

**London Borough of Hammersmith and Fulham**  
**Workforce Equalities Monitoring Report**  
**(Including Schools)**

**For Period: 01/04/2010 to 31/03/2011**

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## Summary:

### Purpose:

The purpose of this report is to provide Hammersmith & Fulham Council with a summary of the key findings from the workforce monitoring data for 2010 (April 2010- March 2011) on the protected characteristics identified in the Council's Single Equality Scheme namely:

- Age
- Disability
- Ethnicity
- Sex

The following protected characteristics, some of which are covered in the Single Equality Scheme do not form part of this analysis but will be included in future analysis:

- Religion/Belief
- Sexual Orientation
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Gender Reassignment

Under equalities legislation, the council is required to publish an annual workforce report. This report looks at the impact of the council's workforce and employment activities on its diverse staff group. It identifies the areas for further development and improvement, and makes appropriate recommendations.

### Connection to other Corporate Objectives etc:

Strategy	Page	Objectives
<b>Single Equality Scheme</b>	<b>25,33,38,43,47</b>	All employees provide and receive fair and equal treatment
		Prevent and eliminate workplace discrimination, harassment and victimisation and act decisively on any complaints
		Have an inclusive workforce that reflects the community and values positively the contribution of all employees
		Carry out workforce monitoring and implement actions to address direct and indirect discrimination
<b>Workforce Strategy</b>	<b>5</b>	Helping to maintain and improve a diverse workforce and allowing us to respond to equality and diversity issues
	<b>23</b>	Be seen as an employer of choice
		Have a diverse workforce
<b>Equal Opportunities Policy</b>	<b>5</b>	Through recruitment, its workforce better represents the community it serves
	<b>6</b>	Direct discrimination, harassment or victimisation of other employees or service users are treated as disciplinary offences and dealt with under the disciplinary and grievance procedures

Disciplinary rules and standards are applied consistently to all groups within the council's

	employment
7	Collected data for the purpose of equal opportunities monitoring is examined as a minimum on an annual basis so that information on the effectiveness of the policy can be considered

**Resource and Financial Implications:**

- There may be financial implications for the council to act on some areas identified in the report.
- There is also a potential financial risk if the council does not meet its legal obligations.

**Data Collection and Limitations:**

For most council employees, diversity information is captured at the point of recruitment via the online application form. Over the last year, the council has upgraded the Trent HR system to allow employees to update their details at any time using self service.

In compiling this report, data has been gathered from a variety of sources, the primary one being the Trent HR system. The workforce information covers all permanent council employees including teachers and those based in schools.

An analysis has been made of each of the protected characteristics listed above with the exception of Sexual Orientation, Religion/belief, Marriage and Civil Partnership, Pregnancy and Maternity and Gender Re-assignment. Additionally, where appropriate, analysis has been done by working hours. Where differences are evident in the data, this has been highlighted in the report.

Data on the Borough and London population has been taken from the 2001 Census published by the Office of National Statistics and relates to information on the adult population only in order to allow for meaningful workforce comparison.

Tables showing variances over 10% are included in this report.

**Caveats**

It should be noted that as at March 2011, there were employees with unknown data mainly due to the fact that completion of equality data is voluntary. For most of the report, the percentages only take into account those employees that have provided data (i.e. it excludes those whose data was unknown). Thus the percentages are only based on those respondents unless otherwise stated.

This report is based on data extracted from the Trent HR system on a specified date. The figures can change as data is updated after that date.

Analysis for promotion has been done using data for internal applicants who have applied for positions in the council. It may include vertical as well as horizontal applications.

Appraisal data is based on only 1370 employees. Improvements on the collection of appraisal data are on-going.

**Definitions and Terms:**

To maximise comparability options, the following definitions have been used throughout the report:

- BME – all ethnicity categories except White
- EO- Equal Opportunities
- Disabled – Individuals who consider themselves to be disabled under the Equality Act
- SMG –Senior Management Group
- MDP – Management Development Programme

## **1.0 Introduction:**

- 1.1 Under the Equality Act 2010 Public Sector Equality Duty (PSED), the council is required to collate, analyse and publish an annual workforce report.
- 1.2 Public authorities have a duty to monitor their employment, the effect of their employment procedures and practices and publish the findings of this monitoring. This report includes the results of the general employment equality monitoring within the council.
- 1.3 Under the above Act, the council has a specific duty to monitor by protected characteristic:
  1. Staff in post;
  2. Applicants for jobs;
  3. Applicants for promotion and
  4. Applicants for training.

In addition, the council should monitor and analyse:

1. Grievances;
  2. Disciplinary Action;
  3. Performance Appraisals (where this results in benefits or sanctions);
  4. The number of staff who receive training and
  5. The number of staff leaving the council for whatever reason.
- 1.4 This analysis enables the council to examine the make-up of its workforce and ensures that its Equal Opportunities Policy is working. It also enables the council to analyse how its human resources policies and procedures affect different protected characteristics.
- 1.5 The data available from continued monitoring is used for future comparison.

## **2.0 Data Analysis:**

- 2.1 The information within this report provides a comparative analysis of H&F workforce profile and the relative impact of its employment practices according to the demographic profile. The data included in this report provides a statistical overview of the workforce for periods covering the period 1 April 2010 to 31 March 2011.
- 2.2 This data provides the council with an opportunity to look at how representative the workforce is of the wider community, to identify opportunities to promote equality and will assist in ensuring the workforce meets the changing needs of the community we serve.

## **3.0 Improvements since 09/10 monitoring:**





- 3.1 Over the last year, the council has made some progress in the implementation of equalities. This has included:
  - 3.1.1 Continued roll- out of employee personal data self service to departments which allows employees to enter and update their personal details reducing the percentage of unknowns.
  - 3.1.2 Continued recruitment of young people through apprenticeships.
  - 3.1.3 Update of the Trent HR system to collect data on religion/belief and sexual orientation and updated the protected characteristics categories to match the 2011 census categories.









- 3.1.4 Targeted training to specific services on equalities.
- 3.1.5 Equalities web page for on the Smart HR intranet pages for information, advice and guidance for managers and staff.
- 3.1.6 Recruitment training for managers

















## 4.0 Comparisons to previous year's workforce monitoring


















4.1 The following captures some of the key issues from the previous workforce analysis report (2009/2010) compared to this report grouped by protected characteristics; ethnicity, age, gender and disability.

### Key

Negative moving to positive trend	
New negative trend	
Continuing positive trend	
Continuing negative trend	

Storyboard	Section	Compared to 09/10 Workforce trends	Trend
Age Storyboard	Workforce profile	Despite incentives to increase the representation of 16-25 year olds in the workplace, the profile has decreased by 1% from 6% to 5%. This is a total reduction of 29 employees	
		Representation of 46-55 age group is the highest and represents nearly a third of the council population	
	Recruitment	Still unable to analyse recruitment to senior grades	
		No notable differences in recruitment by age group	
	Promotion	Differences still exist in the recruitment process with applicants under 35 more likely to be successful while the 36-45 appear to be less likely to be successful.	
	Learning and Development	There are no notable differences in learning and development by age group with the exception of 16-25 and 56 plus	
	Performance Appraisal	There are still differences in performance ratings for different age groups with 46-55 being more likely to have a 'Below Standard' grade and 26-35 less likely to have an 'Exceptional' grade	
	Grievance	Grievances raised by the 36-45 age group are no longer disproportionate to their workforce profile	

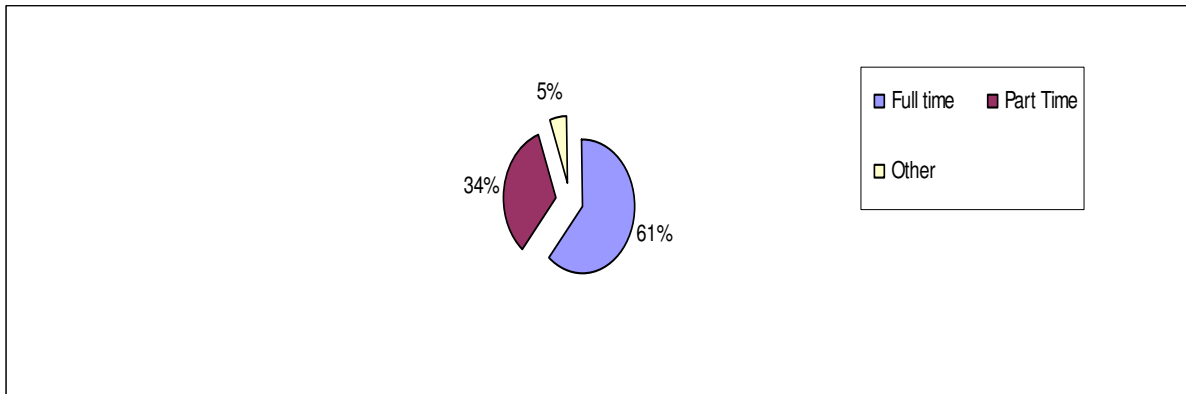
Storyboard	Section	Compared to 09/10 Workforce trends	Trend
		Grievances raised by the 46-55 are disproportionate to their workforce profile	
	<b>Disciplinaries</b>	Disciplinaries are proportionately represented to the workforce for all age groups	
	<b>Leavers</b>	Leavers by age are proportionately represented across the age groups	
<b>Disability Storyboard</b>	<b>Workforce</b>	Representation of disabled employees remains at 2% and unknown data has increased from 13% to 14%	
	<b>Recruitment</b>	Number of disabled applicants are proportionately represented across the first two stages of recruitment but still appear to be slightly disadvantaged at appointment stage (Note: numbers are small)	
	<b>Promotion</b>	There were no applicants with disabilities for promotion or secondment	
	<b>Learning and Development</b>	There are no notable differences in attendance to training	
	<b>Performance Appraisal</b>	There are no notable differences in performance ratings by dis/ability	
	<b>Grievance</b>	There are still no notable differences in grievances raised by disabled employees	
	<b>Disciplinary</b>	Disciplinaries against employees with disabilities now proportionate to the workforce	
	<b>Leavers</b>	There are no notable differences of leavers by disability	
		Disabled leavers are slightly more likely to be dismissed	
<b>Ethnicity Storyboard</b>	<b>Workforce</b>	White representation has decreased from 64% to 63% (Lower than borough population)	
		Black and Asian population higher than London and borough population	
		BME representation at SMG level is still below workforce profile but has improved from 10% to 15%	
	<b>Recruitment</b>	Recruitment journey has improved for BME applicants but there are still significant differences at successful stage between white and BME	

Storyboard	Section	Compared to 09/10 Workforce trends	Trend
		applicants favouring the former, notable positive trend	
	<b>Promotion</b>	Recruitment processes still show differences between white and BME applicants at all stages	
	<b>Learning and Development</b>	There are no notable differences in recipients of training for both induction and management development	
	<b>Performance Appraisal</b>	The performance ratings show significant differences for BME and White employees with white employees more likely to be rated 'Exceptional' and BME more likely to be rated 'Below Standard'	
	<b>Grievance</b>	Grievances are more likely to be raised by BME	
		EO related grievances notably significant for BME group	
	<b>Disciplinary</b>	Notable differences in disciplinaries for BME employees	
	<b>Leavers</b>	There are no notable differences in leavers by ethnicity	
		BME leavers are more likely to be dismissed leavers	
	<b>Gender Storyboard</b>	<b>Workforce</b>	Men only represent 30% of the workforce which is lower than borough and London populations
Women representation at SMG level is still below workforce profile			
<b>Recruitment</b>		Recruitment processes show slight differences between male and female applicants but the trend has improved since last year	
<b>Promotion</b>		Recruitment for promotion shows differences between male and female applicants at successful stage favouring women.	
<b>Learning and Development</b>		Women are under-represented in recipients of training for both induction and management development	
<b>Performance Appraisal</b>		No notable differences by gender	
<b>Grievance</b>		Grievances raised by gender proportionate to the workforce	
<b>Disciplinary</b>		Disciplinaries by gender proportionate to workforce composition	
<b>Leavers</b>		There are no notables differences of leavers by gender	
		Dismissed leavers by gender now proportionate to workforce profile	

## 5.0 Workforce Profile Storyboard

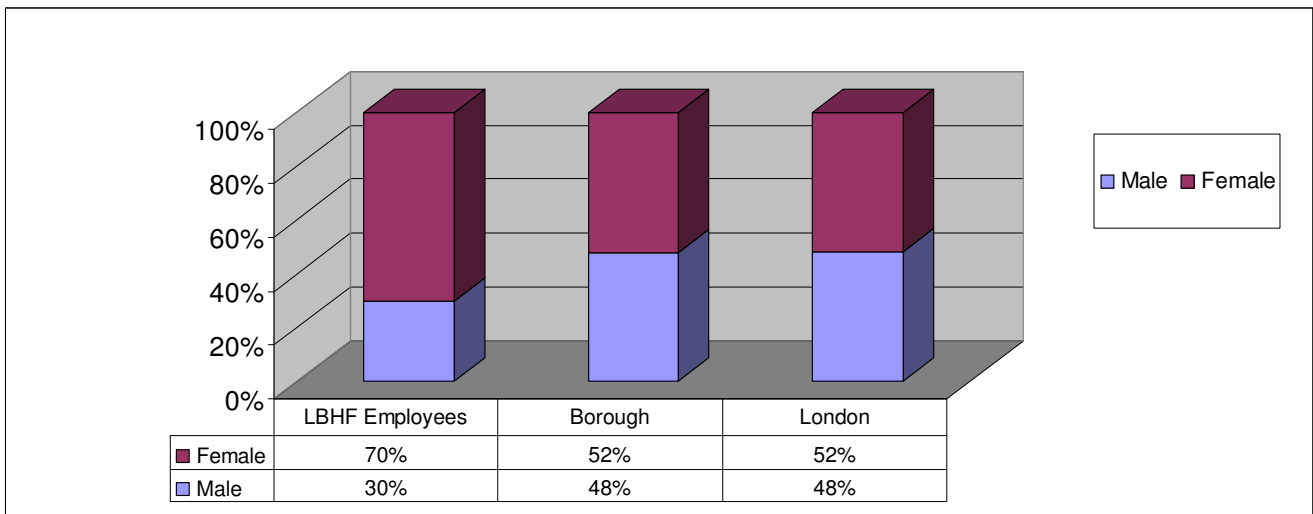
5.0 Over a third of the workforce work part time.

	Units	Percentages
Full time	3102	61%
Part Time	1749	34%
Other	268	5%
Total	5119	100%

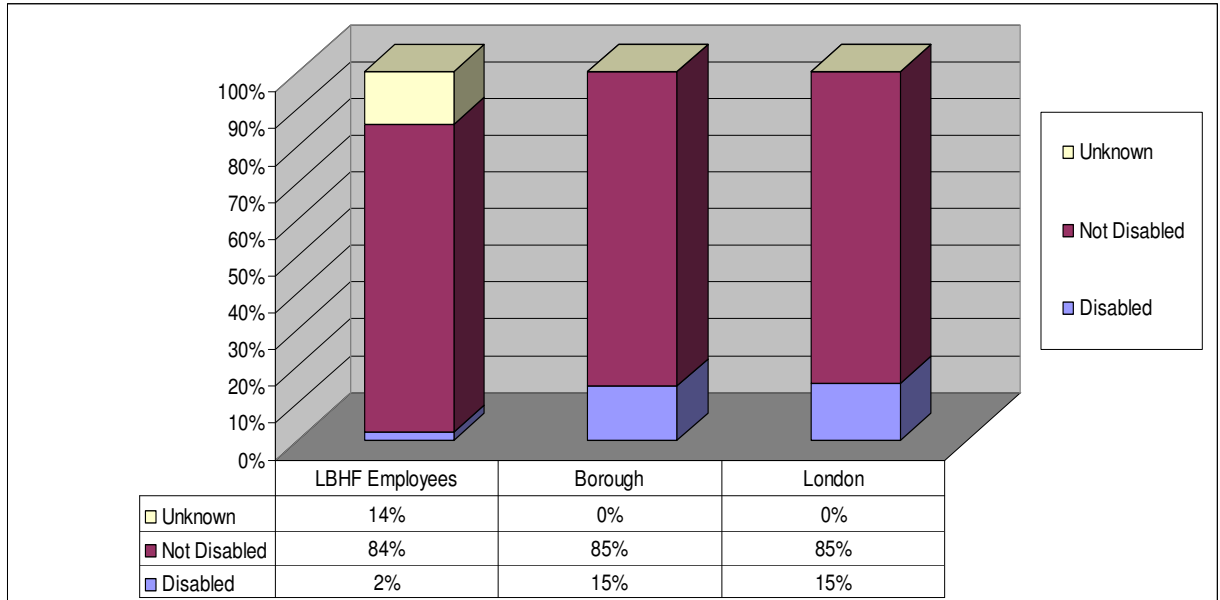


5.1 Women make up 70% of the workforce. Representation of women is 18% higher than Borough and London Population which is a trend from the last two years.

	Units		
	H&F Employees	Borough	London
Male	1522	78993	3468793
Female	3597	86249	3703298
Total	5119	165242	7172091

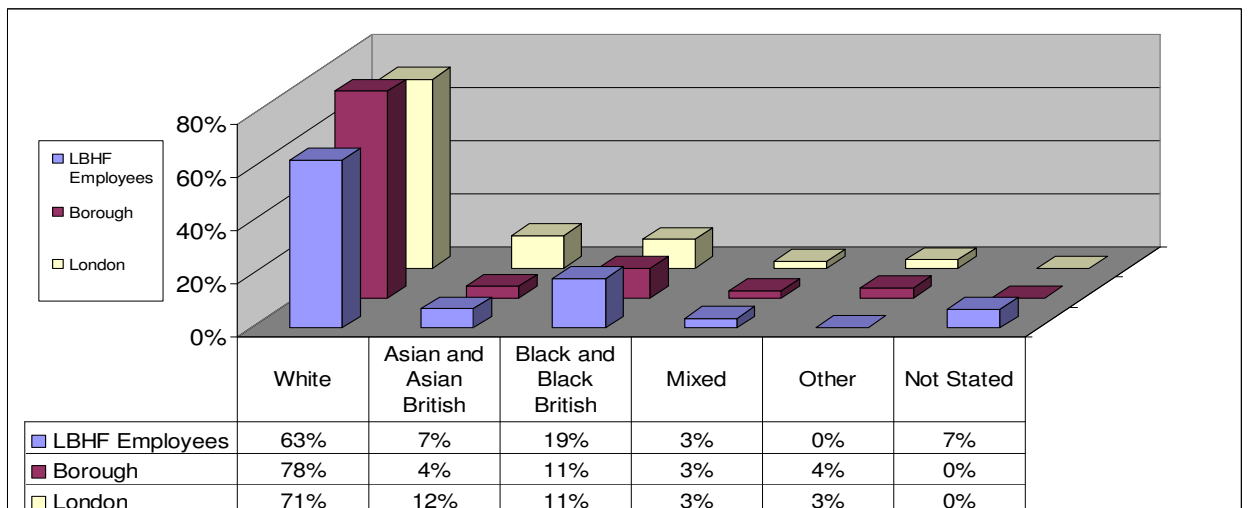


5.2 Disabled employees only make up 2% of the workforce population which is lower than both Borough and London averages of 15% with the highest representation in the PO1-PO4 (5%) and social worker (5%) grades. However at 14%, the percentage of unknown data has possibly skewed the reality.

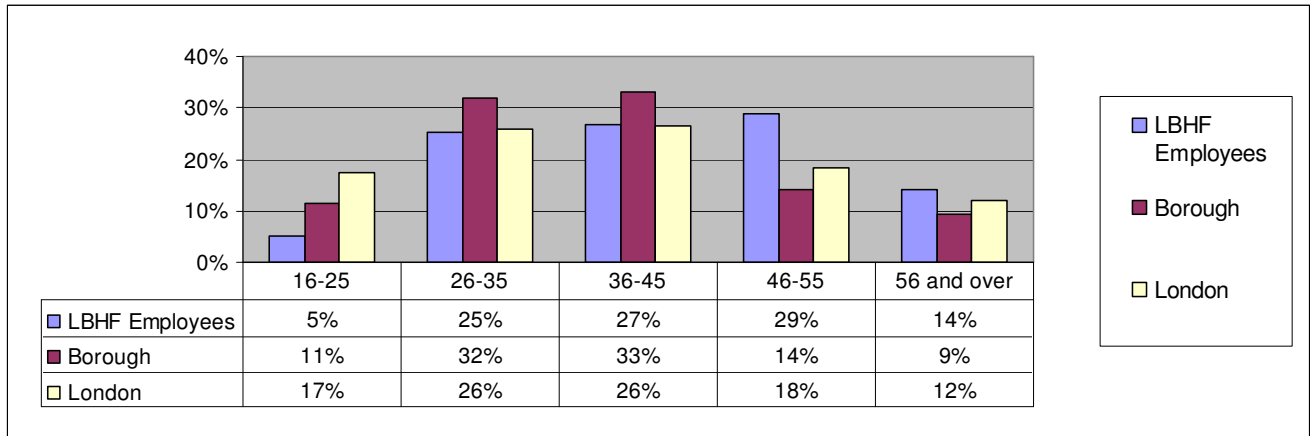


5.3 On the whole, representation of BME is higher than Borough population and in some cases London except for the 'other' category. BMEs are over-represented in the Social Worker grade (51%), SO1-S02 grade (44%) and SC1-SC6 grade (42%).

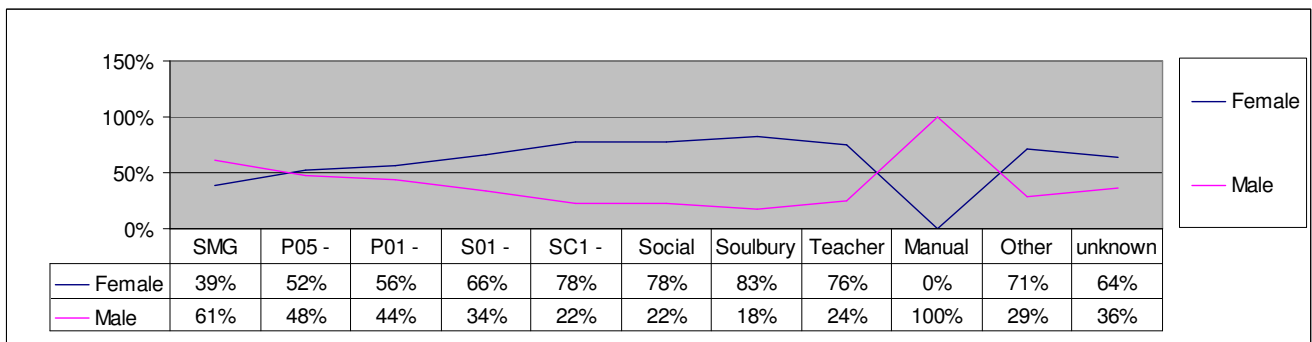
	Units		
	H&F Employees	Borough	London
White	3240	128602	5103203
Asian and Asian British	372	7333	866693
Black and Black British	955	18397	782849
Mixed	178	4610	193235
Other	10	6300	226111
Not Stated	364		
<b>Total</b>	<b>5119</b>	<b>165242</b>	<b>7172091</b>



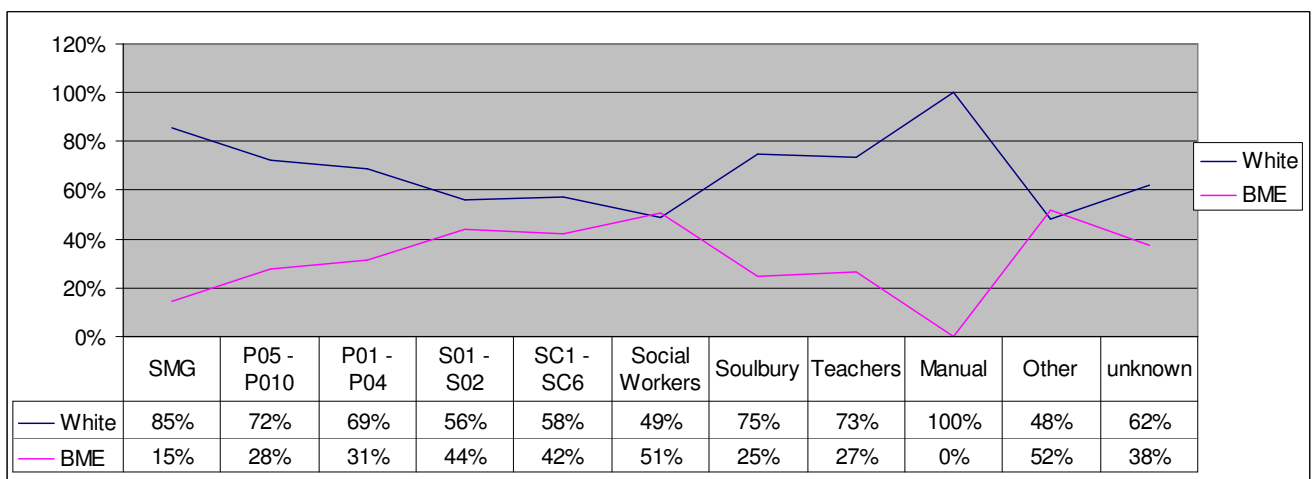
5.4 At 5%, the 16-25 age group is under-represented compared to Borough and London populations whilst the 46-55 age group is over-represented at 29%.



5.5 Even though women make up 70% of the workforce, representation at SMG grade is much lower at only 39% compared to men at 61%. This is despite the grade below having a slightly a higher representation of 52% female compared to 48% male and women dominating most other grades.



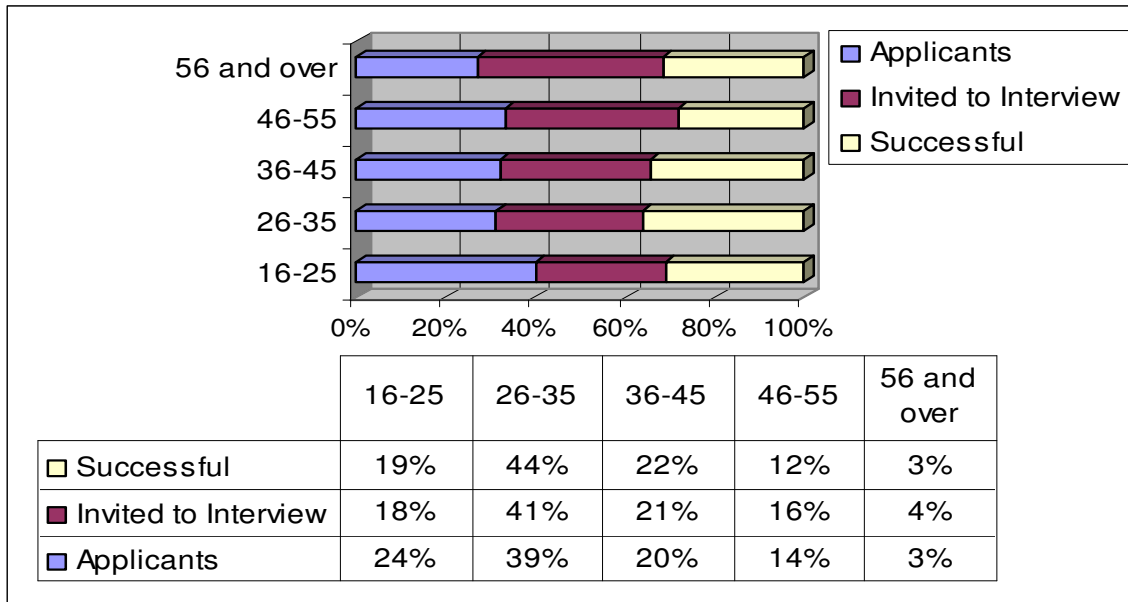
5.6 Representation of BME at SMG grade has improved from 10 to 15% since the last reporting but still remains the lowest in comparison other grades.



## 6.0 Recruitment Storyboard

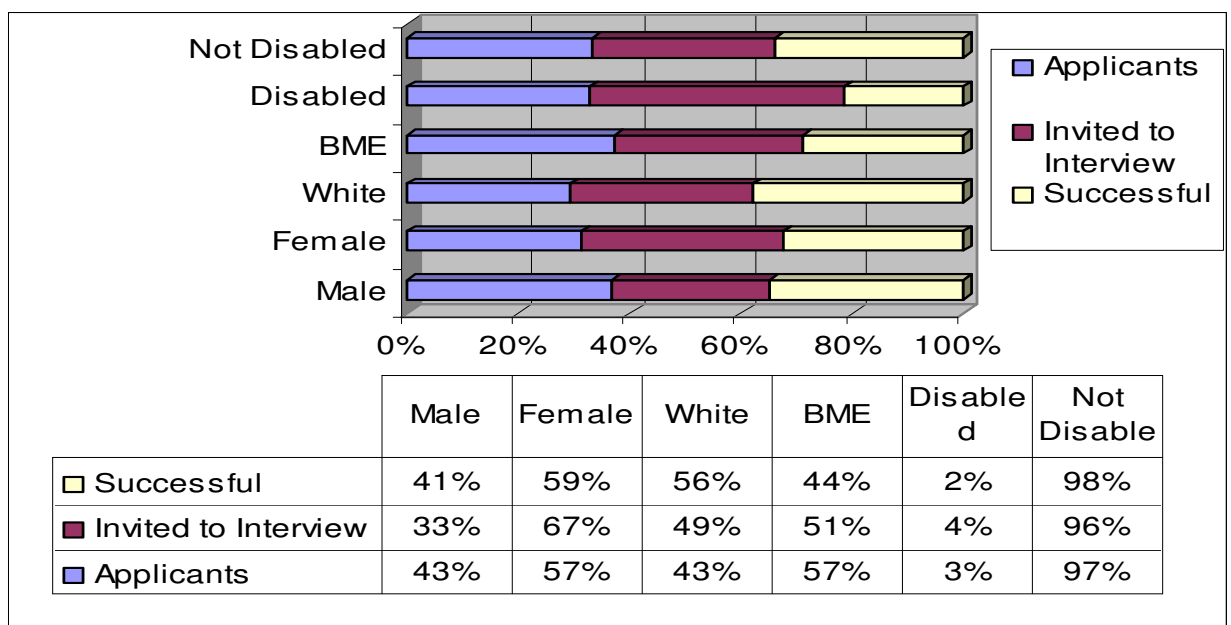
6.1 The Council is still not able to analyse data on recruitment by grades.

6.2 Recruitment appears to show no notable differences by age group for all stages.



6.3 White applicants (43%) are more likely to be shortlisted at 49% and even more likely to be successful at 56%. In contrast, even though more BME people apply (57%), they are just slightly less likely to be shortlisted (51%) and even less likely to be successful at 44% but this is an improvement from last year.

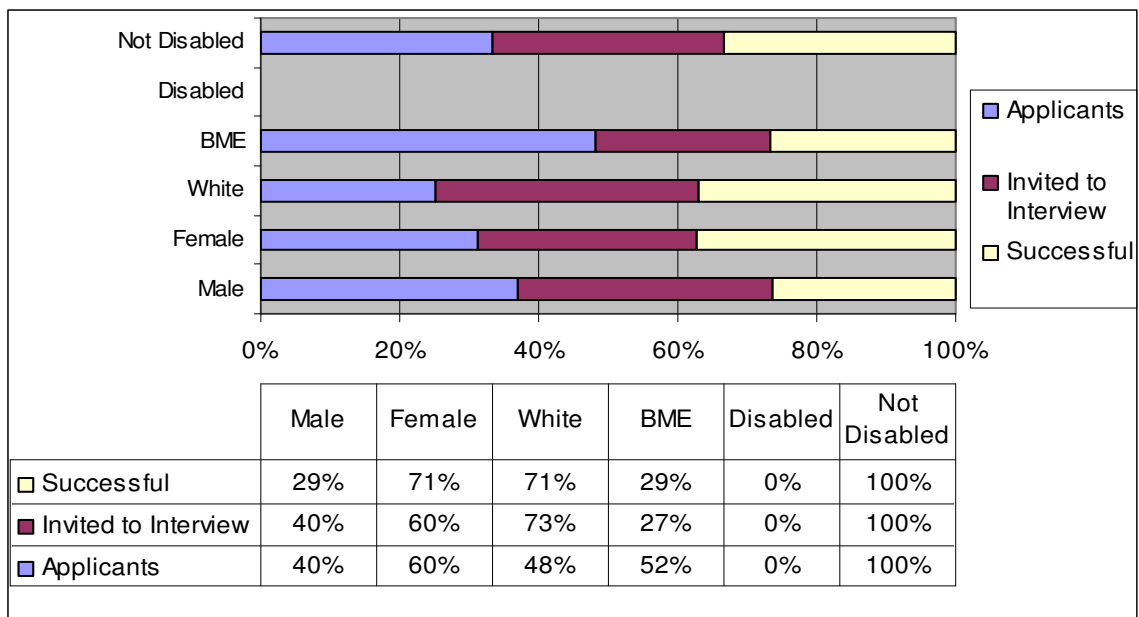
	Units		
	Applicants	Invited to Interview	Successful
Male	1151	150	52
Female	1557	308	76
White	1152	214	65
BME	1500	223	51
Disabled	71	16	2
Not Disabled	2481	402	108



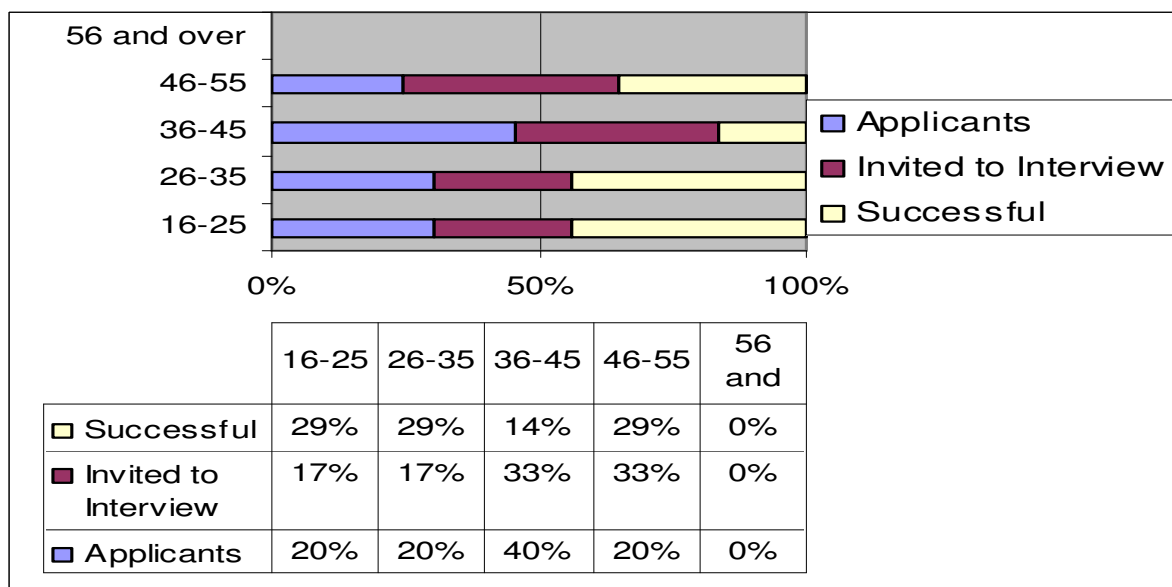
## 7.0 Promotion Storyboard

7.1 The Council is still unable to analyse data on promotion to senior grades.

7.2 Both male and female applicants are proportionately shortlisted but female applicants appear to be slightly more likely to be successful. However, white applicants (48%) are more likely to be shortlisted at 73% and proportionately likely to be successful at 71%. In contrast, even though there are more BME applicants (52%) they are disproportionately less likely to be shortlisted and successful at 27% and 29% respectively.

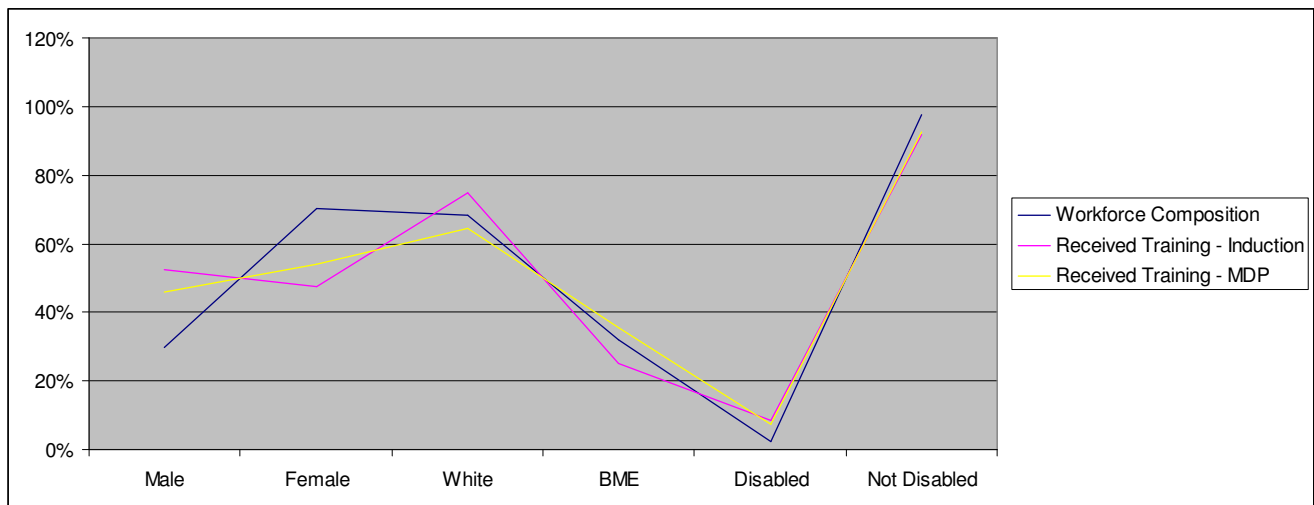


7.3 Whilst there are no notable differences for the 16-25, 26-35, 46-55 and 56 plus age groups, applicants in the 36-45 age group appear to be disproportionately less likely to be successful.

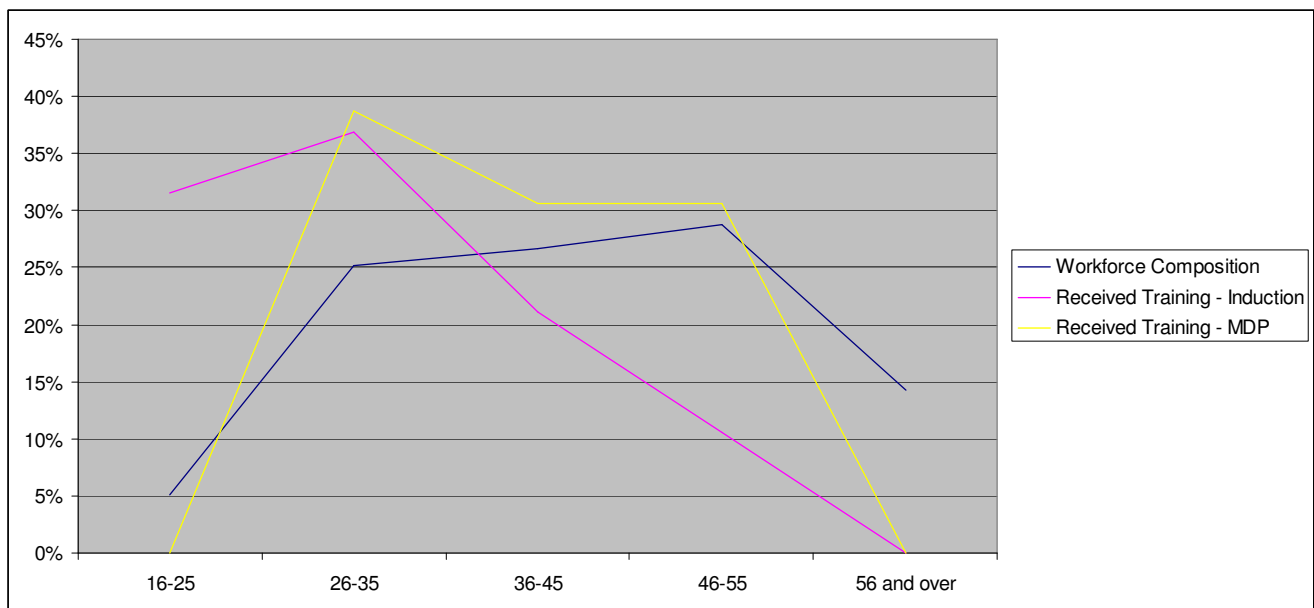


## 8.0 Learning and Development Storyboard

- 8.1 The majority of learning and development is decentralised and is focused on ongoing flexible approaches to learning such as on-the-job coaching, shadowing and mentoring. It is difficult to record some of these flexible learning 'events', therefore they are not represented in the below analysis.
- 8.2 A pilot to centralise learning and development records was undertaken in 2010/11 and this included a corporate induction course (19 employees) and a management development modular programme (85 employees).
- 8.3 Learning and development data shows no notable differences for ethnicity and disability for both induction and management development but there are significant differences for gender showing women are disproportionately under-represented in both induction and management development training.

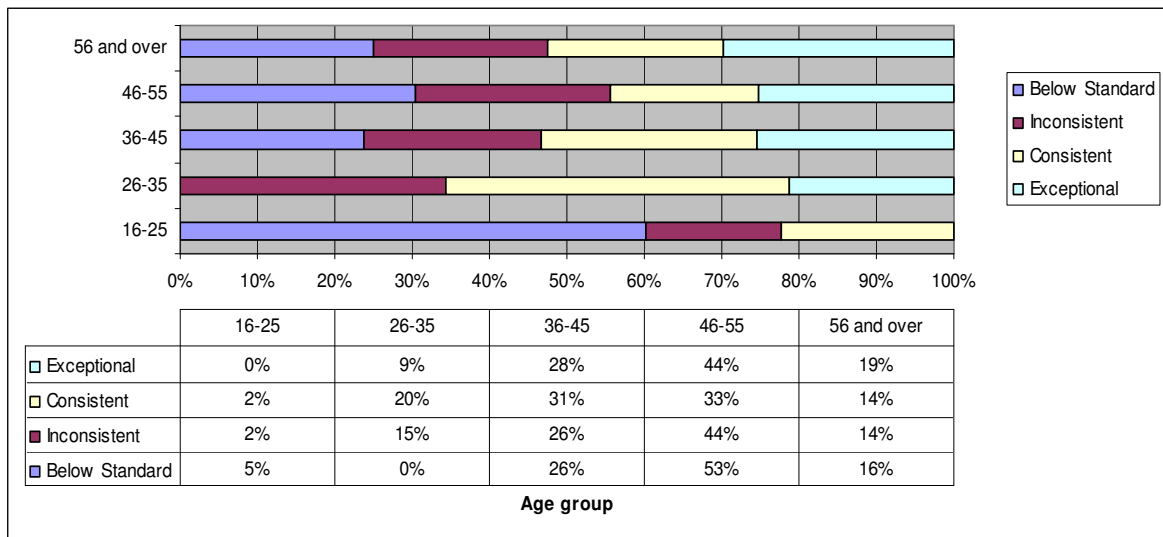


- 8.4 For age, most age groups are proportionately represented for both induction and management development. The exceptions are for the 16-25 and the 56 plus age groups who are not represented at all in the management development training. This is not untypical for this age groups as they are usually at the beginning or towards the end of their careers.



## 9.0 Performance Appraisal Storyboard

- 9.1 The information contained in these graphs is based on 1370 council employees.
- 9.2 Appraisal data suggests that there are no notable differences in appraisal grades for gender and disability.
- 9.3 The performance ratings by age group appear to show no notable differences with the exception of the 46-55 age groups where those awarded a 'below standard' and 'Inconsistent' grades are slightly disproportionate to the workforce composition.

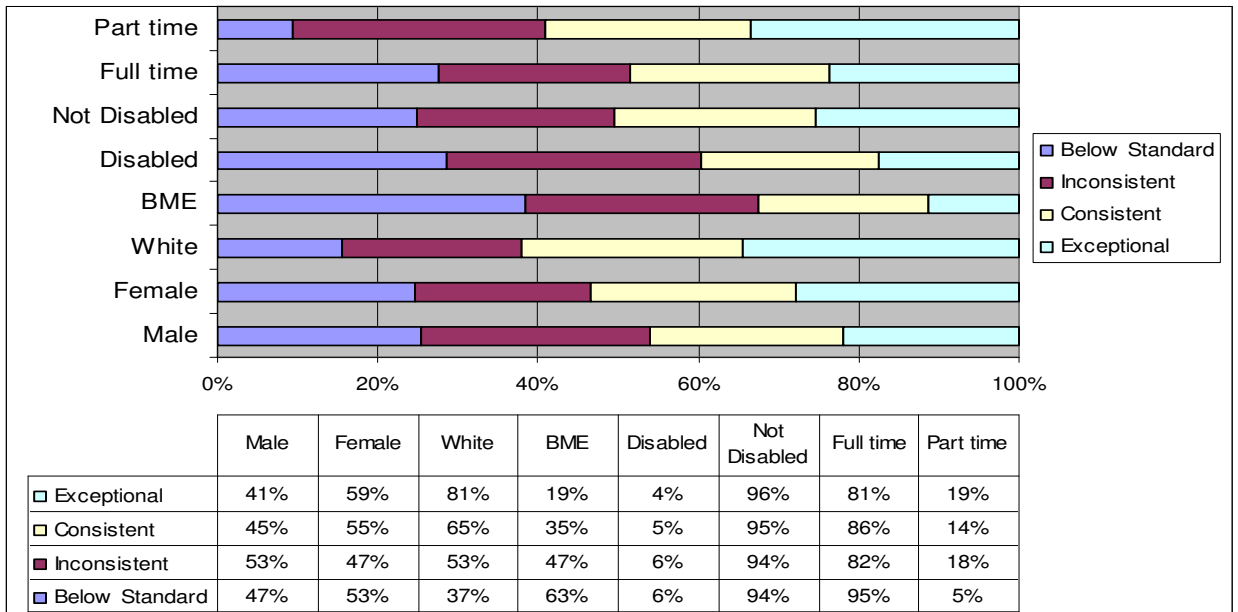


- 9.4 The performance ratings for BME show notable differences in comparison with the workforce population for 'below standard' and 'inconsistent' grades.

	Units			
	1	2	3	4
Male	9	207	418	13
Female	10	184	510	19
White	7	206	606	26
BME	12	185	322	6
Disabled	1	22	37	1
Not Disabled	16	317	768	27
Full time	18	322	794	26
Part time	1	69	134	6

**Key:**

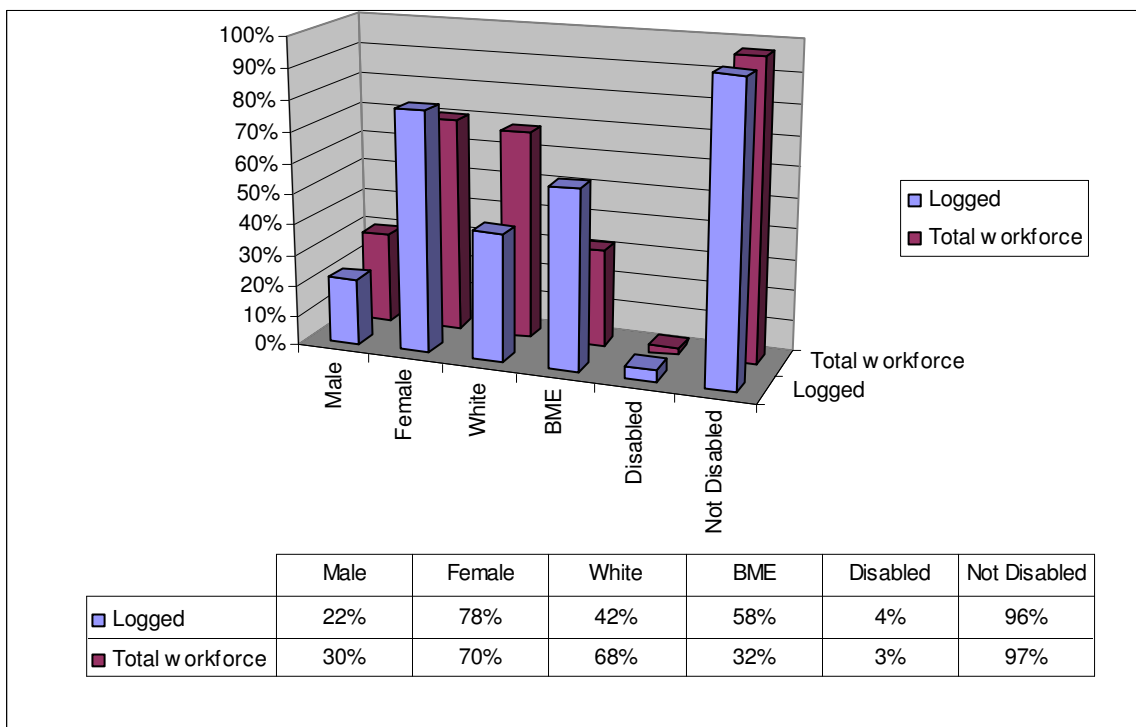
- 1 – Below Standard
- 2- Inconsistent
- 3 – Consistent
- 4 - Exceptional



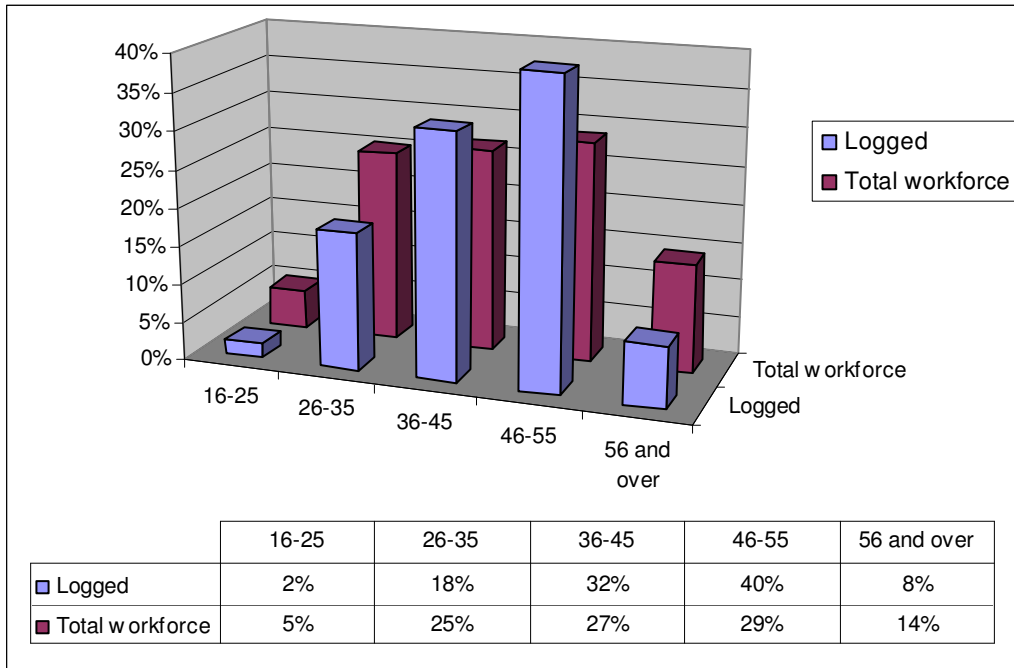
## 10.0 Grievance Storyboard

10.1 There were 51 grievances in total raised for 2010-2011.

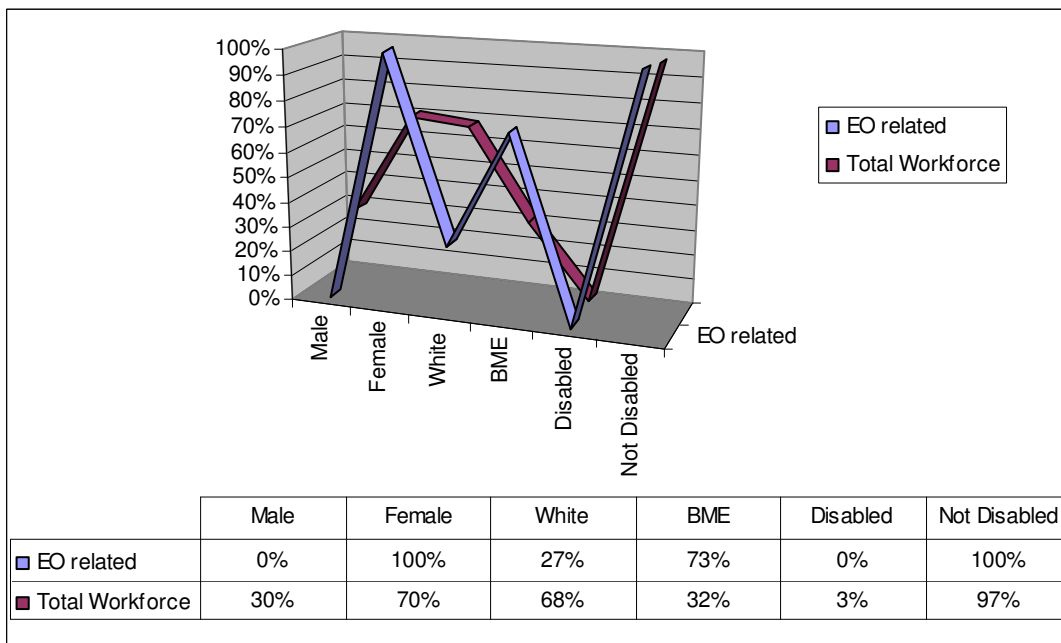
10.2 Grievances by gender and disability are proportionate to the workforce composition. However, grievances raised by BME employees (58%) are disproportionate to their workforce composition.



10.3 Grievances raised by age group are proportionate to the workforce with the exception of the 46-55 age group who raised slightly more grievances than their workforce composition.



10.4 There were no equal opportunities related grievances raised by disabled employees. All equality related grievances were raised by women of which 73% were from the BME group.

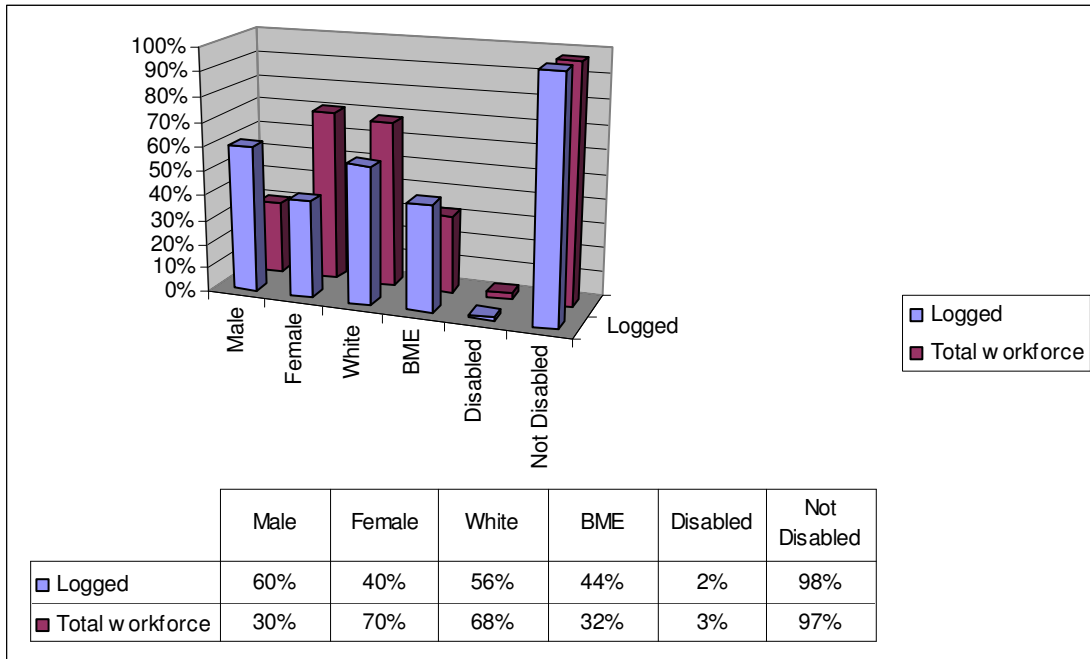


## 11.0 Disciplinary Storyboard

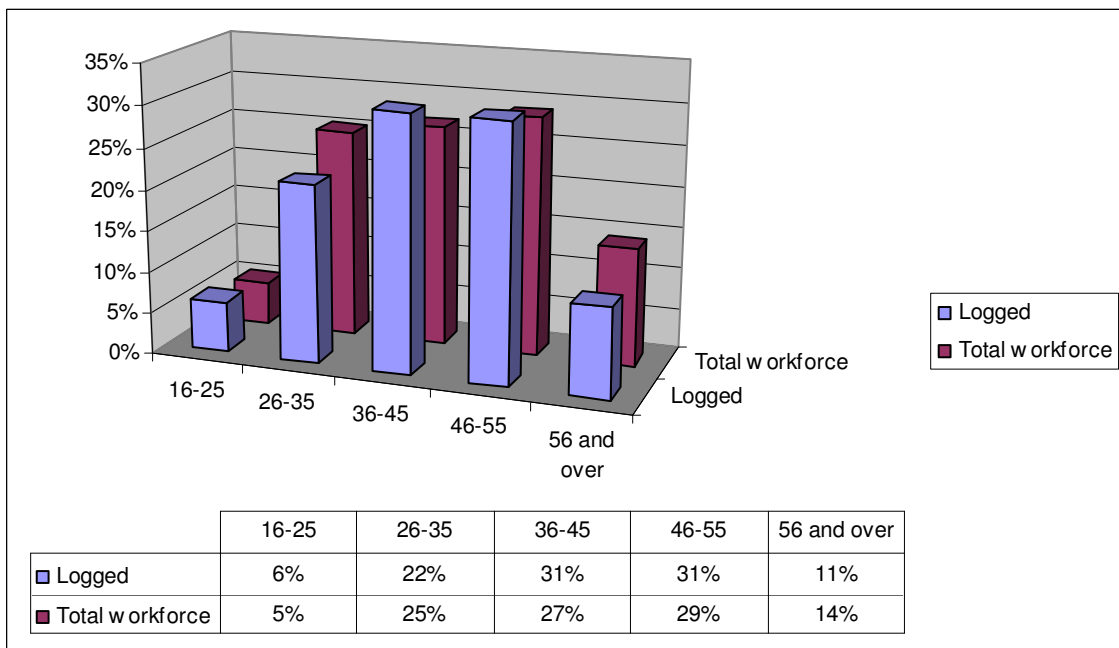
11.1 There were 65 disciplinaries logged in total for 2010-2011.

11.2 Data suggests that there were no equality related disciplinaries.

11.3 The data suggests that disciplinary action by gender shows men are twice more likely to be disciplined (60%) compared to their workforce composition. Additionally, BME are just slightly more likely to be disciplined compared to the White ethnicity. This is however an improvement from last year's data.

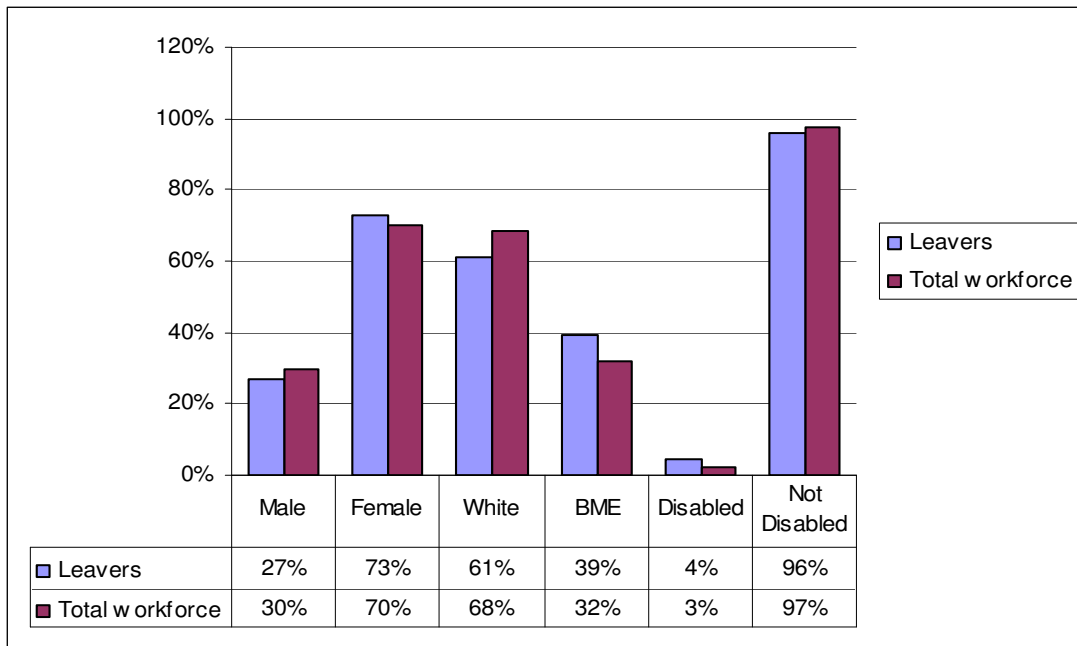


11.4 For the second year running, there were no notable differences in disciplinarys by age.

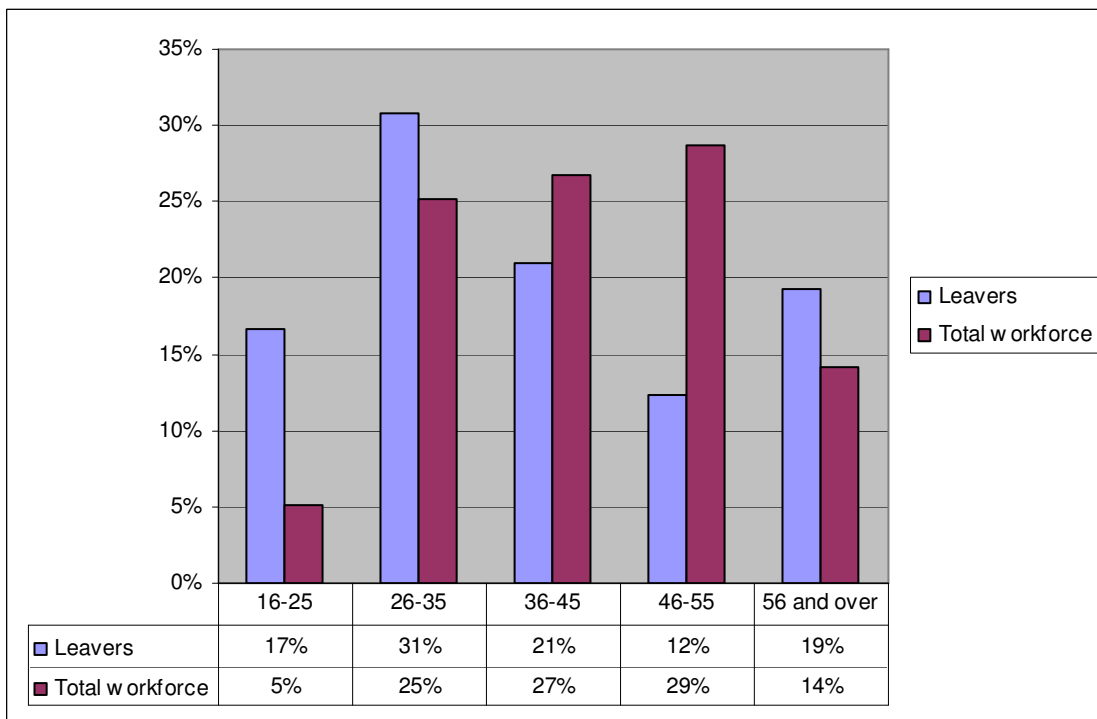


## 12.0 Leavers Storyboard

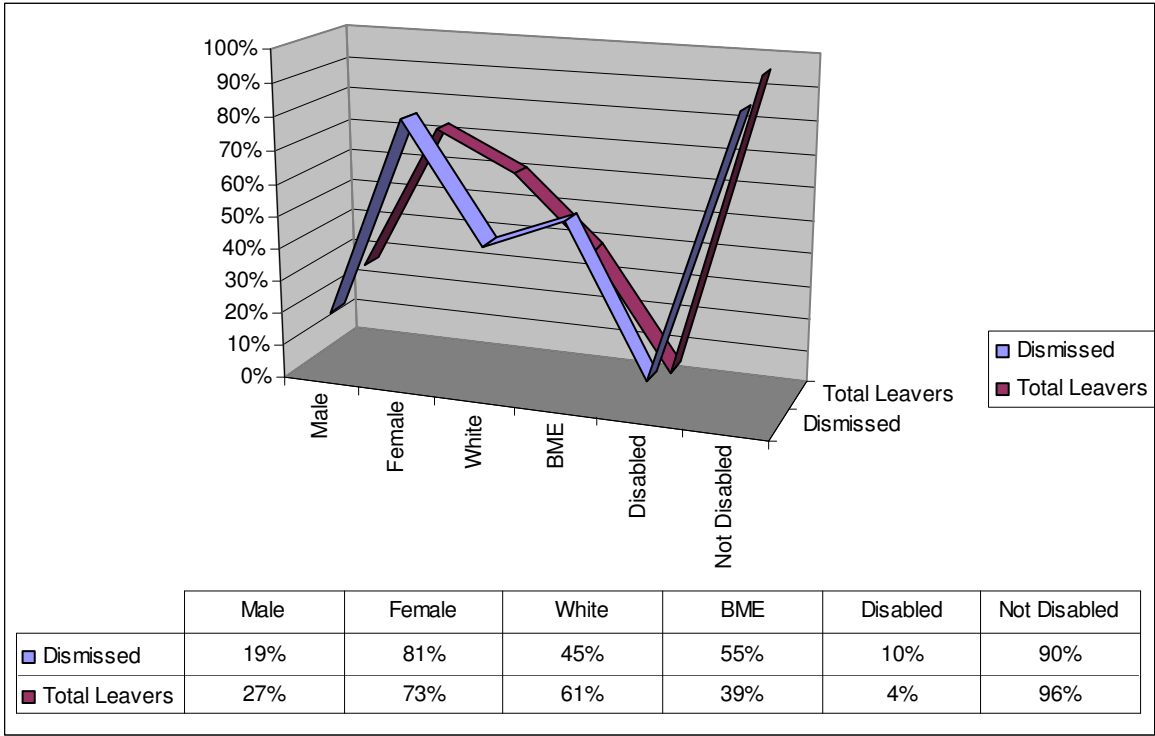
12.1 Maintaining the trend, there were no notable differences in leavers for all groups.



12.2 There were no notable differences in leavers by age except for the 16-25 age group who appear to be more likely to leave disproportionately to their workforce. There were no notable differences for dismissed leavers.



12.3 For dismissed leavers, there are no notable differences for all groups with the exception of ethnicity. A trend from the last two years' continues to indicate that BME leavers are disproportionately likely to be over represented in the dismissed category.



## 13.0 Trends to Observe

- 13.1 The analysis of the workforce data relating to 2010-11 has highlighted some trends to observe.
- 13.2 Representation of the disabled protected characteristic is still significantly low but the numbers of undeclared is still high. Following the roll-out of Trent Self Service, some intervention may be required to encourage employees to self declare to decrease unknown data fields.
- 13.3 Representation of the 16-25 age group increased, an addition of 29 employees in the financial year. However, leavers in this age group are disproportionately represented. Initiatives to encourage recruitment of younger people has mainly been through apprenticeships and this could explain why there have more leavers as many move on to college or other jobs after their apprenticeships.
- 13.4 Improvements made in the recruitment process particularly for BME groups such as recruitment and selection training for managers should be build on.
- 13.5 Grievances and specifically grievances on equality related issues continue to increase yet there are no disciplinaries around equality issues.