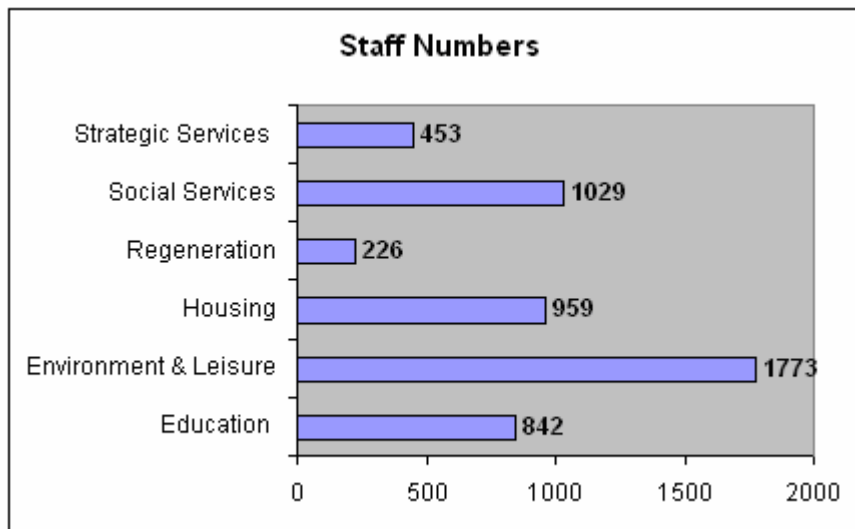


OUR WORKFORCE YEAR 2004/05

All figures relate to 31st March 2005 unless stated & exclude schools staff. All employee numbers and employee profile data has been drawn from SAP.

Staff Numbers

As at 31st March 2005, the Council employed 5282 employees. This excludes casual workers. The staff numbers per department are: -



Ethnic Origin

- 45.76% of the workforce is from black and minority ethnic communities. This figures excludes those staff whose ethnic origin has not been supplied. (BVPI 17 – excluding schools)
- Black & ethnic minority staff make up 17.16% of the top 5% of earners. (BVPI 11b).
- Looking at broad ethnic origins the breakdown at a departmental level is as follows.

| | Asian | Black | Mixed | Other | White | Not Stated | Grand Total |
|----------------------------------|-------|-------|-------|-------|-------|------------|-------------|
| Education | 4% | 46% | 2% | 3% | 40% | 4% | 100% |
| Environment & Leisure | 4% | 28% | 1% | 3% | 61% | 3% | 100% |
| Housing | 3% | 46% | 1% | 4% | 45% | 1% | 100% |
| Regeneration | 6% | 29% | 1% | 3% | 60% | 1% | 100% |
| Social Services | 3% | 36% | 2% | 4% | 55% | 0% | 100% |
| Strategic Services | 3% | 32% | 2% | 3% | 58% | 2% | 100% |
| Council Wide | 3% | 36% | 2% | 3% | 53% | 2% | 100% |

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

| Department | Total | % |
|--|-------|------|
| Asian Bangladeshi | 23 | 0.4% |
| Asian British | 47 | 1% |
| Asian Indian | 27 | 1% |
| Asian Pakistani | 8 | 0.2% |
| Asian, Other | 79 | 1% |
| Black African | 547 | 10% |
| Black Caribbean | 505 | 10% |
| Black, British | 809 | 15% |
| Black, Other | 62 | 1% |
| Other | 129 | 2% |
| Other, Chinese/ Vietnamese | 25 | 0.5% |
| Other, Cypriot | 8 | 0.2% |
| Other, Cypriot Greek | 11 | 0.2% |
| Other, Cypriot Turkish | 9 | 0.2% |
| Mixed Other | 32 | 1% |
| Mx, White & Asian | 7 | 0.1% |
| Mx, White & Black African | 15 | 0.3% |
| Mx, White & Black Caribbean | 28 | 1% |
| Not Supplied | 101 | 2% |
| White Irish | 149 | 3% |
| White, British | 2367 | 45% |
| White, Other | 294 | 6% |
| Grand Total | 5282 | 100% |

* The proportion of staff from BME communities drops according to grade, excluding Building Workers where a high proportion of staff are White compared to the workforce as a whole.

Grade & Ethnic Origin Split

| Grade | Asian | Black | Mixed | Other | White | Grand Total |
|--|-----------|------------|-----------|-----------|------------|-------------|
| LBS-001 | | | | 2 | 8 | 10 |
| LBS-002 | 25 | 252 | 11 | 18 | 219 | 525 |
| LBS-003 | 1 | 45 | 4 | 6 | 139 | 195 |
| LBS-004 | 18 | 133 | 13 | 13 | 213 | 390 |
| LBS-005 | 17 | 209 | 9 | 8 | 159 | 402 |
| LBS-103 | | | | | 1 | 1 |
| LBS-104 | | 3 | | | 6 | 9 |
| LBS-105 | | 2 | | | 2 | 4 |
| Total Grade 1-5 | 61 | 644 | 37 | 47 | 747 | 1536 |
| % | 4% | 42% | 2% | 3% | 49% | 100% |
| BW05 | | | | | 2 | 2 |
| BW14 | | 1 | | 1 | 3 | 5 |
| BW15 | | | | | 7 | 7 |
| BW16 | 2 | 27 | | 1 | 92 | 122 |
| BW21 | | 1 | | | 2 | 3 |
| Total Building Workers | 2 | 29 | 0 | 2 | 106 | 139 |
| % | 1% | 21% | 0% | 1% | 76% | 100% |
| DSO | 2 | 18 | 1 | 3 | 35 | 59 |
| LBS-006 | 16 | 193 | 5 | 17 | 165 | 396 |
| LBS-007 | 17 | 251 | 4 | 23 | 253 | 548 |
| LBS-008 | 11 | 80 | 5 | 13 | 151 | 260 |
| LBS-106 | | | | | 5 | 5 |
| LBS-108 | | 1 | | | | 1 |
| NO | 2 | 56 | 1 | 4 | 27 | 90 |
| Total Grade 6-8 + Nursery Offs & DSOs | 48 | 599 | 16 | 60 | 636 | 1359 |
| % | 4% | 44% | 1% | 4% | 47% | 100% |
| RCO | 1 | 27 | 2 | 2 | 16 | 48 |
| NCO1 | | 6 | | | 3 | 9 |
| NCO2 | | 1 | | | | 1 |
| Total – Residential | 1 | 34 | 2 | 2 | 19 | 58 |
| % | 2% | 59% | 3% | 3% | 33% | 100% |
| LBS-009 | 26 | 251 | 8 | 31 | 317 | 633 |
| LBS-010 | 9 | 99 | 5 | 10 | 221 | 344 |
| LBS-110 | | 2 | | | 7 | 9 |
| SW | 5 | 86 | 3 | 10 | 138 | 242 |
| Total grades 9-10 + SWS | 40 | 438 | 16 | 51 | 683 | 1228 |
| % | 3% | 36% | 1% | 4% | 56% | 100% |
| LBS-011 | 13 | 92 | 6 | 5 | 201 | 317 |
| LBS-012 | 9 | 48 | 3 | 7 | 164 | 231 |
| LBS-013 | | | | | 4 | 4 |
| LBS-111 | 1 | 2 | | | 6 | 9 |
| LBS-112 | | 1 | | | 2 | 3 |
| Total Grade 11-12 | 23 | 143 | 9 | 12 | 377 | 564 |
| % | 4% | 25% | 2% | 2% | 67% | 100% |

| | Asian | Black | Mixed | Other | White | Grand Total |
|--------------------|----------|-----------|----------|----------|------------|-------------|
| LBS-014 | 2 | 17 | 1 | 4 | 104 | 128 |
| LBS-015 | 3 | 4 | | 3 | 47 | 57 |
| LBS-016 | 1 | | | | 16 | 17 |
| LBS-017 | | 1 | | | 14 | 15 |
| LBS-018 | | | | | 2 | 2 |
| LBS-019 | | | | | 3 | 3 |
| LBS-020 | | | | | 4 | 4 |
| LBS-021 | | | | | 1 | 1 |
| LBS-022 | | | | | 1 | 1 |
| Total - JNC | 6 | 22 | 1 | 7 | 192 | 228 |
| % | 3% | 10% | 0% | 3% | 84% | 100% |
| Grand Total | 181 | 1310 | 81 | 181 | 2760 | 5112 |

*These figures **exclude**: teaching staff recorded as part of Education (schools where delegated authority removed) Registrars, Soulbury employees & some Atkins staff where harmonisation of conditions are outstanding*

Gender

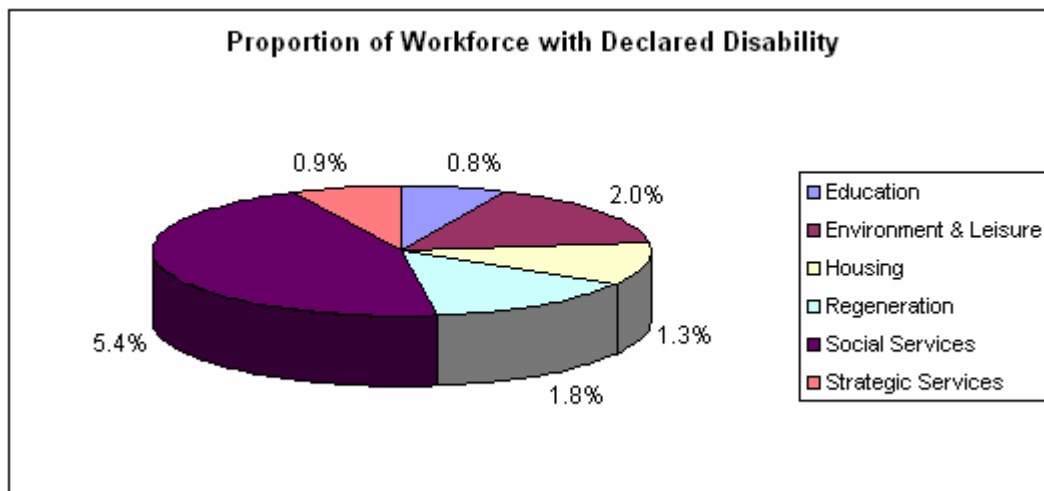
- 52% of employees are women.
- Women make up 35.82% of the top 5% of earners. (BVPI 11a).
- The highest proportion of female staff is in Education 70%, the lowest in Environment & Leisure 29%.

| | Male | Female | Total |
|-----------------------|------|--------|-------|
| Education | 30% | 70% | 100% |
| Environment & Leisure | 71% | 29% | 100% |
| Housing | 44% | 56% | 100% |
| Regeneration | 52% | 48% | 100% |
| Social Services | 32% | 68% | 100% |
| Strategic Services | 36% | 64% | 100% |
| Council Wide | 48% | 52% | 100% |

- 52% of women are from black and ethnic minority groups, 39% of men are from black and ethnic minority groups (excludes staff where ethnic origin is not supplied).

Disability

2.23% of the workforce is recorded as having a disability. The department with the greatest number of employees who have declared a disability is Social Services, the lowest Education.



Staff who have declared a disability are distributed throughout the grading structure.

| Grade | % |
|--------------------|------------|
| LBS-002 | 8% |
| LBS-003 | 7% |
| LBS-004 | 3% |
| LBS-005 | 12% |
| BW15 | 1% |
| LBS-006 | 12% |
| DSO | 4% |
| LBS-007 | 8% |
| LBS-008 | 3% |
| LBS-009 | 11% |
| RCO | 1% |
| SW | 14% |
| LBS-010 | 3% |
| LBS-110 | 1% |
| LBS-011 | 7% |
| LBS-012 | 4% |
| LBS-015 | 1% |
| Grand Total | 118 |

It should be noted that the numbers of staff with a disability is a BVPI (BVPI 17). The proportion being declared is lower than above, i.e. 1.28% as this figure must include schools and the number of staff in schools who have declared a disability is very low.

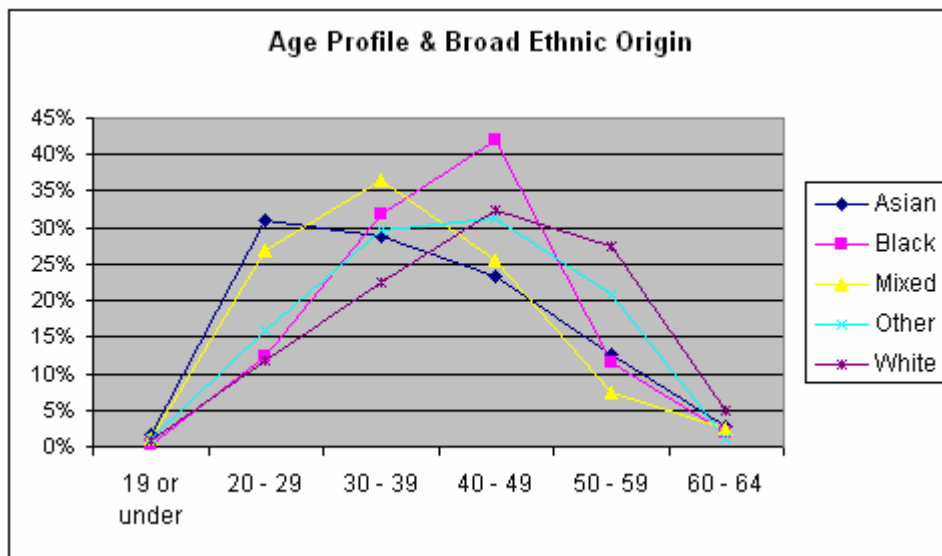
Age

The average age is 41.7 years.

Most staff are in the 40-49 age group.

| Age Group | % of workforce |
|--------------------|----------------|
| 19 or under | 1% |
| 20 - 29 | 13% |
| 30 - 39 | 27% |
| 40 - 49 | 35% |
| 50 - 59 | 20% |
| 60 - 64 | 4% |
| 65 or over | 0.1% |
| Grand Total | 100% |

This trend is similar across staff from all ethnic groups except employees who classify themselves from one of the communities under the broad classification of Asian. Here there is a notable shift with the majority of staff in the 20-29 age group.



Length of Service

Over 50% of the workforce has less than 2 years service recorded on SAP. These figures (and starters and leavers) need to be put in the context of outsourcing/ insourcing that has occurred over the last few years, particularly for Education and areas under Environment & Leisure management.

| Years | % |
|--------------------|------|
| 0 – 1.99 | 30% |
| 2 – 4.99 | 21% |
| 5 – 9.99 | 23% |
| 10 - 19.99 | 11% |
| 20 and over | 14% |
| Grand Total | 100% |

Starters

- 915 people were recorded as new starters during 2004-05, this will include movement from Education/ Atkins
- 52% of starters were women, 48% men.

The broad ethnic origin of starters was: -

| | |
|--------------------|-------------|
| Asian | 5% |
| Black | 36% |
| Mixed | 4% |
| Not Stated | 3% |
| Other | 3% |
| White | 49% |
| Grand Total | 100% |

The detailed ethnic origin of starters was: -

| Detailed Ethnic Origin | % of Starters |
|-----------------------------|---------------|
| Asian, Bangladeshi | 1% |
| Asian, Indian | 1% |
| Asian, Pakistani | 0.4% |
| Asian, British | 2% |
| Asian, Other | 1% |
| Black, African | 13% |
| Black, Caribbean | 7% |
| Black, Other | 2% |
| Black, British | 14% |
| Other, Cypriot Greek | 0.1% |
| Other, Chinese/Vietnamese | 1% |
| Other, Cypriot Other | 0.1% |
| Mx, White & Black African | 1% |
| Mx, White & Black Caribbean | 0.8% |
| Mx, Mixed Other | 2.0% |
| Mx, White & Asian | 0.2% |
| Not Stated | 3% |
| Other, any other group | 2% |
| White, Other | 9% |
| White, Irish | 2% |
| White, British | 39% |
| | 100% |

Leavers

- 871 people were recorded as leavers 2004-05, this will include outsourcing and people who both started and left during the year.
- 60% of leavers were women, 40% men.

The broad ethnic origin of leavers was: -

| | |
|--------------------|-------|
| Asian | 4.5% |
| Black | 35.9% |
| Mixed | 2.0% |
| Not Stated | 2.2% |
| Other | 2.6% |
| White | 52.8% |
| Grand Total | 100% |

The detailed ethnic origin of leavers was: -

| Detailed Ethnic Origin | % of Leavers |
|-----------------------------|--------------|
| Asian, Bangladeshi | 1% |
| Asian, Indian | 1% |
| Asian, Pakistani | 0.1% |
| Asian, British | 1% |
| Black, African | 10% |
| Black, Caribbean | 10% |
| Other, Cypriot Greek | 0.1% |
| Black, Other | 2% |
| Asian, Other | 1% |
| Other, Cypriot Turkish | 0.3% |
| Black, British | 14% |
| Other, Chinese/Vietnamese | 0.3% |
| Other, Cypriot Other | 0.1% |
| Mx, White & Black African | 1% |
| Mx, White & Black Caribbean | 0.3% |
| Mx, Mixed Other | 1% |
| Mx, White & Asian | 0.2% |
| Not Stated | 2% |
| Other, any other group | 2% |
| White, Other | 6% |
| White, Irish | 4% |
| White, British | 43% |
| Total | 100% |

The reasons for leaving, as recorded on SAP, with details of gender are as follows.

| Reason for Leaving | Female | Male | Grand Total |
|------------------------|--------|------|-------------|
| Deceased | 0% | 1% | 0% |
| Dismissal Capability | 1% | 0% | 0% |
| Dismissal Disciplinary | 1% | 5% | 3% |
| Expiration of Contract | 12% | 15% | 13% |
| Outsourced | 17% | 1% | 10% |
| Redundancy | 9% | 11% | 10% |
| Resignation | 55% | 53% | 54% |
| Retirement Age | 3% | 9% | 5% |
| Retirement Early | 1% | 3% | 2% |
| Retirement ill health | 1% | 2% | 1% |
| Grand Total | 100% | 100% | 100% |

The reasons for leaving, as recorded on SAP, with details of broad ethnic origin, are as follows.

| Reason for Leaving | Asian | Black | Mixed | Not Stated | Other | White | Grand Total |
|------------------------|-------|-------|-------|------------|-------|-------|-------------|
| Deceased | 0% | 0% | 0% | 0% | 4% | 1% | 0% |
| Dismissal Capability | 0% | 1% | 0% | 0% | 0% | 0.4% | 0.5% |
| Dismissal Disciplinary | 0% | 3% | 18% | 0% | 0% | 2% | 3% |
| Expiration of Contract | 13% | 21% | 6% | 0% | 9% | 9% | 13% |
| Outsourced | 0% | 8% | 12% | 32% | 9% | 12% | 10% |
| Redundancy | 13% | 9% | 0% | 0% | 22% | 11% | 10% |
| Resignation | 69% | 53% | 65% | 68% | 57% | 52% | 54% |
| Retirement Age | 3% | 4% | 0% | 0% | 0% | 7% | 5% |
| Retirement Early | 3% | 0% | 0% | 0% | 0% | 3% | 2% |
| Retirement ill health | 0% | 1% | 0% | 0% | 0% | 2% | 1% |
| Grand Total | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

Incremental Awards

The following details are drawn from June 2005 payroll and are a first look at the incremental programme for year ending 2004-05. At this stage virtually no increments had been paid in Regeneration and very few in Environment & Leisure. As described previously the Environment & Leisure workforce is predominately male and an increase in the level of incremental awards here is likely to have a significant effect on the overall profile. From April 2005 it is also possible to award a payment for staff at the maximum of their grade where their contribution over the previous year has been exceptional. These payments are being monitored centrally before payments and had not been processed by the June payroll. The incremental awards will be monitored monthly in July and August by which time it is assumed that a final position will be reached.

Departmental Awards

| | 1 Inc Given | More than 1 inc | Not Given | N/a | Total |
|-----------------------|-------------|-----------------|------------|------------|-------------|
| Education | 34% | 0.1% | 49% | 17% | 100% |
| Environment & Leisure | 14% | 0.1% | 70% | 16% | 100% |
| Housing | 40% | 2% | 40% | 18% | 100% |
| Regeneration | 1% | 0% | 76% | 22% | 100% |
| Social Services | 45% | 1% | 27% | 27% | 100% |
| Strategic Services | 57% | 2% | 20% | 20% | 100% |
| Grand Total | 32% | 1% | 48% | 19% | 100% |

| | Female | Male | Total |
|-----------------------|------------|------------|-------|
| Increment Given | 63% | 37% | 100% |
| More than 1 increment | 73% | 27% | 100% |
| No | 45% | 55% | 100% |
| Not applicable | 56% | 44% | 100% |
| Grand Total | 53% | 47% | 100% |

| | Asian | Black | Mixed | Other | White | Grand Total |
|-----------------|-------|-------|-------|-------|-------|-------------|
| 1 Inc Given | 3% | 28% | 8% | 5% | 56% | 100% |
| More than 1 inc | 0% | 50% | 0% | 0% | 50% | 100% |
| NO | 4% | 39% | 2% | 3% | 53% | 100% |
| Not Applicable | 2% | 30% | 1% | 4% | 63% | 100% |
| Grand Total | 4% | 38% | 2% | 4% | 53% | 100% |

Excludes those where ethnic origin is not known

Currently only **44** staff have received more than one increment

| Female | Male | Total |
|--------|------|-------|
| 73% | 27% | 100% |

| Asian | Black | Mixed | Other | White | Grand Total |
|-------|-------|-------|-------|-------|-------------|
| 2% | 30% | 7% | 5% | 56% | 100% |

Disabled Staff

| | |
|-----------------|------|
| 1 Inc Given | 22% |
| More than 1 inc | 0% |
| NO | 45% |
| Not Applicable | 33% |
| Grand Total | 100% |

Grade Differences

| | Non JNC | JNC |
|-----------------|---------|------|
| Inc Given | 31% | 37% |
| More than 1 inc | 1% | 2% |
| No | 49% | 35% |
| N/a | 19% | 25% |
| Grand Total | 100% | 100% |

Staff with over 20 days sickness who received an increment

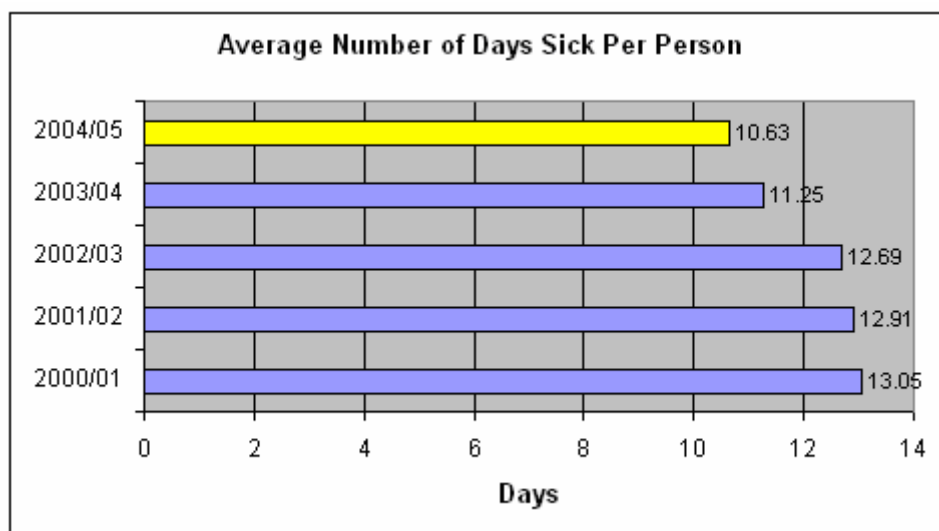
| | |
|-----------------------|----|
| Education | 15 |
| Environment & Leisure | 14 |
| Housing | 17 |
| Regeneration | 0 |
| Social Services | 10 |
| Strategic Services | 17 |
| Total | 73 |

Staff with over 50 days sickness who received an increment

| | |
|-------------------------------|----|
| Education & Cultural Services | 1 |
| Environment & Leisure | 1 |
| Housing | 2 |
| Social Services | 3 |
| Strategic Services | 9 |
| Grand Total | 16 |

Sickness Absence

The average sickness for year ending 31st March 2005 was 10.63 days per person. This is a 5.5% decrease compared to 2003-04 figures, which continues the trend of previous years.



At a departmental level the averages are as follows. 2003/04 data is shown for comparison.

| | 2004/05 – Average days | 2003/04 – Average Days |
|-----------------------|------------------------|------------------------|
| Education | 10.68 | 11.46 |
| Environment & Leisure | 11.33 | 12.12 |
| Housing | 12.05 | 11.4 |
| Regeneration | 8.08 | 7.49 |
| Social Services | 9.28 | 11.12 |
| Strategic Services | 9.82 | 10.01 |
| Council Wide | 10.63 | 11.25 |

Council-wide, of those staff who were employed for the whole year, excludes people who started and left during the year, 39% of employees had no sickness.

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 4389 days.

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

| Attendees - Ethnic Origin | % of Days Training |
|-----------------------------|--------------------|
| Asian, Bangladeshi | 0.1% |
| Asian, Indian | 1% |
| Asian, Pakistani | 0.2% |
| Asian, British | 2% |
| Black, Other | 0.8% |
| Black, African | 9% |
| Black, Caribbean | 5% |
| Black, British | 14% |
| Other, Cypriot Greek | 0.4% |
| Other, any other group | 0.6% |
| Other, Cypriot Turkish | 0.1% |
| Other, Chinese/Vietnamese | 0.2% |
| Other, Cypriot Other | 0.1% |
| Mx, White & Black African | 0.5% |
| Mx, White & Black Caribbean | 0.9% |
| Mx, Mixed Other | 0.6% |
| Mx, White & Asian | 0.6% |
| Not Stated | 23% |
| White, Other | 3% |
| White, Irish | 2% |
| White, British | 35% |
| Total | 100.0% |

57% of the days were used by female members of staff and 43% by male employees.

Both the proportion of staff from bme communities and female staff who attended training is far greater than the proportions in the workforce as a whole.

Recruitment

7210 job applicants were recorded on SAP in 2004-05. Recording of recruitment activity has increased year on year. 7210 represents a 17% increase from 2003-04 and a 50% increase when manual returns were relied on. But further improvements are still required and are being worked on. The number of applicants where the ethnic origin is recorded as "not supplied" is high and creates significant problems in undertaking any meaningful analysis. Applicants are asked to complete their ethnic origin on their form. But if they don't or the information is unclear, the next opportunity to clarify is at appointment stage. By correlating starters data and recruitment outcomes we also know that significant numbers are not being captured through the recruitment statistics. Over the next year we will: -

- Review SAP functionality and reporting to identify any areas of low input at an early stage. With such high numbers if data is not recorded consistently throughout the year it becomes a difficult exercise.
- Work with the advertising agents (TMP) to better link posts that are advertised to recorded recruitment on SAP.
- Transfer responsibility for response handling, (i.e. despatch and receipt of application forms) to Pearsons – target date January 2006. As part of this process Pearsons will undertake more proactive monitoring of an enquirer's ethnic origin at the first stage of the process.

The profile of applicants recorded was as follows.

| Applications Received | % |
|------------------------------|---------------|
| Female | 52.9% |
| Male | 47.1% |
| Total | 100.0% |
| Asian | 6.2% |
| Black | 44.8% |
| Mixed | 2.9% |
| Not Supplied | 14.8% |
| Other | 2.3% |
| White | 29% |
| Total | 100% |

| Candidates Shortlisted | % |
|-------------------------------|---------------|
| Female | 54.7% |
| Male | 45.3% |
| Total | 100.0% |
| Asian | 5.2% |
| Black | 39.4% |
| Mixed | 2.6% |
| Not Supplied | 17% |
| Other | 2.1% |
| White | 33.8% |
| Total | 100.0% |

| Successful Candidates | | % |
|------------------------------|--|--------|
| Female | | 61.9% |
| Male | | 38.1% |
| Total | | 100% |
| Asian | | 4.5% |
| Black | | 31.7% |
| Mixed | | 2% |
| Not Supplied | | 19.8% |
| Other | | 2.5% |
| White | | 39.6% |
| Total | | 100.0% |

e) Detailed ethnic origin categories at application stage & successful stage were as follows, note figures have been rounded.

| | Applications Received | Candidates Shortlisted | Successful Candidates |
|---------------------------------|-----------------------|------------------------|-----------------------|
| Asian Bangladeshi | 1.2% | 1.6% | 1.7% |
| Asian British | 1.4% | 1.3% | 1.2% |
| Asian Indian | 1.7% | 1.1% | 0.5% |
| Asian Pakistani | 0.7% | 0.6% | 0.7% |
| Any Other Asian Background | 1.2% | 0.6% | 0.2% |
| Black African | 20.8% | 18.3% | 10.9% |
| Black Caribbean | 5.5% | 5.1% | 4.5% |
| Black British | 17.6% | 15.3% | 15.8% |
| Any Other Black Background | 0.8% | 0.7% | 0.5% |
| Chinese & Vietnamese | 0.7% | 1% | 0.7% |
| Cypriot - Greek | 0.2% | 0.1% | 0.5% |
| Cypriot - Other | 0% | 0% | 0% |
| Cypriot - Turkish | 0.3% | 0.2% | 0% |
| Any Other Ethnic Group | 1.1% | 0.8% | 1.2% |
| Mixed – White & Asian | 0.4% | 0.5% | 0.2% |
| Mixed White & Black African | 0.7% | 0.6% | 0.5% |
| Mixed – White & Black Caribbean | 0.9% | 0.6% | 1% |
| Any Other Mixed Background | 0.9% | 0.8% | 0.1% |
| Not Supplied | 14.8% | 17% | 19.8% |
| Other White Background | 4.9% | 4.9% | 6.4% |
| White - British | 22.6% | 26.2% | 30.9% |
| White - Irish | 1.5% | 2.7% | 2.2% |
| Total | 100% | 100% | 100% |

f) The CRE's guide on monitoring also requires organisations to monitor unsuccessful candidates at different stages of the recruitment process, records retained during 2004-05 show the following.

| | Not Shortlisted | Unsuccessful at Interview |
|---------------------------------|-----------------|---------------------------|
| Asian - Bangladeshi | 1.1% | 1.6% |
| Asian - British | 1.5% | 1.3% |
| Asian - Indian | 1.9% | 1.3% |
| Asian - Pakistani | 0.7% | 0.5% |
| Any Other Asian background | 1.4% | 0.8% |
| Black - African | 21.7% | 20.6% |
| Black - Caribbean | 5.7% | 5.3% |
| Black - British | 18.4% | 15.1% |
| Any Other Black background | 0.8% | 0.8% |
| Mixed - White & Asian | 0.3% | 0.6% |
| Mixed - White & Black African | 0.7% | 0.7% |
| Mixed - White & Black Caribbean | 1.0% | 0.5% |
| Any other mixed background | 0.9% | 1.0% |
| Chinese / Vietnamese | 0.6% | 1.1% |
| Cypriot - Greek | 0.2% | 0.0% |
| Cypriot - Turkish | 0.3% | 0.2% |
| Cypriot - Other | 0.0% | 0.0% |
| Any Other Ethnic Group | 1.2% | 0.7% |
| White - British | 21.5% | 24.8% |
| White - Irish | 1.1% | 2.8% |
| Other White background | 4.9% | 4.4% |
| Not Supplied | 14.1% | 16.1% |
| Total | 100.0% | 100.0% |

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 115. This figure appears low. As part of the review of recruitment recording, referred to in the previous section, consideration will be given to whether internal candidates and promotions can be better captured through recruitment (rather than pay) records. The profile of the staff was: -

| | | |
|-------------|-----|------|
| Female | 67 | 58% |
| Male | 48 | 42% |
| Grand Total | 115 | 100% |

| | | |
|-------------|-----|------|
| Asian | 1 | 1% |
| Black | 40 | 35% |
| Mixed | 1 | 1% |
| Not Stated | 2 | 2% |
| Other | 2 | 2% |
| White | 69 | 60% |
| Grand Total | 115 | 100% |

One member of staff who has been recorded as "promoted" is disabled.

Disciplines & Capability Action

The profile of staff subject to disciplinary and capability action was as follows.

Number of Investigations – Gender

| Gender | Number | % |
|--------------|-----------|-------------|
| Female | 19 | 36% |
| Male | 34 | 64% |
| Total | 53 | 100% |

Number of Investigations – Broad Ethnic Origin

| Broad Ethnic Group | Number | % |
|--------------------|------------|-------------|
| Asian | 1 | 2% |
| Black | 25 | 48% |
| Mixed | 2 | 4% |
| Other | 2 | 4% |
| White | 22 | 42% |
| Total | *52 | 100% |

*Note one person subject to investigation does not have a recorded ethnic origin.
2 disabled employee were the subject of disciplinary investigation.

Number of Hearings Concluded – Gender

| Gender | Number | % |
|--------------|-----------|-------------|
| Female | 18 | 39% |
| Male | 28 | 61% |
| Total | 46 | 100% |

Number of Hearings Concluded by Ethnic Group

| Broad Ethnic Group | No. | % |
|--------------------|-----------|-------------|
| Asian | 0 | 0% |
| Black | 20 | 43% |
| Mixed | 2 | 4% |
| Other | 2 | 4% |
| White | 22 | 48% |
| Total | 46 | 100% |

No disabled employees were called to a disciplinary hearing.
Percentages have been rounded.

Outcomes

| | Female | Male |
|------------------------|--------|------|
| No Action / Not Proven | | 2 |
| Warning | | 1 |
| Final Warning | 3 | 1 |
| Dismissal | 7 | 15 |
| Monitoring | 2 | |
| Retirement | | 1 |
| Other | 6 | 8 |
| Total | 18 | 28 |

Outcomes

| | Asian | Black | Mixed | Other | White | Total |
|------------------------|-------|-------|-------|-------|-------|-------|
| No Action / Not Proven | | | | | 2 | 2 |
| Warning | | 1 | | | | 1 |
| Final Warning | | 4 | | | | 4 |
| Dismissal | | 8 | 2 | 1 | 11 | 22 |
| Monitoring | | 1 | | 1 | | 2 |
| Retirement | | | | | 1 | 1 |
| Other | | 6 | | | 8 | 14 |
| Total | | 20 | 2 | 2 | 22 | 46 |

Staff Complaints

Stage 1 Complaints

| | Registered | | Concluded | |
|--------------|------------|-------------|-----------|-------------|
| Female | 41 | 66% | 20 | 71% |
| Male | 21 | 34% | 8 | 29% |
| Total | 62 | 100% | 28 | 100% |

| Broad Ethnic Group | Registered | % | Concluded | % |
|--------------------|------------|-------------|-----------|----------------------|
| Asian | 1 | 2% | 1 | 3.5% |
| Black | 33 | 53% | 13 | 46% |
| Mixed | 1 | 2% | 1 | 3.5% |
| Other | 4 | 6% | 2 | 7% |
| White | 23 | 37% | 11 | 39% |
| Total | 62 | 100% | 28 | 100% rounding |

Note, percentages have been rounded.

6 staff who registered a complaint have a disability.

2 of those concluded relate to people who have a disability

Stage 2 Complaints

| | Registered | | Concluded | |
|--------------|------------|-------------|-----------|-------------|
| Female | 18 | 51% | 2 | 25% |
| Male | 17 | 49% | 6 | 75% |
| Total | 35 | 100% | 8 | 100% |

| Broad Ethnic Group | Registered | % | Concluded | % |
|--------------------|------------|-------------|-----------|-------------|
| Asian | 1 | 3% | 0 | 0% |
| Black | 16 | 45% | 0 | 0% |
| Mixed | 0 | 0% | 0 | 0% |
| Other | 1 | 3% | 0 | 0% |
| White | 17 | 49% | 8 | 100% |
| Total | 35 | 100% | 8 | 100% |

2 staff who registered a complaint have a disability.

1 of those concluded relate to people who have a disability

Harassment

Reported Incidents by Gender

| | Registered | |
|--------|------------|------|
| Female | 6 | 75% |
| Male | 2 | 25% |
| Total | 8 | 100% |

By Broad Ethnic Origin

| | Registered | |
|-------|------------|-------|
| Black | 6 | 75% |
| Asian | 1 | 12.5% |
| Other | 1 | 12.5% |
| Total | 8 | 100% |

No incidents reported by people with disabilities

Action Plan

The workforce report helps inform the Council on the action to be taken to ensure that people management in practice matches the Council's commitment to equality of opportunity. In some instance the information presented is the starting point of further investigation in the months that follow so that informed solutions can be drawn up. The workforce data presented in this report is in line with the findings of the Lord Ouseley review and thus the actions being proposed are congruent with those reported to the Council's Cross Party Ouseley Review Group.

Improving Data

Better use of technology will mean that this is a continuing process, but specific aims for 2005/06 are –

- **The inclusion of HR statistics on agency workers**

Measures to include workforce data are being pursued as part of the procurement of a new corporate agency contract. It should be noted that the contract letting process will not be concluded until the last quarter of 2005/06. The following months will therefore be used to set the standards and processes of data collection.

- **More complete data on recruitment activity**

Whilst recruitment data has improved year on year some areas of under reporting remain. Action will therefore be taken to increase overall coverage and to tackle the underreporting of ethnic origin by applicants. Specific future analysis of recruitment information will concentrate on the top 5% of potential earners where relative disproportionality exists, quarterly monitors will be compiled. This will help inform the development of talent management programmes, described below.

- **Quarterly monitoring of disciplinary action**

Whilst no particular issues arise from the 2004/5 data, this has been an area of previous concern and in the medium term will continue to be closely monitored.

- **Improved training & development records**

Work is underway to include training and development data on the Council's HR system (SAP). This will capture all development activities that are provided and allow better statistical analysis of activity, (e.g. reporting according to grade and ethnic origin). Target date for introduction of the new functionality is January 2006, though it must be recognised that there will be a time lag in reporting whilst data is built up.

Addressing Disproportionality in the Workforce

- **The profile of top managers in the Council**

Representation of women and BME staff at senior posts is significantly less than the workforce as a whole. Specific actions to be taken are –

- A scheme for accelerated development of talented people (aimed at women and BME staff) will be launched in October 2005.
- The promotion of the Council's work life balance opportunities throughout the hierarchy. Whilst better work life balance benefits all staff; for carers, (mainly women), it may be the critical factor in applying for a promotion. Publicity on the options has begun but will continue throughout the year,

targeted support will be provided to managers and more rigorous monitoring of take up pursued at half yearly intervals. Support for home-working will be provided as part of this.

- **Looking at the development of career pathways.**

- As part of its Children's Workforce Strategy the Council will identify career pathways in children's services so that people better understand what they would need to do at a more senior levels and the experience and competence required to achieve promotion. Proposals to be drawn up by year-end 2005/06. Other career pathways are also being developed across the Council with the introduction of Trainee and access posts.
- At a junior level, a new Apprenticeship scheme will introduce people to local government and increase the number of younger recruits. The scheme has a phased introduction of September 2005 and January 2006.
- For all staff it is recognised that the quality of information on career options needs to be improved. Management and the BME Consultation Group are working together to run a further event in November 2005 targeted at the BME workforce that will focus on career options. On a continuing basis the Council's intranet (the Source) will be used to provide more information and guidance to staff on career progression – target date October 2005.
- The Council is striving to achieve corporate liP by the end of December 2005. As a framework, liP not only addresses equality issues but also establishes common standards in the provision of training opportunities.

- **Profile of other workforce areas.**

- Lord Ouseley's review noted disproportionality in the Building Workers workforce, which is supported by end of year workforce data. A range of activity is underway to address these areas of concern. For example, Building Services will take on up to 8 apprentices in September, recruitment has been targeted at underrepresented groups. Further opportunities will also be explored including targeted recruitment for all levels and the development of a culture that better supports diversity. Vacancies and turnover in this area are relatively low so change will be gradual. The emphasis therefore is on building a foundation of diversity rather than quickly achieving change.
- Whilst there are weaknesses in the existing recruitment data, as highlighted above, the corporate data suggests that applicants who classify themselves as "Black Africans" are significantly less successful at shortlisting and interview stages than people from other ethnic groups. The emphasis over the coming months will be to establish if there is a trend, whether this differs accordingly to job type and organisation area, whether there are process weaknesses, whether more support / guidance is necessary.

- **Increasing the number of employees who declare a disability**

Excluding schools, the proportion of employees with disabilities is 2.23% at year-end 2004-05. It is generally accepted, however, that under-reporting exists. The Council will -

- Promote the Council as a supportive employer to people with disabilities through; job fairs, promotional material, promotional advertising – throughout 2005/06
 - Create an environment where current employees who have a disability feel comfortable and able to declare their disability. This will include, continuing and promoting disability awareness training, creating a disabled workers support group in partnership with the Trade Unions, and providing expert guidance to managers. An opportunity will be provided for staff to check the personal profile details held on them and encouraged to declare if they have a disability
 - Pursue annual re-accreditation under the 2 ticks scheme. (January-March 06)
- **Reviewing how staff complaints are resolved**
 - The Trade Unions and BME Consultation Group have voiced concerns at the application of the staff complaints procedure (grievances), particularly delays and that the process appears not to lead to resolution. The headline statistical data suggests that concluding complaints at stage 2 level may be a problem. Research will therefore be undertaken looking at the time line for completion and any obstacles preventing resolution (target end of September 2005). Findings will be discussed with key managers, the BME Consultation Group, and the Trade Unions. Any change in policy will be pursued through the collective bargaining machinery – target for completion of review January 2006.