

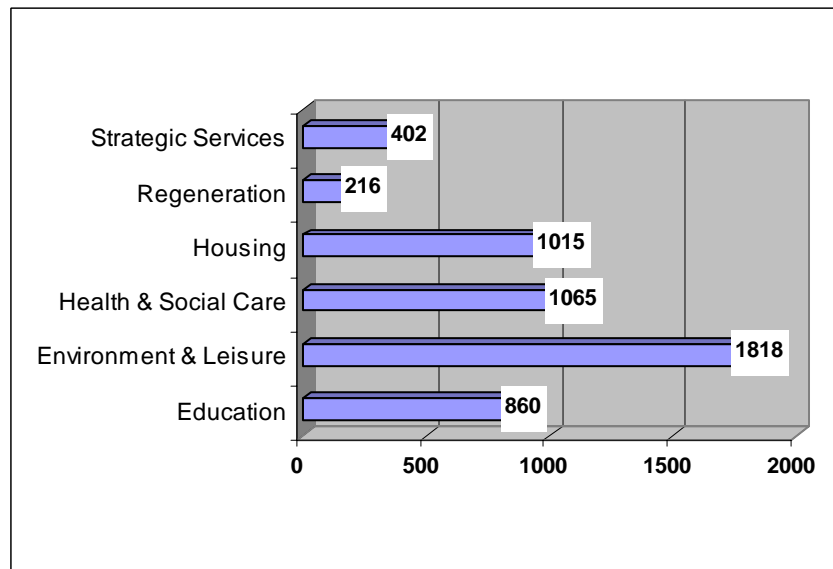
Workforce Report 2005-06

This report looks at the profile of the workforce as at 31st March 2006, staff changes during 2005-06 and HR activities over the financial year, (recruitment, disciplines etc). It excludes staff who work in schools, casual workers and agency workers, separate information on agency usage will be compiled during the year 2006-07 as details become available. The report concludes with a commentary by the Head of HR on the findings and actions to be taken to address any areas of concern, which will be discussed with the constituent Trade Unions and relevant employee representatives such as the BME consultative group.

The final report will be published on the Council's website to comply with the requirements of the CRE's code of practice on monitoring.

Staff Numbers

As at 31st March 2006 there were 5376 employees within the following departments,



Profile of Staff

(Unless stated, those employees who had no ethnic origin recorded (110) are excluded from all monitors of ethnicity. Since year end work is being taken to complete the records for all these staff.)

Gender

- 52% of the workforce were women.
- 48% of women classified themselves as "White" and 52% from BME communities.
- Women made up 38.89% of the top 5% of earners.

- The highest proportion of women worked in Education (71%) and the lowest in Environment & Leisure (29%).

Ethnic Origin

- 46.26% of the workforce were from BME communities.
- Black & ethnic minority staff made up 16.3% of the top 5% of earners.
- Looking at broad ethnic origins, the breakdown at a departmental level was as follows –

	Asian	Black	Mixed	Other	White	Total
Education	3.69%	51.25%	2.5%	2.74%	39.81%	100%
Environment & Leisure	3.84%	29.59%	1.69%	3.16%	61.72%	100%
Health & Social Care	3.29%	36.84%	2.07%	3.1%	54.7%	100%
Housing	2.25%	48.36%	1.02%	3.59%	44.77%	100%
Regeneration	5.14%	29.91%	0.93%	3.74%	60.28%	100%
Strategic Services	4.23%	27.11%	2.24%	2.99%	63.43%	100%
Total	3.49%	37.81%	1.79%	3.17%	53.74%	100%

Looking at detailed ethnic origins the profile of the Council was as follows: -

Asian, Bangladeshi	23	0.4%
Asian, Indian	29	1%
Asian, Pakistani	7	0.1%
Asian, British	47	1%
Asian, Other	78	1%
Black, African	558	11%
Black, British	858	16%
Black, Caribbean	509	10%
Black, Other	66	1%
Mx, Mixed Other	34	1%
Mx, White & Asian	7	0.1%
Mx, White & Black African	18	0.3%
Mx, White & Black Caribbean	35	1%
Other, any other group	118	2%
Other, Chinese/Vietnamese	22	0.4%
Other, Cypriot Greek	11	0.2%
Other, Cypriot Other	6	0.1%
Other, Cypriot Turkish	10	0.2%
White, British	2388	45%
White, Irish	137	3%
White, Other	305	6%
Total	5266	100.0%

Grade Breakdown

This table shows the ethnic origin and gender of staff at grades throughout the hierarchy, please note footnote that details exclusions –

LBS Grades	Asian	Black	Mixed	Not Stated	Other	White	Female	Male	Total
LBS-001		1		4		7	8	4	12
LBS-002	26	239	9	15	18	215	134	388	522
LBS-003	1	50	6	5	7	145	23	191	214
LBS-004	14	146	15	14	13	213	186	229	415
LBS-005	15	231	10	9	6	155	296	130	426
LBS-103						1		1	1
LBS-104		3				5		8	8
LBS-105						2		2	2
Total	56	670	40	47	44	743	647	953	1600
	4%	42%	3%	3%	3%	46%	40%	60%	

	Asian	Black	Mixed	Not Stated	Other	White	Female	Male	Total
BW05						2		2	2
BW13		5				3		8	8
BW14					1	3		4	4
BW15		1				7		8	8
BW16	2	28	1		1	91	2	121	123
BW21						2	1	1	2
Total	2	34	1	0	2	108	3	144	147
	1%	23%	1%	0%	1%	73%	2%	98%	

	Asian	Black	Mixed	Not Stated	Other	White	Female	Male	Total
LBS-006	14	171	2	6	12	149	218	136	354
LBS-007	20	252	6	8	26	244	345	211	556
LBS-008	14	96	8	5	8	159	188	102	290
LBS-009	23	270	9	6	29	321	378	280	658
DSO	1	17	1		3	31	26	27	53
Nursery Officer	1	55			4	22	80	2	82
LBS-106						5	2	3	5
LBS-109	1						1		1
Total	74	861	26	25	82	931	1238	761	1999
<i>Grades 6-9 +DSO & NO)</i>	4%	43%	1%	1%	4%	47%	62%	38%	

	Asian	Black	Mixed	Not Stated	Other	White	Female	Male	Total
NCO1		4				3	3	4	7
NCO2		1						1	1
RCO	1	24	2		1	14	22	20	42
Total	1	29	2	0	1	17	25	25	50
Residential Grades	2%	58%	4%	0%	2%	34%	50%	50%	

LBS Grades	Asian	Black	Mixed	Not Stated	Other	White	Female	Male	Total
LBS-010	7	106	4	4	9	223	196	157	353
LBS-011	15	86	10		4	219	208	126	334
LBS-012	13	57	4	1	10	183	113	155	268
LBS-110		7				10	7	10	17
LBS-111	1	4				7	5	7	12
LBS-112		1				2		3	3
SW	7	101	5		11	144	195	73	268
Total	43	362	23	5	34	788	724	531	1255

Grades 10-12 +
SWs

3% 29% 2% 0% 3% 63% 58% 42%

	Asian	Black	Mixed	Not Stated	Other	White	Female	Male	Total
LBS-014	3	19	1	1	1	104	55	74	129
LBS-015	3	3			2	51	19	40	59
LBS-016	1	1			1	14	3	14	17
LBS-017		1				16	3	14	17
LBS-018						2	1	1	2
LBS-019						1	1		1
LBS-020						6	2	4	6
LBS-021						2	1	1	2
LBS-022						1		1	1
Total	7	24	1	1	4	197	85	149	234

JNC Grades

3% 10% 0% 0% 2% 84% 36% 64%

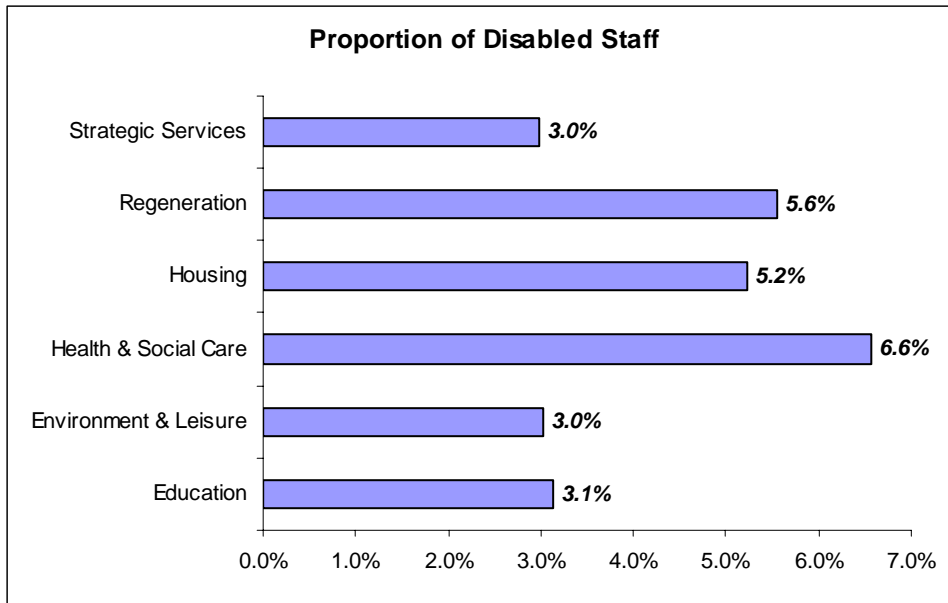
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Total	5285
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* These figures **exclude**: teaching staff recorded as part of Education (schools where delegated authority removed) Registrars, Soulbury employees & some Atkins staff where the harmonisation of conditions is outstanding. In year 2006-07 staff in Registrars will be moved to LBS grades.

Disability

The number of disabled staff employed by the Council increased to 229, this is 4.26%* of the workforce. The department with the highest proportion of disabled staff is Health & Social Care as illustrated in the following table.



*Note, the number of disabled employees is a BVPI indicator, however, the proportion reported is far lower than 4.26% as it will include schools, who traditionally employ low numbers of disabled staff.

Age

- The average age of employees is **42.16** years.
- The department with the youngest average is Education; **39.49** years
- The department with the oldest average is Health & Social Care; **43.25** years.

The proportion of the workforce in each of the age bands is as follows: -

Age Band	%
19 or younger	0.7%
20-29	13%
30-39	24.6%
40-49	36.3%
50-59	21.3%
60-64	3.8%
65 or over	0.2%
Total	100%

Length of Service

The average length of service is **8.34** years

Over **30%** of the workforce has 10 or more years' service

The department with the longest average (length of service) is Housing; **10.22** years.

The department with the shortest average (length of service) is Education; **6.39 years.**

The proportion of the workforce in each of the length of service bands is as follows: -

Length of Service	%
0 - 1.99 years	25.5%
2 - 4.99 years	28.1%
5 - 9.99 years	14%
10 – 19.99 years	20.4%
20 years & over	11.8%
Total	100%

Starters

There were **707** new people on the payroll during 2005-06, **58%** were women. The department with the greatest number of starters was Environment & Leisure **195**, the department with the lowest number of starters was Regeneration; **29 people**.

The broad ethnic profile of the new starters was as follows: -

Department	Asian	Black	Mixed	Not Stated*	Other	White	Grand Total
Education	5%	39%	2%	8%	1%	45%	100%
Environment & Leisure	4%	29%	5%	4%	3%	56%	100%
Health & Social Care	4%	32%	5%	0%	2%	56%	100%
Housing	2%	55%	3%	0%	3%	37%	100%
Regeneration	0%	21%	0%	3%	0%	76%	100%
Strategic Services	8%	17%	6%	1%	2%	65%	100%
Council Wide	4%	35%	4%	2%	2%	53%	100%

**Missing data is being resolved*

The detailed ethnic profile of the new starters was –

Asian, Bangladeshi	1%
Asian, Indian	1%
Asian, Pakistani	0%
Asian, British	1%
Asian, Other	1%
Black, African	12%
Black, Caribbean	6%
Black, Other	2%
Black, British	15%
Mx, White & Black African	1%
Mx, White & Black Caribbean	1%
Mx, Mixed Other	2%
Mx, White & Asian	0%
Other, Cypriot Greek	0%
Other, Cypriot Turkish	0%
Other, Chinese/Vietnamese	1%
Other, any other group	1%
Not Supplied	2%
White, Other	11%
White, Irish	2%
White, British	39%
Total	100%

Leavers

There were **715** people who left the Council during 2005-06, **58%** were women.

The “leavers” figure includes: -

- 94 staff where the reason for leaving was noted as “outsourcing”.
- 11 staff who left under a career break
- 12 staff who died whilst in the service of the Council.

The department with the greatest number of leavers was Environment & Leisure **176**, the department with the lowest number of leavers was Regeneration; **42 people**.

The broad ethnic profile of the leavers was as follows: -

Department	Asian	Black	Mixed	Not Stated	Other	White	Grand Total
Education	8%	30%	7%	4%	2%	50%	100%
Environment & Leisure	4%	28%	2%	5%	3%	57%	100%
Health & Social Care	3%	26%	3%	0%	7%	61%	100%
Housing	6%	42%	0%	5%	8%	38%	100%
Regeneration	5%	19%	0%	2%	2%	71%	100%
Strategic Services	2%	37%	4%	3%	3%	51%	100%
Grand Total	4%	32%	3%	3%	4%	53%	100%

The detailed ethnic profile of the leavers was –

Asian, Bangladeshi	1%
Asian, Indian	1%
Asian, Pakistani	0%
Asian, British	1%
Asian, Other	1%
Black, African	11%
Black, Caribbean	6%
Black, Other	2%
Black, British	13%
Mx, White & Black African	0%
Mx, White & Black Caribbean	1%
Mx, Mixed Other	2%
Mx, White & Asian	0%
Not Stated	3%
Other, Cypriot Turkish	0%
Other, Chinese/Vietnamese	1%
Other, Cypriot Other	0%
Other, Cypriot Greek	1%
Other, any other group	3%
White, Other	9%
White, Irish	3%
White, British	40%
Total	100%

Excluding schools –

- There were 21 early retirements, 57% of these were male employees, 14% BME staff. (BVPI criteria)
- There were 9 ill health retirements, 55% of these were female employees and 11% BME staff. (BVPI criteria)

Performance Management

Incremental Awards

The following details are drawn from the August 2006 payroll.

(Note the incremental awards only relate to staff on grades 1- 22 and therefore the totals may show slight differences to the profile of people quoted above on the workforce as a whole)

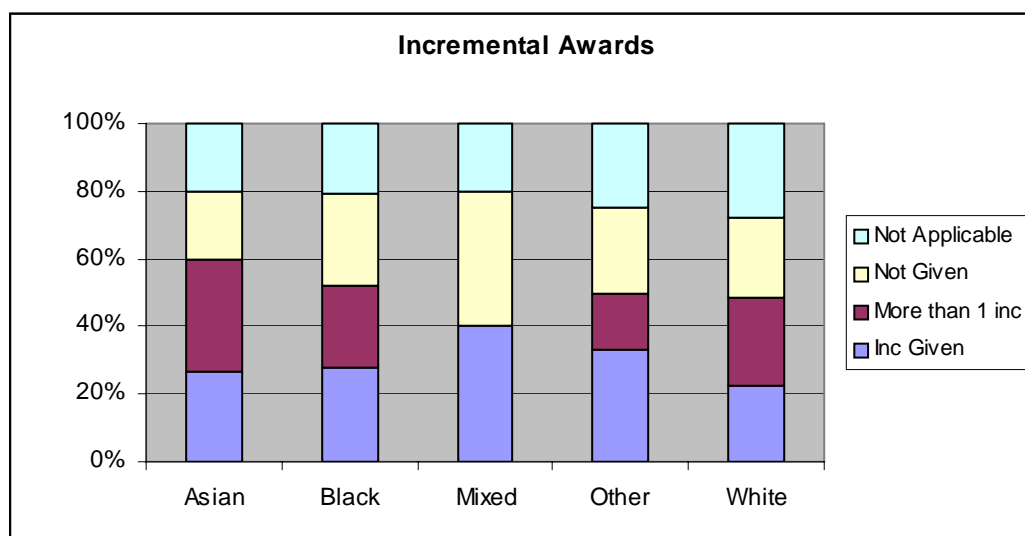
Departmental Awards

	Inc Given	More than 1 inc	Not Given	Not Applicable	Total
Education	50%	0%	34%	16%	100%
Environment & Leisure	52%	0%	31%	17%	100%
Housing	48%	2%	26%	23%	100%
Regeneration	46%	2%	21%	31%	100%
Social Services	50%	2%	17%	31%	100%
Strategic Services	52%	3%	20%	26%	100%
Grand Total	50%	1%	26%	22%	100%

Gender

	Female	Male	Grand Total
Inc Given	52%	48%	100%
More than 1 inc given	62%	38%	100%
Not Given	50%	50%	100%
Not Applicable	57%	43%	100%
Grand Total	53%	47%	100%

Broad Ethnic Origin



Excludes those where ethnic origin is not known

	Asian	Black	Mixed	Other	White	Total
Inc Given	4%	38%	2%	4%	52%	100%
More than 1 inc	5%	38%	0%	2%	56%	100%
Not Given	3%	45%	2%	3%	47%	100%
Not Applicable	3%	31%	1%	3%	61%	100%
Total	4%	38%	2%	3%	53%	100%

Disabled Staff

	Disabled Staff	Non Disabled Staff	Total
1 Inc Given	3%	97%	100%
More than 1 Inc	2%	98%	100%
NO	5%	95%	100%
Not Applicable	7%	93%	100%
Grand Total	4%	96%	100%

Grade Differences

	JNC	Non JNC	Total
Inc Given	4%	96%	100%
More than 1 inc	15%	85%	100%
Not Given	3%	97%	100%
Not Applicable	7%	93%	100%
Grand Total	5%	95%	100%

More than 1 increment

65 staff have received more than one increment

Female	Male	Total			
62%	38%	100%			
Asian	Black	Not Stated	Other	White	Total
5%	36%	4%	2%	55%	100%

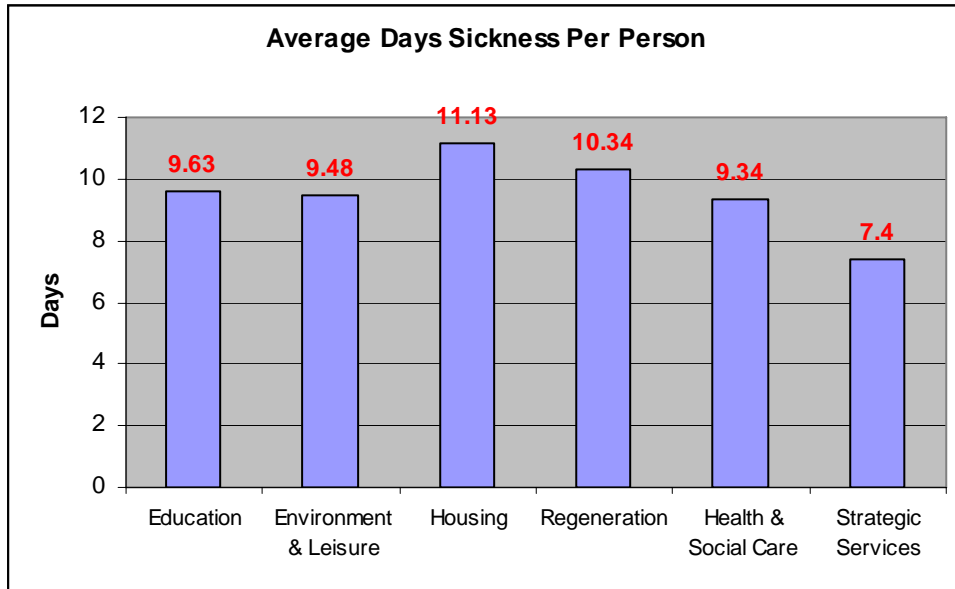
Staff who received non consolidated payment at the top of the grade

40 staff have received a non consolidated payment at the top of the grade

Female	Male	Total			
60%	40%	100%			
Asian	Black	Mixed	Other	White	Total
5%	20%	3%	3%	70%	100%

Sickness

The average sickness for year ending 31st March 2006 was 9.67 days per person. This is a 9% decrease compared to 2004-05 figures.



At a departmental level the average sick days per person was as follows. 2004/05 data is shown for comparison.

	2005/06 – Average days	2004/05 – Average days
Education	9.63	10.68
Environment & Leisure	9.48	11.33
Housing	11.13	12.05
Regeneration	10.34	8.08
Social Services	9.34	9.28
Strategic Services	7.4	9.82
Council Wide	9.67	10.63

Learning & Development

The following looks at staff who have received training through the Corporate Learning & Development Centre. Currently, managers and staff record all other training locally.

The data relates to the number of days training and the ethnic group of attendees on each of those days, therefore someone attending a 5 day training programme will be represented 5 times, someone attending a 2 day course will be shown 2 times etc.

The total number of training days recorded is 5776 days.

The proportions of people attending these days according to ethnic origin were: -

Asian, Bangladeshi	1%
Asian, British	1%
Asian, Indian	2%
Asian, Pakistani	0.3%
Black, African	9%
Black, British	16%
Black, Caribbean	5%
Black, Other	1%
Mx, Mixed Other	1%
Mx, White & Asian	0.3%
Mx, White & Black African	1%
Mx, White & Black Caribbean	0.3%
Not Stated	18%
Other, any other group	1%
Other, Chinese/Vietnamese	0.4%
Other, Cypriot Greek	0.1%
Other, Cypriot Turkish	0.1%
White, British	36%
White, Irish	2%
White, Other	6%
Grand Total	100%

57% of days were used by female members of staff.

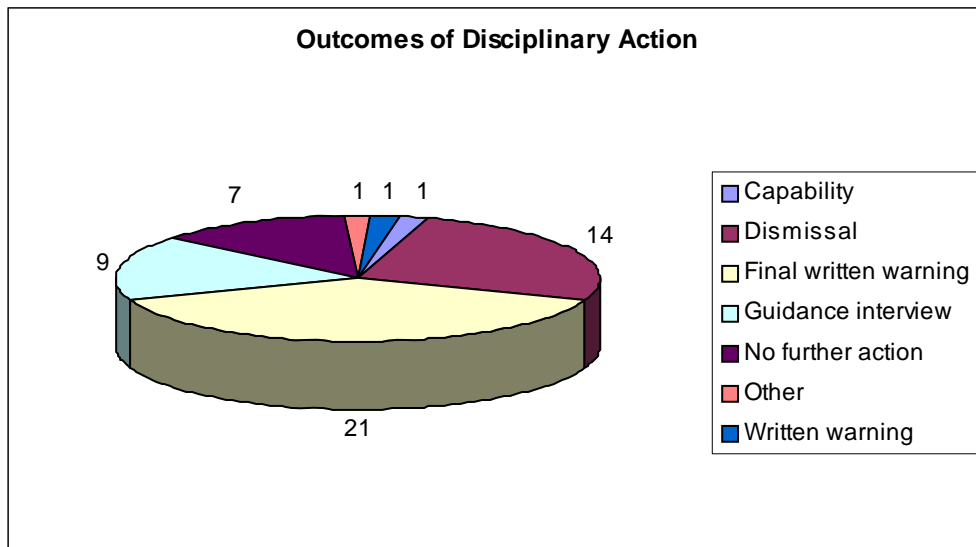
Disciplinary Action

The profile of staff subject to disciplinary action was as follows –

	Female		Male		Total
No. of Investigations	22	30.1%	51	69.9%	73
No. of Hearings Concluded	17	31.5%	37	68.5%	54

	Disciplinary Investigations		Disciplines Concluded	
Asian, British	1	1.4%	1	1.9%
Black, African	20	27.4%	12	22.2%
Black, British	11	15.1%	9	16.7%
Black, Caribbean	8	11.0%	7	13.0%
Black, Other	1	1.4%	1	1.9%
Other	3	4.1%	2	3.7%
White, British	27	37.0%	20	37.0%
White, Irish	1	1.4%	1	1.9%
White, Other	1	1.4%	1	1.9%
Total	73	100.0%	54	100.0%

Outcomes



	Female	Male	Grand Total
Capability	1		1
Dismissal	4	10	14
Final written warning	5	16	21
Guidance interview	5	4	9
No further action	2	5	7
Other		1	1
Written warning		1	1
Grand Total	17	37	54

Profile of Employee	Capability	Dismissal	Final written warning	Guidance interview	No further action	Other	Written warning	Grand Total
Asian, British				1				1
Black, African		3	3	4	2			12
Black, British		4		2	3			9
Black, Caribbean			6	1				7
Black, Other			1					1
Other			1		1			2
White, British		6	10	1	1	1	1	20
White, Irish		1						1
White, Other	1							1
Grand Total	1	14	21	9	7	1	1	54

No staff who were subject to disciplinary action had declared a disability.

Capability Action

The profile of staff subject to capability action was as follows –

Female		Male		Total
15	68%	7	32%	22

Profile of Employee	Capability Interviews	
Asian, Other	1	5%
Black, African	3	14%
Black, British	5	23%
Black, Caribbean	3	14%
Black, Other	1	5%
Mx, White & Black Caribbn	2	9%
Other	2	9%
White, British	5	23%
Grand Total	22	100%

Outcomes

(Note 3 outcomes outstanding at point of data collection)

	Adj to duties	Dismissal	Final written warning	Medical Transfer	No further action	Other	Transfer	Total
Female		3	3	1	4	1	2	14
Male	1	2			2			5
Grand Total	1	5	3	1	6	1	2	19

Profile of Employee	Adj to duties	Dismissal	Final written warning	Medical Transfer	No further action	Other	Transfer	Grand Total
Asian, Other		1						1
Black, African			1		1			2
Black, British					2		2	4
Black, Caribbean			2					2
Black, Other		1						1
Mx, White & Black Caribbn	1	1						2
Other		1			1			2
White, British		1		1	2	1		5
Grand Total	1	5	3	1	6	1	2	19

Seven staff who were the subject of capability action has declared a disability.

Staff Complaints

Stage 1

	Number Registerd		Number Concluded	
Female	66	55%	43	52%
Male	54	45%	39	48%
Grand Total	120		82	

Plus 2 "Group" complaints where profile not specified.

	Number Registerd		Number Concluded	
Asian, Bangladeshi	1	1%	0	0%
Asian, Indian	2	2%	1	1%
Asian, Other	5	4%	3	4%
Black, African	15	13%	7	9%
Black, British	18	15%	15	18%
Black, Caribbean	21	18%	14	17%
Black, Other	2	2%	2	2%
Mx, White & Black Caribbn	2	2%	2	2%
Other	8	7%	5	6%
White, British	41	34%	30	37%
White, Irish	2	2%	1	1%
White, Other	3	3%	2	2%
Grand Total	120	100%	82	100%

Of the above –

- 9 staff who registered complaints had declared a disability.
- 5 staff whose complaints were concluded had declared a disability.

Stage 2

	Number Registerd		Number Concluded	
Female	15	48%	11	48%
Male	16	52%	12	52%
Grand Total	31		23	

	Number Registerd		Number Concluded	
Asian, British	1	3%	1	4%
Asian, Other	1	3%	0	0%
Black, African	1	3%	0	0%
Black, British	6	19%	4	17%
Black, Caribbean	5	16%	3	13%
Black, Other	2	6%	2	9%
Other	1	3%	1	4%
White, British	14	45%	12	52%
Grand Total	31	100%	23	100%

Of the above –

- 1 member staff who registered a complaint had declared a disability.
- None of staff whose complaints were concluded had declared a disability.

Harassment

The profile of those reporting incidents of harrassment was –

Female	11	48%
Male	12	52%
Grand Total	23	

	Number	
Asian, British	1	4%
Asian, Caribbean	1	4%
Black, African	6	26%
Black, British	4	17%
Black, Caribbean	3	13%
Other	2	9%
White, British	5	22%
White, Other	1	4%
Grand Total	23	100%

2 members staff who reported incidents of harassment had declared a disability.

Recruitment

All Applicants

Gender

Female	Male	Grand Total
7838	7158	14996
52%	48%	100%

Disability

No	Yes	Grand Total
14875	121	14996
99%	1%	100%

Ethnic Origin

Asian, Bangladeshi	222	1%
Asian, Indian	335	2%
Asian, Pakistani	131	1%
Asian, British	213	1%
Asian, Other	167	1%
Black, African	2975	20%
Black, Caribbean	838	6%
Black, British	2553	17%
Black, Other	154	1%
Mx, White & Black African	136	1%
Mx, White & Black Caribbean	174	1%
Mx, Mixed Other	200	1%
Mx, White & Asian	52	0.3%
Not Supplied	2341	16%
Other, Chinese/Vietnamese	153	1%
Other, Cypriot Other	3	0%
Other, Cypriot Greek	15	0.1%
Other, Cypriot Turkish	40	0.3%
Other, any other group	156	1%
White, Other	907	6%
White, Irish	175	1%
White, British	3056	20%
	14996	100%

Not Shortlisted

Gender

Female	Male	Grand Total
5791	5596	11387
51%	49%	100%

Disability

No	Yes	Grand Total
11304	83	11387
99%	1%	100%

Ethnic Origin

Asian, Bangladeshi	172	2%
Asian, Indian	289	3%
Asian, Pakistani	105	1%
Asian, British	166	1%
Asian, Other	136	1%
Black, African	2384	21%
Black, Caribbean	616	5%
Black, British	1937	17%
Black, Other	115	1%
Mx, White & Black African	109	1%
Mx, White & Black Caribbean	128	1%
Mx, Mixed Other	153	1%
Mx, White & Asian	42	0.4%
Not Supplied	1771	16%
Other, Chinese/Vietnamese	137	1%
Other, Cypriot Other	3	0.0%
Other, Cypriot Greek	13	0.1%
Other, Cypriot Turkish	35	0.3%
Other, any other group	130	1%
White, Other	697	6%
White, Irish	117	1%
White, British	2132	19%
Grand Total	11387	100%

Rejected Post Interview & Assessments

Gender

Female	Male	Grand Total
1141	870	2011
57%	43%	100%

Disability

No	Yes	Grand Total
1987	24	2011
98.8%	1.2%	100.0%

Ethnic Origin

Asian, Bangladeshi	28	1%
Asian, Indian	28	1%
Asian, Pakistani	15	1%
Asian, British	26	1%
Asian, Other	22	1%
Black, African	364	18%
Black, Caribbean	134	7%
Black, British	366	18%
Black, Other	24	1%
Mx, White & Black African	12	1%
Mx, White & Black Caribbean	22	1%
Mx, Mixed Other	27	1%
Mx, White & Asian	7	0%
Not Supplied	336	17%
Other, Chinese/Vietnamese	8	0%
Other, Cypriot Other	0	0%
Other, Cypriot Greek	0	0%
Other, Cypriot Turkish	1	0%
Other, any other group	19	1%
White, Other	95	5%
White, Irish	29	1%
White, British	448	22%
Grand Total	2011	100%

Unsuccessful Other Reason (Did Not Attend Interview / Offer Withdrawn)

Gender

Female	Male	Grand Total
136	142	278
49%	51%	100%

Disability

No	Yes	Grand Total
278	0	278
100%	0.0%	100%

Ethnic Origin

Asian, Bangladeshi	6	2%
Asian, Indian	6	2%
Asian, Pakistani	1	0%
Asian, British	6	2%
Asian, Other	2	1%
Black, African	49	18%
Black, Caribbean	21	8%
Black, British	46	17%
Black, Other	1	0%
Mx, White & Black African	3	1%
Mx, White & Black Caribbean	8	3%
Mx, Mixed Other	8	3%
Mx, White & Asian	1	0%
Not Supplied	17	6%
Other, Chinese/Vietnamese	0	0%
Other, Cypriot Other	0	0%
Other, Cypriot Greek	0	0%
Other, Cypriot Turkish	0	0%
Other, any other group	1	2%
White, Other	19	6%
White, Irish	6	3%
White, British	77	26%
Grand Total	278	100%

Offer Rejected by Candidates

Gender

Female	Male	Grand Total
29	29	58
50%	50%	100%

Disability

No	Yes	Grand Total
56	2	58
97%	3%	100%

Ethnic Origin

Asian, Bangladeshi	1	2%
Asian, Indian		0%
Asian, Pakistani	2	3%
Asian, British	3	5%
Asian, Other	1	2%
Black, African	6	10%
Black, Caribbean	1	2%
Black, British	8	14%
Black, Other		0%
Mx, White & Black African	1	2%
Mx, White & Black Caribbean	1	2%
Mx, Mixed Other	2	3%
Mx, White & Asian		0%
Not Supplied	14	24%
Other, Chinese/Vietnamese		0%
Other, Cypriot Other		0%
Other, Cypriot Greek		0%
Other, Cypriot Turkish		0%
Other, any other group		0%
White, Other		0%
White, Irish	2	3%
White, British	16	28%
Grand Total	58	100%

Still in Process

(Shortlisted, In Process, On Hold)

Gender

Female	Male	Grand Total
228	160	388
59%	41%	100%

Disability

No	Yes	Grand Total
386	2	388
99%	1%	100%

Ethnic Origin

Asian, Bangladeshi	6	2%
Asian, Indian	5	1%
Asian, Pakistani	3	1%
Asian, British	5	1%
Asian, Other	3	1%
Black, African	84	22%
Black, Caribbean	18	5%
Black, British	75	19%
Black, Other	6	2%
Mx, White & Black African	4	1%
Mx, White & Black Caribbean	3	1%
Mx, Mixed Other	3	1%
Mx, White & Asian	1	0%
Not Supplied	47	12%
Other, Chinese/Vietnamese	4	1%
Other, Cypriot Other	-	0%
Other, Cypriot Greek	1	0%
Other, Cypriot Turkish	1	0%
Other, any other group	2	1%
White, Other	34	9%
White, Irish	5	1%
White, British	78	20%
Grand Total	388	100%

Successful Candidates

(To be Hired & Contract Offered)

Gender

Female	Male	Grand Total
513	361	874
59%	41%	100%

Disability

No	Yes	Grand Total
864	10	874
99%	1%	100%

Ethnic Origin

Asian, Bangladeshi	9	1%
Asian, Indian	7	1%
Asian, Pakistani	5	1%
Asian, British	7	1%
Asian, Other	3	0%
Black, African	88	10%
Black, Caribbean	48	5%
Black, British	121	14%
Black, Other	8	1%
Mx, White & Black African	7	1%
Mx, White & Black Caribbean	12	1%
Mx, Mixed Other	7	1%
Mx, White & Asian	1	0%
Not Supplied	156	18%
Other, Chinese/Vietnamese	4	0%
Other, Cypriot Other	0	0%
Other, Cypriot Greek	1	0%
Other, Cypriot Turkish	3	0%
Other, any other group	4	0%
White, Other	62	7%
White, Irish	16	2%
White, British	305	35%
Grand Total	874	100%

Further Information on Recruitment

This year it has been possible to analyse the recruitment data in some more detail. Key issues are:-

Advertisements where appointments have been made.

There were 93 advertisements where all applicants were from one gender.

Female	Male	Total No. Applicants
62	57	119
52%	48%	100%

There were 30 advertisements with over 100 applicants – with 129 appointments.

	Female	Male	
Applicants	53%	47%	
Appointees	63%	37%	
% Appointees v Applicants	3%	2%	average
% Appointees v Applicants	3%	0%	median

Applicants where all advertisements came from one broad ethnic group – *note “not stated” is not an ethnic group but has been included to show how this may impact on previous figures.*

	Asian	Black	Mixed	Not Stated	Other	White	Total
No. of adverts	2	13	0	36	2	29	82
No. of candidates	4	33	0	917	4	79	1037

There were 30 advertisements with over 100 applicants – with 129 appointments.

	Asian	Black	Mixed	Not Stated	Other	White	
Applicants	6%	47%	4%	15%	2%	26%	
Appointees	3%	30%	2%	25%	1%	39%	
% Appointees v Applicants	1%	2%	2%	6%	0%	4%	average
% Appointees v Applicants	0%	1%	0%	0%	0%	3%	median

Advertisements where no appointments have been recorded – 767 applicants.

Female	Male				
54%	46%				
Asian	Black	Mixed	Not Stated	Other	White
8%	41%	4%	22%	3%	22%

Promotions

The CRE guidelines require that organisations monitor applications for promotions, those selected for consideration and those successful. This suggests a different process from recruitment. While some organisations have promotion boards and other internal mechanisms to select those eligible for promotion this is not the case in Southwark.

Those wishing to take on a promotional post have to apply as part of a recruitment exercise. Occasionally this may be through an internal advertisements (i.e. limited to current employees of the Council rather than a particular area) but this is relatively rare, the majority of posts are advertised through at least one external medium, newspaper, internet etc. Therefore promotions and recruitment have never been seen as different processes in Southwark.

Interrogation of the Payroll system suggests the numbers of “promotions”, i.e. as a reason for a change in pay to be 119. This figure appears low and it is believed that in reality more internal candidates have been captured in the previous figures of recruitment. However, for completeness, the profile of the staff where the payroll reason for change is marked as promotions was as follows: -

Broad Ethnic Origin	Female	Male	Grand Total
Asian	4%	3%	3%
Black	23%	27%	25%
Mixed	4%	0%	2%
Not Stated	0%	1%	1%
Other	2%	0%	1%
White	67%	69%	68%
Grand Total	100%	100%	100%

Key Employment Facts

The following facts have been drawn from the **Local Government Pay & Workforce Strategy 2005** and have been provided to give context to Southwark's Workforce Report.

Almost 75% of local government staff are women the majority of whom work part-time. Women dominate in education, social care and corporate functions, though men slightly outnumber women in some services such as planning, the public protection services and refuse and recycling.

Local government employees make up 12.6% of the workforce in England. Local government employees make up a smaller proportion of the whole economy workforce in more prosperous regions such as the South East and London than in less prosperous regions such as the North East and Yorkshire and Humberside.

People from minority ethnic groups make up 6.6% of the local government workforce in England. However nearly half work in London, where they make up 25.8% of the local government workforce. At the other end of the scale, less than 2% of the workforce are from a minority ethnic group in the North East and the South West.

31% of the local government workforce is aged over 50 in England. Regionally the proportion varies from 37.9% in the Eastern region and 34.7% in the East Midlands down to 29.5% in the North East and 29.8% in London.

Recruitment and retention difficulties for professional and managerial occupations are most acute in London (with authorities experiencing difficulties in an average of 19.6 occupations). For non-professional/non-managerial occupations inter-regional differences are less marked.

Generic and specific skills gaps vary much less by region, although the South West is marginally the worst affected. The majority of authorities have fully or partially achieved the Investors in People standard, with 74% of the workforce now covered.

Future workforce developments across the whole economy

The working population in England and Wales is set to grow by 1.9m between 2001 and 2015.

The economically active group is to grow by 822,000 between 2003-10.

Graduates will make up 25% of the workforce by 2010. Women are likely to make up an increasing proportion of graduates compared to the past.

Minority ethnic groups make up 8.7% of the population and have a younger age profile than the white population. This means that their proportional share of the workforce will increase as this generational 'bulge' enters the workforce.

Younger women are more likely to participate in the labour market, including women with dependents, than was the case in the past.

Concurrent Report from the Head of HR

The workforce report helps inform the Council on the actions to be taken to ensure that people management in practice matches the Council's commitment to equality of opportunity.

Key Issues

Overall the number of staff employed has not changed significantly – just under a 4% variation compared to 2004/05.

The proportion of BME staff within the workforce has increased marginally and is significantly higher than the London average for local authorities or the local BME population.

However, the number of BME staff within the Council's top 5% of earners has decreased since 2004/05 and is an area for further action. The proportion of BME staff, compared to the workforce as a whole, begins to decline at the grade 10-12 band.

The proportion of staff declaring a disability has increased significantly.

The age profile is slightly younger than the (London) local government norm.

Sickness absence rates continue to reduce, decreasing further will be particularly challenging and require continual management action.

There are no concerns about incremental awards on the basis of gender or ethnic origin; except where the non-consolidated payments have been made at the top of the grade. It must be recognised that the number of payments here is statistically very low and has almost certainly been skewed by a high proportion of awards being paid to JNC staff (over a third), amongst which the representation by BME staff is far lower.

In line with previous' years data; men are more likely to be disciplined than women, women are more likely to be the subject of capability action.

Proportionally more staff of Black African origin are subject to discipline than the proportion of Black African staff in the workforce. Similarly more Black Caribbean staff are subject to capability action than Black Caribbean staff in the workforce.

However, whilst the data collection for disciplines, capability & grievances has improved over the last year, reported activity remains relatively low and there are dangers in drawing firm conclusions from this level of data.

The proportion of white candidates who are successful in being offered employment is higher than the proportion of white candidates at application stage. However,

- The majority of applicants for posts where there were more than 100 applicants were from BME communities.
- The majority of those applicants where an appointment has yet to be recorded were from BME communities.

- Excluding the “not stated”, the majority of advertisements where staff were from one ethnic group had an all white candidate base.
- Overall the proportion of bme staff in employment increased.

Action Plan

Improving Data

This year's report includes more complete data on HR activities (recruitment, disciplines, grievances etc) than any previous report. However, work will continue to refine the recruitment statistics and enable better analysis at grade level. From the middle of 2006-07 limited information on learning & development will be held on the Council's SAP system thus reducing missing ethnic origin codes on learning & development statistics ¹ and enabling better cross referencing with other indicators; gender, disability, grade etc.

¹. Currently these statistics are based on self monitoring forms completed by those attending corporate training events.

Addressing Disproportionality in the Workplace

The principal issue that arises from this year's data, and which is not influenced by statistical factors (e.g. too small a sample), is the proportion of senior bme staff compared to the workforce. This action plan will focus on this issue and cover two main areas; developing existing staff and unblocking obstacles within the recruitment process.

Action Taken So Far

A corporate accelerated development initiative was launched towards the end of 2005/06, branded *fast forward*. This is a development programme aimed to equip people to compete for senior roles. There are currently 11 BME staff on the programme.

A corporate mentoring programme has been launched.

A preferred supplier contract has been let to an Executive Search agency for senior management appointments. It will establish clear standards on equalities issues and require the Agency to present a balanced shortlist.

The *Stepping Stones for Success* conference, led by the BME Consultation Group, and the Council's accreditation under IIP promoted opportunities for individual career development, rather than focusing wholly meeting individuals' immediate training needs.

Over the last year, detailed information has been compiled on the handling of disciplinary cases that lead to dismissal and each case's summary has been considered by the Head of HR. In view of this year's disciplinary statistics it is proposed to extend this approach to all disciplinary cases.

A review of the application of the staff complaints procedure with the Trade Unions began in January 2006 primarily to improve response times and avoid the unnecessary delays experienced in the past. Some ideas are being trialed and further discussions are ongoing.

An embryonic disability staff group has been formed (building on the success of the BME staff group). It is early days yet but an event has been held with further activity planned for 2006.

Actions Planned for 2006/07

A further corporate leadership programme will be launched. Whilst this will not be restricted to BME staff, specific efforts will be made to reach these staff and support them in their application.

Departments will be required to re-look at opportunities for accelerated development within their services. Work is already being undertaken with Health & Social Care at establishing development opportunities for BME staff in conjunction with the NHS.

In the autumn, a careers week will be held for all staff showcasing opportunities within the Council and enabling people to learn more about the recruitment process – e.g. career counselling, taster sessions on occupational assessment, promotion of departmental opportunities.

The preferred Executive Search agency will work with managers and the Council's advertising agents, TMP, to better reach appointable applicants from the BME communities for senior roles. Where potential applicants choose not to apply or are unsuccessful in their application the Executive Search agency will follow up with them on the reasons why.

The methodology for processing the Council's exit questionnaire will be revised – currently this is a paper form but it is planned that by October 06 it will be primarily on-line. It is believed that the revised methodology will increase participation levels, which are currently very low, and thus enables more meaningful data to be collated.

The Council will run a further anonymous staff survey. Profile information will again include ethnic origin and the employee's role so that analysis can be undertaken and specific actions planned in response.

Within the Council's new equality scheme HR & OD have a planned equality impact assessment due to complete in final quarter 2006/7. This will also be used to inform a revised workforce development plan for 2007 and beyond.

Impact

The usefulness of regular workforce monitoring cannot be underestimated in highlighting issues and establishing trends. There is, however, danger that results based on limited data or that small changes are over emphasised – positively or negatively. The actions noted above are not "quick wins", but aim to create meaningful change over the next 1-2 years to address disproportionality throughout the grades.