

**Brent Council's Workforce and Equalities Monitoring Report
2004**

**Produced by
Human Resources and Diversity**

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Brent Council's Workforce and Equalities Monitoring Report 2004

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SECTION ONE: Introduction

Brent Council's Annual Workforce and Equalities Monitoring Report 2004

This is Brent Council's third annual Workforce Monitoring Report. As in previous years the purpose of the report is to provide a profile of Brent's workforce by race, gender and disability, and information about Brent's employment practices. This year we also report on Brent Schools' workforce and include an action plan detailing the targets and activities the council has set itself.

Sections two to four report on employees who are council based and covers the period from the 1 April 2003 to the 31 March 2004. The information relates to all permanent employees and those contracted to work for a fixed period. It excludes the Mayor, councillors, temporary and agency staff, consultants, external secondees and school based employees such as teaching and support staff.

The information reported on in sections two to four has been extracted from the Human Resources Employee Information System (HR Pro). The nature of this system means that we now have more complete and reliable information on our workforce. This is in contrast to previous reports which have drawn information from manual returns to Human Resources. Those returns have been susceptible to low response rates which have impacted on the reliability of figures in previous reports. Therefore caution needs to be taken when interpreting comparisons against previous years' figures.

Reporting on School based employees is covered in section five. The information contained in this section has been obtained from the January 2004 Annual National Census Survey of School Staff.

The report will be made widely available to all Brent Council employees, councillors, trade unions, partner agencies and members of the public. The report will also be published on the Internet and made available in Brent's One Stop Shops and Libraries. If you would like to comment on anything in this report please contact the Human Resources Policy and Resourcing Team on 020 8937 1365. For further copies of this report please contact **Andrea Blake**, PA to the Director of HR and Diversity on **020 8937 1091**.

SECTION TWO: Workforce Profile

Brent Council is made up of many different departments providing a wide range of services for the community. The council employs 2,893 members of staff (figures correct as at the 31st of March 2004), an increase of 247 employees (9%) since last year's annual report.

Over the last year (1st April 2003 – 31st March 2004) the council experienced an employee turnover rate of 18% which is comparable to the average turnover rate of 17% experienced by London Boroughs¹. However, figures reported for the quarter ending September 2004 highlight that this figure has decreased to 12%. This is lower than the provisional figure of 14% reported by London Boroughs overall, suggesting that local authorities are moving through a more stable period of employment.

Council Services

The different departments within the council are grouped according to the type of services they provide and fall under the following headings:

- **Corporate Centre**

The Corporate Centre teams principally provide support for all council services as well as dedicated services to customers. In particular, the Corporate Centre consists of the Chief Executive's Office, the Communications and Consultation Unit (whose role includes publishing The Brent Magazine and consulting with residents and employees), Corporate Property and Corporate Support teams, the Information Technology Unit, Legal and Democratic Services and the One Stop Shops. The Policy and Regeneration team (who support the council's programme of regeneration and continuous improvement), Brent Financial Services (including revenue and benefits teams), and Human Resources and Diversity are also part of the Corporate Centre service area. Taken together, employees within this service area make up 21% of the workforce (602 employees).

- **Education, Arts and Libraries**

24% of the workforce (703 employees) is based within Education, Arts and Libraries. Employees within these units provide a range of services, including supporting lifelong learning through early year's development programmes and providing adult education services, arranging festivals, and providing a museum service. The work within Education, Arts and Libraries also focuses on supporting schools in the Borough, providing an educational psychology and learning support service, and tackling underachievement.

- **Environmental Services**

Environmental Services leads on the council's 'green agenda', including increasing the amount of recycling within the Borough and encouraging people to look at alternatives to car travel. It is also involved in ensuring that the Borough of Brent has a healthy environment where streets, parks and public places are safe and clean for residents and visitors to enjoy. Other key services such as planning, building control, and trading standards are also provided by Environmental Services' employees. Taken as a whole, 527 employees (18% of the workforce) are responsible for providing these services.

¹ London Borough turnover figures are taken from the Association of London Government 2002-2003, and provisional 2003-2004 Turnover Survey results.

- **Housing Services**

11% of the workforce (308 employees) provides Housing Services. This percentage is lower than that of other service areas since a large part of Housing Services are provided by Brent's Arms Length Management Organisation, Brent Housing Partnership. Employees within Brent Housing Services work to provide housing choices and advice on housing issues including homelessness. In conjunction with social landlords and Brent Housing Partnership they also work on improving the quality and standards of homes. Other areas covered by the housing services teams includes working to maximise the use of houses within the Borough, by reducing the number of unoccupied or under-occupied homes and working on redevelopment and regeneration programmes such as Chalkhill and South Kilburn.

- **Social Services**

The work performed by the Social Services teams focuses on ensuring that people in Brent with care needs are provided with the necessary help and support to enable them to live a dignified, independent and safe life. Services are provided to some of the most vulnerable residents in Brent, including: children in need and their families; adults with mental health difficulties; people with learning, physical and/or sensory disabilities; and older people (aged 65 and over). Overall, 26% of all Brent employees are employed in Social Services (753 employees).

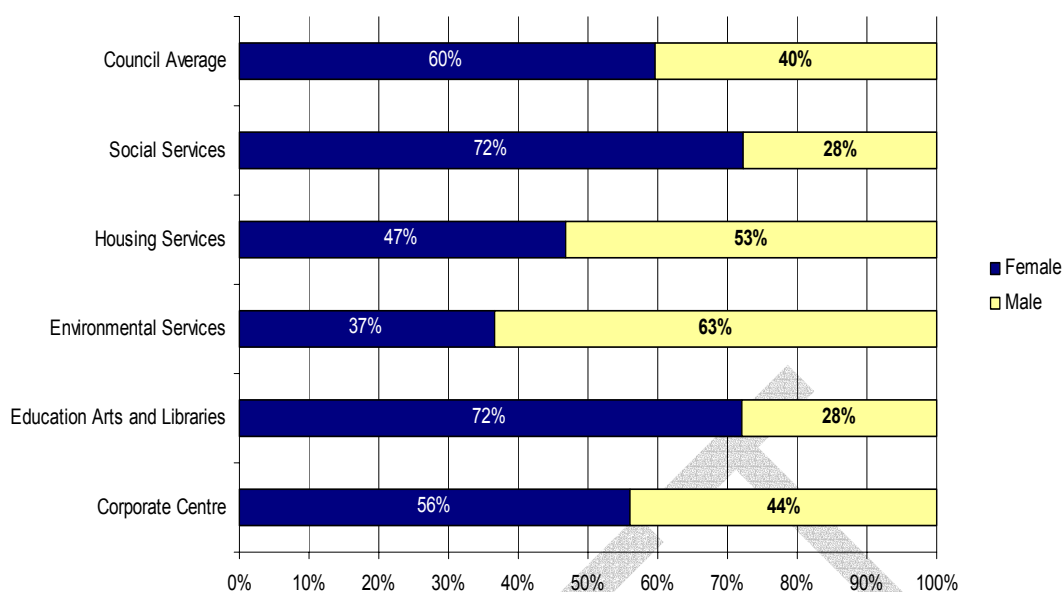
Gender Profile

Women make up 60% of all Brent Council employees. This figure is higher than the proportion of economically active women in the local population (46%) and the proportion of women in the local population (51%). However, it is consistent with that of local government, where women tend to make up a large proportion of the workforce.

Over the last few years the proportion of women in the workforce at the council has remained relatively constant. In 2002 women made up 61% of the workforce and 63% in 2003. More recent figures for the quarter ending June 2004 also indicate that the proportion of women in the workforce stands at 61%.

Across the council there is considerable variability in the proportion of women within each service area (see figure 1 below). However, this pattern of variability is consistent with historical trends of gender specific jobs. These demonstrate a higher proportion of women occupying the types of jobs performed within Social Services and Education, Arts and Libraries compared to those in Environmental Services.

Figure 1: Gender Profile



Looking at the proportion of women at different levels within the council², women occupy almost half (49%; 442) of all management posts (salary of £25,407 and above). This is down on last year, where women held 57% of all management posts. However, 48% (33) of all the most senior posts within the council (salaries of £46,893 and above) are held by women, representing a steady increase on previous years' figures. This demonstrates a steady increase in the proportion of women in the most senior management roles across the council, from 33% in 2002, to 40% in 2003 and 48% in 2004, testament to Brent's achievement in developing and promoting women into senior management roles.

The percentage of women earning the top 5% of salaries is an indicator that the council uses to assist monitoring the effectiveness of employment practices ensuring that women are represented at all levels within the organisation. For 2003/04 Brent has set a target of ensuring that 42% of the top 5% of salaries should be earned by women. The target of 42% has been achieved which is further testament to the council's work towards ensuring that women are represented at all levels. Across other London boroughs the average percentage of women earning the top 5% of salaries was 38%.

Ethnic Profile

The following ethnic categories are those used in the 2001 Census. For certain analyses the data has been grouped and the term Black and minority ethnic (BME) groups has been used to include all ethnic groups apart from White/British, White/Irish, and White/other.

We recognise that the Irish community is a minority group in the United Kingdom. However, for the purposes of this report the term Black and minority ethnic group is

² Analyses of the proportion of men and women at different levels within the organisation are based on a sample of 2,609 employees.

used to refer to visible Black and minority ethnic people. Figures for the Irish community are reported separately.

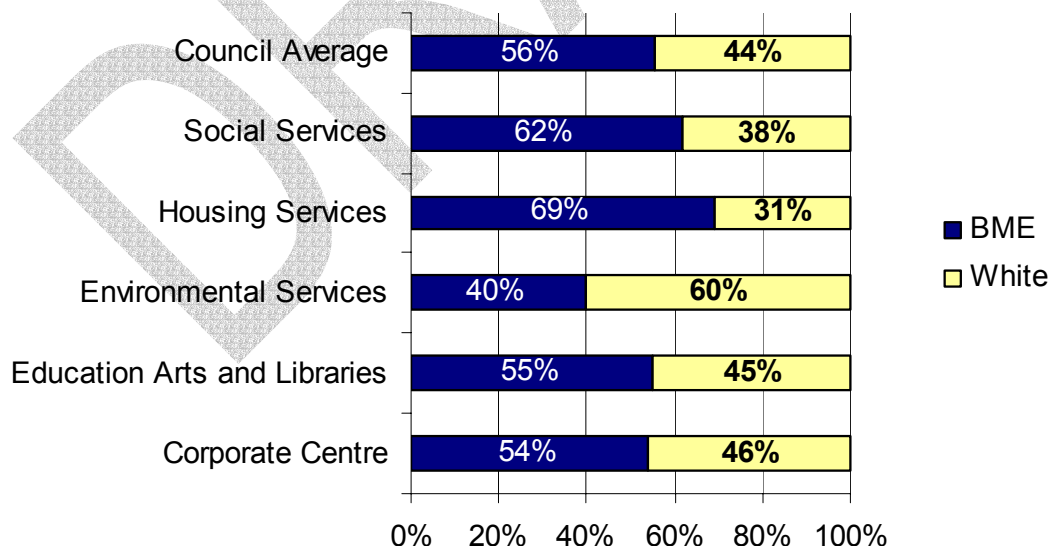
Ethnic origin information is now available for 88% (2,560) of Brent's employees. This is an increase on previous years where between 60% (in 2003) and 79% of employees (in 2002) had provided this information. This increase is a likely reflection of the greater confidence employees have in the use of this information and the improved data collection techniques implemented this year via the Human Resources Employee Information System (HR Pro).

Across the council Black and minority ethnic employees make up 56% of the workforce. This represents an increase on previous years' figures. For example Black and minority ethnic employees made up 53% of the workforce in 2003 and 54% in 2002. This figure is also representative of the local community, since 55% of the local community and 53% of the local working population are from a black or minority ethnic group.

For the period 2003/04, Brent Council set itself the target of ensuring that Black and minority ethnic employees made up 53.14% of the workforce (the proportion of the local working population who describe themselves as Black or from a minority ethnic group). As can be seen from the figures above, this has been achieved in 2003/04. Work will now continue, to ensure that this position is maintained.

Black and minority ethnic employees also make up the largest proportion of the workforce in most service areas. As can be seen in figure 2 below, the largest proportion of Black and minority ethnic employees are based in Housing and Social Services.

Figure 2: Ethnic Profile by Service Areas



The London Borough of Brent also has a large proportion of Irish residents compared to other London boroughs, with 7% of residents describing themselves as Irish. It is notable that this is also largely reflected within the composition of Brent Council's workforce where 6% of employees describe themselves as Irish.

Black and minority ethnic employees currently hold 41% (343) of all management posts (salary of £25,407 and above), down from 49% last year. 12% (8) of the most senior management posts within the council (salaries of £46,893 and above)³ are held by Black and minority ethnic employees. Therefore, Black and minority ethnic employees may still be under-represented in the most senior management posts.

Another indicator the council uses to assist monitoring the effectiveness of employment practices in ensuring that Black and minority ethnic employees are represented at all levels within the organisation is the proportion of Black and minority ethnic employees who earn the top 5% of salaries. The council set a target of ensuring 18% of the top 5% of earners are Black or minority ethnic employees in the period 2003/04. However, the council failed to achieve this target as only 16.5% of the top 5% of earners are Black or ethnic minority employees.

Although Brent failed to reach this target, the proportion of Black and minority ethnic employees earning the top 5% of salaries at Brent is higher than the London Average of 11%. Also, it must be remembered that when recruiting to any senior post, the council is more likely to recruit from a national pool of candidates. This may consist of proportionally fewer Black and ethnic minority professionals which in turn would limit the number available to take up senior management positions. Nonetheless, the Human Resources team will be targeting recruitment and looking to develop training and development opportunities, to ensure that Black and minority ethnic employees are represented at all levels within the organisation. This is detailed within the Action Plan in Appendix 1.

Disability Profile

As at the 31 March 2004, 3.6% of the workforce considered themselves to have a disability (figure taken from Human Resources quarterly reports). This is comparable to the figure of 3.9% reported for the period 2002/03. Taken together it appears that the percentage of employees within the workforce who consider themselves disabled has remained stable. However, the council is determined to increase the proportion of disabled employees within the workforce. As part of this, Human Resources is currently looking at setting up a scheme to provide advice and guidance to disabled applicants on completing application forms and raising awareness amongst employees of employing disabled people.

It is worth noting however that there may be some under-reporting by disabled employees. For example, the results of the 2004 Staff Attitude Survey indicate that 7% of employees describe themselves as being disabled. This may indicate that employees feel more comfortable reporting anonymously and therefore, attention needs to be given to ensuring employees feel positive about reporting their disability.

Since the number of disabled employees within the council is small it is difficult to identify any strong profile patterns. However, the information available⁴ on the Human Resources Employee Information System (HR Pro) indicates that disabled employees (70 in total) are based in all service areas. In particular, Social Services and the Corporate Centre employ the largest proportion of disabled employees (9% and 4% respectively). Also, across all council services, 2.4% (18) of all management

³ Analyses of the proportion of Black, and minority ethnic employees at different levels within the organisation are based on a sample of 2,350 employees.

⁴ These analyses were based on a sample of 2,059 employees.

posts are held by disabled employees, 2 of which (4%) hold some of the most senior management posts within the council.

The council will have a new duty to promote disability equality, and will have to produce a Disability Equality Scheme in 2006, as part of this new public duty. It is hoped by the government that this new duty on all Local Authorities will help promote disability equality in the same way as the Race Relations Amendment Act helped focus attention on the promotion of race equality.

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Workforce Profile within each Service Area

Corporate Centre

The Corporate Centre has 602 employees, 56% of whom are women. Women make up 45% (128) of all management posts and 46% (12) of the most senior posts within this area. These figures are only slightly lower than the proportion of women in management posts (49%) or in any post (60%) across the whole council. Compared to last year's figures⁵ there has been a small decrease in the proportion of women employed within Corporate Centre (from 59% to 56%).

54% (313) of Corporate Centre employees are Black or from an ethnic minority. This is comparable to the proportion of Black and minority ethnic employees across the whole council (56%), and a sizeable increase on last year's 46%. Although 38% (106) of all management posts are occupied by Black or minority ethnic employees, none of the most senior management posts are.

Within this context Brent Financial Services has recognised that white males are significantly over-represented within the accountancy profession in Local Government. In response they have joined a cross London initiative with the Chartered Institute of Public Finance and Accountancy (CIPFA) to target recruitment of new graduates as trainee Accountants from the Black and minority ethnic community. The aim is to tap this potential, and develop staff to take senior positions in Local Government Finance. This is also supported by a three year training programme, leading to a CIPFA qualification.

19 people within the Corporate Centre consider themselves disabled, representing 4% of the overall workforce. This is comparable to the council average.

Education, Arts and Libraries

Overall, 703 employees are based within Education, Arts and Libraries. Women make up 72% of the workforce, well above the council average. This is also true when looking at the proportion of women occupying management posts (66%; 97 posts) and those in the most senior management positions (69%; 11 posts). In comparison to last year, the information available indicates that the proportion of women within the workforce has reduced slightly from 70%, whilst the proportion of women in management posts has remained the same at 66%.

55% of the workforce (299 employees) in Education, Arts and Libraries are Black or from an ethnic minority which is proportionally representative of the local community and an increase on last year's figure of 51%. However, within management posts Black and ethnic minority employees make up a smaller proportion of the workforce, occupying only 33% (42) of all management posts and 14% (2) of the most senior management posts. 5 employees within this service area are known to be disabled, representing 1% of the workforce.

⁵ For the purposes of these comparisons the figures reported for Corporate Services and Corporate Centre in last year's workforce monitoring report have been combined.

Environmental Services

Of the 527 employees within Environmental Services 37% are women, unchanged from last year. The proportion of women in management posts had increased from 23% in 2002 to 33% in 2003. This year there has been a small decrease, with 32% (59) of management posts now occupied by women. These figures are substantially lower than those of the council as a whole. However, it should be noted that a larger number of historically male dominated roles are contained within this service area. National initiatives have begun to encourage women to take up professional training in some of these historically male dominated professions. But in spite of this, there are still smaller proportions of women obtaining these professional qualifications.

In contrast to last year (2002/03) which saw an increase in the proportion of white employees, this year has seen an increase in the proportion of Black and minority ethnic employees within Environmental Services. Although, this is a small increase it does raise the proportion to 40% this year (representing 174 employees) compared to last year's 39%. 35% (59) of management posts and 20% (2) of the most senior management posts are held by Black or minority ethnic employees. 4 employees within this service area stated they are disabled, representing 1% of the workforce. Disabled employees also occupy 1% (1) of all management posts.

Housing Services

Women make up 47% of Housing Services' overall workforce (308 employees), a small decrease from 48% last year. 39% (34) of management positions are held by women. This also represents a decrease from the figure reported last year (50%). However, it should be noted that last year's figure is based on information from only 68% of employees. This, in conjunction with the smaller number of employees within this service area, undermines the reliability of this comparison. Nonetheless, officers in Housing Services have started to examine this to ensure that the data is reliable and to address any equalities issues.

Black and minority ethnic employees (175) make up 69% of the workforce within Housing Services. Although lower than the proportion reported last year (74%) this is still well above the council average. The proportion of Black and minority ethnic employees in management roles is also above the council average. 53% (41) of all management posts and 40% (2) of the most senior management posts are occupied by Black or minority ethnic employees. Housing Services employs 3 people who are known to be disabled, representing 1% of the overall workforce. 1% (1) of all management posts are also held by disabled employees.

Social Services

Social Services have 753 employees, the largest group within the council. Traditionally women have made up a larger proportion of the workforce within this service area. For example, in 2003 women made up 74% of the workforce. This figure has now decreased to 72%, an indication that this imbalance is being reduced. Women also hold a large proportion of management posts (66%; 124 employees). However, this proportion has also decreased from last year's figure of 75%.

Black and minority ethnic employees (460) make up 62% of the workforce within this service area, and hold 51% (95) of all management posts. These proportions are higher than those found for the council overall. However, they represent a decrease on last year's figures, where 63% of the workforce was Black or from an ethnic minority and 60% of management posts were held by Black or ethnic minority

employees. In Social Services 18% (2) of the most senior management posts are held by Black and minority ethnic employees. Social Services also employ the largest number of people known to have a disability. These 39 employees make up 9% of the overall workforce within Social Services, 6 of who hold management posts (representing 4% of all management posts).

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SECTION THREE: What have we done over the last year?

Investing in Employees

Brent Council is committed to developing employees organisational learning and continuous improvement, and in January 2004 we received external recognition for this by being awarded council wide Investors in People status by the independent national assessment panel. This is the national standard for good practice in staff training and development, and recognises the progress Brent Council has, and continues to make, in providing a unified approach to employee development at every level of the organisation.

Training Initiatives

This year has seen the introduction of a number of new training and development initiatives as well as the further development of existing programmes which are available council wide. The programmes focus on equipping employees with the relevant skills to provide an excellent service to residents. Examples include, Customer Services training, National Vocational Qualifications, The European Computer Driving Licence and the Diploma in Management Studies.

Staff Forums

Over the last few years the council has successfully launched the Black and Asian, Disabled, and Women's staff forums. These have been designed to give employees the opportunity to contribute towards service development and to give the council the opportunity to identify and remove barriers experienced by employees and preventing career progression.

This year has seen the launch of the council's fourth staff forum, the Lesbian, Gay, Bisexual, and Transgender staff forum. This was launched in September 2004 by Gareth Daniel, Brent Council's Chief Executive and Brian Paddick, the Deputy Assistant Commissioner for the Metropolitan Police Service, attended as the guest speaker. The launch was attended by a range of employees interested in lesbian, gay, bisexual and transgender issues.

Confidential Harassment Advisory Scheme

In February 2003 the council launched a Confidential Harassment Advisory Scheme to support alleged victims of workplace harassment. A group of employees have been provided with training to prepare them as volunteer advisors who can then be contacted by employees who feel bullied or harassed at work. Over the last year the council's harassment advisers have helped six alleged victims of workplace harassment.

Work-Life Balance

This last year has seen real progress being made from the council's work-life balance project which was piloted in 2002 and formally launched by the Chief Executive in March 2003. One of the successful outcomes from this project has been the increase in the number of women in the most senior posts; the proportion increased from 33% in 2002 to 48% in 2004. It has also meant that the council came runner up to the computer giant, Microsoft in the 2004 Opportunity Now awards. The success of the project has won Brent acclaim in the national press too, with articles appearing

in the Local Government Chronicle, The Times, Sunday Times, Employee Benefits magazine and Personnel Today.

Corporate Diversity Team

The Corporate Diversity Team was set up in August 2003. Over the last year it has helped to set up the new Leadership Group on Equality and Diversity (made up of elected Members and very senior officers), and a Diversity Reference Group (which is an officer based group). It has also developed a Black and Minority Ethnic Consultative User Forum, has hosted Brent's first women's conference to mark International Women's Day, and has published written guidance on Equality Impact Assessments, Ethnic Monitoring, and the Equality Standard. Plus, the team has contributed to the council's Respect Week, Refugee Week, and Black History Month.

The team has also published the council's 2004-06 Race Equality Scheme and Action Plan, and has helped the council reach Level 1 of the Equality Standard. Members of the team have also been responsible for publishing the council's work-life balance handbook, the handbook on Diverse Faiths, and for gaining success for Brent in the Opportunity Now awards. For more information about the work of the team, contact **Tracy Walters**, Head of Diversity, on **020 8937 1117**.

The Staff Attitude Survey

Brent Council is committed to being an employer of choice and appreciates the value of listening to the views and concerns of employees in achieving this. One way in which this is done is through the bi-annual Staff Survey, the fourth of which was completed this year. Some of the main findings are reported here, but copies of the results were also sent to each employee in January 2005.

The results of the survey⁶ show that dissatisfaction over pay has decreased since the last survey. However, there is still some concern amongst council based employees that Brent pays slightly less than the average for London councils. In contrast, the majority of employees are satisfied with their physical work conditions, and almost two thirds of council employees say they are able to use flexible work patterns where necessary. Working relationships within teams also seem to be good with eight in ten employees saying there is good team spirit and support within their team.

In terms of staff development three quarters of all council based employees say they have had an appraisal in the last year and 70% of all employees agree that they are given the opportunity to further improve their skills. However, employees' in different departments varied in their opinion of whether they are valued and developed. Therefore, more work will need to be done to ensure that employees within all departments know they are valued and that all employees receive an annual appraisal.

Generally, the results indicate that the majority of employees (71%) are satisfied working for the council and are proud to tell others they work for the council. This is an improvement on the last survey in 2002 when 51% of employees indicated that they were 'happy' working for Brent and 57% indicated they would be proud to tell others they worked for the council. The majority of employees also feel that Brent Council takes equal opportunities very seriously (70% agreed), and 60% agreed that harassment is taken very seriously too.

⁶ Unless indicated otherwise, the results refer to Council and School based staff attitudes combined.

These findings and the issues raised will now be responded to by the Director of Human Resources and Diversity along with the Chief Executive and Corporate Management Team. For further information on the survey, contact **Val Jones**, Director of Human Resources and Diversity on **020 8937 1089**.

Employment Tribunals, Grievances and Disciplinary cases

Over the last year there have been 13 employment tribunal applications registered. 6 cases were registered by women and 6 by Black and minority ethnic employees. 6 formal grievances were taken out by employees. 4 of these were registered by women and 3 by Black and minority ethnic employees. No grievances were taken out by disabled employees. 2 Black or minority ethnic employees and one white employee alleged unfair treatment. However, all cases were judged unfounded. One case was also heard under the harassment procedure, however, this was also judged unfounded.

25 disciplinary cases were brought against members of staff. Of these 18 were brought against Black and minority ethnic employees and 8 against women. 4 cases related to harassment of others and 1 related to sexual misconduct. Of these 1 case was judged to be unfounded, 1 employee received a final warning and the remaining 3 employees have ceased to be employed by the council. No cases were brought against disabled employees.

The information reported in this section is based on manual returns to the Corporate Employee Relations team for the period ending 31 March 2004 and does not include schools based employees.

Sickness and Early Retirement

2003 - 2004 saw a small increase in the number of working days lost due to sickness absence. This rose from 11.3 days in 2002/03 to 12 days in 2003/04. To reduce this Brent has now developed a new comprehensive sickness absence management procedure. The procedure streamlines the process by providing managers with guidance on the steps to take in managing sickness absence and details recommended actions.

Overall, the new procedure is aimed at making managers more accountable in the management of sickness absence and rehabilitation of employees following long term sickness. The new procedure was implemented in May 2004 and recent figures for the period April to September 2004 indicate that the level of sickness absence is lower than the figures available for the same period last year.

Although the percentage of employees taking early retirement had remained relatively stable over the last few years (0.25% in 2001/02 and 0.26% in 2002/03), this year has seen a small increase in this figure (up to 0.38%). However, this is still below the London average of 0.5%. In contrast the percentage of ill health retirements has remained stable over this last year (0.57%, compared to last year's figure of 0.59%).

Job Evaluation

All posts at Brent Council are evaluated to determine the appropriate grade and corresponding salary. Over the last year 552 posts have been evaluated. Of these, monitoring information (172 records) is available for evaluations of existing posts.

This shows that the majority resulted in an increase in grade (68%) and 30% resulted in no change to the grade. 2% of posts (4 posts in total) went down in grade, however, since these were vacant posts, employees were not directly affected by this. Analysis of the information available indicates that the ethnicity, gender and disability of an employee do not adversely impact on the outcome of the job evaluation process.

Recruitment

Expenditure on Advertising

The amount spent on recruitment advertising has remained relatively constant, with £922,039 spent in 2002/3 compared to £922,381 in 2003/4. Of the amount spent, the largest proportion of expenditure was on the professional press (£344,289). £260,439 was spent on the national press and £206,166 on the local press. The remaining expenditure was on other media including what is described as the 'ethnic press' (e.g. the Asian Times and the Voice).

Internal Promotions

The council does not operate a promotion scheme. All posts are filled through competitive recruitment. However, employees wishing to take different posts can apply for advertised vacancies across the council. To monitor the fairness of this process, the Human Resources Employee Information System (HR Pro) is being developed further to enable the council to report on this in future (further details are listed in the Action Plan in Appendix one).

Recruitment Monitoring

Over the last year 491 employees joined Brent Council. Of all posts recruited to across the council, recruitment monitoring information has been returned centrally for 54% of appointments (266). For these appointments, the council received 4,328 applications. Monitoring information is not available for all applicants. However, of those applicants who provided monitoring information we can see that 2,383 applications (60%⁷) were from women, 114 (3%⁸) were from disabled people and 2,755 (71%⁹) were from Black or minority ethnic people.

67%¹⁰ of all the people appointed are women, 2%¹¹ are disabled, and 54%¹² are from Black and minority ethnic groups. Compared to the proportion of applications received from these groups it appears that women and disabled applicants are as likely as male applicants and applicants who are not disabled, to be appointed. However, it appears that Black and minority ethnic applicants are less likely to be appointed compared to white applicants.

⁷ This figure is based on a sample of 3,982 applicants who volunteered gender information.

⁸ This figure is based on a sample of 3,506 applicants who volunteered this information.

⁹ This figure is based on a sample of 3,860 applicants who volunteered ethnicity information.

¹⁰ This figure is based on a sample of 242 appointments where monitoring information was volunteered.

¹¹ This figure is based on a sample of 212 appointments where monitoring information was volunteered.

¹² This figure is based on a sample of 233 appointments where monitoring information was volunteered.

Although we've done well to increase the proportion Black and minority ethnic employees over the last year (from 53% in 2003 to 56% in 2004), when we look at the monitoring information available for our recruitment and selection procedures we can see that work still needs to be done. In particular we need to improve the quality of monitoring information available. At present we can only report on 54% of appointments and therefore, the results may change as more information becomes available. We have also commissioned a piece of work to investigate and understand more clearly the differential reported here, and are committed to taking remedial action to address any equalities issues. Further details of the actions and activities we have planned are detailed in our Action Plan in Appendix 1.

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SECTION FOUR: What are we going to do in 2005?

Recruiting Employees

Reviewing recruitment and selection procedures

Since 2001, Brent Council has provided comprehensive training on recruitment and selection procedures for all employees involved in the recruitment and selection process. The training covers choosing appropriate selection tools, designing interview questions, and how to remove bias from the process to ensure equality of opportunity for all candidates.

Brent is looking at ways to improve the effectiveness of recruitment and selection and we are therefore, reviewing our procedures. In early 2005 a new recruitment module for the Human Resources Employee Information System (HR Pro) will be implemented. This, in conjunction with a review of the recruitment procedures, guidance and application form, will help to increase the effectiveness of monitoring and managing the whole process.

The council is committed to ensuring the workforce really reflects the diversity of the local community we serve. We are concerned that there are too few black and minority ethnic managers at senior grades. So, over the next twelve months we will set ourselves targets to improve this. In conjunction with this, when recruiting for senior jobs, emphasis is being placed on encouraging applications from Black and minority ethnic groups (e.g. through focused advertising and executive searches).

Developing Employees

Appraisals and Learning and Development Plans

As part of our commitment to developing all employees we are improving monitoring of the appraisal process. We are in the process of finalising the systems that will allow us to effectively monitor whether all employees receive appraisals. We are also setting up systems to help monitor whether personal development plans are produced for all employees and, whether the development activities detailed in these are realised.

Race for Success

Brent is committed to increasing the proportion of black and minority ethnic employees in senior management posts. To achieve this we have taken advantage of a development opportunity funded by the Improvement and Development Agency called the 'Race for Success'.

The programme offers Brent managers the opportunity to enhance their personal performance and improve their leadership potential. It also involves a work based project aimed at providing black and minority ethnic managers with the practical experience necessary for senior posts.

Equalities Training

Brent has provided equalities training programmes for the last two years. Training programmes have covered a breadth of issues ranging from raising awareness of how to put equalities into practice in day to day activities to advising managers on how to put equality into practice when developing policy and services.

In addition to this, the Corporate Diversity team continue to run Impact Needs/Requirements Assessment training. Courses are run twice a year and train up to 100 managers on how to conduct equality impact and needs led assessment of services.

Monitoring Access to Training and Training Attendance

We are currently developing systems via the Human Resources Employee Information System (HR Pro), to enable monitoring of employees' access to training by gender, ethnicity and disability. This will be in place by April 2005 and progress will be reported on in the 2005 Workforce Monitoring Report. Systems have already been put in place to monitor attendance on training programmes by gender, ethnicity, and disability. Work will now continue to ensure that all training is recorded on the system. In conjunction these measures will enable the council to include monitoring on access to and attendance at training events in future Workforce Monitoring Reports.

Supporting Employees

Induction Process

Over the last few years the council has been working on developing a comprehensive induction process for all new council employees. Initial work to formalise the induction process began in 2002 with the introduction of half-day Corporate Induction sessions. These were aimed at ensuring that all new employees received an introduction to the organisation including its vision, values and objectives. These were extended to full day events by the end of 2002.

During 2003 the induction process has been further developed with the introduction of guidance notes and checklists for all managers and new employees. These detail the items which should be covered with people joining the council. The guidance relates to three main levels of induction. This includes local team inductions covering the immediate information new employees need to know; broader service area information and objects; and finally a Corporate Induction highlighting a broader range of services provided by the council, including its values and vision.

Research is now underway to monitor attendance at corporate inductions and completion of team and service area inductions. Work will continue to improve in this area to ensure that every new employee receives a comprehensive induction.

Mentoring

The council's mentoring scheme was piloted in 2002 and then formally launched in 2003. Over the last year it has continued to provide a valuable source of learning for employees using the scheme. The scheme is focused on enabling the progression of black, and minority ethnic, female and disabled employees within the council by reserving 80% of places for these employees.

Mentees are matched with more senior members of staff to help them develop their confidence and progress to more senior posts within the council. Training is provided so that full use of the programme can be gained. To complement the existing format of one to one meetings between mentors and mentees, this year saw the addition of periodic evaluation and development sessions to help monitor individuals' progress on the scheme and maximise their attainment of individual goals.

Staff Forums

Following on from the launch of the Lesbian, Gay, Bisexual, and Transgender staff forum in September 2004, employees have now elected a steering group and have planned an open forum meeting to coincide with Lesbian, Gay, Bisexual, and Transgender History Month in February 2005. A booklet on diverse sexuality which aims to raise awareness of different sexualities and issues which may be faced by lesbian, gay, bisexual, and transgender individuals will be available shortly.

Confidential Harassment Advisory Scheme

Work is currently underway to review and further develop the Confidential Harassment Advisory Scheme. Joint working relationships are being set up with similar organisations so that best practice can be shared and implemented at Brent. The profile of the scheme will be raised by re-launching it and holding a 'drop in event' for all employees where information about the scheme will be provided.

Training is also being planned for managers to enable them to better recognise issues of harassment in the workplace, including bullying at work; and how they can be addressed. The number of advisers available will also be increased and will include at least two representatives from each service area across the council.

SECTION FIVE: Brent Schools' Workforce

Schools' Workforce Profile

The information contained in this section has been obtained from the January 2004 Annual National Census Survey of School Staff. This does not collect information on the gender of school employees and we can therefore only report on the ethnic and disability profile. Of all the 4,208 school based staff, 9 are known to have a disability. This figure includes teachers and support staff combined. The ethnic profile of school employees has been broken down into teaching and support staff and is reported on below.

Teaching staff

Brent schools employ a higher percentage of teachers from Black and minority ethnic Groups (28% in 2004) than any other authority in London. This figure is also higher than the London average (16%) and the national average of 5% (see figure 3 below). Nationally, only Salford has a higher percentage (30%). Whilst, the proportion of Black and minority ethnic teachers in Brent is lower than the proportion of Black and minority ethnic residents in Brent, it is representative of the London community where 29% of the population are from Black and minority ethnic groups. Also, although numbers are increasing, Black and minority ethnic groups remain under-represented within the teaching profession across London and nationally (see figure 3 below).

Figure 3: Percentage of population and teaching staff from Black and minority ethnic groups.



Schools' Support (Non-teaching) staff

The percentage of support staff (non-teaching staff) employed by schools in Brent, who belong to Black and minority ethnic groups, is 55%. This is comparable to the percentage of Brent employees who belonging to Black and minority ethnic groups (56% as at 31st March 2004) and the same as the Black and minority ethnic population of Brent (55%). Because data on schools' support staff is not collected as part of the annual statutory DfES survey, it is not possible to compare Brent with any other local authorities.

Our Policies and Procedures

Every school in Brent has produced a Race Equality Policy. These policies are reviewed systematically through planned visits to schools by link School Improvement Advisors. The School Improvement Advisors review the effectiveness of schools' policies, how they are implemented, the monitoring processes schools undertake and their subsequent action plans.

Over the past six years Brent has also endeavoured to increase the borough's population of ethnic minority newly qualified teachers. The following strategies have proved successful and have impacted positively on the recruitment and retention figures across the borough.

- **Recruitment of Brent Residents.**

Brent residents currently following Bed/BA (QTS) and PGCE courses of study are sent letters encouraging them to apply for teaching posts in Brent schools. Because of the diversity of the population of Brent, the number of applications from Black and minority ethnic groups is significant.

- **London Universities.**

Several London universities have high percentages of ethnic minority students. Targeting these universities as potential recruitment sources for Brent teachers has assisted the borough in improving its proportion of ethnic minority teachers.

- **Graduate Teacher programme (GTP).**

The GTP is an employment-based route into teaching. The LEA has promoted the programme widely across the borough, running roadshows and information sessions. To date the ethnicity profiles of candidates following the Graduate Teacher Programme shows that Brent is training a significantly high percentage of candidates from the ethnic minority groups (34% Asian 27%, Black 20% and 7% coming from other ethnic groups).

- **'Refugees into Jobs'**

Brent LEA works in partnership with 'Refugees into Jobs' (based in the borough and funded by both local and central Government) and two neighbouring boroughs (Hammersmith and Fulham and Ealing) to provide Refugee teachers with an 'Access to Work Scheme'. This is a pilot scheme funded by the Home Office. It is hoped that the familiarisation programme will equip teachers with sufficient knowledge and skills to access teaching positions in local schools.

The positive effect of our policies and procedures is evident in the increasing percentage of Black and minority ethnic teaching and support staff in our schools and in how we compare with authorities across London and England. The percentage of teaching staff in Brent schools that belong to Black and minority ethnic groups is higher than all but one LEA in the country and is increasing year-on-year. Also, the percentage of support staff in Brent schools from Black and minority ethnic groups is comparable to the council average and in line with the Black and minority population of Brent.

Whilst we continue to strive to eliminate unlawful discrimination, promote equality of opportunity and promote good race relations, race equality policies and procedures may not address fully the disparity between the Black and ethnic minority population and Black and ethnic minority teaching staff. The teaching workforce is vocational and somewhat unique and therefore such policies may not necessarily impact directly on the career choices of university graduates.

For more information about the profile of Brent Schools' workforce contact Ken McCormack, Head of Strategic Planning, on **020 8937 3186**.

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SECTION SIX: Strengths and Weaknesses Overall

We feel that the council has a number of strengths. These include:

- Having a workforce that reflects the diverse community it serves
- Developing and investing in employees through mentoring and training initiatives
- Actively supporting employees through our confidential reporting process for alleged victims of workplace harassment or bullying
- Demonstrating our commitment to equalities and diversity by providing staff forums to help identify and remove barriers experienced by employees

However, there are still areas of weakness which the council will have to work on to overcome. These include:

- Increasing the proportion of disabled employees within the workforce
- Increasing the representation of Black and minority ethnic people at the most senior management levels
- Ensuring that equalities monitoring information is comprehensively collected
- Developing new procedures to report on more of our employment practices

As an organisation we are committed to continuous improvement and will work hard to address these weaknesses. Therefore, we have drawn up an action plan covering the targets we have set ourselves over the next two years, and will report on achievements and progress in the next Annual Workforce and Equalities Monitoring Report. For full details on the action plan please see Appendix One.

If you would like to comment on anything in this report please contact the Human Resources Policy and Resourcing Team on 020 8937 1365. For further copies of this report or to request copies in different formats please contact **Andrea Blake**, PA to the Director of HR and Diversity on **020 8937 1091**.

APPENDIX ONE: Action Plan

Target	Activities	Officer Responsible	Deliver by
To have a workforce that represents the diversity of the local community.	Continue to report on the workforce profile with respect to gender, ethnicity and disability, within the annual Workforce Monitoring Report.	Val Jones, Director of Human Resources and Diversity.	2005 Workforce Monitoring Report.
Ensure that Black and minority ethnic employees make up at least 18% of the top 5% of earners within the Council.	Targeted recruitment (e.g. focused advertising and executive search). Establish training and development opportunities.	Val Jones, Director of Human Resources and Diversity.	April 2006
Ensure that Black and minority ethnic employees hold 45% of all management posts.	Targeted recruitment (e.g. focused advertising and executive search). Establish training and development opportunities.	Val Jones, Director of Human Resources and Diversity.	April 2006
Increase the proportion of women in management posts to 51%	Targeted recruitment (e.g. focused advertising and executive search).	Val Jones, Director of Human Resources and Diversity.	2005 Workforce Monitoring Report.
Increase the proportion of disabled employees within the workforce and ensure that disabled employees make up at least 4.3% of the workforce.	Conduct research into setting up a scheme to provide advice and guidance to disabled applicants on completing application forms.	Ian Syms, Senior Consultant.	April 2005.
	Devise and launch a targeted campaign to raise awareness of employing disabled people.	Val Jones, Director of Human Resources and Diversity.	September 2005.
To clarify possible under-reporting of disability we will obtain 90% monitoring	Increase the proportion of monitoring information available for disability.	Vik Kapoor, MIS Manager.	April 2005.

Target	Activities	Officer Responsible	Deliver by
information.	Produce a targeted leaflet campaign to raise awareness of the different types of disabilities and to encourage reporting for monitoring purposes.	Val Jones, Director of Human Resources and Diversity.	September 2005.
To investigate current recruitment and selection procedures and address any equality issues.	Commission work to conduct detailed analysis of the recruitment and selection monitoring information available (e.g. by grade and service area) and report to the Director of Human Resources and Diversity. Report results to the Strategic Human Resources and Organisational Development (SHROD) group.	Lynda Brooks, Management Services. Val Jones, Director of Human Resources and Diversity.	April 2005 June 2005.
Increase the proportion of recruitment and selection monitoring information available from 54% to 100%.	Produce quarterly reports to identify gaps in data collection, and present these at the SHROD group. Introduce the Human Resources Employee Information System recruitment module for the collection of all recruitment and selection monitoring information across the council.	Ian Syms, Senior Consultant. Vik Kapoor, MIS Manager.	Produce the first quarterly report in February 2005 and quarterly thereafter alongside the Human Resources performance data. Launch system by April 2005

Target	Activities	Officer Responsible	Deliver by
Begin monitoring internal applications to posts by gender, ethnicity, and disability.	Record internal applicant details manually at present, and on the Human Resources Employee Information System Recruitment Module when launched.	Ian Syms, Senior Consultant.	Report progress in the 2005 Workforce Monitoring Report.
Begin monitoring on access to training by gender, ethnicity, and disability across the council.	Develop system to enable the recording of applications for training.	Vik Kapoor, MIS Manager Val Jones, Director of Human Resources and Diversity.	April 2005 Publish progress in 2005 Workforce Monitoring Report
To commence reporting on training attendance by gender, ethnicity, and disability across the council.	Ensure that all training is recorded on the Human Resources Employee Information System (HR PRO).	Val Jones, Director of Human Resources and Diversity.	Publish in 2005 Workforce Monitoring Report
To commence reporting on appraisals by gender, ethnicity, and disability.	Ensure that details of all appraisals are entered onto the Human Resources Employee Information System (HR PRO).	Val Jones, Director of Human Resources and Diversity.	Publish in 2005 Workforce Monitoring Report
Begin reporting on the gender, ethnic, and disability profile of employees leaving the council and the reasons for leaving.	Develop procedure to record the reasons why employees leave the organization.	Val Jones, Director of Human Resources and Diversity.	Publish progress in 2005 Workforce Monitoring Report
Investigate the possibility of monitoring employment practices of contractors and producing a workforce profile by gender, ethnicity, and disability.	Develop and agree protocol for requesting necessary monitoring information within contractors' Service Level Agreements.	Tim Flint, Principal Management Services Officer and Alison Matheson, Head of Procurement Strategy and Risk Management.	December 2005

Target	Activities	Officer Responsible	Deliver by
Continue to monitor the number of disciplinary and grievance cases by gender, ethnicity, and disability.	Collate information on disciplinary and grievances heard.	Pat Keating, Employee Relations Manager.	Produce monitoring information annually, to be published within the Workforce Monitoring Report.
Investigate any apparent equalities issues resulting from monitoring of disciplinary and grievance cases during the last year.	Investigate any apparent equalities issues and report results of investigation to the SHROD group.	Pat Keating, Employee Relations Manager.	June 2005
Continue to monitor cases taken to employment tribunals, by gender, ethnicity, and disability.	Continue to work with the legal department, monitoring Employment Tribunal cases via the Tribunal Panel.	Pat Keating, Employee Relations Manager.	Report results of Tribunal Panel quarterly to members and annually within the Workforce Monitoring Report.
Ensure that all employees' addresses and postcodes are detailed on the Human Resources Employee Information System (HR Pro).	Ensure that address details of all employees are entered onto the Human Resources Employee Information System (HR PRO).	Vik Kapoor, MIS Manager.	April 2005
To ensure that the council employs (where possible) local people to help the economic development of the local community.	Examine the proportion of employees who live in the London Borough of Brent.	Val Jones, Director of Human Resources and Diversity.	Report progress in the 2005 Workforce Monitoring Report.
	Based on the existing proportions of employees living in Brent, set future targets for employees drawn from the local community.	Val Jones, Director of Human Resources and Diversity and Philip Newby, Director of the Policy and Regeneration Unit.	Report progress in the 2005 Workforce Monitoring Report.

Target	Activities	Officer Responsible	Deliver by
To report on schools' workforce profile.	Provide information from the Annual National Census Survey of School Staff to enable the publication of schools' workforce profile and equalities monitoring information.	Ken McCormack, Head of Strategic Planning.	Report annually for publication in the Workforce Monitoring Report.
	Report on school's workforce profile in the council's annual Workforce Monitoring Report.	Val Jones, Director of Human Resources and Diversity.	Report within the 2005 annual Workforce Monitoring Report.

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APPENDIX TWO: Impact Needs/Requirement Assessment Completion Form

1: What is the name of the service/policy/procedure/project etc to be assessed?

The 2004 Workforce and Equalities Monitoring Report and action plan.

2: Briefly describe the aim of the service/policy etc? What needs or duties is it designed to meet? How does it differ from any existing services/policies etc in this area?

This is the council's third annual workforce monitoring report. It is designed to help the council comply with equalities legislation relating to race, gender and disability. The report presents information relating to the council's workforce profile in a factual way, and in some detail and is designed specifically to meet the council's specific duty on race equality and employment, consistent with the provisions of the Race Relations Amendment Act.

This year's monitoring report however differs from previous years in that it also includes an all-important action plan, which will help the council focus on target areas. It will also provide a very useful means by which the council can measure progress on employment and equality issues.

3: Are the aims consistent with the council's Comprehensive Equality Policy?

Yes, this report reflects the council's commitment to promote equality and diversity in employment, which is part of the general aims of the CEP. The actions, which are listed in the CEAP, are also listed in the workforce monitoring report's action plan, so there is consistency and continuity between the two documents.

4: Is there any evidence to suggest that this could affect some groups of people? Is there an adverse impact around race/gender/disability/faith/sexual orientation/age/health etc? What are the reasons for this adverse impact?

There are question marks over some of the data presented in the report, and Human Resources have recognised that they must investigate "gaps", and hence the importance of the attached action plan. The action plan will focus Human Resources' attention on those areas which appear to be of concern with the requirement to report on their findings, and remedy any adverse impact as necessary.

It must be noted however that any remedy which is put in place, say to increase the numbers of women staff in management, will correspondingly have an impact on the overall numbers of men in management posts. Human Resources, will need to "weigh" each remedy accordingly to see whether the impact can be justified.

5: Please describe the evidence you have used to make your judgement. What existing data for example (qualitative or quantitative) have you used to form your judgement? Please supply us with the evidence you used to make your judgement separately (by race, gender and disability etc).

The evidence from the actual 2004 Workforce and Equalities Monitoring Report and action plan has been used to make my judgement.

6: Are there any unmet needs/requirements that can be identified that affect specific groups? (Please refer to provisions of Disability Discrimination Act and the regulations on sexual orientation and faith if applicable)

Yes, and these groups are outlined in the report. There are particular concerns about the under-representation of women and Black and minority ethnic staff in management posts, of under-reporting among disabled staff, and of the prevalence of Black and minority ethnic employees among the council's figures on disciplinary hearings. There is also concern about "gaps" in the data around recruitment and selection figures, training, promotion, appraisals and leavers. Each of these is dealt with in the action plan, which sets out a number of targets for the council to achieve.

7: Have you consulted externally as part of your assessment? Who have you consulted? What methods did you use? And what have you done with the results i.e. how do you intend to use the information gathered as part of the consultation?

No, external consultation did not take place for this specific document because the report is for information only. However the report has been widely discussed at the Leadership Group for Equality and Diversity, at the Strategic HR and Organisational Development Group, at HR's Management Team meetings, and at Corporate Management Team.

The report is also due to be discussed at the Diversity Reference Group Meeting on February 9 2005.

The council has also consulted with its own staff very recently, and the responses from the 2004 Staff Survey are reported on in the report as well. The council also has a staff panel, for the purpose of employee consultation and this meets regularly.

8: Have you published the results of that consultation, if so, where?

See above for reference to the 2004 Staff Survey. The results of the staff survey are on the HR web page and all staff have received notification of the main "headline" results in the form of a leaflet with their payslips in January 2005.

9: Is there a public concern (in the media etc) that this function or policy is being operated in a discriminatory manner?

No, and there has been no negative press in the media, quite the opposite, and the council has appeared in a number of very positive press releases over the last year. In January 2004, an article appeared in the London Bulletin, and in May we featured in the Local Government Chronicle, again in September in the Times and Sunday Times newspaper and once again in October in Employee Benefits Magazine.

The council has also been short listed for an Opportunity Now award in May 2004 for our progress on gender equality in employment and we received a special commendation in the Working Families awards in December 2004 for our approach to promoting work-life balance among our staff.

This positive press however relates to the progress we have made around women in senior posts and flexible working, but whilst we are delighted with the press coverage we have had, we are not complacent and recognise that other progress still needs to be made, and this is outlined in the action plan.

10: If in your judgement, the proposed service/policy etc does have an adverse impact, can that impact be justified? You need to think whether the proposed service/policy etc will have a positive or negative effect on the promotion of equality opportunity, if it will help eliminate discrimination in any way, or encourage or hinder community relations.

The publication of this report is a positive step forward and should be welcomed. What is also particularly welcomed is the publication of an action plan, which will help the council measure its progress against its employment targets.

11: If the impact cannot be justified, how do you intend to deal with it?

Not appropriate

12: What can be done to improve access to/take up of services?

Ensure that there are adequate resources in place to progress the attached action plan, which includes;

Investigate and remedy any apparent "adverse impact"

Close the "gaps" in data collection

Ensure that HR reports quarterly to the Strategic HR and OD Group beginning February 2005 on the council's figures on recruitment and selection

Put positive action measures in place to address imbalances

Agree to report back again in a year's time to the Executive

13: What is the justification for taking these measures?

To make improvements in the lives of Brent's employees, to actively work towards the promises we've made to be an equal opportunities employer, to become an employer of choice, to ensure we're 100% compliant with current legislation.

14: Kindly provide us with separate evidence of how you intend to monitor in future.

Monitoring of the action plan will be done through Human Resources and is the responsibility of the Director of HR and Diversity.

The SHROD Group will assume some responsibility for ensuring that they receive quarterly reports from HR on recruitment and selection figures, and the Tribunal Panel will continue to meet and feedback to members.

Ultimately, the author of the 2005 Annual Workforce Monitoring Report will report on progress made against the action plan, and members will then have the opportunity to measure the real progress made.

15: What are your recommendations based on the conclusions and comments of this assessment?

Particular attention needs to be paid to the action plan and achieving those set targets.

It is vital that Human Resources make proper arrangements to have staff in place to implement the action plan.

A new resource in HR needs to be identified who will report on the 2005 workforce monitoring report.


16: If equality objectives and targets need to be developed, please list them here.

See the action plan.

What will your resource allocation for action comprise of?

The Director of HR and Diversity is responsible for resourcing the action plan.

Signed by the manager undertaking the assessment

Full name (in capitals please)	Tracy Walters Head of Diversity Corporate Diversity Team Tel 020 8937 1117
Signature	

Dated	January 20 th 2005
Others involved in the assessment - auditing team/peer review	Cristina Bertua, report author from Human Resources.

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