

GLOUCESTERSHIRE COUNTY COUNCIL WORKFORCE DIVERSITY REPORT  
EQUALITY AND DIVERSITY EMPLOYMENT INFORMATION

## Contents

Gloucestershire County Council Workforce Diversity Report .....	2
Equality and Diversity Employment Information .....	2
Executive Summary .....	2
Who is included in this report.....	2
How we collate equality information and intend to address data gaps.....	3
Workforce headcount.....	3
Consideration of the Equality Duty .....	3
Opportunities to work flexibly .....	4
Employee engagement.....	4
Human Resources Policy Review Programme .....	5
Benchmarking and sharing good practice.....	5
Workforce Data and Findings.....	6
Ethnicity .....	6
Disability .....	6
Gender.....	7
Sexual Orientation .....	7
Age .....	7
Maternity Leave and Return to Work .....	8
Pay and Remuneration .....	8
Leavers.....	8
Formal Procedures .....	8
Recruitment and Selection.....	8
Training and Development.....	9
Ethnicity.....	10
Disability .....	13
Age .....	20
Pay and Remuneration .....	22
Full time/Part time.....	26
Employees Leaving the Organisation .....	27
Formal Procedures .....	32
Recruitment and Selection.....	36
Training and Development.....	42

# Gloucestershire County Council Workforce Diversity Report

## Equality and Diversity Employment Information

### Executive Summary

The services Gloucestershire County Council deliver, along with the unprecedented level of change its employees are facing, has led to the council becoming a very different and smaller organisation. As a result we now have a very different approach to the way we deliver and commission services and to the way we work. Our vision and values can be found [here](#)

This report sets out the workforce data arrangements we have in place or are planned in order to monitor our progress towards our objectives.

The council has been systematically monitoring equality information across a number of areas in employment since 2000. Monitoring and reporting on these areas enable us to analyse the information to assess different outcomes between employees who share a protected characteristic and those who do not. We can then investigate the processes that have resulted in these differences, taking action where necessary to try and remove barriers and promote equality of opportunity for all groups.

This report provides an overview of our workforce monitoring information either by reviewing a period of data from January to December 2012 or where appropriate as a snapshot of the workforce on 1<sup>st</sup> December 2012 and is the second report resulting from the Public Sector Equality Duty.

The report includes the key issues we identified when reviewing the workforce equality data. Where further information is available, we provide details of where this can be accessed, for example, by providing a web link to a specific policy, details of a service or other statistical information.

At the end of the report we have included more detailed data tables in relation to our workforce.

### Who is included in this report

We have updated, or are in the process of updating our monitoring categories to reflect and enable comparison with the 2011 Census data and include all nine protected characteristics. Presently, our workforce monitoring information includes: gender, pregnancy and maternity, disability, race, sexual orientation and age. It does not include religion or belief, marriage and civil partnership or gender reassignment.

## **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 Management Information System (SAP). We are making changes to the SAP programme to include all the protected characteristics and this updated facility will be available from March 2013.

The system has a 'self-service' facility allowing employees to enter their own demographic data. The SAP system holds information for all employees but not all employees have access to the self service facility. We plan to collect information from employees who do not have access to SAP via a confidential questionnaire which we will send to employees after the SAP updates in March. As with the previous report we have a high percentage of staff who do not wish to disclose some personal information. Over the next year, and following the changes to the SAP programme, we will be looking at ways to further build confidence amongst employees to improve the rate of self-declaration. We will also work closely with our staff networks to achieve this.

## **Workforce headcount**

On the 1<sup>st</sup> December 2012 3,967 people were employed by the council, a reduction of 392 posts compared with the previous year. Our 'Meeting the Challenge Strategy' (2011-2015) sets out the financial savings required by the authority and has resulted in considerable down-sizing and organisational change with a total reduction of staff numbers of 1,385 since 2011. We have taken positive steps to embrace change through actions to minimise employee redundancies particularly on front line services, including:

- Reduction in senior management
- Managing vacancies, only filling vacant posts that are essential and via the redeployment pool whenever possible
- Offering flexible working arrangements

We have developed a specific toolkit which is available for managers to use when restructuring their service. It provides managers with a series of user friendly guidance notes, project action plans they can use and populate, template documents, "How to" guides and routes to on line and face-to-face training opportunities / support. These are themed around five types of change: Creating a New Structure, Reducing Numbers, Closing a Service, Transferring a Service and Partnership Working.

## **Consideration of the Equality Duty**

Our Due Regard Process ensures that we consider the three aims of the public sector equality duty when we plan and deliver our work and when making decisions. Our process ensures that decision makers consider the duty as part of their day to day working practices and replaces our equality impact assessment process.

During 2012 we have implemented changes across our employment functions and you can view the Equality Impact Assessments and Due Regard statements on our web pages [www.gloucestershire.gov.uk/equalities](http://www.gloucestershire.gov.uk/equalities)

### **Opportunities to work flexibly**

The council will continue to support the retention of staff with flexible working practices and family friendly policies and other measures as appropriate to the particular circumstances and give due regard to the diversity profile of the workforce when making changes to services and developing workforce strategies.

The council offers employees a wide range of flexible working opportunities. These are:

- Flexible Working Hours Scheme
- Right to Request Flexible working
- Job Sharing
- Compressed Hours
- Career Break Policy
- Term Time Working
- Office, Mobile, Home Working
- Request to reduce working hours
- Voluntary Purchase of Additional Leave

### **Employee engagement**

The last 12 months has resulted in considerable change for our employees and we are keen to feed their views into our decision making processes. This year, the council has specifically asked for employee feedback by using a 'Challenge Den' approach. Similar to the Dragon's Den approach, employees have been able to pitch solutions directly to senior management. This is in addition to a number of ongoing methods including engagement with:

- Disability, Black Workers, Lesbian Gay Bisexual Transgender (LGBT) and Carers staff networks
- Formal negotiations with Trade Unions
- Staff net website
- Team meetings and briefings

We have employee networks for black, asian and minority ethnic employees, disabled employees, lesbian, gay, bisexual and transgender employees and carers. The networks have worked closely with the council to raise awareness and to offer employees the opportunity to raise issues of concern.

We also have a Dignity at Work network which 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. The council also operates an Employee Assistance Programme.

## Human Resources Policy Review Programme

Following the implementation of the Equality Act 2010 the council's Human Resources Team revised a number of corporate policies and procedures, and produced specific guidance notes for managers such as positive action in recruitment and the Dignity at Work policy. These assist managers to understand how to implement the new aspects of the legislation and to ensure that they act fairly and in accordance with corporate policy. We have a rolling programme of policy review. Policies that have been recently reviewed and re-published on the intranet are:

- Dignity and Respect at Work
- Authorised Special Leave
- Grievance Policy (Schools and GCC)
- Management Guidance Note (MGN) Grievance (Schools and GCC)
- ISA Referral Policy
- CRB and ISA Policy
- Expression of Employee Views
- Capability Policy (centrally employed teachers)
- Disciplinary Policy (centrally employed teachers)
- Office/Home/Mobile Working Policy
- MGN Office/Home/Mobile Working
- Guidelines Office/Home/Mobile Working

## Benchmarking and sharing good practice

The Council has taken an initiative to engage with other organisations in the county of Gloucestershire and surrounding counties from a workforce perspective. Our first meeting took place on 28<sup>th</sup> November 2012. The terms of reference of this network is to build knowledge amongst HR colleagues in Gloucestershire and the surrounding areas by:

- acting as a forum to share good practice with partner organisations in promoting equality and diversity in the workplace.
- disseminating good practice and information about policies and procedures relating to Equality and diversity
- encouraging collaborative working across members in relation to equality and diversity
- facilitate good communication on equality and diversity issues across the county and surrounding areas
- working in complimentary manner with other forums and where appropriate develop synergies to help widen influence and consolidate equality outcomes.
- meeting 3 times a year

It is intended to monitor the effectiveness of this group over the next 12 months with a view to opening the group to private sector organisations so that the council may continue to influence and promote good practice around equalities.

## Workforce Data and Findings

The workforce data and findings have been separated into the following six protected characteristics (Ethnicity, Disability, Gender, Sexual Orientation, Age and Maternity and Pregnancy). There are additional sections of information for each of the six protected characteristics regarding pay and remuneration, formal procedures, leaver's information, recruitment and selection and training and development. We are working towards gaining workforce data on the remaining three characteristics (marriage and civil partnership, gender reassignment and religion and belief).

Section Heading	Page no.
Ethnicity	10-12
Disability	13-15
Gender	16-18
Sexual Orientation	18-19
Age	20-21
Maternity	8
Pay and Remuneration	22-25
Leavers	27-31
Formal Procedures	32-35
Recruitment and Selection	36-41
Training and Development	42-44

### Ethnicity

Additional fields will be added in March 2013 to reflect the 2011 Census. The majority of our employees declare their ethnic origin (93.14%). The estimated black and minority ethnic (BME) population for Gloucestershire is 4.6%<sup>1</sup>. The proportion of employees who are not White British and are, therefore, from BME is 4.43%. BME employees are underrepresented in higher grades. Overall the reported levels for BME groups do not show any significant changes compared to the previous year which would indicate the reduction in staff numbers have not had a disproportionate impact on this group of employees. We continue to support membership to the Black Workers Network which is an external body providing professional support and advice to black and minority ethnic workers.

### Disability

Disabled people currently make up 2.97% of the workforce, although they make up 13.1% of the national workforce population. The percentage population of disabled people in Gloucestershire aged between 16 and 64 is 7%<sup>2</sup>. The Council is 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 reasonable adjustments to their working environment or how they carry out their

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<sup>1</sup> 2011 Census

<sup>2</sup> 2011 Census

duties. Also, the Council continues to be a 'Two Ticks' employer, where if 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). We have qualified mental health first aiders and continue our membership to Mindful Employer.

## **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.<sup>3</sup>

73% of the council's workforce is female, significantly higher than the workforce population as a whole (53%) and 54% of the female workforce works part time. This is in contrast with the more typically male dominated workforce of Gloucestershire Fire and Rescue, where only 23% of the workforce is female.

## **Sexual Orientation**

Currently, 15% of employees provide sexual orientation monitoring information, an increase of 2% over the previous year. We recognise that for many employees and people applying for jobs with the council, providing information about their sexual orientation is new and they will have concerns over issues such as confidentiality.

We will be looking at how we can build confidence amongst employees to provide sensitive monitoring information regarding sexual orientation and religion or belief. We will work closely with our staff networks to achieve this and continue our membership to Stonewall.

## **Age**

Gloucestershire County Council, like many councils across the UK, has an older workforce. The data shows that the highest percentage of the workforce is in the 46 to 55 age range, closely followed by the 36 to 45. We recognise both the importance of retaining the expertise that our long-serving and experienced employees possess and the need to ensure that this expertise is passed onto younger employees. Currently 3.8% of the workforce is aged 16 to 25 and, the council is taking positive action to recruit apprenticeships in line with the council's Grow Gloucestershire Campaign.

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<sup>3</sup> Data taken from 'How Fair is Britain', Equality and Human Rights Commission, October 2010



## **Maternity Leave and Return to Work**

The council had 80 employees who returned from maternity leave and seven who did not. Return rates remain high and we feel this reflects the wide range of flexible working opportunities available. We will continue to monitor the numbers and make-up of non returners.

## **Pay and Remuneration**

Women are well represented across all grades which includes 51% at senior management level. In relation to BME groups, representation is low at senior management level but overall proportionate through the other grades. Whilst we have low disclosure rates for sexual orientation the current data shows representation across most of the grades for those who are gay, lesbian or bisexual.

## **Leavers**

A total of 528 individuals left Gloucestershire County Council during 2012. The total number of leavers in the period is greater than the overall reduction in headcount. A number of those roles vacated by individuals leaving the organisation were considered frontline, key roles within the organisation and, therefore, were recruited to, either a on short term or permanent basis, to ensure the continuing effective delivery of services to residents of Gloucestershire.

The most common reason for leaving continues to be resignation. The highest proportion of leavers is in the 16 to 25 and 56+ age groups. This suggests that more needs to be done not only to recruit younger workers but also to retain them if we want to develop employees with the skills and experience needed in the future.

## **Formal Procedures**

The term formal procedures refer to the council's procedures to manage capability, absence, conduct and grievance. The highest number of formal procedures is for absence and the council takes a proactive approach to support employees to return to work. The council has a dedicated Occupational Health Unit as well as an Employee Assistance Programme.

In 2012, 20 formal grievance complaints which included claims of bullying and harassment were brought by employees. 141 employees were subject to disciplinary action by the Council. Of this total 11 involved disabled employees, 11 involved black and minority ethnic employees and 78 impacted on female employees compared to 63 for their male counterparts. In 2012 five cases went to employment tribunal, two were struck out at pre-hearing reviews and three are yet to be heard in 2013.

## **Recruitment and Selection**

Gloucestershire County Council is continuing to go through large scale organisational redesign. In the period 1<sup>st</sup> October 2011 to 30<sup>th</sup> September 2012 the council appointed to 405 vacant jobs made up of temporary positions and where appropriate, permanent replacements i.e. front line key roles. The numbers of

disabled applicants is 3.5% which is relatively low compared to the estimated 7%<sup>4</sup> of the county working population. There were positive numbers of applications and appointments from BME groups with 8.8% of applications and 5% appointments, when compared to the proportion of BME in the county of 4.6%.

### **Training and Development**

Over the last 12 months specific training was provided in relation to the changes introduced by the Equality Act 2010 and further training and development is being reviewed. In December 2012 the council introduced a revised process to help staff to consider the equality duty in their work. The Due Regard Statement and guidance replaces the Equality Impact Assessment process. The approach encourages staff to think about equality considerations as part of their daily working practices. For example: as part of commissioning, service or policy review, consultation and engagement activities and understanding risks and benefits. As well as workshops regarding the Due Regard process weekly surgeries for staff provide additional support.

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

### **Disclosure of information**

We have a number of areas where the data indicates an “unknown” response. This means that an individual has not provided the council with a response. We recognise that there are many reasons why individuals do not wish to provide a response but we are continuing to work with our employees and our internal staff networks to widen the awareness of equality and diversity in the workplace and to encourage an increase to the response rates. We will continue to monitor the level of responses and proactively address this issue through our action plan.

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<sup>4</sup> 2011 Census

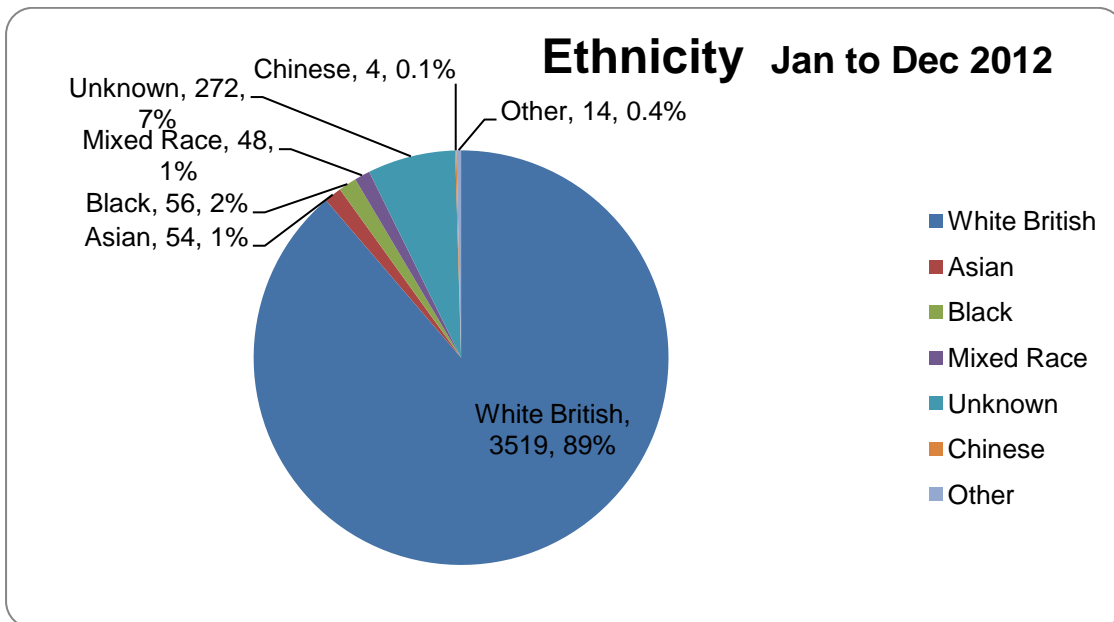
## Equalities Data

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 “unknown” response this means that an individual has not provided the council with a response.

### Ethnicity

4.43% of the workforce is from a BME background compared with 4.22% last year. The disclosure rates for ethnicity are very positive with only 7% unknown. We have a small number of employees (14) who consider themselves as having an ethnicity ‘other’ than those that have been specified. We are currently reviewing our ethnicity categories in line with the 2011 census.

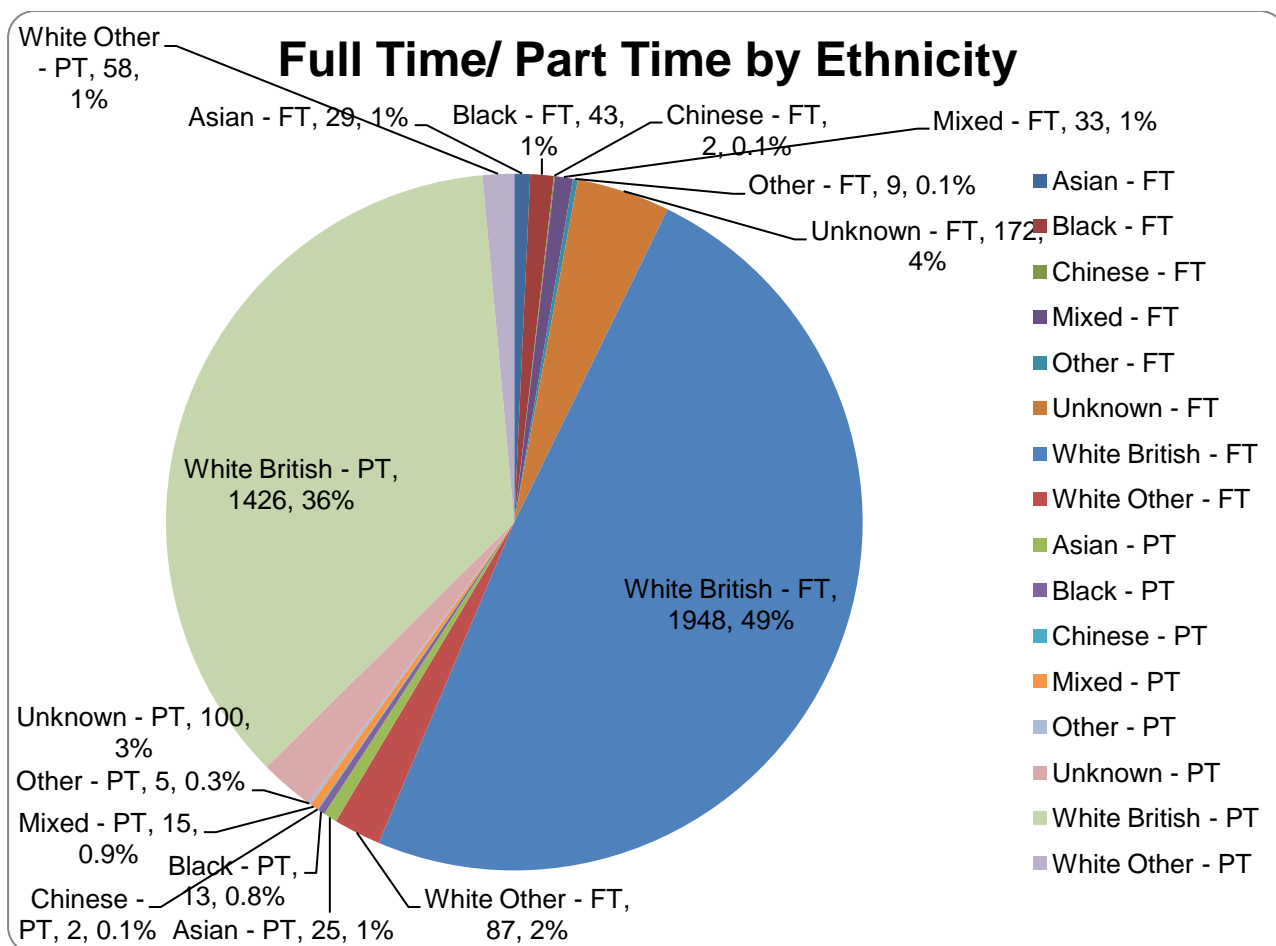


Ethnicity	Number of Employees	% of Overall Headcount Jan – Dec 2011	% of Overall Headcount Jan – Dec 2012
White	3,519	89.65	88.80
Asian	54	1.24	1.36
Black	56	1.28	1.41
Mixed Race	48	1.19	1.21
Chinese	4	0.10	0.10
Other	14	0.41	0.35
Unknown	272	6.22	6.86
<b>Total</b>	<b>3,967</b>	<b>100.00</b>	<b>100.00</b>

The table below shows that 60% of our BME workforce is female which is to be expected given that 73% of the overall workforce is female.

Ethnicity by Gender			Total	%
	Female	Male		
White British	2,485	889	3,374	85.10
White Other	109	36	145	3.70
Asian	38	16	54	1.36
Black	40	16	56	1.41
Mixed	34	14	48	1.21
Chinese	4	0	4	0.10
Other	9	5	14	0.35
Unknown	166	106	272	6.86
<b>Total</b>	<b>2,885</b>	<b>1,082</b>	<b>3,967</b>	<b>100</b>

66% of the BME workforce is full time with 34% who are part time.

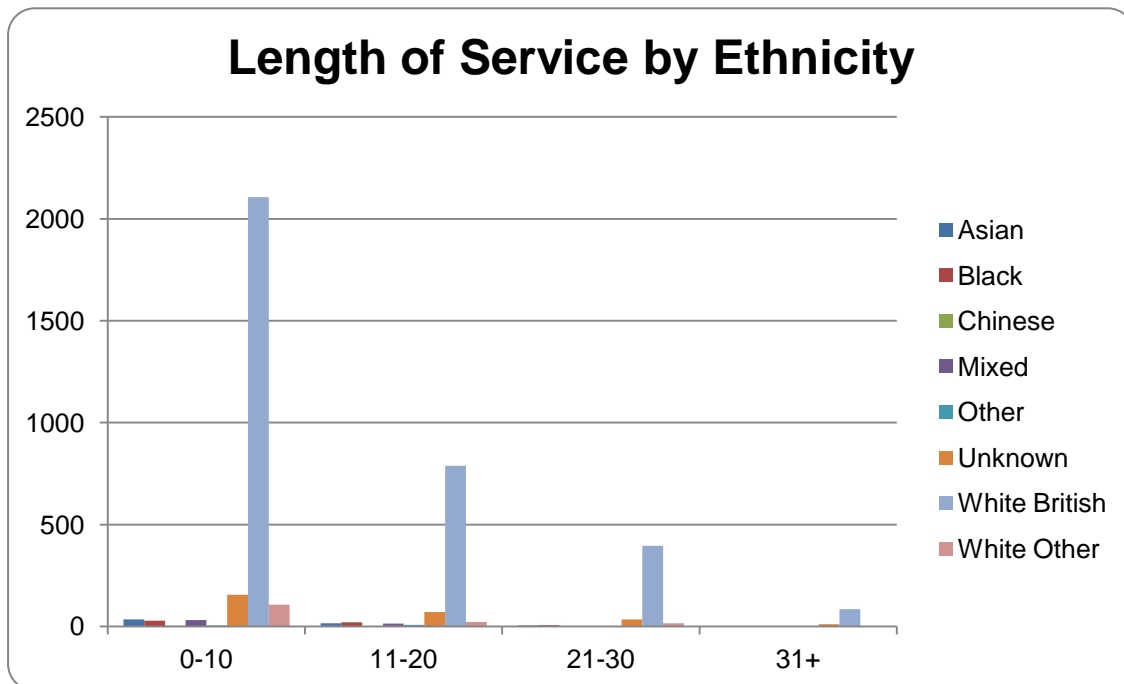


Full Time/Part Time by Ethnicity									
	Asian	Black	Chinese	Mixed	Other	Unknown	White British	White Other	Total
<b>Full Time</b>	29	43	2	33	9	172	1948	87	2323
<b>Part Time</b>	25	13	2	15	5	100	1426	58	1644

The table below shows ethnic minority groups are represented in all age ranges with slightly lower numbers in the 16-25 age range. This is reflective of the fact that we have lower numbers of staff in this age range as a whole.

Age Range by Ethnicity									
Age Range	Asian	Black	Chinese	Mixed	Other	Unknown	White British	White Other	Total
<b>16-25</b>	5	2		4		10	116	6	<b>143</b>
<b>26-35</b>	13	7		15	1	43	516	27	<b>622</b>
<b>36-45</b>	19	16	1	13	4	80	833	44	<b>1010</b>
<b>46-55</b>	14	27	2	14	7	92	1186	49	<b>1391</b>
<b>56+</b>	3	4	1	2	2	47	723	19	<b>801</b>

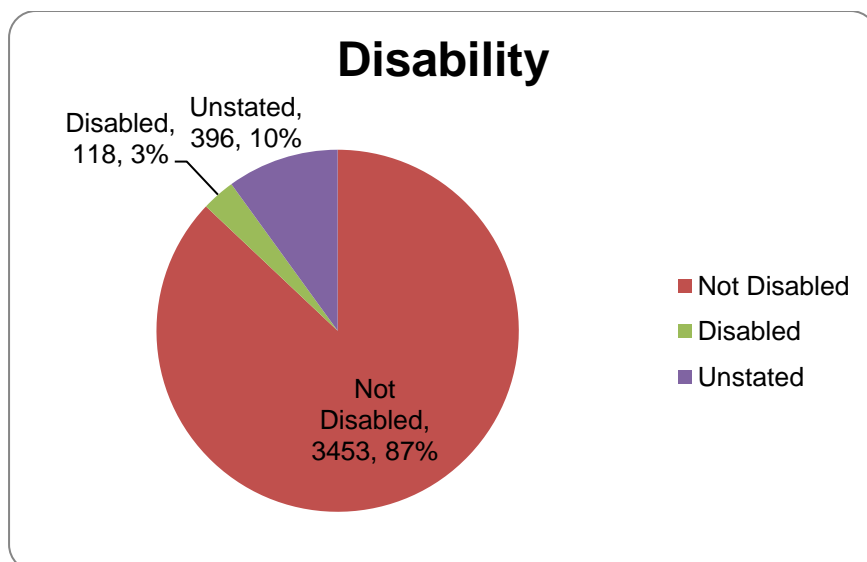
The chart and table below shows that the length of service for the BME workforce follows the distribution pattern of the non BME workforce.



Length of Service by Ethnicity									
Years	Asian	Black	Chinese	Mixed	Other	Unknown	White British	White Other	Total
<b>0-10</b>	34	28	*	31	5	156	2106	107	2470
<b>11-20</b>	15	20	*	14	7	71	788	22	938
<b>21-30</b>	5	6		*	*	34	396	15	460
<b>31+</b>		*		*		11	84	*	99

## Disability

The percentage of disabled employees has remained relatively the same from last year at 2.97%. The disclosure rate is relatively high with only 10% unstated, this we believe is due to the council being positive about disability.

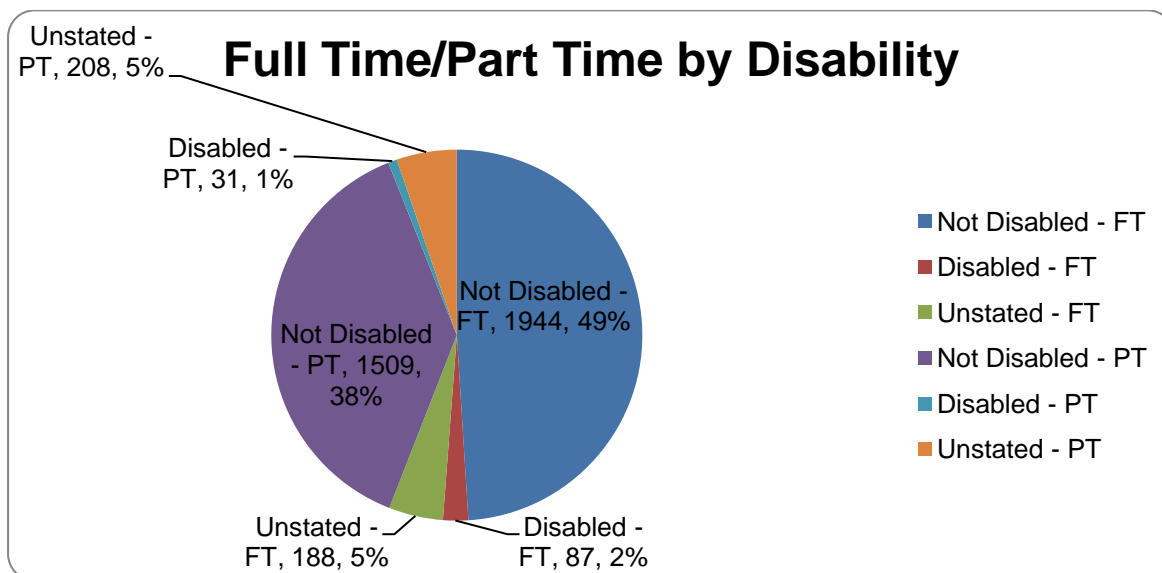


Disability	Number of Employees	% of Overall Headcount Jan – Dec 2011	% of Overall Headcount Jan – Dec 2012
<b>Not Disabled</b>	3,453	88.43	87.05
<b>Disabled</b>	118	2.85	2.97
<b>Unstated</b>	396	8.72	9.98
<b>Total</b>	<b>3,967</b>	<b>100</b>	<b>100</b>

The gender split for the disabled workforce shows that 58% of the disabled workforce is male. Given that the majority of the workforce is female we may have expected to see a slightly different gender split, however, the council supports a number of disabled people in employment through Gloucester Industrial Services (GIS). GIS operates mainly manual working roles which is likely to explain the gender balance for disability.

Disability by Gender		
	Female	Male
<b>Disabled</b>	49	69
<b>Not Disabled</b>	2,543	910
<b>Unstated</b>	293	103
<b>Total</b>	<b>2,885</b>	<b>1,082</b>

74% of disabled employees are full time and the council remains committed to its obligations to support disabled employees by making reasonable adjustments in the workplace. The council has a dedicated occupational health unit and works closely with managers and organisations such as Access to Work and the Employee Assistance Programme.

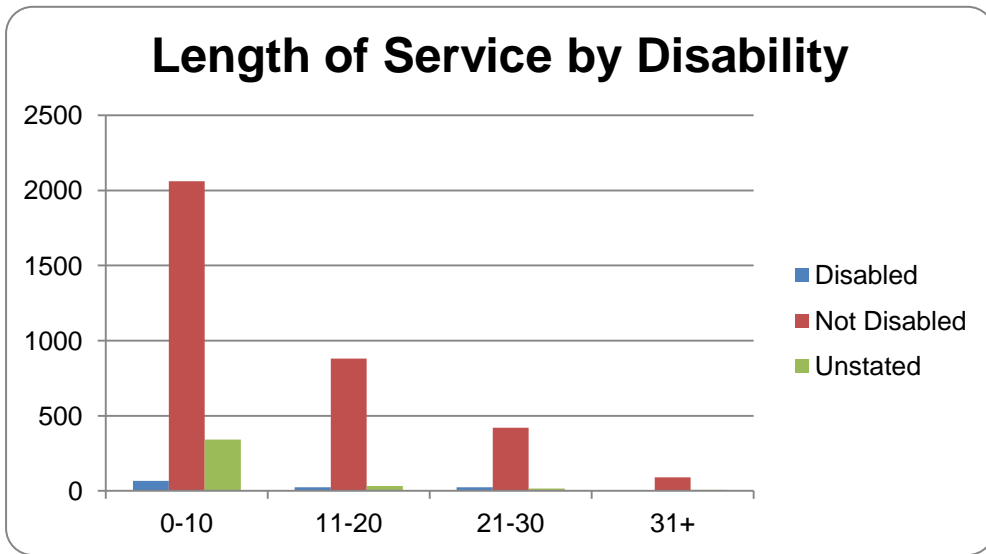


Full Time v Part Time by Disability Status			
	Part Time	Full Time	Total
<b>Not Disabled</b>	1,509	1,944	3,453
<b>Disabled</b>	31	87	118
<b>Unstated</b>	208	188	396

Disabled employees are represented across the age ranges with slightly lower numbers in the 16-25 age range and the highest numbers (33%) in the 46-55 age range. This is reflective of the overall balance of workforce numbers across the age ranges.

Age Range by Disability Status				
Age Range	Disabled	Not Disabled	Unstated	Total
<b>16-25</b>	7	102	34	<b>143</b>
<b>26-35</b>	20	518	84	622
<b>36-45</b>	26	880	104	<b>1,010</b>
<b>46-55</b>	39	1,231	121	<b>1,391</b>
<b>56+</b>	26	722	53	<b>801</b>

The chart and table below show that the length of service for those with a disability and follows the pattern of the non disabled workforce.

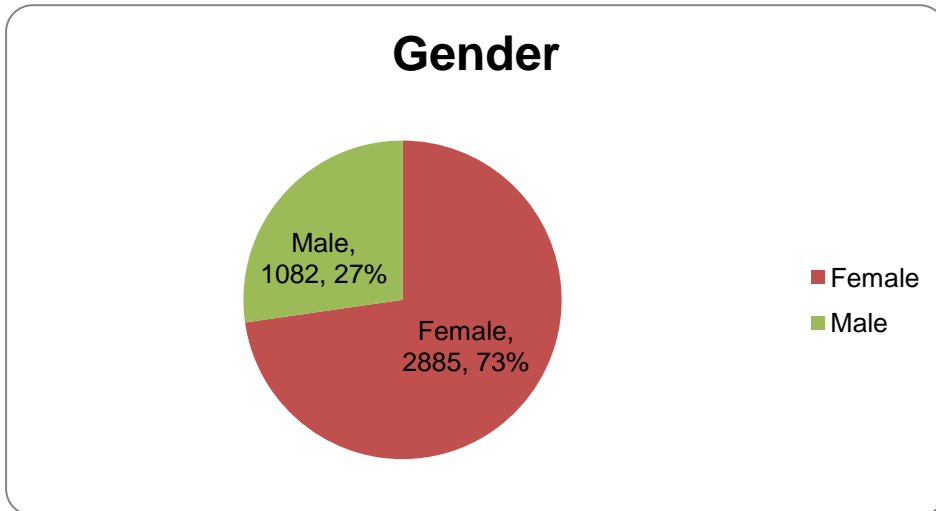


Length of Service by Disability			
Years	Disabled	Not Disabled	Unstated
<b>0-10</b>	67	2,062	341
<b>11-20</b>	24	881	33
<b>21-30</b>	24	421	15
<b>31+</b>	3	89	7

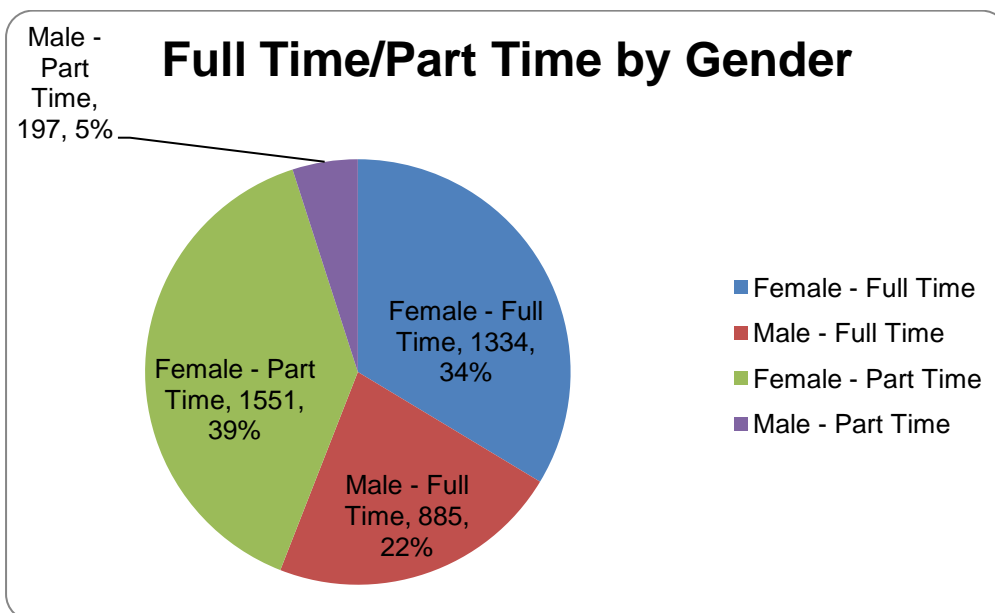


## Gender

27% of the workforce is male with 5% working part time and 73% of the workforce is female with 54% working part time. The council employs a high number of part time females which we believe is due to the council's wide range of flexible working approaches such as job sharing and flexible working policies. This allows employees to balance both their work and home commitments.



Gender	Number of Employees	% of Overall Headcount Jan – Dec 2011	% of Overall Headcount Jan – Dec 2012
Female	2,885	67.92	72.72
Male	1,082	32.08	27.28
<b>Total</b>	<b>3,967</b>	<b>100</b>	<b>100</b>

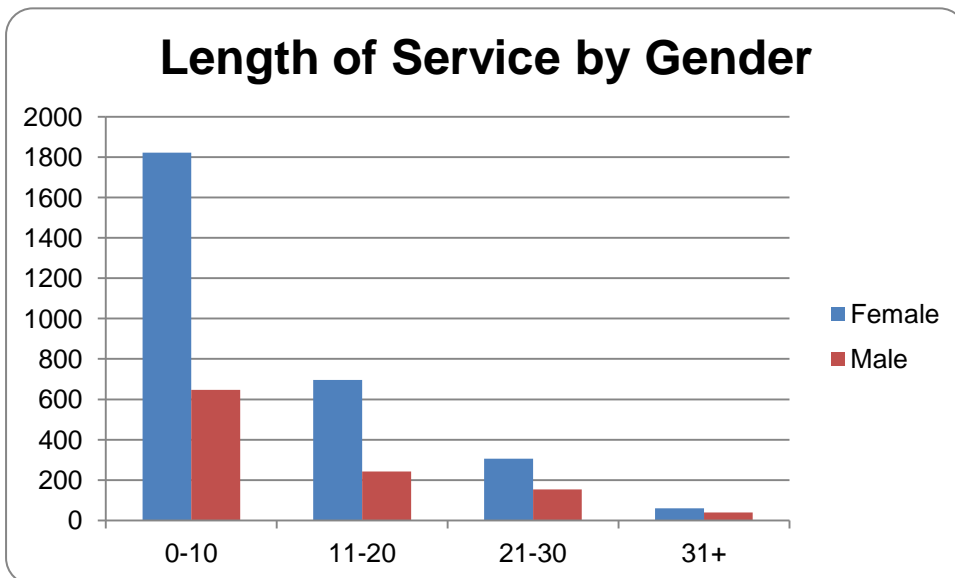


Full Time v Part Time by Gender								
	2011		2012		2011		2012	
	Full Time	%	Full Time	%	Part Time	%	Part Time	%
<b>Female</b>	1,432	48.4	1,334	46.2	1,529	51.6	1,551	53.8
<b>Male</b>	1,069	76.5	885	81.8	329	23.5	197	18.2

The table shows a low number of males in the lowest age range of 16-25 year olds which is proportionate to the overall gender split of the workforce. 36% of the female workforce is in the 46-55 age range. We already know that the majority of the workforce is female and that we have more employees in this age range overall.

Age Range by Gender			
Age Range	Female	Male	Total
16-25	106	37	143
26-35	469	153	622
36-45	711	299	1,010
46-55	1,025	366	1,391
56+	574	227	801
<b>Total</b>	<b>2,885</b>	<b>1,082</b>	<b>3,967</b>

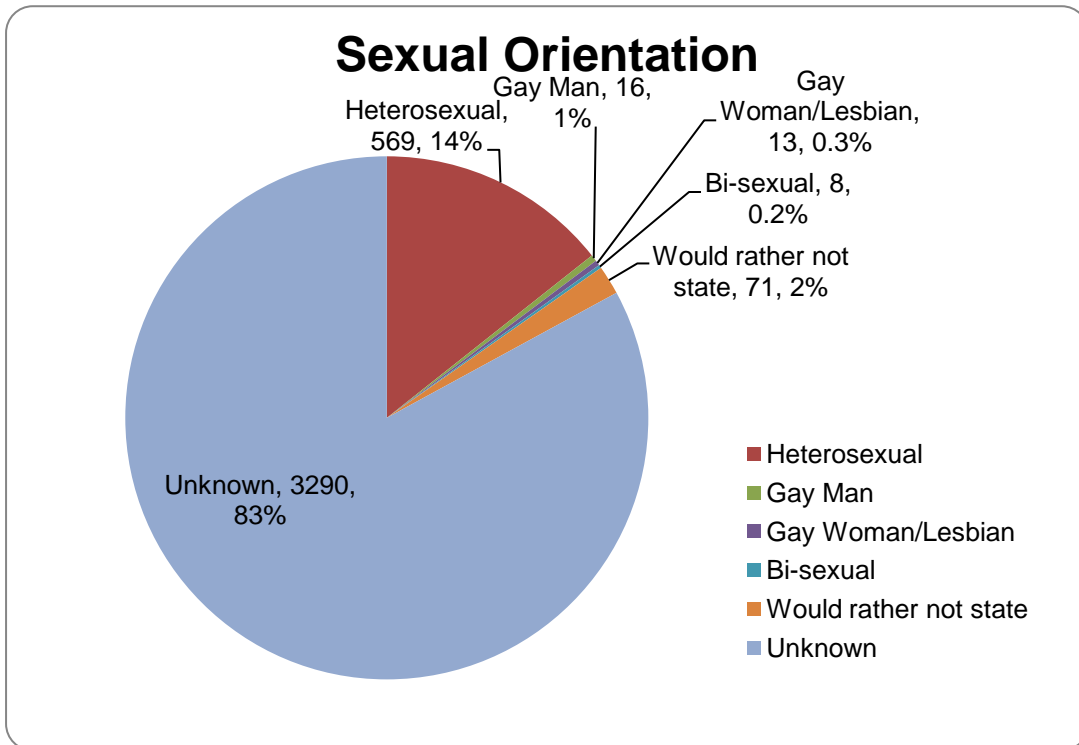
The following chart shows that the length of service for females is proportionate to that of males.



Length of Service by Gender			
Years	Female	Male	Total
0-10	1,823	647	2,470
11-20	696	242	938
21-30	306	154	460
31+	60	39	99

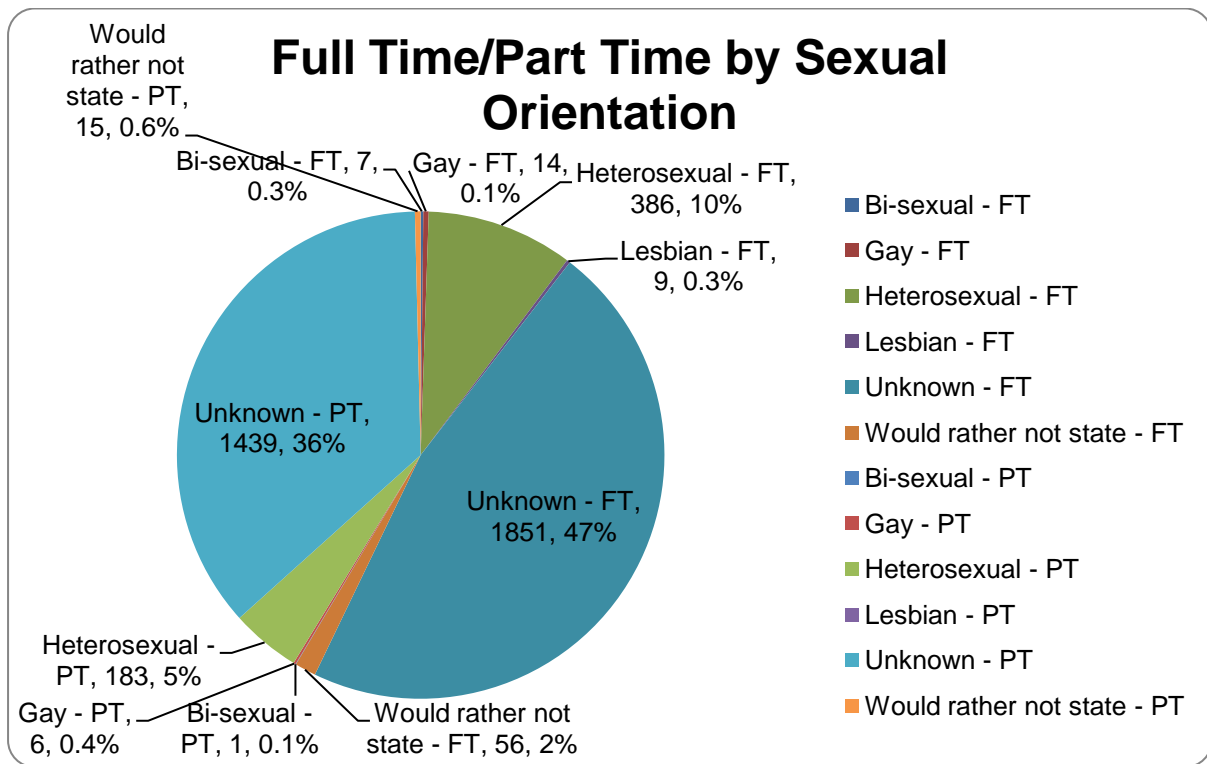
## Sexual Orientation

There are not significant differences between the figures for 2011 and 2012, however, there are a high number of unknown responses. We recognise that this is a sensitive issue and we will be working closely with our Lesbian, Gay, Bisexual and Transgender network in order to encourage greater disclosure year on year.



Sexual Orientation	Number of Employees	% of Overall Headcount Jan – Dec 2011	% of Overall Headcount Jan – Dec 2012
Heterosexual	569	12.43	14.34
Gay Man	16	0.44	0.40
Gay Woman/Lesbian	13	0.16	0.33
Bi-sexual	8	0.11	0.20
Would rather not state	71	1.72	1.79
Unknown	3,290	85.12	82.94
<b>Total</b>	<b>3,967</b>	<b>100</b>	<b>100</b>

The chart and table below shows the breakdown of sexuality by part and full time.



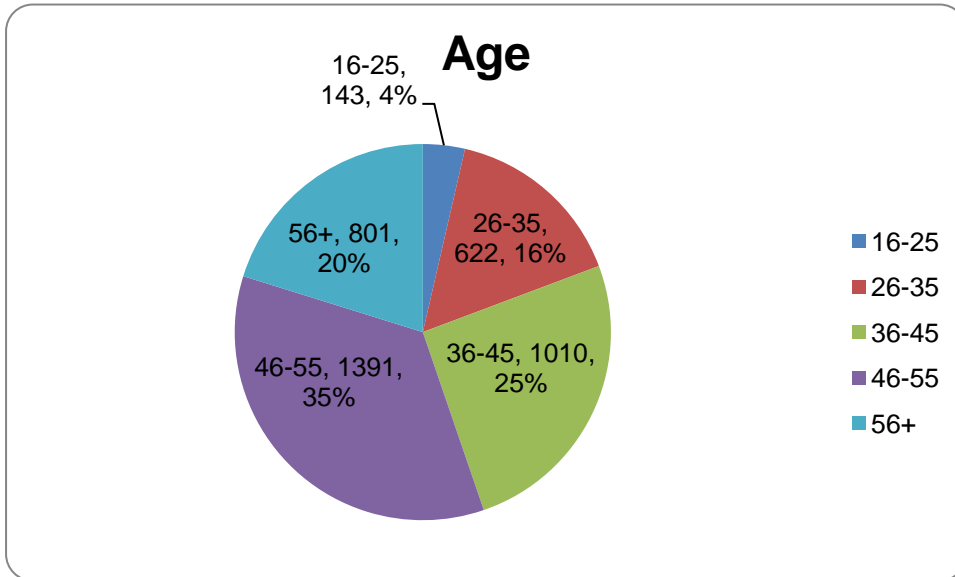
Full Time/Part Time by Sexual Orientation							
	Bi-sexual	Gay	Heterosexual	Lesbian	Unknown	Would rather not state	Total
<b>Full Time</b>	7	14	386	9	1851	56	2323
<b>Part Time</b>	1	6	183	0	1439	15	1644

Length of service by sexual orientation is proportionate across the groups with the majority of service in the 0-10 year range followed by the 11-20 year range.

Length of Service by Sexual Orientation							
Years	Bi-sexual	Gay	Heterosexual	Lesbian	Unknown	Would rather not state	Total
<b>0-10</b>	4	16	490	7	1,907	46	2,470
<b>11-20</b>	3	4	50	2	861	18	938
<b>21-30</b>	1	0	24	0	429	6	460
<b>31+</b>	0	0	5	0	93	1	99

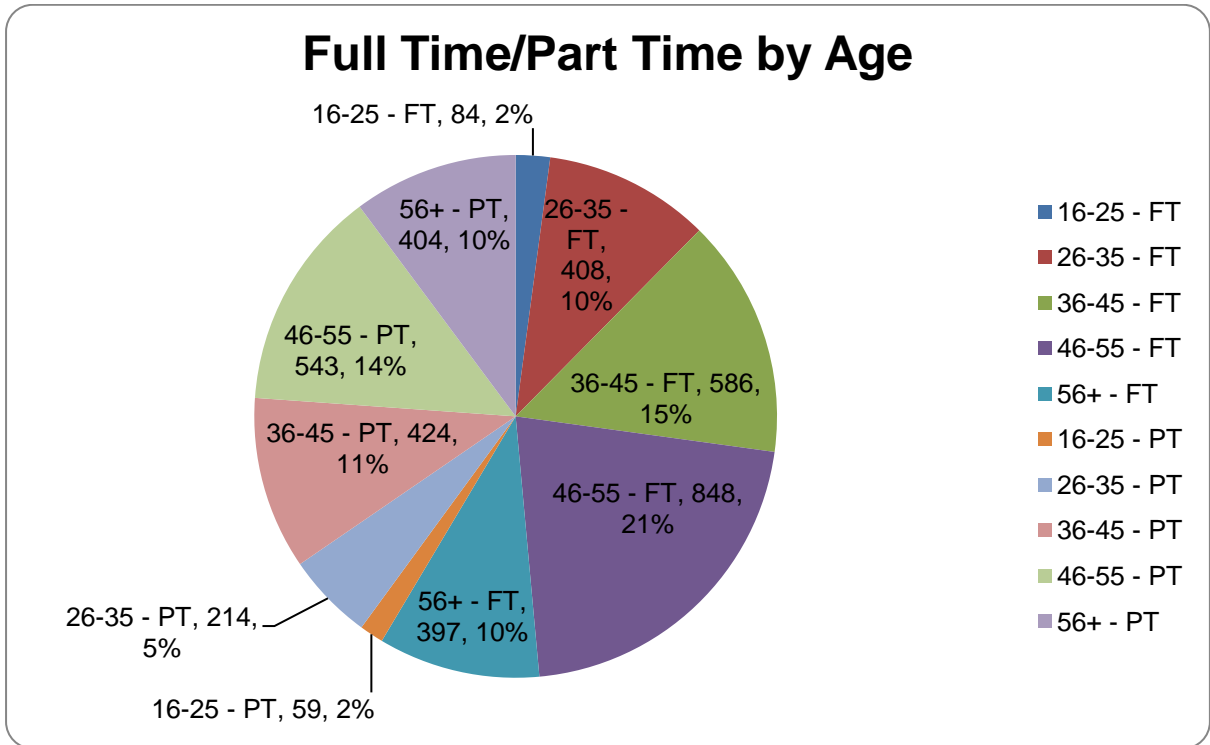
## Age

35% of the workforce is between the age of 46-55 with 3.6% between the age of 16-25 and this reflects a workforce which is predominantly in the older age ranges. The council's age profile is reflective of the national older age profile.



Age Range	Number of Employees	% of Overall Headcount Jan – Dec 2011	% of Overall Headcount Jan – Dec 2012
16-25	143	3.79	3.60
26-35	622	16.22	15.68
36-45	1,010	28.29	25.46
46-55	1,391	33.47	35.06
56+	801	18.24	20.19
<b>Total</b>	<b>3,967</b>	<b>100</b>	<b>100</b>

The chart and table below show that the majority of part time posts are spread across the 36-45, 46-55 and 56+ age ranges with a fairly equal number across each. As previously stated the council offers a number of flexible working approaches which are designed to support an employee throughout the changing needs of the employee lifecycle.



Full Time/Part Time by Age Range						
FT/PT	16-25	26-35	36-45	46-55	56+	Total
FT	84	408	586	848	397	2,323
PT	59	214	424	543	404	1,644

## Pay and Remuneration

We have high numbers of females in many of the grades below senior management level and this reflects the high number of part time female employees. However, we also have a positive gender balance of male to female employees in the senior management grades with 51% being female.

Grade by Gender			
Grade	Female	Male	Total
A	*	*	7
B	31	44	75
C	76	10	86
D	208	53	261
E	514	73	587
F	277	47	324
G	296	84	380
H	375	107	482
I	412	130	542
J	183	82	265
K	119	55	174
L	41	35	76
Senior	72	68	140
Soulbury	28	7	35
Teacher	142	46	188
Fire	35	194	229
Other	72	44	116

Salary range by Gender					
	Total	Female	Male	Female %	Male %
£0-£9999	635	530	105	18.4	9.7
£10000 - 19999	1,348	1,120	228	38.8	21.1
£20000 - 29999	1,096	746	350	25.9	32.3
£30000 - 39999	633	373	260	12.9	24.0
£40000 - 49999	164	71	93	2.4	8.6
£50000+	91	45	46	1.6	4.3
<b>Total</b>	<b>3,967</b>	<b>2,885</b>	<b>1,082</b>	<b>100</b>	<b>100</b>

The tables below show the ethnicity by grade and pay range and the council recognises that there is low representation of BME at senior levels. Whilst the council has had limited recruitment during a period of downsizing, we welcome and encourage applications from all backgrounds. As part of our workforce development we have implemented a coaching programme for employees and as part of this programme we have taken positive action to ensure a representative proportion of our BME staff is included.

<b>Grade by Ethnicity</b>									
<b>Grade</b>	<b>Asian</b>	<b>Black</b>	<b>Chinese</b>	<b>Mixed</b>	<b>Other</b>	<b>Unknown</b>	<b>White British</b>	<b>White Other</b>	<b>Total</b>
<b>A</b>	0	*	0	0	0	0	6	0	<b>7</b>
<b>B</b>	0	0	0	*	0	*	67	*	<b>75</b>
<b>C</b>	*	*	0	8	0	*	73	*	<b>86</b>
<b>D</b>	*	*	0	*	0	14	225	12	<b>261</b>
<b>E</b>	6	7	0	*	*	17	543	10	<b>587</b>
<b>F</b>	6	*	*	*	*	5	294	9	<b>324</b>
<b>G</b>	*	6	0	*	*	20	329	14	<b>380</b>
<b>H</b>	12	9	*	7	*	30	406	16	<b>482</b>
<b>I</b>	9	12	0	14	*	32	448	24	<b>542</b>
<b>J</b>	*	*	*	*	0	17	227	10	<b>265</b>
<b>K</b>	*	*	0	*	0	9	149	10	<b>174</b>
<b>L</b>	0	0	0	0	0	*	68	5	<b>76</b>
<b>Other</b>	*	*	0	*	0	41	63	9	<b>116</b>
<b>Senior</b>	0	*	0	*	0	*	129	*	<b>140</b>
<b>Soulbury</b>	0	0	0	0	0	*	30	*	<b>35</b>
<b>Teacher</b>	*	*	0	*	0	31	143	9	<b>188</b>
<b>Fire</b>	*	6	0	*	*	38	174	5	<b>229</b>

<b>Salary Range by Ethnicity</b>							
	<b>0-9999</b>	<b>10000-19999</b>	<b>20000-29999</b>	<b>30000-39999</b>	<b>40000-49999</b>	<b>50000+</b>	<b>Total</b>
<b>White British</b>	534	1,185.0	907.0	577	148	83	3,434
<b>White Other</b>	14	23.0	23.0	21	*	*	85
<b>Asian</b>	9	22	17	6	0	0	54
<b>Black</b>	*	16	22	12	*	*	56
<b>Chinese</b>	0	*	*	*	0	0	*
<b>Mixed</b>	9	8	24	6	0	*	*
<b>Other</b>	*	6	5	*	0	0	14
<b>Unknown</b>	56	61	83	59	11	2	272



The data below shows that we have staff of varying sexual orientations across the grading structure. 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 wish to disclose this information. We will be working with our Lesbian, Gay, Bisexual and Transgender network to encourage greater disclosure rates year on year.

<b>Grade by Sexual Orientation</b>							
<b>Grade</b>	<b>Bi-sexual</b>	<b>Gay</b>	<b>Heterosexual</b>	<b>Lesbian</b>	<b>Unknown</b>	<b>Would rather not state</b>	<b>Total</b>
<b>A</b>	0	0	*	0	6	0	<b>7</b>
<b>B</b>	0	0	*	0	70	1	<b>75</b>
<b>C</b>	*	0	13	0	70	2	<b>86</b>
<b>D</b>	0	*	57	*	194	7	<b>261</b>
<b>E</b>	0	*	56	0	523	7	<b>587</b>
<b>F</b>	*	0	45	*	269	8	<b>324</b>
<b>G</b>	0	0	42	*	334	3	<b>380</b>
<b>H</b>	0	*	73	*	395	8	<b>482</b>
<b>I</b>	*	*	116	*	403	13	<b>542</b>
<b>J</b>	*	0	44	0	215	5	<b>265</b>
<b>K</b>	0	*	29	0	141	1	<b>174</b>
<b>L</b>	0	0	*	0	72	1	<b>76</b>
<b>Other</b>	0	0	8	0	108	0	<b>116</b>
<b>Senior</b>	0	*	19	*	114	3	<b>140</b>
<b>Soulbury</b>	0	0	6	0	29	0	<b>35</b>
<b>Teacher</b>	0	0	18	0	169	1	<b>188</b>
<b>Fire</b>	*	*	35	0	178	11	<b>229</b>

<b>Salary Range by Sexual Orientation</b>							
	<b>0-9999</b>	<b>10000-19999</b>	<b>20000-29999</b>	<b>30000-39999</b>	<b>40000-49999</b>	<b>50+</b>	<b>Total</b>
<b>Bisexual</b>	*	*	5	*	0	0	*
<b>Gay</b>	*	*	10	*	*	*	20
<b>Heterosexual</b>	77	177	192	94	15	14	569
<b>Lesbian</b>	0	*	*	*	*	0	9
<b>Unknown</b>	550	1141	857	523	145	74	3,290
<b>Would rather not state</b>	5	25	27	11	2	1	71

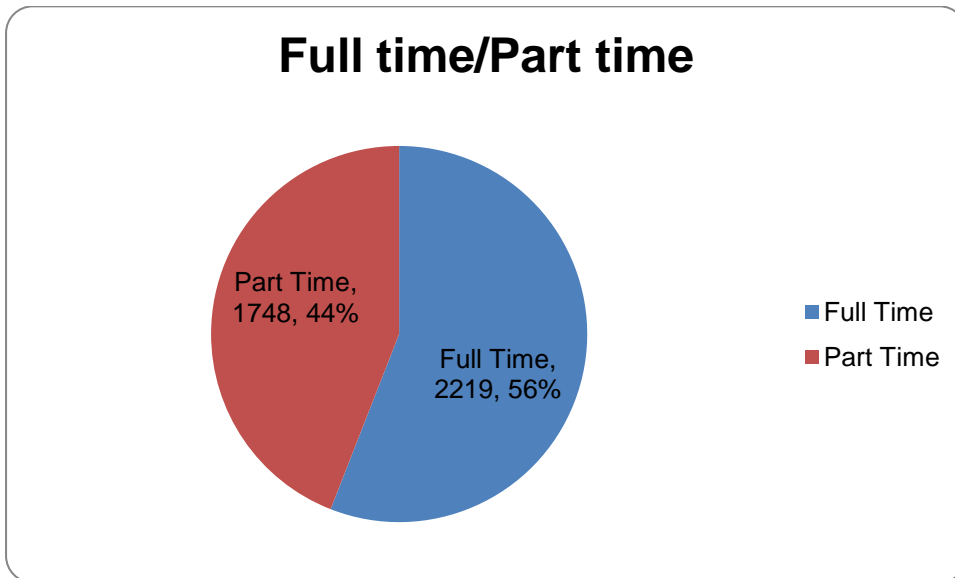
The table below shows that we have representation of disabled employees across the grading structure but the majority are within grade B. This is due to the supported employment scheme that we run within Gloucestershire Industrial Services which supports those with disabilities into employment. The roles available through this scheme are mainly at grade B and sit within the £10,000 -£19,999 pay range.

<b>Disability by Grade</b>				
Grade	Disabled	Not Disabled	Unstated	<b>Total</b>
A	*	6	0	7
B	41	28	6	75
C	6	64	16	86
D	11	216	34	261
E	8	540	39	587
F	8	297	19	324
Fire	3	208	18	229
G	8	334	38	380
H	8	420	54	482
I	15	474	53	542
J	1	246	18	265
K	3	159	12	174
L	1	72	3	76
Other	2	82	32	116
Senior	2	131	7	140
Soulbury	0	30	5	35
Teacher	0	146	42	188

<b>Salary Range by Disability</b>							
	0-9999	10000-19999	20000-29999	30000-39999	40000-49999	50+	<b>Total</b>
<b>Disabled</b>	15	69	25	7	*	0	118
<b>Not Disabled</b>	533	1150	970	564	153	83	3453
<b>Unstated</b>	87	129	101	62	9	8	396

## Full time/Part time

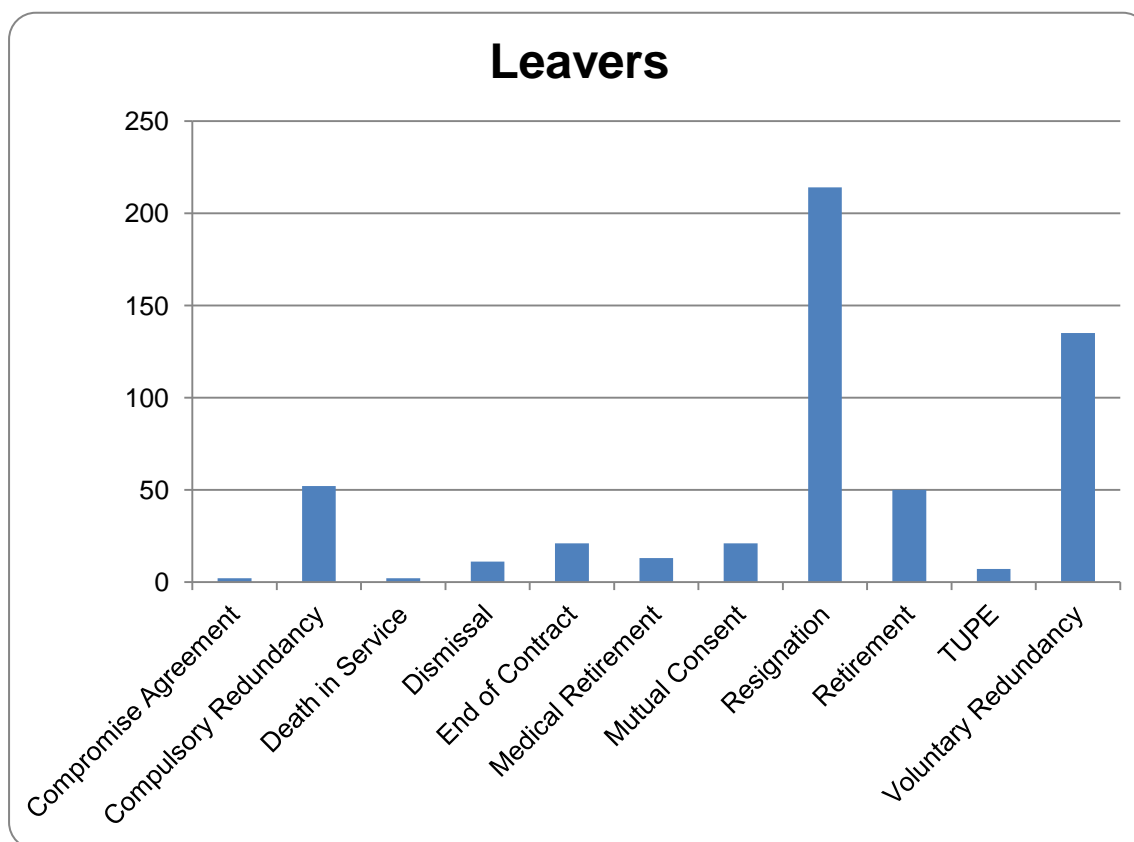
44% of the council's workforce is in part time posts. The council offers a wide range of flexible working options and we believe this is why we have a positive proportion of part time workers.



<b>Full Time/Part Time</b>			
	Number of Employees	% of Overall Headcount Jan – Dec 2011	% of Overall Headcount Jan – Dec 2012
<b>Full Time</b>	2,219	52.00	55.94
<b>Part Time</b>	1,748	48.00	44.06
<b>Total</b>	3,967	100	100

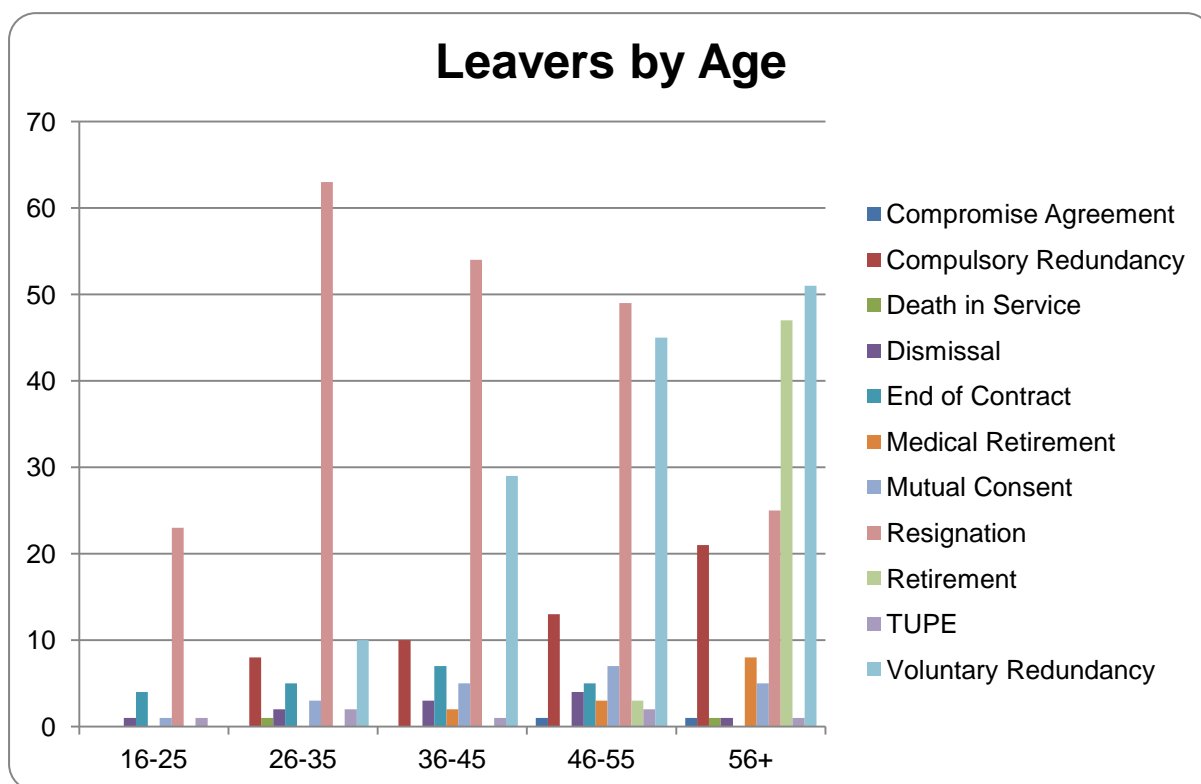
## Employees Leaving the Organisation

The majority of leavers have been due to resignations followed by voluntary redundancies. This reflects the council's proactive approach to minimising compulsory redundancies through natural wastage and voluntary approaches.



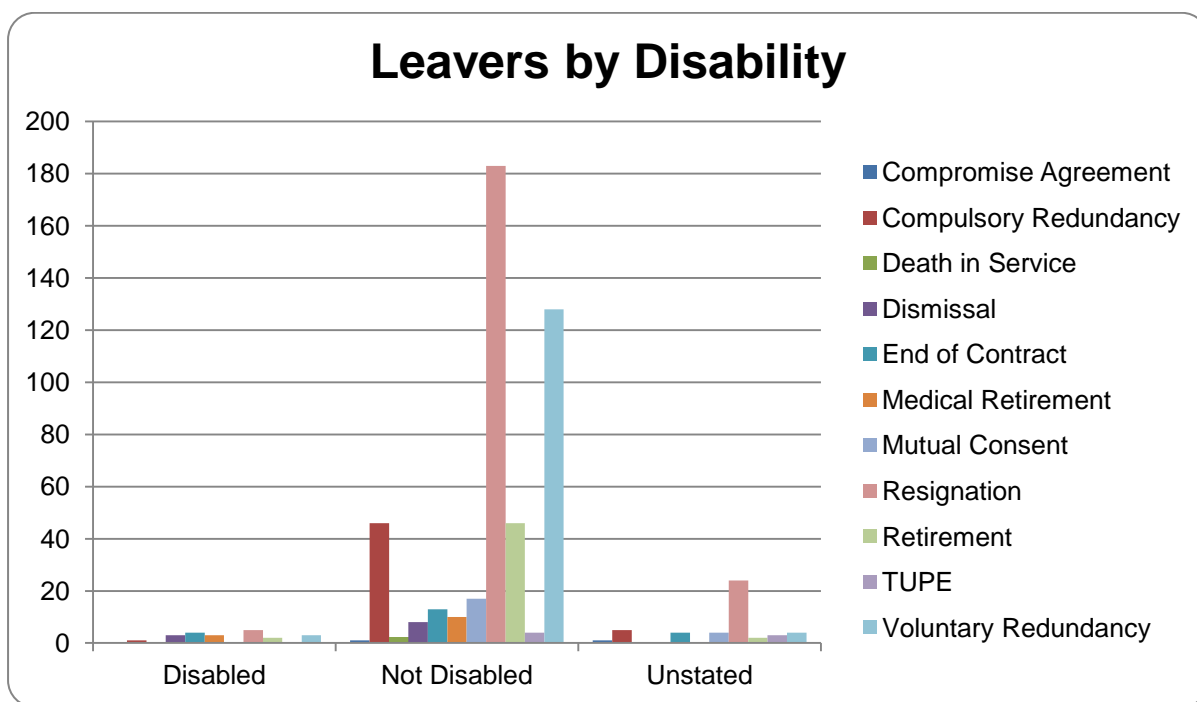
Leaving Category	Total
Compromise Agreement	2
Compulsory Redundancy	52
Death in Service	2
Dismissal	11
End of Contract	21
Medical Retirement	13
Mutual Consent	21
Resignation	214
Retirement	50
TUPE	7
Voluntary Redundancy	135
<b>Total</b>	<b>528</b>

The table below shows the leaving reasons across the age ranges. The main trends show that the number of voluntary redundancies increase as you reach the older age ranges and the number of resignations decrease.



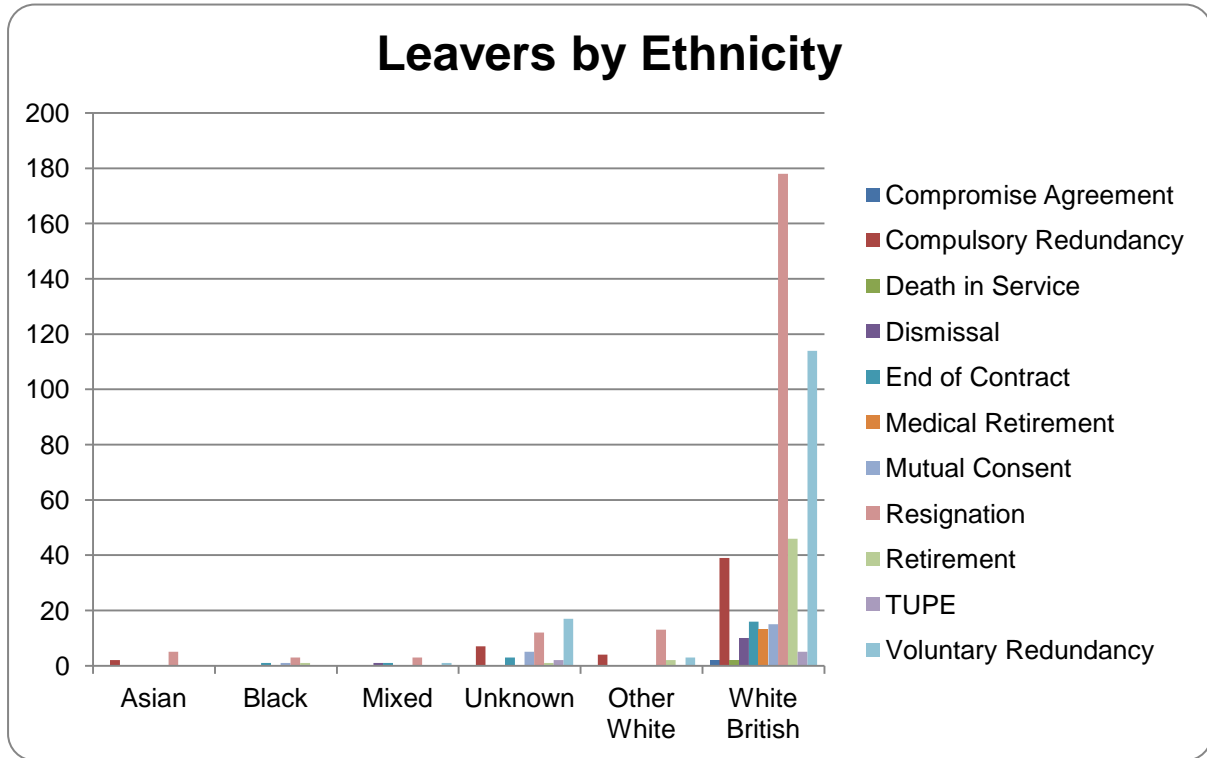
Leavers by Age						
Leaving Category	16-25	26-35	36-45	46-55	56+	Total
Compromise Agreement	0	0	0	*	*	*
Compulsory Redundancy	0	8	10	13	21	52
Death in Service	0	*	0	0	*	*
Dismissal	*	*	*	4	*	11
End of Contract	*	*	7	5	0	21
Medical Retirement	0	0	*	3	8	13
Mutual Consent	*	*	*	7	*	21
Resignation	23	63	54	49	25	214
Retirement	0	0	0	*	47	50
TUPE	*	*	*	*	*	7
Voluntary Redundancy	0	10	29	45	51	135
<b>Total</b>	<b>30</b>	<b>94</b>	<b>111</b>	<b>132</b>	<b>161</b>	<b>528</b>

The chart and table below show the leaving for reason by disability. The numbers are proportionate.



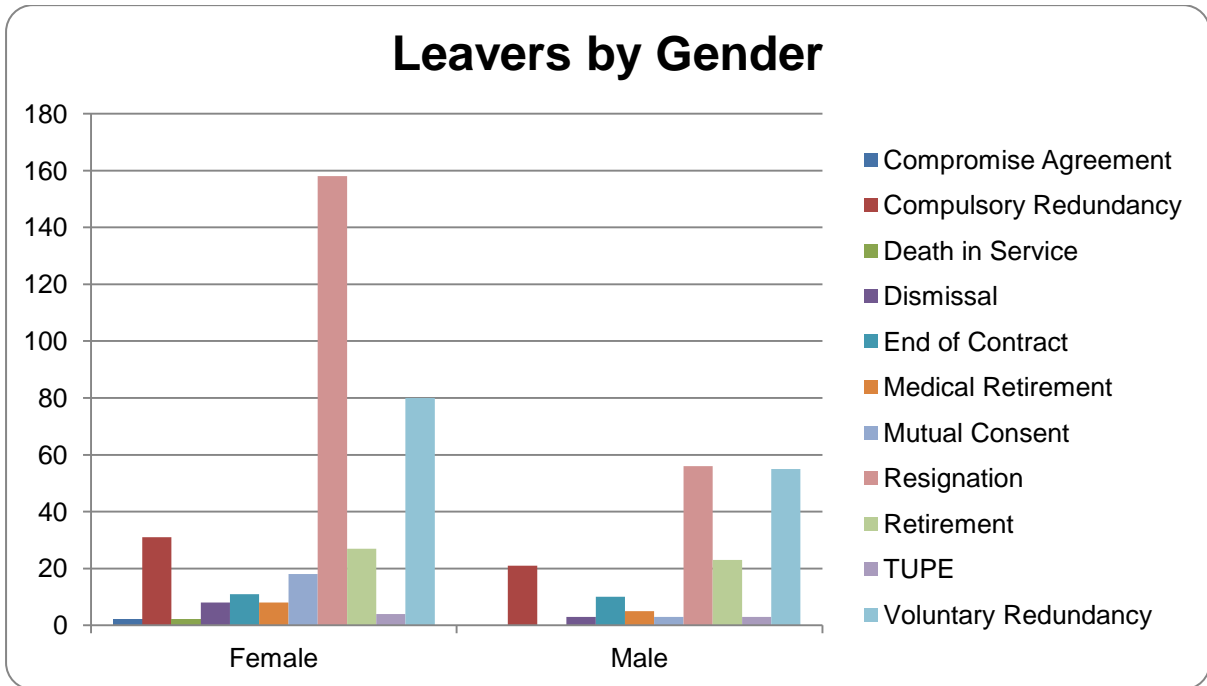
Leavers by Disability				
Leaving Category	Disabled	Not Disabled	Unstated	Total
Compromise Agreement	0	*	*	*
Compulsory Redundancy	*	46	*	52
Death in Service	0	2	0	*
Dismissal	*	8	0	11
End of Contract	*	13	*	21
Medical Retirement	*	10	0	13
Mutual Consent	0	17	*	21
Resignation	*	183	24	214
Retirement	*	46	*	50
TUPE	0	*	*	7
Voluntary Redundancy	*	128	4	135
<b>Total</b>	<b>21</b>	<b>458</b>	<b>47</b>	<b>528</b>

The chart and table below show the leaving reasons by ethnicity. It shows that 3.8% of those who left by compulsory redundancy were from the BME workforce. Out of the 11 dismissals, 9% was from a BME background. 2.3% of resignations were from BME employees. Given that 4.43% of the overall workforce is from BME backgrounds the figures are relatively proportionate to leavers overall.



Leavers by Ethnicity							
Leaving Category	Asian	Black	Mixed	Unknown	Other White	White British	Total
Compromise Agreement	0	0	0	0	0	*	*
Compulsory Redundancy	*	0	0	7	*	39	52
Death in Service	0	0	0	0	0	*	*
Dismissal	0	0	*	0	0	10	11
End of Contract	0	*	*	3	0	16	21
Medical Retirement	0	0	0	0	0	13	13
Mutual Consent	0	*	0	5	0	15	21
Resignation	5	*	*	12	13	178	214
Retirement	0	*	0	1	*	46	50
TUPE	0	0	0	2	0	5	7
Voluntary Redundancy	0	0	*	17	*	114	135
<b>Total</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>47</b>	<b>22</b>	<b>440</b>	<b>528</b>

The table and chart below show that 66% of the leavers were female. We would expect to see a higher number of leavers to be female as they make up a large proportion of the workforce overall.



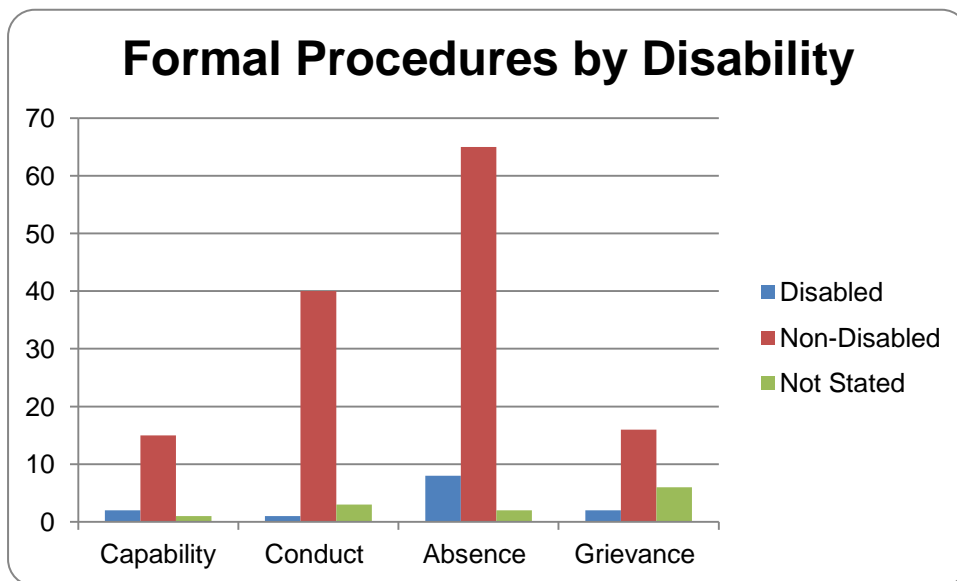
Leavers by Gender			
Leaving Category	Female	Male	Total
Compromise Agreement	2	0	2
Compulsory Redundancy	31	21	52
Death in Service	2	0	2
Dismissal	8	3	11
End of Contract	11	10	21
Medical Retirement	8	5	13
Mutual Consent	18	3	21
Resignation	158	56	214
Retirement	27	23	50
TUPE	4	3	7
Voluntary Redundancy	80	55	135
<b>Total</b>	<b>349</b>	<b>179</b>	<b>528</b>



## Formal Procedures

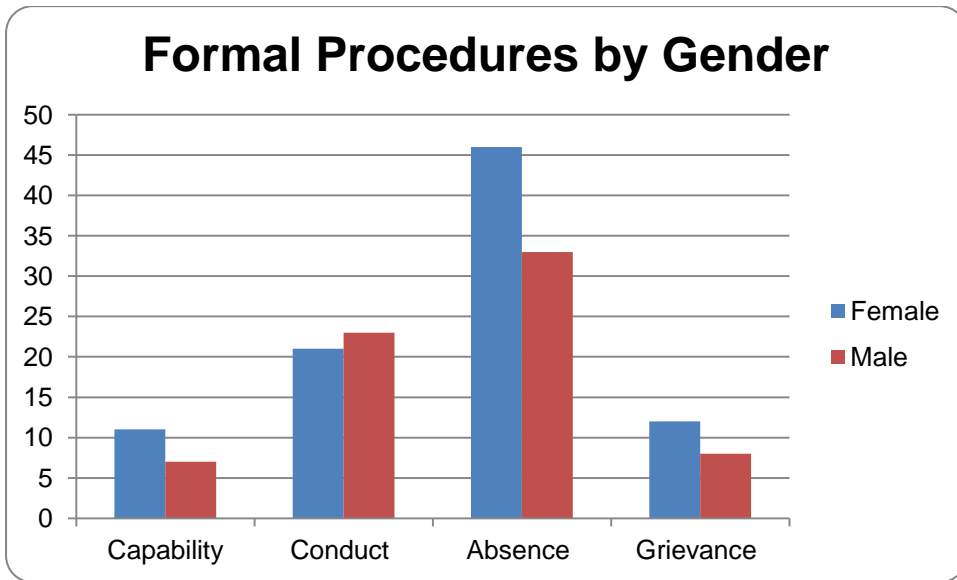
The following tables and charts show the six protected characteristics against the formal procedures.

The chart and table below show that the highest number of formal procedures for those with a disability is for absence. It is not clear whether the absence relate to the disability, however, the formal procedure would look at options to support an employee to return to work. If relevant to the circumstances the procedure would also consider any relevant reasonable adjustments that could be made.



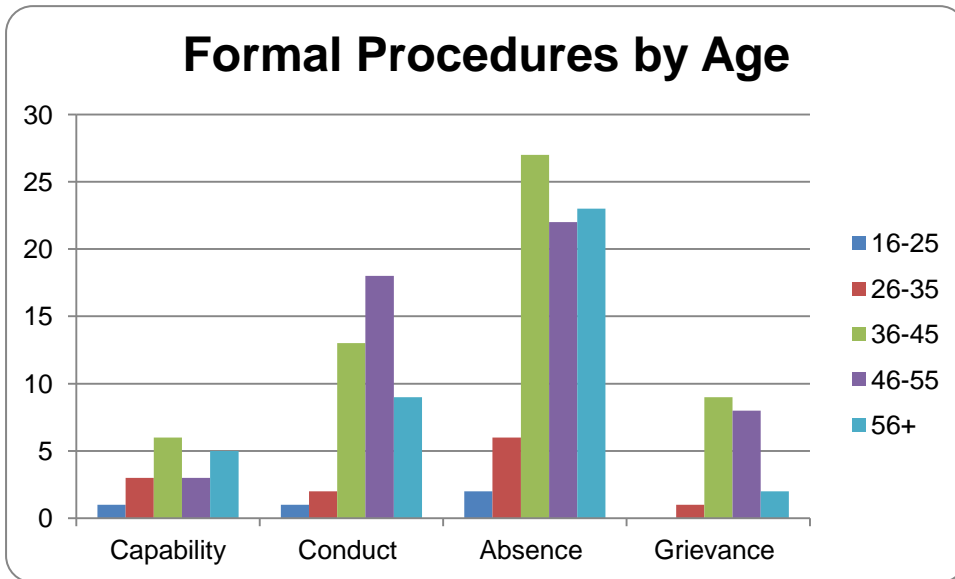
<b>Formal Procedures by Disability</b>				
	<b>Disabled</b>	<b>Non-Disabled</b>	<b>Not Stated</b>	<b>Total</b>
<b>Capability</b>	*	15	1	*
<b>Conduct</b>	*	40	3	44
<b>Absence</b>	8	65	2	75
<b>Grievance</b>	*	16	6	*
<b>Total</b>	<b>13</b>	<b>136</b>	<b>12</b>	<b>161</b>

There are higher numbers of formal procedures for females than males which is reflective of the fact that they represent a higher proportion of the workforce. For Conduct procedures there are a fairly even number of males and females.



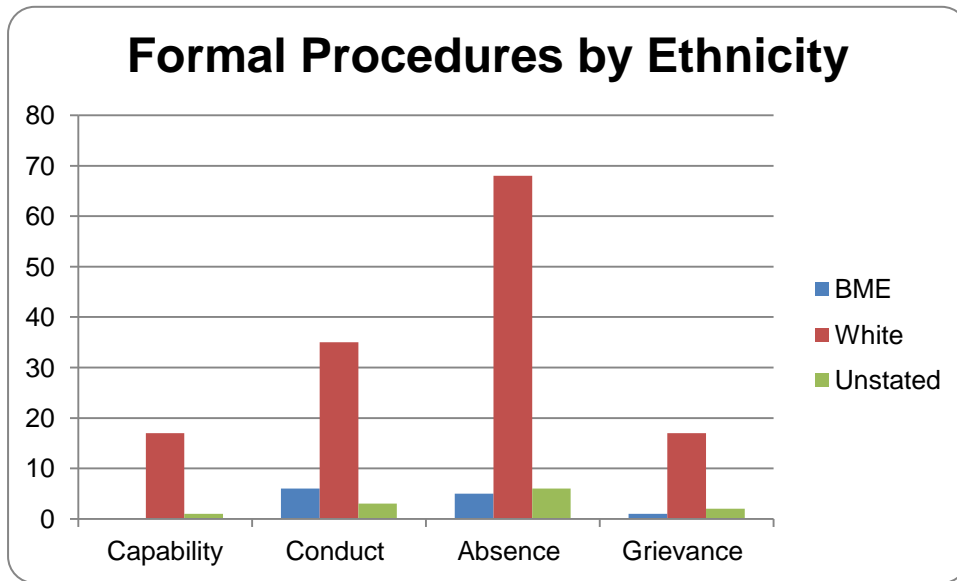
Formal Procedures by Gender			
	Female	Male	Total
<b>Capability</b>	11	7	18
<b>Conduct</b>	21	23	44
<b>Absence</b>	46	33	79
<b>Grievance</b>	12	8	20
<b>Total</b>	<b>90</b>	<b>71</b>	<b>161</b>

The table and chart below show that the highest numbers of formal procedures are in the 36-45 and 46-55 age ranges. This is to be expected as this reflects the age ranges where we have the largest numbers of staff.



Formal Procedures by Age						
	16-25	26-35	36-45	46-55	56+	Total
<b>Capability</b>	1	3	6	3	5	18
<b>Conduct</b>	1	2	13	18	9	43
<b>Absence</b>	2	6	27	22	23	80
<b>Grievance</b>	0	1	9	8	2	20
<b>Total</b>	<b>4</b>	<b>12</b>	<b>55</b>	<b>51</b>	<b>39</b>	<b>161</b>

The chart and table below show that the level of formal procedures for BME is generally follows the distribution pattern of the overall workforce.



Formal Procedures by Ethnicity				
	BME	White	Unstated	Total
<b>Capability</b>	0	17	1	18
<b>Conduct</b>	6	35	3	44
<b>Absence</b>	5	68	6	79
<b>Grievance</b>	*	17	2	*
<b>Total</b>	<b>12</b>	<b>137</b>	<b>12</b>	<b>161</b>

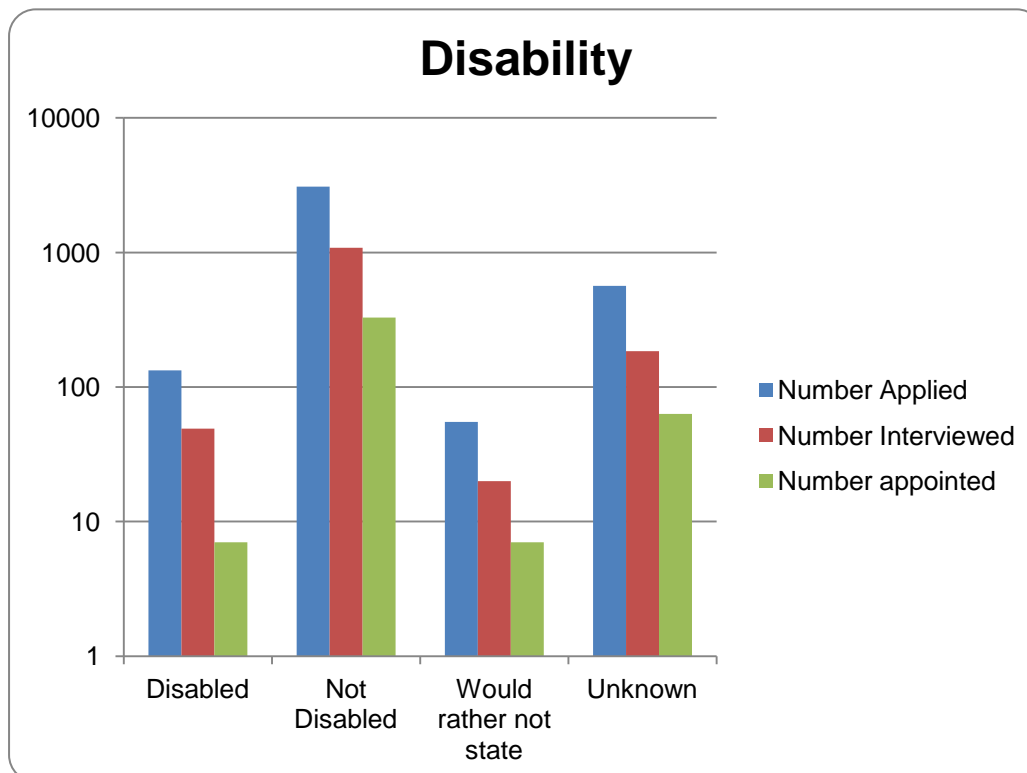
NB: we have been unable to provide the same ethnicity fields for formal procedures compared to other areas of the report due to reporting processes. However, we are looking at improving consistency of reporting for future.

## Recruitment and Selection

In the period 1<sup>st</sup> October 2011 to 30<sup>th</sup> September 2012 the council appointed to 405 vacant jobs.

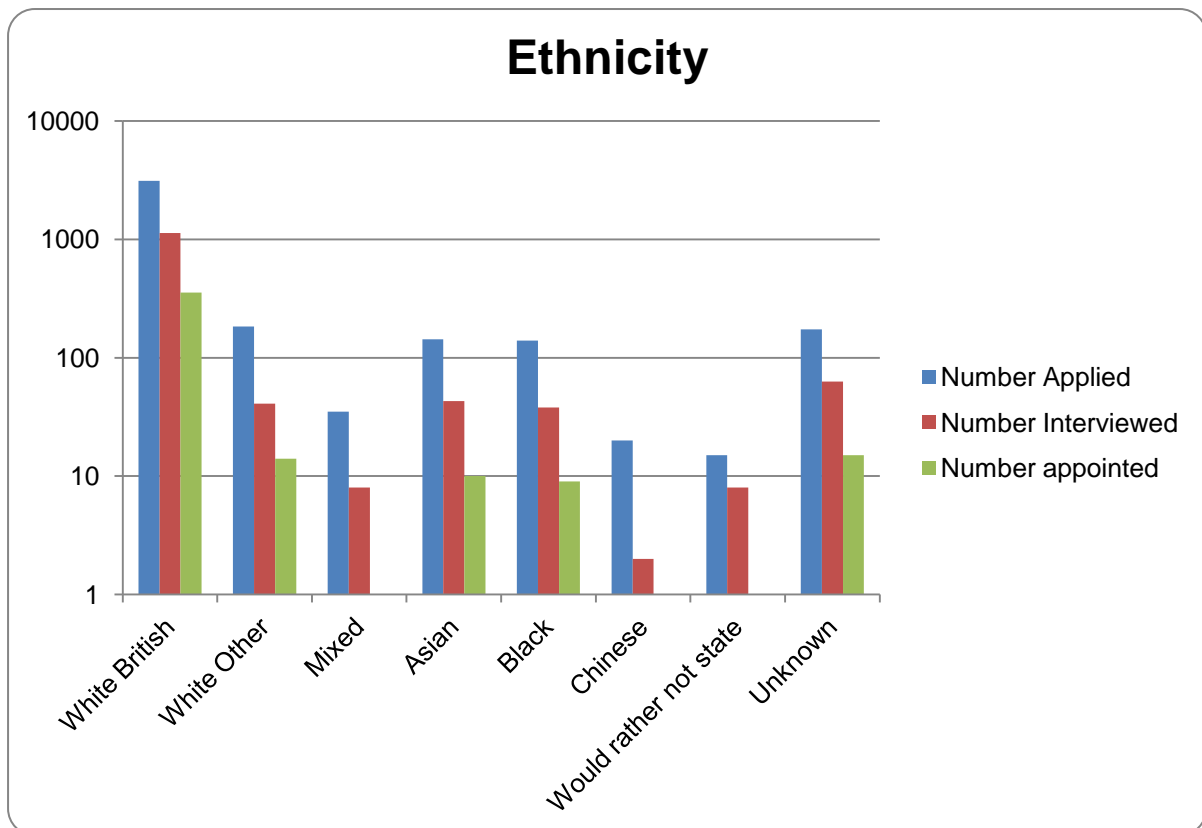
The table below shows that the percentage of disabled applicants who gain an interview is relatively similar to those who state that they are not disabled. The council is a Two Ticks employer and where a disabled applicant meets the minimum criteria for the role they will be offered an interview. During the recruitment process the equality declaration is removed so that a recruiting manager is unable to see any of the equality information.

Disability					
Characteristic	Number Applied	Number Interviewed	Interviewed as % of Applied	Number appointed	Appointed as % of interviewed
Disabled	133	49	38.48	7	14.29
Not Disabled	3,087	1,081	36.68	328	30.34
Would rather not state	55	20	36.83	7	35.00
Unknown	565	185	35.51	63	34.05
<b>Totals</b>	<b>3,840</b>	<b>1,335</b>	<b>36.62</b>	<b>405</b>	<b>30.34</b>



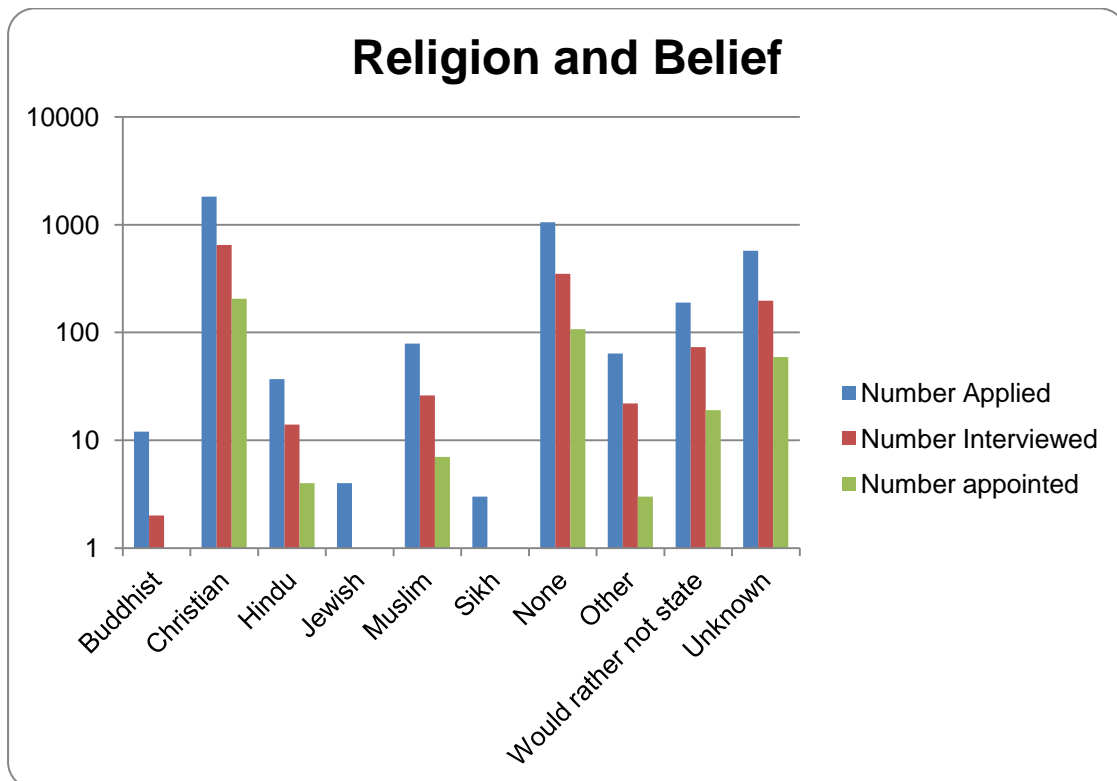
The council receives 8.8% of applications from those who declare they are from BME backgrounds. This is higher than the percentage of BME within the county population which is 4.6% (2011 Census). Approximately 7% of those that are interviewed are from BME and 5% are appointed.

Ethnicity					
Characteristic	Number Applied	Number Interviewed	Interviewed as % of Applied	Number appointed	Appointed as % of Applied
White British	3,129	1,132	39.40	355	31.36
White Other	184	41	13.93	14	34.15
Mixed	35	8	22.84	1	12.50
Asian	143	43	32.92	10	23.25
Black	140	38	19.40	9	23.68
Chinese	20	2	0.40	0	0.00
Would rather not state	15	8	51.50	1	12.50
Unknown	174	63	40.60	15	23.81
<b>Totals</b>	<b>3,840</b>	<b>1,335</b>	<b>36.62</b>	<b>405</b>	<b>30.34</b>



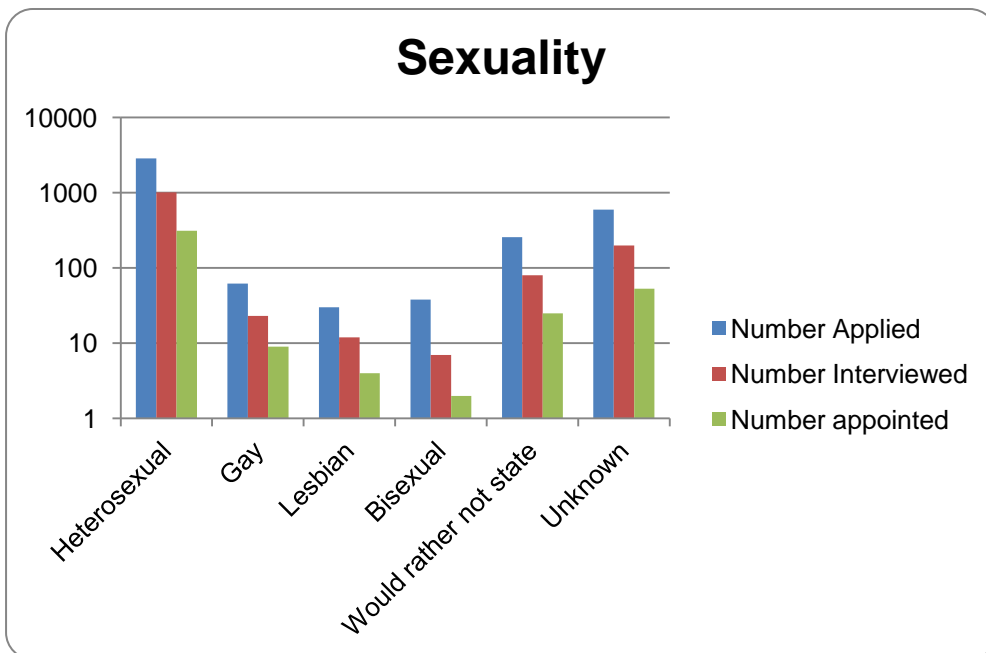
The table below shows that 51% of applications are from those who have declared a religious background. 52% of all interviewees are from a religious background and 53% of those appointed are from a religious background.

Religion & Belief					
Characteristic	Number Applied	Number Interviewed	Interviewed as % of Applied	Number appointed	Appointed as % of Interviewed
<b>Buddhist</b>	12	2	0.40	0	0.00
<b>Christian</b>	1,827	649	37.63	206	11.14
<b>Hindu</b>	37	14	31.53	4	10.15
<b>Jewish</b>	4	0	0.00	0	0.00
<b>Muslim</b>	79	26	36.61	7	10.93
<b>Sikh</b>	3	0	0.00	0	0.00
<b>None</b>	1,051	351	35.64	107	9.52
<b>Other</b>	64	22	23.46	3	5.72
<b>Would rather not state</b>	190	73	33.05	19	13.87
<b>Unknown</b>	573	198	38.79	59	8.98
<b>Totals</b>	<b>3,840</b>	<b>1,335</b>	<b>36.62</b>	<b>405</b>	<b>10.43</b>



The table below shows that 3.4% of applications are from those who have declared that they are gay, lesbian or bisexual. 3.1% of those that are interviewed and 3.7% of those that are appointed declared themselves as gay, lesbian or bisexual.

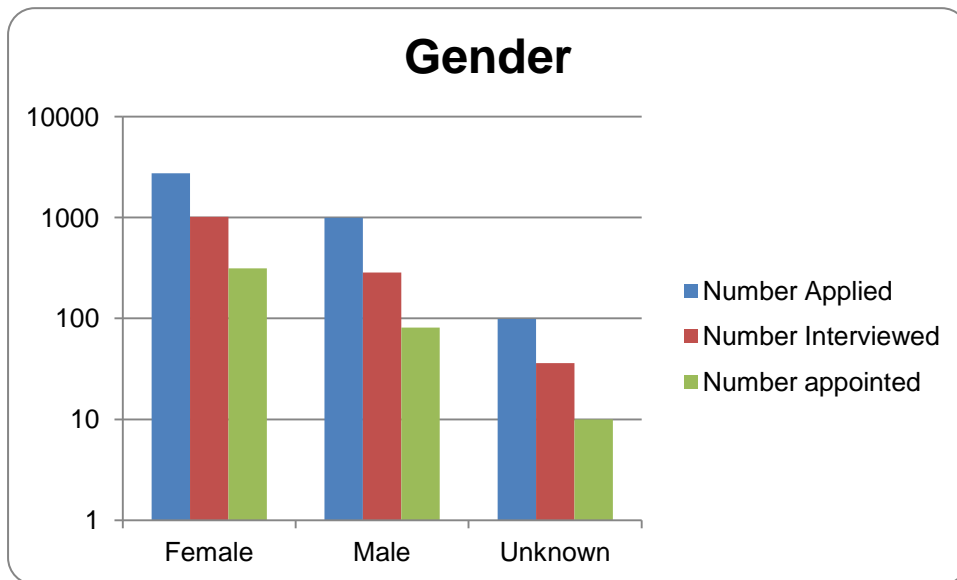
Sexual Orientation					
	Number Applied	Number Interviewed	Interviewed as % of Applied	Number appointed	Appointed as % of Interviewed
<b>Heterosexual</b>	2,856	1,014	38.00	312	11.38
<b>Gay</b>	62	23	36.12	9	10.51
<b>Lesbian</b>	30	12	24.61	4	8.07
<b>Bisexual</b>	38	7	20.62	2	6.83
<b>Would rather not state</b>	256	80	33.10	25	11.76
<b>Unknown</b>	598	199	34.13	53	6.44
<b>Totals</b>	<b>3,840</b>	<b>1,335</b>	<b>36.62</b>	<b>405</b>	<b>10.43</b>





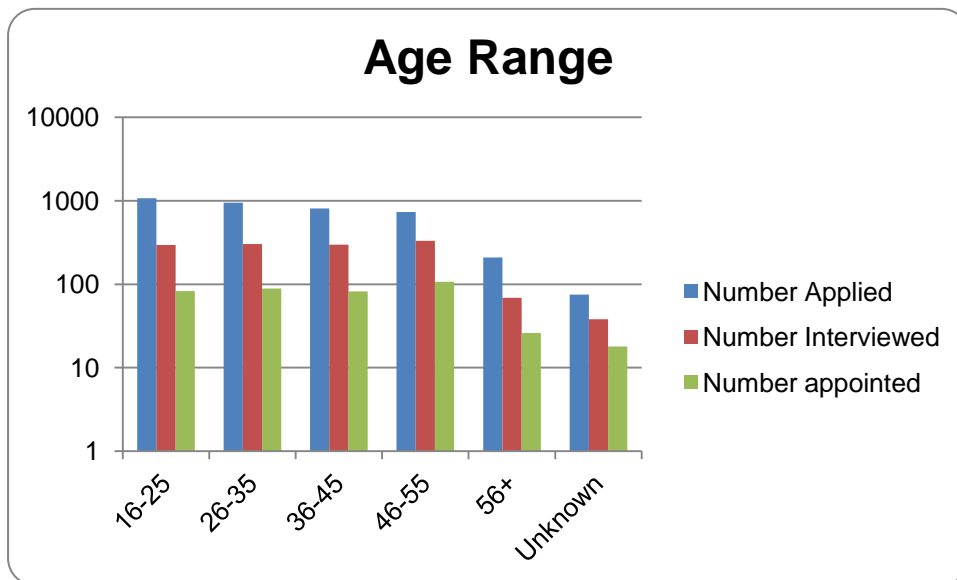
The data below shows that 72% of applications are from those who have declared themselves as female. 76% of interviewees are female and 78% of those appointed are female. The overall workforce is 73% female.

Gender					
	Number Applied	Number Interviewed	Interviewed as % of Applied	Number appointed	Appointed as % of Interviewed
<b>Female</b>	2,749	1,014	39.16	314	30.97
<b>Male</b>	992	285	29.03	81	28.42
<b>Unknown</b>	99	36	58.07	10	27.77
<b>Totals</b>	<b>3,840</b>	<b>1,335</b>	<b>36.62</b>	<b>405</b>	<b>30.33</b>



The table and chart below show that the highest number of applications is in the lower age ranges but overall the statistical variance is insignificant.

Age Range					
	Number Applied	Number Interviewed	Interviewed as % of Applied	Number appointed	Appointed as % of Interviewed
16-25	1,068	295	31.43	83	28.14
26-35	949	303	34.73	89	29.37
36-45	805	298	35.49	82	27.52
46-55	733	332	46.81	107	32.23
56+	210	69	35.66	26	37.68
Unknown	75	38	70.52	18	47.36
<b>Totals</b>	<b>3,840</b>	<b>1,335</b>	<b>36.62</b>	<b>405</b>	<b>30.34</b>



## Training and Development

The tables below show the number of employees who have attended formal training courses and this data has been broken down by protected characteristic. The data does not capture informal training and development such as on the job training.

In relation to gender, the representation on training courses is proportionate to the gender balance of the workforce.

<b>GENDER</b>			
<b>Summary of 336 training events held from 01/01/2012 to 30/11/2012</b>			
<b>GENDER</b>	<b>Number of Employees in Workforce</b>	<b>Number of Attendees</b>	<b>Number of attendees as % of number in workforce</b>
<b>Female</b>	2,885	2,085	72.27
<b>Male</b>	1,082	446	41.21
<b>Total</b>	3,967	2,531	63.80

There is slightly lower representation on training courses from those with a disability at 1.5% compared with the percentage of the workforce with a disability at 2.97%. However, we recognise that formal training courses are not the only methods of development and providing training on the job may be more appropriate.

<b>DISABILITY</b>			
<b>Summary of 336 training events held from 01/01/2012 to 30/11/2012</b>			
<b>Disability</b>	<b>Number of Employees in Workforce</b>	<b>Number of Attendees</b>	<b>Number of attendees as % of number in workforce</b>
<b>Disabled</b>	118	39	33.05
<b>Not Disabled</b>	3,453	2,251	65.19
<b>Unstated</b>	396	241	60.86
<b>Total</b>	3,967	2,531	63.80

There is very high representation on training courses for those who have declared that they are gay men but less so for gay women/lesbian and bi-sexual. However, attendance is proportionate to the overall workforce.

<b>SEXUAL ORIENTATION</b>			
<b>Summary of 336 training events held from 01/01/2012 to 30/11/2012</b>			
<b>Sexual Orientation</b>	<b>Number of Employees in Workforce</b>	<b>Number of Attendees</b>	<b>Number of attendees as % of number in workforce</b>
Heterosexual	569	224	39.36
Gay Man	16	72	450
Gay Woman/Lesbian	13	*	*
Bi-sexual	8	*	*
Would rather not state	71	68	95.77
Unknown	3,290	2,144	54.04
<b>Total</b>	<b>3,967</b>	<b>2,531</b>	<b>63.80</b>

Attendance on formal training courses for BME employees is 2.3% which is slightly lower than the percentage of BME within the workforce at 4.43%.

<b>ETHNICITY</b>			
<b>Summary of 336 training events held from 01/01/2012 to 30/11/2012</b>			
<b>Ethnicity</b>	<b>Number of Employees in Workforce</b>	<b>Number of Attendees</b>	<b>Number of attendees as % of number in workforce</b>
White British	3,374	2,217	65.70
White Other	145	112	77.24
Mixed	54	26	48.15
Asian	56	19	33.93
Black	48	38	79.16
Chinese	4	0	0
Would rather not state	14	0	0
Unknown	272	119	43.75
<b>Totals</b>	<b>3,967</b>	<b>2,531</b>	<b>63.80</b>

The training courses attended throughout the age ranges is fairly proportionate with the age ranges of the council as a whole. For instance the lowest number of employees is within the 16-25 age range and this is also where we see the lowest number of attendees. The highest number of attendees is within the 45-55 age range where we have the highest number of employees.

<b>AGE</b>			
<b>Summary of 336 training events held from 01/01/2012 to 30/11/2012</b>			
<b>Age range</b>	<b>Number of Employees in Workforce</b>	<b>Number of Attendees</b>	<b>Number of attendees as % of number in workforce</b>
<b>16 to 25</b>	143	66	<b>46.15</b>
<b>26 to 35</b>	622	364	<b>58.52</b>
<b>36 to 45</b>	1,010	622	<b>61.58</b>
<b>45 to 55</b>	1,391	952	<b>68.43</b>
<b>56+</b>	801	527	<b>65.79</b>
<b>Totals</b>	<b>3,967</b>	2,531	<b>63.80</b>