



Workforce Equality and Diversity Report (April 2019)

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Gloucestershire County Council Workforce Diversity Report Equality and Diversity Employment Information

Introduction

This report sets out the workforce data arrangements we have in place in order to monitor progress towards our objectives, and examines the equalities make-up of our staff.

The council has been monitoring equality information across a number of areas in employment since 2000. In addition since the introduction of the Equality Act 2010 and the subsequent Public Sector Equality Duty we have actively been analysing and reporting on data across a broad range of protected characteristics.

The nine characteristics are age, disability, gender reassignment, marital/relationship status, pregnancy and maternity, race, religion and belief, sex/gender, and sexual orientation. Monitoring equality and diversity in the workforce enables us to examine how our employment policies and processes are working and to identify areas where these may appear to be impacting disproportionately on certain groups of staff. This helps us to show due regard, and can lead to the development of better and more informed, inclusive decision making, including decisions on recruitment and promotion.

Gloucestershire County Council strives to be an equal employer with fair and equal policies for all employees regardless of race, nationality, age, disability, sexual orientation, sex, gender identity, marital status, religion, pregnancy and maternity. This is not only because it is required by us under the Equality Act but because it is in keeping with our values as an organisation.

This Workforce Equality and Diversity report outlines the work we've done in the last year to demonstrate our commitment to equality and diversity as well as showing us what is left to achieve. Please ensure that you input your equality data into SAP in order that we can continue to make improvements to inclusion at GCC.

How we collate equality information and intend to address data gaps

The majority of the information included in this report has been taken from the council's HR and Payroll System (SAP). In June 2017 following minor changes to the way this data was held and the addition of new data protection safeguards, we asked all staff to ensure their information was up to date, or to enter information where none was held. In addition, in 2013 we collected information from employees, through a staff equalities questionnaire. Some of this data has been used in this report where there have been gaps in the data taken from SAP.

We will continue to collect data through various sources, including our HR & payroll self-service system and through recruitment practices, amongst other means.

Executive Summary

The following information gives an overview of the current staffing situation, and a summary of the progress Gloucestershire County Council has made against its equality objectives over the past twelve months.

Workforce Headcount

On the 1st April 2019, 3,735 individuals were employed by Gloucestershire County Council. In addition to those included in our headcount figures published on the transparency pages of our website, this number also includes employees from the Gloucestershire Fire and Rescue Service (Wholetime and Retained) and those engaged on a casual basis where a mutuality of obligation exists.

We have embarked on a journey to establish our organisational values and behaviours. Throughout this journey we have fully engaged with our colleagues through leadership conference; Employee Engagement Survey 2018; team meetings and employee voice groups to establish what is really at the heart of what we do and how we want all of us to act. We wanted to ensure that our values really meant something to all of us. These values are at the centre of our new Employee Engagement Strategy where we have set out the direction of improving engagement and our culture over the next 3 years. Our values are:

- Accountability
- Integrity
- Empowerment
- Respect
- Excellence

Opportunities to work flexibly

The organisation offers and actively promotes to all employees a range of flexible working practices and family friendly policies. Other measures as appropriate to the particular circumstances are also considered and the council always gives due regard to the diversity profile of the workforce when making changes to services and developing workforce strategies.

Employee Engagement

We have the following Employee Networks;

- Prism – a network for LGBT+ members of staff
- Disability Network
- Dignity at Work Network
- Young Employees' Network (launched June 2017)
- Carers' network

All of the network chairs meet with HR to discuss and review any emerging themes, to ensure a collective approach is taken to minimise any common concerns.

The networks have worked closely with the council to raise awareness and to offer employees the opportunity to raise issues of concern. For example, the council's Prism Network meets formally on a monthly basis in various locations. This allows all members of Prism to attend a meeting at (or close to) their place of work to raise any issues. They also have digital networks through Yammer and email forums.

Following the success of a pilot mentoring programme which both PRISM and YEN contributed to, both mentoring others and also being mentored themselves, we have now extended this wider

across the organisation and as part of our workforce development strategy. The original pilot was initiated by the networks and actively supported by the organisation.

We are in regular contact with the networks and strive to support activities/initiatives that they propose to offer to members, and we encourage the network to raise with us issues of concern so that we can actively work together to agree solutions or approaches.

The Dignity at Work (DAW) network is one of the initial points of contact (alongside line management, Human Resources Advisers or Trade Union representatives), for any employee who believes they are experiencing unacceptable behaviour. DAW Officers are able to listen and offer impartial support to anyone who feels they are experiencing bullying and harassment in the workplace. A DAW Officer can also support staff where allegations of harassment or bullying made against them.

In 2017 we produced a Health and Wellbeing Policy and created a Health and Wellbeing Board to oversee the associated action plan. The Board includes representatives from Occupational Health, Public Health, Human Resources, Health and Safety, Communications and DAW. The key aims of this policy and the associated action plan are to focus key initiatives on physical and mental wellbeing including the national public health campaign of 'One You'. Through the policy the organisation has achieved the Workplace Wellbeing Charter – National Award for England through Health @ Work.

The council provides an Employee Assistance Programme which is available to staff. This offers information and advice including confidential counselling for staff and managers, available 24 hours every day online and by telephone, and covers a wide range of issues such as bereavement, childcare, financial advice and family breakdown.

In addition to our normal occupational health practices we offer professional face to face counselling to staff if the circumstances deem it necessary. We also offer on site counselling support to staff that have experienced a traumatic incident in the work place.

The organisation supports a range of employee led clubs and societies including a mindfulness group; cycling group; walking group; WI; book club; film club and others. These offer employees a range of benefits which support their mental or physical wellbeing at work. We also encourage volunteering to support the Council's Active Communities Policy.

We have a suite of training modules designed to equip our Managers and Leaders with the tools currently required to deliver the Council's agenda and are well underway with our second Aspiring Leaders programme, which also provides a vocational management qualification alongside. We are in the process of developing a management competency framework which will further underpin the behaviours and skills that we require of our managers, aligned with our values, equality standards and safeguarding standards.

Key Workforce Findings

The workforce data and findings have been separated into all of the protected characteristics. There are additional sections of information regarding pay and remuneration, formal procedures, leaver's information, and training and development.

Age

Gloucestershire County Council, like many Local Authorities across the UK, has an older workforce. This is reflective of the populations of both Gloucestershire County and the United Kingdom as a whole which are recognised as having an older age profile.

- The highest proportion of our workforce (34.03%) are aged between 46 and 55;
- 21.98% of the workforce are under 36, and only 43.8% are below 46 years old;
- There has been a slight increase in the proportion of employees aged 25 or under (5.41%) compared to last year (4.89%).
- There has been a very slight increase in the number of employees over 56 (22.17%) compared to last year (21.29%).

What does this tells us?

There are benefits to both retaining the knowledge and expertise that older, long serving employees offer to the organisation and to enable this we continue to offer flexible approaches to working and phased retirement. The council has attracted younger workers during 2018-19 and the proportion of the workforce over 56 has slightly increased this year indicating that the council will need to continue to both attract younger workers and to try and retain some of the longer-serving staff.

The abolition of the default retirement age has seen a trend for the proportion of older workers within the organisation to increase over the past six years, as was anticipated. Nationally, over 30% of all workers are aged 50 and over.

Gloucestershire County Council actively seeks apprentices and offers graduates placements on a development scheme. The graduate programme has also been very well received, with those entering the scheme receiving a wide breadth of experience across the organisation, and securing important strategic roles within the council following completion of the programme. We continue to experience high numbers of applicants to the apprenticeship schemes and have included eight 'school leaver' apprentices to our workforce who will experience 4 x 6 month placements alongside their off-the-job training. We have also expanded apprenticeships to include higher levels of study for existing employees. Our approach to 'grow your own' has also included the development of degree level apprenticeships and the Social Worker Academy which will be launched during May 2019.

Whilst there is no age restriction on applications for apprentices and graduates they traditionally attract a younger applicant. This encourages the development of the workforce in the lower age brackets.

Disability

- The number of employees declaring a disability stood at 4.44%, inline with (4.43%) last year.
- The highest proportion of disabled employees was aged 46-55 (30.53%).
- A higher proportion of the male workforce (7.16%) have declared a disability, compared to (3.28%) of female workers.
- 3.86% of all leavers identified as disabled.

What does this tells us?

The most recent (2011) Census revealed that 9% of all people in Gloucestershire aged between 16 and 64 consider themselves to have a disability, with 3.54% reporting that their activities were limited 'a lot' and 5.46% reporting that their activities were limited 'a little'. Whilst there are no comparable statistics available for the whole of the public sector, the latest equality report from the Department of Work and Pensions (DWP) quote 7% of staff as declaring a disability. Therefore, we can see that the numbers of staff who have declared a disability within our workforce is considerably less (4.44%). It is difficult to know whether this is due to the council employing a lower proportion of disabled staff, or due to low declaration rates (currently 20.94% of staff have not declared a disability status). We are taking action to try and improve the levels of information and to include a 'prefer not to say' option.

The Council has maintained Disability Confident Level 2 status. We are committed to supporting and developing all staff and appointing the best person for the job. We are keen to enable employees who become disabled to remain in work by providing all possible reasonable adjustments to their working environment or to how they carry out their duties. We continue to ensure that where a disabled applicant meets the minimum selection criteria for a job, they will be invited to interview. We also offer supported employment for employees with a disability through Gloucestershire Industrial Services (GIS) and continue our membership to Mindful Employer.

The council recognises that mental health is an important factor in the well-being of its staff and in managing absence. Mental health can be a difficult subject to openly discuss and inequalities in provision can exist where the subject is not actively managed or talked about. The council continues to sign up to the Mindful Employer Charter and has run a number of 'Mental Health Lite' training workshops; increased the information on Staffnet with regards to supporting yourself, colleagues and as a manager with stress; and implemented a Health and Wellbeing Policy.

Gender Reassignment

We continue to have employees who have declared themselves transgender. As with last year this figure is low, and disclosing the data in this report could lead to the illegal identification of individuals. It is not currently possible for employees to update their gender reassignment status on the SAP self-service system. Staff can, however, identify as being transgender on the e-Recruit system at the time of job application. The organisation continues to try to positively address transgender issues in the workplace through partnership working, with local and regional transgender networks. Gloucestershire County Council is committed to providing a productive, comfortable, supportive and, most importantly, safe environment for transgender employees, before, during and after transition.

In 2018 we implemented a new Transgender Policy following consultation with our Prism network. We have also worked in collaboration with Stonewall and are now reviewing the language within

our policies during the rolling review programmes to ensure that language used is gender neutral where appropriate.

Marriage and Civil Partnership

- 27.15% of our workforce has indicated their marital status; however of this 6.67% have stated that they do not wish to disclose that information.

What does this tells us?

We continue to encourage all employees to update their equalities information on the SAP self-service system to enable us to develop our policy approaches with the fullest possible information about the make-up of our workforce and to ensure that discrimination does not take place.

Pregnancy and Maternity

- During the period 1st April 2018 – 31st March 2019, a total of 142 employees took maternity leave.
- Seven employees chose not to return following maternity leave.

What does this tells us?

Return rates remain high, and we feel this reflects the wide range of flexible working opportunities available and the support we offer to managers to successfully manage the return to work of an employee from maternity leave. We will continue to monitor the numbers and make-up of non returners.

Race

The categories used by Gloucestershire County Council to reflect Race are in line with those used by the Office of National Statistics (ONS). However, for publishing purposes we have grouped some categories together so as not to inadvertently identify anyone.

- The majority of employees (83.61%) have declared their race.
- 89.91% of the workforce has declared as being White British. Gloucestershire County as a whole, is 92% White British (Source: ONS s001 Census)
- The estimated BAME (Black, Asian and Minority Ethnic) population from Gloucestershire is 4.7%. The proportion of council employees from a BAME background is 5.57% compared to 4.27% last year.

What does this tell us?

The workforce of Gloucestershire County Council is increasingly reflecting the community it represents. We also need to consider and ensure that the diversity of those accessing our services, particularly social care services, is reflected in the diversity of the employees in these areas. Where there is a disparity in these numbers, initiatives can be put in place to attract, retain and develop employees from different backgrounds to allow us to continuously improve the quality of the services we offer to the population of Gloucestershire.

Religion and Belief

This is the fifth year that we have been able to report on the religious beliefs of the workforce.

- 25.81% of employees have declared their religious denomination, of these 11.31% have declared 'rather not state'

What does this tells us?

We offer all employees the use of dedicated quiet rooms to pray and reflect. Religious holidays are recognised and actively promoted, through internal communications. Employees are allowed time off for specific holidays, through both traditional bank holidays for Christian festivals, and the provision of special leave for observers of other faiths.

Sex/Gender

The British labour market continues to be characterised by a high level of occupational segregation, women make up 83% of people employed in personal services and over 40% of female jobs compared with 15% of male jobs are in the public sector.

- 69.53% of the council's workforce is female.
- This is a sharp contrast to the national workforce profile, where only 47% of all people in employment are female;
- However, this correlates with the national profile for Public Sector workers - two thirds of the total workforce in public roles is female;
- Of female employees, 54.49% work on a full-time basis compared to 45.51% who work part-time. This is in contrast to male employees, of whom 76.89% work full-time and 23.11% work part-time.
- The majority of those employees in senior management positions are female (66.49%).

What does this tells us?

There is a very high proportion of female employees in the organisation; much higher than the workforce profile of the UK as a whole, where fewer women than men are employed. This is reflective of both the nature of the work undertaken by the organisation, much of which has traditionally appealed to females rather than males, and the flexible working opportunities offered by the council. These help us to attract and retain female employees who may otherwise have chosen to leave employment altogether, particularly when childcare is considered. These figures also suggest that other benefits offered by the organisation, in particular the Childcare Vouchers scheme, helps us to appeal as an employer to both female and male workers with parental responsibilities.

66.49% of senior managers are female, reflective of the fact that a significant proportion of our employees are female. Our female senior managers are employed in roles across the organisation.

Sexual Orientation

- 47.66% of the workforce has provided us with sexual orientation monitoring information.
- 4.93% of staff opted not to disclose their sexual orientation and declaring 'rather not state'.
- From last year, there have been increases in the number of employees identifying as Lesbian (0.91% to 1.18%); Gay (1.30% to 1.85%); and slight decreases as Bisexual (0.71% to 0.67%); and Heterosexual (86.71% to 85.96%).

What does this tells us?

We will seek to continuously improve our information by encouraging our employees to provide sensitive monitoring information such as sexual orientation over the next year and beyond, further engaging our LGBT+ network to reinforce the confidentiality of the information. We are actively working towards redeveloping and maintaining our membership of Stonewall.

Pay and Remuneration

It is difficult to report on this across all protected groups, especially where numbers are low and individuals are identifiable, but also where return rates are relatively small. Four of the characteristics that we are able to report on, Gender, Race, Sexual Orientation and Disability, are highlighted below.

1. **Gender** - Women are well represented across all grades which includes 66.49% at senior management level. We view this as a positive indication that women have the opportunity to progress to senior levels in the organisation.
2. **Race** - Representation remains low at very senior management level but proportionate through the other grades, including across managerial roles.
3. **Sexual Orientation** - There is proportional representation across all grades of employees who have disclosed their sexual orientation. We will continue to work closely with our Prism Network and Stonewall to ensure our practices and policies are fully inclusive, regardless of sexual orientation.
4. **Disability** - There is representation of disabled employees across the grading structure but the majority are within grade B. This is due to the supported employment scheme that we run within Gloucestershire Industrial Services (GIS) which supports those with disabilities, predominantly learning disabilities, into paid employment.

Leavers

- 389 individuals left Gloucestershire County Council between 1st April 2018 and 31st March 2019, compared to 405 between 1st April 2017 and 31st March 2018.
- Voluntary leavers, through resignations and retirements, accounted for the majority of leavers in the period (78%) overall compared to 76% last year.

What does this tells us?

The highest proportion of leavers was in the 46-55 age group (25.45% of all leavers).

Formal Procedures

The term formal procedures refers to the council's procedures to manage sickness absence, performance levels (capability) and conduct.

The council takes a proactive approach to support employees who are unwell to return to work and to support managers to facilitate this. The council has a dedicated HR advice line (Contact Us) and Occupational Health Unit as well as an Employee Assistance Programme and proactively engages with managers to support them through this process. Relevant policies and procedures are supplemented by Manager Guidance Notes which contain practical advice regarding common scenarios and ways to proactively manage the process.

54 employees were subject to formal action by the council, which is slightly less than the 59 last year.

As part of our approach to proactively deal with potential grievance cases we offer mediation provided by internally qualified colleagues in HR. This route is a voluntary, stand alone process and may not halt the process of other formal procedures but it is an opportunity to address issues informally between the parties concerned.

Training and Development

Attendance on our formal training courses is generally proportionate to the make-up of the workforce across all protected characteristics.

Further equalities data is provided within the key workforce findings section of this report.

Equalities Data

The following charts and tables provide a detailed breakdown of the council's workforce. In order to comply with data protection and where the figures in the data are low we have recognised that it may be possible to identify individuals. In these circumstances the data has been replaced with a *.

Where the data indicates an "unstated" response this means that an individual has not provided the council with a response. Where the response is "rather not say" the individual has chosen not to disclose the information.

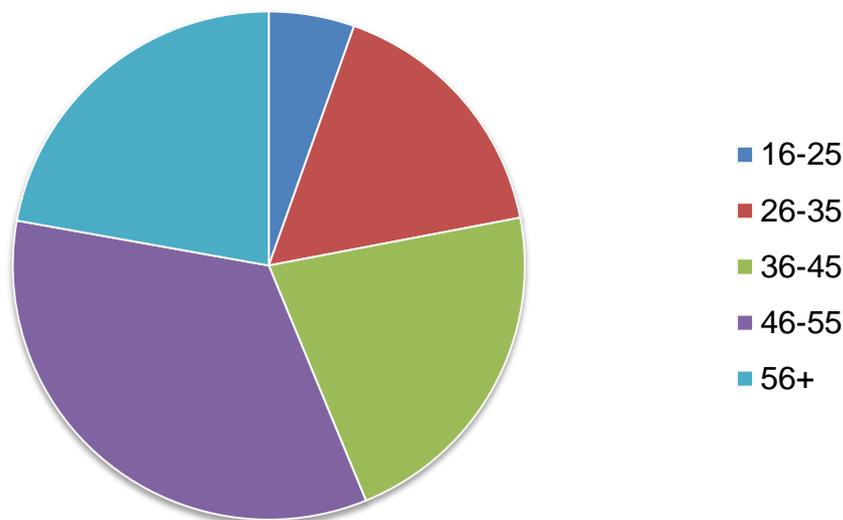
We currently monitor all protected characteristics but so as not to unintentionally identify anyone we do not publicly report on all data but use it for monitoring and positive action initiatives.

For the purposes of reporting we have chosen to present our data using percentages and not specific numbers as in some cases the sharing of specific numbers would mean that a small group of people could be easily identified. It is important to point out that when using percentages, that relate to a small number of people, the percentage itself may appear large but the actual number of staff may be small.

Unless otherwise stated when referring to the population of Gloucestershire that this refers to the whole population not just working age individuals.

Age

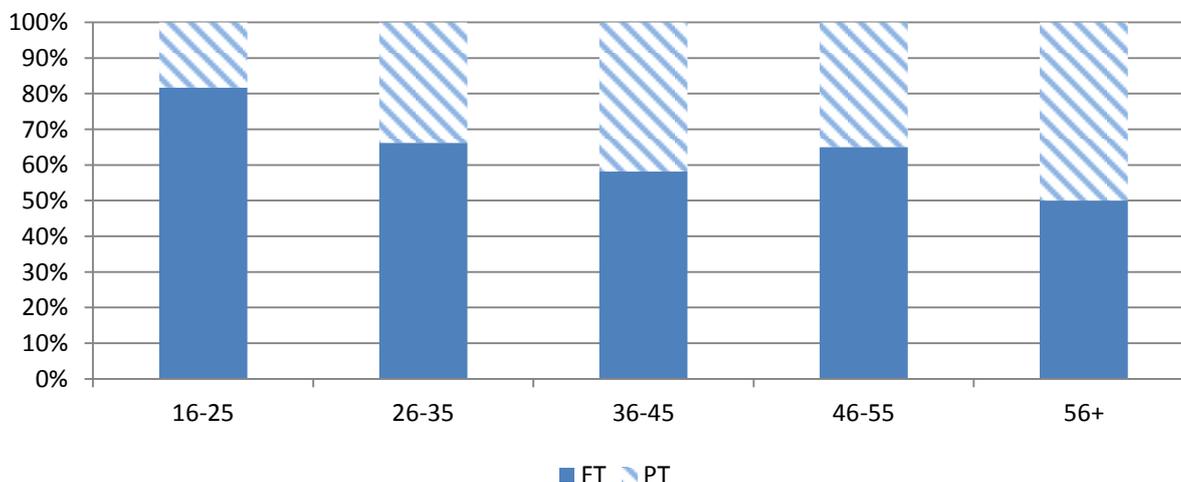
Gloucestershire County Council continues to have an older workforce, reflecting the demographic of the population, and the national workforce trend. However, there has been an increase in the proportion of younger workers employed within the organisation, which has given the council a slightly younger age profile overall.



AGE	Percentage of Workforce	Working Age Population of Gloucestershire*
16-25	5.41%	17.94%
26-35	16.57%	18.41%
36-45	21.82%	19.70%
46-55	34.03%	23.95%
56+	22.17%	20.01%
Grand Total	100.00%	100.00%

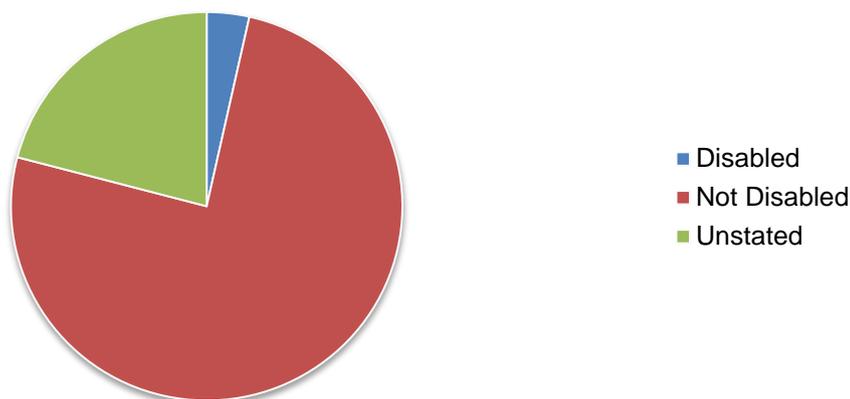
**Please note: to make the figures comparable, Gloucestershire residents under the age of 16 and those over the age of 65 have not been taken into account.*

There is a slightly higher proportion of part time workers amongst older workers which may reflect a preference on their part to refrain from full time work at that time in their lives and it may be reflective of the take up of flexible working opportunities that we offer. There is also the option of flexible retirement once an employee reaches the age of 55.



Disability

Compared to the population of the county, the proportion of employees declaring a disability is lower.

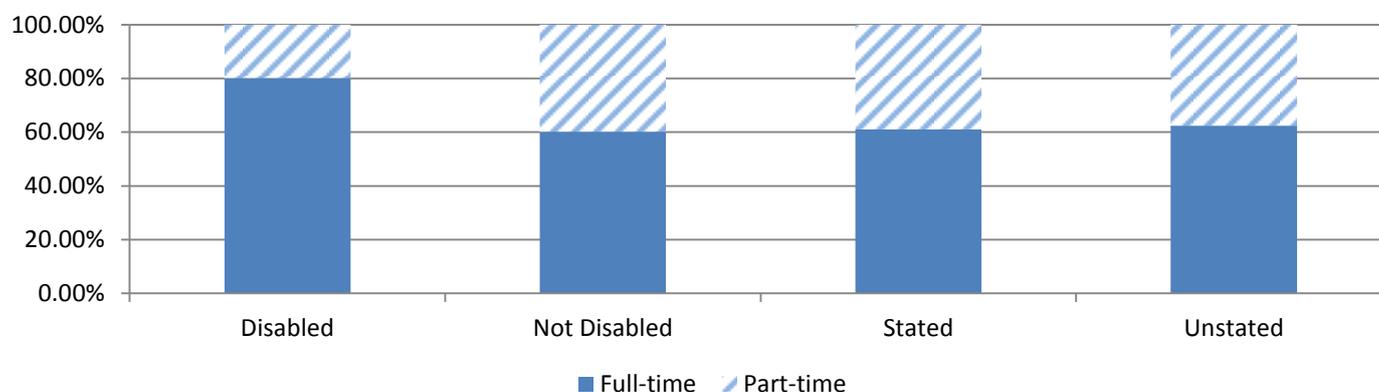


DISABILITY	Percentage of Workforce	Population of Gloucestershire
Disabled	4.44%	16.71%
Not Disabled	95.56%	83.29%
Workforce stated	79.06%	-
Unstated	20.94%	-
Grand Total	100.00%	100.00%

There has been a reduction in the proportion of male employees who have declared a disability, down from 7.62% last year to 7.16% this year. There has been an increase in female staff declaring a disability, up from 3.08% last year to 3.28%. Conversely across the whole workforce, there has been a significant increase in the proportion of both sexes declaring their disability status compared to last year.

DISABILITY BY GENDER	Female	Male
Disabled	3.28%	7.16%
Not Disabled	96.72%	92.84%
Stated	79.82%	77.33%
Unstated	20.18%	22.67%
Grand Total	100.00%	100.00%

80.15% of disabled employees are in full-time roles, compared to 66.40% last year.



DISABILITY BY WORKING HOURS	Full-time	Part-time	Grand Total
Disabled	80.15%	19.85%	100.00%
Not Disabled	60.13%	39.87%	100.00%
Stated	61.02%	38.98%	100.00%
Unstated	62.40%	37.60%	100.00%

Disabled employees are represented across all age ranges, with a slightly higher proportion aged 46-55.

DISABILITY BY AGE BRACKET	16-25	26-35	36-45	46-55	56+	Grand Total
Disabled	5.34%	15.27%	24.43%	30.53%	24.43%	100.00%
Not Disabled	4.46%	14.17%	21.55%	36.50%	23.32%	100.00%
Stated	4.50%	14.22%	21.67%	36.23%	23.37%	100.00%
Unstated	8.82%	25.45%	22.38%	25.70%	17.65%	100.00%

Gender Reassignment

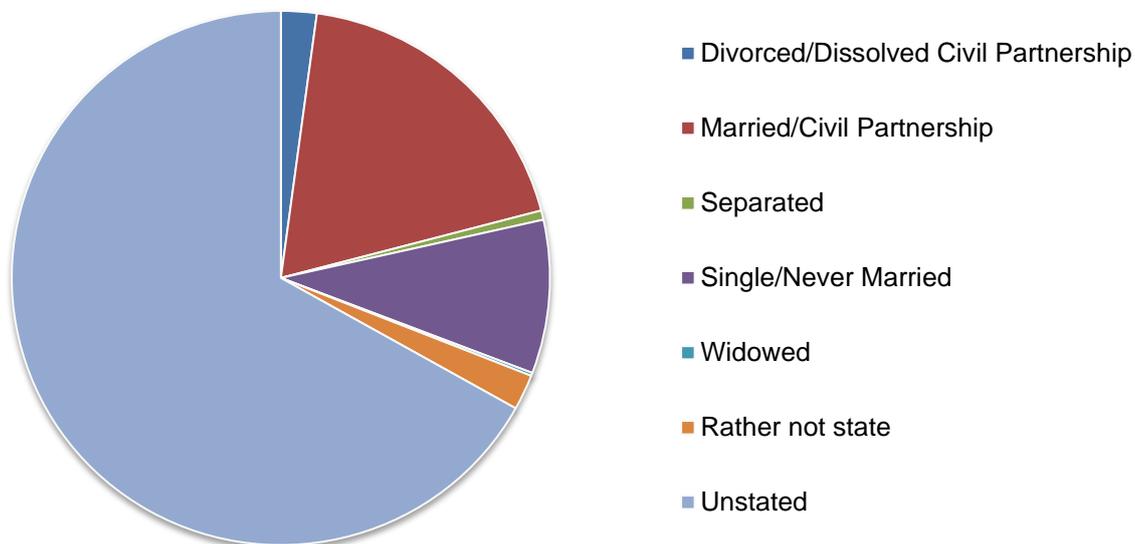
We have identifiable representation but as this is a low percentage we will not disclose the number in this report so as to avoid illegally identifying anyone. We consider disclosure a positive step and will be looking at the recent guidance on gender reassignment and recruitment.

At present, it is not possible for employees to record transgender status on our SAP system, so the small amount of information we have has come from our e-recruit system. However, this is something we are attempting to rectify in order to increase the disclosure rates in future reports.

Estimates of gender variant people (individuals who identify as a gender other than their natal gender) over the age of 16 in Gloucestershire is estimated at between 0.6% and 1% (Source: Gender identity Research and Education Society (2011) The Number of Gender Variant People in the UK – Update 2011 applied to Mid 2016 Population Estimates ONS for people aged 16 and over).

Marriage and Civil Partnership

33.12% of staff have disclosed their marital status, of these 6.47% preferred to declare 'rather not state'. Each marital status option has a lower proportion than the county population, except married/civil partnership where 56.75% of the workforce has disclosed their marital status. However, the 66.88% of staff who have not given their marital status may account for some or all of this.



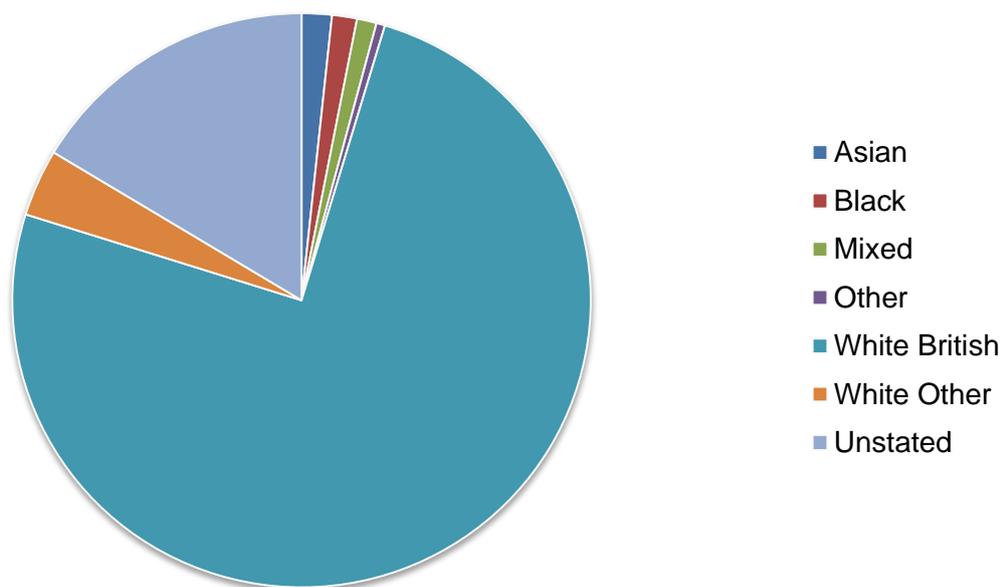
MARITAL STATUS	Percentage of Workforce	Population of Gloucestershire
Divorced/Dissolved Civil Partnership	6.47%	9.50%
Married/Civil Partnership	56.75%	50.50%
Separated	1.70%	2.30%
Single/Never Married	28.05%	30.50%
Widowed	0.57%	7.20%
Rather not state	6.47%	-
Workforce stated	33.12%	-
<i>Unstated</i>	66.88%	-
Grand Total	100.00%	100.00%

Race

The categories reported on reflect the high level categories used by the Office for National Statistics (ONS). Information has been disclosed at this level to ensure that individuals cannot be identified where figures may be low.

The proportion of workers from a BAME background (5.57%) has increased slightly from last year (4.27%). The proportion of staff not declaring an ethnicity has decreased from 18.48% last year to 16.39% this year.

Within staff from a BAME background, there has been an increase of Asian, Black and mixed race employees, but a decrease of staff declaring any other ethnic origin.

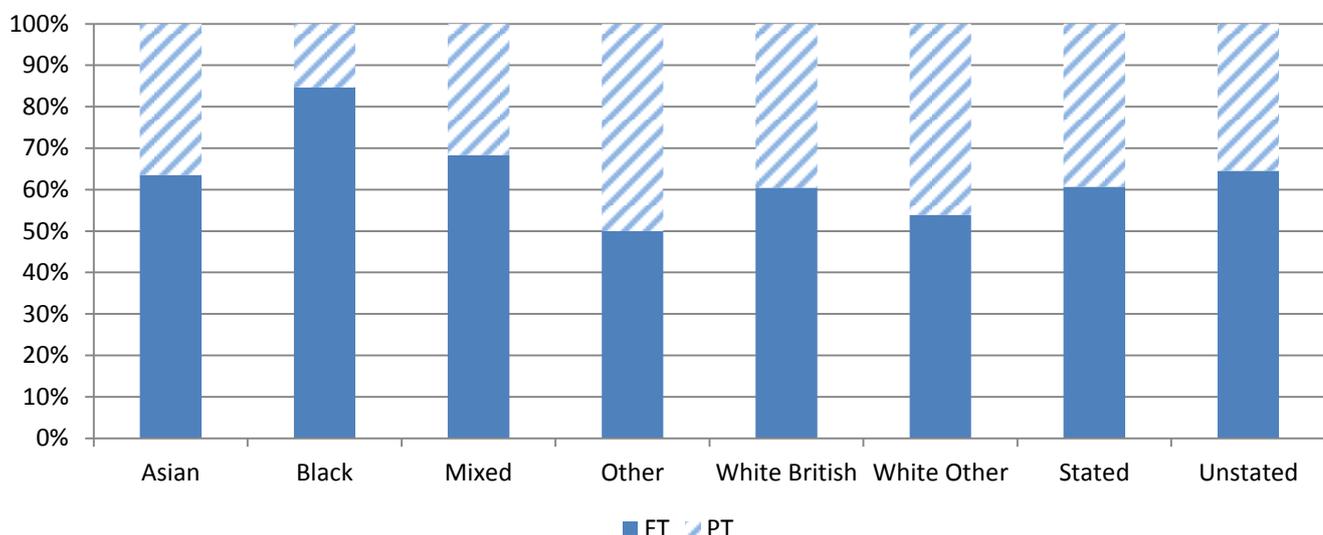


RACE	Percentage of Workforce	Population of Gloucestershire
Asian	2.02%	2.10%
Black	1.67%	0.90%
Mixed	1.31%	1.50%
Other	0.58%	0.20%
White British	89.91%	91.60%
White Other	4.51%	3.90%
Workforce stated	83.61%	
<i>Unstated</i>	16.39%	
Grand Total	100.00%	100.00%

68.97% of all BAME employees are female, slightly lower than the gender profile of the organisation as a whole, and a decrease of 5.03% from last year.

RACE BY GENDER	Percentage of Workforce	
	Female	Male
Asian	1.87%	2.35%
Black	1.74%	1.50%
Mixed	1.23%	1.50%
Other	0.64%	0.43%
White British	89.90%	89.95%
White Other	4.62%	4.28%
Workforce stated	84.25%	82.16%
Unstated	15.75%	17.84%
Grand Total	100.00%	100.00%

30.46% of our BAME workforce work part-time, compared to 34% last year.

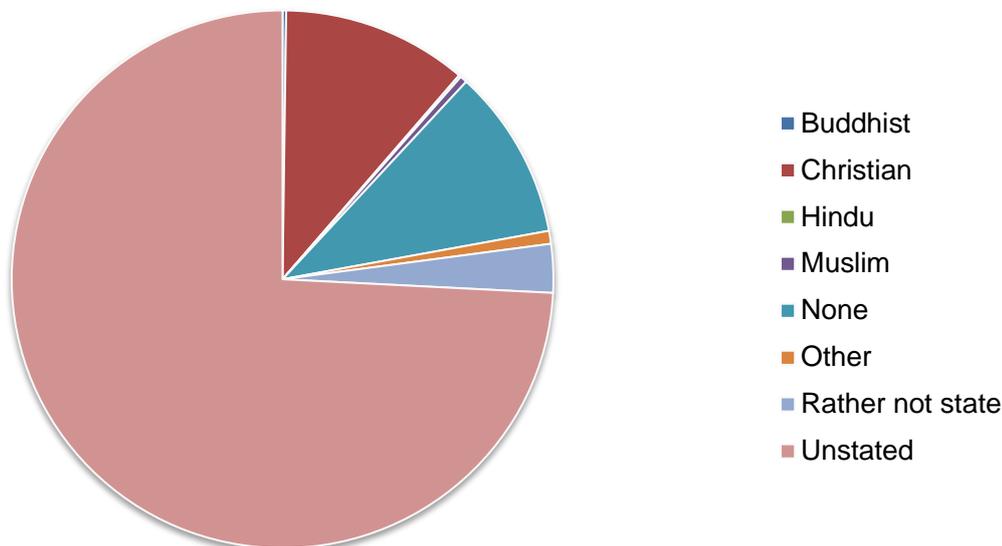


The table below shows that BAME groups continue to be represented across all age ranges. Compared to last year, there have been increases in the proportion of BAME background staff within the 16-25; 26-35; and 56+ age brackets, and with decreases in the proportion of BAME background staff within both the 36-45 and 46-55 age brackets. The greatest proportion of BAME workers fall into the 46-55 age category.

RACE BY AGE BRACKET	16-25	26-35	36-45	46-55	56+	Grand Total
Asian	14.29%	22.22%	31.75%	26.98%	4.76%	100.00%
Black	3.85%	9.62%	23.08%	50.00%	13.46%	100.00%
Mixed	2.44%	24.39%	21.95%	34.15%	17.07%	100.00%
Other	0.00%	16.67%	11.11%	27.78%	44.44%	100.00%
White British	4.59%	14.21%	21.40%	35.75%	24.04%	100.00%
White Other	2.84%	19.86%	24.82%	33.33%	19.15%	100.00%
Workforce stated	4.64%	14.70%	21.74%	35.64%	23.28%	100.00%
Unstated	9.31%	26.14%	22.22%	25.82%	16.50%	100.00%

Religion and Belief

25.81% of employees have declared their religious belief (increased from 19.72% since last year) of these 11.31% preferred to declare 'rather not state'. The council continues to actively encourage staff to complete their equalities information and to facilitate higher disclosure rates from staff. However, further review is needed in order to better understand the low declaration rate in this area and to engage with employees as to why this might be.

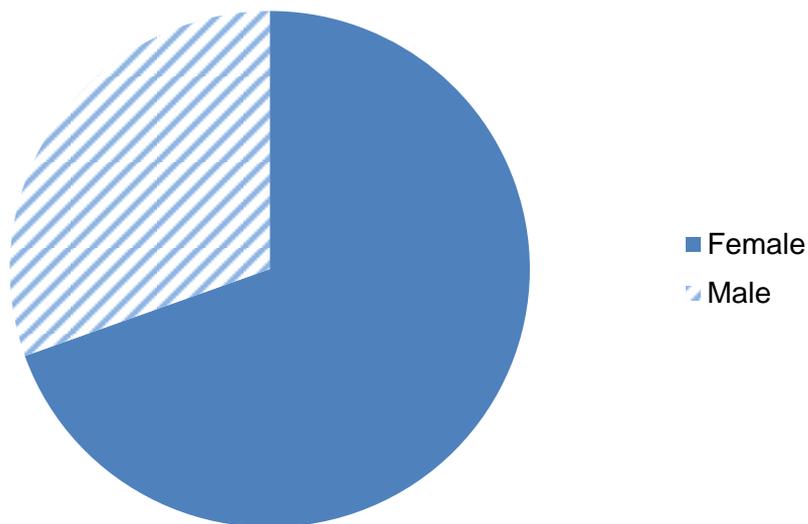


RELIGION	Percentage of Workforce	Population of Gloucestershire
Buddhist	0.83%	0.30%
Christian	42.95%	63.50%
Hindu	0.52%	0.40%
Muslim	1.66%	1.00%
Other	3.01%	0.60%
None	39.73%	26.70%
Rather not state	11.31%	-
Workforce stated	25.81%	92.50%
Unstated	74.19%	7.50%
Grand Total	100.00%	100.00%

Sex/Gender

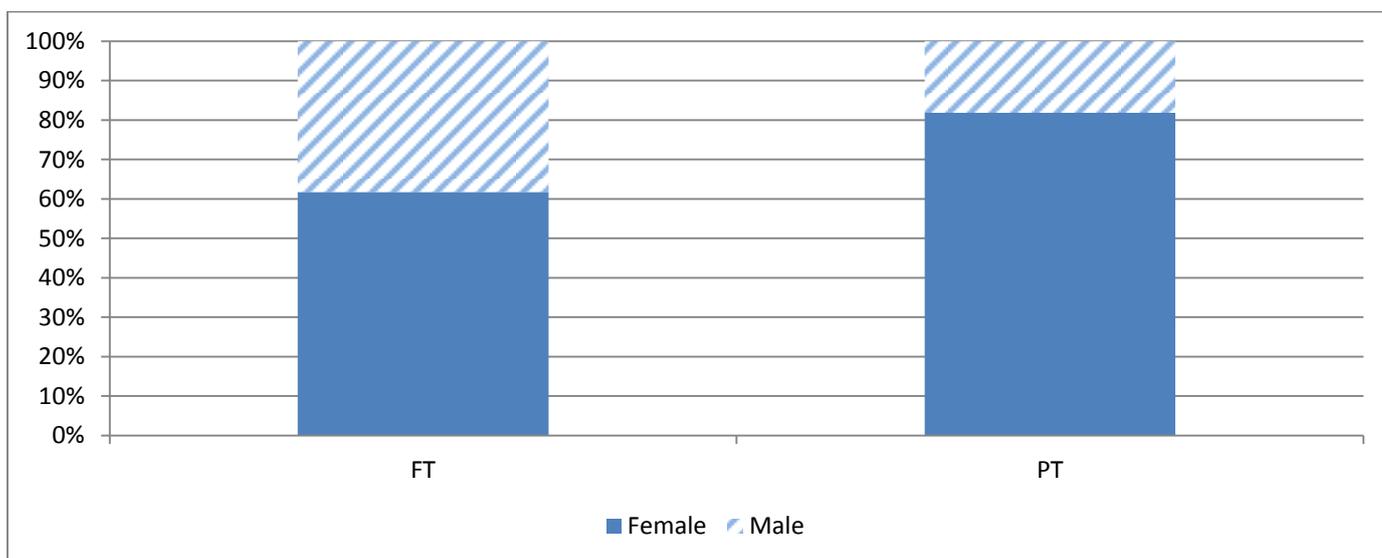
Overall, female employees make up 69.53% of Gloucestershire County Council staff, which has remained very similar to last year. This is high when compared to the national workforce profile, where 46.5% of all people in employment are female and also higher when compared to the population of Gloucestershire where 51% of residents are female.

The council offers a wide range of flexible working practices and opportunities such as job sharing, flexible working and part time working. This allows employees to better balance both their work and home commitments and could explain why proportionally, there are more part time female employees who are more likely to utilise these flexible working opportunities.



GENDER	Percentage of Workforce	Population of Gloucestershire
Female	69.53%	51.00%
Male	30.47%	49.00%
Grand Total	100.00%	100.00%

The majority of employees working part time are female. This has been a consistent trend, and reflects the appeal of the flexible roles offered by the organisation.

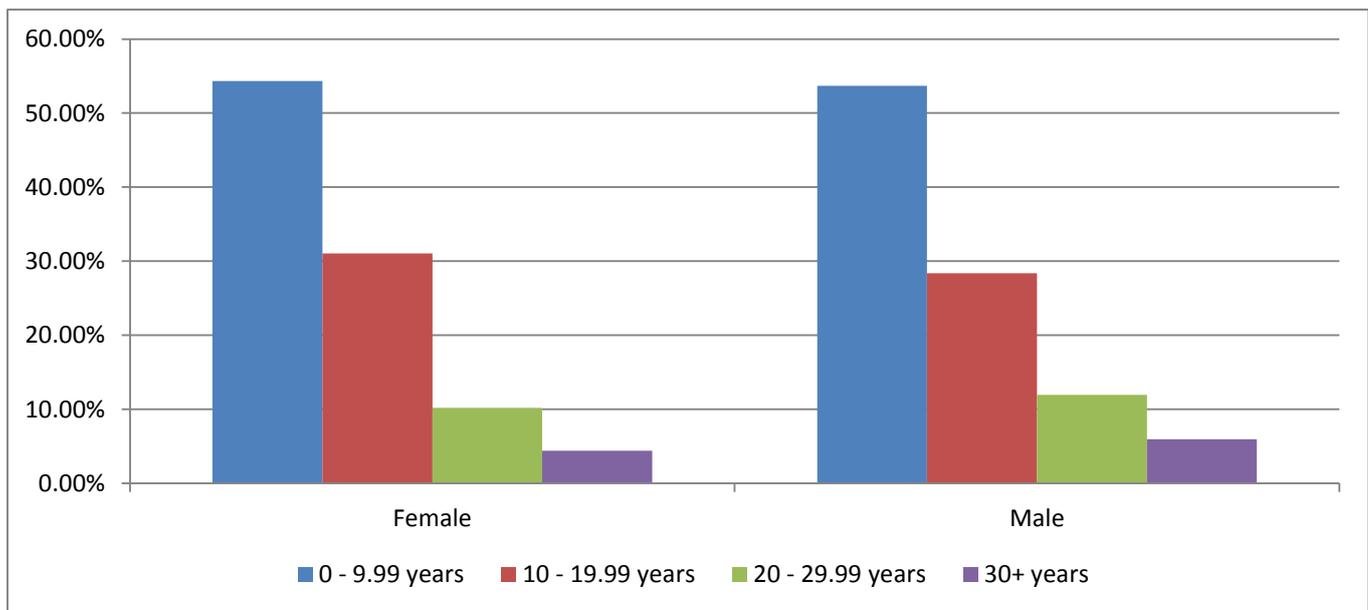


GENDER BY WORKING HOURS	Full-time	Part-time
Female	61.79%	81.80%
Male	38.21%	18.20%
Grand Total	100.00%	100.00%
Workforce	61.31%	38.69%

There is a fairly even proportion of both male and female employees across each of the age bracket ranges this year.

GENDER BY AGE BRACKET	16-25	26-35	36-45	46-55	56+	Grand Total
Female	5.35%	16.10%	20.87%	34.42%	23.26%	100.00%
Male	5.54%	17.66%	23.99%	33.13%	19.68%	100.00%
Workforce	5.41%	16.57%	21.82%	34.03%	22.17%	100.00%

As the graph below shows, the disparity between female and male employees is less pronounced the longer the service an individual has, indicating that proportionally, more males remain in continuous employment with the council for longer than females. This is in line with expectations, as more females are likely to take a break in employment for childcare than males. We will continue to monitor this trend.

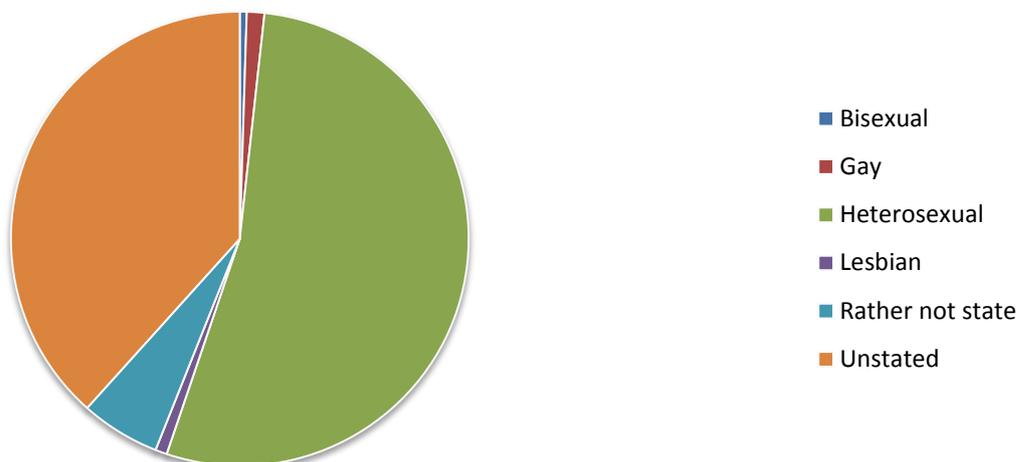


GENDER BY LENGTH OF SERVICE	0 - 9.99 years	10 - 19.99 years	20 - 29.99 years	30+ years	Grand Total
Female	54.33%	31.04%	10.20%	4.43%	100.00%
Male	53.69%	28.38%	11.95%	5.98%	100.00%
Workforce	54.14%	30.23%	10.74%	4.90%	100.00%

Sexual Orientation

47.66% of staff have disclosed their sexual orientation, compared to 41.68% last year, of these 10.34% have chosen to declare 'rather not state'.

Sexual orientation remains a sensitive personal issue, and work will continue with our Prism network and with Stonewall to ensure our organisational culture continues to promote confidence for people to disclose their Sexual Orientation. We are currently working with our Systems Team to ensure that sexual orientation categories on the employee self-service system allow our employees to choose options which truly reflect them.



SEXUAL ORIENTATION	Percentage of Workforce	Population of Gloucestershire
Bisexual	0.67%	5-7%*
Gay	1.85%	
Lesbian	1.18%	
Heterosexual	85.96%	93-95%*
Rather not state	10.34%	-
Workforce stated	47.66%	-
Unstated	52.34%	-
Grand Total	100.00%	100.00%

*There is no definitive data on sexual orientation at a local or national level. Estimates collated by the Department of Trade and Industry in 2003, and used by Stonewall, suggest around 5-7% of the population aged over 16 are lesbian, gay, bisexual or transgendered. If this figure were applied to Gloucestershire it would mean between 25,400 and 35,500 people in the county identify as LGBT.

The disclosure rate for younger employees, particularly those aged under 35, is significantly better than the organisational average.

SEXUAL ORIENTATION BY AGE BRACKET	16-25	26-35	36-45	46-55	56+	Grand Total
Bisexual	8.33%	41.67%	0.00%	41.67%	0.00%	100.00%
Gay	15.15%	24.24%	21.21%	33.33%	0.00%	100.00%
Lesbian	0.00%	28.57%	33.33%	33.33%	0.00%	100.00%
Heterosexual	7.65%	22.29%	22.75%	29.67%	17.79%	100.00%
Rather not state	5.43%	19.02%	21.20%	33.70%	18.75%	100.00%
Workforce stated	7.47%	22.19%	22.53%	30.28%	17.34%	100.00%
Unstated	3.53%	11.46%	21.18%	37.44%	24.09%	100.00%

Pay & Remuneration

Gender

The table below indicates that there remains a higher proportion of males employed in the very lowest grade. Proportionally, more females are employed in the 'middle' of the grading system (Grades D – I), which is where the majority of front line roles in care are positioned. These roles offer greater opportunity for flexible and part time working.

Once again, there are more females in senior roles than males. This continues to more truly reflect the demographic of the workforce, with 69.53% of all workers being female, and we continue to seek to maintain this in the future.

Gender pay equality continues to sit high on the agenda of the council, particularly in light of recently published pay statements from other large organisations and the publication of the council's mandatory Gender Pay Gap calculations in 2017 and 2018. These will be held for five years on both the Gloucestershire County Council website and the online Government portal.

PAY GRADE BY GENDER	Female	Male	Grand Total
B	40.00%	60.00%	100.00%
C	58.33%	41.67%	100.00%
D	75.44%	24.56%	100.00%
E	86.16%	13.84%	100.00%
F	83.26%	16.74%	100.00%
G	74.17%	25.83%	100.00%
H	81.14%	18.86%	100.00%
I	74.77%	25.23%	100.00%
J	71.84%	28.16%	100.00%
K	70.37%	29.63%	100.00%
L	64.04%	35.96%	100.00%
Senior	66.49%	33.51%	100.00%
Soulbury	79.41%	20.59%	100.00%
Teaching	90.91%	9.09%	100.00%
Fire	18.25%	81.75%	100.00%
Other	70.27%	29.73%	100.00%
Workforce	69.53%	30.47%	100.00%

SALARY RANGE BY GENDER	Female	Male	Grand Total
£0 - 19,999	78.40%	21.60%	100.00%
£20 - 29,999	69.64%	30.36%	100.00%
£30 - 39,999	58.23%	41.77%	100.00%
£40 - 49,999	60.78%	39.22%	100.00%
£50,000+	59.48%	40.52%	100.00%
Workforce	69.53%	30.47%	100.00%

Race

The tables below show that there continues to be underrepresentation of BAME employees at senior levels.

PAY GRADE BY ETHNICITY	Asian	Black	Mixed	Other	White British	White Other	Workforce stated	Unstated	Grand Total
B	0.00%	1.72%	0.00%	0.00%	96.55%	1.72%	82.86%	17.14%	100.00%
C	0.00%	0.00%	0.00%	0.00%	90.91%	9.09%	91.67%	8.33%	100.00%
D	3.11%	2.07%	1.04%	1.04%	87.56%	5.18%	84.65%	15.35%	100.00%
E	2.19%	0.82%	1.09%	0.27%	92.35%	3.28%	87.35%	12.65%	100.00%
F	3.32%	1.42%	0.47%	1.90%	91.94%	0.95%	88.28%	11.72%	100.00%
G	2.35%	2.68%	1.68%	0.67%	88.26%	4.36%	89.49%	10.51%	100.00%
H	2.70%	2.47%	1.35%	0.67%	88.54%	4.27%	84.76%	15.24%	100.00%
I	2.46%	2.95%	1.47%	0.74%	87.47%	4.91%	75.51%	24.49%	100.00%
J	0.80%	0.80%	1.60%	0.80%	90.00%	6.00%	80.91%	19.09%	100.00%
K	2.63%	2.11%	1.05%	0.00%	88.95%	5.26%	87.96%	12.04%	100.00%
L	0.98%	0.98%	3.92%	0.00%	90.20%	3.92%	89.47%	10.53%	100.00%
Senior	0.57%	0.57%	1.14%	0.00%	92.05%	5.68%	90.72%	9.28%	100.00%
Soulbury	3.45%	0.00%	0.00%	0.00%	86.21%	10.34%	85.29%	14.71%	100.00%
Teaching	0.00%	0.00%	0.00%	0.00%	92.50%	7.50%	72.73%	27.27%	100.00%
Fire	0.91%	0.61%	1.21%	0.30%	91.82%	5.15%	80.29%	19.71%	100.00%
Other	0.00%	0.00%	5.88%	0.00%	88.24%	5.88%	45.95%	54.05%	100.00%

SALARY RANGE BY ETHNICITY	Asian	Black	Mixed	Other	White British	White Other	Workforce stated	Unstated	Grand Total
£0 - 19,999	2.32%	0.99%	0.99%	0.66%	90.56%	4.47%	84.18%	15.82%	100.00%
£20 - 29,999	2.77%	2.88%	1.88%	0.78%	87.92%	3.77%	82.98%	17.02%	100.00%
£30 - 39,999	0.92%	1.69%	1.23%	0.46%	89.98%	5.70%	79.73%	20.27%	100.00%
£40 - 49,999	1.57%	1.18%	1.18%	0.00%	91.76%	4.31%	90.11%	9.89%	100.00%
£50,000+	0.00%	0.00%	0.92%	0.00%	94.50%	4.59%	93.97%	6.03%	100.00%

Sexual Orientation

The breakdown of sexual orientation across the grading structure indicates that people feel confident in disclosing their sexual orientation. However, we recognise the high level of unknown responses. Given that this is a sensitive issue we acknowledge that many members of staff do not yet wish to disclose this information. We continue to work with our Prism network to encourage greater disclosure rates year on year and build further confidence across the organisation working alongside Stonewall and local networks.

PAY GRADE BY SEXUAL ORIENTATION	Bisexual	Gay	Lesbian	Heterosexual	Rather not State	Workforce stated	Unstated	Grand Total
B	0.00%	0.00%	0.00%	84.62%	15.38%	18.57%	85.07%	100.00%
C	20.00%	0.00%	20.00%	60.00%	0.00%	41.67%	66.67%	100.00%
D	0.83%	0.83%	0.00%	82.64%	15.70%	53.07%	56.30%	100.00%
E	0.00%	0.64%	0.00%	87.82%	11.54%	37.23%	67.34%	100.00%
F	1.61%	1.61%	0.81%	85.48%	10.48%	51.88%	52.25%	100.00%
G	0.65%	1.31%	1.96%	86.27%	9.80%	45.95%	59.16%	100.00%
H	0.78%	1.18%	1.57%	84.31%	12.16%	48.57%	59.23%	100.00%
I	0.00%	4.63%	1.16%	86.10%	8.11%	48.05%	60.36%	100.00%
J	0.62%	1.85%	0.62%	88.27%	8.64%	52.43%	48.20%	100.00%
K	0.00%	2.73%	0.91%	90.91%	5.45%	50.93%	57.38%	100.00%
L	0.00%	1.67%	1.67%	86.67%	10.00%	52.63%	48.75%	100.00%
Senior	0.97%	2.91%	2.91%	82.52%	10.68%	53.09%	53.44%	100.00%
Soulbury	0.00%	0.00%	0.00%	94.44%	5.56%	52.94%	45.95%	100.00%
Teaching	0.00%	0.00%	0.00%	88.89%	11.11%	32.73%	75.26%	100.00%
Fire	0.97%	0.48%	1.45%	85.99%	11.11%	50.36%	55.03%	100.00%
Other	6.25%	6.25%	0.00%	75.00%	12.50%	43.24%	53.49%	100.00%

SALARY RANGE BY SEXUAL ORIENTATION	Bisexual	Gay	Lesbian	Heterosexual	Rather not State	workforce stated	Unstated	Grand Total
£0 - 19,999	0.77%	0.77%	0.93%	86.84%	10.68%	45.02%	54.98%	100.00%
£20 - 29,999	0.71%	2.29%	1.41%	86.42%	9.17%	52.16%	47.84%	100.00%
£30 - 39,999	0.54%	2.43%	0.54%	84.37%	12.13%	45.58%	54.42%	100.00%
£40 - 49,999	0.00%	2.94%	2.21%	86.03%	8.82%	48.06%	51.94%	100.00%
£50,000+	1.67%	3.33%	3.33%	81.67%	10.00%	51.72%	48.28%	100.00%

Disability

The tables below show we continue to have representation of disabled employees across the grading structure. As with last year, the majority of our disabled employees are within Grade B. This is a result of our employees in supported employment in Gloucestershire Industrial Services, which supports individuals with disabilities (predominantly learning disabilities) into paid employment. The roles within this scheme are mainly Grade B, and sit within the £0 - £19,999 salary range.

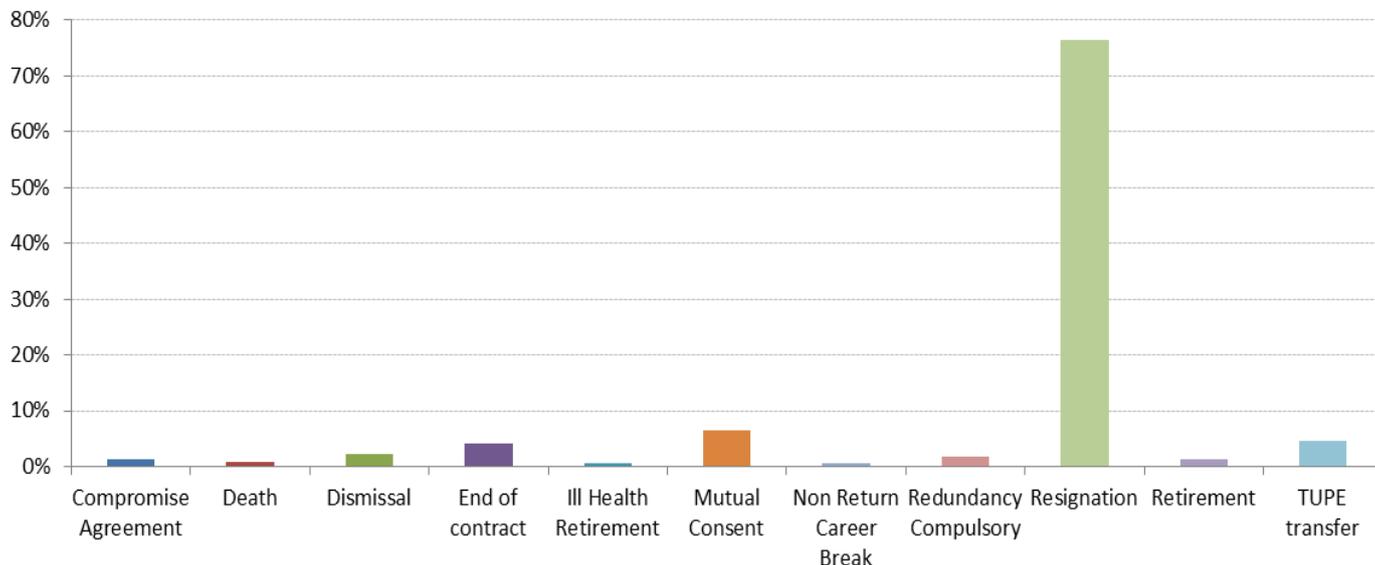
PAY GRADE BY DISABILITY	Disabled	Not Disabled	Workforce stated	Unstated	Grand Total
B	58.49%	41.51%	75.71%	24.29%	100.00%
C	20.00%	80.00%	83.33%	16.67%	100.00%
D	4.40%	95.60%	79.82%	20.18%	100.00%
E	4.52%	95.48%	84.49%	15.51%	100.00%
F	4.46%	95.54%	84.52%	15.48%	100.00%
G	4.20%	95.80%	85.89%	14.11%	100.00%
H	4.68%	95.32%	81.33%	18.67%	100.00%
I	3.14%	96.86%	70.87%	29.13%	100.00%
J	1.71%	98.29%	75.73%	24.27%	100.00%
K	2.81%	97.19%	82.41%	17.59%	100.00%
L	4.04%	95.96%	86.84%	13.16%	100.00%
Senior	2.35%	97.65%	87.63%	12.37%	100.00%
Soulbury	0.00%	100.00%	79.41%	20.59%	100.00%
Teaching	2.63%	97.37%	69.09%	30.91%	100.00%
Fire	1.02%	98.98%	71.29%	28.71%	100.00%
Other	0.00%	100.00%	48.65%	51.35%	100.00%

SALARY RANGE BY DISABILITY	Disabled	Not Disabled	Workforce Stated	Unstated	Grand Total
£0 - 19,999	6.06%	93.94%	80.49%	21.22%	100.00%
£20 - 29,999	4.32%	95.68%	76.72%	27.92%	100.00%
£30 - 39,999	2.77%	97.23%	75.31%	24.64%	100.00%
£40 - 49,999	2.44%	97.56%	86.93%	13.41%	100.00%
£50,000+	1.90%	98.10%	90.52%	14.53%	100.00%

Leavers

Overall

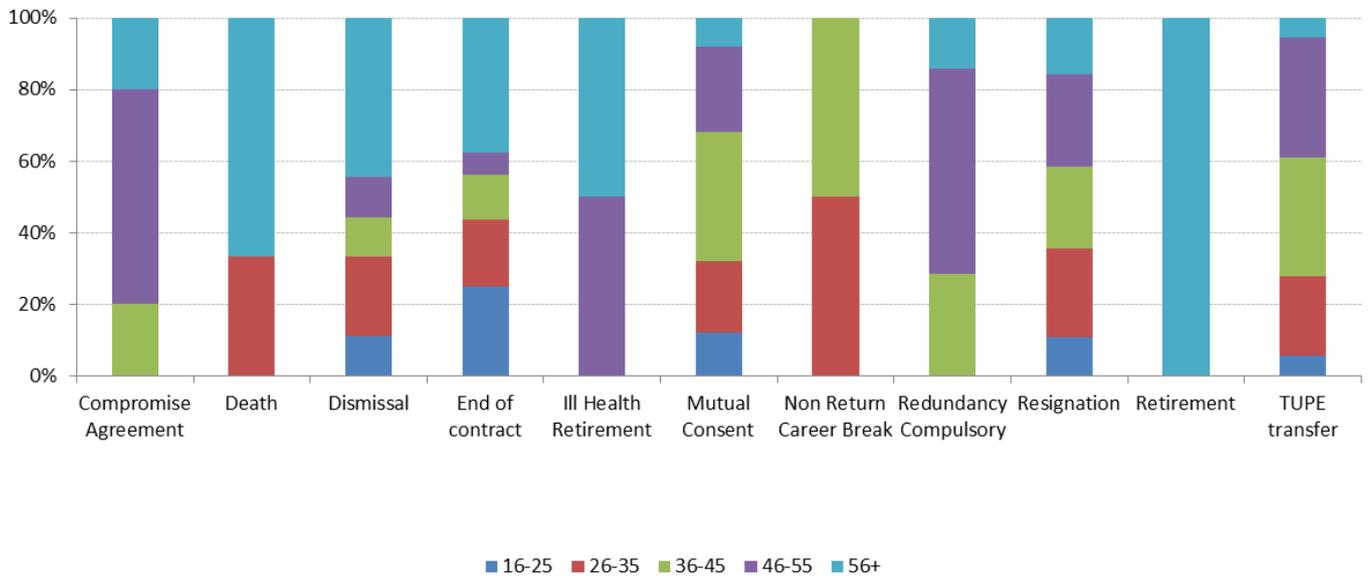
Three quarters of all leavers left for voluntary reasons, either resigning or retiring. This is the same figure as last year, and reflects the slow down in significant organisational change that effects workforce numbers.



REASON FOR LEAVING	% of Workforce
Compromise Agreement	1.29%
Death	0.77%
Dismissal	2.31%
End of contract	4.11%
Ill Health Retirement	0.51%
Mutual Consent	6.43%
Non Return Career Break	0.51%
Redundancy Compulsory	1.80%
Resignation	76.35%
Retirement	1.29%
TUPE transfer	4.63%
Grand Total	100.00%
% of Workforce	10.41%

Age

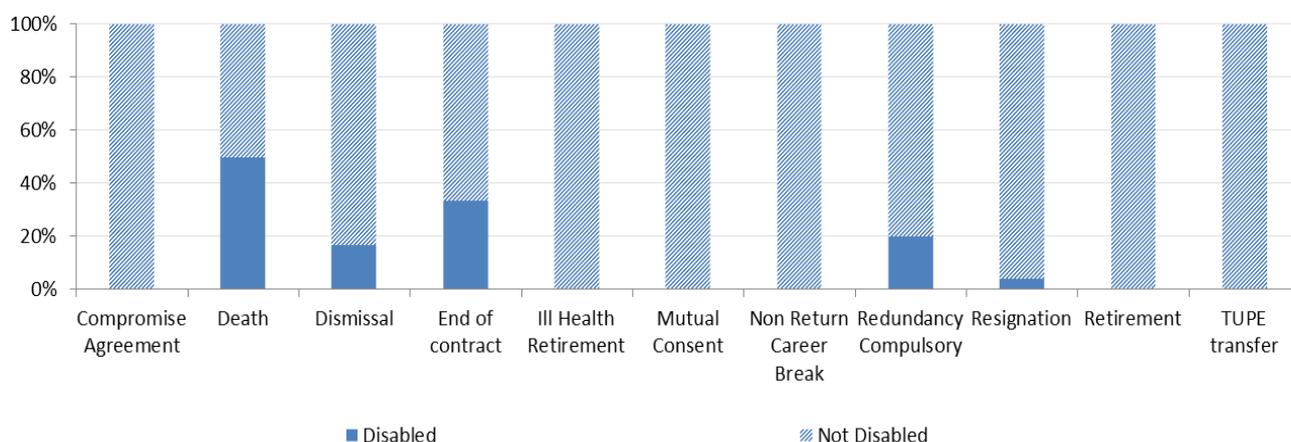
The table below shows the reasons for leaving across the age ranges. As with previous years, the proportion of resignations, in general, fell in the upper age bracket where retirement was the most common leaving reason. This is likely to be due to individuals wishing to preserve their pension by remaining with the same employer as they get older. Younger workers were more likely to leave due to their contracts expiring. This may indicate that younger workers are more likely to accept short term contracts and may actually seek this type of arrangement rather than holding out for the traditional 'job for life' that was seen to exist in previous generations.



REASON FOR LEAVING	16-25	26-35	36-45	46-55	56+	Total
Compromise Agreement	0.00%	0.00%	20.00%	60.00%	20.00%	100.00%
Death	0.00%	33.33%	0.00%	0.00%	66.67%	100.00%
Dismissal	11.11%	22.22%	11.11%	11.11%	44.44%	100.00%
End of contract	25.00%	18.75%	12.50%	6.25%	37.50%	100.00%
Ill Health Retirement	0.00%	0.00%	0.00%	50.00%	50.00%	100.00%
Mutual Consent	12.00%	20.00%	36.00%	24.00%	8.00%	100.00%
Non Return Career Break	0.00%	50.00%	50.00%	0.00%	0.00%	100.00%
Redundancy Compulsory	0.00%	0.00%	28.57%	57.14%	14.29%	100.00%
Resignation	10.74%	24.83%	22.82%	25.84%	15.77%	100.00%
Retirement	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
TUPE transfer	5.56%	22.22%	33.33%	33.33%	5.56%	100.00%

Disability

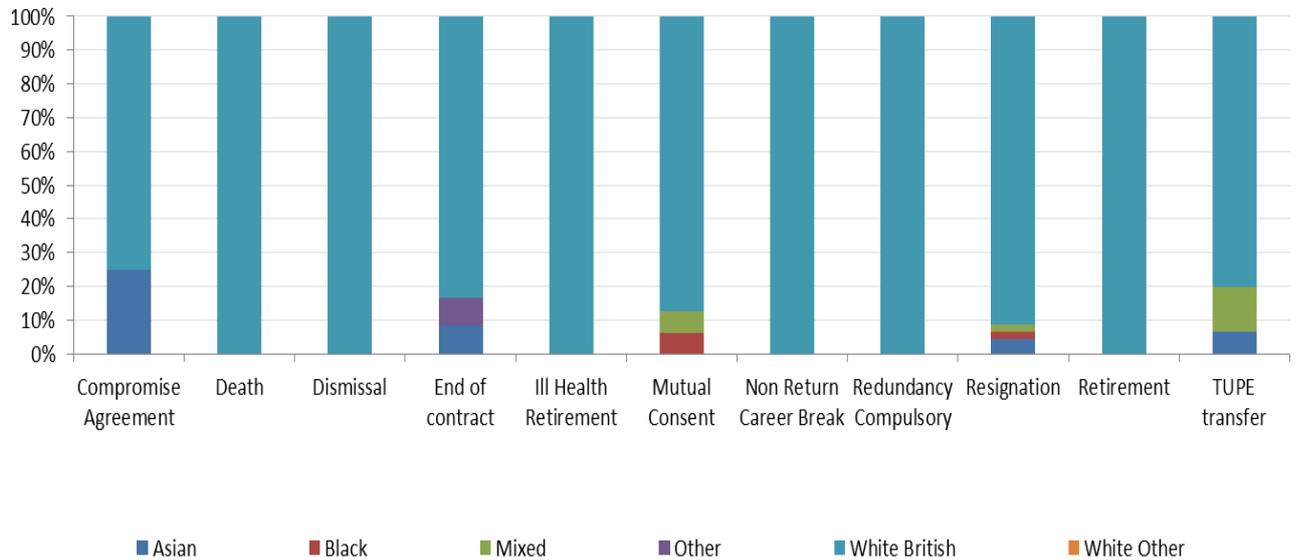
The chart and table below show the leaving for reason by disability. The numbers are generally proportionate with our overall workforce demographic, although a higher proportion of disabled employees left due to dismissals, end of contract and redundancy compulsory. However, whilst these figures may appear concerning, the actual numbers of staff they relate to are very low (the total proportion of leavers identifying as disabled was only 3.86%, meaning those in each reason-for-leaving category are much lower).



REASON FOR LEAVING	Disabled	Not Disabled	Workforce Stated	Unstated	Total
Compromise Agreement	0.00%	100.00%	100.00%	0.00%	100.00%
Death	50.00%	50.00%	66.67%	33.33%	100.00%
Dismissal	16.67%	83.33%	66.67%	33.33%	100.00%
End of contract	33.33%	66.67%	56.25%	43.75%	100.00%
Ill Health Retirement	0.00%	100.00%	100.00%	0.00%	100.00%
Mutual Consent	0.00%	100.00%	56.00%	44.00%	100.00%
Non Return Career Break	0.00%	100.00%	100.00%	0.00%	100.00%
Redundancy Compulsory	20.00%	80.00%	71.43%	28.57%	100.00%
Resignation	4.25%	95.75%	71.38%	28.62%	100.00%
Retirement	0.00%	100.00%	60.00%	40.00%	100.00%
TUPE transfer	0.00%	100.00%	72.22%	27.78%	100.00%

Race

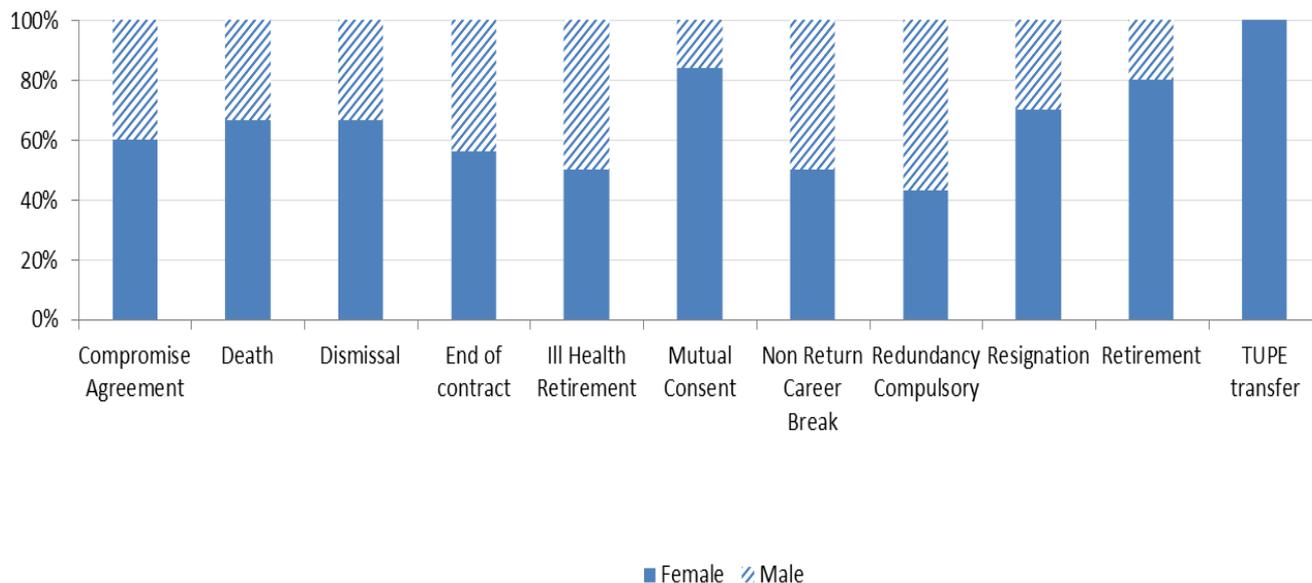
The chart and table below show the reasons for leaving by Race. 6.68% of all leavers were from a BAME background, compared to 3.2% last year.



REASON FOR LEAVING	Asian	Black	Mixed	Other	White British	White Other	Workforce stated	Unstated	Total
Compromise Agreement	20.00%	0.00%	0.00%	0.00%	60.00%	0.00%	100.00%	0.00%	100.00%
Death	0.00%	0.00%	0.00%	0.00%	66.67%	0.00%	100.00%	0.00%	100.00%
Dismissal	0.00%	0.00%	0.00%	0.00%	71.43%	0.00%	77.78%	22.22%	100.00%
End of contract	8.33%	0.00%	0.00%	8.33%	83.33%	0.00%	75.00%	25.00%	100.00%
Ill Health Retirement	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%
Mutual Consent	0.00%	6.25%	6.25%	0.00%	87.50%	0.00%	64.00%	36.00%	100.00%
Non Return Career Break	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%
Redundancy Compulsory	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	71.43%	28.57%	100.00%
Resignation	4.00%	2.22%	1.78%	0.00%	85.33%	0.00%	75.76%	24.24%	100.00%
Retirement	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	60.00%	40.00%	100.00%
TUPE transfer	6.67%	0.00%	13.33%	0.00%	80.00%	0.00%	83.33%	16.67%	100.00%

Sex/Gender

71% of leavers over the past 12 months were female, slightly lower than last year, however the proportion is similar to that of the workforce as a whole.



REASON FOR LEAVING	Female	Male	Total
Compromise Agreement	60.00%	40.00%	100.00%
Death	66.67%	33.33%	100.00%
Dismissal	66.67%	33.33%	100.00%
End of contract	56.25%	43.75%	100.00%
Ill Health Retirement	50.00%	50.00%	100.00%
Mutual Consent	84.00%	16.00%	100.00%
Non Return Career Break	50.00%	50.00%	100.00%
Redundancy Compulsory	42.86%	57.14%	100.00%
Resignation	70.03%	29.97%	100.00%
Retirement	80.00%	20.00%	100.00%
TUPE transfer	100.00%	0.00%	100.00%

Training & Development

The tables in this section show the percentage of employees who have attended at least one formal training session, by certain protected characteristics, compared with the proportion each protected group makes up of the workforce. The data does not include informal training and development. In total 18.41% of the total workforce accessed at least one formal training intervention in the period as reported under SAP. Overall the figures do not indicate a lack of access to training for any protected group.

Age

The proportion of workers within the 46-55 and 56+ age brackets accessing training is slightly higher than the age profile of the organisation; with the proportion of workers within the 16-25; 26-35 and 36-45 age brackets undertaking training being slightly lower than the average across the workforce.

AGE	Percentage of Workforce	Percentage Accessing Training
16-25	5.41%	2.46%
26-35	16.57%	15.11%
36-45	21.82%	21.25%
46-55	34.03%	36.24%
56+	22.17%	24.94%
Grand Total	100.00%	100.00%

Disability

The proportion of disabled employees undertaking a formal training course is higher when compared to the proportion of disabled employees in the workforce; the percentage of accessing training is also higher than last year. We will continue to try to ensure that formal training is accessible for all regardless of disability.

DISABILITY	Percentage of Workforce	Percentage Accessing Training
Disabled	4.44%	4.43%
Not Disabled	95.56%	96.01%
Workforce Stated	79.06%	70.58%
<i>Unstated</i>	20.94%	29.42%
Grand Total	100.00%	100.00%

Race

The ethnic profile of those accessing training is mostly reflective of the overall workforce, and compared to last year there was a slightly lower proportion of BAME employees attending formal training than made up the workforce. We will continue to try to ensure that formal training is accessible for all regardless of race.

ETHNIC ORIGIN	Percentage of Workforce	Percentage Accessing Training
Asian	2.02%	1.41%
Black	1.67%	2.12%
Mixed	1.31%	1.13%
Other	0.58%	0.42%
White British	89.91%	90.96%
White Other	4.51%	3.95%
Stated	83.61%	86.98%
<i>Unstated</i>	16.39%	13.02%
Grand Total	100.00%	100.00%

Sex/Gender

Proportionally, considerably more females than males attended training over the past 12 months. A high proportion of our training focuses on frontline, social care employees, and employees in those areas are predominantly female.

GENDER	Percentage of Workforce	Percentage Accessing Training
Female	69.53%	83.42%
Male	30.47%	16.58%
Grand Total	100.00%	100.00%

Sexual Orientation

The sexual orientation of those attending formal training courses generally reflects the workforce as a whole. The figures show that employees who have declared they are Gay or Lesbian are accessing training, however employees who have declared they are Bisexual have not accessed training. A higher proportion of employees identifying as Gay or Lesbian have accessed training than made up the workforce.

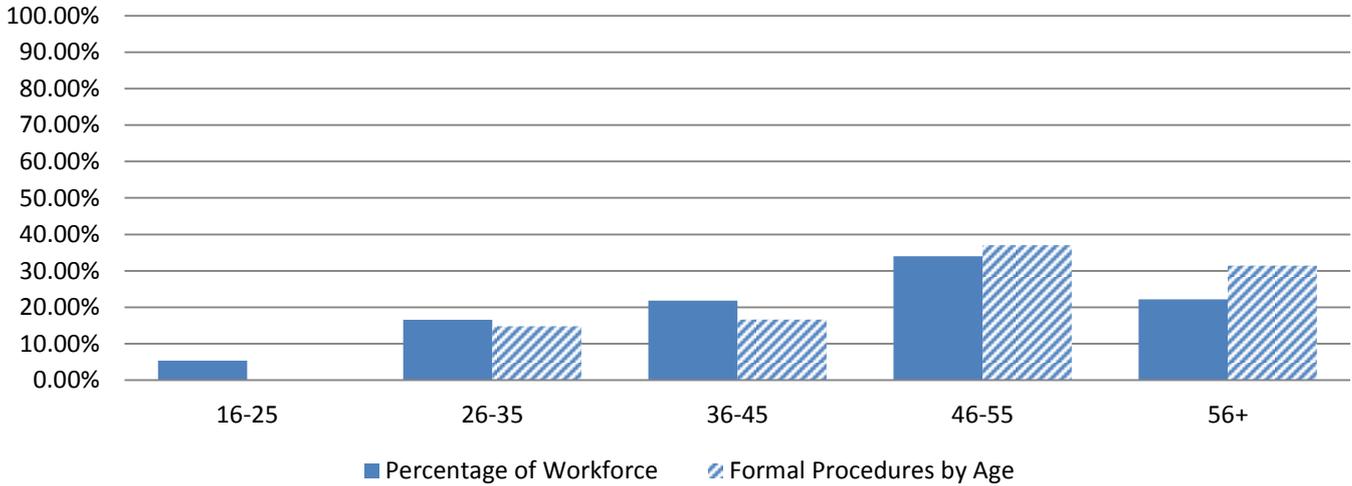
SEXUAL ORIENTATION	Percentage of Workforce	Percentage Accessing Training
Bisexual	0.67%	0.00%
Gay	1.85%	2.90%
Lesbian	1.18%	2.03%
Heterosexual	85.96%	83.48%
Rather not state	10.34%	11.59%
Workforce stated	47.66%	42.38%
Unstated	52.34%	57.62%
Grand Total	100.00%	100.00%

Formal Procedures

The following tables and charts show the protected characteristics against the formal procedures. Formal procedures are initiated for either absence, capability or conduct reasons. Grievances have not been included here to avoid individuals being illegally identifiable.

Age

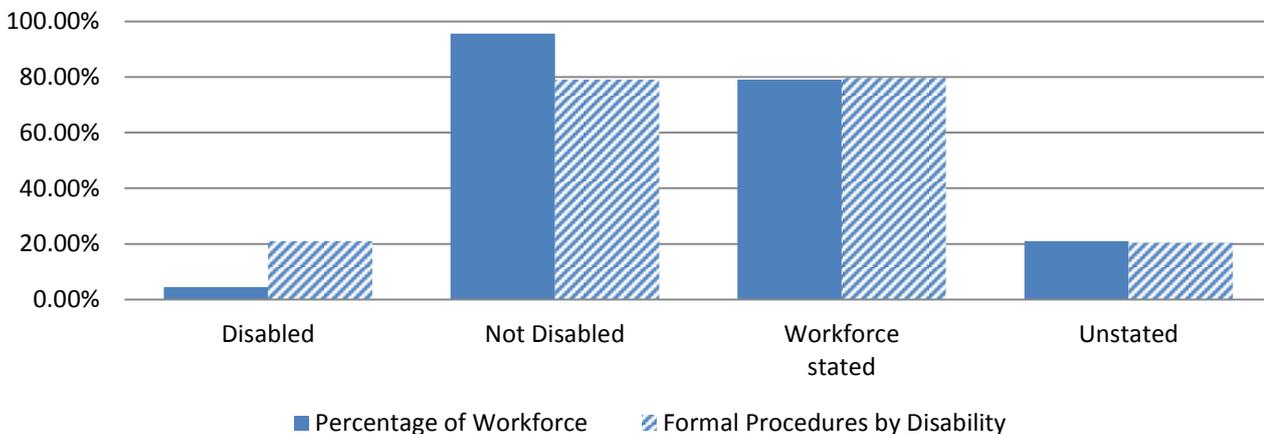
The chart and table below show that, in general, formal procedures reflect the overall age profile of the organisation. There were proportionally a much higher number of formal cases amongst employees over 46 which predominantly consisted of absence cases, which is in line with expectations that, generally, health problems increase with age.



AGE	Percentage of Workforce	Formal Procedures by Age
16-25	5.41%	0.00%
26-35	16.57%	14.81%
36-45	21.82%	16.67%
46-55	34.03%	37.04%
56+	22.17%	31.48%
Grand Total	100.00%	100.00%

Disability

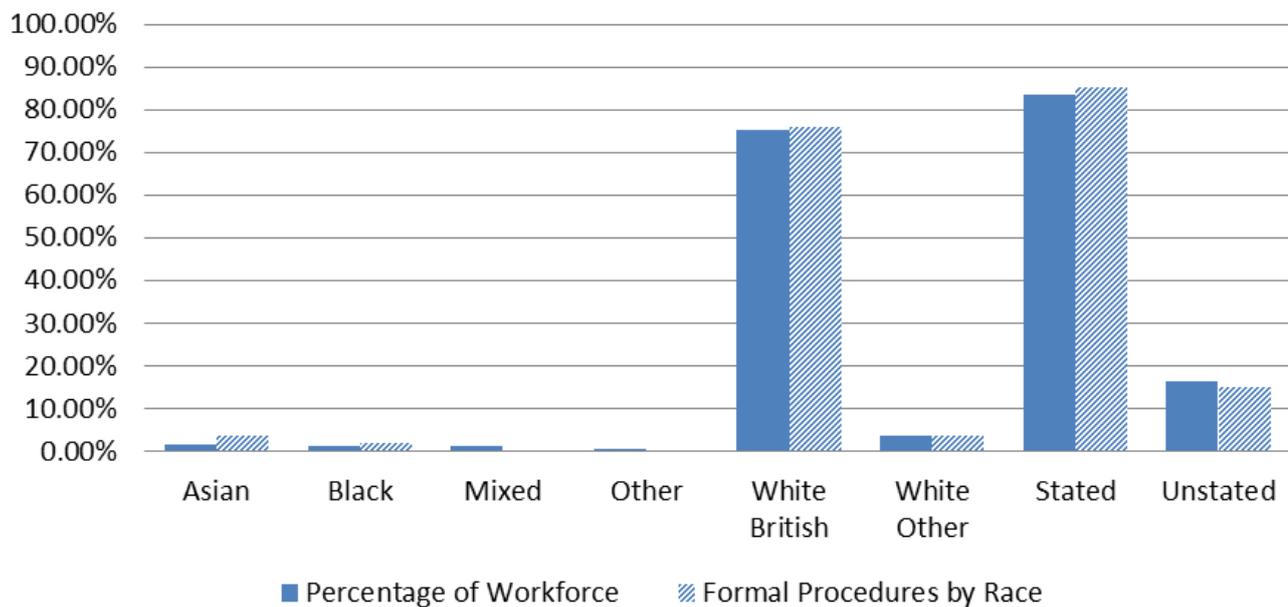
The chart and table below show that the proportion of formal cases involving employees disclosing disability is higher than the proportion in the workforce. Most of these cases are capability cases, and the proportion has remained roughly the same from last year.



DISABILITY	Percentage of Workforce	Formal Procedures by Disability
Disabled	4.44%	20.93%
Not Disabled	95.56%	79.07%
Workforce stated	79.06%	79.63%
Unstated	20.94%	20.37%
Grand Total	100.00%	100.00%

Race

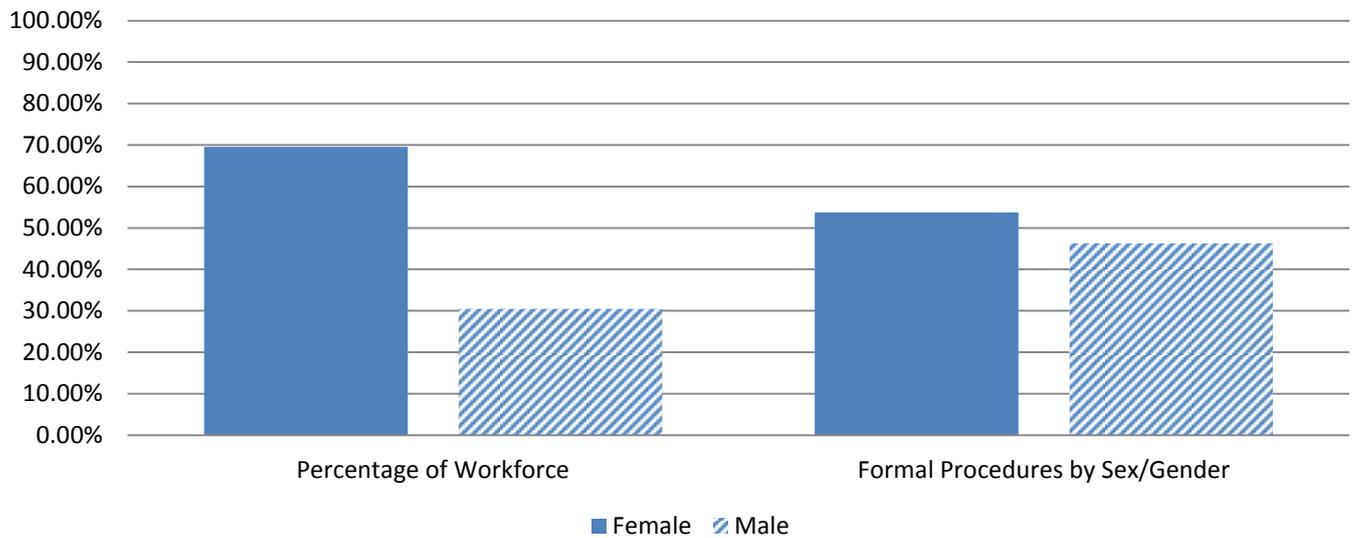
The chart and table below show that the level of formal procedures for BAME employees who have declared themselves as Asian or Black are higher than the distribution pattern of the overall workforce.



RACE	Percentage of Workforce	Formal Procedures by Race
Asian	2.02%	3.70%
Black	1.67%	1.85%
Mixed	1.31%	0.00%
Other	0.58%	0.00%
White British	89.91%	75.93%
White Other	4.51%	3.70%
Stated	83.61%	85.19%
Unstated	16.39%	14.81%
Grand Total	100.00%	100.00%

Sex/Gender

The chart and table below show that the level of formal procedures for male employees is higher than the percentage of the workforce. This is in direct contract to last year, when male employees had a proportionally lower number of formal cases than female employees.



SEX/GENDER	Percentage of Workforce	Formal Procedures by Sex/Gender
Female	69.53%	53.70%
Male	30.47%	46.30%
Grand Total	100.00%	100.00%

Performance Development Review (PDR)

(Previously known as Appraisal)

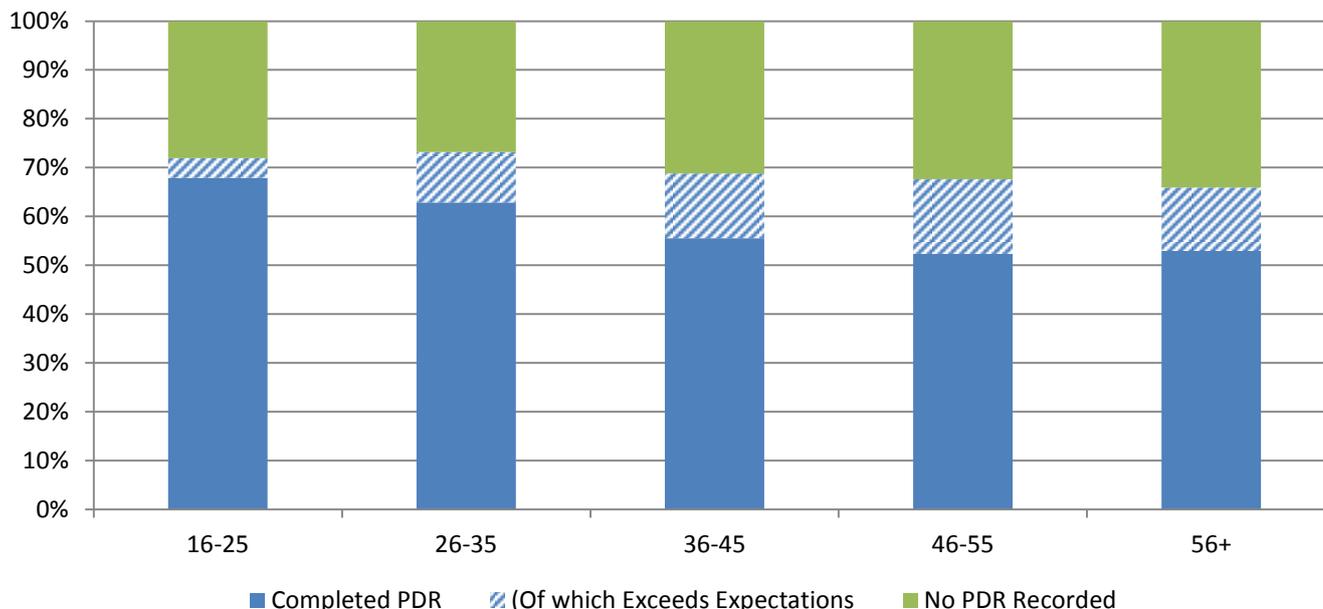
As per standard reporting procedures, PDRs in this section of the report cover the last full financial year (1st April 2018 to 31st March 2019), and the completion which happened within that period.

PDR	Completed PDR	(Of Which Exceeds Expectations)	No PDR Recorded
Whole organisation	63.96%	14.78%	36.04%

Age

The graph and table below show that there is relative regularity in PDR completion across all age ranges, with the greatest proportion of completions within the 16-25 age bracket.

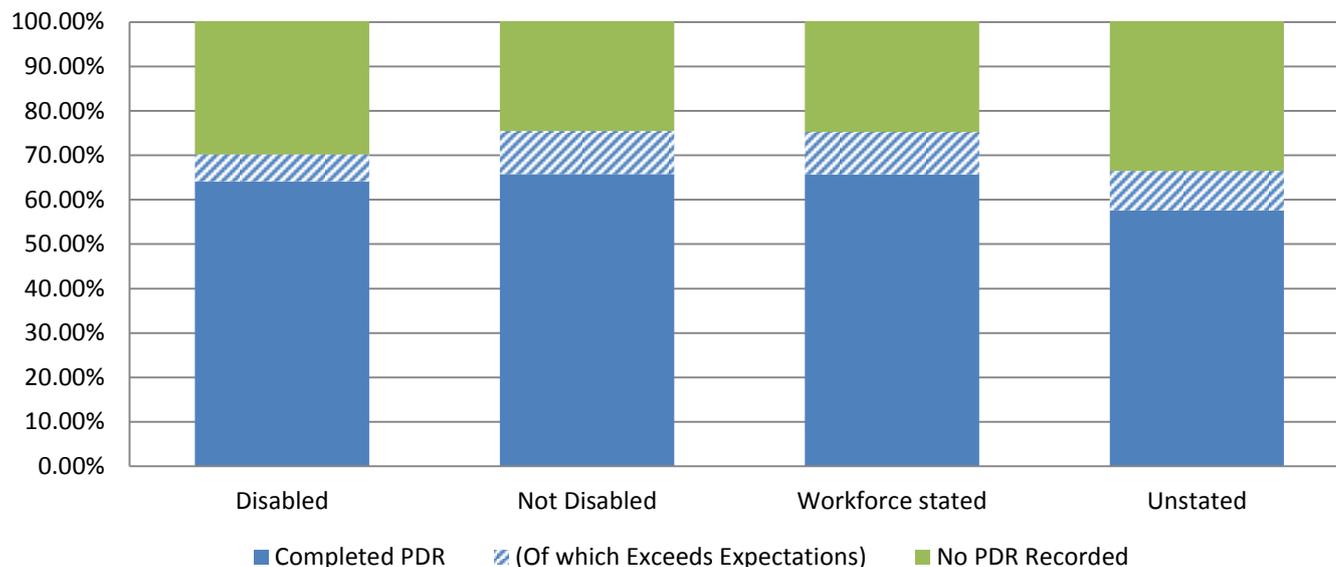
The greatest proportion of employees receiving 'exceeded expectations' on their PDR was in the 46-55 age bracket, whilst the lowest was for employees under 25. This may be a result of employees under 25 working at the council for a shorter period of time.



PDR By Age	Completed PDR	(Of which Exceeds Expectations)	No PDR Recorded	Grand Total
16-25	70.79%	4.20%	29.21%	100.00%
26-35	70.11%	11.52%	29.89%	100.00%
36-45	64.05%	15.33%	35.95%	100.00%
46-55	61.84%	18.07%	38.16%	100.00%
56+	60.87%	14.88%	39.13%	100.00%

Disability

The graph and table below show that disabled employees are not disadvantaged when it comes to PDR completion, with completion rates fairly consistent for both disabled and non-disabled employees. The proportion of those with an 'exceeded expectations' grading is slightly higher for non-disabled employees.

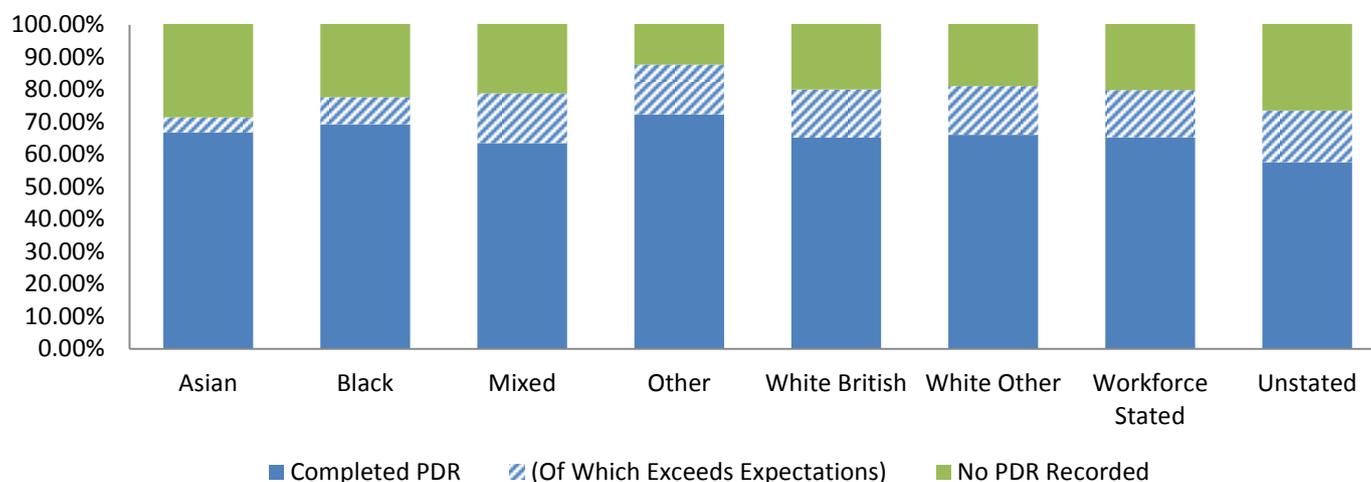


DISABILITY	Completed PDR	(Of which Exceeds Expectations)	No PDR Recorded	Grand Total
Disabled	64.12%	6.11%	35.88%	100.00%
Not Disabled	65.73%	9.74%	34.27%	100.00%
Workforce stated	65.66%	9.58%	34.34%	100.00%
Unstated	57.54%	8.95%	42.46%	100.00%

Race

The graph and table below show that there is relative regularity in PDR completions across all ethnicities, with higher completion rates compared to last year.

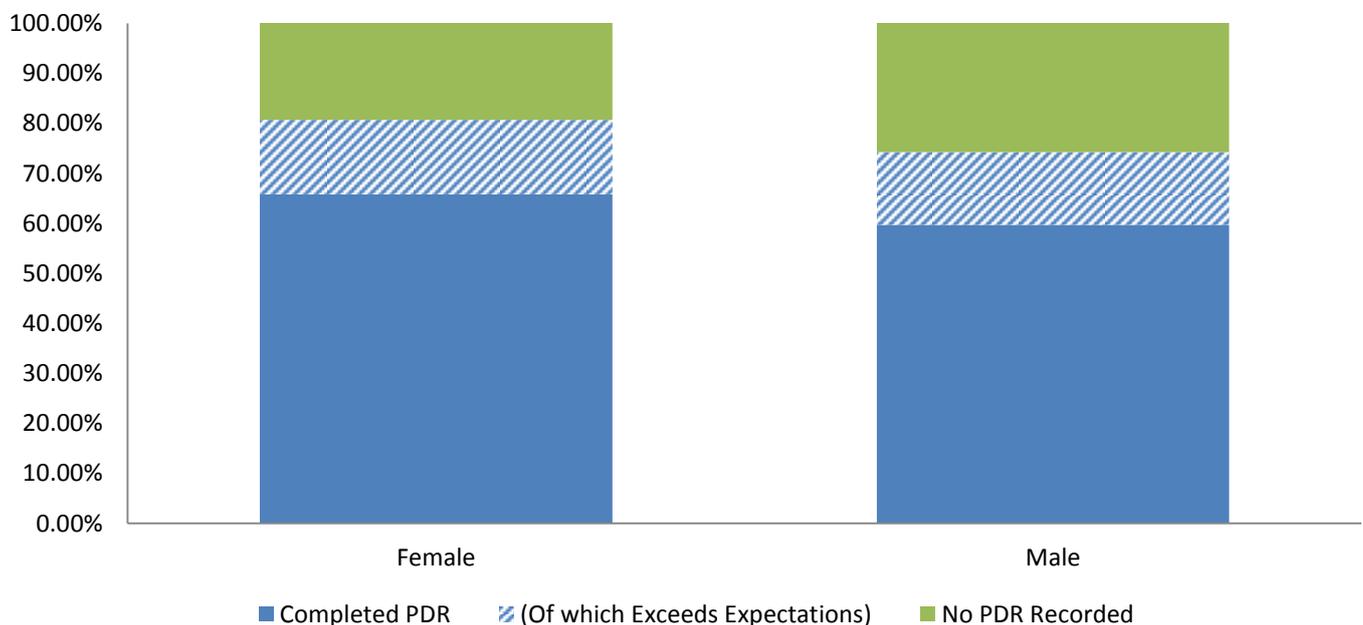
The highest level of 'exceeds expectations' grading was in staff whose ethnicity is identified as mixed and other.



ETHNIC ORIGIN	Completed PDR	(Of Which Exceeds Expectations)	No PDR Recorded	Grand Total
Asian	66.67%	4.76%	33.33%	100.00%
Black	69.23%	8.33%	30.77%	100.00%
Mixed	63.41%	15.38%	36.59%	100.00%
Other	72.22%	15.38%	27.78%	100.00%
White British	65.06%	14.89%	34.94%	100.00%
White Other	65.96%	15.05%	34.04%	100.00%
<i>Workforce Stated</i>	65.23%	14.58%	34.77%	100.00%
<i>Unstated</i>	57.52%	15.91%	42.48%	100.00%

Sex/Gender

There is only a slight difference in completion rates of PDRs between male and female employees, with slightly more males having no PDR recorded.



PDR By Age	Completed PDR	(Of which Exceeds Expectations)	No PDR Recorded	Grand Total
Female	65.85%	14.85%	34.15%	100.00%
Male	59.67%	14.58%	40.33%	100.00%