

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

**For Period: 01/04/2009 to 31/03/2010**

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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 2009 (April 2009- March 2010) on the equality strands identified in the Council's Single Equality Scheme namely:

- Age
- Disability
- Ethnicity
- Gender

The following strands, though covered in the Single Equality Scheme do not form part of this analysis but will be included in future analysis:

- Religion/Belief
- Sexual Orientation

Under equalities legislation for gender, disability and race 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
	<b>25,33,39,43,47</b>	Prevent and eliminate workplace discrimination, harassment and victimisation and act decisively on any complaints
	<b>25,33,39,43,47</b>	Have an inclusive workforce that reflects the community and values positively the contribution of all employees
	<b>25,33,39,43,47</b>	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
	<b>23</b>	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
	<b>6</b>	Disciplinary rules and standards are applied consistently to all groups within the council's employment

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 might be financial implications for the council to act on actions 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 application form on the equality monitoring form. Data is then entered onto the Trent HR system.

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 equality strands listed above with the exception of Sexual Orientation and Religion/belief. 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 2010, 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 might 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 might include vertical as well as horizontal applications.

Appraisal data is based on only 1457 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 Disability Discrimination Act 2005
- SMG –Senior Management Group

## **1.0 Introduction:**

- 1.1 Under equalities legislation, specifically the Race Relations (Amendment) Act 2000, the Sex Discrimination (Amendment Act) 2007 and the Disability Discrimination Act 2006, 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 Acts, the council has a specific duty to monitor by race/gender/disability groups:
  1. Staff in post;
  2. Applicants for jobs;
  3. Applicants for promotion and
  4. Applicants for training.

In addition, the council must 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 minority groups.
- 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 2009 to 31 March 2010.
- 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 08/09 monitoring:**





- 3.1 Over the last year, the council has made some significant progress in the implementation of Equal Opportunities. This has included:
  - 3.1.1 Launch of employee personal data self service which will enable employees to enter and update their personal details reducing the percentage of unknowns.
  - 3.1.2 Launch of positive action measures such as apprenticeships, Future Jobs Fund and Slivers of time to increase representation of under-represented groups
  - 3.1.3 Data relating to Appraisals, Grievances and Disciplinary is now collected in one place (Trent HR).











- 3.1.4 Grievance and Disciplinary data can now be analysed by age and disability.
- 3.1.5 The Equal Opportunities Policy has been revised.
- 3.1.6 HR Equality action plan to progress equality within the council.



















## 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 (2008/2009) compared to this report grouped by equality strands ethnicity, age, gender and disability.

### Key

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

Storyboard	Section	Compared to 08/09 Workforce trends	Trend
Age Storyboard	Workforce profile	Workforce representation of 16-25 has increased from 4% to 6%	
		The percentage of staff working part time has increased from 29% to 36%	
		Representation of 26-35 age group is still below Borough and London averages	
		Representation of 46-55 age group is still higher than Borough and London averages	
	Recruitment	Still unable to analyse recruitment to senior grades	
		No notable differences in recruitment by age but 26-35 appear to be slightly advantaged at appointment stage	
	Promotion	Differences still exist in the recruitment process for applicants in the 26-35 and 46-55 age groups favouring the lower age group	
	Performance Appraisal	The council is now able to analyse appraisal data and there no notable differences in performance ratings for most age groups except 45 plus	
	Grievance	The council is now able to analyse data by the age strand	
	Disciplinary	The council is now able to analyse data by the age strand	

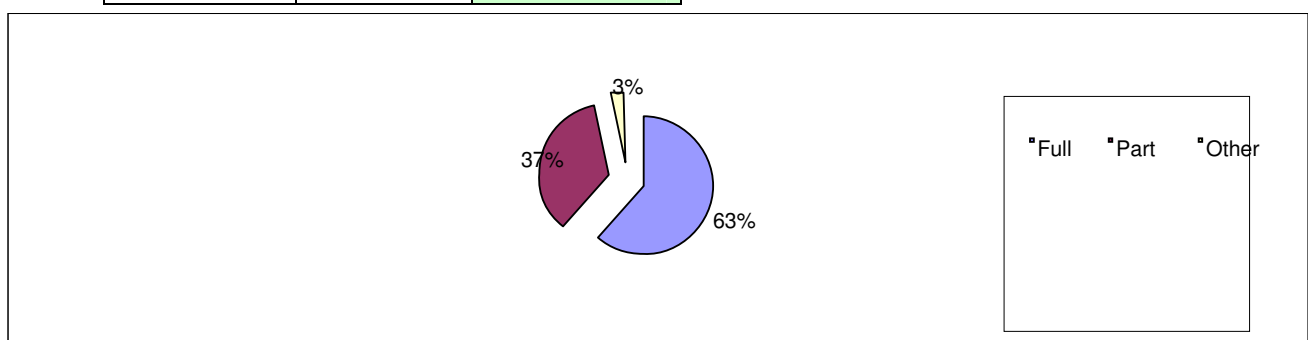
Storyboard	Section	Compared to 08/09 Workforce trends	Trend
	<b>Leavers</b>	Leavers by age are proportionately represented across the age groups	
<b>Disability Storyboard</b>	<b>Workforce</b>	Representation of disabled employees has reduced from 3% to 2% and unknown data has increased from 12% to 13%	
	<b>Recruitment</b>	Number of disabled applicants has moved from no notable differences to slight disadvantage at appointment stage (Note: numbers are small)	
	<b>Promotion</b>	There are no notable differences for applicants with disabilities	
	<b>Performance Appraisal</b>	There are no notable differences by dis/ability	
	<b>Grievance</b>	The council is now able to analyse data by dis/ability	
	<b>Disciplinary</b>	The council is now able to analyse data by dis/ability	
	<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 67% to 64% (Lower than borough population)	
		Black and Asian population higher than London and borough population	
		BME representation at SMG level is still below workforce profile	
	<b>Recruitment</b>	Recruitment processes still show differences between white and BME applicants at all stages	
	<b>Promotion</b>	Recruitment processes still show differences between white and BME applicants at all stages	
	<b>Performance Appraisal</b>	The performance ratings show differences for BME employees	
	<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	

Storyboard	Section	Compared to 08/09 Workforce trends	Trend
	<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>	Male representation has increased from 29% to 30%	↑
		Women representation at SMG level is still below workforce profile	↔
	<b>Recruitment</b>	More male applicants	↑
		Recruitment processes show disproportionate differences between male and female applicants at short-listing and appointment stage	↓
	<b>Promotion</b>	There are still no notable differences in recruitment by gender	↔
	<b>Performance Appraisal</b>	No notable differences by gender	↑
	<b>Grievance</b>	Grievances raised by gender proportionate to workforce composition	↑
	<b>Disciplinary</b>	Disciplinarys by gender proportionate to workforce composition	↑
	<b>Leavers</b>	There are no notables differences of leavers by gender	↔
		Male leavers are more likely to be dismissed leavers	↓

## 5.0 Workforce Profile Storyboard

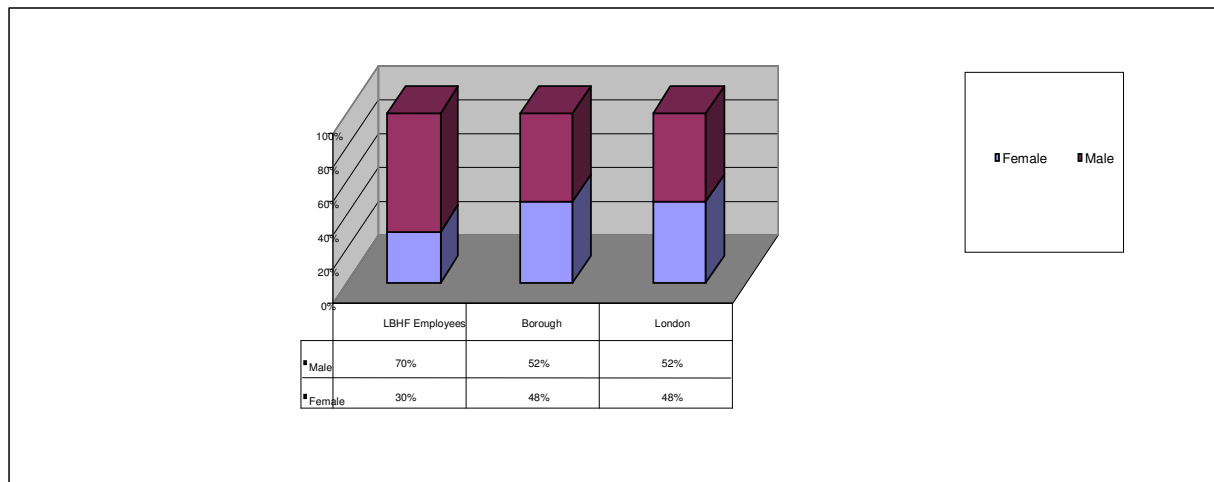
5.0 Over a third of the workforce work part time.

	Units	Percentages
Full time	3124	61%
Part Time	1820	36%
Other	141	3%
Total	5085	100%

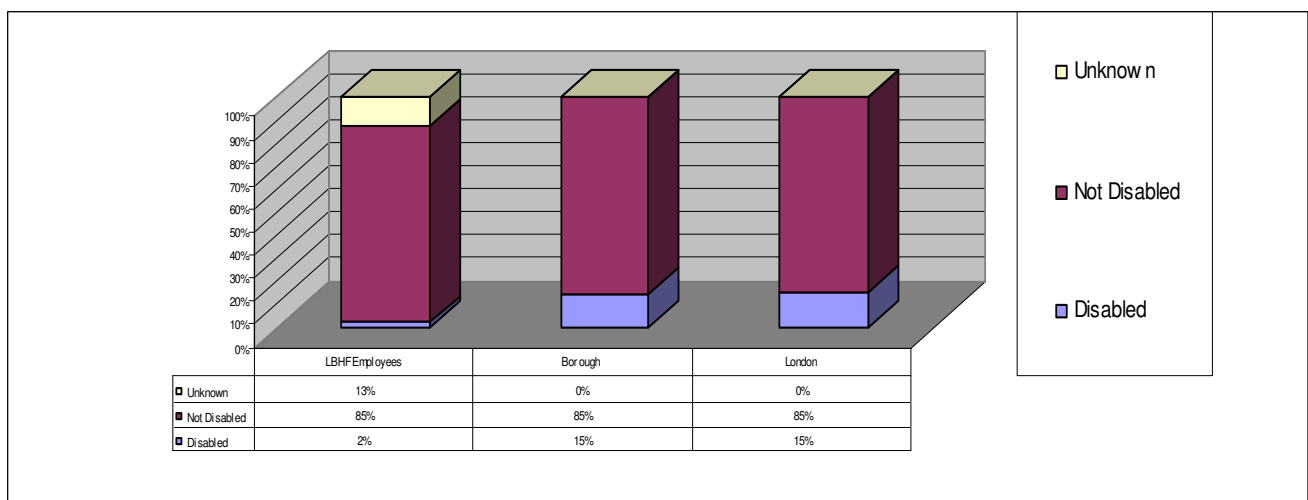


5.1 Women make up 70% of the workforce. Representation of women is 18% higher than Borough and London Population which is a trend from 08/09 workforce monitoring.

	Units		
	H & F Employees	Borough	London
Male	1513	78993	3468793
Female	3572	86249	3703298
Total	5085	165242	7172091

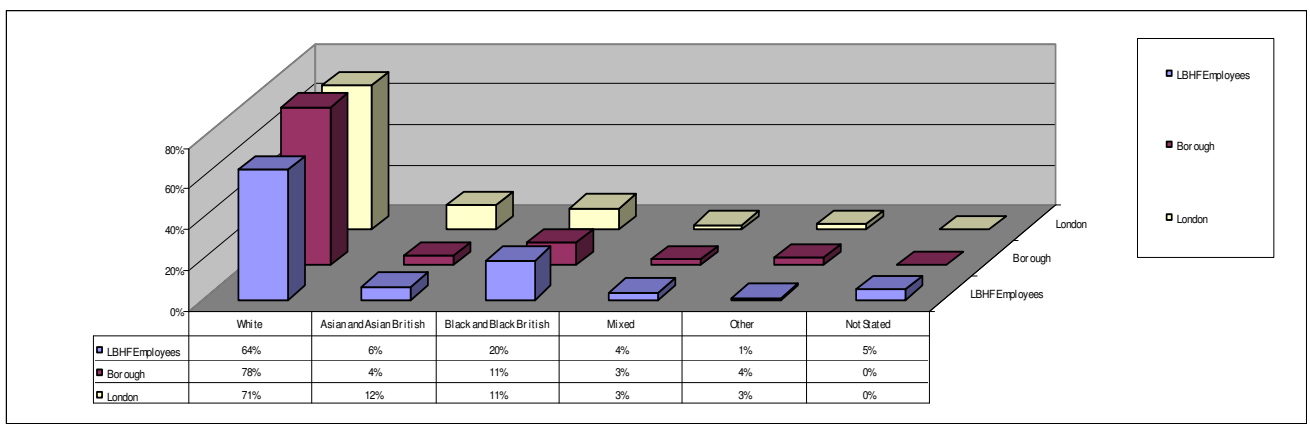


5.2 Disabled employees only make up 2% of the workforce population which is lower than both Borough and London averages of 15% with the highest representation in the social worker grade (6%). However at 13%, the percentage of unknown data has possibly skewed the reality.

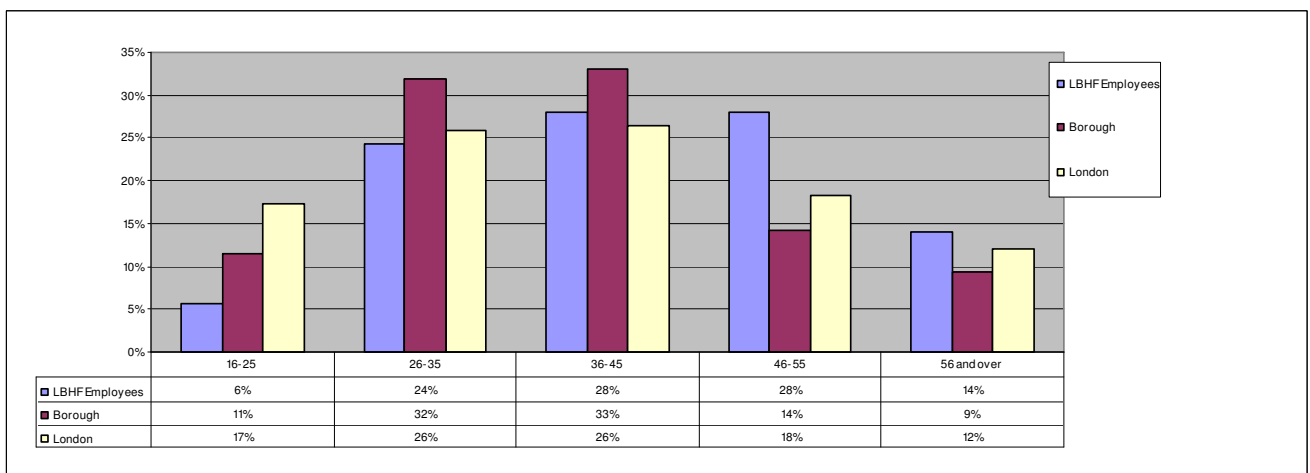


5.3 On the whole, representation of BME is higher than Borough population and in some cases London except for the 'other' category. BMEs are over-represented in the Social Worker grade (53%), SO1-S02 grade (40%) and SC1-SC6 grade (38%).

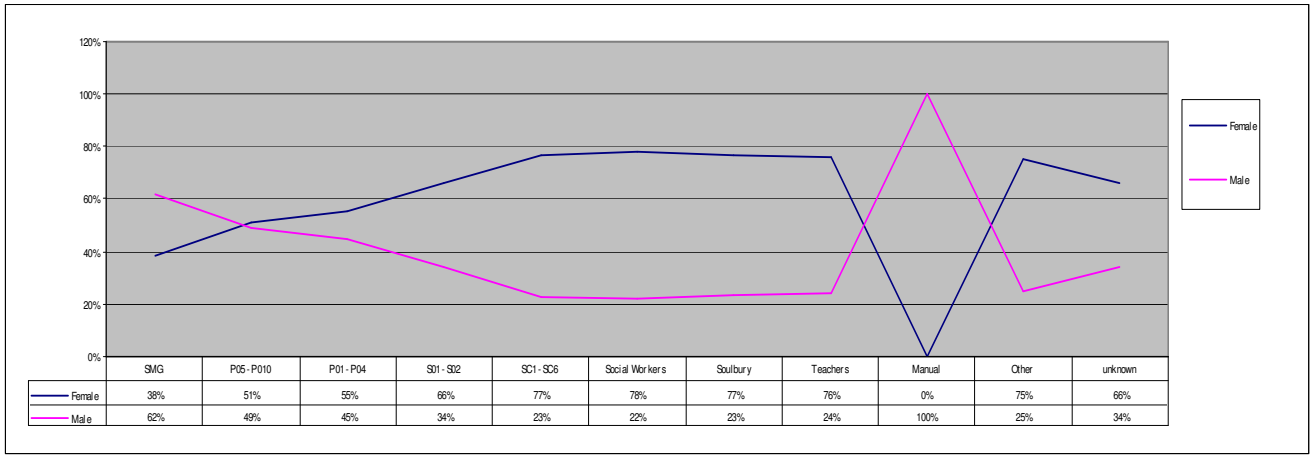
	Units		
	H & F Employees	Borough	London
White	3263	128602	5103203
Asian and Asian British	323	7333	866693
Black and Black British	994	18397	782849
Mixed	186	4610	193235
Other	51	6300	226111
Not Stated	268		
<b>Total</b>	<b>5085</b>	<b>165242</b>	<b>7172091</b>



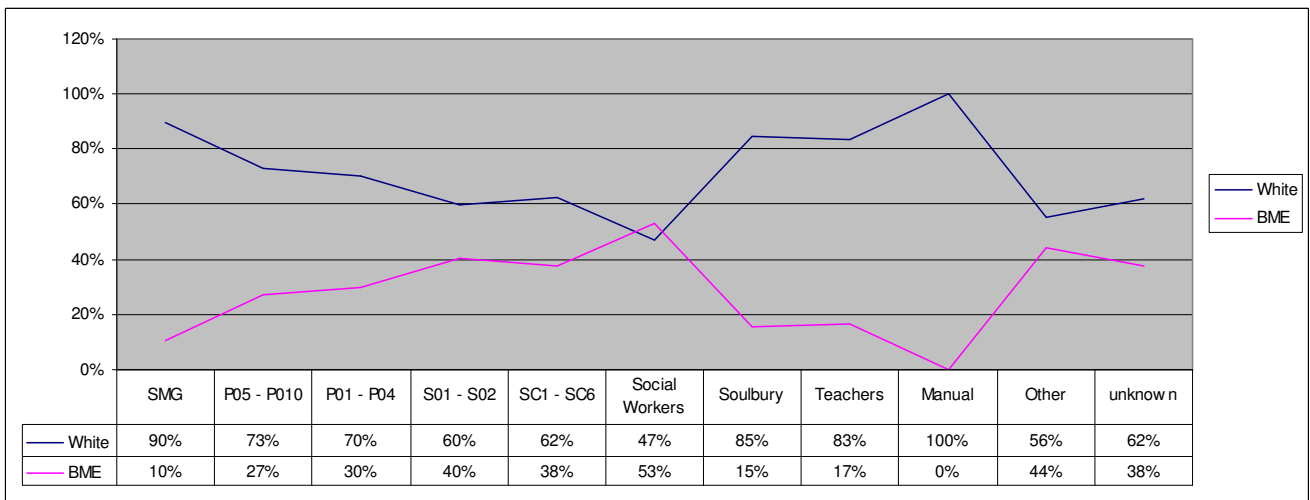
5.4 At 6%, the 16-25 age group is under-represented compared to Borough and London populations whilst the 46-55 age group is over-represented at 28%.



5.5 Even though women make up 70% of the workforce, representation at SMG grade is much lower at only 38% compared to men at 62%. This is despite the grade below having a slightly higher representation of 51% female compared to 49% male and women dominating most other grades.



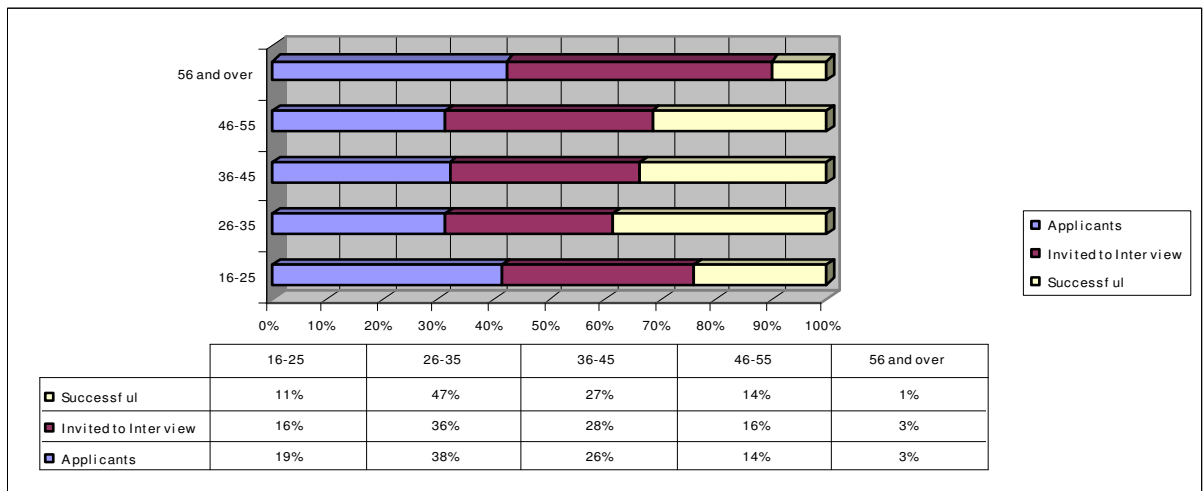
5.6 By grade, the gap is widest between white and BME at SMG level. BME only make up 10% of SMG level grade despite representing 29% of the workforce.



## 6.0 Recruitment Storyboard

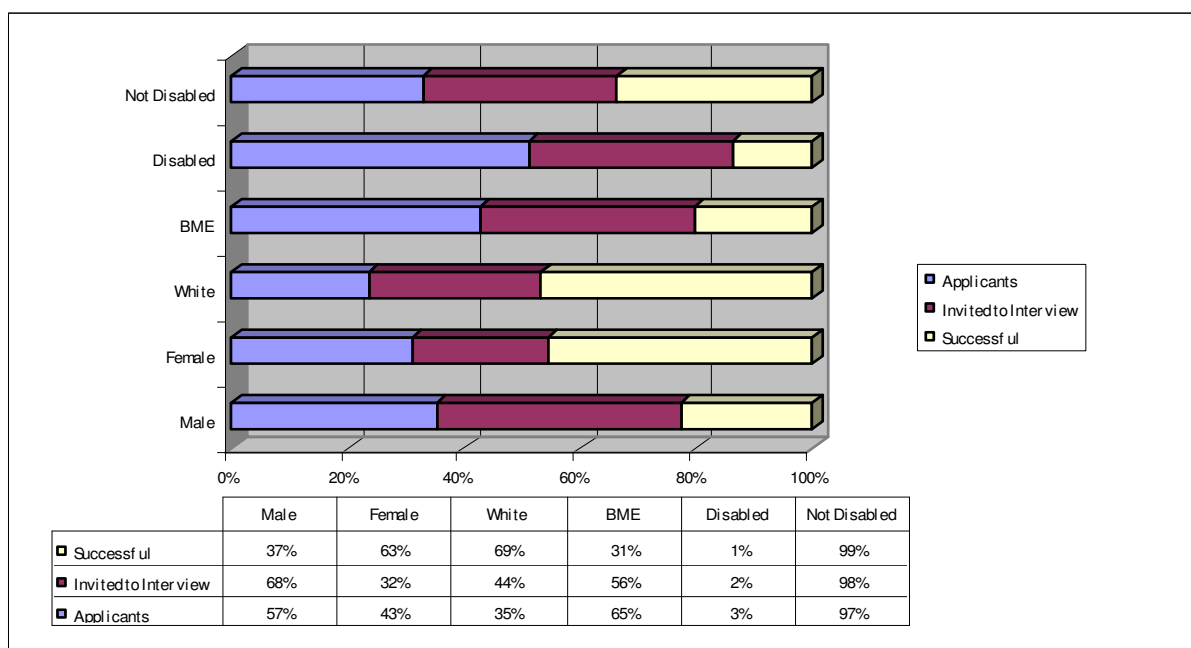
6.1 The council is still not able to analyse data on recruitment to grades.

6.2 Recruitment appears to show no notable differences by age group at application, short-listing and success rate with the exception of the 26-35 age group who appear to be slightly more likely to be successful at 47%.



- 6.3 Men make up more applicants at 57% and are just slightly more likely to be shortlisted at 68% but appear to be disproportionately less likely to be successful at 37%. On the other hand, women applicants (43%) are less likely to be shortlisted at 32% but are more likely to be successful at 63%.
- 6.4 White applicants (35%) are more likely to be shortlisted at 44% and even more likely to be successful at 69%. In contrast, even though more BME people apply (65%), they are just slightly less likely to be shortlisted (56%) and disproportionately less likely to be successful at 31%.

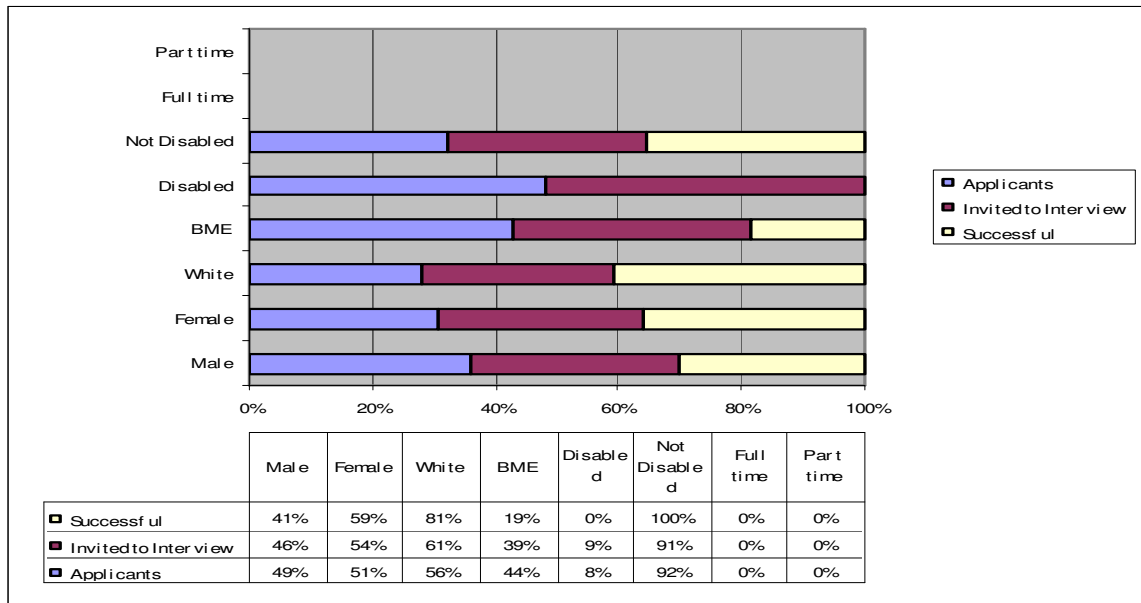
	Units		
	Applicants	Invited to Interview	Successful
Male	2940	1438	53
Female	2249	692	92
White	1789	773	97
BME	3304	980	43
Disabled	142	1	1
Not Disabled	4894	51	131



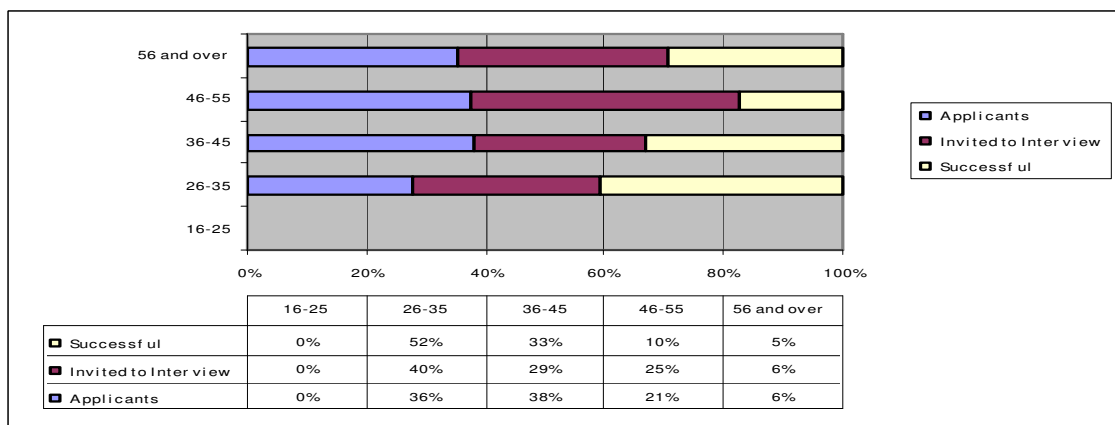
## 7.0 Promotion Storyboard

- 7.1 The council is still unable to analyse data on promotion to senior grades.
- 7.2 There appears to be no notable differences by gender for internal applicants. However, white applicants (56%) are more likely to be shortlisted at 61% and disproportionately more likely to be successful at 81% whilst BME applicants (44%) are slightly less likely to be shortlisted at 39% and disproportionately less likely to be successful at 19%.

	Units		
	Applicants	Invited to Interview	Successful
Male	43	24	9
Female	44	28	13
White	47	31	17
BME	37	20	4
Disabled	6	4	0
Not Disabled	65	40	18



7.3 Whilst there are no notable differences for the 36-45 and 56 plus age groups, Applicants in the 26-35 age group (36%) appear to be much more likely to be successful at 52% in comparison to applicants in the 46-55 age group (21%) who appear to have a much less chance of success at 10%.



## 8.0 Learning and Development Storyboard

8.1 The council is still unable to analyse data on learning and development.

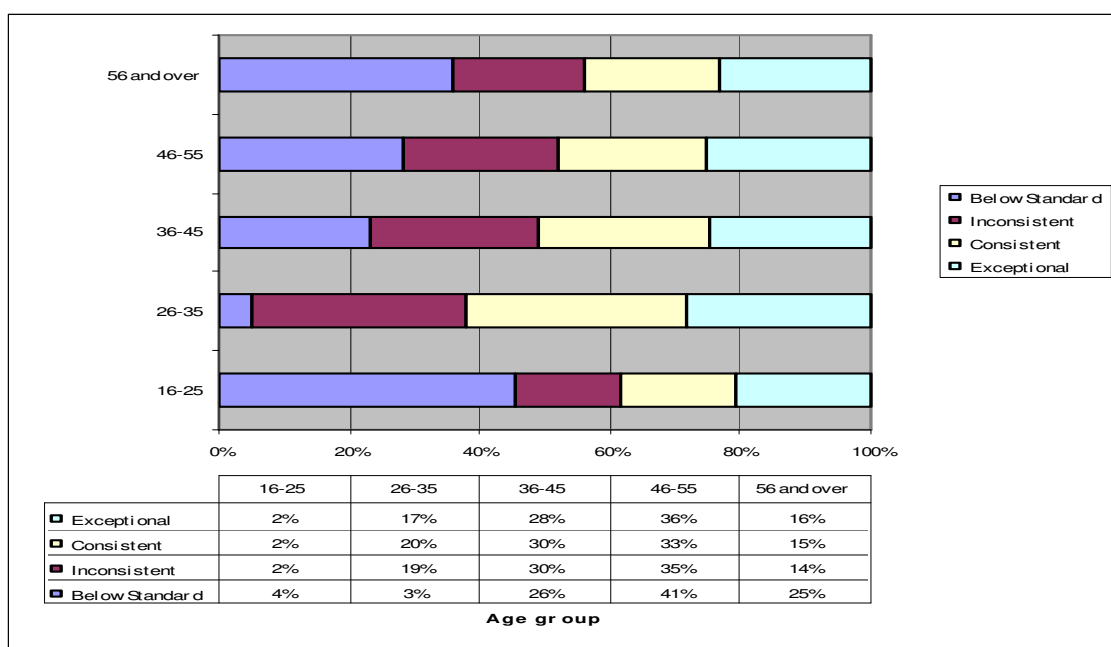
8.2 However, It is important to note that council-wide learning and development was put on hold during 2009/10 to evaluate prior delivery mechanisms and undertake an assessment of future strategic needs. Limited learning and development has occurred in departments where roles require development of technical skills. Work is underway to bring all training administration in to a centralised database to facilitate reporting

## 9.0 Performance Appraisal Storyboard

9.1 The graphs represent 1457 council employees.

9.2 Appraisal data suggests that there are no notable differences in appraisal grades on gender and disability.

9.2 The performance ratings by age group appear to show no notable differences with the exception of the 46-55 and 56 plus age groups where those awarded a 'below standard' grade are slightly disproportionate to the workforce composition.

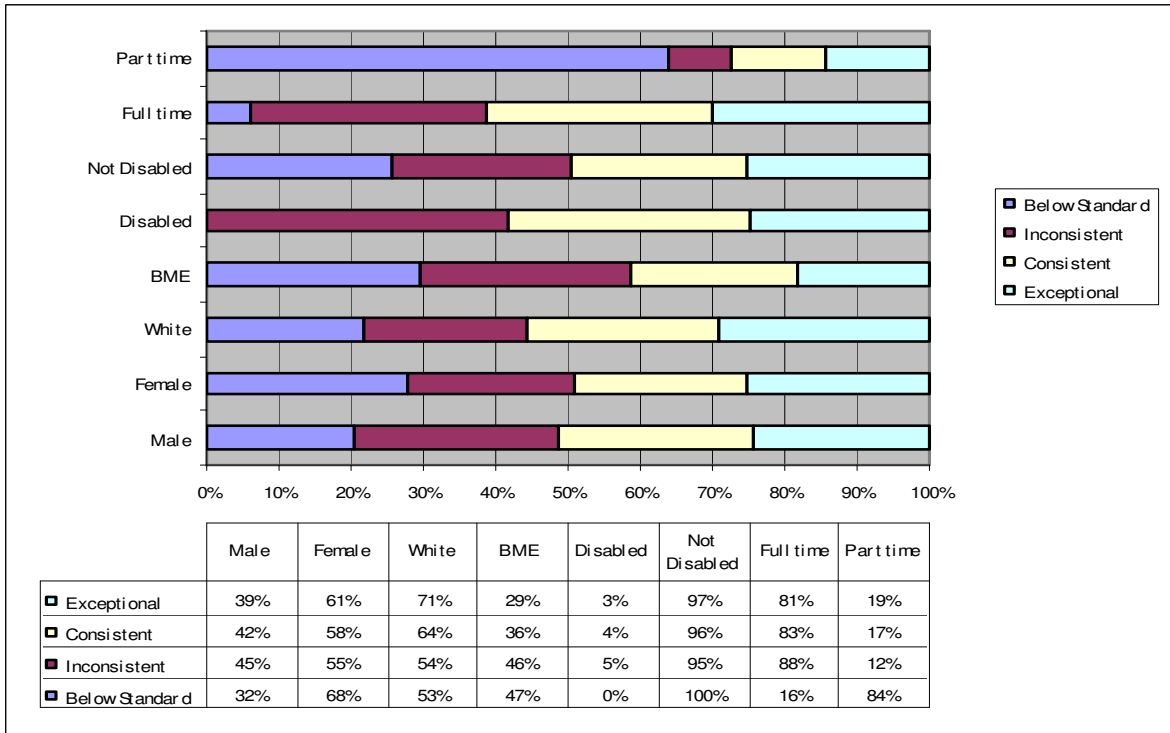


9.3 The performance ratings for BME show notable differences in comparison with the workforce population for 'below standard' and 'inconsistent' grades.

9.4 Part time employees with a 'below standard' grade are significantly higher than full time employees and disproportionate to the workforce population.

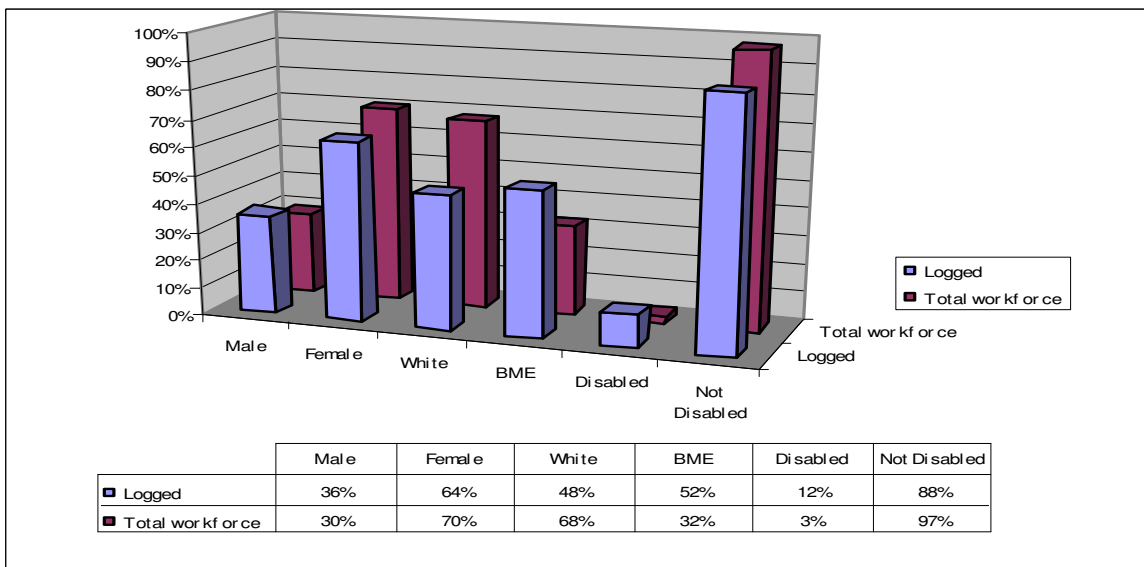
Grade	Units			
	1	2	3	4
Male	22	140	393	57
Female	46	174	534	91
White	35	165	580	102
BME	31	141	324	42
Disabled	0	15	36	4
Not Disabled	56	260	783	120
Full time	11	277	771	120
Part time	57	37	156	28

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

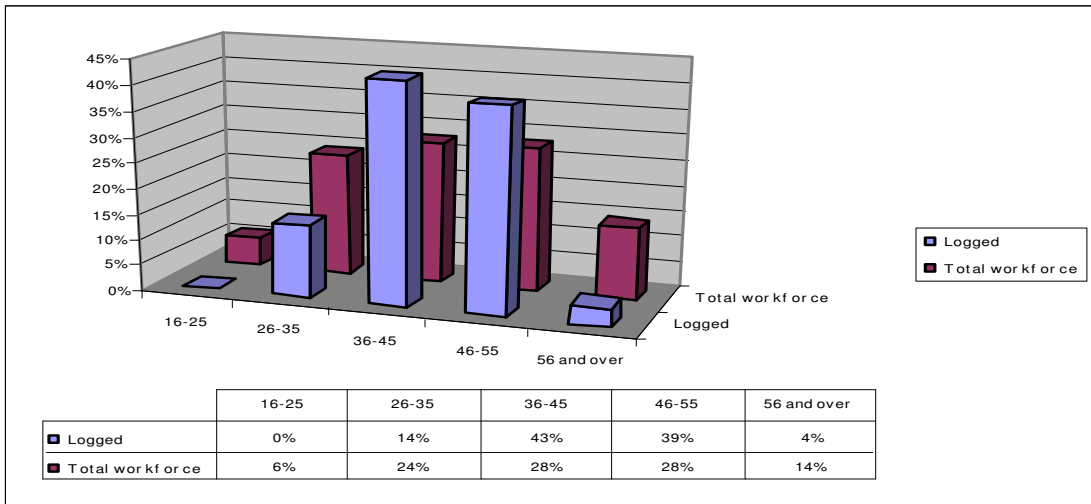


## 10.0 Grievance Storyboard

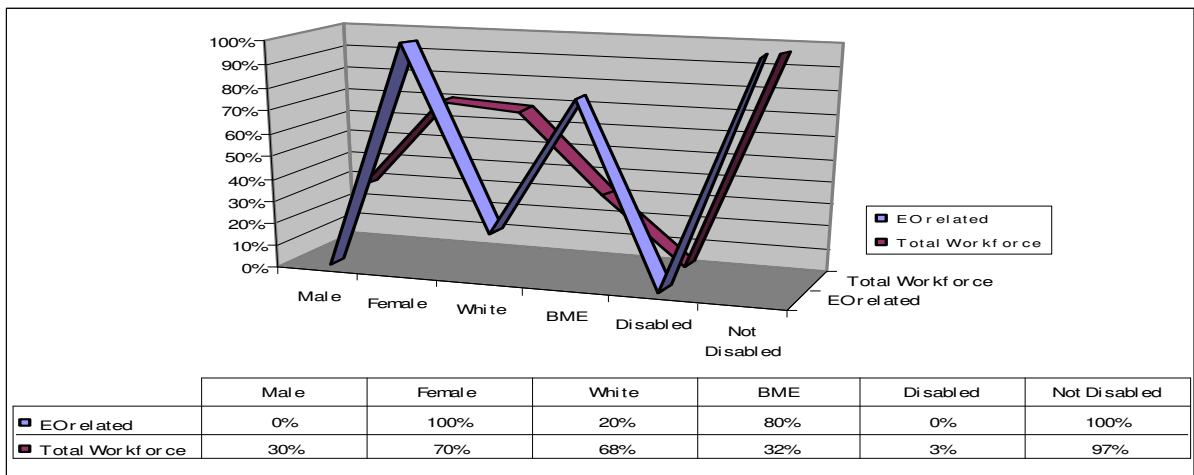
- 10.1 Progress has been made in the collection of data and we can now analyse data by age and disability.
- 10.2 There were a total of 28 grievances raised for 2009-2010.
- 10.2 Grievances by gender are proportionate to the workforce composition. However, grievances raised by disabled employees (12%) are disproportionate to their workforce composition. Additionally, BME also appear to raise more grievances in comparison to their workforce composition.



- 10.3 Grievances raised by age group show that the 36-45 and 46-55 age groups disproportionately raise more grievances than their workforce composition.

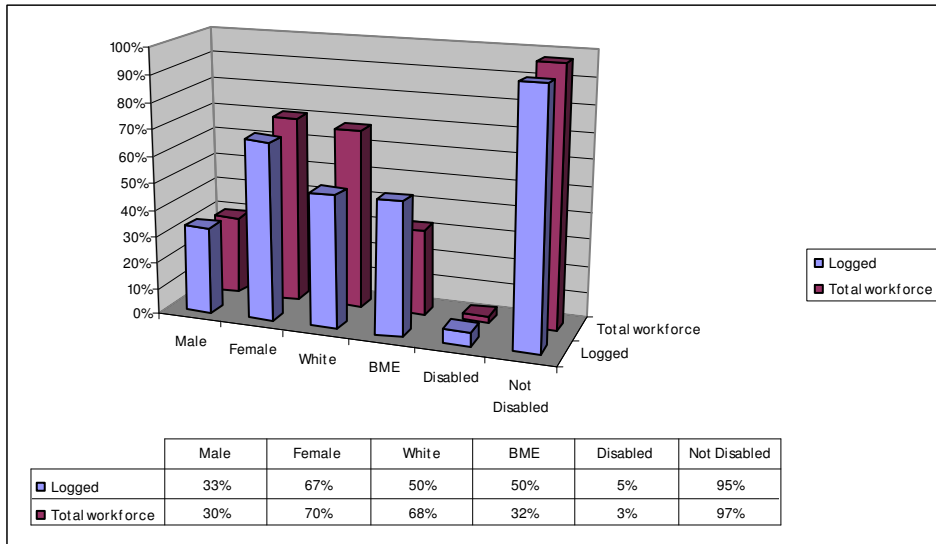


10.4 All equality related grievances were raised by women in the 36-45 age group of which 80% were raised by BME.

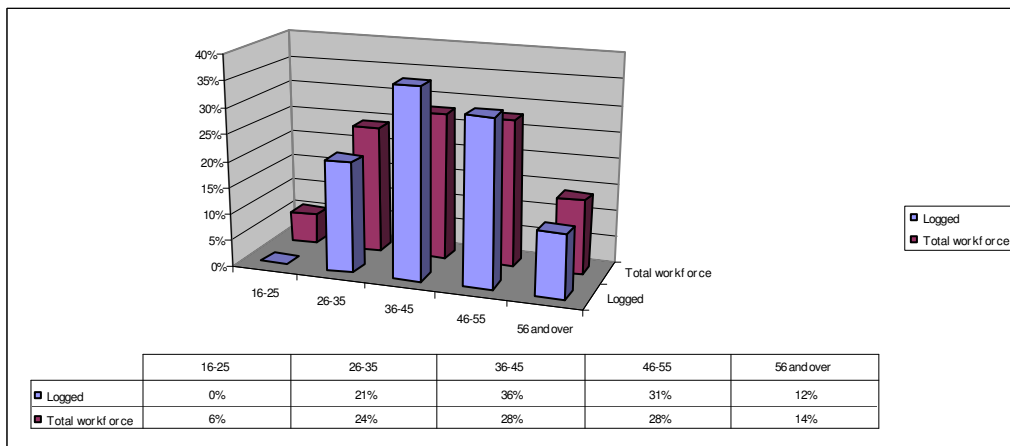


## 11.0 Disciplinary Storyboard

- 11.1 Improvements have been made in the data collection and analysis by age and disability can now be done.
- 11.2 There were a total of 67 disciplinaries for 2009-2010. Note that there was an increase in disciplinaries as a result of action relating to the inappropriate use of workplace email.
- 11.2 Data suggests that there were no equality related disciplinaries.
- 11.3 Data shows that disciplinary action by gender is proportionate to the workforce profile. However at 50% disciplinaries against BME employees is disproportionate to the workforce composition of 32%.

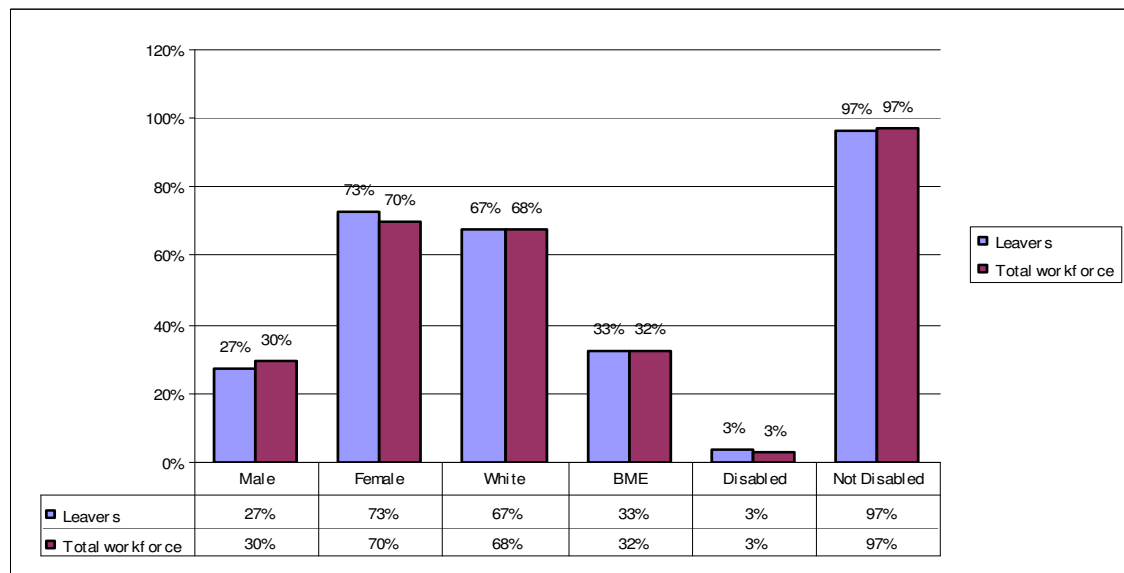


11.4 There were no notable differences in disciplinaries by age with the exception of the 36-45 age group who are just slightly higher than their workforce composition at 36%

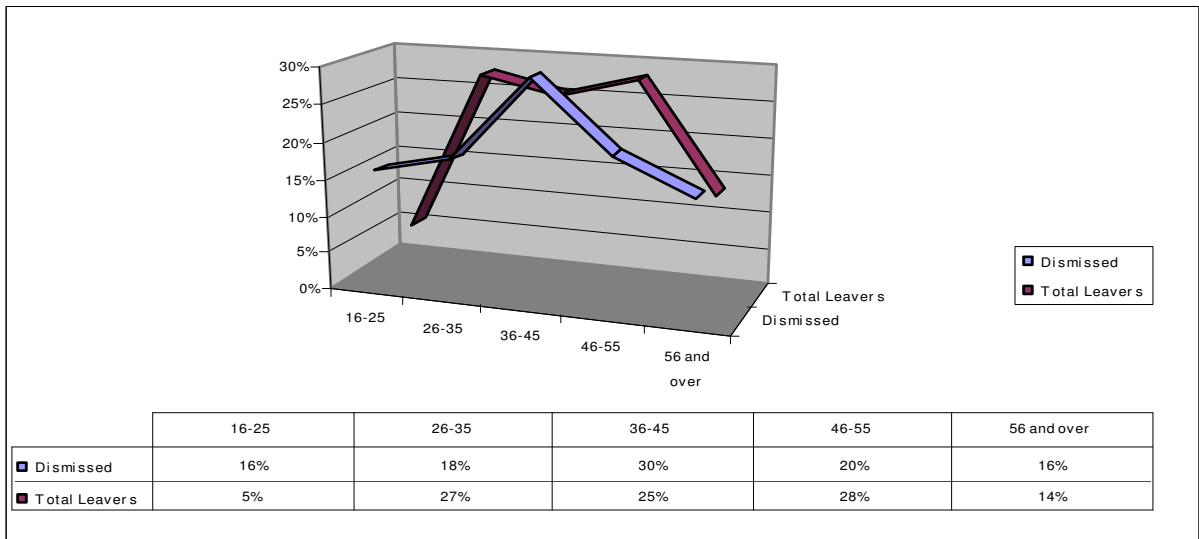


## 12.0 Leavers Storyboard

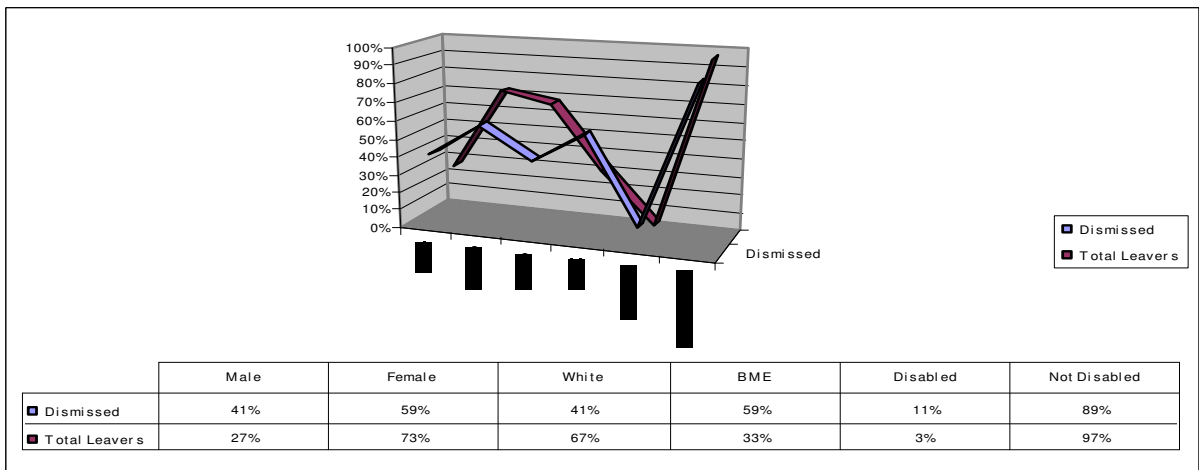
12.1 There were no notable differences in leavers by gender, ethnicity and disability.



12.2 There were no notable differences of leavers by age however, dismissed leavers by age show that the 16-25 age group are just slightly more likely to be dismissed.



12.3 For dismissed leavers, a trend from 08/09 continues to indicate that BME and disabled employees are disproportionately likely to be over represented in the dismissed category. Additionally, male leavers are also disproportionately represented in dismissed leavers.



## **13.0 Recommended Actions**

- 13.1 This report has identified some recommended actions to be considered grouped under the following headings; management information system, strategy and tools and culture and engagement.
- 13.2 The HR division is working with the Equalities Officer to agree the recommendations to take forward. Agreed actions for implementation arising from this discussion will be incorporated into the HR Equalities Action Plan.
- 13.3 The actions will assist the council to develop, communicate and implement appropriate measures to minimise any adverse impact (existing or potential discrimination/inequalities) noted or identified.