

# **Brent Council's Annual Workforce and Equalities Monitoring Report 2005**

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# **Brent Council's Annual Workforce and Equalities Monitoring Report 2005**

## **SECTION ONE: Introduction**

This is Brent Council's fourth annual Workforce and Equalities Monitoring Report. Every year the council provides a profile of our workforce by race, gender and disability, as well as information about our employment practices. This year, we have again reported on the workforce in our schools, and for the first time we have also provided a profile of Brent's councillors. At the end of the report there is an action plan which sets out what progress we have made on our employment equality targets over the last year and sets out some new targets for the coming year.

As a council we are committed to ensuring that our workforce represents the people we serve. Brent is one of only two councils serving a population where a majority of local people are from ethnic minorities. We are proud of this diversity and keen to reflect it at all levels of the council. Doing so is vital, both to deliver responsive services and to help set the standard for other local employers.

### **This Report**

The main body of this report covers the period April 2004 to March 2005. But we have also included an annexe which shows our progress from April 2005 to September 2005. The message overall is a very positive one, our research suggests that not only have we sustained and built on our successes, but there have been particular advances in the last six months, and we have plans in place to secure further progress.

The report is divided into different sections to make it easier to read. For example Sections Two reports on council-based employees whilst Section Three looks at the workforce profile in schools. Section Four covers the initiatives we have taken so far to promote diversity within the workforce, and Section Five sets out the key initiatives we have planned for 2006. Section Six highlights our improved performance over the six month period from April to September 2005 whilst Section Seven is given over to our priorities for the future.

Our action plans are to be found in the appendices along with a report on the workforce profile of social care staff.

## What happens to the Report now?

The report will be made widely available to all our employees, to elected councillors, to trade unions, partner agencies and members of the public. The report will also be published on the Internet and will be made available in Brent's One Stop Shops and Libraries. We hope you enjoy reading the report, and we'd welcome any comments you may have. If you want to speak to someone about the report or if you want further copies, please contact Manjula Shah in the council's Diversity Team on **020 8937 1023**.

## Headline Results

This report highlights Brent's progress on creating a diverse workforce.

In the period between **April 2004 and March 2005** women made up 61 per cent of the workforce and held 53 per cent of all management posts. Black and minority ethnic employees made up 55 per cent of the workforce and held 41 per cent of all management posts. Disabled employees made up 3.4 per cent of the workforce and held 2 per cent of all management posts.

In the period between **April 2005 and September 2005** the proportion of women in the workforce rose to 62 per cent and 54 per cent of all management posts. Similarly the proportion of Black and Minority Ethnic staff increased to 56 per cent of the workforce and 45 per cent of all management posts. The number of disabled employees increased to 3.76 per cent of the workforce and they held 3.3 per cent of all management posts.

These figures are really encouraging, and show the effect of our employment practices in terms of promoting greater diversity in our workforce. Similarly, the results from schools also show the positive effects of Brent's policies and procedures have had in increasing the percentage of Black and minority ethnic teaching and support staff in our schools.

By April 2005, 30 per cent of teaching staff in Brent schools came from Black and minority ethnic groups, an increase on last year and this is now the highest percentage in the country. Plus, 56 per cent support staff in our schools are also from Black and minority ethnic groups, which reflects the wider population in Brent.

## SECTION TWO: Workforce profile of council based staff for the period April 2004-March 2005

Brent Council is made up of many different departments providing a wide range of services to the community. Figures from March 31<sup>st</sup> 2005 indicate that there are 3,085 council based employees (2,843 full time equivalent). This is an increase of 192 employees or 6 per cent on the previous year.

From 1<sup>st</sup> April 2004 to 31<sup>st</sup> March 2005 the council's turnover rate was 12 per cent, a significant improvement on the previous year's figure of 18 per cent.

Early indications for 2005-6 suggest staff retention is continuing to improve; the turnover from April 2005 to September 2005 was 4.9 per cent – which would equate to 9.87 per cent if extrapolated across the whole year.

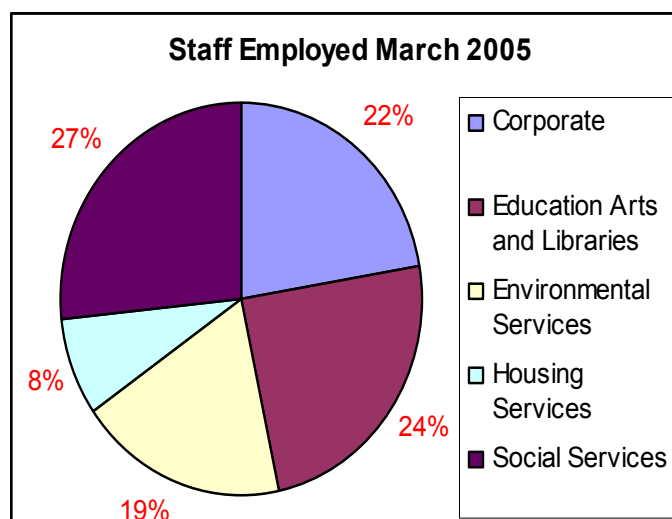


Figure 1: Where staff are employed

### Council Services

The different departments within the council were grouped according to the type of services they provided between **April 2004 and March 2005**.

#### The Corporate Centre

Service units in the Corporate Centre principally provide support for all council services as well as dedicated services to customers. The Corporate Centre consists of the Chief Executive's Office, the Communications and Consultation Unit, Corporate Property and Corporate Support teams, Human Resources and Diversity, the Information Technology Unit, Legal and Democratic Services, Policy and Regeneration, Brent Financial Services and the One Stop Shops. There were 684 employees within this service area during the period between April 2004 and March 2005, making up 22 per cent of the council's total workforce.

## **Education, Arts and Libraries**

Education, Arts and Libraries employed 753 staff, which made up 24 per cent of the total workforce. 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 focused on supporting schools in the Borough, providing an educational psychology and learning support service, and tackling under achievement.

## **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 was also involved in ensuring that 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 were also provided by the 575 employees making up 19 percent of the council's total workforce.

## **Housing Services**

Between April 2004 and March 2005, 248 employees worked in Housing Services, providing housing choices and advice on housing issues including homelessness. They also work on improving the quality and standards of homes in partnership with social landlords besides working to maximise the use of houses, by reducing the number of unoccupied or under-occupied homes and working on redevelopment and regeneration programmes.

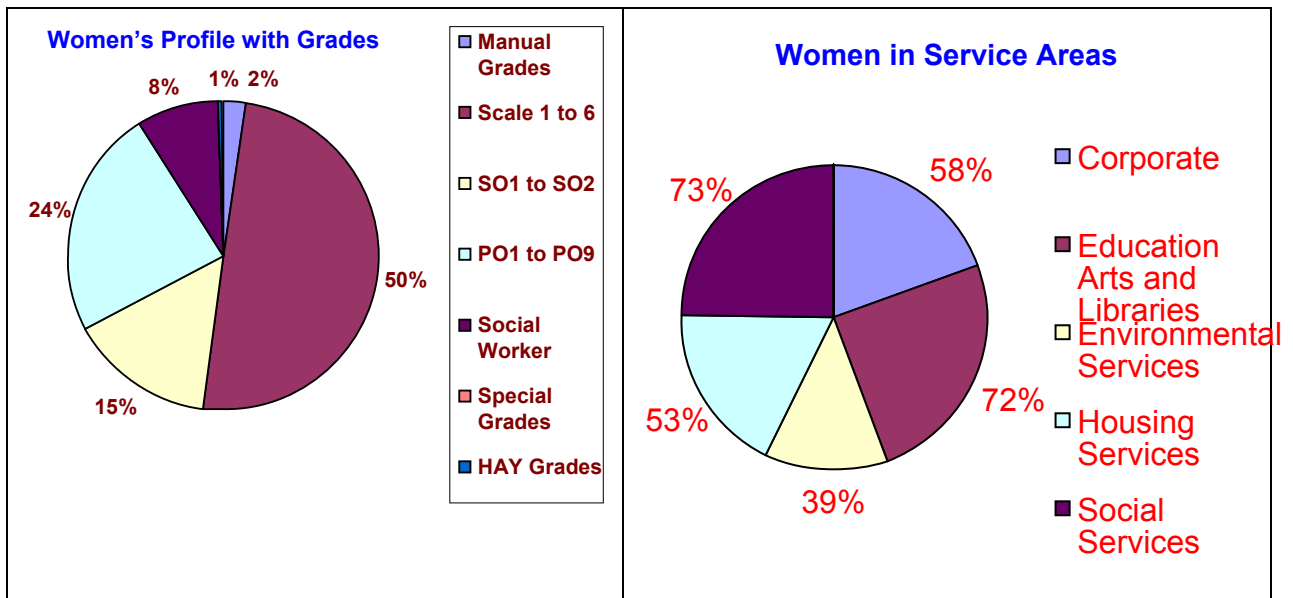
## **Social Services**

Social Services employed 824 staff between April 2004 and March 2005 focussing on people with care needs. They provided necessary help and support to vulnerable residents to live a dignified, independent and safe life. Social Services was by and large the biggest department employing more staff than elsewhere.

## Gender Profile – 1<sup>s</sup> April 2004 to 31<sup>st</sup> March 2005

In 2004-05 women made up 61 per cent of all Brent Council employees. This figure compares well to the 46 per cent of economically active women in the local population and the overall proportion of women in the local population i.e. 51 per cent.

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 per cent of the workforce, 63 per cent in 2003 and 60 percent in 2004. A higher proportion of women have jobs within the fields of Social Care, Education and Customer Care. This is not a surprise as this pattern is consistent with historical trends of gender specific jobs. Between April 2004 and March 2005, women held 53 percent of all management posts (salaries of £25,407 and above). This is an increase of 5 per cent on the year before. 44 per cent of women are in the top five percent of earners in the council (salaries of £46,893 and above), and they hold 47% of the most senior graded posts.



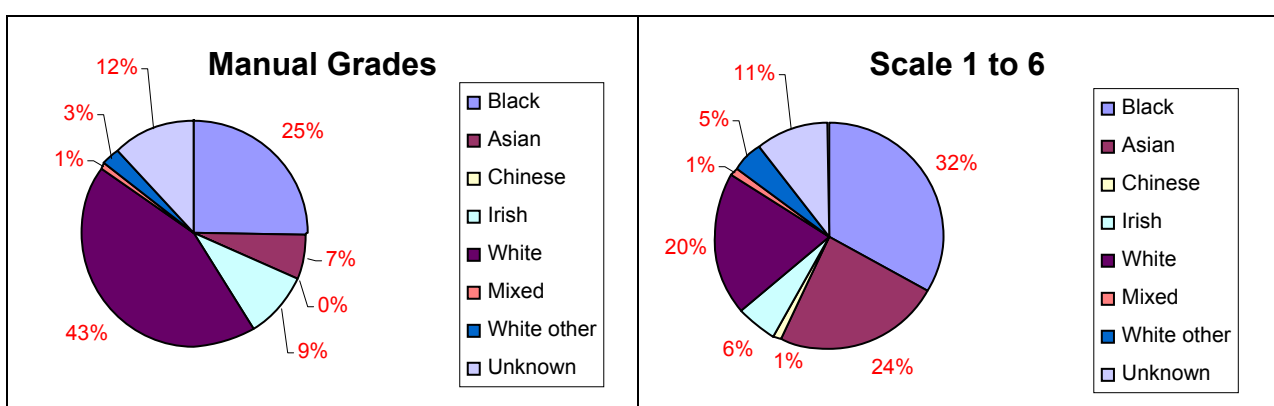
Manual grades cover the salary range from £12,429 to £13,269. Scales 1 to 6 covers the salary range from £10,560 to £21,033.

The salary range for S01 starts from £21,867 to £23,313 whereas for SO2 the salary range starts from £24,000 to £25,407.

The salary range for PO1 starts from £25,407 to £27,372 and PO9 starts from £46,893 to £50,295

## Ethnic Profile – 1<sup>st</sup> April 2004 to 31<sup>st</sup> March 2005

We have ethnic data for 92 per cent of our staff. This is better than in previous years and is due to improved data collection techniques as well as greater staff confidence in the way this information is used. In the period 2004-05, 55 per cent of staff came from a Black and minority ethnic background, a small increase on the previous year and 6 per cent of staff came from an Irish background. These figures means that our overall staff profile is almost exactly reflective of the local population, where 55 per cent of local people come from Black and minority backgrounds and 7 per cent of local people are Irish.



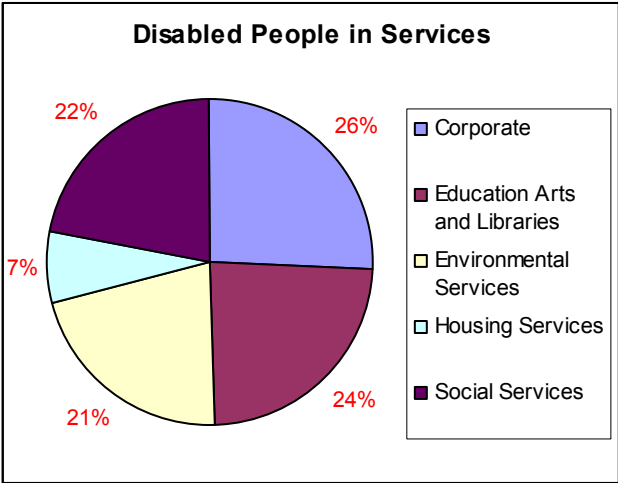
Manual grades cover the salary range from £12,429 to £13,269. Scales 1 to 6 covers the salary range from £10,560 to £21,033. The salary range for PO1 starts from £25,407 to £27,372 and PO9 starts from £46,893 to £50,295

Between April 2004 and March 2005, Black and minority ethnic employees held 41 per cent of all management posts. 18 per cent of the Black and minority ethnic employees are among the top five per cent of earners in the council, which compares favourably to the London average of 10.9 per cent.

## Disability Profile – 1<sup>st</sup> April 2004 to 31<sup>st</sup> March 2005

On 31 March 2005, 3.4 per cent of staff declared themselves to have a disability. 2 per cent of disabled staff held management posts, a slight decrease of 0.4 per cent from the year before. 2.7 per cent of the council's most senior posts are held by disabled staff. The council will have a new public duty to promote disability equality, and a specific duty to publish a Disability Equality Scheme by December 2006. The government hopes 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.





### The Councillors' Profile

This is the first time that we are reporting on the profile of our Councillors. The IDeA and Employers Organisation survey of 20,000 councillors after the May 2004 elections found that 3.5 per cent were from ethnic minority backgrounds, in comparison a recent survey in Brent which found that 39 per cent of Councillors in Brent are from Black and ethnic minority backgrounds. The Brent survey of councillors was based on a 57 per cent response rate.

## SECTION THREE: School Workforce Profile

The information contained in this section has been received from the annual Teaching Staff Survey for 2004-05. The survey sadly does not give information on the gender of school employees so we cannot report that here.

Schools in Brent have a status of either community, voluntary aided or foundation schools. There are a total of 4,943 people working in Brent schools, 2,192 are employed within community schools (council employees), and 2,751 work within voluntary aided and foundation schools (and are employed through a Governing body).

Of the 2,192 school based council employees within community schools, 954 are teachers, and 1,238 are support staff as most of them are primary schools. And of the 2,751 school based governing body employees, 1,617 are teachers and 1,134 are support staff.

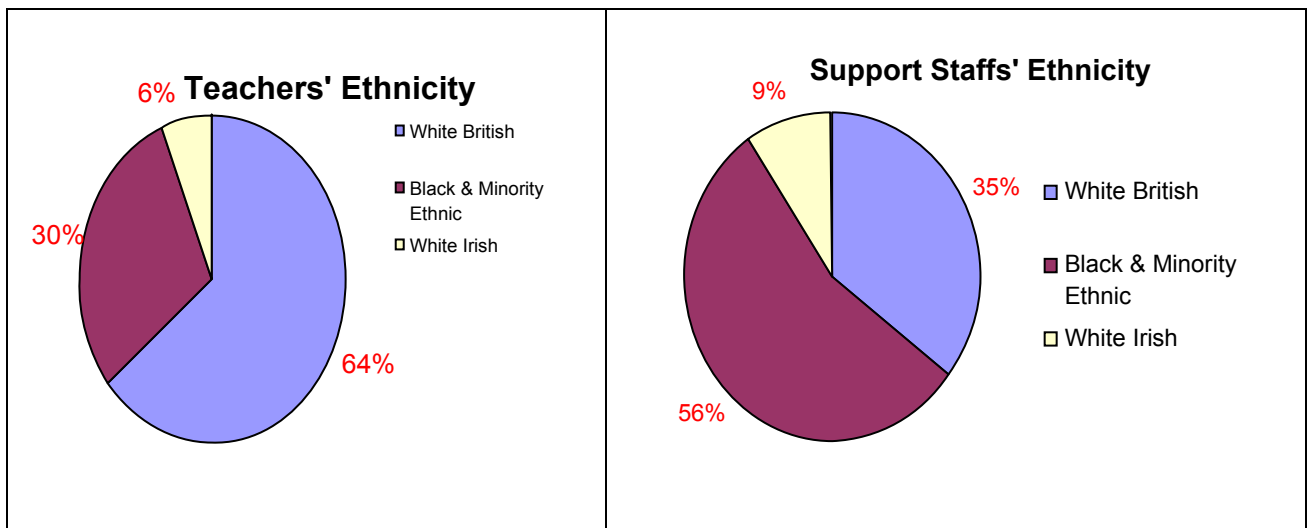


Fig 6: Teacher's Profile

1<sup>st</sup> April 04 to 31<sup>st</sup> March 05

Support Staff's Profile

### Teaching staff

Brent schools employ a total of 2,571 teachers across community, voluntary aided and foundation schools, and we have ethnic data for 94 per cent of all teaching staff. 721 or 30 per cent of teachers are from Black and minority ethnic groups, an increase of 2 per cent from last year. This figure is now the highest in the country. 87.5 per cent of teaching staff work full-time.

### Schools' Support (Non-teaching) staff

Brent schools also employ 2,372 support staff, 56 per cent of whom were from Black and minority ethnic groups. This is an increase of 1 per cent from the previous year and is comparable with the Black and minority ethnic population of Brent. 62 per cent of support staff work full-time.

Less than one per cent of school based staff are known to be disabled.

## **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.

Brent has continued its efforts to increase the ethnic minority newly qualified teachers by encouraging Brent residents doing a teachers training course, to apply for jobs in Brent. The Graduate Teacher Programme is an employment-based route into teaching.

The Local Authority has promoted the programme widely across the borough, running road-shows and information sessions. To date the ethnic profile of candidates following the Graduate Teacher Programme shows that Brent is training a significantly high percentage of candidates from the Black and minority ethnic groups e.g. 34 per cent Asian, 27 per cent Black, and 27 per cent coming from other ethnic groups.

Brent schools have benefited enormously from promoting the Graduate Teacher Programme in recent years. Over 80 teachers have been trained on the scheme since September 2000, 95 per cent of whom are still teaching within the borough. Schools welcome the programme because it has a positive impact on helping them to retain teachers in their schools, and plan for the future.

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

## **SECTION FOUR: What have we done over the last year?**

### **Promoting Disability Equality**

Brent has welcomed the new public duty, brought about by changes to the Disability Discrimination Act 2005 to promote Disability Equality by setting up a new cross-council working group called the Disability Equality Liaison Group (DELG). The group is chaired by Val Jones, Director of HR and Diversity and met for the first time during May 2005. This group works together to ensure all council service areas are ready for the changes in legislation. The Disability Equality Liaison Group aims to promote positive attitudes towards disabled people and encourage participation by disabled people in public life. The changes also place a specific duty on Brent to produce a Disability Equality Scheme which will be developed together with disabled people within our community.

### **New LGBT Month launched**

The Council marked LGBT History Month in February 2005, as part of the country's first nationwide celebration of Lesbian, Gay, Bisexual and Transgender history and culture. The event was timely after Brent was ranked 59<sup>th</sup> in Stonewall's list of the top 100 gay friendly employers. The council also launched an LGBT Staff Forum in September 2004.

### **Work-Life Balance Award for Brent**

Brent council won the Employee Benefits Magazine award for the Most Effective Work-life Balance Strategy in April 2005. The council beat two other finalists, Hertfordshire County Council and the Royal Bank of Scotland. Brent Council's pioneering strategies in work life balance received praise in 2004, when they were runner up at the Opportunity Now Awards in May and also received a special commendation from Working Families, during their annual awards in December 2004.

The judges were impressed with the range of flexible working options the council offers. These can be adapted to help staff manage their religious as well as caring responsibilities. The judges also noted the very real business benefits which the project has helped to bring, such as the reduction in sickness absence and turnover.

### **Brent Wins Top Training Award**

Brent Council has also won a major training award aimed at encouraging people from minority ethnic communities into work. The council won the PATH National Partnership and Business Excellence Award 2005 for its work with PATH trainees in its Environment and Housing departments from where they often go on to successful careers within the council and other

organisations.

PATH is an organisation that addresses under-representation and inequalities of black and minority ethnic groups in management and the professions through the provision of innovative training, good career opportunities, motivation and support to individuals and organisations wishing to create a workforce that reflects our diverse communities.

### **National Vocational Qualification awards ceremony**

Twelve employees were presented with their awards by Chief Executive Gareth Daniel, for undertaking National Vocational Qualifications (NVQ) in either Administration or Customer Service levels 2 and 3. These are work based qualifications, which adhere to National Occupational Standards. Each employee is required to submit evidence from their work which demonstrates their skills and knowledge.

NVQs cover all the main aspects of an occupation, including current best practice, the ability to adapt to future requirements and the knowledge and understanding which underpins competent performance. On average an NVQ takes between nine months to a year to complete.

### **Telephone Skills training**

Telephone Skills training for all staff began in March 2005 in order to improve telephone enquiry handling and raise telephone customer service standards across the council. The courses were designed to ensure that the corporate Customers Come 1st message, quality, efficiency and service area needs were all included. It provided an opportunity to sharpen telephone customer care skills, share experiences from across the council, raise awareness of telephone customer service related issues and encourage a unified approach to delivering excellent customer service.

### **Mentoring**

The council's mentoring scheme was formally launched in 2003 and since then 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, women and disabled employees within the council.

Mentees are matched with more senior members of staff to help them develop their confidence and progress to more senior posts within the council. Besides training, periodic evaluation and development sessions are held to help monitor individuals' progress on the scheme and maximise their attainment of individual goals.

## **Race for Success**

Brent wanted to increase the proportion of black and minority ethnic employees in senior management posts so took advantage of a development opportunity called the 'Race for Success'. The programme offers seven 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.

## **The Staff Attitude Survey**

The Staff Survey 2004, conducted through questionnaires sent out with staff payslips in May found that morale among Brent Council employees has risen once again. 71 per cent of staff reported that they were "quite proud to tell others" that they work for the authority. This is up from the 57 per cent who expressed such a sentiment in the 2002 staff survey, which in turn was a significant increase from figures found in the previous research in 1997.

The percentage of staff "satisfied" to work for Brent Council was also at 71 per cent with 16 per cent saying they were "very satisfied". Schemes introduced since the 2002 survey to improve working life for employees seem to have taken effect. The work-life balance programme was introduced as a direct result of the 2002 survey acknowledging that staff had important commitments outside the workplace. Almost two-thirds of council staff or 65 per cent agreed that they were able to use flexible working patterns when necessary.

## **Confidential Harassment Advisory Scheme**

The council first launched a Confidential Harassment Advisory Scheme in February 2002 to support alleged victims of workplace harassment. A group of employees were provided with training to prepare them as volunteer advisors for employees who felt bullied or harassed at work. Many of the advisors have moved on so the scheme which was re-launched in November 2005. The scheme now boasts 17 advisors representing all service areas.

## **New Policy on Recruitment**

The council is committed to ensuring the workforce really reflects the diversity of the local community we serve. Hence a new policy concerning advertising council job vacancies in a bid to increase the visibility of local authority jobs available to the wider community was launched. Brent Council now advertises all staff vacancies in a new recruitment supplement, "The Job Shop", produced by the council to accompany the Brent Magazine published 12 times per year. It also advertises vacancies with local businesses and employers and aims to offer practical tips and advice covering recruitment issues including a clinic to help people write their curriculum vitae. This is the ideal vehicle to recruit local people as it is delivered direct to 98,000 homes

each month. The magazine is also freely available in every library and One Stop Shop. Distribution has also been increased to local businesses in Brent.

## **Equalities Training**

Brent continues to provide equalities training, ranging from raising awareness of how to put equalities into practice in daily activities to advising managers on considering equality issues when developing policy and services. The Corporate Diversity Team runs Impact Needs/Requirements Assessment training on regular basis. Progress is being made to roll out a "Disability Confident Training", which is an e-learning pack for all staff from September 2005. This course covers service and employment issues and can be completed flexibly inside/outside core working time. Guidelines on Dyslexia and our Customers are now online and available for staff to refer to when they need to do so.

The 2004 Staff Survey showed that higher numbers of staff, when able to respond anonymously defined themselves as disabled. Therefore, we plan to roll out a poster and postcard campaign aimed at addressing any possible concerns that the disabled workforce currently has to take away the fear of reporting their disability status. This will be rolled out in early 2006.

## **Employment Tribunals, Grievances and Disciplinary cases**

In 2004-5, there were 15 employment tribunal applications lodged against the council. Thirteen cases or 87 per cent were lodged by women and eight or 53 per cent by Black and minority ethnic employees. 10 of these cases were for unfair dismissal cases, 2 were for sex discrimination, 1 was for disability discrimination, 1 was for race discrimination and 1 was a whistle-blowing complaint. 6 cases were settled out of court, 3 cases won and 1 case was partially won. 1 case lost but no compensation was awarded. 4 cases are still outstanding. Eighteen formal grievances were taken out by employees, out of which fourteen or 78 per cent were from Black and minority ethnic employees and eleven or 61 per cent were from women. There were no grievances received from disabled staff. 8 grievances were not upheld, 2 were withdrawn, 1 was dismissed and the rest reached agreement.

93 disciplinary cases were brought against members of staff in 2004-05, a significant rise from 2003-04 when there were 25 cases. However the cases reported in 2003-04 did not include schools based employees. 43 cases or 46 percent of disciplinary cases were from school based employees and 50 cases or 54 per cent were from council staff. 56 or 60 per cent were brought against Black and minority ethnic employees and 37 or 40 per cent against women. 21 employees were dismissed, 25 received a written warning, 3 resigned, 14 received a verbal warning, 7 reached agreement, 8 had no case to answer and the rest of the results are still outstanding. No cases were brought against disabled employees.

## **Sickness and Early Retirement**

Brent has recently implemented a revised sickness absence management procedure which streamlines the process and provides managers with guidance on the steps to take in managing sickness absence. Managers are made accountable in the management of sickness absence and rehabilitation of employees following long term sickness.

During 2004-05 the council lost 10.49 days per person due to sickness absence, compared with 12 days the previous year. 0.29 per cent of staff took early retirement in 2005-05 compared with 0.38 the previous year. Whilst 0.26 per cent staff took ill health retirement in 2004-05 compared with 0.57 per cent in the previous year.

## **Job Evaluation**

Brent Council evaluates all posts to determine the appropriate grade and corresponding salary. 390 posts were evaluated during 2004-05 and 184 records of monitoring information were available for evaluations of existing posts. This shows that the majority i.e. 112 posts or 61 per cent resulted in an increase in grade, 68 posts or 37 per cent resulted in no change to the grade and 3 posts or 2 per cent went down in grade. 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.

## **Expenditure on Recruitment Advertising**

The amount spent on recruitment advertising for 2004-05 was £968,079 compared with £922,381 in 2003-04 and £922,039 in 2002-03. The largest proportion of expenditure of £322,859 was on the national press followed by £322,561 on the professional press and £174,410 on the local press. The remaining expenditure of £148,249 was on other specialist media such as the Asian Times and The Voice.

## **Recruitment Monitoring**

During 2004-05 the council received 5,186 job applications, and made 273 appointments. Of the 1,086 candidates who were short-listed, 56 per cent were from Black and ethnic minority groups, 60 per cent were women and 3 per cent were disabled people.

49% of all appointments were made to Black and minority ethnic applicants, 53% of all appointments were made to women and 3.7% of all appointments were made to disabled applicants.

As part of the 2004-05 action plan we have also studied closely recent appointments to middle and senior grades. We wanted to check that our recruitment and selection procedures are not inadvertently having a negative impact on black and minority ethnic groups. Our research showed that there is no evidence of this and that our performance in recruitment to middle and senior management is both fair and consistent.



## **Social Care Staff**

For the second year running we have published Equalities Monitoring data on our Social Care Staff. This has been produced through a partnership working with the Commission for Social Care Inspection and is recognised good practice in this area. This is published on the internet and a copy is attached as Appendix 5 to this report.

## **SECTION FIVE: What are we going to do in 2006?**

### **Boost to Staff Forums**

Brent has four staff forums - for disabled people, Black and Asian staff, Lesbian Gay, Bisexual and Transgender staff and Women. The management of them has recently been taken over by the Corporate Diversity Team. The team met with the chairs of staff forums to communicate that they are to report back to Corporate Management Team on an annual basis. This would reinforce the commitment the council has to supporting the staff forums and make members feel really valued. Regular quarterly meetings with the chairs have been organised. The chairs of all the Staff Forums are also to sit on the Diversity Leadership Group from December 2005.

Work is currently underway to review and develop the Women's Staff Forum. The profile of the forum will be raised with its re-launch in January 2006.

### **LGBT History Month**

February 2006 will be the second national LGBT history month. This will be the annual event to celebrate all the Lesbian, Gay, Bisexual and Transgender achievements, past and present. This event will reveal and explore the wealth of LGBT experience both in the UK and abroad. Brent will initiate a variety of projects and events to promote knowledge of LGBT achievements, e.g. readings, displays, competitions, quizzes, and oral history. This is an important event in helping drive the culture change to create a more inclusive society.

### **International Women's Day**

International Women's Day is a global day for celebrations for the economic, political and social achievements of women. Brent has participated in celebrating this day in the last two years. Brent council plans to host two more events in March 2006 for women.

### **Phase Two of Work Life Balance**

Building upon the success of the council's work-life balance project, we aim to roll out the second phase in early 2006. There will be workshops for new parents and carers. The idea is to have a network of both these groups so they can exchange ideas and build on good practice examples. We shall also launch a childcare voucher scheme in the New Year.

### **Disability Equality Scheme**

The Disability Equality Scheme is to be published by the end of May 2006. Work is currently underway for this big project. Its purpose is to explain how Brent council promotes equality, removes barriers and challenges discrimination against disabled people.

## **Implementation of Age Equality legislation**

With the approval of Parliament, the Employment Equality (Age) Regulations 2006 are due to come into force on 1 October 2006. Over 65s are to get the same rights to unfair dismissal and redundancy payments as younger workers under new measures to outlaw age discrimination in the workplace. Work is currently underway for this and we will continue to review our policy in 2006.

## **SECTION SIX – Our Workforce Profile for April to September 2005**

During the summer of 2005 the council had begun a re-structure which led to a change to many departments. We are of course providing the same services, and no jobs have been lost as a result of the reorganisation, but some departments have changed their names to reflect their new functions.

By September 2005, the council employed 3,039 people, 62 per cent of employees were women, 56 per cent of whom were black and minority ethnic staff, and 3.76 per cent who were disabled.

At that time, 45 per cent of management posts were also held by Black and Minority Ethnic staff, 54 per cent of management posts were held by women and 3.3 per cent of management posts were held by disabled staff.

Black and minority ethnic employees made up 19 per cent of the top 5 per cent of earners, whilst women made up 41 per cent of the top 5 per cent of earners.

These figures show some real improvements on the previous twelve months. For example, by September 2005 Black and minority ethnic staff held 45 per cent of management posts, compared with 41 per cent some six months earlier. Whilst the proportion of Black and minority ethnic staff among the council's top 5 per cent of earners has increased to 19 per cent, up 1 per cent in six months and up two and a half per cent in eighteen months.

In Children and Families, 657 people were employed as of September 2005, 52 per cent were from Black and minority ethnic groups, 6 per cent were Irish, 74 per cent were women and 1.4 per cent were disabled people. Black and minority ethnic staff held 41 per cent of all management posts and 17 per cent of the most senior posts. Whilst, women held 68 per cent of all management posts and 33 per cent of the most senior grades.

Adult and Social Care employed 546 staff in September 2005, 62.7 per cent were from Black and minority ethnic backgrounds, 9.52 per cent were Irish, 69 per cent were women and 11 per cent were disabled people. Women held 66 per cent of all management posts, and 50 per cent of the most senior posts, whilst Black and ethnic minority staff held 41 of all management posts but none of the most senior posts.

Corporate Services, plus other key service units such as Human Resources and Diversity, Finance and Corporate Resources, Communications and Consultation and Legal and Democratic Services, employed 556 people in September 2005. Black and minority ethnic staff made up 56 per cent of the workforce, 6 per cent were Irish, 53 per cent were women, and 3.6 per cent were disabled.

Women held 46 per cent of all management posts and 44 per cent of the most senior grades, whilst Black and minority ethnic staff held 41 per cent of all management posts but none of the most senior posts.

Environment and Culture employed 877 people as of September 2005. 46 per cent were from Black and minority ethnic groups, 5 per cent were Irish, 53 per cent were women and 1.4 per cent disabled people. Women held 39 per cent of all management posts and 29 per cent of the most senior posts. 36 per cent of all management posts were held by Black and ethnic minority groups and 14 per cent of the most senior posts.

Housing and Customer Services employed 365 people. 67 per cent were from Black and minority ethnic groups, 3 per cent were Irish, 62 per cent were women and 2.2 per cent were disabled people. Black and minority ethnic groups held 54 per cent of all management posts and 33 per cent of the most senior posts. Women held 50 per cent of all management posts and 50 per cent of the most senior posts.

In October the council's restructure was complete, staff from the former Adult and Social Care and from Housing and Customer Services came together to form a new department, now called Housing and Community Care, it reflects the major services offered by the new department.

Staff from Corporate Services and from Brent Financial Services also joined together to form a new department, now known as Finance and Corporate Resources. In the next annual Workforce and Equalities Report, we will report back on the workforce profile in the new council structure, and this will give a picture of the council's profile for April 2006. This report will be published in September 2006.

## **SECTION SEVEN: Priorities for the future**

This report has demonstrated that the council has a number of real strengths such as:

- 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

The areas the council needs to focus future activity on include:

- Increasing the proportion of disabled employees within the workforce to 4.3 per cent
- Further increase the representation of Black and minority ethnic people at the most senior management levels
- Ensure that Black and Minority ethnic employees make up at least 20 per cent of the top five per cent of earners within the Council
- Monitoring training comprehensively across all council services to ensure that all staff access equalities training, corporate induction and the appraising process

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 and Appendix Two.

## APPENDIX ONE: Progress Report on our previous Action Plan

Target	Activities	Officer Responsible	Deliver by	Progress Report
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 and Equalities Monitoring Report.	Manjula Shah Principal Diversity Officer, Human Resources and Diversity.	Report back in the 2005 Annual Workforce and Equalities Monitoring Report.	Covered in this report. Ongoing annually.
Ensure that Black and minority ethnic employees make up at least 18 per cent of the top five per cent 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 2005.	Reached 18 per cent in 2004/05. Ongoing and reported annually.
Ensure that Black and minority ethnic employees hold 45 per cent 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 2005.	Reached 41 per cent. Ongoing and reported annually.
Increase the proportion of women in management posts to 51 per cent.	Targeted recruitment (e.g. Focused advertising and executive search).	Val Jones, Director of Human Resources and Diversity.	Report back in the 2005 Annual Workforce and Equalities Monitoring Report.	Exceeded target. 53 per cent of women hold management positions.

Target	Activities	Officer Responsible	Deliver by	Progress Report
Increase the proportion of disabled employees within the workforce and ensure that disabled employees make up at least 4.3 per cent 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. Human Resources and Diversity	April 2005.	3.4 per cent of the workforce. Research has been done. Awaiting implementation.
	Devise and launch a targeted campaign to raise awareness of employing disabled people.	Geraldine Quinn Principal Diversity Officer, Human Resources and Diversity.	September 2005.	Launch in January 2006 at Improving Brent Seminar.
To clarify possible under-reporting of disability we will obtain 90 per cent monitoring information.	Increase the proportion of monitoring information available for disability.	Vik Kapoor, MIS Manager. Human Resources and Diversity	April 2005.	Increased to 87 per cent.
	Produce a targeted leaflet campaign to raise awareness of the different types of disabilities and to encourage reporting for monitoring purposes.	Geraldine Quinn, Human Resources and Diversity.	September 2005.	Launch in January 2006. See above.
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.	Lynda Brooks, Management Services, Human Resources and Diversity.	April 2005.	Work completed. No adverse affect found.



Target	Activities	Officer Responsible	Deliver by	Progress Report
	Report results to the Strategic Human Resources (SHRG) group.	Val Jones, Director of Human Resources and Diversity.	June 2005.	Final report to SHRG in December 2005.
Increase the proportion of recruitment and selection monitoring information available from 54 per cent to 100 per cent.	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. Human Resources and Diversity.  Vik Kapoor, MIS Manager. Human Resources and Diversity.	Produce the first quarterly report in February 2005 and quarterly thereafter alongside the Human Resources performance data.  Launch system by April 2005.	Quarterly reports introduced and ongoing.  Full usage by November 2005.
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 Human Resources and Diversity.	Report progress in the 2005 Workforce Monitoring Report.	It started in April but input has not been 100 per cent.

Target	Activities	Officer Responsible	Deliver by	Progress 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 Human Resources and Diversity.  Val Jones, Director of Human Resources and Diversity.	April 2005.  Publish progress in 2005 Workforce Monitoring Report.	Work completed. System developed.  Training data reported in this report. Ongoing.
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 and Equalities Monitoring Report	Not completed.
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 and Equalities Monitoring Report.	Not completed.

Target	Activities	Officer Responsible	Deliver by	Progress Report
Begin reporting on the gender, ethnicity, and disability profile of employees leaving the council and the reasons for leaving.	Develop procedure to record the reasons why employees leave the organisation.	Val Jones, Director of Human Resources and Diversity.	Publish progress in 2005 Workforce and Equalities Monitoring Report.	Exit Interview Procedures have been developed. Coding has been set up on HR Pro. Reporting begins in April 2006.
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	<b>Not completed.</b>
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 Human Resources and Diversity	Produce monitoring information annually, to be published within the Workforce and Equalities Monitoring Report.	Work completed and ongoing.

Target	Activities	Officer Responsible	Deliver by	Progress 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 Strategic Human Resource & Organisational Development group.	Pat Keating, Employee Relations Manager Human Resources and Diversity.	June 2005.	Work completed and ongoing.
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 Human Resources and Diversity	Report results of Tribunal Panel quarterly to members and annually within the Workforce and Equalities Monitoring Report.	Work completed and ongoing.
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 Human Resources and Diversity.	April 2005.	Work completed and ongoing.

Target	Activities	Officer Responsible	Deliver by	Progress Report
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 and Equalities Monitoring Report.	42.05 per cent of council employees are local residents.
	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 and Equalities Monitoring Report.	Future targets yet to be set.
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.	Work completed and ongoing.
	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.	Work completed and ongoing.

## APPENDIX TWO: Our Action Plan for 2006

Target	Activities	Officer Responsible	Deliver by
Continue monitoring internal applications to posts by gender, ethnicity, and disability.	Record internal applicant details on the Human Resources Employee Information System Recruitment Module.	Ian Syms, Senior Consultant Human Resources and Diversity.	Report progress in the 2006 Annual Workforce and Equalities Monitoring Report.
To continue 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).	Tracey Connage, Deputy Director of Human Resources and Diversity.	Publish in 2006 Annual Workforce and Equalities Monitoring Report.
To continue 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).	Tracey Connage, Deputy Director of Human Resources and Diversity.	Publish in 2006 Annual Workforce and Equalities 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.	April 2006.

Target	Activities	Officer Responsible	Deliver by
Conduct pay reviews to identify and address any pay inequalities that exist	Examine the pay of current employees. Identify any gaps for specific groups Address any pay inequalities	Ken Gaston, Principal Human Resources Policy Advisor. Human Resources and Diversity.	Report progress in the 2006 Workforce and Equalities Monitoring Report
Ensure 100% of eligible staff have access to an appraisal once a year.	5% of random sample checks across the service areas would be done.	Tracey Connage, Deputy Director of Human Resources and Diversity.	Ongoing and report to go to SHRG in April 2006.
Ensure that staff are not leaving for reasons of bullying/harassment or for reasons of a lack of training or career development.	Monitor exit interviews to gather data that might be useful for continuous improvement.	Paulette Lindsay, Corporate Learning and Development Officer. Human Resources and Diversity.	Ongoing and report to go to SHRG in April 2006.
Roll out childcare voucher scheme.		Paulette Lindsay, as before. Human Resources and Diversity.	From January 2006.

Target	Activities	Officer Responsible	Deliver by
Roll out Work-Life Balance Project.		Tracy Walters, Head of Corporate Diversity Team. Human Resources and Diversity.	From October 2005 for 18 months.
Promote and mainstream equality and diversity within the council.	Manage the work programme of the Diversity Reference Group.  Manage work programme of the Leadership Group.	Manjula Shah, Principal Diversity Officer. Human Resources and Diversity.  Tracy Walters, Head of Corporate Diversity Team. Human Resources and Diversity.	Report from this group go to the Leadership Group.  Reports from this group go to the Improvement Board.
Produce Disability Equality Scheme.	Consultation process with disabled people.	Carolyn Solomon-Pryce, Principal Diversity Officer, Corporate Diversity Team. Human Resources and Diversity.	Combined RES and DES to be published by June 2006.
Re-Launch Women's Staff Forum.	Review current position and get volunteers to run the forum.	Carolyn Solomon-Pryce. Principal Diversity Officer, Human Resources and Diversity.	January 2006.



Target	Activities	Officer Responsible	Deliver by
LGBT History Month.	Organise an event with LGBT Staff Forum.	Geraldine Quinn, Principal Diversity Officer, Human Resources and Diversity.	February 2006.
Ensure that 18 per cent of top five per cent of earners within the council are from Black and minority ethnic employees.  Take steps to tackle under representation of Black and minority ethnic employees.		Tracey Connage, Deputy Director of Human Resources and Diversity.	April 2006.
Begin monitoring faith and sexual orientation of staff.	Begin monitoring in recruitment, appraisal, training, induction, disciplinary, grievances etc.	Val Jones, Director of Human Resources and Diversity and Tracy Walters, Head of Corporate Diversity Team. Human Resources and Diversity.	April 2006.

## **APPENDIX THREE - Workforce Profile within each Service Area for the period 2004-05**

### **Corporate Centre**

The Corporate Centre employed 684 people in 2004-05 and 58 per cent of these were women. There was an increase of 2 percent in women staff from 2003-04, when 56 percent were women. Women held 48 per cent or 154 of all management posts and 44 per cent or 12 of the most senior posts within this service area. Compared to last year's figures there has been an increase of 3 per cent in management posts in Corporate Centre i.e. from 45 per cent to 48 per cent.

53 per cent or 361 of Corporate Centre employees were Black or from an ethnic minority, a decrease of 1 per cent from 2003-04. But this was comparable to the proportion across the whole council of 55 per cent. There has been a sizeable increase of 7 per cent on 2003-04 figures, when it was 46 per cent. Although 41 per cent or 130 of all management posts are held by Black or minority ethnic employees, none of the most senior management posts are.

Brent Financial Services has recognised that white men 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. They recruited 2 trainees under the scheme in early 2004 and both did well in passing all exams to date, towards their professional qualifications.

23 people within the Corporate Centre consider themselves disabled, representing 3.6 per cent of the overall workforce which is comparable to the council average.

### **Education, Arts and Libraries**

753 employees were based within Education, Arts and Libraries in 2004-05. Women made up 72 per cent of the workforce, which was the same as last year and well above the council average. Women held 68 per cent or 144 of all management posts, showing an increase of 2 per cent from last year. Women also held 70 per cent of the most senior management positions, an increase from last year when it was 69 per cent.

44 per cent or 334 employees in Education, Arts and Libraries were Black or from an ethnic minority which was a decrease on last year's figure of 55 per cent. Only 28 per cent or 60 of all management posts were occupied by Black and ethnic minority employees and 5 per cent or only 1 of the most senior management posts. 7 employees within this service area were known to be disabled, representing 0.9 per cent of the workforce.

### **Environmental Services**

575 employees were based within Environmental Services in 2004-05, of which 39 per cent or 222 were women - an increase by 2 per cent from last year. The proportion of women in management posts had increased from 32 percent last year to 34 percent this year. There is an increase in management posts occupied by women from 23 per cent in 2002 to 33 per cent in 2003. This is despite the fact that a larger number of historically male dominated roles are contained within this service area. National and local initiatives have begun to encourage women to take up professional training in some of these historically male dominated professions. But it will take time for further changes to occur.

37 per cent or 213 employees were from Black and minority ethnic group within Environmental Services in 2004-05 which was a decrease from the proportion of 40 per cent representing 174 employees last year. 35 per cent or 78 of management posts and 18 per cent or two of the most senior management posts were held by Black or minority ethnic employees. Four employees within this service area stated they were disabled, representing 0.7 per cent of the workforce. Disabled employees also held 1 per cent or 1 of all management posts.

### **Housing Services**

Women held 132 posts or made up 53 per cent of Housing Services' overall workforce of 248 in 2004-05, an increase of 6 percent on last year. 40 per cent or 35 of management positions were held by women. This represents an increase by one percent on last year's figure. It also represents decrease from the figure reported in 2002-03 of 50 per cent. However, these figures come just as the number of employees within this service area has shrunk due to the transfer of staff to Brent Housing Partnership. The comparison is not therefore as exact as in other service areas.

152 Black and minority ethnic employees made up 61 per cent of the workforce within Housing Services. This was lower than the proportion of 69 per cent reported in 2003-04 but it was still well above the council average. 49 per cent or 88 of all management posts and 40 per cent or 2 of the most senior management posts were occupied by Black or minority ethnic employees. Housing Services employed 3 people who were known to be disabled, representing one per cent of the overall workforce. 1 per cent of all management posts were also held by disabled employees.

### **Social Services**

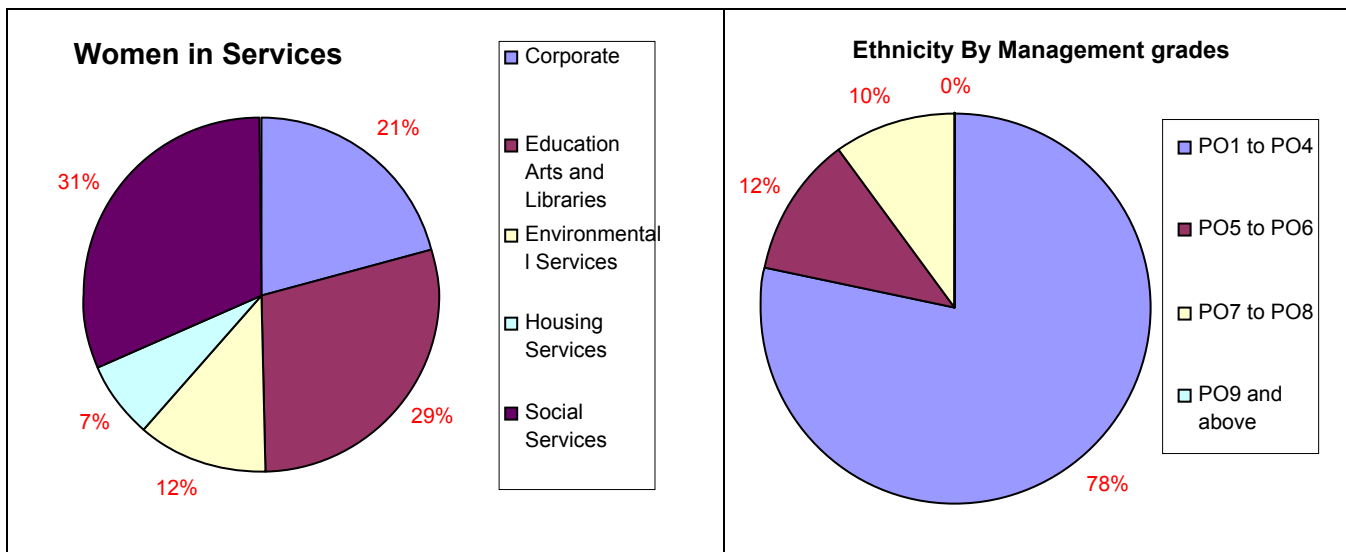
825 employees which was the largest group within the council made up Social Services and traditionally women made up a larger proportion of the workforce within this service area. 73 per cent or 599 employees were women which was an increase by 1 per cent from last year. Women held 70 per cent or 181 of management posts which was an increase of 4 per cent from 2003-04. The figure for 2002-03 was 75 per cent.

517 Black and minority ethnic employees made up 63 per cent of the workforce within this service area which was an increase from 62 per cent

reported in 2003-04. However, they held 50 per cent or 135 of all management posts which was the highest proportion within the council.

60 per cent of management posts were held by Black or ethnic minority employees in 2002-03 and 51 per cent in 2003-04. 10 per cent of the most senior management posts were held by Black and minority ethnic employees. Social Services employed 48 disabled people or 6 per cent of all staff that was the largest number of people known to have a disability. 6 disabled people or 4 per cent of disabled employees held management posts.

**Figure 8 Gender and Ethnicity & Grades in Service Areas 04-05**



## APPENDIX FOUR: Impact Needs/Requirement Assessment Completion Form

<b>1: What is the name of the service/policy/procedure/project etc to be assessed?</b>
Brent Council's Annual Workforce and Equalities Monitoring Report and action plan 2004-05.
<b>2: Briefly describe the aim of the service/policy etc? What needs or duties are it designed to meet? How does it differ from any existing services/policies etc in this area?</b>
<p>This is the council's fourth annual workforce monitoring report. Its purpose is 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 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.</p> <p>This year's monitoring report also includes councillor's profile for the first time and an action plan to focus on target areas and measure progress on employment and equality issues.</p>
<b>3: Are the aims consistent with the council's Comprehensive Equality policy?</b>
Yes, this report reflects the council's commitment to promote equality and diversity in employment and there is consistency and continuity between the two documents.
<b>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?</b>
<p>Yes, there are concerns over some of the data presented in this report hence the action plan has been drawn to focus attention on those areas with the requirement to report on their findings, and remedy any adverse impact as necessary.</p> <p>It must be noted that any remedy which is put in place will have an impact on others so Human Resources, will need to "weigh" each remedy to see whether the impact can be justified.</p>
<b>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).</b>

The evidence from the HR Pro 2004-05 Workforce and Equalities Monitoring Report, Staff Survey 2004, and data from schools have 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, there are unmet needs/requirements for specific groups as outlined in the report. Although good progress has been made, the council would still like to see more Black and minority ethnic staff represented in senior management posts, and we are keen to tackle under-reporting among disabled staff. We are also concerned about “gaps” in the data around recruitment and selection, and about the ways in which we monitor training in the council. 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 but the extensive consultation has taken place with the Strategic Human Resources Group, Diversity Reference Group, the Leadership Group Corporate Management Team. The council has also consulted with its own staff through 2004 Staff Survey.

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

Yes, the results of the staff survey are published on the HR web page and all staff 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 there has been no negative concerns in the media. The positive press relates to the progress we have made around women in senior posts and flexible working.

**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 together with the action plan to help the council measure its progress against its employment targets is a positive step forward.

<b>11: If the impact cannot be justified, how do you intend to deal with it?</b>
Not appropriate
<b>12: What can be done to improve access to/take up of services?</b>
<p>Ensure that there are adequate resources in place to progress the attached action plan</p> <p>Investigate and remedy any apparent “adverse impact”</p> <p>Close the “gaps” in data collection</p> <p>Put positive action measures in place to address imbalances</p> <p>Agree to report back again in August 2006 to the Executive.</p>
<b>13: What is the justification for taking these measures?</b>
To make improvements in the lives of Brent’s employees, to actively work towards becoming an equal opportunities employer and an employer of choice and to ensure we’re compliant with current legislation.
<b>14: Kindly provide us with separate evidence of how you intend to monitor in future.</b>
<p>Monitoring of the action plan will be done through Human Resources and Diversity and is the responsibility of the Director of HR and Diversity.</p> <p>The Strategic Human Resource 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.</p> <p>Ultimately, the author of the 2006 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.</p>
<b>15: What are your recommendations based on the conclusions and comments of this assessment?</b>
The action plan needs to be implemented and regularly reviewed to measure progress. Outstanding actions from last year’s plan need to be carried forward and this has been done.
<b>16: If equality objectives and targets need to be developed, please list them here.</b>
See the action plan in Appendix 2
<b>What will your resource allocation for action comprise of?</b>

The Director of HR and Diversity is responsible to ensure adequate resources are in place to implement the action plan.

**Signed by the manager undertaking the assessment**

Full name (in capitals please)	Manjula Shah Principal Diversity Officer Corporate Diversity Team Tel 020 8937 1023
Signature	Manjula Shah
Dated	January 2006

DRAFT



**BRENT SOCIAL SERVICES  
WORKFORCE EQUALITIES MONITORING REPORT**

Introduction:

Brent Council welcomes the rich mix of cultures, communities and identities that make up the borough's population and recognises the importance of this picture on the provision of effective social care services to local residents. Defining and measuring difference has never been easy, especially when the characteristics of difference and understanding of issues of identity are constantly evolving. However, it is vital that council frontline services measure diversity in a way that is sound, sensitive, relevant and useful. There is now some important legislation and national policy that demands council departments have in place sound equalities monitoring systems that generate management information and illustrate trends.

Equalities monitoring is essential to mainstreaming equalities into service delivery and employment, and to identifying disadvantage associated with race, gender, disability, sexuality, religion and age. It underpins the department's work to eliminate the barriers that create disadvantage and constrain opportunity.

This report is the second Annual Workforce Monitoring Report for Social Care staff, the first having been published in 2004. This, along with the department's Equality Action Plan, contributes to performance management and achieving continuous improvement across employment practise and service delivery.

Given the recent reorganisation of the Social Services function and the creation of Children & Family Services and Housing & Community Care Services Departments, coupled with developments in equalities legislation, there will be changes to the future workforce equalities monitoring and reporting arrangements. This will result in further strengthening the mainstreaming of equalities across employment and service delivery.

What do we monitor?

The council has a statutory obligation under the Race Relations (Amendment) Act 2000 to meet 'the specific duty on employment'. This requires all council departments to monitor, by racial group, staff in the workforce and all applicants for jobs, training and promotion. As the council employs more than 150 full time staff there is also a requirement to monitor other specific areas. These include grievances, disciplinary action, performance appraisal (when this results in benefit or sanctions), staff receiving training and staff leaving the authority for whatever reason. This monitoring information could be used to develop schemes that will lead to a workforce that represents the diverse population of Brent.

The Equality Standard for Local Government and legislative developments across disability, age, gender, sexuality and religion demand that councils adopt and put in place comprehensive equalities monitoring and reporting systems. They must also demonstrate on-going progress in eliminating discrimination, thereby promoting equality of opportunity in employment and service delivery.

Monitoring of our employment policies can tell us whether we are offering equality of opportunity and fair treatment to all interest groups and ensures that the council's workforce reflects the local community. The use of the 2001 Census categories enables local authorities to compare their workforce with the local population. The 2001 Census categories are national standards recognised and used throughout the country. These categories are also used to calculate the Best Value Performance Indicator relating to the percentage of Black and Minority Ethnic employees in the workforce, which the council is audited on at the end of the year.

Currently the employment monitoring information is obtained from two sources:

- (i) The application form completed by all applicants prior to appointment. The information on the form enables us to monitor our recruitment activity in relation to all applicants, short listed interviewees and appointments.
- (ii) Personal data of employees held on the Human Resources Information System (HR Pro). This information enables us

to monitor the workforce profile of our employees and the application of all personnel policies.

### **Key Facts & Trends:**

Total number of Social Care staff employed by the department as of 31<sup>st</sup> March 2005 is 824, of which 227 are male and 597 are female. People with disabilities account for 54 members of staff.

*The predominant ethnic groups are 62.7% BME (Black and Minority Ethnic) and 37.3% White.*

### **Job Applicants**

There were 519 job applicants in '04/'05 and 120 of these were appointed to posts (a ratio of approx one in four). Eight out of 31 applicants with a disability were appointed (approx 25% of applicants with a disability).

Six employees accounted for internal promotions. This is a small number compared with 17 in the previous 12 month period. This could be because some internal transfers and secondments have not shown up in the central recruitment statistics. Changes have since been made to the way this data is gathered, using a recruitment and selection tracker in HR Pro which should reflect a more accurate figure in the next period.

There were 22 mixed race job applicants but none of these were appointed. Therefore there may be scope for closer examination of recruitment and selection methods for this category. No Chinese applicants were appointed in this period.

### **Training**

In the last financial year, 63.7% of training applications were successful, compared with 74% in the last period. In relation to the make up of the overall workforce, the number of staff attending training courses was proportionately represented across all ethnic groups.

### **Appraisals**

Data on Completed Appraisals is representative of the employees profile within the work force, with the highest number of appraisals having been completed involving Black staff followed by staff from White, Asian and other categories respectively. Whilst this indicates consistency in

appraisals carried out across staff from various backgrounds, the data presented highlights the need for achieving improvements in overall performance.

### **Grievances and Disciplinary Action**

*The numbers of disciplinarians and grievances within Social Care has fallen.* Just seven disciplinarians were recorded in this period compared to 11 in the last period.

These were evenly distributed with two in the Asian group, two in the Black group and three in the White group. *This distribution represents a big improvement on the last period when disciplinary data showed an adverse impact on black staff.*

Six grievances were recorded in this period compared to five in the last period. Four of these were in the Black group, one in the White group and one in the 'Any Other' Ethnic Group. However, the number of grievances is too low to draw any statistical significance from this.

Produced by Housing and Community Care. Surendra Shroff, Equalities and Diversity Officer, Adult Social Care and Bryan Sweetman, HR Information Manager, Adult Social Care.

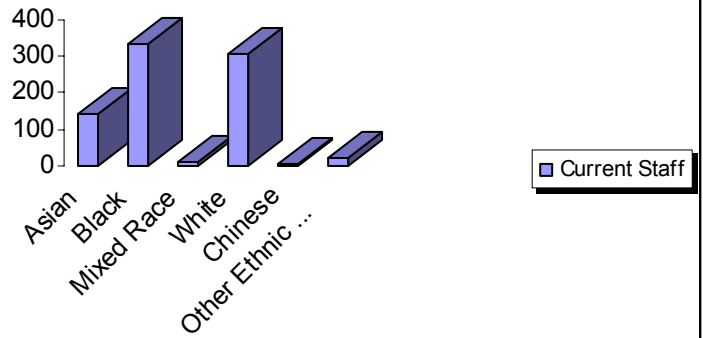
Ethnic Group	Ethnicity	Current Employees			Job Applicants			Applicants Appointed			Employees Promoted	Employees Applying for Training		Employees Trained		Employees with completed or planned appraisals	Grievances	Disciplinary	Leavers
		T	%	Disability	T	%	Disability	T	%	Disability	T	T	%	T	%	%	T	T	T
ASIAN	Asian Bangladeshi	1	0.1%	0	17	3.3%	3	0	0	0	0	37	2.2%	29	2.7%	0.0%	0	0	
	Asian British	14	1.7%	1	7	1.3%	0	2	1.7%	0	0	73	4.2%	51	4.7%	3.9%	0	0	
	Asian Indian	94	11.4%	14	63	12.1%	2	11	9.2%	1	1	162	9.6%	114	10.6%	9.1%	0	0	
	Asian Pakistani	6	0.7%	1	5	1.0%	0	2	1.7%	0	0	31	1.8%	17	1.6%	1.8%	0	1	
	Any Other Asian Background	29	3.5%	1	16	3.1%	3	6	5.0%	0	0	31	1.8%	22	2.0%	3.9%	0	1	
BLACK	Black African	81	9.8%	1	80	15.4%	2	17	14.2%	0	0	186	11.0%	126	11.7%	7.7%	1	0	
	Black British	60	7.3%	4	68	13.1%	6	15	12.5%	0	1	219	13.0%	139	12.9%	4.9%	1	0	
	Black Caribbean	181	22.0%	7	54	10.4%	4	15	12.5%	2	2	293	17.3%	166	15.4%	26.3%	2	2	
	Any Other Black Background	14	1.7%	0	5	1.0%	0	2	1.7%	0	0	9	0.5%	8	0.7%	0.7%	0	0	
MIXED RACE	White and Asian	2	0.2%	0	2	0.4%	0	0	0.0%	0	0	0	0.0%	0	0.0%	0.4%	0	0	
	White and Black African	0	0.0%	0	7	1.3%	0	0	0.0%	0	0	6	0.4%	1	0.1%	0.0%	0	0	
	White and Black Caribbean	1	0.1%	0	8	1.5%	0	0	0.0%	0	0	43	2.5%	22	2.0%	1.4%	0	0	
	Any Other Mixed Background	7	0.8%	0	5	1.0%	1	0	0.0%	0	1	12	0.7%	8	0.7%	0.7%	0	0	
WHITE	White British	187	22.7%	21	75	14.5%	4	21	17.5%	3	0	296	17.5%	185	17.2%	22.0%	1	2	
	White Irish	70	8.5%	3	22	4.2%	2	8	6.7%	0	0	74	4.4%	45	4.2%	8.8%	0	1	
	Any Other White Background	50	6.1%	0	43	8.3%	1	14	11.7%	0	0	128	7.6%	86	8.0%	6.3%	0	0	
CHINESE	Chinese	1	0.1%	0	3	0.6%	0	0	0.0%	0	0	3	0.2%	2	0.2%	0.0%	0	0	
	Chinese British	2	0.2%	0	2	0.4%	0	2	1.7%	1	1	13	0.8%	9	0.8%	0.0%	0	0	
	Any Other Chinese Background	2	0.2%	0	1	0.2%	0	0	0.0%	0	0	6	0.4%	5	0.5%	0.0%	0	0	
OTHER ETHNIC GROUP	Any Other Ethnic Group	4	0.5%	1	6	1.2%	3	1	0.8%	1	0	34	2.0%	19	1.8%	0.7%	0	0	
	Not Specified	18	2.2%	0	30	5.8%	0	4	3.3%	0	0	35	2.1%	24	2.2%	1.4%	1*	0	
	<b>Total (T)</b>	<b>824</b>	<b>100%</b>	<b>54</b>	<b>519</b>	<b>100%</b>	<b>31</b>	<b>120</b>	<b>100%</b>	<b>8</b>	<b>6</b>	<b>1691</b>	<b>100%</b>	<b>1078</b>	<b>100%</b>	<b>100%</b>	<b>6</b>	<b>7</b>	<b>86^</b>
	Male	227			188			33			2	398		259					

<b>Female</b>	597	305	87	4	1288	817
<b>Not Specified</b>	0	26	0	0	5	2

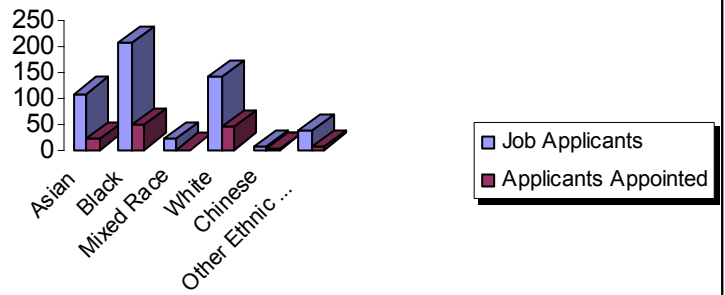
\* collective grievance. Various ethnicities  
 ^ethnicities not recorded as payroll information used that pre-dates HR database system. Database went live 1.9.04

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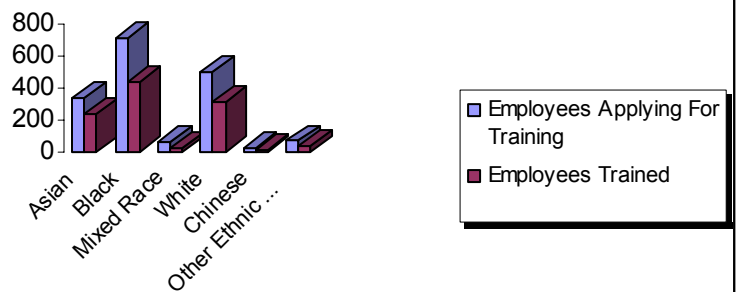
**Table 1: Current Staff**



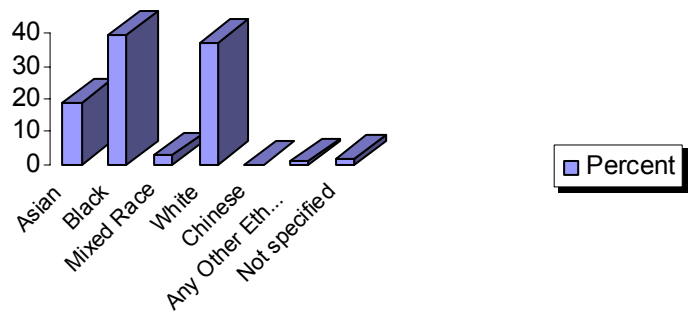
**Table 2: Job Applicants and Applicants Appointed**



**Table 3: Employees Applying For Training and Employees Trained**



**Table 4: Employees with Completed or Planned Appraisals**



**Table 5: Grievance and Disciplinary**

