

# Brent Diversity Profile

Annual Workforce Equalities Report

April 2013 – March 2014

# Table of contents

<b>Introduction</b>	Page 3
<b>Data notes</b>	Page 4
<b>Executive summary</b>	Page 5
<b>Workplace equality initiatives 2013/14</b>	Page 6
<b>Workplace equality initiatives 2014/15</b>	Page 7
<b>Overview of staff diversity</b>	Page 8
<b>Staff diversity by department</b>	Page 9
<b>Staff diversity by pay grade</b>	Page 11
<b>Diversity and career progression</b>	Page 13
<b>Staff diversity by working pattern</b>	Page 14
<b>Recruitment and diversity</b>	Page 15
<b>Leavers and diversity</b>	Page 16
<b>Recommendations</b>	Page 17

# Introduction

This is Brent Council's thirteenth annual workforce equalities report covering the period from April 2013 to March 2014.

Equality and diversity are integral to Brent's vision to be a place that creates opportunities for all who live and work here to change their lives for the better. To achieve this vision, the council requires a high performing workforce that provides excellent services which meet the needs of all our diverse local communities. The council aims to recruit, retain and reward a diverse, highly skilled, flexible and motivated workforce that reflects the community in which it operates.

This report tracks progress on meeting these ambitions over the 2013/14 financial year. It provides an overview of the diversity of the council's workforce and job applicants, broken down by the equality characteristics of age, disability, race, religion or belief, sex and sexual orientation. It also includes some information in relation to the characteristics of gender identity and expression, pregnancy and maternity and marriage and civil partnership.

The report uses this information to analyse the effects of employment policies and practices on equality. It highlights areas in which performance is strong and helps identify and understand key equality issues in the workforce. The evidence within this report will be used when setting and reviewing equality objectives and when developing workforce equality initiatives.

Brent is required to publish this information annually to demonstrate compliance with the Public Sector Equality Duty.

Please contact the Equality Team on [equality@brent.gov.uk](mailto:equality@brent.gov.uk) if you have any questions or require further information.

# Data notes

This report provides a profile of Brent Council's non-schools workforce demographics. It excludes contracted out services which are monitored elsewhere.

The report brings together information taken from the council's HR and payroll systems and job applicant diversity records. All data covers the period of 1 April 2013 to 31 March 2014. The employee records represent a snapshot of the workforce on 31 March 2014.

Benchmarking data have been drawn from the UK Census 2011, the Annual Population Survey April 2013 – March 2014, London Councils Human Capital Metrics Survey 2013/14, Stonewall and the Gender Identity Research and Education Society (GIRES).

Assumptions are not made about an individual's equality characteristics. Staff self define their equality characteristics and can withhold personal information in diversity monitoring. The statistics used in this report exclude unknown data where employees have not declared their equality characteristics. Brent has declaration rates of 77 per cent across all of the equality characteristics: 19 per cent of staff prefer not to say if they are disabled; 36 per cent staff prefer not to state their religion or belief; 37 per cent staff prefer not to give their sexual orientation; and Brent has the second highest proportion of staff of unknown ethnicity of all London boroughs.

This report does not identify individuals. To protect anonymity, disaggregated information has not been published for all the equality characteristics in relation to each area included in this report.

The following abbreviations are used throughout this report:

BAME = people from black, Asian and minority ethnic backgrounds

LGB = lesbian, gay and bisexual

# Executive summary

## Strengths

1. The ethnic diversity of the workforce closely reflects the community it serves; Brent has the highest proportion of BAME staff of all London boroughs and the proportion of BAME top earners is in the top quartile of London boroughs
2. Brent is committed to employing and retaining disabled people: it has excellent retention rates of disabled staff and over the past year when staffing levels were being reduced, the number of disabled employees increased
3. Brent provides a family friendly working environment and has made a significant investment in flexible working practices which has helped achieve excellent retention rates of staff that have returned from maternity leave
4. In recent staff focus groups on equality, 90 per cent of staff agreed that Brent has an inclusive workplace culture

## Challenges

1. To increase diversity at the most senior levels of Brent's workforce. BAME, disabled and female staff are under represented in senior management in comparison with the overall workforce.
2. The proportion of Asian, disabled, Hindu and Muslim job applicants fell at each stage of the recruitment process. Brent would like to improve its understanding of the factors contributing to the decreases for these groups of applicants.
3. To increase declaration rates for staff equalities data. A high proportion of staff did not disclose their disability status (19 per cent), ethnicity (18 per cent), religion or belief (36 per cent) or sexual orientation (37 per cent). This makes it challenging to get a clear picture of the diversity of the workforce so that effective actions can be taken to improve performance.

A number of recommendations have been developed to build on strengths and address challenges in the coming year (see page 17). These recommendations will be incorporated into Brent's Equality Strategy 2014 to 2019.

# Workforce equality initiatives 2013/14

Brent's achievements on increasing staff diversity and strengthening workplace inclusion over the 2013/14 financial year include:

- establishing a Diversity Reference Group chaired by the Chief Executive to champion equality and diversity
- holding Break Barriers; Open Doors events to mark International Day for Disabled People and International Women's Day
- organising a Ways to Wellbeing programme which encourages staff to take simple actions to improve their wellbeing
- moving to the new Civic Centre which has created more opportunities for flexible working, improved accessibility for disabled staff and encouraged greater collaboration between staff from different areas of the council
- launching a programme to recruit 100 apprentices over the next three years, opening up access to opportunities - 20 per cent of places on the apprenticeship programme are reserved for Brent Looked After Children
- gaining Investors in People Silver accreditation in recognition of good people management practices
- becoming a London Living Wage employer which has addressed inequalities in the pay structure
- reviewing and updating the HR Strategy which includes objectives to increase diversity and reduce inequalities
- revising the Recruitment and Selection policy which requires all recruitment panels to be balanced in gender and ethnicity
- rolling out the council's new Flexible Working policy which gives far more staff access to flexible working practices.

Brent also continued the following initiatives to support equality, diversity and inclusion in the workplace:

- being accredited as a Two Ticks employer in recognition of commitment to employing disabled people
- performing equality analysis on employment policies and procedures to ensure they will work well for everyone
- offering equality and diversity training targeted at new starters, customer-facing staff, managers and recruitment panels
- family friendly policies, including generous maternity and paternity entitlements
- monitoring the diversity of staff and job applicants to analyse the effects of our employment practices on equality
- consulting with staff on HR policies, procedure and practices through the Trade Unions and HR Improvement Group.

# Workforce equality initiatives 2014/15

Brent's plans to do the following to increase staff diversity and strengthen workplace inclusion over the 2014/15 financial year:

- work towards achieving Excellence in the Equality Framework for Local Government and Investors in People Gold status
- join Stonewall's Diversity Champions Programme to strengthen sexual orientation equality in the workplace
- join the Business Disability Forum to help improve disability equality for all staff and customers
- hold staff focus groups to explore issues around disability, ethnicity and sexual orientation in the workforce
- develop and implement an Equality Strategy including setting new equality objectives
- launch Departmental Equality Groups to link to the Diversity Reference Group and champion equality within departments
- refresh the equality and diversity content of Brent's Learning and Development offer and Corporate Induction
- produce an Equal Pay audit to identify, explain and eliminate any unjustifiable pay gaps
- work towards the London Healthy Workplace Charter to support employee wellbeing
- refresh the equality analysis process and introduce a new approach to equality analysis for change programmes.

Brent will also continue the following initiatives to support equality, diversity and inclusion in the workplace:

- being accredited as a Two Ticks employer in recognition of commitment to employing disabled people
- performing equality analysis on employment policies and procedures to ensure they will work well for everyone
- being a London Living Wage employer and calling on more local firms to become London Living Wage employers
- offering equality and diversity training targeted at new starters, customer-facing staff, managers and recruitment panels
- family friendly policies, including flexible working arrangements and generous maternity and paternity entitlements
- monitoring the diversity of staff and job applicants to analyse the effects of our employment practices on equality
- consulting with staff on HR policies, procedure and practices through the Trade Unions and HR Improvement Group
- implementing our new work based experience policy to open up access to employment opportunities to young people.

# Overview of staff diversity

The largest **age** group in Brent's workforce is aged 41 to 50. The proportion of staff aged 16 to 39 increased, whilst the share of staff aged 40 to 64 decreased. Brent has a younger workforce than other London boroughs and an older workforce compared to its economically active population.

The **ethnic** diversity of the workforce closely mirrors the rich cultural diversity of our local residents. Overall, Brent has the highest proportion of BAME staff of all London boroughs:

- 27 per cent of staff are Asian, the second highest proportion of any London borough
- 32 per cent of staff are black, the fifth highest proportion of any London borough
- although the proportion of BAME staff increased last year, other London boroughs had a faster rate of growth.

Brent has the fifth highest proportion of **disabled** staff of all London boroughs. Even though staffing levels were reduced over the past year, the number of disabled staff.

Women make up almost two thirds of the workforce. This is slightly above the average for London boroughs.

	Brent staff 2013/14	Brent staff 2012/13	Brent residents	London boroughs
<b>Total staff</b>	<b>2378</b>	<b>2484</b>	<b>N/A</b>	<b>N/A</b>
Average age	44	49	25 to 34	46
BAME	62%	61%	63%	36%
Disabled	8%	6%	13%	5%
Female	65%	65%	50%	63%
LGB	3%	3%	N/A	N/A
Transgender	1%	2%	N/A	N/A
Christian	50%	51%	41%	N/A
Hindu	18%	18%	18%	N/A
Muslim	6%	7%	19%	N/A
Other religion	12%	10%	11%	N/A
No religion	14%	14%	11%	N/A



# Staff diversity by department

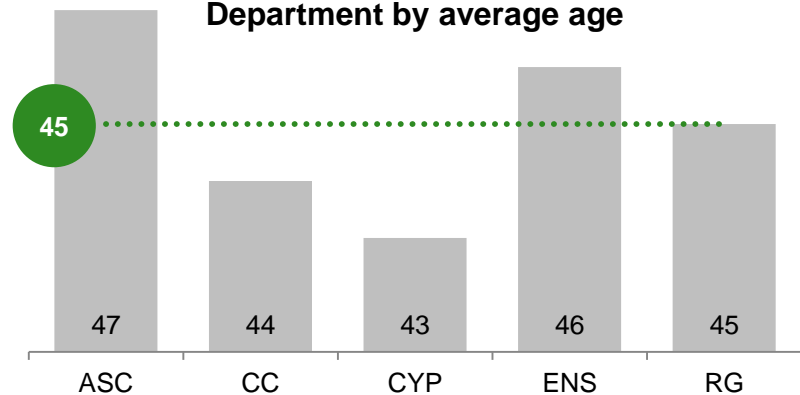
Workforce diversity varies greatly between departments. To protect anonymity, information has not been broken down by department about the representation of gender identity, religion or belief or sexual orientation

**Adult Social Care (ASC)** has the highest proportion of older (average age is 47), BAME (71 per cent) and disabled (14 per cent) staff of all Brent departments. ASC also has a high proportion of female staff (71 per cent) compared with the overall workforce.

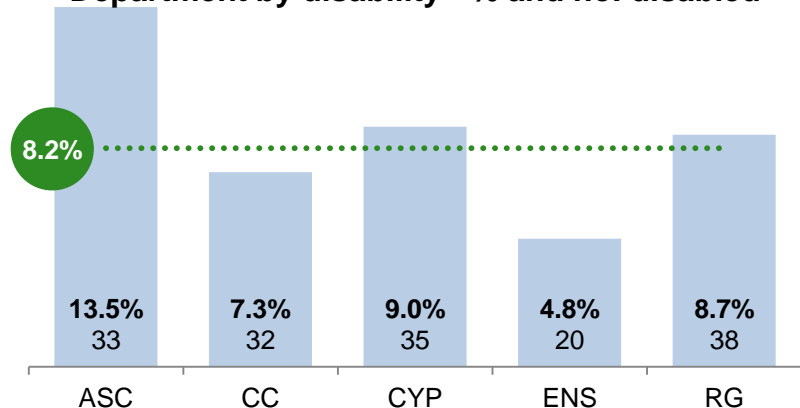
**Children and Young People (CYP)** has the highest proportion of younger (average age is 43) and female (81 per cent) staff. The proportion of disabled staff in CYP (nine per cent) is above the average for Brent's workforce.

**Environment and Neighbourhood Services (ENS)** has the lowest proportion of BAME (53 per cent), disabled (five per cent) and female (45 per cent) staff of all Brent departments. The average age of staff in ENS (46) is above the average for the overall workforce.

Department by average age



Department by disability - % and no. disabled



ASC	Adult Social Care
CC	Corporate Centre
CYP	Children and Young People
ENS	Environment and Neighbourhood Services
RG	Regeneration and Growth

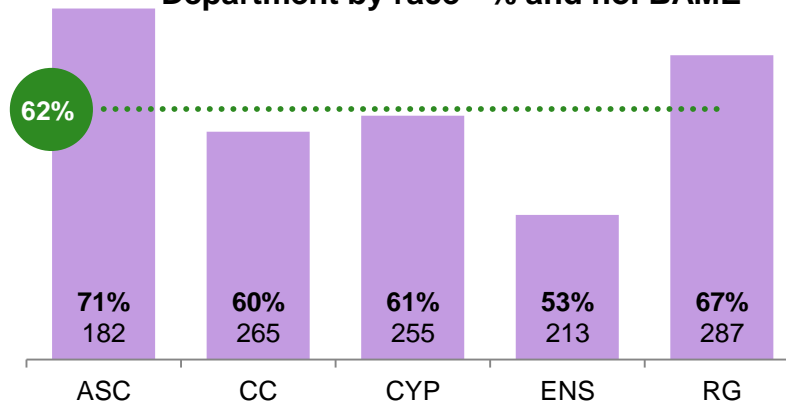
# Staff diversity by department, continued

**Regeneration and Growth (RG)** most closely reflects the diversity of the overall workforce. RG has a higher proportion of BAME staff (67 per cent) and a lower proportion of female staff (62 per cent) than Brent's overall workforce.

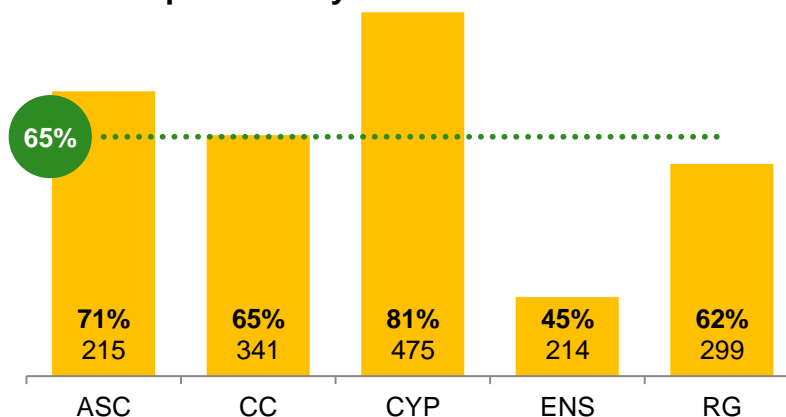
The **Corporate Centre (CC)** comprises the Assistant Chief Executive's Service, Finance and IT, Human Resources and Legal and Procurement. There are variations between the diversity of staff within each of these areas:

- The Assistant Chief Executive's Service has a low proportion of BAME staff (51 per cent)
- Finance and IT has a low proportion of female staff (47 per cent)
- Human Resources has a high proportion of BAME (68 per cent) and a low proportion of disabled staff (five per cent)
- Legal and Procurement has the lowest proportion of BAME staff (42 per cent) of all Brent departments.

Department by race - % and no. BAME



Department by sex - % and no. female



ASC	Adult Social Care
CC	Corporate Centre
CYP	Children and Young People
ENS	Environment and Neighbourhood Services
RG	Regeneration and Growth

# Staff diversity by pay grade

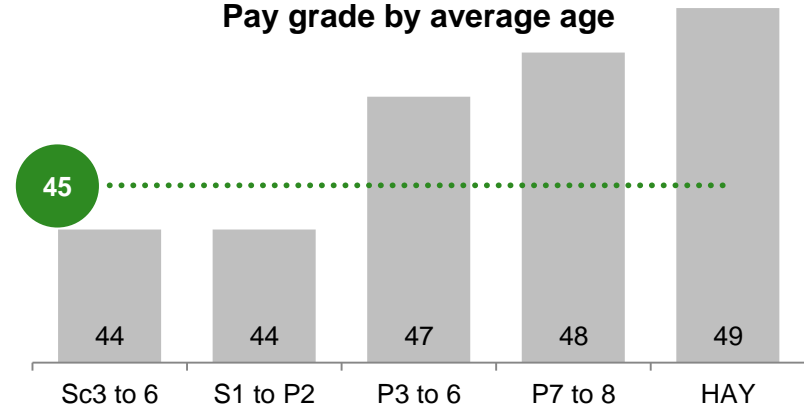
Workforce diversity varies between pay grades. To protect anonymity, information has not been broken down by pay grade about the representation of gender identity, religion or belief or sexual orientation.

As would be expected, there is a correlation between the average **age** of staff and pay grades: the average age of staff in the highest paid HAY Grade is five years older than that of staff in the lowest paid Scale three to six roles (Sc3 to 6).

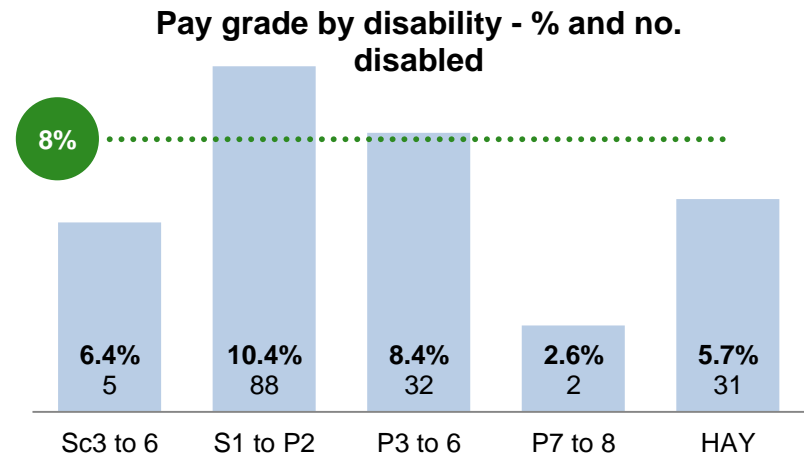
**Disabled** staff are not evenly distributed throughout the pay grades. The highest proportion of disabled staff (10 per cent) is found in the Senior Officers and Principal Officer grades one and two (S1 to P2). The lowest proportion of disabled staff (three per cent) is in Principal Officer grades seven to eight (P7 to 8).

The proportion of top five per cent earners that are disabled in Brent is below the average for London councils.

Pay grade by average age



Pay grade by disability - % and no. disabled



# Staff diversity by pay grade, continued

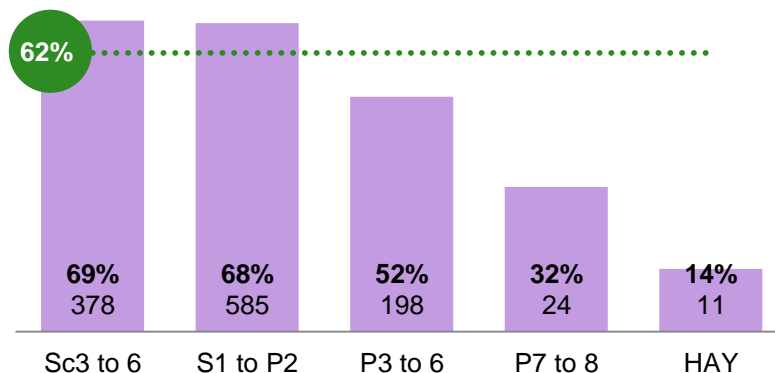
There is a correlation between the **race** of staff and pay grades: the highest proportion of BAME staff (69 per cent) is found in the lowest paid Scale three to six roles and the lowest proportion (14 per cent) is in the highest paid HAY Grade.

Brent has the fourth highest proportion of BAME top earners of all London councils. The proportion of BAME top earners increased by three per cent at Brent and decreased by two per cent at other London boroughs over the past year.

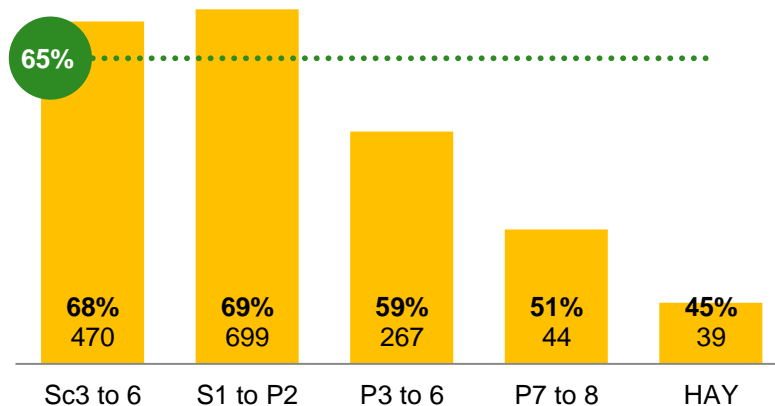
There is a correlation between the **sex** of staff and pay grades: the highest proportion of female staff (69 per cent) is found in S1 to P2 roles and the lowest proportion (45 per cent) is in the highest paid HAY Grade. Despite this, over 50 per cent of the Corporate Management Team are women and the council's most senior officer is female.

The proportion of female top earners at Brent fell over the past year and is below the average for London councils.

Pay grade by race - % and no. BAME



Pay grade by sex - % and no. female



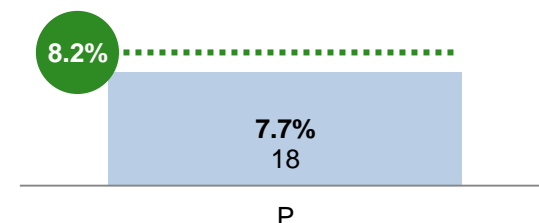
# Diversity and career progression

The breakdown of diversity by pay grade suggests that there is a diverse array of talent coming up through the organisation. Brent council is keen to speed up the pace of change and increase diversity at senior levels of the workforce.

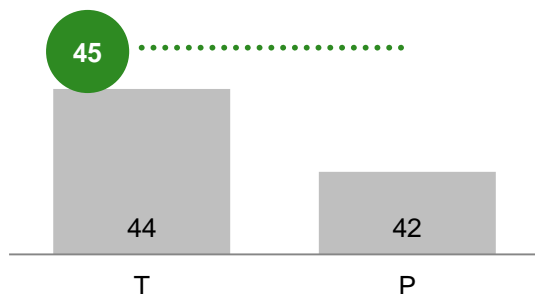
**Women** are more likely to have participated in training (T) and been promoted (P) than men, which could help to address the under-representation of women at senior levels of Brent's workforce.

**BAME** staff are more likely to have participated in training than white staff – black staff made up a disproportionately high share of training participants – but were less likely to have been promoted. In a recent staff focus group on race, 42 per cent of participants thought that race could be a barrier to career progression at Brent.

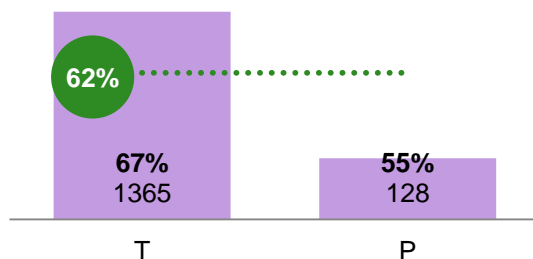
**Career progression by disability - % and no. disabled**



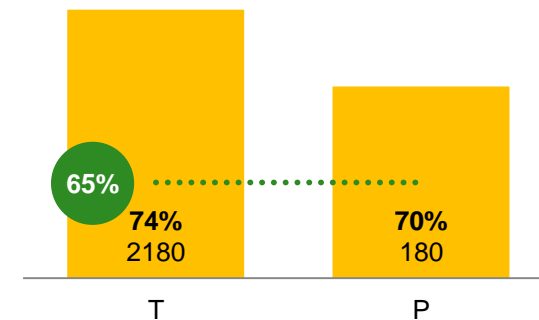
**Career progression by average age**



**Career progression by race % and no. BAME**



**Career progression by sex % and no. female**



Please note that data about disabled training participants are not available

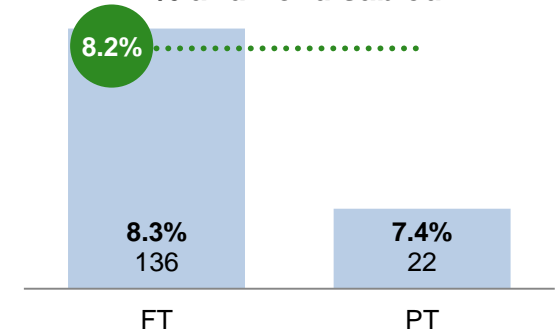
# Staff diversity by working pattern

Brent has made a significant investment in encouraging and enabling flexible working to support staff to enjoy a good work life balance. A wide range of arrangements is offered to enable flexibility in most areas while taking operational need into account.

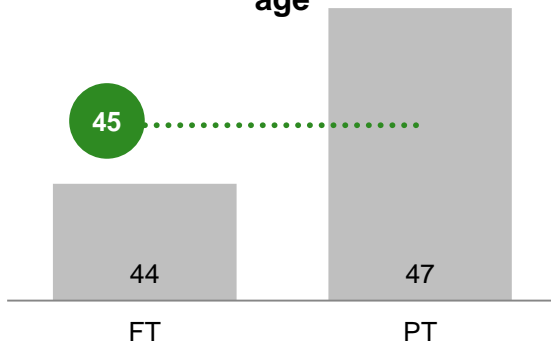
The majority of **part-time** (PT) staff are Asian and female. Disabled staff are more likely to work full time (FT) than PT.

Brent has excellent retention rates of staff that have **returned to work after maternity leave**: 100% of staff returned to work after maternity leave and 87 per cent were still working for Brent a year after their return to work. Support for flexible working arrangements and family-friendly practices is likely to have contributed to these results.

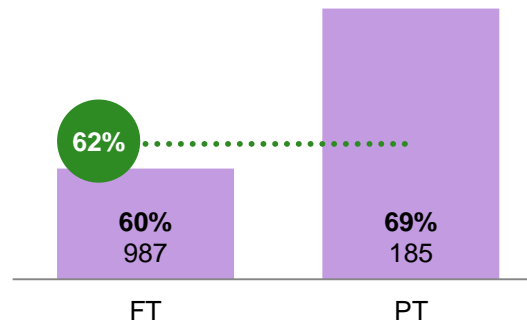
**Working pattern by disability**  
% and no. disabled



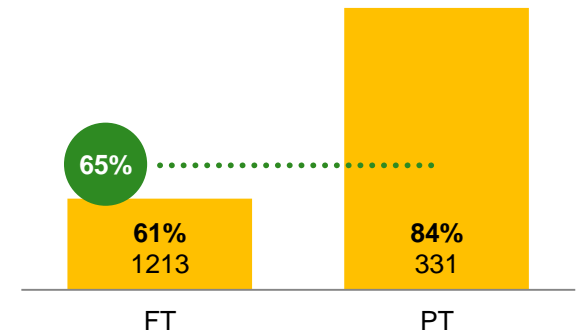
**Working pattern by average age**



**Working pattern by race**  
% and no. BAME



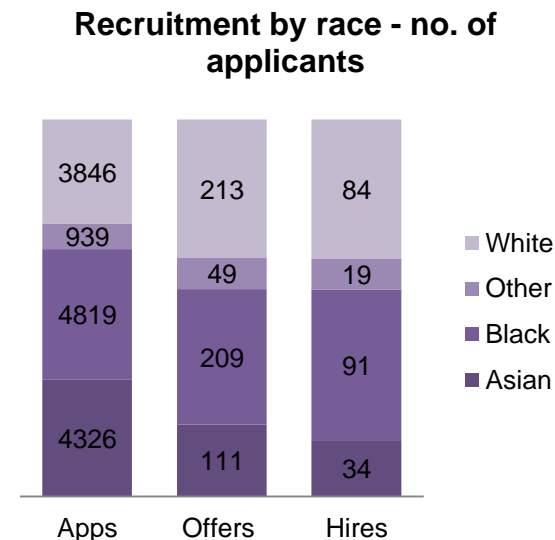
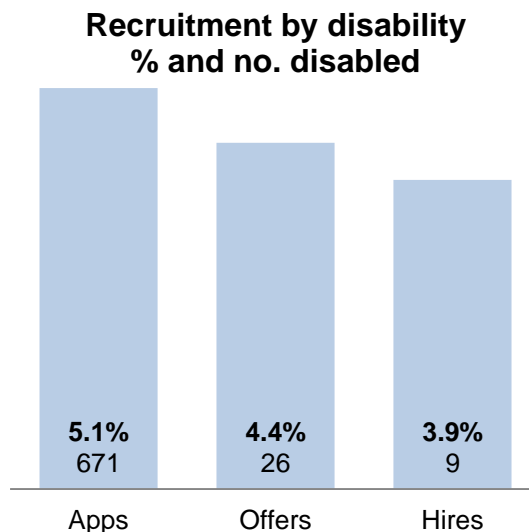
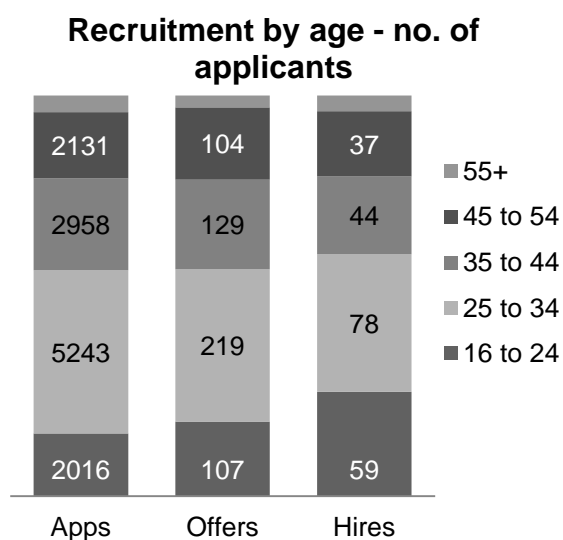
**Working pattern by sex**  
% and no. female



# Recruitment and diversity

Brent council aims for an equal representation of diversity at each stage of the recruitment process to show that there are no barriers to recruitment for any groups. The largest changes in representation were as follows:

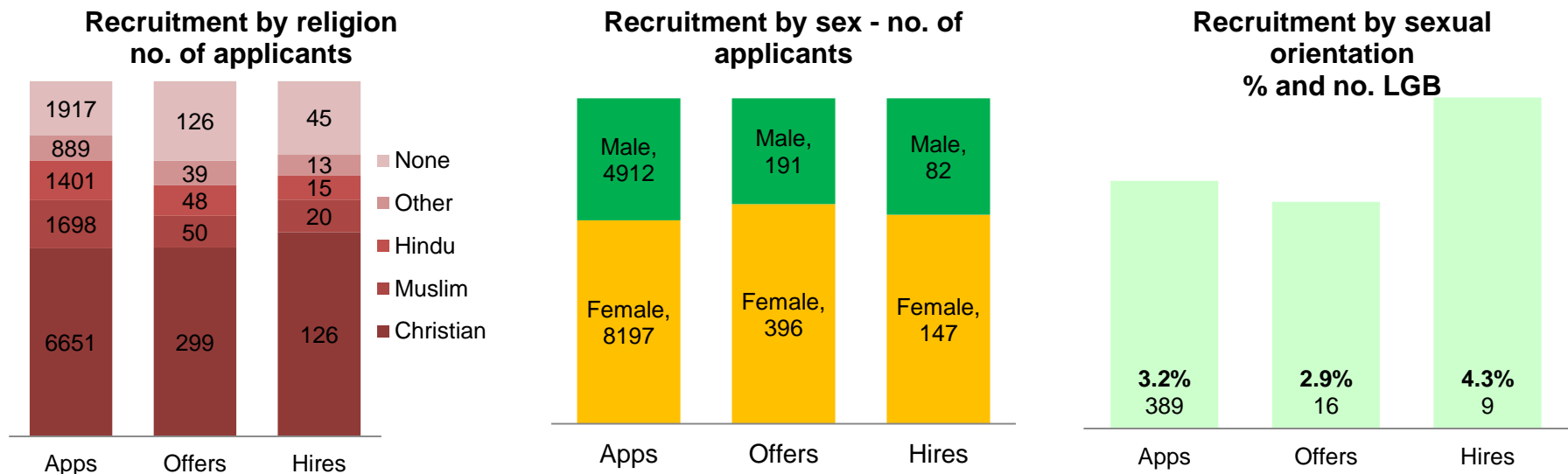
- the proportion of job applicants **aged 16 to 24** increased from the offer stage (Offers) to the hire stage (Hires)
- the proportion of **disabled** applicants fell at each stage of the process.



# Recruitment and diversity continued

Brent council aims for an equal representation of diversity at each stage of the recruitment process to show that there are no barriers to recruitment for any groups. The largest changes in representation were as follows:

- the proportion of **Asian, Hindu and Muslim** applicants fell between the application stage (Apps) and Offers.





# Leavers and diversity

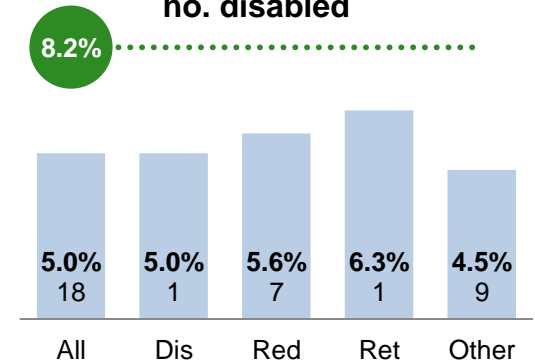
The average **age** of staff that have retired (Ret) is 18 years higher than the average age of Brent staff, as would be expected.

Brent has excellent retention rates for **disabled** staff: only five per cent of all leavers (All) were disabled, compared with eight per cent of the overall workforce.

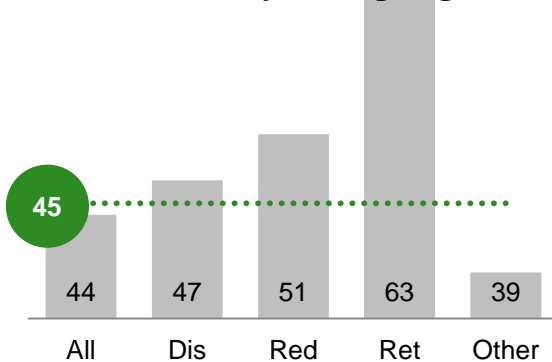
Brent also has good retention rates for **BAME** staff: 56 per cent of leavers were BAME, compared with 62 per cent of all staff.

**Women** were more likely than men to be made redundant (Red).

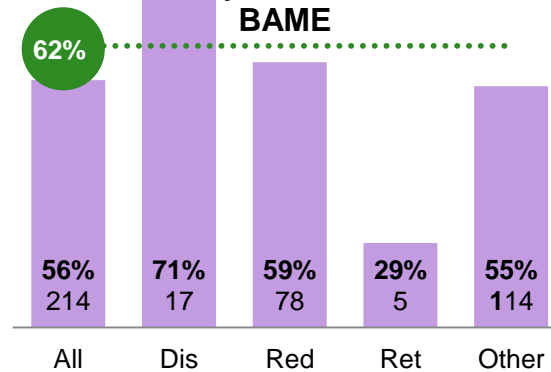
Leavers by disability - % and no. disabled



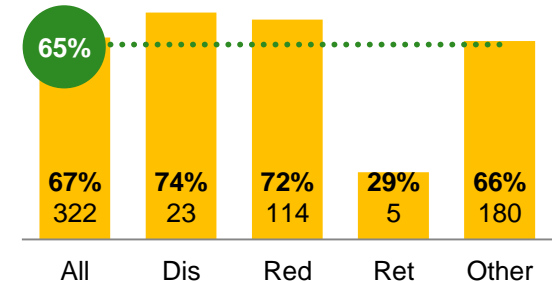
Leavers by average age



Leavers by race - % and no. BAME



Leavers by sex - % and no. female



All	All
Dis	Dismissals
Red	Redundancies
Ret	Retirements
Other	Other

# Recommendations

The following recommendations have been developed to build on the strengths and address the challenges identified in this report. These recommendations will be incorporated into Brent's Equality Strategy 2014 to 2019.

## **Increasing diversity in senior management**

- Brent council will join Race for Opportunity, the UK campaign to improve employment opportunities for ethnic minorities
- Departmental Equality Groups will play a role in succession planning to increase the array of diverse talent
- A positive action programme will be introduced to support the career progression of high-potential staff from groups under-represented at senior management levels

## **Ensuring fair policies and procedures**

- Data will be collected on the diversity of candidates at the shortlisting stage of the recruitment process
- The Flexible Working policy will be applied fairly and consistently
- Training will be offered on unconscious bias to managers and recruitment panels

## **Strengthening workplace inclusion**

- Events and internal communications will be used to increase staff awareness of equality, diversity and inclusion issues
- Information and resources available on the Equality and Diversity intranet pages will be refreshed and updated
- Focus groups and surveys to consult with BAME, disabled and LGBT staff on equality and inclusion issues will be used

## **Increasing declaration rates**

- A data refresh exercise sponsored by the Chief Executive to encourage staff to supply equalities data will be run
- The Annual Workforce Equalities Report will be published on the staff intranet and Brent's external website