare with similar figures in the past.

We welcome ongoing feedback on this report from trade unions, staff groups, management and external organisations or members of the public. Please feel free to contact the assigned officer on the front sheet/page. This feedback will inform our future development and ensure that we continue to meet the needs of Council and the community.

Part II - Executive Summary

This executive summary seeks to provide Chief Officers Diversity Group (CODG) with an overview of the extended workforce monitoring report.

It is envisaged the detailed tables and analysis that follow this executive summary will help inform and guide departmental equality champions in their roles.

This report seeks to provide MI in relation to the three diversity strands covered by the general equality duties - ethnicity, disability and gender. Additional information on other diversity strands is provided where available.

Overall Workforce

Since 2004 we have compared our overall workforce with the composition of the local community in terms of ethnicity. For the first time in this report we have also compared our overall workforce with the composition of the local community in terms of disability, gender and age. It will also provide a base for further work to inform trends and future interventions where appropriate.

It should be noted that the provision of diversity information by staff is not compulsory, staff may choose not to declare their ethnicity or disability status to Council.

Although a number of campaigns have been undertaken, unfortunately a large number of staff have chosen not to provide monitoring information and remain as Not Known. Due to this high level of staff in the Not Known category overall analysis is difficult and any trends could be considered unreliable. Throughout the report attempts have been made where possible to identify trends based on the current MI available; these trends should be treated with caution.

Ongoing campaigns aimed at encouraging Not Known staff to provide information by completing monitoring forms will be undertaken over the next 12 months. A particular focus will be on key departments such as Education and Schools.

Ethnicity and Declared Disability

The overall BME percentage within Council has increased by 0.83% to 22.39% in the last twelve months.

Both the number and percentage of disabled people has continued to rise and now stands at 1.63%.

Whilst the level of staff Not Known has dropped again in the last 12 months it still remains extremely high at 16.6% for ethnicity and 26.15% for disability.

Gender

There is an over representation of women within the Council workforce compared to community. Further investigation is required to see if this over representation is related to occupational segregation (job type e.g caring professions), the out-sourcing of key strategic contracts (e.g. cleansing and street management) and/or overall trends in retirements for particular genders (e.g. larger % men reaching retirement age).

Age

The Council has an aging workforce, 79% of staff are aged 30 years or older. Further investigation will need to be undertaken in relation to particular age groups, it may be necessary to plan for issues such as flexible working, flexible retirement, succession planning and knowledge retention. Plus the impact this may have on particular departments and roles.

Length of Service

50% of all staff fall within the 1-5 years length of service bracket. Further investigation is required to understand this trend and possible implications for Council.

Multiple strand comparisons – Ethnicity, Declared Disability and Gender

The 2006/2007 workforce monitoring report is the first report to provide combined information on more than one diversity strand. Combined tables have been provided on the three keys strands of ethnicity, disability and gender.

Based on the available MI we have identified that a majority of disabled staff are white (77%), women are over represented in the Not Known category in terms of ethnicity and men are currently under represented in relation to declared disability status. Further investigation will be required on these areas to fully understand the trends.

Hours of Work – Ethnicity, Declared Disability and Gender

Again, for the first time we are reporting on hours of work by ethnicity, disability and gender.

Based on the available MI we have identified that there is an under representation of men and disabled people who work part-time. Further investigation will be required on these areas to fully understand the trends.

Grade Ranges by Ethnicity, Declared Disability and Gender– Officers, Schools, WAES and Schools Support Staff

This is the first report to include grade ranges contrasted by more than one diversity elements of ethnicity, disability and gender. The information is broken down into the key possible reporting categories of Officers, Schools, WAES and Schools Support Staff.

Based on the available MI we have identified the trend the higher the grade level the lower the BME, Gender (Women) and Declared Disability representation. Further investigation will be required on these areas to fully understand the trends.

Senior Management Group (SMG)

The level of staff Not Known has increased in the last 12 months, due to key monitoring information not being collected or if collected not being passed to Council by partner organisations procured to assist the recruitment process. HR have now asked each SMG member who is Not Known in terms of ethnicity and disability status to complete a monitoring form. Procedures have now been built into the SMG recruitment process to ensure that this information is captured in future.

CODG should consider options such as mentoring, coaching and shadowing schemes for under represented groups such as women and people with a declared disability. All senior posts/roles should be considered open to job share and part-time work opportunities, unless for justifiable business reasons.

Departmental Block and Department Information

Tables and analysis have been provided on a departmental block and department basis. This analysis covers the three diversity strands related to the general equality duties of ethnicity, disability and gender. Suggested recommendations have also been made for discussion at DMT level.

Workforce Initiatives and Monitoring

Recruitment Internal and External

The MI currently available identifies that BME applicants and male applicants are less likely to reach the appointment stage than other groups.

The MI in relation to disability shows that disabled applications are attracted and appointed at approximately the same percentage. Therefore the focus should shift to attracting more disabled applicants to apply for posts with Council.

Page 33 shows us the types of media currently used by managers, further investigation is needed to see if these media sources are adequate to reach the under represented groups, such as BME groups, women and disabled people.

Employee Relations

Compared to the overall workforce Council has a low number/percentage of disciplinary and grievance cases, which makes clear identification of trends difficult. Further research will be undertaken in this area over the next 12 months.

Training

The MI currently available shows that Asian or Asian British, Mixed and Other ethnicities are under represented in relation to training compared to the overall workforce. Compared to the overall workforce women are under represented in applications for training, 66% workforce but only 56% of applications.

Over the next twelve months HR will investigate the reasons behind these trends, including who applies for training and if people attend multiple courses.

To assist Chief Officers meet Gender and Disability Equality Scheme commitments we have also reported on the number of staff who have been trained in key diversity and equalities courses in the last 12 months.

Children & Community Services Development & Training Unit Data

Council's Social Services Department team operate a separate training and development section focused on professional development. A decision has been made to report such specific data separately to corporate training data.

PRP

Ongoing investigations are being undertaken on PRP following the 2006 Equal Pay Audit. Further information will be provided to CODG once available.

Leavers

The high level of staff Not Known in terms of ethnic status does not allow for a clear indication of over and/or under representation, further work needs to be undertaken on this area. Based on the MI currently available, compared to overall workforce figures, Asian or Asian British, Mixed and Other are over represented in resignations. Over the next twelve months further investigation in relation to these trends will be undertaken.

In relation to the overall workforce profile, based on current MI men are slightly over represented in resignations and disabled members of staff are below the workforce profile level of 1.63%.

Further investigation is required on why people with 1-5 years service are over represented in resignations.

Exit Survey

Between 1 April 2006 – 31 March 2007, only 24 leavers took part in the Exit Survey.

CODG should consider training departmental equality champions to undertake exit surveys so that they can then conduct one to one exit interviews with all leavers from their departments.

Conclusion and future plans

The 2006/2007 report sets out a comprehensive review of the composition of Council's workforce and identifies trends that require further investigation. It should be acknowledged that progress in relation to diversity will be incremental but meaningful, informed and measurable.

Over the next twelve months HR will work in partnership with key groups such as HR Direct, CODG, trade unions, staff groups, managers and officers to investigate the key trends below further.

Six key areas will be prioritised over the next twelve months and are as follows:

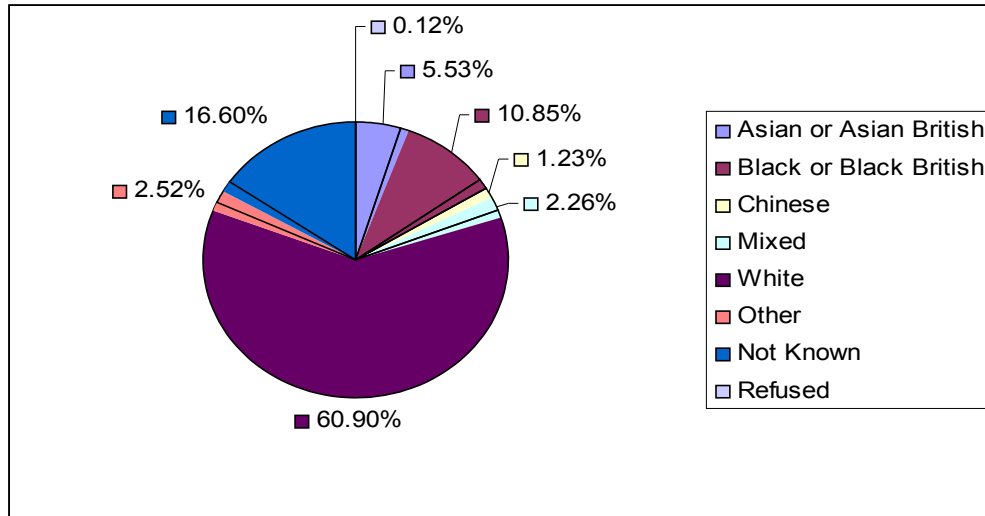
- 1) encouraging staff to provide diversity data – reduce level of Not Known staff
- 2) Senior management group – strategies to improve representation
- 3) Occupational segregation - gender composition of the workforce
- 4) Recruitment strategies – attracting diverse applicants and follow through to appointment
- 5) Training and development
- 6) Employee Relations

It is anticipated that research in these six keys areas will also provide information to assist in the investigation of other identified trends. Should CODG require additional research outside the scope of the six key identified areas above, additional HR resources would be required to complete the necessary activities.

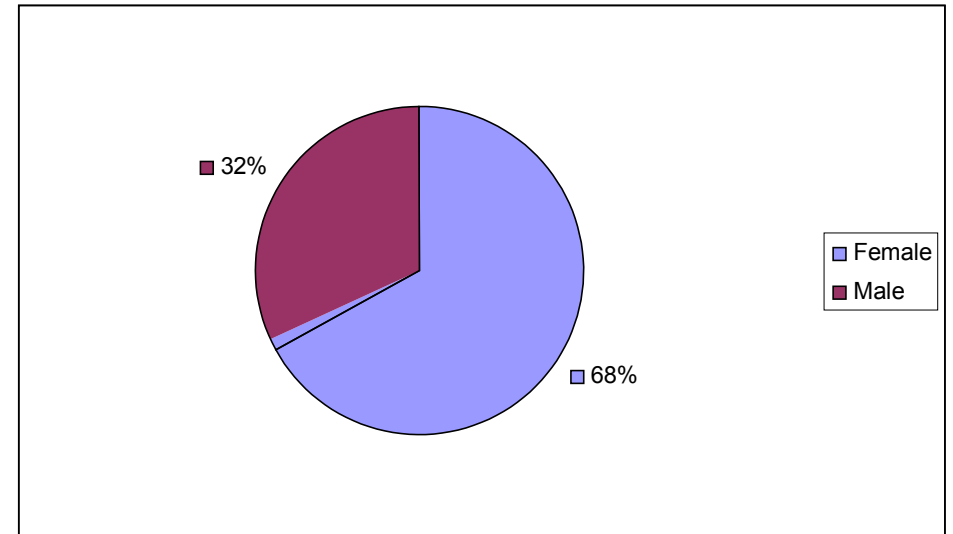
The above key areas will be built into the Human Resources 2007-2008 Annual Diversity and Equalities Plan and monitored in the next bi-annual report due September/October 2007.

3.1 Workforce Profile as at 31 March 2007

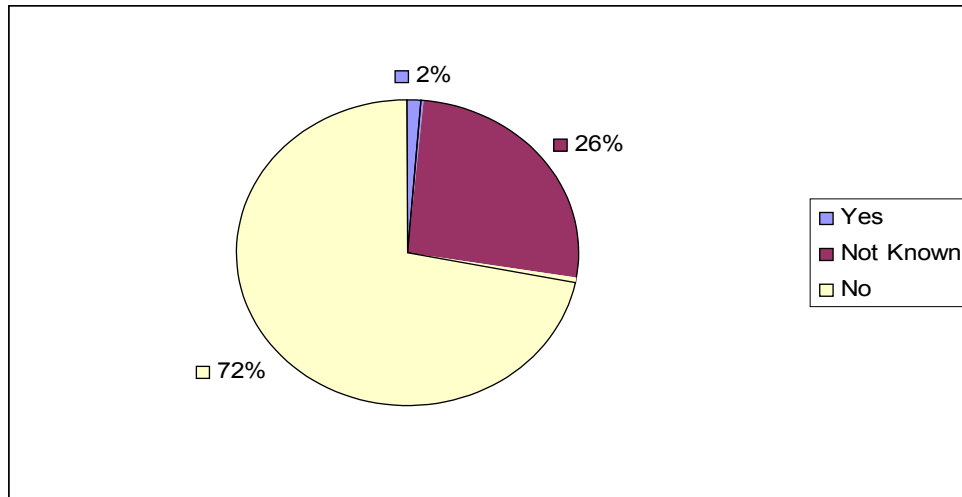
Ethnicity



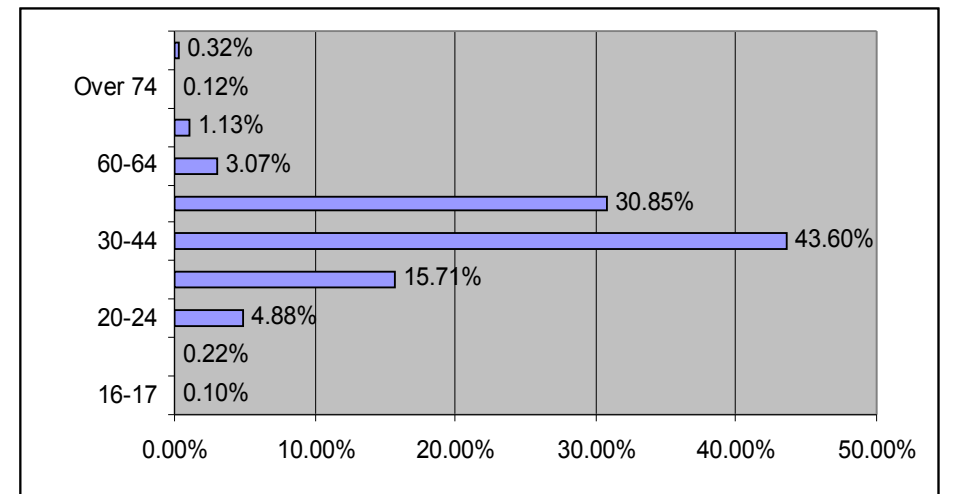
Gender



Declared Disability



Age



N.B. Charts based on overall workforce profile – excluding casual claims and tutors. For full details see tables on pages 10-14.

3.2 Overall Workforce Profile as at 31 March 2007

Ethnicity

Over the last twelve months the staff profile has changed as follows:

Decrease:

- Not Known – improvement in overall reporting figures

Increase:

- Asian or Asian British
- Black or Black British
- Chinese
- Mixed
- Other
- White

Overall the BME % within Council has increased by 0.83% to 22.39% in the last twelve months.

Compared with the data in the 2001 Census (Westminster working age population) we have an under representation of Asian or Asian British staff and Chinese staff.

Ethnicity	Workforce Profile 31.3.2005		Workforce Profile 31.3.2006		Workforce Profile 31.3.2007		Trend since last report
	No	%	No	%	No	%	
Asian or Asian British	240	4.5%	266	5.19%	274	5.53%	↑ = Increase
Black or Black British	496	9.3%	555	10.83%	538	10.85%	↑ = Increase
Chinese	48	0.9%	54	1.05%	61	1.23%	↑ = Increase
Mixed	101	1.9%	109	2.13%	112	2.26%	↑ = Increase
White	2953	55.4%	3018	58.90%	3020	60.90%	↑ = Increase
Other	101	1.9%	121	2.36%	125	2.52%	↑ = Increase
Not Known	1391	26%	995	19.42%	823	16.60%	↓ = Decrease
Refused					6	0.12%	
Total	5330	100%	5124	100%	4959	100%	

Ethnicity Trends 2004-2007 Table - over page

- Reduction in numbers of Pakistani, Other Asian, Black African, Mixed Black African and Mixed Other staff between 2006 and 2007.
- Significant increases in the number of Black Caribbean staff and Asian Bangladeshi staff.

Workforce Profiles (excluding casual, claims and tutors) extended Ethnicity Categories and Trend Analysis 2004-2007

	30 Sept 2004	31 March 2005	31 March 2006 %	31 March 2006 No	31 March 2007 %	31 March 2007 No	Difference % 2006 to 2007	2001 census – working age %		
								Westminster age 18 – 64	Inner London age 18 – 64	Outer London age 18 – 64
Total Workforce	5830	5330	5124	5124	100%	4959	-165	131,557	1,882,302	2,779,617
Ethnicity										
Asian or Asian British										
Indian	1.7%	1.9%	2.30%	118	2.50%	124	+0.20%	3.5%	3.2%	8.5%
Pakistani	0.8%	0.6%	0.60%	53	0.60%	30	+0.00%	1%	1.5%	2.2%
Bangladeshi	1%	1%	1.25%	31	1.35%	67	+0.10%	2%	3.6%	0.6%
Other Asian	0.9%	1%	1.03%	64	1.07%	53	+0.04%	1.9%	1.4%	2.4%
	4.4%	4.5%	5.19%	266	5.53%	274	+0.34%	8.4%	9.7%	13.7%
Black or Black British										
Caribbean	5.6%	5.5%	5.87%	205	6.03%	299	+0.16%	2.9%	6.5%	3.7%
African	3.1%	3%	4.00%	301	3.77%	187	-0.23%	3.5%	7.6%	3.4%
Other Black	0.7%	0.8%	0.96%	49	1.05%	52	+0.09%	0.6%	1%	0.5%
	9.3%	9.3%	10.83%	555	10.85%	538	+0.02%	7%	15.1%	7.6%
Chinese	0.8%	0.9%	1.05%	54	1.23%	61	+0.18%	2.6%	1.6%	1.1%
Mixed										
White & Black Caribbean	0.6%	0.6%	0.66%	25	0.65%	32	-0.01%	0.5%	0.7%	0.4%
White & Black African	0.3%	0.3%	0.39%	30	0.48%	24	+0.09%	0.6%	0.5%	0.3%
White & Asian	0.5%	0.5%	0.59%	20	0.56%	28	-0.03%	1.1%	0.7%	0.6%
Other Mixed	0.6%	0.5%	0.49%	34	0.56%	28	+0.07%	1.1%	0.9%	0.5%
	2%	1.9%	2.13%	109	2.26%	112	+0.13%	3.3%	2.8%	1.8%
White										
British	44.8%	44.3%	46.51%	2383	48.24%	2392	+1.73%	47.1%	51.3%	63.8%
Irish	3.6%	3.2%	3.24%	166	3.29%	163	+0.05%	3.4%	3.6%	3.3%
Other White	7.1%	7.9%	9.15%	469	9.38%	465	+0.23%	23.7%	13.9%	7.3%
	55.5%	55.4%	58.90%	3018	60.90%	3020	+2.00%	74.2%	68.8%	74.4%
Other Ethnic Group	2.4%	1.9%	2.36%	121	2.52%	125	+0.16%	4.5%	2.2%	1.5%
Not Known	25.4%	26%	19.42%	995	16.60%	823	-2.82%	-	-	-
Refused					0.12%	6		-	-	-

Gender

Compared to the community we have an over representation of female staff and an under representation of male staff. Further investigation is required in relation to occupational segregation (job type), out-sourcing and retirement trends.

Gender	31.3.2005		31.3.2006		31.3.2007		2001 census Westminster
	No	%	No	%	No	%	%
Female	3625	68%	3424	66.82%	3374	68.04%	51%
Male	1705	32%	1700	33.18%	1585	31.96%	49%
Total	5330	100%	5124	100%	4959	100%	100%

Declared Disability

Both the number and percentage of disabled people has continued to rise, but the level of staff Not Known continues to be of concern.

The figure of 1.63% is still below the community estimates of between 11.1-14.8%. Under representation is being addressed through the Council's Disability Equality Scheme launched in December 2006.

Declared Disability	31.3.2005		31.3.2006		31.3.2007		2001 census Westminster*
	No	%	No	%	No	%	%
Yes	n/a	1.29%	76	1.48%	81	1.63%	11.1-14.8%*
Not Known	n/a	n/a	1499	29.25%	1297	26.15%	-
No	n/a	n/a	3549	69.26%	3581	72.21%	-
Total	n/a	100%	5124	100%	4959	100%	

*Westminster – People of working age population with limiting long term illness. Limiting long-term illness covers any long-term illness; health problem or disability, which limits daily activities or work. Working age population is 16-64 inclusive for men and 16-59 inclusive for women. Source: 2001 Census Key statistics table KS08.

Age

We have an under representation of staff below 30 years old.

79% of staff are 30 years or older.

Monitoring should continue on the 45-59 brackets as this group may seek flexible working hours or retirement. Consideration will need to be given to knowledge retention and succession planning as people leave the Council. Research should be undertaken in relation to the departments and roles which may be impacted.

Census 2001 ranges	Census 2001 %	WCC No	WCC %
Under 15-19	17.32%	16	0.32%
20-24	9.58%	242	4.88%
25-29	13.2%	779	15.71%
30-44	27.14%	2162	43.60%
45-59	16.28%	1530	30.85%
60-64	4.04%	152	3.07%
65-74	6.66%	56	1.13%
Over 74	5.70%	6	0.12%
Not known	Nil	16	0.32%
Total	100%	4959	100%

Length of Service

50% of all staff currently are placed within the 1-5 years service bracket.

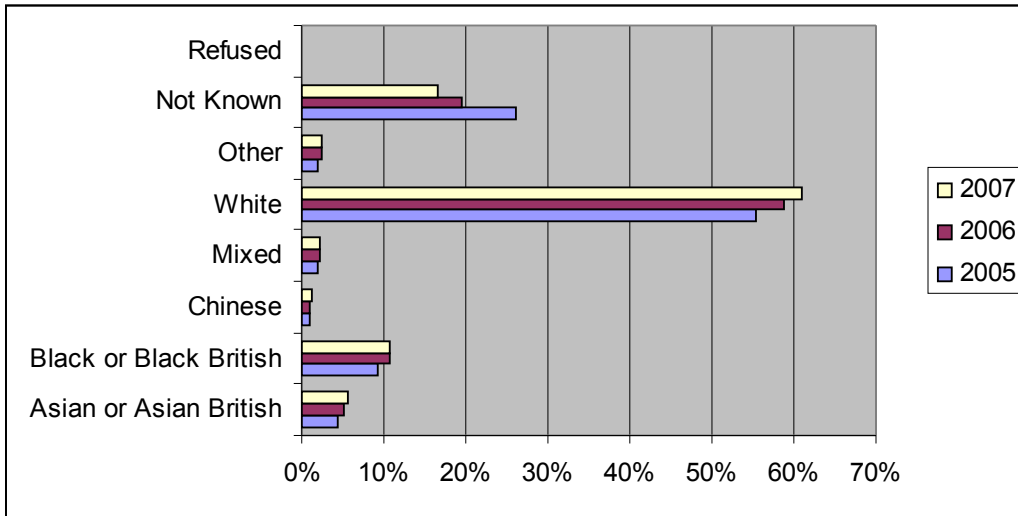
Investigation is required to understand why this bracket is over represented.

Length of service	Total
Less than 1 year	672
1-5 years	2484
6-10 years	797
11-15 years	381
16-20 years	426
21-30 years	139
More than 30 years	42
Not Known	18
Total	4959

Workforce Profile 2005-2007 Trend Comparison

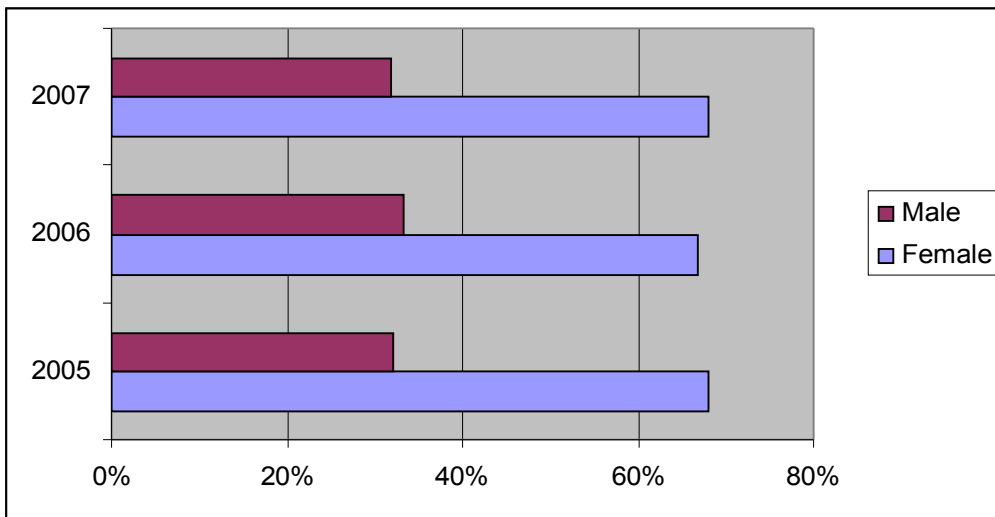
Ethnicity

Reduction in staff Not Known. Incremental percentage growth in BME categories.



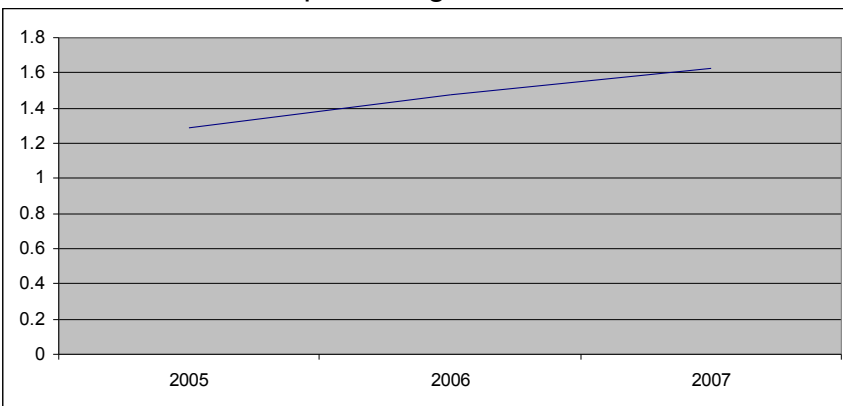
Gender

Slight variations over last three years, remains female dominated workforce.



Declared Disability

Both the number and percentage of disabled staff member has increased over the last three years.



Ethnicity and Declared Disability

Large numbers of staff who remain Not Known in terms of the ethnicity which makes determination of under or over representation difficult, further work will be undertaken to reduce this figure over the next 12 months.

ETHNICITY	DECLARED DISABILITY							
	YES		NOT KNOWN		NO		TOTAL	
	No	%	No	%	No	%	No	%
Asian or Asian British	3	3.70%	63	4.86%	208	5.81%	274	5.53%
Black or Black British	7	8.64%	105	8.10%	426	11.90%	538	10.85%
Chinese	2	2.47%	9	0.69%	50	1.40%	61	1.23%
Mixed	4	4.94%	23	1.77%	85	2.37%	112	2.26%
White	63	77.78%	530	40.86%	2427	67.77%	3020	60.90%
Other	2	2.47%	39	3.01%	84	2.35%	125	2.52%
Not Known	0	0.00%	526	40.56%	297	8.29%	823	16.60%
Refused	0	0.00%	2	0.15%	4	0.11%	6	0.12%
Total	81	100%	1297	100%	3581	100%	4959	100%

Ethnicity and Gender

Under representation of men in Asian, Black, Chinese and Other categories. Further investigation required in relation to occupational segregation (job type) and grades.

Women are over represented in the Not Known category.

ETHNICITY	GENDER					
	FEMALE		MALE		TOTAL	
	No	%	No	%	No	%
Asian or Asian British	200	5.93%	74	4.67%	274	5.53%
Black or Black British	378	11.20%	160	10.09%	538	10.85%
Chinese	49	1.45%	12	0.76%	61	1.23%
Mixed	73	2.16%	39	2.46%	112	2.26%
White	1996	59.16%	1024	64.61%	3020	60.90%
Other	89	2.64%	36	2.27%	125	2.52%
Not Known	585	17.34%	238	15.02%	823	16.60%
Refused	4	0.12%	2	0.13%	6	0.12%
Total	3374	100%	1585	100%	4959	100%

Declared Disability and Gender

Large number of staff both female and male remain Not Known in terms of disability status, which makes determination of under or over representation difficult, further work will be undertaken to reduce this figure over the next 12 months.

DECLARED DISABILITY	GENDER					
	FEMALE		MALE		TOTAL	
	No	%	No	%	No	%
Yes	53	1.57%	28	1.77%	81	1.63%
Not Known	913	27.06%	384	24.23%	1297	26.15%
No	2408	71.37%	1173	74.01%	3581	72.21%
Total	3374	100%	1585	100%	4959	100%

Hours of Work and Ethnicity

Large number of staff both full time and part-time who remain Not Known in terms of ethnicity, which makes determination of under or over representation difficult to identify, further work will be undertaken to reduce this figure over the next 12 months.

ETHNICITY	FULL TIME		PART-TIME		TOTAL	
	No	%	No	%	No	%
Asian or Asian British	189	5.23%	85	6.31%	274	5.53%
Black or Black British	406	11.24%	132	9.79%	538	10.85%
Chinese	46	1.27%	15	1.11%	61	1.23%
Mixed	83	2.30%	29	2.15%	112	2.26%
White	2294	63.53%	726	53.86%	3020	60.90%
Other	83	2.30%	42	3.12%	125	2.52%
Not Known	506	14.01%	317	23.52%	823	16.60%
Refused	4	0.11%	2	0.15%	6	0.12%
Total	3611	100%	1348	100%	4959	100%

Hours of Work and Gender

Women are over represented in part-time employment (85.01%), and therefore Council has an under representation of men (14.99%) who work part time. This trend requires further investigation.

GENDER	FULL TIME		PART TIME		TOTAL	
	No	%	No	%	No	%
Female	2228	61.70%	1146	85.01%	3374	68.04%
Male	1383	38.30%	202	14.99%	1585	31.96%
Total	3611	100%	1348	100%	4959	100%

Hours of Work and Declared Disability

High level of staff Not Known is of concern, as it does not allow for a clear presentation of over or under representation. Further work will be undertaken to reduce this figure over the next 12 months.

Based on the below figures 76.5% of disabled people work full time and 23.5% of disabled people work part-time. Further investigation should be undertaken on the blockages to disabled people undertaking part-time employment and also the issue of reasonable adjustments.

DECLARED DISABILITY	FULL TIME		PART TIME		TOTAL	
	No	%	No	%	No	%
Yes	62	1.72%	19	1.41%	81	1.63%
Not Known	957	26.50%	340	25.22%	1297	26.15%
No	2592	71.78%	989	73.37%	3581	72.21%
Total	3611	100%	1348	100%	4959	100%

Grades and Ethnicity – Officers

The higher the level of grade the lower the BME representation, for example: Asian PRP 1-5, is 9.64% - SMG level is 0.84%.

Grade Range	PRP 1-5		PRP 6-10		PRP 11-14		SMG/Chief Officers		Other Grades**		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	19	9.64%	45	7.08%	21	4.13%	*	0.84%	58	4.98%	144	5.49%
Black or Black British	50	25.38%	84	13.21%	36	7.09%	*	1.68%	214	18.38%	386	14.71%
Chinese	4	2.03%	14	2.20%	6	1.18%		0.00%	22	1.89%	46	1.75%
Mixed	4	2.03%	15	2.36%	7	1.38%	*	1.68%	37	3.18%	65	2.48%
White	84	42.64%	414	65.09%	415	81.69%	*	87.39%	675	57.99%	1692	64.48%
Other	6	3.05%	18	2.83%	*	0.59%		0.00%	18	1.55%	45	1.71%
Not Known	30	15.23%	45	7.08%	19	3.74%	*	7.56%	139	11.94%	242	9.22%
Refused		0.00%	1	0.16%	1	0.20%	1	0.84%	1	0.09%	4	0.15%
Total	197	100%	636	100%	508	100%	119	100%	1164	100%	2624	100%

Grades and Gender – Officers

Women are under represented at the higher grade ranges e.g. PRP 11-14 and SMG.

Grade Range	PRP 1-5		PRP 6-10		PRP 11-14		SMG/Chief Officers		Other Grades		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Female	93	47.21%	341	53.62%	237	46.65%	35	29.41%	781	67.10%	1487	56.67%
Male	104	52.79%	295	46.38%	271	53.35%	84	70.59%	383	32.90%	1137	43.33%
Total	197	100%	636	100%	508	100%	119	100%	1164	100%	2624	100%

Grades and Declared Disability – Officers

Disabled members of staff are under represented at all grade ranges.

Grade Range	PRP 1-5		PRP 6-10		PRP 11-14		SMG/Chief Officers		Other Grades		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Declared Disability												
Yes	4	2.03%	12	1.89%	8	1.57%	3	2.52%	21	1.80%	48	1.83%
Not Known	75	38.07%	197	30.97%	80	15.75%	17	14.29%	289	24.83%	658	25.08%
No	118	59.90%	427	67.14%	420	82.68%	99	83.19%	854	73.37%	1918	73.09%
Total	197	100%	636	100%	508	100%	119	100%	1164	100%	2624	100%

* Less than four people and may allow individuals to be identified.

** Over the next 12 months research will be undertaken on how to break down the 'Other Grades' (Non Schools Staff, Soulbury conditions) section into reportable/meaningful categories.

Grades and Ethnicity – Schools and WAES

Level of Not Known staff is above the Council wide percentage of 16.6% in most categories and does not allow for a clear indication of over and/or under representation, further work needs to be undertaken on this area.

Grade Range	LG and AST		MST		WUP and U04		Support staff		WAES Grades		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	*	0.59%	18	3.25%	16	4.55%	90	7.51%	5	7.94%	130	5.57%
Black or Black British	5	2.96%	13	2.35%	15	4.26%	114	9.52%	5	7.94%	152	6.51%
Chinese	*	0.59%	4	0.72%	4	1.14%	6	0.50%		0.00%	15	0.64%
Mixed	4	2.37%	14	2.53%	5	1.42%	23	1.92%	*	1.59%	47	2.01%
White	126	74.56%	289	52.26%	232	65.91%	631	52.67%	50	79.37%	1328	56.87%
Other	*	1.18%	23	4.16%	5	1.42%	50	4.17%		0.00%	80	3.43%
Not Known	30	17.75%	192	34.72%	73	20.74%	284	23.71%	2	3.17%	581	24.88%
Refused		0.00%		0.00%	2	0.57%		0.00%		0.00%	2	0.09%
Total	169	100%	553	100%	352	100%	1198	100%	63	100%	2335	100%

Grades and Gender – Schools and WAES

Under representation of men within all grade ranges. Further investigation in relation to occupational segregation (job roles) is required.

Grade Range	LG and AST		MST		WUP and U04		Support staff		WAES Grades		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Female	126	74.56%	440	79.57%	262	74.43%	1015	84.72%	44	69.84%	1887	80.81%
Male	43	25.44%	113	20.43%	90	25.57%	183	15.28%	19	30.16%	448	19.19%
Total	169	100%	553	100%	352	100%	1198	100%	63	100%	2335	100%

Grades and Declared Disability – Schools and WAES

High level of staff Not Known in terms of disability status does not allow for a clear indication of over and/or under representation, further research needs to be undertaken on this area.

Grade Range	LG and AST		MST		WUP and U04		Support staff		WAES Grades		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Declared Disability												
Yes	*	1.18%	10	1.81%	6	1.70%	12	1.00%	*	4.76%	33	1.41%
Not Known	19	11.24%	265	47.92%	80	22.73%	272	22.70%	3	4.76%	639	27.37%
No	148	87.57%	278	50.27%	266	75.57%	914	76.29%	57	90.48%	1663	71.22%
Total	169	100%	553	100%	352	100%	1198	100%	63	100%	2335	100%

* Less than four people and may allow individuals to be identified.

Grades and Ethnicity– Support Staff

Grade Range	Technicians		Range 1		Range 2		Range 3		Range 4		Range 5		Range 6 - 10		Range 11 - 14		Total	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	*	25.00%	41	7.41%	24	12.24%	*	2.27%	6	7.69%	7	10.45%	7	4.90%	*	4.00%	90	7.51%
Black or Black British		0.00%	41	7.41%	20	10.20%	16	12.12%	10	12.82%	11	16.42%	14	9.79%	*	8.00%	114	9.52%
Chinese		0.00%	*	0.18%	*	0.51%	*	1.52%	*	2.56%		0.00%		0.00%		0.00%	6	0.50%
Mixed		0.00%	9	1.63%	6	3.06%		0.00%	*	3.85%		0.00%	*	2.10%	*	8.00%	23	1.92%
White	*	50.00%	267	48.28%	99	50.51%	74	56.06%	37	47.44%	36	53.73%	98	68.53%	18	72.00%	631	52.67%
Not Known	*	25.00%	167	30.20%	39	19.90%	33	25.00%	15	19.23%	12	17.91%	15	10.49%	*	8.00%	284	23.71%
Other		0.00%	27	4.88%	7	3.57%	4	3.03%	5	6.41%	*	1.49%	6	4.20%		0.00%	50	4.17%
Total	*	100%	553	100%	196	100%	132	100%	78	100%	67	100%	143	100%	25	100%	1198	100%

Grades and Gender – Support Staff

Grade Range	Technicians		Range 1		Range 2		Range 3		Range 4		Range 5		Range 6 - 10		Range 11 - 14		Total	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Female	*	50.00%	509	92.04%	172	87.76%	106	80.30%	60	76.92%	46	68.66%	107	74.83%	13	52.00%	1015	84.72%
Male	*	50.00%	44	7.96%	24	12.24%	26	19.70%	18	23.08%	21	31.34%	36	25.17%	12	48.00%	183	15.28%
Total	*	100%	553	100%	196	100%	132	100%	78	100%	67	100%	143	100%	25	100%	1198	100%

Grades and Declared Disability – Support Staff

Grade Range	Technicians		Range 1		Range 2		Range 3		Range 4		Range 5		Range 6 – 10		Range 11 – 14		Total	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Yes		0.00%	*	0.54%	*	1.02%		0.00%	*	3.85%	*	1.49%	*	1.40%	*	4%	12	1.00%
No	*	100%	379	68.54%	156	79.59%	104	78.79%	63	80.77%	58	86.57%	128	89.51%	22	88%	914	76.29%
Not Known		0.00%	171	30.92%	38	19.39%	28	21.21%	12	15.38%	8	11.94%	13	9.09%	2	8%	272	22.70%
Total	*	100%	553	100%	196	100%	132	100%	78	100%	67	100%	143	100%	25	100%	1198	100%

* Less than four people and may allow individuals to be identified.

3.3 Senior Management Profile

The overall number of BME staff has remained static at 5 however the percentage has increased as the total number of SMG members has decreased.

Ethnicity	31.03.06		31.3.07		Trend
	No	%	No	%	
BME	5	4.06%	5	4.20%	↑= Increase
White	118	95.9%	104	87.39%	↓= Decrease
Refused	-	-	1	0.84%	↑= Increase
Not Known	-	-	9	7.56%	↑= Increase
Total	123	100%	119	100%	

The number and percentage of women within the SMG group has increased in the last twelve months.

Gender	31.03.06		31.03.07		Trend
	No	%	No	%	
Female	33	26.82%	35	29.41%	↑= Increase
Male	90	73.17%	84	70.59%	↓= Decrease
Total	123	100	119	100%	

The number and percentage of people with a declared disability within the SMG group has increased in the last twelve months.

Declared Disability	31.03.07		Trend
	No	%	
Yes	3	2.52%	↑= Increase
Not Known	17	14.29%	↑= Increase
No	99	83.19%	↓= Decrease
Total	119	100%	

Age	Total	
	No	%
30-44	37	31.09%
45-59	78	65.55%
60-64	4	3.36%
Total	119	100.00%

Further Actions and/or considerations:

- The level of staff Not Known has increased in the last 12 months, due to key monitoring information not being collected or if collected, not being passed to Council by partner organisations procured to assist the recruitment process. HR have now asked each SMG member who is Not Known in terms of ethnicity and disability to complete a monitoring form. Procedures have now been built into the SMG recruitment process to ensure that this information is captured in the future.
- CODG consider options such as mentoring, coaching and shadowing schemes for under represented groups such as women and people with a declared disability.
- All senior posts/roles to be considered open to job share and part-time work, unless for justifiable business reasons.

3.4 Casuals, claims and tutors Workforce Profile

It is also important for Council to monitor the diversity details of casual, claims and tutor staff. This has been undertaken at a high overall workforce level.

Large level of staff Not Known at 49% makes it impossible to identify clear trends.

Ethnicity	Total	
	No	%
Asian or Asian British	30	2.64%
Black or Black British	83	7.31%
Chinese	4	0.35%
Mixed	13	1.14%
White	421	37.06%
Other	25	2.20%
Not Known	559	49.21%
Refused	1	0.09%
Total	1136	100%

Women are over represented compared to men.

Gender	Total	
	No	%
Female	747	65.76%
Male	389	34.24%
Total	1136	100%

Majority of casual staff placed within the 30-59 age group.

Age	Total	
	No	%
16-17	1	0.09%
18-19	12	1.06%
20-24	67	5.90%
25-29	107	9.42%
30-44	400	35.21%
45-59	352	30.99%
60-64	60	5.28%
65-74	53	4.67%
Over 74	4	0.35%
Unknown	80	7.04%
Total	1136	100%

Declared Disabled staff are under represented.

Declared Disability	Total	
	No	%
Yes	13	1.14%
Unknown	229	20.16%
No	894	78.70%
Total	1136	100%

3.5 Departmental Block Analysis

Ethnicity

Ethnicity	Built Environment		Central Services		Children and Community Services		Workforce Total		2001 Census – WCC working age population
	No	%	No	%	No	%	No	%	
Asian or Asian British	39	5.13%	47	7.53%	188	5.26%	274	5.53%	8.4%
Black or Black British	86	11.32%	41	6.57%	411	11.50%	538	10.85%	7%
Chinese	17	2.24%	12	1.92%	32	0.90%	61	1.23%	2.6%
Mixed	12	1.58%	17	2.72%	83	2.32%	112	2.26%	3.3%
White	529	69.61%	446	71.47%	2045	57.20%	3020	60.90%	74.2%
Other	13	1.71%	12	1.92%	100	2.80%	125	2.52%	4.5%
Refused		0.00%	2	0.32%	4	0.11%	6	0.12%	-
Not Known	64	8.42%	47	7.53%	712	19.92%	823	16.60%	-
Total	760	100%	624	100%	3575	100%	4959	100%	-

Compared to the 2001 Census (Westminster working age population)

Built Environment staffing

under represented in:

Asian or Asian British
Chinese
Mixed
Other

Central Services staffing

under represented in:

Asian or Asian British
Black or Black British
Chinese
Mixed
Other

Children and Community Services Staffing

under represented in:

Asian or Asian British
Chinese
Mixed
Other

The high level of non disclosure of staff diversity data -Not Known, remains a serious issue in Children and Community Services staffing.

Gender

Gender	Built Environment		Central Services		Children and Community Services		Total		Workforce	2001 Census – WCC
	No	%	N	%	No	%	No	%		
Female	289	38.03%	355	56.89%	2730	76.36%	3374	68.04%	68.04%	51%
Male	471	61.97%	269	43.11%	845	23.64%	1585	31.96%	31.96%	49%
Total	760	100%	624	100%	3575	100%	4959	100%	100%	100%

Built Environment staffing

under represented in women compared to both Council workforce and 2001 census.

Central Services staffing

under represented in women compared to Council workforce but over represented compared to the 2001 census

Children and Community Services Staffing

over represented in women compared to both Council workforce and the 2001 census.

Further research is required in relation to occupational segregation (job type) and gender.

Declared Disability

Declared Disability	Built Environment		Central Services		Children and Community Services		Total		Workforce	2001 Census – WCC working age population
	No	%	No	%	No	%	No	%		
Yes	12	1.58%	9	1.44%	60	1.68%	81	1.63%	1.63%	11.1-14.8%
Not Known	198	26.05%	140	22.44%	959	26.83%	1297	26.15%		
No	550	72.37%	475	76.12%	2556	71.50%	3581	72.21%		
Total	760	100%	624	100%	3575	100%	4959	100%		

High level of staff Not Known in terms of disability status does not allow for a clear indication of over and/or under representation, further work needs to be undertaken on this area. Based on the information currently available:

Built Environment staffing

under represented in disabled people compared to both Council workforce and 2001 census.

Central Services staffing

under represented in disabled people compared to both Council workforce and 2001 census.

Children and Community Services Staffing

under represented in disabled people compared to 2001 census.

3.6- 3.8 Department Block Information

1. Built Environment

	Built Environment										Total	
	Environment & Leisure, Deputy Chief Exec		Finance Division		Transportation		Planning & City Development		Community Protection			
Ethnicity	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	6	5.13%	*	20.00%	*	2.08%	9	4.95%	19	5.44%	39	5.13%
Black or Black British	8	6.84%	*	13.33%	10	10.42%	15	8.24%	51	14.61%	86	11.32%
Chinese		0.00%	*	13.33%	4	4.17%	5	2.75%	6	1.72%	17	2.24%
Mixed	4	3.42%	0	0.00%	*	1.04%	*	1.10%	5	1.43%	12	1.58%
White	85	72.65%	7	46.67%	66	68.75%	134	73.63%	237	67.91%	529	69.61%
Other	*	0.85%		0.00%	*	1.04%	4	2.20%	7	2.01%	13	1.71%
Not Known	14	11.97%	*	6.67%	12	12.50%	13	7.14%	24	6.88%	64	8.42%
Refused		0.00%		0.00%		0.00%		0.00%		0.00%		0.00%
Total	118	100%	15	100%	96	100%	182	100%	349	100%	760	100%

The level of staff Not Known in terms of ethnic status does require further work for some built environment departments such as Transport, Environment and Leisure. Based on the MI currently available in the above table, compared to the 2001 Census (Westminster Working age population, details on page 11):

Asian category under represented in all departments, except for Finance.

Black category under represented in Environment and Leisure.

Chinese category under represented in Environment and Leisure and Community Protection

Mixed category under represented in Finance, Transportation, Planning and City Development, and Community Protection.

Other category under represented in all departments.

* Less than four people and may allow individuals to be identified.

		Gender					
		Female		Male		Total	
		No	%	No	%	No	%
Built Environment	Department						
	Environment & Leisure, Deputy Chief Exec	32	37.2%	86	62.8%	118	100%
	Finance Division	6	40%	9	60%	15	100%
	Transportation	32	33.33%	64	66.66%	96	100%
	Planning & City Development	81	44.50%	101	55.5%	182	100%
	Community Protection	138	39.5%	211	60.5%	349	100%
Built Environment Total		289	38.02%	471	61.97%	760	100%

Compared to the 2001 Census (Westminster Working Age population) women are under represented in every department. Investigation in relation to occupational segregation needs to be undertaken.

		Declared Disability							
		Yes		Not Known		No		Total	
		No	%	No	%	No	%	No	%
Built Environment	Environment & Leisure, Deputy Chief Exec			18	15.3%	100	84.7%	118	100%
	Finance Division			5	33.33%	10	66.66%	15	100%
	Transportation	3	3.1%	32	33.3%	61	63.5%	96	100%
	Planning & City Development	2	1.09%	30	16.48%	150	82.41%	182	100%
	Community Protection	7	2.02%	113	32.37%	229	65.61%	349	100%
Built Environment Total		12	1.58%	198	26.05%	550	72.36%	760	100%

High level of staff Not Known in terms of disability status does not allow for a clear indication of over and/or under representation, further work needs to be undertaken on this area. Based on the information currently available in the above table, Environment and Leisure, Finance, Planning and City Development are below the Council Workforce figure of 1.63%. All departments are below the 2001 Census.

Considerations and recommendations to Built Environment DMT:

- Undertake campaigns to encourage staff Not Known in terms of ethnic and disability status to complete equal opportunities monitoring forms
- Focus advertising campaigns on under represented groups such as BME groups, disabled people and women e.g. promote careers in environmental health to female applicants
- Actively promote the availability of job share and flexible working
- Consider a commitment to sponsor work experience placements for disabled people within the community

2. Central Services

	Central Services								Total	
	Finance and Resources		Policy & Communications, Chief Exec.		Legal & Admin Serv		Customer Services			
Ethnicity	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	6	7.69%	10	6.58%	16	12.21%	15	5.70%	47	7.53%
Black or Black British	*	2.56%	7	4.61%	18	13.74%	14	5.32%	41	6.57%
Chinese		0.00%	*	0.66%	*	0.76%	10	3.80%	12	1.92%
Mixed	*	2.56%	*	1.97%	*	0.76%	11	4.18%	17	2.72%
White	62	79.49%	105	69.08%	89	67.94%	190	72.24%	446	71.47%
Other	2	2.56%	6	3.95%	*	0.76%	*	1.14%	12	1.92%
Not Known	3	3.85%	19	12.50%	5	3.82%	20	7.60%	47	7.53%
Refused	1	1.28%	1	0.66%		0.00%		0.00%	2	0.32%
Total	78	100%	152	100%	131	100%	263	100%	624	100%

The level of staff Not Known in terms of ethnic status does require further work for some central services departments such as Policy and Communications and Customer Services. Based on the MI currently available in the above table, compared to the 2001 Census (Westminster Working age population, details on page 11):

Asian category under represented in Finance and Resources, Policy and Communications, Customer Services.

Black category under represented in Finance and Resources, Policy and Communications, Customer Services.

Chinese category under represented in Finance and Resources, Legal and Admin Services, Policy and Communications.

Mixed category under represented in Finance and Resources, Legal and Admin Services, Policy and Communications.

Other category under represented in all departments.

* Less than four people and may allow individuals to be identified.

		Gender					
		Female		Male		Total	
		No	%	No	%	No	%
Central Services	Finance and Resources	26	33.33%	52	66.67%	78	100%
	Policy & Communications, Chief Exec	86	56.58%	66	43.42%	152	100%
	Legal & Admin Serv	88	67.18%	43	32.82%	131	100%
	Customer Services	155	58.94%	108	41.06%	263	100%
Central Services Total		355	56.89%	269	43.1%	624	100%

Compared to the 2001 Census (Westminster Working Age population) women are under represented in Finance and Resources and over represented in all other departments. Investigation in relation to occupational segregation needs to be undertaken.

		Declared Disability							
		Yes		Not Known		No		Total	
		No	%	No	%	No	%	No	%
Central Services	Finance and Resources			13	16.66%	65	83.33%	78	100%
	Policy & Communications, Chief Exec	2	1.31%	47	30.92%	103	67.76%	152	100%
	Legal & Admin Serv	1	0.76%	26	19.84%	104	79.38%	131	100%
	Customer Services	6	2.28%	54	20.53%	203	77.18%	263	100%
Central Services Total		9		140		475		624	100%

High level of staff Not Known in terms of disability status and does not allow for a clear indication of over and/or under representation, further work needs to be undertaken on this area. Based on the information currently available in the above table, Finance and Resources, Policy and Communications, Legal and Admin Services are below the Council Workforce figure of 1.63%. All departments are below the 2001 Census.

Considerations and recommendations to Central Services DMT:

- Undertake campaigns to encourage staff Not Known in terms of ethnic and disability status to complete equal opportunities monitoring forms
- Focus advertising campaigns on under represented groups such as BME groups, disabled people and women e.g. promoting the finance posts open to female applicants
- Consider a commitment to sponsor work experience placements for disabled people within the community

3. Children and Community Services

Ethnicity	Children and Community Services															
	Housing		Adult Social Services		Children's Social Services		Common & Shared Services		Lifelong Learning		Education Non Schools		Schools		Total	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	0	0.00%	17	3.60%	17	6.14%	7	6.48%	29	7.04%	6	5.36%	112	5.16%	188	5.26%
Black or Black British	*	8.33%	119	25.21%	57	20.58%	20	18.52%	68	16.50%	19	16.96%	126	5.81%	411	11.50%
Chinese		0.00%	12	2.54%	*	0.36%	*	0.93%	*	0.73%		0.00%	15	0.69%	32	0.90%
Mixed	0	0.00%	17	3.60%	10	3.61%	0	0.00%	11	2.67%	0	0.00%	45	2.07%	83	2.32%
White	21	87.50%	289	61.23%	170	61.37%	73	67.59%	197	47.82%	74	66.07%	1221	56.27%	2045	57.20%
Other		0.00%	*	0.42%	7	2.53%	*	1.85%	8	1.94%	*	2.68%	78	3.59%	100	2.80%
Not Known	1	4.17%	15	3.18%	15	5.42%	5	4.63%	95	23.06%	10	8.93%	571	26.31%	712	19.92%
Refused		0.00%	1	0.21%		0.00%		0.00%	1	0.24%		0.00%	2	0.09%	4	0.11%
Total	24	100%	472	100%	277	100%	108	100%	412	100%	112	100%	2170	100%	3575	100%

High level of staff Not Known in terms of ethnicity status and does not allow for a clear indication of over and/or under representation, further work needs to be undertaken on this area. Based on the information currently available in the above table, compared to the 2001 Census (Westminster Working age population, details on page 11):
Asian category under represented in all departments.

Black category under represented in Schools.

Chinese category under represented in all departments.

Mixed category under represented in Housing, Common and Shared Services, Life Long Learning, Non Schools, Schools.

Other category under represented in all department

*Less than four people and may allow individuals to be identified.

		Gender					
		Female		Male		Total	
		No	%	No	%	No	%
Children and Community Services	Housing	13	54.17%	11	45.83%	24	100%
	Adult Social Services	321	68.01%	151	31.99%	472	100%
	Children's Social Services	215	77.62%	62	22.38%	277	100%
	Common & Shared Services	63	58.33%	45	41.67%	108	100%
	Children & Community Services Lifelong Learning	262	63.59%	150	36.41%	412	100%
	Education – Non Schools	85	75.89%	27	24.11%	112	100%
	Schools	1771	81.61%	399	18.39%	2170	100%
Children and Community Services Total		2730	76.36%	845	23.63%	3575	100%

Compared to the 2001 Census (Westminster Working Age population) women are over represented in every department. Investigation in relation to occupational segregation needs to be undertaken.

		Declared Disability							
		Yes		Not Known		No		Total	
		No	%	No	%	No	%	No	%
Children and Community Services	Housing	1	4.17%	5	20.83%	18	75.00%	24	0.67%
	Adult Social Services	9	1.91%	93	19.70%	370	78.39%	472	13.20%
	Children's Social Services	5	1.81%	69	24.91%	203	73.29%	277	7.75%
	Common & Shared Services	6	5.56%	24	22.22%	78	72.22%	108	3.02%
	Children & Community Services Lifelong Learning	13	3.16%	111	26.94%	288	69.90%	412	11.52%
	Education – Non Schools	1	0.89%	29	25.89%	82	73.21%	112	3.13%
	Schools	25	1.15%	628	28.94%	1517	69.91%	2170	60.70%

Children and Community Services Total	60	1.67%	959	26.82%	2556	71.49%	3575	100%
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High level of staff Not Known in terms of disability status does not allow for a clear indication of over and/or under representation, further work needs to be undertaken on this area. Based on the information currently available in the above table, only Education Schools and Schools are below the Council Workforce figure of 1.63%. All departments are below the 2001 Census.

Considerations and recommendations to Children and Services DMT:

- Undertake campaigns to encourage staff Not Known in terms of ethnic and disability status to complete equal opportunities monitoring forms – particular commitment required from the Director of Schools.
- Focus advertising campaigns on under represented groups such as BME groups, disabled people and men e.g. promote career available to male teachers and social workers.
- Consider a commitment to sponsor work experience placements for disabled people within the community.

4.1 Recruitment - Internal

The recruitment monitoring information relates to jobs which reached the final offer of appointment stage in the period 1 April 2006 – 31 March 2007.

241 existing staff applied for posts within the Council either as promotion or to a different job at the same level. 54 of those staff were appointed.

Ethnic breakdown of those who applied and were appointed for internal posts:

Ethnicity	Applied		Shortlisted		Appointed		% of applicants/% of appointments
	No	%	No	%	No	%	
Asian or Asian British	23	9.54%	7	8.24%	4	7.41%	17%
Black or Black British	49	20.33%	23	27.06%	4	7.41%	8%
Chinese	4	1.66%	1	1.18%		0.00%	0%
Mixed	19	7.88%	10	11.76%	4	7.41%	21%
White	119	49.38%	34	40.00%	38	70.37%	32%
Other	14	5.81%	5	5.88%	1	1.85%	7%
Not Known	13	5.39%	5	5.88%	3	5.56%	23%
Total	241	100%	85	100%	54	100%	

BME applicants are less likely to reach the appointment stage than white applicants.

Gender

46.89% of those who applied for posts were female and 53.11% male. Of those appointed 59.26% were female and 40.74% male.

Gender	Applied		Shortlisted		Appointed		% of applicants/% of appointments
	No	%	No	%	No	%	
Female	113	46.89%	38	44.71%	32	59.26%	28%
Male	128	53.11%	47	55.29%	22	40.74%	17%
Total	241	100%	85	100%	54	100%	

Men are less likely to reach the appointment stage than women.

Declared Disability

5.81% applicants declared that they had a disability, 8.24% were short listed and 5.56% were appointed.

Declared Disability	Applied		Shortlisted		Appointed		% of applicants/% of appointments
	No	%	No	%	No	%	
Yes	14	5.81%	7	8.24%	3	5.56%	21%
No	227	94.19%	78	91.76%	51	94.44%	22%
Total	241	100%	85	100%	54	100%	

Disabled applicants reaching appointment stage at approximately percentage as non disabled staff. Main issue is the low level of applicants.

Considerations:

Over the next twelve months HR will investigate the area of recruitment.

Recruitment – External

The following information relates to jobs which reached the final offer of appointment stage during the 1 April 2006 – 31 March 2007.

During the period, there were 5282 applicants, 2318 were short-listed and 289 appointed.

The following table shows the ethnic breakdown of those who applied and were appointed for external posts:

Ethnicity	Applied		Shortlisted		Appointed		% of applicants/% of appointments
	No	%	No	%	No	%	
Asian or Asian British	654	12.38%	286	12.34%	24	8.30%	3.66%
Black or Black British	1207	22.85%	523	22.56%	36	12.46%	2.98%
Chinese	110	2.08%	50	2.16%	5	1.73%	4.54%
Mixed	319	6.04%	145	6.26%	22	7.61%	6.89%
White	2242	42.45%	1024	44.18%	182	62.98%	8.11%
Other	216	4.09%	86	3.71%	6	2.08%	2.77%
Not Known	534	10.11%	204	8.80%	14	4.84%	2.62%
Total	5282	100%	2318	100%	289	100%	

BME applicants are less likely to reach the appointment stage than white applicants.

Gender

51.34% of those who applied for posts were female and 48.66% male. Of those appointed 62.63% were female and 37.37% male.

Gender	Applied		Shortlisted		Appointed		% of applicants/% of appointments
	No	%	No	%	No	%	
Female	2712	51.34%	1224	52.80%	181	62.63%	6.67%
Male	2570	48.66%	1094	47.20%	108	37.37%	4.20%
Total	5282	100%	2318	100%	289	100%	

Men are less likely to reach the appointment stage than women.

Declared Disability

3.24% applicants declared that they had a disability. 4.36% applicants were shortlisted and 3.36% appointments were made.

Declared Disability	Applicant		Shortlisted		Appointed		% of applicants/% of appointments
	No	%	No	%	No	%	
Yes	171	3.24%	101	4.36%	10	3.46%	5.84%
Not Known	11	0.21%	5	0.22%		0.00%	-
No	5100	96.55%	2212	95.43%	279	96.54%	5.47%
Total	5282	100.00%	2318	100.00%	289	100.00%	

Disabled applicants reaching appointment stage at approximately the same percentage as non disabled staff. Main issue is the low level of applicants.

Considerations:

Over the next twelve months HR will investigate the area of recruitment and the ways to attract diverse applicants.

Recruitment Trend Comparison 2006-2007

Recruitment - Internal

Ethnicity	January – March 2005		1 April 05 - 31 March 2006		1 April 2006 - 31 March 2007	
	Applied	Appt	Applied	Appt	Applied	Appt
	%	%	%	%	%	%
Asian or Asian British	7%	5%	9.46%	4.76%	9.54%	7.41%
Black or Black British	25%	21%	32.43%	19.05%	20.33%	7.41%
Chinese	0%	0%	2.70%	0%	1.66%	0.00%
Mixed	12.5%	10.5%	8.11%	14.29%	7.88%	7.41%
White	51%	53%	41.89%	61.90%	49.38%	70.37%
Other	1%	0%	5.41%	0%	5.81%	1.85%
Not Known	3%	10.5%	0%	0%	5.39%	5.56%
Total	100%	100%	100%	100%	100%	100%

Recruitment - External

Ethnicity	January – March 2005		1 April 05 - 31 March 2006		1 April 2006 - 31 March 2007	
	Applied	Appt	Applied	Appt	Applied	Appointed
	%	%	%	%	%	%
Asian or Asian British	14%	10%	11.72%	2.86%	12.38%	8.30%
Black or Black British	20%	15%	25.37%	17.14%	22.85%	12.46%
Chinese	1%	2%	1.48%	2.86%	2.08%	1.73%
Mixed	8%	0%	7.33%	8.57%	6.04%	7.61%
White	49.5%	61%	30.54%	57.14%	42.45%	62.98%
Other	4%	5%	8.76%	2.86%	4.09%	2.08%
Not Known	4%	7%	14.76%	8.57%	10.11%	4.84%
Total	100%	100%	100%	100%	100%	100%

Media Source and Department Data

Within the Disability and Gender Equality Schemes are commitments for Council to advertise more widely and not according to traditional representation patterns. Guidance on this issue has been provided to Chief Officer's Diversity Group (CODG) and Equality Champions. The information below helps to inform CODG of the progress in relation to these commitments.

Successful applicants by department and media source.

Department	Media	Total
Community Prot	Environmental Health News	5
	Evening Standard	6
	Guardian	1
	Health Service Journal	1
	London Weekly Times	1
	Metro	3
	Non Entered	13
	Web Site & Intranet	31
Custom Services	Guardian	2
	Non Entered	7
	One Stop Services	1
	Web Site & Intranet	31
Education	Guardian	2
	Non Entered	3
	Web Site & Intranet	2
Env & Leisure	Web Site & Intranet	3
Fin & Res Dept	Non Entered	1
	Web Site & Intranet	1
Finance	Web Site & Intranet	1
Legal & Admin	Evening Standard	2
	Guardian	1
	Law Society Gazette	1
	Non Entered	1
	Opportunities	1
	Web Site & Intranet	8
Parking	Web Site & Intranet	1
Plan & City Dev	Guardian	1
	Metro	1
	Non Entered	1
	Planning	6
	Web Site & Intranet	11
Policy & Comms	Guardian	6
	Metro	2
	Non Entered	3
	Web Site & Intranet	6
Social Services	Environmental Health News	1
	Evening Standard	1
	Guardian	17
	Metro	2
	Non Entered	16
	Times Educational Supp	1
	Web Site & Intranet	78
Transportation	Non Entered	1
	Web Site & Intranet	5
Total		289

Research needs to be undertaken on the level of BME people who access the media sources listed above.

4.2 Employee Relations

The following information relates to the period 1 April 2006-31 March 2007.

Discipline

During the period 46 disciplinary cases have been concluded.

Ethnicity	No Case	Formal Oral Warning	Formal Written Warning	Final Written Warning	Dismissal
Asian or Asian British	1			1	
Black or Black British	6		3		
Chinese					
Mixed					2
White	3		4	5	4
Other	1				1
Not Known	5			1	2

Seven people chose to leave the service of the Council during the disciplinary process, four identified as Not Known, two Black or Black British and one White. 15 were female and 31 male. No person chose to declare a disability.

Grievance

21 Grievance cases were concluded in the period 1 April 2006 – 31 March 2007.

Ethnicity	Not upheld	Partially Upheld	Upheld
Asian or Asian British		1	
Black or Black British	3		
Chinese			
Mixed			
White	6		
Other Ethnic Group			
Not Known	1		
Male	10	Female	11

Six people left the employment of Council and/or withdrew their complaints, three were white, one black and two Not Known. One white, female has taken their complaint to tribunal level, two cases were resolved and one case dealt with informally. Three people declared disability status.

Discrimination, Bullying, Victimisation and Harassment

Three cases have been concluded in the period 1 April 2006 – 31 March 2007:

Ethnicity	Staff
Asian or Asian British	
Black or Black British	2
Chinese	
Mixed	
White	
Other Ethnic Group	
Not Known	1

Two female, one male and one person who declared disability.

Unsatisfactory Performance

No employees was dismissed as a result of unsatisfactory performance in this period. 4 people left the service of the Council during the process. All four were white. 3 were male and 1 female, no one declared a disability status.

Probation

Employees who do not have continuous local government service are required to go through a 6-month probationary period to determine their suitability for their job. During the period, no staff members had their employment terminated due to failure to establish their suitability for their job.

Sickness Absence

23 cases have been concluded in the period 1 April 2006 – 31 March 2007.

Ethnicity	Staff	Total	Workforce
Asian or Asian British			5.53%
Black or Black British	2	8.6%	10.85%
Chinese	1	4.3%	1.23%
Mixed			2.26%
White	14	60%	60.90%
Other	2	8.6%	2.52%
Not Known	4	17.3%	16.60%

2 members of staff were dismissed due to sickness in the period. Both people were male and white. 8 staff returned to work, 13 staff chose to leave the service of the Council.

Of the 23 cases, 13 female and 10 male. Two cases involved staff members who declared as disabled.

4.3 Training

1895 employees applied for places on training courses run between 1 April 2006 – 31 March 2007. Of these 1586 were offered training places. The reasons places are not offered are either because the course is cancelled or oversubscribed. Where courses are oversubscribed individuals are placed on a waiting list.

The following table shows the ethnic breakdown of those who applied and were offered training:

Ethnicity	Applicants		Offered		Completed		Workforce
	No	%	No	%	No	%	%
Asian or Asian British	75	3.96%	69	4.35%	69	4.35%	5.53%
Black or Black British	264	13.93%	218	13.75%	218	13.75%	10.85%
Chinese	24	1.27%	23	1.45%	23	1.45%	1.23%
Mixed	37	1.95%	28	1.77%	28	1.77%	2.26%
White	1348	71.13%	1136	71.63%	1136	71.63%	60.90%
Other	43	2.27%	33	2.08%	33	2.08%	2.52%
Not Known	98	5.17%	76	4.79%	76	4.79%	16.60%
Refused	6	0.32%	3	0.19%	3	0.19%	
Total	1895	100%	1586	100%	1586	100%	

Asian or Asian British, Mixed and Other ethnicities are under represented compared to the overall workforce. Over the next twelve months HR will investigate the reasons behind these trends.

Gender	Applied No	Applied %	Offered No	Offered %	Attended No	Attended %
Female	1069	56.41%	882	55.61%	882	55.61%
Male	826	43.59%	704	44.39%	704	44.39%
Total	1895	100%	1586	100%	1586	100%

Compared to the overall workforce women are under represented in applications for training, 66% workforce but only 56% of applications.

Declared Disability	Applied No	Applied %	Offered No	Offered %	Attended No	Attended %
Yes	31	1.64%	27	1.70%	27	1.70%
Not Known	544	28.71%	449	28.31%	449	28.31%
No	1320	69.66%	1110	69.99%	1110	69.99%
Total	1895	100%	1586	100%	1583	100%

Over the next twelve months HR will investigate the reasons behind this trends and who applies for training and do people attend multiple courses. The level of staff Not Known in relation to disability status remains a level of concern and will be addressed over the next 12 months.

Training Trend Comparison 2004-2007

Ethnicity	1.4.2004 – 31.3 2005		1.4.2005 – 31.3 2006		1.4.2006-31.3.2007			
	Applied %	Offered %	Applied %	Offered %	Applied No	Applied %	Offered No	Offered %
Asian or Asian British	4%	4%	5.53%	5.65%	75	3.96%	69	4.35%
Black or Black British	13%	13%	17.07%	16.88%	264	13.93%	218	13.75%
Chinese	0.5%	0.5%	0.91%	0.94%	24	1.27%	23	1.45%
Mixed	2%	2%	1.58%	1.51%	37	1.95%	28	1.77%
White	71%	71%	68.15%	68.49%	1348	71.13%	1136	71.63%
Other	2%	2%	2.01%	1.95%	43	2.27%	33	2.08%
Not Known	7%	7%	4.74%	4.58%	98	5.17%	76	4.79%
Refused	-	-	-	-	6	0.32%	3	0.19%
Total	100%	100%	100%	100%	1895	100%	1586	100%

Gender	1.4.2004 – 31.3.2005		1.4.2005 – 31.3.2006		1.4.2006-31.3.2007	
	Applied	Offered	Applied	Offered	Applied	Offered
Female	52%	52%	51.67%	51.79%	56.41%	55.61%
Male	48%	48%	48.33%	48.21%	43.59%	44.39%
Total	100%	100%	100%	100%	100%	100%

Declared Disability	1.4.2005 – 31.3.2006		1.4.2006-31.3.2007	
	Applied	Offered	Applied	Offered
Yes	1.28%	1.26%	1.64%	1.70%
Not Known	32.89%	32.33%	28.71%	28.31%
No	65.84%	66.42%	69.66%	69.99%
Total	100%	100%	100%	100%

Departmental Equalities Training Data

To assist Chief Officers meet Gender and Disability Equality Scheme commitments below are the number of staff who have been trained in key diversity and equalities courses in the last 12 months.

N.B in 2005-2006 all Middle Managers undertook the Equalities & Diversity One Day Training for Middle Managers. The below figures relates to Middle Managers appointed or promoted after this period of time.

Course Name	Built Environment	Central Services	Children and Community Services	Total
Equalities & Diversity One Day Training for Middle Managers	16	31	47	94
Total	16	31	47	94

Course Name	Built Environment	Children and Community Services	Total
Dealing with Grievance and Harassment	10	3	13
Total	10	3	13

Course Name	Built Environment	Central Services	Children and Community Services	Total
Equalities Impact Assessment Training	33	23	25	81
Total	33	23	25	81

Course Name	Built Environment	Central Services	Children and Community Services	Total
Managing the Disciplinary Process	15	5	26	46
Total	15	5	26	46

Course Name	Built Environment	Central Services	Children and Community Services	Total
Recruitment & Selection	10	1	3	14
Total	10	1	3	14

Chief Officer's and DMT's need to ensure that all newly promoted and appointment Managers are trained as appropriate.

Children and Community Service Training Data

Children & Community Services Development & Training Unit Data

Council's Social Services Department operate a separate training and development team focused on professional development. A decision has been made to report such specific data separately to corporate training data.

	2004/05	2005/06	2006/2007
No of places available on Training Courses	5686	5995	6021
No of successful Applications	4429	4461	5899
No of applicants who attended training	3747	3880	5204

Gender	2004/05	2005/06	2006/2007
Male	422	526	629
Female	1228	1342	1783
Total	1650	1878	2412

Members of staff who have declared a disability on their application form.

Gender	Ethnicity	Declared Disability
Female	Not Stated	Large Print & Hearing Loop
Female	Not Stated	Wheelchair
Female	White Other European	Hearing problem with background noise
Female	White British	Wheelchair user
Male	White British	Visual

	2004/05	2004/05	2005/06	2005/06	2006/07	2006/07
Ethnicity	Booked Applicants	Completed Applicants	Booked Applicants	Completed Applicants	Booked Applicants	Completed Applicants
White British	468	427	414	342	497	418
White Irish	40	35	41	34	41	37
White Other European	33	29	34	29	48	43
White Other White Background	67	64	78	62	63	52
Mixed White and Black Caribbean	5	5	7	5	8	7
Mixed White and Black African	8	4	4	3	2	2
Mixed White and Asian	6	6	4	3	4	4
Mixed Any Other Mixed Background	12	9	10	9	14	13
Asian or Asian British Indian	23	19	21	18	28	27
Asian or Asian British Pakistani	7	5	7	6	5	3
Asian or Asian British Bangladeshi	5	5	7	7	11	7
Asian or Asian British Any Other Asian Background	11	11	10	8	20	17
Black or Black British Caribbean	120	108	90	74	104	91
Black or Black British African	79	74	69	54	98	87
Black or Black British Any Other Black Background	15	15	13	12	16	15
Other Ethnic Group Chinese	5	5	10	9	15	15
Other Ethnic Group North African	1	1	1	1	1	1
Other Ethnic Groups Arab	1	1	1	1	3	3
Other Ethnic Groups Middle Eastern	1	1	0	0		
Any Other Ethnic Group	10	8	9	9	10	10
Not Stated	733	650	1038	823	1420	1160
Total	1650	1482	1868	1509	2408	2012

4.4 Performance Related Pay

The below information relates to the performance year 2005-2006, MI in relation 2006-2007 is not currently available. Performance reviews have been undertaken with 1348 employees.

Ethnicity	SCORE			
	Excellent	Good	Lower	Total
Asian or Asian British	67	11	2	80
Black or Black British	130	20	10	160
Chinese	17	1		18
Mixed	18	3	3	24
White	842	98	22	962
Other	21	7	1	29
Not Known	54	11	8	73
Refused	2			2
Total	1151	151	46	1348

Ethnicity	SCORE			
	Excellent	Good	Lower	Total
Asian or Asian British	5.8%	7.3%	4.3%	5.9%
Black or Black British	11.3%	13.2%	21.7%	11.9%
Chinese	1.5%	0.7%	0.0%	1.3%
Mixed	1.6%	2.0%	6.5%	1.8%
White	73.2%	64.9%	47.8%	71.4%
Other	1.8%	4.6%	2.2%	2.2%
Not Known	4.7%	7.3%	17.4%	5.4%
Refused	0.2%	0.0%	0.0%	0.1%
Total	100%	100%	100%	100%

Gender	SCORE			
	Excellent	Good	Lower	Total
Female	536	70	20	626
Male	615	81	26	722
Total	1151	151	46	1348

Gender	SCORE			
	Excellent	Good	Lower	Total
Female	46.6%	46.4%	43.5%	46.4%
Male	53.4%	53.6%	56.5%	53.6%
Total	100%	100%	100%	100%

Declared Disability	SCORE			
	Excellent	Good	Lower	Total
Yes	20	3	2	25
Not Known	294	37	11	342
No	837	111	33	981
Total	1151	151	46	1348

Declared Disability	SCORE			
	Excellent	Good	Lower	Total
Yes	1.7%	2.0%	4.3%	1.9%
Not Known	25.5%	24.5%	23.9%	25.4%
No	72.7%	73.5%	71.7%	72.8%
Total	100%	100%	100%	100%

Based on the current MI only 3.9% of staff scored in the lower category.

Following the 2006 Equal Pay Audit further research and investigation is taking place in relation to performance related pay.

4. 5 Leavers – Resignations

During the period 1 April 2006-31 March 2007 a total 1486 employees left the service of Council and 1054 employees resigned.

Ethnicity	April 2004 – March 2005	April 2005 – March 2006	April 2006 – March 2007	Difference 06-07	Workforce
Asian or Asian British	4%	3.20%	5.98%	+2.78%	5.53%
Black or Black British	5%	6.90%	8.16%	+1.26%	10.85%
Chinese	0.7%	0.86%	0.76%	-0.10%	1.23%
Mixed	1%	1.23%	2.28%	+1.05%	2.26%
White	43%	43.97%	48.67%	+4.70%	60.90%
Other	2%	1.85%	3.70%	+1.85%	2.52%
Not known	43%	41.87%	30.46%	-11.41%	16.60%
Total	100%	100%	100%		-

High level of staff Not Known in terms of ethnicity status does not allow for a clear indication of over and/or under representation, further work needs to be undertaken on this area. Based on the table above, compared to overall workforce figures Asian or Asian British, Mixed and other are over represented in resignations. Further investigation in relation to these trends will need to be undertaken in the future.

Ethnicity	2005-2006		2006-2007	
	No	%	No	%
Asian or Asian British	26	3.20%	63	5.98%
Black or Black British	56	6.90%	86	8.16%
Chinese	7	0.86%	8	0.76%
Mixed	10	1.23%	24	2.28%
White	357	43.97%	513	48.67%
Other	15	1.85%	39	3.70%
Not Known	340	41.87%	321	30.46%
Refused	1	0.12%		
Total	812	100%	1054	100%

Gender	April 2004 – March 2005	April 2005- March 2006	April 2006- March 2007		Difference 06-07
	%	%	No	%	
Female	68%	70.57%	701	66.51%	-4.06%
Male	32%	29.43%	353	33.49%	+4.06%
Total	100%	100%	1054	100%	

Declared Disability	2005-2006		2006-2007	
	No	%	No	%
Yes	5	0.62%	10	0.95%
Not Known	807	99.38%	443	42.03%
No			601	57.02%
Total	812	100%	1054	100%

In relation to the overall workforce profile, men are slightly over represented in resignations and disabled members of staff are below the workforce profile of 1.63%.

2006-2007 Length of Service	Total No
Less than 1 year	158
1 - 5 years	680
6 - 10 years	110
11 - 15 years	30
16 - 20 years	71
20 years or more	5
Total	1054

Age 2006-2007	Total	
	No	%
16-17	1	0.09%
18-19	3	0.28%
20-24	105	9.96%
25-29	214	20.30%
30-44	449	42.60%
45-59	228	21.63%
60-64	38	3.61%
65-74	12	1.14%
Unknown	4	0.38%
Total	1054	100%

Further investigation is required on why people with 1-5 years service are over represented in resignations.

4.6 Leavers Data – All Leavers

Ethnicity	2005-2006		2006-2007	
	No	%	No	%
Asian or Asian British	31	2.92%	76	5.11%
Black or Black British	73	6.87%	134	9.02%
Chinese	8	0.75%	8	0.54%
Mixed	15	1.41%	31	2.09%
White	460	43.31%	733	49.33%
Other	26	2.45%	43	2.89%
Not Known	447	42.09%	461	31.02%
Refused	2	0.19%		0.0%
Total	1062	100%	1486	100%

Increase in number of Asian or Asian British, Black or Black British, Mixed and Other staff leavers.

Declared Disability	2005/2006		2006/2007	
	No	%	No	%
Yes	10	0.94%	17	1.14%
Not Known	1052	99.06%	596	40.11%
No	-	-	873	58.75%
Total	1062	100	1486	100%

Increase in the number and percentage of disabled people leaving Council.

2006-2007 Length of Service	Total No
Less than 1 year	237
1 - 5 years	953
6 – 10 years	135
11 - 15 years	52
16 - 20 years	93
20 years or more	16
Total	1486

Gender	2005-2006		2006-2007	
	No	%	No	%
Female	734	69.11%	956	64.33%
Male	328	30.89%	530	35.67%
Total	1062	100%	1486	100%

Increase in the number and percentage of men leaving Council.

Age	Total	
	No	%
16-17	1	0.07%
18-19	15	1.01%
20-24	144	9.69%
25-29	291	19.58%
30-44	600	40.38%
45-59	316	21.27%
60-64	84	5.65%
65-74	28	1.88%
Unknown	7	0.47%
Total	1486	100%

All Leavers by Departmental Block

Ethnicity	Built Environment		Central Services		Children and Community Services		Total	
	No	%	No	%	No	%	No	%
Asian or Asian British	3	3.33%	3	1.42%	70	5.91%	76	5.11%
Black or Black British	11	12.22%	19	9.00%	104	8.78%	134	9.02%
Chinese	1	1.11%	2	0.95%	5	0.42%	8	0.54%
Mixed		0.00%	6	2.84%	25	2.11%	31	2.09%
White	63	70.00%	91	43.13%	579	48.86%	733	49.33%
Other	2	2.22%	6	2.84%	35	2.95%	43	2.89%
Not Known	10	11.11%	84	39.81%	367	30.97%	461	31.02%
Total	90	100%	211	100%	1185	100%	1486	100%

Gender	Built Environment		Central Services		Children and Community Services		Total	
	No	%	No	%	No	%	No	%
Female	41	45.56%	110	52.13%	805	67.93%	956	64.33%
Male	49	54.44%	101	47.87%	380	32.07%	530	35.67%
Total	90	100%	211	100%	1185	100%	1486	100%

Declared Disability	Built Environment		Central Services		Children and Community Services		Total	
	No	%	No	%	No	%	No	%
Yes	2	2.22%	3	1.42%	12	1.01%	17	1.14%
Not Known	35	38.89%	102	48.34%	459	38.73%	596	40.11%
No	53	58.89%	106	50.24%	714	60.25%	873	58.75%
Total	90	100%	211	100%	1185	100%	1486	100%

CODG and Department Considerations:

- High level of staff Not Known in terms of ethnic and disability status does not allow for a clear indication of over and/or under representation. Departments need to encourage staff who are Not Known to complete equal opportunities monitoring forms – can be found on the WIRE.
- CODG should consider the training of departmental equality champions to undertake exit surveys so that they can then conduct one to one exit interviews with all leavers from their departments.

SMG Leavers

Ethnicity

	No	%	
BME	0	0	
White	15	93.75%	
Not Known	1	6.25%	
Total	16	100%	

Gender	No	%
Female	5	31.25%
Male	11	68.75%
Total	16	100%

Declared Disability	No	%
Yes	1	6.25%
Not Known	2	12.5%
No	13	81.25%
Total	16	100%

Age	Total	
	No	%
25-29	1	6.25%
30-44	5	31.25%
45-59	6	37.50%
60-64	4	25.00%
Total	16	100%

4.7 Exit Survey

Over the past 12 months HR has continued to promote the Exit Survey, however only 24 leavers have taken part in the Exit Survey between 1 April 2006 – 31 March 2007. Ethnicity as follows:

Ethnicity	Staff
Asian	1
Black	2
White other	3
White	18

Gender	Total	% of total
Female	7	30%
Male	17	70%
Total	24	100%

Declared Disability	Total	% of total
Yes	4	16.66%
Not Known	1	4.1%
Total	100%	-

Following Departments were represented:

- Transportation
- Environment and Leisure
- Corporate Property
- Community Protection
- Children and Community Services
- Customer Services
- Educations
- Adult Social Care
- PCD
- Policy and Communications

Leavers are asked to select up to 5 main reasons for leaving the Council. The main reasons stated were:

1. Other employment, Promotion
2. Dissatisfaction with pay
3. Dissatisfaction with Career Opportunity
4. Dissatisfaction with Management
5. Work-life balance

5 leavers felt that they had experienced discrimination and/or harassment and/or bullying in the last 12 months.

CODG should consider the training of departmental equality champions to undertake exit surveys so that they can then conduct one to one exit interviews with all leavers from their departments.