



City of Westminster

**Human Resources Diversity and Equalities  
Workforce Profile and Monitoring  
Annual Report (1 April 2009 – 31 March 2010)**

Graham White  
Director of Human Resources

Telephone: 020 7641 3221  
Email: [gwhite@westminster.gov.uk](mailto:gwhite@westminster.gov.uk)

## Part I - Introduction and Background

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Westminster is 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.

This report sets out the current workforce profile and the monitoring information for the period 1 April 2009 – 31 March 2010. Whilst workforce monitoring helps the council to meet its statutory equality obligations, more importantly it also allows for the promotion of good practice.

## Part II - Executive Summary

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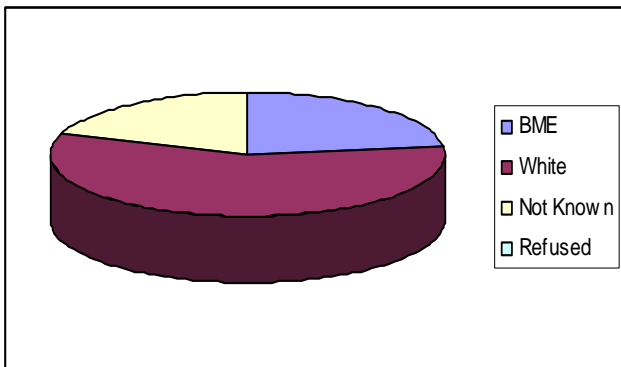
This executive summary provides the reader with an overview of the report.

This report provides management information (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.

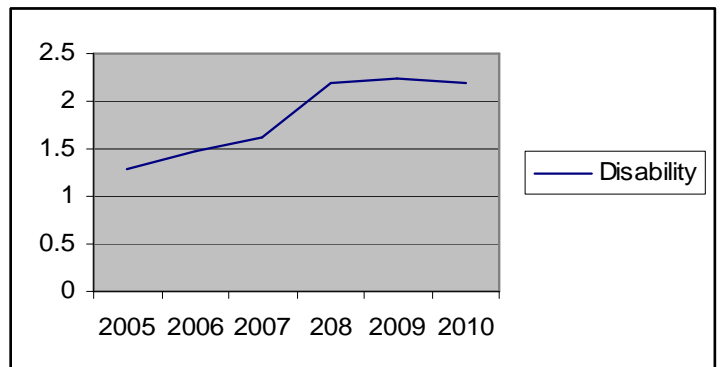
The current provision of diversity information by staff is voluntary, staff may choose not to declare their ethnicity or disability status to the council. A large number of staff have chosen not to provide monitoring information and remain as “Not Known”. Due to the level of staff in the “Not Known” category, overall analysis is difficult and any trends should be considered open to variation. Where possible trends have been identified based on the current MI available.

Since 2005 the council has undertaken numerous campaigns to reduce the number of staff identified as Not Known. In May-June 2010 the council will implement new expanded diversity codes with a major communications campaign. The outcome will be monitored in the next annual report due in 2011.

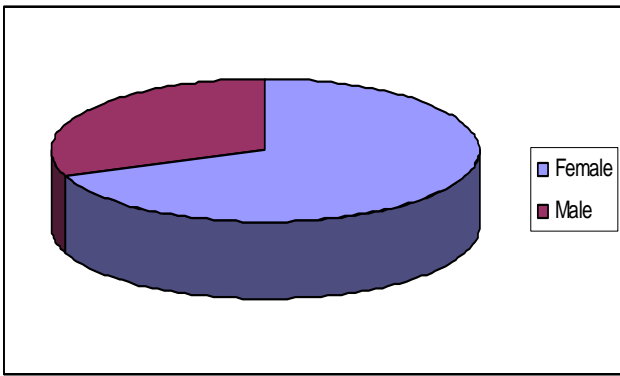
Please find below key information highlights and trends:



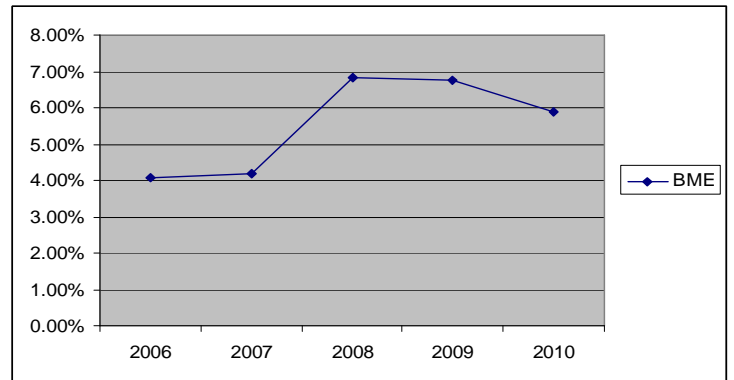
**Workforce** - The % of BME staff has fallen from 23.10% to 22.95%. This is below the community level of 25.8%.



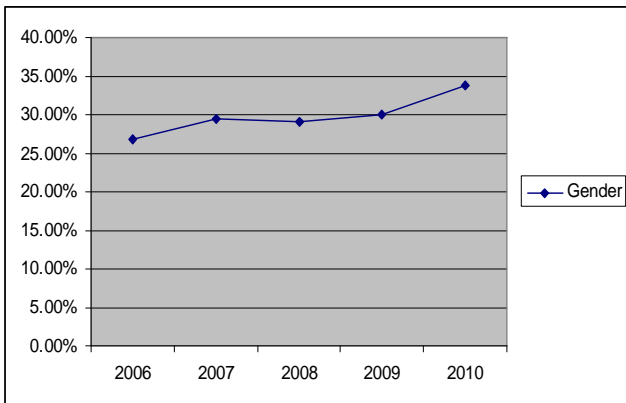
**Workforce** - The number and % of disabled staff has fallen from 2.23% (112) to 2.18% (107). This is below the community level of 11.1-14.8%.



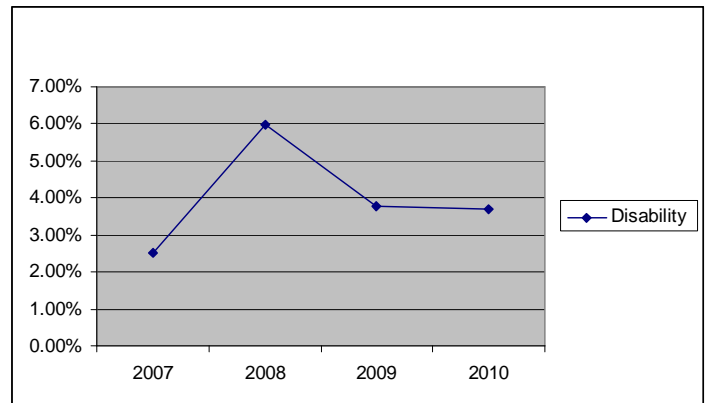
**Workforce** - The % of female staff has continued to rise from 68.35% to 69.04%. This is above the community level of 51%.



**Senior Management** – The percentage of SMG BME staff has decreased from 6.77% to 5.88%.



**Senior Management** – the number and % of SMG female staff has increased from 30.08% to 33.82%.



**Senior Management** – The number of SMG disabled staff has stayed the same however the % of disabled staff has fallen from 3.76% to 3.68%.

**Recruitment – Internal and External**

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

**Employee Relations (ER)**

In 2010 the Employee Relations data has been provided in a new format, data has been separated into schools and non-schools. Year to year comparison:

*Increase:*

	2008-2009		2009-2010	
	Closed	Open	Closed	Open
Discrimination, Bullying, Victimization and Harassment	8	2	10	0
Probation	0	0	3	1
Tribunal	10	1	17	9
Sickness	34	41	46	46

*Reduction:*

	2008-2009		2009-2010	
	Closed	Open	Closed	Open
Disciplinary	60	24	45	8
Grievances	23	14	23	5

*Same:* AWOL cases (2 closed each year) and Unsatisfactory performance (2 open each year and 3 closed each year).

**Corporate Training**

Asian or Asian British, Black or Black British, Chinese, and White ethnicities are over represented in training applicants e.g. 7.23% of applicants are from an Asian or Asian British ethnicity however they make up 5.83% of the workforce.

Mixed and Other ethnicities are under represented in training applicants compared to the overall workforce, e.g. 1.93% of applicants are from a Mixed ethnicity however they make 2.57% of the workforce.

**Leavers**

The number of leavers has decreased by 21.84% (197). The number of resignations has fallen by 22.2% (133). We believe this is due to the current economic climate.

**Performance Management**

2.77% of staff received a salary increase linked to performance in 2009-2010.

### 3.1 Overall Workforce Profile as at 31 March 2010

#### Ethnicity

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

#### % Decrease:

- Black or Black British
- Chinese
- Other
- White

#### % Increase:

- Asian or Asian British
- Mixed
- Not Known

Overall the BME % within council has decreased from 23.10% to 22.95% in the last twelve months.

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

Ethnicity	Workforce Profile 31.3.2005		Workforce Profile 31.3.2006		Workforce Profile 31.3.2007		Workforce Profile 31.3.2008		Workforce Profile 31.3.2009		Workforce Profile 31.3.2010		Trend since last report
	No	%	No	%	No	%	No	%	No	%	No	%	
Asian or Asian British	240	4.50%	266	5.19%	274	5.53%	283	5.83%	290	5.76%	286	5.83%	↑
Black or Black British	496	9.30%	555	10.83%	538	10.85%	561	11.56%	564	11.21%	548	11.17%	↓
Chinese	48	0.90%	54	1.05%	61	1.23%	59	1.22%	53	1.05%	49	1.00%	↓
Mixed	101	1.90%	109	2.13%	112	2.26%	120	2.47%	129	2.56%	126	2.57%	↑
White	2953	55.40%	3018	58.90%	3020	60.90%	309	63.66%	2971	59.03%	2817	57.42%	↓
Other	101	1.90%	121	2.36%	125	2.52%	134	2.76%	127	2.52%	117	2.38%	↓
Not Known	1391	26%	995	19.42%	823	16.60%	603	12.42%	896	17.80%	961	19.59%	↑
Refused					6	0.12%	4	0.08%	3	0.06%	2	0.04%	↓
<b>Total</b>	<b>5330</b>	<b>100%</b>	<b>5124</b>	<b>100%</b>	<b>4959</b>	<b>100%</b>	<b>4854</b>	<b>100%</b>	<b>5033</b>	<b>100%</b>	<b>4906</b>	<b>100%</b>	

Workforce Profiles (excluding casual, claims and tutors) extended Ethnicity Categories and Trend Analysis 2004-2009

	30 Sept 2004	31 March 2005	31 March 2006	31 March 2007	31 March 2008	31 March 2009	31 March 2010 No	31 March 2010 %	Trend	2001 census – working age %		
										Westminster age 18 – 64	Inner London age 18 – 64	Outer London age 18 – 64
Total Workforce	5830	5330	5124	4959	4854	5033	4906	100%		131,557	1,882,302	2,779,617
<b>Ethnicity</b>												
Asian or Asian British												
Indian	1.7%	1.9%	2.30%	2.50%	2.41%	2.28%	114	2.32%	↑ = Increase	3.5%	3.2%	8.5%
Pakistani	0.8%	0.6%	0.60%	0.60%	0.76%	0.76%	37	0.75%	↓ = Decrease	1%	1.5%	2.2%
Bangladeshi	1%	1%	1.25%	1.35%	1.50%	1.53%	78	1.59%	↑ = Increase	2%	3.6%	0.6%
Other Asian	0.9%	1%	1.03%	1.07%	1.15%	1.19%	57	1.16%	↓ = Decrease	1.9%	1.4%	2.4%
	<b>4.4%</b>	<b>4.5%</b>	<b>5.19%</b>	<b>5.53%</b>	<b>5.83%</b>	<b>5.76%</b>	<b>286</b>	<b>5.83%</b>	↑ = Increase	<b>8.4%</b>	<b>9.7%</b>	<b>13.7%</b>
Black or Black British												
Caribbean	5.6%	5.5%	5.87%	6.03%	6.32%	6.10%	288	5.87%	↓ = Decrease	2.9%	6.5%	3.7%
African	3.1%	3%	4.00%	3.77%	4.12%	4.01%	207	4.22%	↑ = Increase	3.5%	7.6%	3.4%
Other Black	0.7%	0.8%	0.96%	1.05%	1.11%	1.09%	53	1.08%	↓ = Decrease	0.6%	1%	0.5%
	<b>9.3%</b>	<b>9.3%</b>	<b>10.83%</b>	<b>10.85%</b>	<b>11.56%</b>	<b>11.21%</b>	<b>548</b>	<b>11.17%</b>	↓ = Decrease	<b>7%</b>	<b>15.1%</b>	<b>7.6%</b>
Chinese	<b>0.8%</b>	<b>0.9%</b>	<b>1.05%</b>	<b>1.23%</b>	<b>1.22%</b>	<b>1.05%</b>	<b>49</b>	<b>1.00%</b>	↓ = Decrease	<b>2.6%</b>	<b>1.6%</b>	<b>1.1%</b>
Mixed												
White & Black Caribbean	0.6%	0.6%	0.66%	0.65%	0.74%	0.79%	37	0.75%	↓ = Decrease	0.5%	0.7%	0.4%
White & Black African	0.3%	0.3%	0.39%	0.48%	0.58%	0.56%	26	0.53%	↓ = Decrease	0.6%	0.5%	0.3%
White & Asian	0.5%	0.5%	0.59%	0.56%	0.41%	0.44%	22	0.45%	↑ = Increase	1.1%	0.7%	0.6%
Other Mixed	0.6%	0.5%	0.49%	0.56%	0.74%	0.77%	41	0.84%	↑ = Increase	1.1%	0.9%	0.5%
	<b>2%</b>	<b>1.9%</b>	<b>2.13%</b>	<b>2.26%</b>	<b>2.47%</b>	<b>2.56%</b>	<b>126</b>	<b>2.57%</b>	↑ = Increase	<b>3.3%</b>	<b>2.8%</b>	<b>1.8%</b>
White												
British	44.8%	44.3%	46.51%	48.24%	50.16%	47.13%	2247	45.80%	↓ = Decrease	47.1%	51.3%	63.8%
Irish	3.6%	3.2%	3.24%	3.29%	3.52%	3.20%	164	3.34%	↑ = Increase	3.4%	3.6%	3.3%
Other White	7.1%	7.9%	9.15%	9.38%	9.97%	8.70%	406	8.28%	↓ = Decrease	23.7%	13.9%	7.3%
	<b>55.5%</b>	<b>55.4%</b>	<b>58.90%</b>	<b>60.90%</b>	<b>63.66%</b>	<b>59.03%</b>	<b>2817</b>	<b>57.42%</b>	↓ = Decrease	<b>74.2%</b>	<b>68.8%</b>	<b>74.4%</b>
Other Ethnic Group	<b>2.4%</b>	<b>1.9%</b>	<b>2.36%</b>	<b>2.52%</b>	<b>2.76%</b>	<b>2.52%</b>	<b>117</b>	<b>2.38%</b>	↓ = Decrease	<b>4.5%</b>	<b>2.2%</b>	<b>1.5%</b>
<b>Not Known</b>	25.4%	26%	19.42%	<b>16.60%</b>	<b>12.42%</b>	<b>17.80%</b>	<b>961</b>	<b>19.59%</b>	↑ = Increase	-	-	-
<b>Refused</b>				<b>0.12%</b>	<b>0.08%</b>	<b>0.06%</b>	<b>2</b>	<b>0.04%</b>	↓ = Decrease	-	-	-

## Gender

Gender	31.3.2005		31.3.2006		31.3.2007		31.3.2008		31.3.2009		31.3.2010		2001 census Westminster %
	No	%	No	%	No	%	No	%	No	%	No	%	
Female	3625	68%	3424	66.82%	3374	68.04%	3324	68.48%	3,440	68.35%	3387	69.04%	51%
Male	1705	32%	1700	33.18%	1585	31.96%	1530	31.52%	1,593	31.65%	1519	30.96%	49%
<b>Total</b>	<b>5330</b>	<b>100%</b>	<b>5124</b>	<b>100%</b>	<b>4959</b>	<b>100%</b>	<b>4854</b>	<b>100%</b>	<b>5,033</b>	<b>100%</b>	<b>4906</b>	<b>100%</b>	<b>100%</b>

Compared to the community we have an over representation of female staff and an under representation of male staff.

## Declared Disability

Declared Disability	31.3.2005		31.3.2006		31.3.2007		31.3.2008		31.3.2009		31.3.2010		2001 census Westminster* %
	No	%	No	%	No	%	No	%	No	%	No	%	
Yes	n/a	1.29%	76	1.48%	81	1.63%	107	2.20%	112	2.23%	107	2.18%	11.1-14.8%*
Not Known	n/a	n/a	1499	29.25%	1297	26.15%	742	15.29%	857	17.03%	920	18.75%	-
No	n/a	n/a	3549	69.26	3581	72.21%	4005	82.51%	4,064	80.75%	3879	79.07%	-
<b>Total</b>	<b>n/a</b>	<b>100%</b>	<b>5124</b>	<b>100%</b>	<b>4959</b>	<b>100%</b>	<b>4854</b>	<b>100%</b>	<b>5,033</b>	<b>100%</b>	<b>4906</b>	<b>100%</b>	

Both the number and percentage of staff declaring themselves as disabled has declined by 5 people or 0.05%, plus the level of staff Not Known has risen to 18.75%.

The figure of 2.18% is still below the community estimates of between 11.1-14.8%.

\*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

Census 2001 ranges	Census 2001 %	2007 No	2007 %	2008 No	2008 %	2009 No	2009 %	2010 No	2010 %
15-19	17.32%	16	0.32%	12	0.25%	20	0.40%	5	0.10%
20-24	9.58%	242	4.88%	179	3.69%	203	4.03%	139	2.83%
25-29	13.2%	779	15.71%	695	14.32%	673	13.37%	619	12.62%
30-44	27.14%	2162	43.60%	2118	43.63%	2,162	42.96%	2174	44.31%
45-59	16.28%	1530	30.85%	1574	32.43%	1,669	33.16%	1670	34.04%
60-64	4.04%	152	3.07%	202	4.16%	228	4.53%	229	4.67%
65-74	6.66%	56	1.13%	63	1.30%	74	1.47%	66	1.35%
Over 74	5.70%	6	0.12%	4	0.08%	4	0.08%	4	0.08%
Not known	0	16	0.32%	7	0.14%	0	0%	0	0%
<b>Total</b>	<b>100%</b>	<b>4959</b>	<b>100%</b>	<b>4854</b>	<b>100%</b>	<b>5,033</b>	<b>100%</b>	<b>4906</b>	<b>100%</b>

Compared with the Westminster Community, the council has an under representation of staff below 30 years old. 84.45% of staff are 30 years or older.

## Length of Service

43.84% of all staff currently are placed within the 1-5 years service bracket. 55.11% of staff have 5 years or less service.

Length of service	Total	%
Less than 1 year	553	11.27%
1-5 years	2151	43.84%
6-10 years	1180	24.05%
11-15 years	414	8.44%
16-20 years	366	7.46%
21-30 years	195	3.97%
More than 30 years	47	0.96%
<b>Total</b>	<b>4906</b>	<b>100%</b>

## Grades and Ethnicity – Officers\*\*

Ethnicity	Reward Band 1		Reward Band 2		Reward Band 3		Reward Band 4		SMG/CO		Other Grades	
	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	8	6.02%	49	8.48%	77	8.05%	23	4.20%	*	1.47%	35	4.10%
Black or Black British	47	35.34%	127	21.97%	151	15.79%	49	8.94%	*	2.21%	76	8.90%
Chinese	4	3.01%	9	1.56%	15	1.57%	4	0.73%	0	0%	4	0.47%
Mixed	7	5.26%	32	5.54%	23	2.41%	7	1.28%	*	2.21%	15	1.76%
Other	7	5.26%	12	2.08%	20	2.09%	*	0.55%	0	0%	29	3.40%
Refused	0	0%	0	0%	*	0.10%	0	0%	*	0.74%	0	0%
Unknown	18	13.53%	43	7.44%	47	4.92%	32	5.84%	0	0%	266	31.15%
White	42	31.58%	306	52.94%	622	65.06%	430	78.47%	127	93.38%	429	50.23%
<b>Total</b>	<b>133</b>	<b>100%</b>	<b>578</b>	<b>100%</b>	<b>956</b>	<b>100%</b>	<b>548</b>	<b>100%</b>	<b>136</b>	<b>100%</b>	<b>854</b>	<b>100%</b>

## Grades and Gender – Officers

Gender	Reward Band 1		Reward Band 2		Reward Band 3		Reward Band 4		SMG/CO		Other Grades	
	No	%	No	%	No	%	No	%	No	%	No	%
Female	98	73.68%	350	60.55%	541	56.59%	305	55.66%	46	33.82%	672	78.69%
Male	35	26.32%	228	39.45%	415	43.41%	243	44.34%	90	66.18%	182	21.31%
<b>Total</b>	<b>133</b>	<b>100%</b>	<b>578</b>	<b>100%</b>	<b>956</b>	<b>100%</b>	<b>548</b>	<b>100%</b>	<b>136</b>	<b>100%</b>	<b>854</b>	<b>100%</b>

## Grades and Declared Disability – Officers

Disability	Reward Band 1		Reward Band 2		Reward Band 3		Reward Band 4		SMG/CO		Other Grades	
	No	%	No	%	No	%	No	%	No	%	No	%
Yes	6	4.51%	20	3.46%	31	3.24%	19	3.47%	5	3.68%	14	1.64%
Not Known	17	12.78%	38	6.57%	33	3.45%	27	4.93%	0	0%	260	30.44%
No	110	82.71%	520	89.97%	892	93.31%	502	91.61%	131	96.32%	580	67.92%
<b>Total</b>	<b>133</b>	<b>100%</b>	<b>578</b>	<b>100%</b>	<b>956</b>	<b>100%</b>	<b>548</b>	<b>100%</b>	<b>136</b>	<b>100%</b>	<b>854</b>	<b>100%</b>

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

\*\* Excludes schools based staff

## Grades and Ethnicity – Schools and WAES\*\*

Ethnicity	LG and AST		MST		WUP and Unqualified		Support staff		WAES	
	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	*	1.08%	14	2.70%	12	3.64%	62	10.03%	*	4.08%
Black or Black British	7	3.76%	11	2.12%	15	4.55%	58	9.39%	4	8.16%
Chinese	*	0.54%	4	0.77%	5	1.52%	*	0.49%	0	0%
Mixed	4	2.15%	12	2.32%	7	2.12%	16	2.59%	0	0%
Other	*	0.54%	8	1.54%	7	2.12%	30	4.85%	0	0%
Unknown	35	18.82%	254	49.03%	78	23.64%	172	27.83%	7	14.29%
White	136	73.12%	215	41.51%	206	62.42%	277	44.82%	36	73.47%
<b>Total</b>	<b>186</b>	<b>100%</b>	<b>518</b>	<b>100%</b>	<b>330</b>	<b>100%</b>	<b>618</b>	<b>100%</b>	<b>49</b>	<b>100%</b>

## Grades and Gender – Schools and WAES

Gender	LG and AST		MST		WUP and Unqualified		Support staff		WAES	
	No	%	No	%	No	%	No	%	No	%
Female	140	75.27%	408	78.76%	252	76.36%	541	87.54%	34	69.39%
Male	46	24.73%	110	21.24%	78	23.64%	77	12.46%	15	30.61%
<b>Total</b>	<b>186</b>	<b>100%</b>	<b>518</b>	<b>100%</b>	<b>330</b>	<b>100%</b>	<b>618</b>	<b>100%</b>	<b>49</b>	<b>100%</b>

## Grades and Declared Disability – Schools and WAES

Disability	LG and AST		MST		WUP and Unqualified		Support staff		WAES	
	No	%	No	%	No	%	No	%	No	%
Yes	*	1.61%	4	0.77%	*	0.30%	4	0.65%	*	2.04%
Not Known	35	18.82%	248	47.88%	78	23.64%	169	27.35%	6	12.24%
No	148	79.57%	266	51.35%	251	76.06%	445	72.01%	42	85.71%
<b>Total</b>	<b>186</b>	<b>100%</b>	<b>518</b>	<b>100%</b>	<b>330</b>	<b>100%</b>	<b>618</b>	<b>100%</b>	<b>49</b>	<b>100%</b>

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

\*\* Excludes Officer staff

### Grades and Ethnicity – Schools Support Staff\*\*

Ethnicity	Range 1		Range 2		Range 3		Range 4		Range 5		Range 6-10		Range 11-14	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	26	10.08%	32	14.29%	*	4.26%	0	0%	*	6.25%	0	0%	*	4%
Black or Black British	23	8.91%	21	9.38%	*	2.13%	4	26.67%	4	25%	4	12.12%	*	4%
Chinese	*	0.78%	0	0%	0	0%	*	6.67%	0	0%	0	0%	0	0%
Mixed	*	1.16%	7	3.13%	*	4.26%	0	0%	0	0%	*	6.06%	*	8%
Other	11	4.26%	11	4.91%	4	8.51%	*	6.67%	0	0%	*	6.06%	*	4%
Unknown	86	33.33%	51	22.77%	17	36.17%	*	6.67%	*	18.75%	8	24.24%	6	24%
White	107	41.47%	102	45.54%	21	44.68%	8	53.33%	8	50%	17	51.52%	14	56%
<b>Total</b>	<b>258</b>	<b>100%</b>	<b>224</b>	<b>100%</b>	<b>47</b>	<b>100%</b>	<b>15</b>	<b>100%</b>	<b>16</b>	<b>100%</b>	<b>33</b>	<b>100%</b>	<b>25</b>	<b>100%</b>

### Grades and Gender – Support Staff

Gender	Range 1		Range 2		Range 3		Range 4		Range 5		Range 6-10		Range 11-14	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Female	231	89.53%	206	91.96%	37	78.72%	12	80%	12	75%	27	81.82%	16	64%
Male	27	10.47%	18	8.04%	10	21.28%	3	20%	4	25%	6	18.18%	9	36%
<b>Total</b>	<b>258</b>	<b>100%</b>	<b>224</b>	<b>100%</b>	<b>47</b>	<b>100%</b>	<b>15</b>	<b>100%</b>	<b>16</b>	<b>100%</b>	<b>33</b>	<b>100%</b>	<b>25</b>	<b>100%</b>

### Grades and Declared Disability – Support Staff

Disability	Range 1		Range 2		Range 3		Range 4		Range 5		Range 6-10		Range 11-14	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Yes	*	0.78%	*	0.45%	0	0%	0	0%	*	6.25%	0	0%	0	0%
Not Known	84	32.56%	50	22.32%	17	36.17%	*	6.67%	3	18.75%	8	24.24%	6	24%
No	172	66.67%	173	77.23%	30	63.83%	14	93.33%	12	75%	25	75.76%	19	76%
<b>Total</b>	<b>258</b>	<b>100%</b>	<b>224</b>	<b>100%</b>	<b>47</b>	<b>100%</b>	<b>15</b>	<b>100%</b>	<b>16</b>	<b>100%</b>	<b>33</b>	<b>100%</b>	<b>25</b>	<b>100%</b>

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

\*\* Excludes Officer and Schools/WAES staff

### 3.2 Senior Management (SM) Profile

The overall % of BME staff has decreased from 6.77% to 5.88%.

Ethnicity	31.03.06		31.3.07		31.3.2008		31.3.2009		31.3.2010		Trend
	No	%	No	%	No	%	No	%	No	%	
BME	5	4.06%	5	4.20%	8	6.84%	9	6.77%	8	5.88%	↓
White	118	95.90%	104	87.39%	105	89.74%	117	87.97%	127	93.38%	↑
Refused	-	-	1	0.84%	3	2.56%	1	0.75%	1	0.74%	↕
Not Known	-	-	9	7.56%	1	0.85%	6	4.51%	0	0%	
<b>Total</b>	<b>123</b>	<b>100%</b>	<b>119</b>	<b>100%</b>	<b>117</b>	<b>100%</b>	<b>133</b>	<b>100%</b>	<b>136</b>	<b>100%</b>	

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

Gender	31.03.06		31.03.07		31.3.2008		31.3.2009		31.3.2010		Trend
	No	%	No	%	No	%	No	%	No	%	
Female	33	26.82%	35	29.41%	34	29.06%	40	30.08%	46	33.82%	↑
Male	90	73.17%	84	70.59%	83	70.94%	93	69.92%	90	66.18%	↓
<b>Total</b>	<b>123</b>	<b>100%</b>	<b>119</b>	<b>100%</b>	<b>117</b>	<b>100%</b>	<b>133</b>	<b>100%</b>	<b>136</b>	<b>100%</b>	

The number of people who have declared a disability within the SMG group has remained the same in the last twelve months, however the overall percentage has decreased.

Declared Disability	31.03.07		31.3.2008		31.3.2009		31.3.2010		Trend
	No	%	No	%	No	%	No	%	
Yes	3	2.52%	7	5.98%	5	3.76%	5	3.68%	↓
Not Known	17	14.29%	7	5.98%	6	4.51%	0	0%	↓
No	99	83.19%	103	88.03%	122	91.73%	131	96.32%	↑
<b>Total</b>	<b>119</b>	<b>100%</b>	<b>117</b>	<b>100%</b>	<b>133</b>	<b>100%</b>	<b>136</b>	<b>100%</b>	

68.38% of SM staff are 45 years old or more.

Age	2007		2008		2009		2010		Trend
	No	%	No	%	No	%	No	%	
25-29	0	0%	0	0%	1	0.75%	2	1.47%	↑
30-44	37	31.09%	41	35.04%	43	32.33%	41	30.15%	↓
45-59	78	65.55%	71	60.68%	82	61.65%	84	61.76%	↑
60-64	4	3.36%	5	4.27%	7	5.26%	9	6.62%	↑
<b>Total</b>	<b>119</b>	<b>100%</b>	<b>117</b>	<b>100%</b>	<b>133</b>	<b>100%</b>	<b>136</b>	<b>100%</b>	

### 3.3 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 27.27% makes it difficult to identify clear trends.

Ethnicity	Total	
	No	%
Asian or Asian British	2	6.06%
Black or Black British	2	6.06%
Mixed	1	3.03%
Unknown	9	27.27%
White	19	57.58%
<b>Total</b>	<b>33</b>	<b>100%</b>

Women are over represented compared to men.

Gender	Total	
	No	%
Female	21	63.64%
Male	12	36.36%
<b>Total</b>	<b>33</b>	<b>100%</b>

Majority of casual staff placed within the 30-44 age group.

Age	Total	
	No	%
15-19	1	3.03%
25-29	1	3.03%
30-44	18	54.55%
45-59	10	30.30%
60-64	1	3.03%
65-74	2	6.06%
<b>Total</b>	<b>33</b>	<b>100%</b>

Declared disabled staff are under represented.

Declared Disability	Total	
	No	%
Yes	0	0%
Not Known	9	27.27%
No	24	72.73%
<b>Total</b>	<b>33</b>	<b>100%</b>

## 4.1 Recruitment - Internal

The recruitment monitoring information relates to jobs which reached the final offer of appointment stage in the period 1 April 2009 – 31 March 2010.

204 existing staff applied for posts within the council either as promotion or to a different job at the same level. 79 of those staff were appointed. This data excludes transition appointments as part of ring fenced procedures.

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	17	8.33%	11	6.75%	3	3.80%	17.65%
Black or Black British	46	22.55%	35	21.47%	16	20.25%	34.78%
Chinese	3	1.47%	3	1.84%	1	1.27%	33.33%
Mixed	5	2.45%	4	2.45%	1	1.27%	20%
White	119	58.33%	101	61.96%	55	69.62%	46.22%
Other	7	3.43%	3	1.84%	0	0%	0%
Not Known	7	3.43%	6	3.68%	3	3.80%	42.86%
<b>Total</b>	<b>204</b>	<b>100%</b>	<b>163</b>	<b>100%</b>	<b>79</b>	<b>100%</b>	<b>38.73%</b>

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

### Gender

55.39% of those who applied for posts were female and 44.61% male. Of those appointed 67.09% were female and 32.91% male.

Gender	Applied		Shortlisted		Appointed		% of applicants/% of appointments
	No	%	No	%	No	%	
Female	113	55.39%	95	58.28%	53	67.09%	46.90%
Male	91	44.61%	68	41.72%	26	32.91%	28.57%
<b>Total</b>	<b>204</b>	<b>100%</b>	<b>163</b>	<b>100%</b>	<b>79</b>	<b>100%</b>	<b>38.73%</b>

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

### Declared Disability

11.76% applicants declared that they had a disability, 11.04% were short listed and 8.86% were appointed.

Declared Disability	Applied		Shortlisted		Appointed		% of applicants/% of appointments
	No	%	No	%	No	%	
Yes	24	11.76%	18	11.04%	7	8.86%	29.17%
Not known	1	0.49%	1	0.61%	1	1.27%	100%
No	179	87.75%	144	88.34%	71	89.87%	39.66%
<b>Total</b>	<b>204</b>	<b>100%</b>	<b>163</b>	<b>100%</b>	<b>79</b>	<b>100%</b>	<b>38.73%</b>

Disabled applicants less likely to reach appointment stage.

## Recruitment – External

The following information relates to jobs which reached the final offer of appointment stage during the 1 April 2009 – 31 March 2010.

During the period, there were 9056 applicants, 1003 were short-listed and 237 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	1345	14.85%	81	8.08%	17	7.17%	1.26%
Black or Black British	1968	21.73%	201	20.04%	46	19.41%	2.34%
Chinese	117	1.29%	13	1.30%	3	1.27%	2.56%
Mixed	492	5.43%	47	4.69%	6	2.53%	1.22%
White	4458	49.23%	589	58.72%	143	60.34%	3.21%
Other	415	4.58%	26	2.59%	7	2.95%	1.69%
Not Known	261	2.88%	46	4.59%	15	6.33%	5.75%
<b>Total</b>	<b>9056</b>	<b>100%</b>	<b>1003</b>	<b>100%</b>	<b>237</b>	<b>100%</b>	<b>2.62%</b>

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

### Gender

56.23% of those who applied for posts were female and 43.77% male. Of those appointed 63.71% were female and 36.29% male.

Gender	Applied		Shortlisted		Appointed		% of applicants/% of appointments
	No	%	No	%	No	%	
Female	5092	56.23%	611	60.92%	151	63.71%	2.97%
Male	3964	43.77%	392	39.08%	86	36.29%	2.17%
<b>Total</b>	<b>9056</b>	<b>100%</b>	<b>1003</b>	<b>100%</b>	<b>237</b>	<b>100%</b>	<b>2.62%</b>

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

### Declared Disability

10.40% applicants declared that they had a disability. 13.06% applicants were shortlisted and 10.55% appointments were made.

Declared Disability	Applicant		Shortlisted		Appointed		% of applicants/% of appointments
	No	%	No	%	No	%	
Yes	942	10.40%	131	13.06%	25	10.55%	2.65%
Not known	10	0.11%	10	1.00%	10	4.22%	100%
No	8104	89.49%	862	85.94%	202	85.23%	2.49%
<b>Total</b>	<b>9056</b>	<b>100%</b>	<b>1003</b>	<b>100%</b>	<b>237</b>	<b>100%</b>	<b>2.62%</b>

Disabled applicants are reaching the appointment stage at a higher percentage than non disabled applicants.

## 4.2 Employee Relations – 1 April 2009-31 March 2010

**Note:** if a diversity category does not appear in the main listing no member of staff identified as from this group in 2009-2010. Further, a blank field in the table is equal to 0.

### Disciplinary – closed cases

<u>Ethnicity</u>	Schools							Non Schools						
	No Case to answer	Not Blameworthy	Formal Oral Warning	Formal Written Warning	Final Written Warning	Dismissal	Other*	No Case to answer	Not Blameworthy	Formal Oral Warning	Formal Written Warning	Final Written Warning	Dismissal	Other*
Asian or Asian British				1				1						
Black or Black British	2					1		1	1		5		1	1
Chinese	1													
Mixed	1							1						1
White	2	1				1		3	1		4		2	2
Not Known	3	1	1			2		1			1			
<u>Disability</u>														
No	6	1	2			2		5	2		8		1	1
Not Known	3	1				2		2			2		1	3
<u>Gender</u>														
Male	7	2	1					3			5		1	1
Female	2		1			4		4	2		5		1	2
<u>Age</u>														
15-19						1		1						
25-29	1													
30-44	4	2	2			2		3	1		6		1	1
45-59	3					1		3			4		1	3
60-64	1								1					1
65-74													1	

\* resignations, withdrawn complaints.

## Disciplinary cases – open cases

Ethnicity	
Asian or Asian British	1
Black or Black British	1
White	1
Not Known	5

Age	
25-29	2
30-44	4
45-59	1
60-64	1

Gender	
Female	3
Male	5

Disability	
No	3
Not Known	5

## Grievance – closed cases

Ethnicity	Schools				Non Schools			
	Not upheld	Partially Upheld	Upheld	Other*	Not upheld	Partially Upheld	Upheld	Other*
Asian or Asian British					3			1
Black or Black British					2		2	
White					3	3	1	2
Other				1	1			
Not Known	1				1	1		1
Disability								
No	1				7	3	3	2
Not Known				1	3	1	0	2
Gender								
Female					6	2	2	2
Male	1			1	4	2	1	2
Age								
20-24								1
25-29					2		1	
30-44	1				5	2	1	1
45-59				1	3	2	1	1
60-64								1

\* resignations, withdrawn complaints

During the period 2 collective grievances were completed, one was not upheld and one partly upheld.

## Grievance – open cases

Ethnicity	
Black or Black British	2
Mixed	1
White	2

Age	
30-44	2
45-59	2
60-64	1

Gender	
Female	4
Male	1

Disability	
No	5

## Discrimination, Bullying, Victimisation and Harassment – closed cases

Ethnicity	
Asian or Asian British	1
Black or Black British	5
White	2
Not Known	2

Age	
30-44	1
45-59	8
65-74	1

Gender	
Female	10
Male	

Disability	
Yes	5
No	1
Not Known	4

## **Discrimination, Bullying, Victimisation and Harassment – open cases**

No open cases.

### **UPP – closed cases**

Ethnicity	
Black or Black British	1
White	1
Not Known	1

Age	
25-29	1
30-44	1
45-59	1

Gender	
Female	2
Male	1

Disability	
No	2
Not Known	1

### **UPP – open cases**

Ethnicity	
Mixed	1
White	1
Other	
Not Known	1

Age	
45-59	3

Gender	
Female	2
Male	1

Disability	
No	2
Not Known	1

### **Probation – closed cases**

Ethnicity	
Black or Black British	2
Mixed	1

Age	
20-24	1
25-29	1
30-44	1

Gender	
Female	3

Disability	
No	2
Not Known	1

### **Probation – open cases**

Ethnicity	
Asian or Asian British	1

Age	
30-44	1

Gender	
Female	1

Disability	
No	1

### **AWOL – closed cases**

Ethnicity	
Black or Black British	1
White	1

Age	
30-44	1
60-64	1

Gender	
Female	2

Disability	
No	2

### **AWOL – open cases**

No open cases.

### **Tribunal – closed cases**

Ethnicity	
Asian or Asian British	3
Black or Black British	4
White	5
Not Known	5

Age	
15-19	1
20-24	3
25-29	4
30-44	5
45-59	4

Gender	
Female	10
Male	7

Disability	
Yes	4
No	7
Not Known	6

### **Tribunal – open cases**

Ethnicity	
Asian or Asian British	2
Black or Black British	2
White	5

Age	
30-44	2
45-59	5
60-64	1
65-74	1

Gender	
Female	6
Male	3

Disability	
Yes	2
No	2
Not Known	5

### **Sickness – closed cases**

Ethnicity	Schools			Non Schools		
	Return to Work	Dismissed	Other	Return to Work	Dismissed	Other
Asian or Asian British				1	1	
Black or Black British	1			4	1	3
Mixed			1	1		
White	4		1	5	1	15
Other				1		
Not Known	1		1	2	1	1
Disability						
Yes				1		2
No	5		2	11	2	6
Not Known	1		1	2	2	11
Gender						
Female	6		2	12	3	8
Male			1	2	1	11
Age						
25-29	1		1	1		3
30-44	3		2	7	3	3
45-59	2			6	1	11
60-64						1
65-74						1

### **Sickness – open cases**

Ethnicity	
Asian or Asian British	4
Black or Black British	9
Chinese	1
Mixed	1
White	21
Other	2
Not Known	8

Age	
20-24	3
25-29	6
30-44	13
45-59	23
60-64	1

Gender	
Female	25
Male	21

Disability	
No	38
Not Known	8

## 4.3 Training

### Corporate

982 employees applied for places on training courses run between 1 April 2009 – 31 March 2010. Of these 933 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	71	7.23%	70	7.50%	69	7.76%	5.83%
Black or Black British	155	15.78%	147	15.76%	134	15.07%	11.17%
Chinese	12	1.22%	11	1.18%	10	1.12%	1%
Mixed	19	1.93%	17	1.82%	17	1.91%	2.57%
White	654	66.60%	621	66.56%	594	66.82%	57.42%
Other	18	1.83%	17	1.82%	16	1.80%	2.38%
Not Known	48	4.89%	45	4.82%	44	4.95%	19.59%
Refused	5	0.51%	5	0.54%	5	0.56%	0.04%
<b>Total</b>	<b>982</b>	<b>100%</b>	<b>933</b>	<b>100%</b>	<b>889</b>	<b>100%</b>	<b>100%</b>

Mixed and Other ethnicities are under represented compared to the overall workforce.

Gender	Applied No	Applied %	Offered No	Offered %	Attended No	Attended %
Female	574	58.45%	544	58.31%	518	58.27%
Male	408	41.55%	389	41.69%	371	41.73%
<b>Total</b>	<b>982</b>	<b>100%</b>	<b>933</b>	<b>100%</b>	<b>889</b>	<b>100%</b>

Compared to the overall workforce women are under represented in applications for training, 69.04% workforce but only 58.45% of applications.

Declared Disability	Applied No	Applied %	Offered No	Offered %	Attended No	Attended %
Yes	38	3.87%	37	3.97%	34	3.82%
Not Known	118	12.02%	111	11.90%	105	11.81%
No	826	84.11%	785	84.14%	750	84.36%
<b>Total</b>	<b>982</b>	<b>100%</b>	<b>933</b>	<b>100%</b>	<b>889</b>	<b>100%</b>

Compared to the overall workforce disabled people are over represented in applications for training, 2.18% workforce but 3.82% of applications.

### Adults and Children's Training Data

The Adult and Children's Unit 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 due to the diversity codes used. From 2011 the same diversity codes should be used to allow joint reporting.

	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
No of places available on Training Courses	5686	5995	6021	6542	6989	5465
No of successful Applications	4429	4461	5899	5476	5814	5001
No of applicants who attended training	3747	3880	5204	4776	5677	4348

Ethnicity	04-05	05-06	06-07	07-08	08-09	09-10	09-10
	Completed Applicants	Completed Applicants	Completed Applicants	Completed Applicants	Completed Applicants	Booked Applicants	Completed Applicants
White British	427	342	418	478	381	304	285
White Irish	35	34	37	44	40	42	41
White Other European	29	29	43	52	32	19	18
White Other White Background	64	62	52	68	55	45	41
Mixed White and Black Caribbean	5	5	7	12	7	9	9
Mixed White and Black African	4	3	2	4	1	1	1
Mixed White and Asian	6	3	4	5	3	3	3
Mixed Any Other Mixed Background	9	9	13	8	7	2	1
Asian or Asian British Indian	19	18	27	29	20	15	15
Asian or Asian British Pakistani	5	6	3	8	4	6	6
Asian or Asian British Bangladeshi	5	7	7	7	5	2	2
Asian or Asian British Any Other Asian Background	11	8	17	11	10	4	3
Black or Black British Caribbean	108	74	91	103	103	92	84
Black or Black British African	74	54	87	96	64	53	51
Black or Black British Any Other Black Background	15	12	15	8	10	7	7
Other Ethnic Group Chinese	5	9	15	12	10	9	8
Other Ethnic Group North African	1	1	1	1	1	2	2
Other Ethnic Groups Arab	1	1	3	4	1	1	0
Other Ethnic Groups Middle Eastern	1	0		1	2	0	0
Any Other Ethnic Group	8	9	10	8	5	4	2
Not Stated	650	823	1160	1301	1513	1892	1651
<b>Total</b>	<b>1482</b>	<b>1509</b>	<b>2012</b>	<b>2260</b>	<b>2274</b>	<b>2512</b>	<b>2230</b>

## 5. Leavers – Resignations

During the period 1 April 2009-31 March 2010 a total 705 employees left the service of council and 465 employees resigned.

Ethnicity	2005-2006		2006-2007		2007-2008		2008-2009		2009-2010	
	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	26	3.20%	63	5.98%	39	5.81%	24	4.01%	22	4.73%
Black or Black British	56	6.90%	86	8.16%	37	5.51%	54	9.03%	31	6.67%
Chinese	7	0.86%	8	0.76%	6	0.89%	3	0.50%	5	1.08%
Mixed	10	1.23%	24	2.28%	15	2.24%	11	1.84%	11	2.37%
White	357	43.97%	513	48.67%	386	57.53%	355	59.36%	282	60.65%
Other	15	1.85%	39	3.70%	19	2.83%	9	1.51%	13	2.80%
Not Known	340	41.87%	321	30.46%	168	25.04%	142	23.75%	100	21.51%
Refused	1	0.12%	0	0%	1	0.15%	0	0%	1	0.22%
<b>Total</b>	<b>812</b>	<b>100%</b>	<b>1054</b>	<b>100%</b>	<b>671</b>	<b>100%</b>	<b>598</b>	<b>100%</b>	<b>465</b>	<b>100%</b>

High level of staff Not Known in terms of ethnicity status does not allow for a clear indication of over and/or under representation.

Gender	2004-2005		2005-2006		2006-2007		2007-2008		2008-2009		2009-2010		Difference 09-10
	%	No	%	No	%	No	%	No	%	No	%		
Female	68%	701	70.57%	701	66.51%	498	74.22%	446	74.58%	315	67.74%	-6.84%	
Male	32%	353	29.43%	353	33.49%	173	25.78%	152	25.42%	150	32.26%	+6.84%	
<b>Total</b>	<b>100%</b>	<b>1054</b>	<b>100%</b>	<b>1054</b>	<b>100%</b>	<b>671</b>	<b>100%</b>	<b>598</b>	<b>100%</b>	<b>465</b>	<b>100%</b>		

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

Declared Disability	2005-2006		2006-2007		2007-2008		2008-2009		2009-2010		Difference 09-10
	No	%	No	%	No	%	No	%	No	%	
Yes	5	0.62%	10	0.95%	12	1.79%	10	1.67%	11	2.37%	+0.07%
Not Known	807	99.38%	443	42.03%	226	33.68%	320	53.51%	249	53.55%	+0.04%
No			601	57.02%	433	64.53%	268	44.82%	205	44.09%	-7.3%
<b>Total</b>	<b>812</b>	<b>100%</b>	<b>1054</b>	<b>100%</b>	<b>671</b>	<b>100%</b>	<b>598</b>	<b>100%</b>	<b>465</b>	<b>100%</b>	

Length of Service	2006-2007		2007-2008		2008-2009		2009-2010	
	No	%	No	%	No	%	No	%
Less than 1 year	158		49		110		40	
1 - 5 years	680		486		379		255	
6 - 10 years	110		94		69		87	
11 – 15 years	30		23		15		35	
16 – 20 years	71		17		17		20	
20 years or more	5		2		8		28	
<b>Total</b>	<b>1054</b>		<b>671</b>		<b>598</b>		<b>465</b>	

The highest level of resignations occurs in the 15-years service bracket (54.84%).

Age	2006-2007		2007-2008		2008-2009		2009-2010	
	No	%	No	%	No	%	No	%
16-17	1	0.09%	0	0%	0	0%	0	0%
18-19	3	0.28%	5	0.75%	4	0.67%	3	0.65%
20-24	105	9.96%	40	5.96%	30	5.02%	25	5.38%
25-29	214	20.30%	174	25.93%	161	26.92%	88	18.92%
30-44	449	42.60%	314	46.80%	273	45.65%	185	39.78%
45-59	228	21.63%	111	16.54%	97	16.22%	101	21.72%
60-64	38	3.61%	17	2.53%	12	2.01%	39	8.39%
65-74	12	1.14%	8	1.19%	19	3.18%	24	5.16%
Not Known	4	0.38%	2	0.30%	2	0.33%	0	0%
<b>Total</b>	<b>1054</b>	<b>100%</b>	<b>671</b>	<b>100%</b>	<b>598</b>	<b>100%</b>	<b>465</b>	<b>100%</b>

The highest level of resignations occur in the 30-44 age bracket (39.78%).

## Leavers Data – All Leavers

Ethnicity	2005-2006		2006-2007		2007-2008		2008-2009		2009-2010	
	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	31	2.92%	76	5.11%	46	5.65%	37	4.10%	34	4.82%
Black or Black British	73	6.87%	134	9.02%	61	7.49%	93	10.31%	56	7.94%
Chinese	8	0.75%	8	0.54%	9	1.11%	7	0.78%	6	0.85%
Mixed	15	1.41%	31	2.09%	18	2.21%	19	2.11%	17	2.41%
White	460	43.31%	733	49.33%	458	56.27%	509	56.43%	409	58.01%
Other	26	2.45%	43	2.89%	23	2.83%	22	2.44%	20	2.84%
Not Known	447	42.09%	461	31.02%	198	24.32%	214	23.73%	162	22.98%
Refused	2	0.19%	0	0%	1	0.12%	1	0.11%	1	0.14%
<b>Total</b>	<b>1062</b>	<b>100%</b>	<b>1486</b>	<b>100%</b>	<b>814</b>	<b>100%</b>	<b>902</b>	<b>100%</b>	<b>705</b>	<b>100%</b>

Declared Disability	2005-2006		2006-2007		2007-2008		2008-2009		2009-2010	
	No	%	No	%	No	%	No	%	No	%
Yes	10	0.94%	17	1.14%	16	1.97%	17	1.88%	16	2.27%
Not Known	1052	99.06%	596	40.11%	267	32.80%	536	59.42%	400	56.74%
No	-	-	873	58.75%	531	65.23%	349	38.69%	289	40.99%
<b>Total</b>	<b>1062</b>	<b>100</b>	<b>1486</b>	<b>100%</b>	<b>814</b>	<b>100%</b>	<b>902</b>	<b>100%</b>	<b>705</b>	<b>100%</b>

Gender	2005-2006		2006-2007		2007-2008		2008-2009		2008-2009	
	No	%	No	%	No	%	No	%	No	%
Female	734	69.11%	956	64.33%	583	71.62%	647	71.73%	482	68.37%
Male	328	30.89%	530	35.67%	231	28.38%	255	28.27%	223	31.63%
<b>Total</b>	<b>1062</b>	<b>100%</b>	<b>1486</b>	<b>100%</b>	<b>814</b>	<b>100%</b>	<b>902</b>	<b>100%</b>	<b>705</b>	<b>100%</b>

Length of Service	06/07	07/08	08/09	09/10
Less than 1 year	237	74	150	53
1 - 5 years	953	556	533	411
6 – 10 years	135	107	110	132
11 - 15 years	52	32	40	39
16 - 20 years	93	28	50	28
20 years or more	16	17	19	42
<b>Total</b>	<b>1486</b>	<b>814</b>	<b>902</b>	<b>705</b>

Age	2007		2008		2009		2010	
	No	%	No	%	No	%	No	%
16-17	1	0.07%	0	0%	0	0%	0	0%
18-19	15	1.01%	7	0.86%	5	0.55%	5	0.71%
20-24	144	9.69%	60	7.37%	46	5.10%	34	4.82%
25-29	291	19.58%	194	23.83%	202	22.39%	152	21.56%
30-44	600	40.38%	348	42.75%	366	40.58%	280	39.72%
45-59	316	21.27%	143	17.57%	204	22.62%	145	20.57%
60-64	84	5.65%	43	5.28%	41	4.55%	56	7.94%
65-74	28	1.88%	17	2.09%	33	3.66%	33	4.68%
75 Or over	0	0%	0	0%	2	0.22%	0	0%
Not Known	7	0.47%	2	0.25%	3	0.33%	0	0%
<b>Total</b>	<b>1486</b>	<b>100%</b>	<b>814</b>	<b>100%</b>	<b>902</b>	<b>100%</b>	<b>705</b>	<b>100%</b>

## 6. Performance Management

The council implemented a new performance management process linked to Broad Band Salary Scales. In 2009-2010, 89 members of staff benefited from the performance management process and received a salary increase.

Ethnicity	2009-2010		Workforce
	No	%	
Asian or Asian British	6	6.74%	5.83%
Black or Black British	11	12.36%	11.17%
Chinese	1	1.12%	1.00%
Mixed	4	4.49%	2.57%
White	61	68.54%	57.42%
Other	1	1.12%	2.38%
Not known	5	5.62%	19.59%
Refused	0	0%	0.04%
<b>Total</b>	<b>89</b>	<b>100%</b>	<b>100%</b>

Declared Disability	2009-2010		Workforce
	No	%	
Yes	4	4.49%	2.18%
Not Known	9	10.11%	18.75%
No	76	85.39%	79.07%
<b>Total</b>	<b>89</b>	<b>100%</b>	<b>100%</b>

Gender	2009-2010		Workforce
	No	%	
Female	56	62.92%	69.04%
Male	33	37.08%	30.96%
<b>Total</b>	<b>89</b>	<b>100%</b>	<b>100%</b>

Length of Service	2009-2010		Workforce
	No	%	
Less than 1 year	0	0%	11.27%
1 - 5 years	60	67.42%	43.84%
6 - 10 years	17	19.10%	24.05%
11 – 15 years	4	4.49%	8.44%
16 – 20 years	2	2.25%	7.46%
20 years or more	6	6.74%	4.93%
<b>Total</b>	<b>89</b>	<b>100%</b>	<b>100%</b>

Age	2009-2010		Workforce
	No	%	
16-17	0	0%	0.10%
18-19	0	0%	2.83%
20-24	0	0%	12.62%
25-29	16	17.98%	44.31%
30-44	48	53.93%	34.04%
45-59	22	24.72%	4.67%
60-64	3	3.37%	1.35%
65-74	0	0%	0.08%
Not Known	0	0%	0%
<b>Total</b>	<b>89</b>	<b>100%</b>	<b>100%</b>