

Report on the ethnic profile of Oxfordshire County Council's workforce.

Angela Edward, County HR

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Background

The purpose of this report is to publish information on the ethnic profile of Oxfordshire County Council's workforce in line with the requirements of the Race Relations (Amendment) Act 2000 (RRAA). The data covers the period from 1st April 2004 to 31st March 2005.

The Act requires public authorities to monitor their workforces so that they have baseline data from which to identify where action is needed in line with the requirements in the RRAA to:

- eliminate unlawful racial discrimination
- promote equal opportunities
- promote good relations between people of different racial groups.

Specifically, we are required to monitor by reference to racial group:

- Staff in post.
- Applicants for employment, training and promotion.
- Staff who receive training.
- Staff who benefit or suffer detriment as a result of its performance assessment procedures.
- Staff that are involved in the grievance procedure.
- Staff that are subject of disciplinary procedures.
- People that cease employment with the Council.

Monitoring will allow us to:

- analyse the information we have collected to see whether there are differences between different racial groups
- investigate the processes that have resulted in these differences and take necessary action to remove barriers or failings and promote racial equality.

Status of the information

Last year was the first time that detailed information about the Council's workforce was gathered and formally reported. There were some constraints that influenced the quality of the data collected. This year many improvements have been made, however, there are still concerns about the quality and

availability of some of the data, particularly the detailed information needed from schools.

Last year, as this year, the information has been taken from the Management Information System (SAP). Two major efforts (2003 and 2004) enabled a substantial amount of information held on employees to be checked and there has been a reduction from 28% to 25% in the numbers of staff with no ethnicity declared.

In the case of all maintained schools which have 150 or more full time staff, the LEA is required to set-up arrangements to monitor by racial group the number of staff who:-

- receive training
- benefit or suffer detriment as a result of its performance assessment procedures
- are involved in grievance procedures
- are the subject of disciplinary procedures or
- cease employment with such schools.

There are only two schools in the county that are large enough to report on the details required above, however this information had not been made available (apart from the information on training which was available for all schools) at the time of writing this report. We will publish this information as soon as it is available.

The information in Appendix 5, which is a snapshot summary of data on all staff as at 31 March 2005 has also been separated out for schools based staff and staff from other directorates (including centrally based Learning and Culture staff) and is also compared with last years data.

The reporting 'year' has been kept to the financial year i.e. 1st April to 31st March to tie in with other management information reporting activities and to enable comparisons to be made with last year's report.

Throughout this report if someone is from an ethnic minority we have referred to them as being from a Black or Minority Ethnic group (BME).

Training in promoting good race relations

Social and Health Care and Learning and Culture directorates have both continued to use a workbook to train staff in promoting good race relations. The feedback from those staff that have used it has been very positive.

The Environment and Economy directorate piloted Diversity training that initially focused on the legal requirements (through ACAS). This was followed up with a session for managers on confronting prejudice. The feedback from both courses was mixed so other potential ways of training on a more corporate basis are being explored.

Launch of policies

The Comprehensive Equality Policy which was adopted on 16th March 2004 and was formally launched by the Chair of the Council on 30th November 2004. It covers equality both in terms of employment and service delivery.

Two relevant HR policies were reviewed/written during 2004/05. These were the Raising concerns at work, grievances and whistle-blowing policy which was revised and re-launched in October 2004. A new Dignity at Work policy was launched in November 2004 which covers areas previously held in separate policies on Sexual harassment, racial harassment and Bullying and Harassment.

These are all available on the intranet and directorate HR teams have had briefing packs on the HR policies that they used to give key messages to managers/staff. Articles on these new HR policies appeared on the Intranet, in The Post and on payslip messages.

Best Value Performance Indicators (BVPIs)

Two BVPIs that are relevant to race relations have increased over the last year and more than met their targets, however it is difficult to say whether the increases are 'real' or simply a reflection of more data being available. For BVPI 11b, which gives the percentage of top 5% BME earners, in 2004 this was 2.63% and in 2005 it was 3.55% (the target was 2.6%). This shows a substantial improvement.

For BVPI 17, which gives the percentage of BME employees, in 2004 it was 2.9 and in 2005 it was 3.25 (the target was 3.00%).

The longer term objective for both indicators is to reach the same level as in the population of Oxfordshire i.e. 4.9%.

Comparison with Census data

It is very difficult to draw out trends from the data reported in the first table in Appendix 1 as the number of staff not declaring their ethnicity is so high in comparison to the census data. If it is assumed that the numbers that have not declared their ethnicity reflect the information that we already have then from the second table in Appendix 1 it can be seen that the County Council is better represented in 10 groups compared with last year i.e. White Other, White and Black Caribbean, White and Asian, Indian, Pakistani, Caribbean, African, Black Other, Chinese, Any Other.

Applying to work for us

When anyone applies to work for the County Council or seeks promotion they apply through one of the directorate HR teams. They are asked to complete a

sheet of information to record their ethnicity. This information is separated from the application form and not used in the short-listing process. Corporately we compile information from the returns that are passed to us from the directorate HR teams.

As we are reliant on candidates to fill in these forms and then the directorates to send them on, we cannot guarantee that these figures are a true reflection of the situation.

In 2003/04 it was reported that the total number of appointed applicants was 638, during the same period there were 1356 leavers. In 2004/05 there were almost the same number of appointed applicants (607) but a significantly higher number of leavers (3593).

See Appendix 2 for the full breakdown but in summary

	2003/2004		2004/2005	
	Schools based staff	Non-schools staff	Schools based staff	Non-schools staff
BME Application ratio	1.37	2.31	0.87	1.98
BME Short-listing ratio	0.73	1.63	0.56	1.88
BME Appointment ratio	0.98	1.16	0.13	1.32

The ratio is worked out by comparing the proportion of BME people in the general population (4.9% from census data) with those applying, being short-listed and those appointed. This shows that there is no difficulty in attracting BME candidates to non-schools based vacancies although this has dropped a little since last year. There is good representation of BME candidates being short-listed and applying for non-schools based staff, slightly higher than last year. There is significant under representation in BME candidates applying and being short-listed in schools, even more so than in the previous year. There is a significant under representation in the appointment of BME candidates to schools based vacancies.

It is of some concern that those from a BME background being short-listed for schools based jobs are proportionately less likely to be appointed than their white colleagues.

It is encouraging that plenty of people from BME backgrounds are applying for and being short-listed and appointed to non-schools jobs.

An online jobs application system was launched in October 2004, this has seen a substantial rise in the number of applications for jobs. Candidates are

requested to give us details of their ethnicity but the system requires some work to enable us to report on that information.

Recruitment advertising

Since the Comprehensive Equality Policy was launched a number of black and white 'hands' posters have been distributed across all Council locations with the strap-line of 'Promoting Equality and Social Inclusion'. These words have also been incorporated into the new house-style for recruitment advertising which was launched in December 2004 (schools are yet to use this new house style).

We have also targeted recruitment advertising in minority group publications and have ensured that all vacancies that appear in The Post are distributed to minority community groups. The Post is a fortnightly newsletter that is distributed to all staff locations in the County and is available on the intranet. Jobs are advertised in it and in the weeks when The Post does not get produced the jobs are circulated separately.

Given the results above it looks as though these efforts have certainly helped to attract candidates.

Applying for promotion

Where an existing member of staff applies for promotion this data is recorded within the general applicants for employment. Please refer to the section 'Applying to work for us' above for further information.

Leavers

Please see Appendix 2 for the full details but in summary, over the last financial year there were 3593 leavers out of which 2145 were white, 98 were BME and 1350 non-declared. This compares to the previous year when there were 1356 leavers out of which 868 were white, 87 BME and 401 non-declared.

To work out the ratio analysis we have compared the proportion of leavers to the BME staff employed in the organisation using the percentage of staff excluding the non-declared from the second chart in Appendix 1. In 2003/04 it was 2.9% and in 2004/05 it was 3.02%.

It looks as if there have been slightly more BME staff leaving because a fixed term contract/temporary contract has come to an end and because they have resigned.

Compared to last year there has been a significant improvement in the ratios for all categories of leavers except from retirements.

	2003/04		2004/05	
	% BME	BME ratio	% BME	BME ratio
Leavers				
Dismissal	14.3	4.9	0	-
End of fixed term/temporary contract	30.2	10.4	4.4	1.46
Resignation	8.6	2.9	4.9	1.62
Redundancy	8.3	2.9	0	-
Retirement	2.6	0.89	1.3	0.43
Other	8.7	3.0	2.6	0.86
Total	9.1	3.1	4.4	1.46

OEREN (Oxford Employers Race Equality Network)

The County Council have been long standing members of OEREN which aims to share best practice and take actions to promote good race relations.

A community world cup football event was held in the summer of 2004, the County Council placed a generic recruitment advert on the back page of the programme.

In March 2005 the County Council were part of the sub-group which organised the first ever Race equality awards ceremony held at the Kassam Stadium. There were a number of nominations from members of the BME community for individuals and parts of the organisation. On the night of the presentation of the awards the Social and Health Care directorate of Oxfordshire County Council were delighted to win the category for large employer for their work supporting BME staff.

Equal pay audit

An equal pay audit was undertaken in March 2005 for all staff in grades 1-18 who come under the NJC 'Green Book' terms and conditions of service and the following information is extracted from this report which covered disability and gender as well as ethnicity. Data was compared between June 2003, which was just after job evaluation had been undertaken, and February 2005, the last full month before the audit was undertaken, to see how the moderation and appeals process had affected those being downgraded.

It is only possible to report on the data available and about a quarter of the workforce have not declared their ethnicity. A breakdown was carried out of this data comparing the proportion of staff on each of the different grades who had not declared their ethnicity as shown in Appendix 3a. The percentage of those not declaring their ethnicity lessens the higher the grade.

To assess the pay structure in February 2005 the data was broken down by grade and those being downgraded by ethnic origin. Again those who did not declare their ethnicity have been removed from the analysis. Appendix 3b shows the results of this breakdown. The table shows that in February 2005 only 338 employees are still facing a downgrade. In June 2003 1048 employees remained on their old grade, therefore being downgraded. However through the processes of re-moderation, formal appeals and re-deployment this figure has dropped to 338.

The proportion of employees from ethnic minorities being down graded in 2005 (2.8) remains fairly similar to that in 2003 (2.4) however the proportion of BME staff in 2003 that were covered by the job evaluation exercise was 2.9% so the ratio of those being downgraded is 0.83. In 2005 the proportion of the BME workforce was 3.5 so the ratio is 0.8. Overall it looks as though people from a BME background ended up slightly less likely to be down-graded as white colleagues as a result of job evaluation.

As with the previous data the grade data was again broken down to give an overview of each grade with respect to ethnic origin see Appendix 3c.

The final chart in Appendix 3 is a graphical representation of the grade comparisons between May 2003 and February 2005.

Information from directorates

For directorate information see Appendix 4. This has been summarised across the County Council because the numbers in each directorate were so small that it might have been possible to identify individuals.

Reporting of racist incidents

The County Council has a documented system for being able to report on any racist incidents that occurred over the last year. The following 32 cases were reported of which 30 resulted in further action being taken:

- 1 in the County Facilities Management section of the Learning and Culture directorate – this resulted in further action being taken
- 4 in the Social and Health Care directorate – all of which resulted in further action being taken
- 27 in the Learning and Culture directorate (schools based staff) – 25 of which resulted in further action being taken

This compares with 8 reports last year (which excluded schools-based staff) clearly the number of reported incidents has decreased for non-schools-based staff and overall the numbers are still very low (5 out of over 19,000 staff). Whilst it would be encouraging to think that so few staff are subject to a racist incident we cannot be complacent, it may be that not all incidents are being reported.

a) Cases of discrimination or harassment

These are reported separately from the racist incidents and may be cases of discrimination/harassment on grounds other than of race. It could be that the details of the harassment do not immediately have anything to do with that person's ethnicity but we are monitoring them in case there is a higher number of cases raised by a particular ethnic group than would be expected.

Across the County Council there were 2 complaints of harassment during 2004/05 which were reported by one person from an ethnic minority background and one from a white background. This is half that of the previous year when there were 4 complaints of harassment of which 2 were from minority staff and 2 from white staff.

However it is still of concern that, in effect, half of the cases were from a person from an ethnic minority background and they only represent a small proportion of the workforce.

b) Raising concerns at work (grievances)

There were 8 cases reported during 2004/05 (6 were from a white background, one was from an Asian/Asian British background and one was undeclared). This is 3 more than the previous year as then there were 5 cases reported of which 4 were from staff of white background and one from someone who had not declared their ethnicity. The breakdown is as follows:

3 at Step 1
4 at Step 2
1 at Step 3
None at Step 4

The increase in numbers raising concerns could be because of the revision and re-launch of the policy in October 2004.

c) Disciplinary proceedings and decisions made

There were 52 cases against staff during 2004/05 (eight more than the previous year). 40 were from a white background, 2 were from an Asian/Asian British background, 1 person was of Caribbean origin, 1 person was of African origin and 8 had not declared their ethnic origin.

In the previous year 38 had been from a white background, 1 Asian, 3 Black British and 2 had not declared their ethnic origin (total 44).

The increased numbers of people going through the disciplinary process could be as a result of an increased focus on managing poor performance

over the year 2004/05. Nearly double had first written warnings and final written warnings.

It is encouraging to note that, although the numbers of people having disciplinary action taken against them has increased, there hasn't been an increase in the number of people from an ethnic minority background being affected.

Stage	2003/2004			2004/2005		
	White	BME	Non-declared	White	BME	Non-declared
Verbal warning stage	8	1	-	5	1	2
1 st written warning stage	7	-	1	13	-	2
Final written warning stage	4	-	-	8	-	-
Total	19	1	1	31		4
Dismissal	4	-	-	1	-	3
Suspension	5	-	-	5		1
Other outcomes	12 white, 3 BME, 1 non-declared - totalling 16 cases (8 resignations, 4 had their probation extended, 1 had no formal action taken, one had their warning reviewed and 2 had no details given).			8 white, 3 BME – totalling 11 cases (6 resignation, 1 extended probation, 2 demoted, 1 reinstated after dismissal, no formal action		

d) Recipients of training

The implementation of the training events module of our Management Information System was delayed and only began to 'go live' in April 2005. A phased introduction has been planned across directorates so this years report, as last year, only includes information that directorates have managed to gather on local systems. Please see Appendix 4 for a breakdown of staff trained.

The statistics include the number of training days attended on formal courses, including corporately delivered management development courses. Within the County Council there are a number of other developmental activities that take place that have not been recorded in these figures e.g. mentoring and work shadowing. Some long term training has also not been included e.g. for professional development or MBAs.

In summary the average number of training days received per member of staff was nearly 2 days (compared to last year which was just over 1 day).

The total number of staff recorded as having received training over the year was 4,952 (which excludes retained fire-fighters and schools based staff).

No formal monitoring yet takes place of applicants for training activities.

e) Appraisals

In this financial year 4,038 staff were reported as having had an appraisal across the County Council (compared to last year's figure of 2,072). This does not include teaching staff, retained fire-fighters, school crossing patrols and midday meals supervisors.

f) Distribution of honoraria

As reported last year this has not been included as there can be four circumstances in which someone is awarded an honorarium. It could be made whilst they are waiting for the outcome of a job evaluation, if they are acting up into a more senior role, if they are covering extra duties for a limited amount of time or if they are being paid an honorarium in lieu of overtime. If someone is acting up into a more senior role then they may also have their substantive grade changed rather than be paid an honorarium.

g) Performance assessment

Under the Race Relations Amendment Act we are required to report on staff who benefit or suffer detriment as a result of our performance assessment process. As we don't have an appraisal scheme linked to pay we are unable to report on this. If staff have needed formal action taken as a result of performance issues this is monitored through the disciplinary process (see Paragraph c).

Analysis of snapshot of data across the County Council

This information is compared against last year's snapshot and the average total change for each ethnic group is given.

Conclusions

During the period 1st April 2004 to 31st March 2005 there has been an increase in the number of BME employees and better representation of different racial groups within the council's workforce, even though there has been a slight increase in the number of BME staff leaving. There is good representation of BME candidates to non-schools based vacancies being shortlisted and appointed though this trend isn't repeated for schools based vacancies. The recorded cases of grievances and disciplinary proceedings are broadly representative of the workforce, although the proportion of cases of discrimination or harassment from a person from an ethnic minority background does present some concern.

Last year's report noted that more needed to be done to increase the numbers of people who declared their ethnicity. Whilst this year has seen some improvement more action needs to be taken. From the equal pay audit it is recommended that some targeted action is taken to encourage employees in the lower grades to declare their ethnicity. We recognise and respect the decision of those who do not wish to disclose such information but if we have a firm baseline it makes it possible to track how what we do impacts on different groups of staff. Without this basic information it is not possible to draw conclusions and develop an action plan to address any inequalities.

In last year's conclusion we stated that we hoped to achieve corporate liP status which we did in December 2004. Part of the action plan to achieve liP status was to improve on the number of appraisals. This too has been achieved and we hope to maintain the improvement this year.

Last year we had been testing a new recruitment module as part of the SAP implementation. Unfortunately the supplier has said that they are no longer going to support it and their expected replacement is not ready and is likely to be a considerably more expensive option. We are therefore going to have to explore other options.

As part of the ongoing development of SAP we hope to be able to develop reporting to better monitor training received and hopefully training requested.

This year was the first time that an equal pay audit was undertaken for all 'Green Book staff' we would recommend that this work is extended to cover other staff not covered by these grades.

Finally we need to work with the Learning and Culture directorate to get better information from schools.

Appendix 1

Comparison of the ethnic profile of County Council staff with the Census data for the population of the County of Oxfordshire

	White %	Mixed %	Asian or B Asian %	Black or B British %	Chinese or other %	Non-declared %	Total numbers
Census	95.1	1.2	1.7	0.8	1.1	-	605,488
County Council employees 2004	69.6	0.33	0.95	0.69	0.12	28.0	18,758
County Council employees 2005	72.4	0.38	1.06	0.82	0.20	25.11	19,564

Comparison of the ethnic profile of County Council staff (excluding non-declared staff) with the Census data for the population of the County of Oxfordshire

	White			Mixed				Asian or A British				Black or B British			Chinese or other		Totals
	British 01	Irish 02	Other 19	W&B Caribbean 21	W & African 22	W & Asian 23	Any other 28	Indian 41	Pakistani 42	Bangla deshi 43	Any other 44	Caribbean 61	African 62	Any other 63	Chinese 81	Any other 85	
Census totals	544,572	7,525	23,947	2,132	807	2,253	1,911	4,068	4,007	1,184	1,221	2,453	2,046	503	3,849	3,010	605,488
%	89.94	1.24	3.95	0.35	0.13	0.37	0.32	0.67	0.66	0.20	0.20	0.41	0.34	0.08	0.64	0.50	
County council employees 2004	12,675	123	305	19	11	14	17	47	71	18	42	58	50	22	14	8	13,494
%	93.93	0.91	2.26	0.14	0.08	0.10	0.13	0.35	0.53	0.13	0.31	0.43	0.37	0.16	0.10	0.06	100
County Council employees 2005	13,680	132	358	26	11	21	16	65	81	18	44	69	63	28	19	20	14,612
%	93.62	0.90	2.45	0.18	0.08	0.14	0.11	0.44	0.55	0.12	0.30	0.47	0.43	0.19	0.13	0.14	100
Overall Change	-ve	-ve	+ve	+ve	=	+ve	-ve	+ve	+ve	-ve	-ve	+ve	+ve	+ve	+ve	+ve	

In summary, excluding non-declared staff, there were 96.98% white staff in 2005 and 97.1 % white staff (in 2004) compared to 95.13% in the Census. There were 3.02 BME staff in 2005 and 2.9% BME staff in 2004 compared to 4.87% BME staff in the Census.

Appendix 2 Job applications – details for 2005

Schools based staff	White	%	BME	%	Total numbers
All applicants	1123	95.74	50	4.26	1173
Shortlisted applicants	422	97.24	12	2.76	434
Appointed applicants	158	99.37	1	0.63	159
Staff in other directorates or centrally based Learning and Culture staff					
All applicants	4252	90.31	456	9.69	4708
Shortlisted applicants	1563	90.77	159	9.23	1722
Appointed applicants	419	93.53	29	6.47	448

Job applications – details for 2004

Schools based staff	White	%	BME	%	Total numbers
All applicants	926	93.3	66	6.7	992
Shortlisted applicants	424	96.4	16	3.6	440
Appointed applicants	157	95.2	8	4.8	165
Staff in other directorates or centrally based Learning and Culture staff					
All applicants	2764	88.7	353	11.3	3117
Shortlisted applicants	1272	92.0	111	8.0	1383
Appointed applicants	446	94.3	27	5.7	473

Leavers

Leavers (numbers)	White		BME		Non-declared		Total	
	2004	2005	2004	2005	2004	2005	2004	2005
Dismissal	6	8	1	0	1	7	8	15
End of fixed term/temporary contract	37	220	16	10	53	270	106	500
Resignation	660	1598	62	83	335	1012	1057	2693
Redundancy	11	24	1	0	-	26	12	37
Retirement	112	221	3	3	2	22	117	250
Other	42	74	4	2	10	13	56	98
Total	868	2145	87	98	401	1350	1356	3593

Appendix 3 – Equal pay data

a) Equal pay data - percentage of Ethnic Origin not declared

Grade	% not declared in June 2003	% not declared in February 2005
1	38.5%	37.8%
2	14.2%	19.1%
3	16.9%	23.7%
4	32.3%	35.5%
5	17%	18.2%
6	25.1%	22.7%
7	16.8%	17.4%
8	11.1%	12.4%
9	10.1%	10.7%
10	9.6%	8.5%
11	5.7%	6.6%
12	3.7%	4.1%
13	3.6%	3.2%
14	0%	6.0%
15	4.8%	3.6%
16	0%	0%
17	0%	0%
18	0%	0%

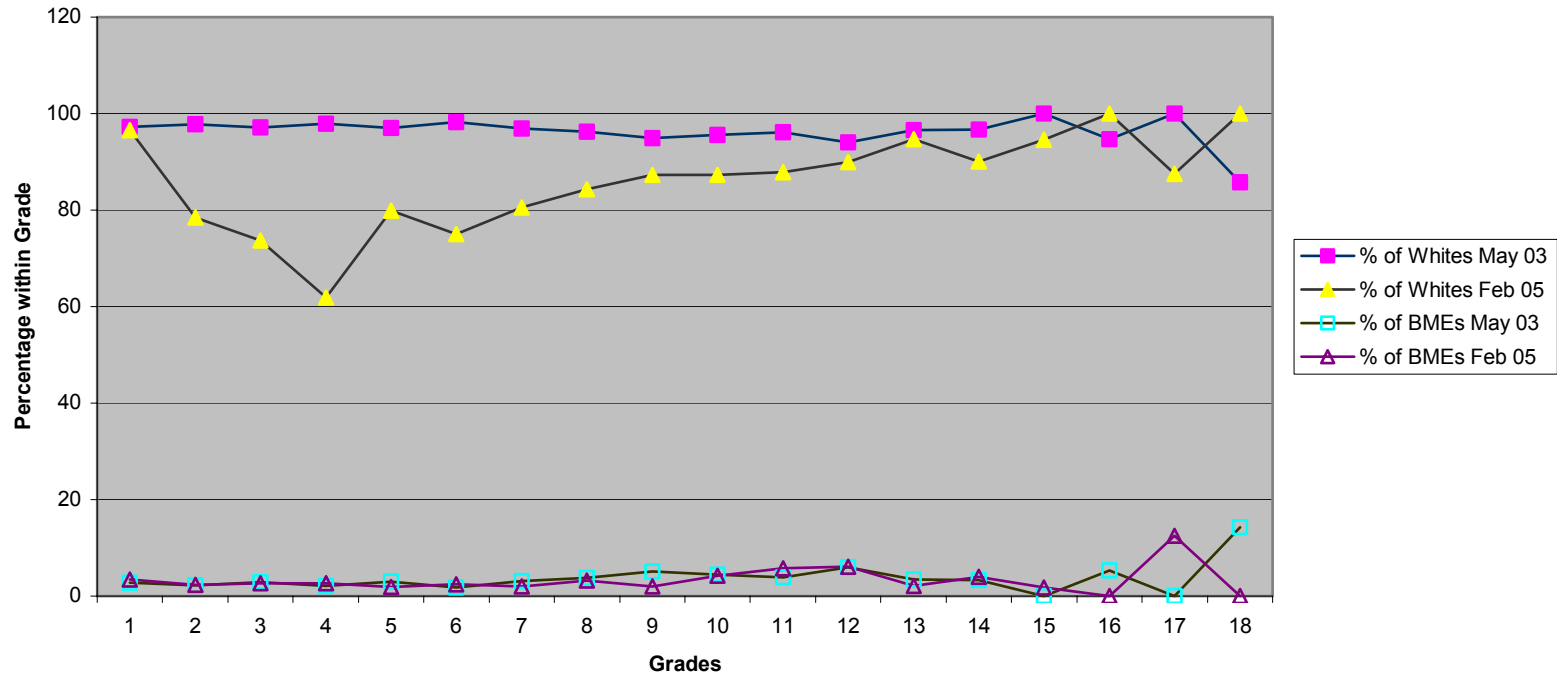
b) Breakdown of February 2005 Grade Data by Whites and BME

Ethnic Origin	No. of Employees	% of Downgrades	Cumulative Percent
White British	332	94.1%	94.1%
White Irish	8	2.3%	96.3%
Other White Group	3	.8%	97.2%
White & Asian	1	.3%	97.5%
Other Mixed Group	2	.6%	98%
Indian	2	.6%	98.6%
Pakistani	2	.6%	99.2%
Black Caribbean	2	.6%	99.7%
Black African	1	.3%	100%
Total	353	100%	

c) Downgrades Broken Down by Ethnic Origin – February 2005

Grade	No. of whites	%	No. of BME	%
1	1136	96.6%	40	3.4%
2	476	97.1%	14	2.9%
3	193	96.5%	7	3.5%
4	1982	95.9%	84	4.1%
5	1458	97.7%	34	2.3%
6	1049	97%	33	3%
7	477	97.5%	12	2.5%
8	597	96.3%	23	3.7%
9	343	97.7%	8	2.3%
10	308	95.4%	15	4.6%
11	495	93.9%	32	6.1%
12	250	93.6%	17	6.4%
13	180	97.8%	4	2.2%
14	45	95.7%	2	4.3%
15	53	98.1%	1	1.9%
16	46	100%	0	0%
17	14	87.5%	2	12.5%
18	6	100%	0	0%
Downgrade	343	97.2%	10	2.8%
Totals	9451		338	

Percentage of Whites and BMEs within Each Grade in May 2003 and February 2005



Appendix 4

Covering 7,754 staff in all directorates (excluding schools based staff)

Workforce Monitoring by Ethnicity - covering period 1 April 2004 to 31st March 2005

Information required	White			Mixed				Asian or A British				Black or B British			Chinese or other		Non declared	Total
	British 01	Irish 02	Other 19	W&B Caribbean 21	W & African 22	W & Asian 23	Any other 28	Indian 41	Pakistani 42	Bangladeshi 43	Any other 44	Caribbean 61	African 62	Any other 63	Chinese 81	Any other 85		
Harassment/Discrimination Complaints (reported cases)	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	2
Raising Concerns at Work (grievances)																		
Step 1	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
Step 2	3	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	4
Step 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Step 4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Disciplinary Proceedings and Decisions Made																		
Verbal Warning	5	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	2	8
First Written Warning	12	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	15
Final Written Warning	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8
Dismissal	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	4
Suspension	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	6
Other Outcomes (please describe in a note)	8	0	0	0	0	0	0	1	0	0	1	0	1	0	0	0	0	11
Training and Development Activities																		
Total Training Days (attendance at courses)	7958.5	40.75	158.5	52.5	4	8.5	10.5	39.75	16.5	16	17	52.5	72	22	3.5	11.5	972	9456
Total Number of Staff Trained	3733	43	113	24	4	7	10	31	13	15	6	56	64	22	5	4	802	4952
Average days per member of staff	2.13	0.95	1.40	2.19	1.00	1.21	1.05	1.28	1.27	1.07	2.83	0.94	1.13	1.00	0.70	2.88	1.21	1.91
Number of staff who have had an appraisal	3675	37	79	6	2	3	5	18	12	3	10	24	15	9	4	6	130	4038

Appendix 5 A snapshot of data

Workforce Monitoring by Ethnicity (all staff) - March 2004 and March 2005

Information	White			Mixed			Asian or A British			Black or B British			Chinese or other		
	2004	2005	Difference	2004	2005	Difference	2004	2005	Difference	2004	2005	Difference	2004	2005	Difference
Gender															
Male	96.79%	96.52%	-0.27%	0.57%	0.65%	0.07%	1.03%	1.15%	0.12%	1.45%	1.51%	0.06%	0.15%	0.18%	0.03%
Female	97.18%	96.76%	-0.41%	0.42%	0.47%	0.05%	1.39%	1.48%	0.09%	0.85%	0.99%	0.15%	0.17%	0.29%	0.12%
Age															
under 21	93.38%	91.61%	-1.77%	2.21%	2.80%	0.59%	2.94%	3.50%	0.56%	1.47%	1.40%	-0.07%	0.00%	0.70%	0.70%
21-30	95.89%	95.45%	-0.44%	0.57%	0.69%	0.12%	2.13%	2.24%	0.12%	1.28%	1.37%	0.09%	0.14%	0.25%	0.11%
31-40	95.58%	95.19%	-0.39%	0.87%	0.94%	0.07%	1.90%	2.00%	0.09%	1.48%	1.48%	0.00%	0.16%	0.39%	0.23%
41-50	97.28%	96.99%	-0.29%	0.39%	0.40%	0.01%	1.14%	1.08%	-0.06%	1.05%	1.33%	0.28%	0.14%	0.19%	0.05%
51-60	98.46%	97.96%	-0.50%	0.14%	0.20%	0.06%	0.79%	1.09%	0.31%	0.38%	0.45%	0.07%	0.24%	0.30%	0.05%
Over 60	98.59%	98.48%	-0.11%	0.13%	0.12%	-0.01%	0.77%	0.70%	-0.07%	0.51%	0.70%	0.19%	0.00%	0.00%	0.00%
Total	97.10%	96.72%	-0.39%	0.45%	0.51%	0.05%	1.32%	1.42%	0.10%	0.96%	1.09%	0.13%	0.16%	0.27%	0.10%
Salary															
Up to £15,000	96.98%	96.38%	-0.61%	0.44%	0.38%	-0.06%	1.36%	1.64%	0.28%	1.01%	1.25%	0.24%	0.22%	0.36%	0.14%
£15,001 - £25,000	96.76%	96.56%	-0.20%	0.46%	0.69%	0.24%	1.46%	1.47%	0.01%	1.20%	1.01%	-0.19%	0.11%	0.27%	0.15%
£25,001 - £35,000	97.36%	97.02%	-0.34%	0.50%	0.57%	0.07%	1.26%	1.19%	-0.07%	0.76%	1.07%	0.31%	0.13%	0.15%	0.02%
£35,001 - £45,000	98.56%	98.31%	-0.25%	0.16%	0.14%	-0.02%	0.80%	0.85%	0.05%	0.32%	0.42%	0.10%	0.16%	0.28%	0.12%
Above £45,000	97.93%	97.55%	-0.39%	0.83%	0.61%	-0.21%	0.41%	0.92%	0.51%	0.83%	0.92%	0.09%	0.00%	0.00%	0.00%
Total	97.10%	96.72%	-0.39%	0.45%	0.51%	0.05%	1.32%	1.42%	0.10%	0.96%	1.09%	0.13%	0.16%	0.27%	0.10%
Length of Service															
0-5 years	96.40%	95.87%	-0.52%	0.59%	0.65%	0.06%	1.52%	1.63%	0.11%	1.32%	1.50%	0.18%	0.17%	0.35%	0.17%
6-10 years	97.52%	97.39%	-0.13%	0.37%	0.51%	0.13%	1.41%	1.23%	-0.18%	0.54%	0.65%	0.11%	0.17%	0.22%	0.05%
11-20 years	97.53%	97.27%	-0.27%	0.31%	0.29%	-0.02%	1.13%	1.38%	0.25%	0.82%	0.90%	0.08%	0.21%	0.16%	-0.04%
Over 20 years	99.33%	98.96%	-0.37%	0.17%	0.16%	-0.01%	0.42%	0.64%	0.22%	0.08%	0.08%	0.00%	0.00%	0.16%	0.16%
Total	97.10%	96.72%	-0.39%	0.45%	0.51%	0.05%	1.32%	1.42%	0.10%	0.96%	1.09%	0.13%	0.16%	0.27%	0.10%
Average total change			-0.40%			0.06%			0.13%			0.10%			0.11%

Workforce Monitoring by Ethnicity (schools) - March 2004 and March 2005

Information	White			Mixed			Asian or A British			Black or B British			Chinese or other		
	2004	2005	Difference	2004	2005	Difference	2004	2005	Difference	2004	2005	Difference	2004	2005	Difference
Gender															
Male	97.52%	97.14%	-0.38%	0.55%	0.76%	0.20%	0.46%	0.59%	0.13%	1.29%	1.26%	-0.03%	0.18%	0.25%	0.07%
Female	98.10%	97.61%	-0.49%	0.32%	0.43%	0.10%	1.00%	1.15%	0.15%	0.53%	0.60%	0.07%	0.05%	0.21%	0.17%
Age															
under 21	95.65%	86.67%	-8.99%	0.00%	5.00%	5.00%	2.17%	5.00%	2.83%	2.17%	1.67%	-0.51%	0.00%	1.67%	1.67%
21-30	97.04%	96.60%	-0.45%	0.39%	0.55%	0.16%	1.80%	1.98%	0.18%	0.51%	0.44%	-0.08%	0.26%	0.44%	0.18%
31-40	96.51%	95.78%	-0.73%	0.71%	1.07%	0.36%	1.60%	1.71%	0.11%	1.12%	1.01%	-0.11%	0.06%	0.43%	0.37%
41-50	98.36%	98.14%	-0.22%	0.32%	0.29%	-0.03%	0.60%	0.64%	0.04%	0.68%	0.82%	0.14%	0.04%	0.11%	0.07%
51-60	99.10%	98.66%	-0.44%	0.11%	0.14%	0.03%	0.53%	0.78%	0.26%	0.21%	0.32%	0.11%	0.05%	0.09%	0.04%
Over 60	99.20%	99.26%	0.06%	0.27%	0.00%	-0.27%	0.00%	0.00%	0.00%	0.53%	0.74%	0.21%	0.00%	0.00%	0.00%
Total	98.01%	97.54%	-0.47%	0.36%	0.47%	0.12%	0.92%	1.07%	0.15%	0.64%	0.69%	0.05%	0.07%	0.22%	0.15%
Salary															
Up to £15,000	97.80%	97.15%	-0.65%	0.28%	0.37%	0.10%	0.87%	1.30%	0.43%	0.90%	0.84%	-0.06%	0.15%	0.35%	0.19%
£15,001 - £25,000	97.52%	96.87%	-0.66%	0.32%	0.60%	0.29%	1.27%	1.39%	0.12%	0.89%	0.90%	0.02%	0.00%	0.24%	0.24%
£25,001 - £35,000	98.32%	98.21%	-0.11%	0.54%	0.55%	0.00%	0.94%	0.78%	-0.16%	0.20%	0.43%	0.23%	0.00%	0.04%	0.04%
£35,001 - £45,000	100.00%	99.39%	-0.61%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.30%	0.30%	0.00%	0.30%	0.30%
Above £45,000	99.21%	98.94%	-0.26%	0.79%	0.53%	-0.26%	0.00%	0.00%	0.00%	0.00%	0.53%	0.53%	0.00%	0.00%	0.00%
Total	98.01%	97.55%	-0.46%	0.36%	0.46%	0.11%	0.92%	1.07%	0.15%	0.64%	0.69%	0.05%	0.07%	0.22%	0.15%
Length of Service															
0-5 years	97.40%	96.66%	-0.74%	0.38%	0.62%	0.25%	1.10%	1.30%	0.20%	1.02%	1.01%	-0.01%	0.11%	0.41%	0.30%
6-10 years	97.94%	97.83%	-0.10%	0.43%	0.48%	0.05%	1.28%	1.20%	-0.08%	0.28%	0.42%	0.14%	0.07%	0.06%	-0.01%
11-20 years	98.96%	98.73%	-0.23%	0.33%	0.23%	-0.09%	0.39%	0.58%	0.19%	0.33%	0.46%	0.14%	0.00%	0.00%	0.00%
Over 20 years	99.52%	99.25%	-0.26%	0.16%	0.15%	-0.01%	0.32%	0.60%	0.28%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	98.01%	97.54%	-0.47%	0.36%	0.47%	0.12%	0.92%	1.07%	0.15%	0.64%	0.69%	0.05%	0.07%	0.22%	0.15%
Average total change			-0.79%			0.30%			0.24%			0.06%			0.19%

Workforce Monitoring by Ethnicity (non-schools) - March 2004 and March 2005

Information	White			Mixed			Asian or A British			Black or B British			Chinese or other			
	2004	2005	Difference	2004	2005	Difference	2004	2005	Difference	2004	2005	Difference	2004	2005	Difference	
Gender																
Male	96.27%	96.05%	-0.22%	0.59%	0.56%	-0.02%	1.44%	1.57%	0.13%	1.57%	1.69%	0.12%	0.13%	0.13%	-0.01%	
Female	95.96%	95.53%	-0.42%	0.56%	0.54%	-0.02%	1.90%	1.96%	0.06%	1.26%	1.57%	0.31%	0.32%	0.39%	0.07%	
Age																
under 21	92.22%	95.18%	2.96%	3.33%	1.20%	-2.13%	3.33%	2.41%	-0.92%	1.11%	1.20%	0.09%	0.00%	0.00%	0.00%	
21-30	94.46%	93.94%	-0.52%	0.79%	0.87%	0.07%	2.53%	2.60%	0.07%	2.22%	2.60%	0.38%	0.00%	0.00%	0.00%	
31-40	94.47%	94.41%	-0.06%	1.06%	0.77%	-0.29%	2.27%	2.38%	0.11%	1.91%	2.10%	0.18%	0.28%	0.35%	0.07%	
41-50	95.84%	95.32%	-0.52%	0.48%	0.57%	0.09%	1.87%	1.72%	-0.15%	1.55%	2.08%	0.53%	0.27%	0.31%	0.05%	
51-60	97.78%	97.14%	-0.64%	0.17%	0.27%	0.10%	1.06%	1.46%	0.40%	0.56%	0.59%	0.04%	0.44%	0.54%	0.09%	
Over 60	98.01%	97.78%	-0.23%	0.00%	0.22%	0.22%	1.49%	1.33%	-0.16%	0.50%	0.67%	0.17%	0.00%	0.00%	0.00%	
Total	96.04%	95.66%	-0.37%	0.56%	0.54%	-0.02%	1.79%	1.87%	0.08%	1.34%	1.60%	0.26%	0.27%	0.33%	0.05%	
Salary																
Up to £15,000	96.01%	95.25%	-0.77%	0.62%	0.38%	-0.24%	1.94%	2.15%	0.21%	1.13%	1.85%	0.72%	0.29%	0.38%	0.09%	
£15,001 - £25,000	96.13%	96.31%	0.18%	0.58%	0.77%	0.19%	1.62%	1.53%	-0.09%	1.47%	1.10%	-0.36%	0.21%	0.29%	0.08%	
£25,001 - £35,000	95.67%	94.91%	-0.76%	0.43%	0.62%	0.19%	1.82%	1.93%	0.11%	1.73%	2.20%	0.47%	0.35%	0.34%	0.00%	
£35,001 - £45,000	96.91%	97.38%	0.47%	0.34%	0.26%	-0.08%	1.72%	1.57%	-0.14%	0.69%	0.52%	-0.16%	0.34%	0.26%	-0.08%	
Above £45,000	96.55%	95.62%	-0.93%	0.86%	0.73%	-0.13%	0.86%	2.19%	1.33%	1.72%	1.46%	-0.26%	0.00%	0.00%	0.00%	
Total	96.04%	95.65%	-0.39%	0.56%	0.56%	0.00%	1.79%	1.86%	0.08%	1.34%	1.60%	0.26%	0.27%	0.33%	0.05%	
Length of Service																
0-5 years	95.25%	94.90%	-0.35%	0.83%	0.68%	-0.15%	2.01%	2.05%	0.04%	1.67%	2.11%	0.44%	0.25%	0.27%	0.02%	
6-10 years	96.93%	96.73%	-0.21%	0.30%	0.55%	0.25%	1.58%	1.27%	-0.31%	0.89%	1.00%	0.11%	0.30%	0.45%	0.16%	
11-20 years	95.94%	95.44%	-0.50%	0.29%	0.36%	0.07%	1.96%	2.39%	0.43%	1.38%	1.45%	0.07%	0.43%	0.36%	-0.07%	
Over 20 years	99.13%	98.62%	-0.51%	0.17%	0.17%	0.00%	0.52%	0.69%	0.17%	0.17%	0.17%	0.00%	0.00%	0.34%	0.34%	
Total	96.04%	95.66%	-0.37%	0.56%	0.54%	-0.02%	1.79%	1.87%	0.08%	1.34%	1.60%	0.26%	0.27%	0.33%	0.05%	
Average total change			-0.20%				-0.09%				0.07%				0.17%	-0.05%

