

# **Gloucestershire County Council**

## **Workforce Equality and Diversity Report (2013/14)**

## Contents

Gloucestershire County Council Workforce Diversity Report .....	2
Equality and Diversity Employment Information .....	2
Introduction .....	2
How we collate equality information and intend to address data gaps.....	2
Executive Summary.....	4
The following information details a summary of where we are now and our progress achievements during 2012/13.....	4
Workforce Headcount .....	4
Consideration of the Equality Duty and Decision Making .....	4
Opportunities to work flexibly .....	5
Employee Engagement .....	5
Human Resources Policy Review Programme .....	7
Benchmarking and sharing good practice.....	7
Key Workforce Data and Findings 2013/14.....	8
Race .....	8
Disability .....	9
Gender (including Transgender) .....	9
Sexual Orientation .....	10
Age .....	10
Maternity Leave and Return to Work .....	11
Pay and Remuneration .....	12
Leavers.....	12
Formal Procedures .....	13
Recruitment and Selection.....	14
Training and Development.....	14
Full Time/Part Time .....	34
Leavers.....	35
Formal Procedures .....	40
Recruitment and Selection.....	44

# Gloucestershire County Council Workforce Diversity Report

## Equality and Diversity Employment Information

### Introduction

The way in which Gloucestershire County Council delivers its services continues to change which has led to the council becoming a very different and smaller organisation. As a result we continue to adopt a different approach to the way our employees 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 in order to monitor progress towards our objectives.

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 race, disability, gender (including transgender), gender-reassignment, pregnancy and maternity, sexual orientation, marriage and civil partnership, age and religion and belief. 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.

### 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).

In 2012 we identified a number of protected characteristics for which we hadn’t collected any data previously e.g. Religion and Belief, Gender-reassignment, and Marriage and Civil Partnership. In addition we identified a number of areas where we had low disclosure rates such as disability. In December 2013 as one way to try to address any gap in data we carried out an organisation wide Equalities Questionnaire. This was supported by a clear communications strategy to ensure that all employees were well informed as to why we were asking for the information and what we planned to do with it. We also gave everyone, including trade unions, the opportunity to raise any questions with colleagues responsible for this project to allay any concerns they may have had and to take on board any feedback.

This questionnaire included reference to all of the protected characteristics and employees were encouraged to be as open and honest as possible but still with the option to say “I prefer not to say” and with the prompt to then tell us why they chose this option. We will be reviewing these responses to help us better understand any key issues that needed addressing and to allow us to formulate any appropriate actions. We decided to add this supplementary question in order to better understand why people may feel uncomfortable sharing specific personal information with us and to allow us to better target resource/support into specific areas and to reference as part of our future action plan. The response rate was approximately 30% which we felt to be very positive and a clear indication that staff have confidence in disclosing personal information. Also, disclosure rates in many areas especially sexual orientation and disability have seen a significant increase and we ascribe this to the benefits of a safe environment in which people feel they can be honest about who they are. We will continue to monitor any disclosure rates and seek to ensure that we work with the relevant staff networks to embed this across the organisation and focus resource on any areas we may need to.

We have a number of areas where the data indicates an “unstated” 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 monitoring 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.

The SAP system has a ‘self-service’ facility allowing employees to enter their own demographic data. The system holds information for all employees but not all employees have access to the self service facility.

We are currently developing an equalities “E Form” which we will be launching this year. This will allow individuals to go into our management data system (SAP) and amend certain details themselves which will add to the data we currently hold.

## Executive Summary

The following information details a summary of where we are now and our progress achievements during 2012/13.

### Workforce Headcount

On the 1 October 2013 3,761 people were employed by the council. This includes those employed by Gloucestershire Fire and Rescue Service. 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. 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 and this is still being utilised as part of normal change management activity. The toolkit helps to ensure that the process of change management is carried out fairly and on an equitable and transparent basis following principles of due regard. 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. This toolkit is currently being reviewed to ensure it remains fit for purpose as the council embarks on another phase of organisational redesign under "Meeting the Challenge" and any equality amendments necessary will be monitored under our equality action plan.

### Consideration of the Equality Duty and Decision Making

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.

The general duty requires the council to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation;
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it;
- Foster good relations between people who share a protected characteristic and people who do not share it.

Our process ensures that decision makers consider these aims as part of their day to day working practices.

During 2013 we continued to implement changes across our employment functions and the Equality Impact Assessments and Due Regard statements are on our web pages [www.gloucestershire.gov.uk/equalities](http://www.gloucestershire.gov.uk/equalities). You can view the historic Equality Impact Assessments and the more current Due Regard statements [here](#).

### **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 include:

- Flexible Working Hours Scheme
- Right to Request Flexible working
- Job Sharing
- Compressed Hours
- Term Time Working
- Office, Mobile, Home Working
- Voluntary Reduction to Working Hours
- Voluntary Purchase of Additional Leave

The Voluntary Purchase of Additional Leave and Voluntary Reduction to Working Hours programme was launched in 2013 and was received very positively. In December 2013 the decision was taken to extend the above schemes until March 2016, at which time a further review will be undertaken. The schemes have had a very good take-up, have provided staff with additional flexibility and have contributed to relevant cost savings under “Meeting the Challenge”. We will continue to monitor this.

### **Employee Engagement**

Gloucestershire County Council continues to experience ongoing considerable change and we are keen to feed employee views into our decision making processes. One approach to further encourage employee engagement has been 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:

- Staff networks
- Formal negotiations with Trade Unions
- Staff net website including regular bulletins such as “Staff Stuff”
- Team meetings and briefings
- Staff Survey

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

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. Dignity at Work Officers are able to listen and offer impartial support to anyone who feels they are experiencing bullying and harassment in the workplace. A Dignity at Work Officer can also support staff that have had an allegation of harassment or bullying made against them.

The council also purchases an Employee Assistance Programme which is available to staff and is free at point of use. This offers free, confidential, counselling and advice 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.

We also have Staff Health and Well Being Champions who help deliver the objectives of the Staff Health and Wellbeing initiative by carrying out simple activities at a grassroots level which promote behavioural change among staff to engage, encourage, support and inspire and celebrate with colleagues ways to improve health and wellbeing.

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 council recognises that mental health is an important factor in the wellbeing 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. For that reason the council has signed up to the Mindful Employer Charter and made mental health first aid training available to targeted staff teams and groups of employees.

## 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. These assist managers to understand how to implement the legislation and to ensure that they act fairly and in accordance with corporate policy. We have a rolling programme of policy review that ensures that all policies are reviewed at least every two years unless statute requires an earlier revision or review. These are all reviewed in light of equalities considerations and due regard.

## Benchmarking and sharing good practice

In November 2012 the Council undertook an initiative to engage with other organisations in the county of Gloucestershire and surrounding counties from a workforce perspective. Since then the network has met on a number of occasions and another meeting is scheduled for February 2014. 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.

A couple of key achievements by the network over this period are;

- successful basis for sharing information virtually between meetings and resolving queries quickly without reinventing the wheel
- Stonewall approached us as they wanted to raise their profile with employers in the county. As an existing member of Stonewall we felt it would be mutually beneficial to share good practice and invited them to use this forum to enable them to successfully improve their employer networks and raise awareness.

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

## Key Workforce Data and Findings 2013/14

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, recruitment and selection and training and development.

### Race

The categories used to reflect Race were reviewed in March 2013. The categories used by GCC 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.

#### What does this tell us?

- The majority of employees, 94.18%, have declared their Race, an increase from 93.14% last year.
- The estimated BME population from Gloucestershire is 4.6%, and the proportion of employees from a black or minority ethnic background is 4.49%.
- There is a larger proportion of BME employees amongst younger workers, particularly those aged 16-25, where nearly 9% of all employees, double the organisational average, are from a BME background.

One possible reason for the larger proportion of younger BME employees is the result of an apprenticeship programme that commenced late in 2012. The first phase was to recruit 25 apprentices and that has been achieved. Phase Two involves recruiting a further 15 and this is currently being actioned. A retention plan to support apprentices remaining in employment has been developed involving opening up redeployment opportunities and encouraging individuals to put themselves forward to go on the temporary staff register.

Traineeships are being developed to provide an opportunity for young people who may not have the entry requirements for an apprenticeship. Within the traineeship the young person will be helped to develop the skills to enable them to apply for an apprenticeship or other employment opportunity.

GCC has supported the appointment of national management trainees through the national graduate development programme. Each management trainee joins GCC for two years and has a programme developed to meet both their own development needs and the outcomes of GCC. There are five existing trainees and consideration is being given to recruiting management trainees through this scheme in future years.

It has been recognised that young people need a variety of work experience opportunities to enable them to gain experience knowledge and skills. The aim is for the young person to grow in confidence and be able to use the experience they have

gained as a platform to enter the workplace throughout Gloucestershire. How we identify opportunities for work experience is currently being considered.

Overall the reported levels for BME groups do not show any significant changes compared to the previous year which would indicate the overall reduction in staff numbers have not had a disproportionate impact on this group of employees. We continue to support the internal Black Workers Network and membership to the Network for Black Professionals which is an external body providing professional support and advice to black and minority ethnic workers seeking to progress through the organisation.

## Disability

Last year the make up of disabled employees was 2.97% and this figure is now 4.68%.

### What does this tells us?

- that our recent drive to collect more data was very successful showing a significant improvement in disclosure rate. This brings us closer to the representation of disabled people within the county.

The percentage population of disabled people in Gloucestershire aged between 16 and 64 is 7%<sup>1</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 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) and continue our membership to Mindful Employer.

Our Disability Network continues to support employees and work proactively with us to ensure we are meeting our obligations under the Equality Act 2010 and subsequent Public Sector Equality Duty.

## Gender (including Transgender)

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>2</sup>

73% of the council's workforce is female, the same as last year,

---

<sup>1</sup> 2011 Census

<sup>2</sup> Data taken from 'How Fair is Britain', Equality and Human Rights Commission, October 2010

### **What does this tells us?**

- this remains significantly higher than the workforce population as a whole (53%).
- 53% of the female workforce works part time.
- We have good representation of female in senior management levels
- We have identifiable representation of transgender

The percentage regarding those who declare themselves transgender is low we will not disclose this data in this report so as to avoid illegally identifying anyone. We will though continue to positively address transgender issues in the workplace by continuing to engage with our LGBT Network and ensure links with local and regional transgender networks are utilised to allow us to better understand the needs of transgender staff, both before during and after transition and to ensure that the working environment is one where they can supported to be productive, feel comfortable, open and safe.

### **Sexual Orientation**

45% of employees provided us sexual orientation monitoring information,

### **What does this tells us?**

- This is a significant increase from last year where only 15% of employees provided us with such information.

We feel that this is attributable to a successful drive to capture more equality data and clear communications to staff regarding why we were asking for the information, what we would do with it and what they could expect from us. We continue to 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 further build confidence amongst employees to provide sensitive monitoring information such as sexual orientation. We will continue to work closely with our LGBT network to achieve this and continue our membership to Stonewall.

### **Age**

Gloucestershire County Council, like many councils across the UK, has an older workforce. This is reflective of the population as a whole which is recognised as an older age population.

### **What does this tells us?**

- 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.

- 3.4% of the workforce is aged 16 to 25

The council is taking positive action to recruit apprenticeships in line with the councils Grow Gloucestershire Campaign as referenced on page 8.

- There is a rise in our over 56 demographic

The default retirement age was abolished in 2011 which could reflect the trend for people to work later in life either through choice or necessity.

### **Religion and Belief**

Prior to now we have only been able to report on religion and belief in relation to recruitment statistics. As a result of the recent equalities questionnaire we have been able to gather data and report on this protected characteristic.

#### **What does this tells us?**

- 30% of employees declared their religious denomination which is a very successful return rate

We will be reviewing this baseline data through out the year and we will be able to report on and respond to any significant changes.

### **Marriage and Civil Partnership**

As a result of the recent equalities questionnaire we have now been able to gather data and report on this protected characteristic. However, there is still 64.88% “unstated” response to this question

We will seek to address this as part of our ongoing action plan.

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

The council had 116 employees who returned from maternity leave and four who did not.

#### **What does this tells us?**

- Return rates remain high

We feel this reflects the wide range of flexible working opportunities available and the support we offer to managers through mechanisms such as the HR Advice Line if they are seeking to discuss scenarios such as how 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 and consider appropriate action to address what we may deem as an area of concern.

## Pay and Remuneration

It is difficult to report on this across all protected groups especially where numbers are low and where we need to protect the identity of individuals. However, an overall summary of four protected characteristics are detailed below.

### What does this tells us?

- **Gender**-Women are well represented across all grades which includes 60% at senior management level

We view this as a positive indication that women have the opportunity to progress to senior levels in the organisation.

- **Race**- representation remains low at senior management level but proportionate through the other grades.

As part of our ongoing action plan we seek to work closely with the Black Workers Network to utilise external opportunities such as the Network for Black Professionals and consider our internal leadership and coaching programme to establish if more can proactively be done to support interested BME employees to take part in this programme and potentially progress to more senior roles in the organisation.

- **Sexual Orientation**-that there is proportional representation across most of the grades for those who are gay, lesbian or bisexual.

Whilst we do not have complete disclosure rates for sexual orientation we will seek to address this as part of our ongoing action plan.

- **Disability**- there is representation of disabled employees across the grading structure but the majority are within grade B.

This is likely to be due to the supported employment scheme that we run within Gloucestershire Industrial Services which supports those with disabilities, predominantly learning disabilities into paid employment.

## Leavers

A total of 665 individuals left Gloucestershire County Council between 1 October 2012 and 30 September 2013

### What does this tells us?

- This is slightly higher than last year.
- 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 on a short term or permanent basis, to ensure the continuing effective delivery of services to residents of Gloucestershire.

- The highest proportion of leavers was in the 56+ age group,

This is in line with expectations as employees may start to think about retirement.

The most common reason for leaving was TUPE out of the organisation and in 2013 a number of large scale TUPE projects came to a close seeing the transfer of a significant number of people from the organisation.

### **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 and to support managers to facilitate this. The council has a dedicated HR Advice Line 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.

### **What does this tells us?**

- In the period 1 October 2012 to 30 September 2013, 11 formal grievance complaints, which included claims of bullying and harassment, were brought by employees.
- 113 employees were subject to formal action by the Council.
- In the period, 15 cases have been brought to employment tribunal.

Of these employment tribunal cases;

- two were dismissed,
- one was not upheld
- six were settled before the hearing began
- six remain ongoing at the time of publication.

We will be reviewing these cases and their implications as part of the future action plan.

As part of our approach to proactively dealing 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.

## Recruitment and Selection

Gloucestershire County Council is continuing to go through large scale organisational redesign.

### What does this tells us?

- In the period 1 October 2012 to 30 September 2013 the council appointed to 371 vacant posts made up of temporary positions and where appropriate, permanent replacements i.e. front line key roles.
- The numbers of disabled applicants was 4%

This is relatively low compared to the estimated 7%<sup>3</sup> of the county working population.

- 11% of applications and 8.5% appointments were from BME applicants when compared to the proportion of BME in the county of 4.6%.

## Training and Development

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

Over the last 12 months specific training was provided in relation to;

- Induction e-learning – equalities module available and currently being reviewed for 2014
- cultural diversity - specifically for Children and Young People service to meet National Driver –over 200 will have attended when it ends early 2014.
- recruitment & selection –will be approximately 30 attendees by the end of March 2014
- human rights assessment for people with “No Recourse to Public Funds” (NRPF) – course for Children and Young People service being planned for March 2014
- equalities is also an integral part of almost every course if not actually specified e.g. all Performance Management courses, Risk assessment courses etc

---

<sup>3</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 "unstated" response this means that an individual has not provided the council with a response.

We currently monitor regarding 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.

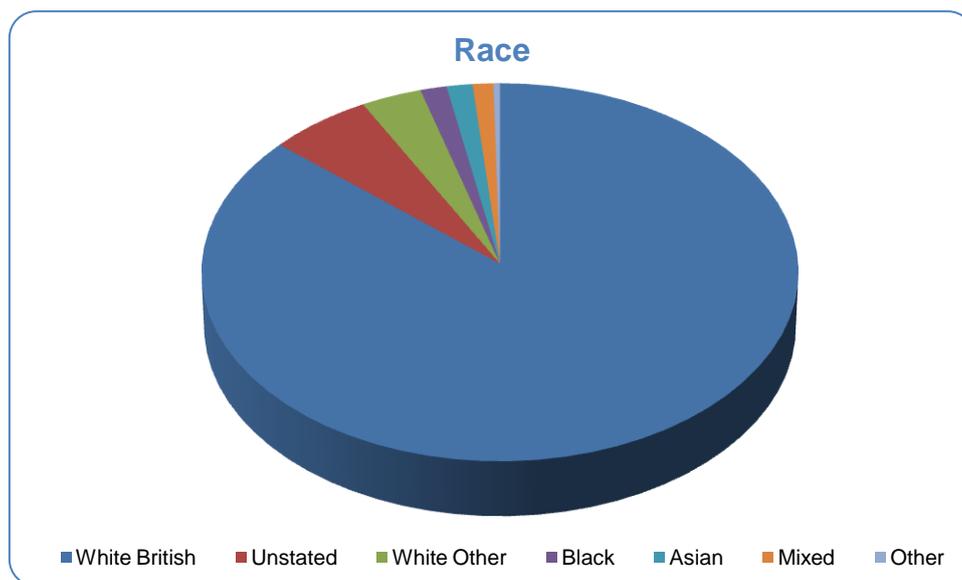
We plan during the next year to interrogate numbers and themes related to promotion opportunities and flexible working applications such as requests to vary hours to better understand the demographic of those people applying.

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.**

## Race

4.49% of the workforce is from a BME background, an increase from 4.43% the previous year. Return rates are very positive, and have improved from 7% unstated at the time of the previous report to less than 6% unstated this year. A small number (0.37%) of employees have a race other than that of the specified categories. Our categories have been reviewed in line with the 2011 Census, and those specified are in line with the high level categories used by the ONS.

So as not to identify low percentages of employees in some ethnic groups we have chosen not to publish under all Census 2011 headings but we do monitor under all and seek to take action to address any areas of concern.

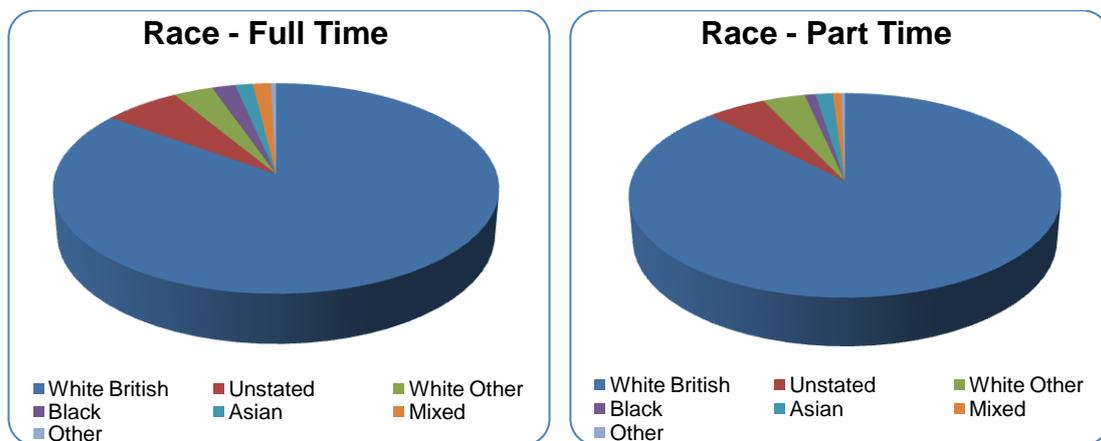


Race	Percentage of Workforce	Previous Year
White British	86.25%	85.10%
Unstated	5.82%	6.86%
White Other	3.43%	3.70%
Black	1.49%	1.41%
Asian	1.46%	1.36%
Mixed	1.17%	1.21%
Other	0.37%	0.35%
<b>Grand Total</b>	<b>100.00%</b>	<b>100%</b>

72% of our BME workforce are female, an increase of 12% from last year, and in line with our overall workforce gender profile.

Race by Gender			
Race	Female	Male	Total
White British	87.17%	83.80%	86.25%
Unstated	5.01%	8.00%	5.82%
White Other	3.40%	3.51%	3.43%
Black	1.54%	1.37%	1.49%
Asian	1.35%	1.76%	1.46%
Mixed	1.17%	1.17%	1.17%
Other	0.37%	0.39%	0.37%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

33% of our BME workforce work part time; this proportion has remained consistent with last year, when 34% of all BME employees were part time.

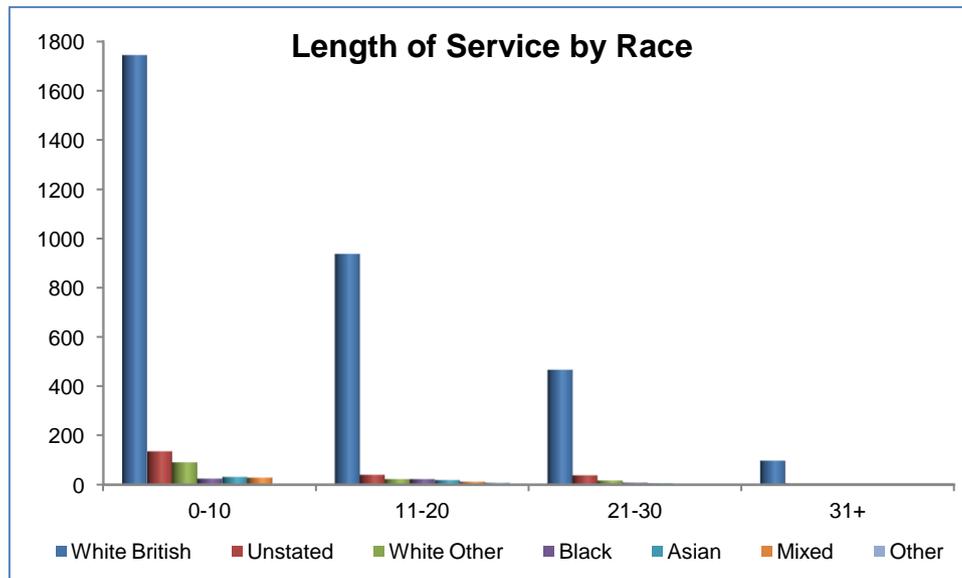


Race by Full/Part Time Status			
Race	FT	PT	Total
White British	85.02%	87.87%	86.25%
Unstated	6.39%	5.09%	5.82%
White Other	3.29%	3.62%	3.43%
Black	1.93%	0.92%	1.49%
Asian	1.46%	1.47%	1.46%
Mixed	1.50%	0.74%	1.17%
Other	0.42%	0.31%	0.37%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

The table below shows that BME groups are represented across all age ranges. There is a larger proportion of BME employees amongst younger workers, particularly those aged 16-25, where nearly 9% of all employees, double the organisational average, are from a BME background. However, only 1.75% of employees aged 56 or over are from a BME background.

Race by Age Range						
Race	16-25%	26-35%	36-45%	46-55%	56+%	Total
<b>White British</b>	78.91%	85.08%	84.20%	85.25%	92.27%	86.25%
<b>Unstated</b>	7.03%	5.66%	6.67%	6.52%	3.62%	5.82%
<b>White Other</b>	5.47%	3.60%	3.78%	3.56%	2.37%	3.43%
<b>Black</b>	1.56%	0.51%	1.78%	2.15%	0.75%	1.49%
<b>Asian</b>	4.69%	2.23%	2.11%	1.04%	0.37%	1.46%
<b>Mixed</b>	2.34%	2.74%	1.11%	0.96%	0.25%	1.17%
<b>Other</b>	0.00%	0.17%	0.33%	0.52%	0.37%	0.37%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

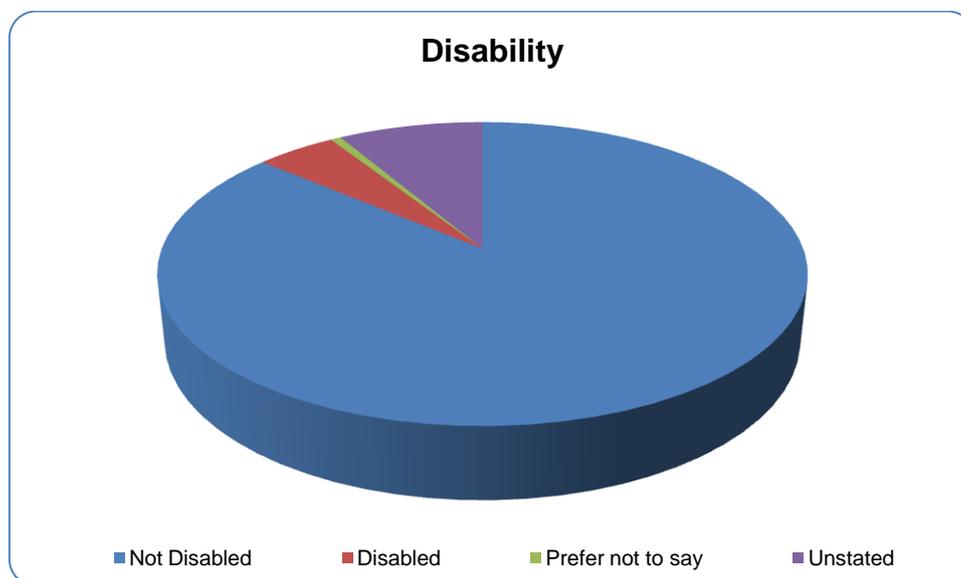
The length of service for the BME workforce mirrors that of the workforce as a whole; the majority of workers have less than 10 years' service.



Length of Service by Race					
Race	0-10%	11-20%	21-30%	31+%	Total
<b>White British</b>	84.82%	88.48%	86.46%	90.65%	86.25%
<b>Unstated</b>	6.57%	3.78%	7.05%	5.61%	5.82%
<b>White Other</b>	4.38%	2.08%	2.97%	0.93%	3.43%
<b>Black</b>	1.17%	2.08%	1.48%	1.87%	1.49%
<b>Asian</b>	1.51%	1.70%	1.11%	0.00%	1.46%
<b>Mixed</b>	1.36%	1.13%	0.56%	0.93%	1.17%
<b>Other</b>	0.19%	0.76%	0.37%	0.00%	0.37%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

## Disability

The percentage of employees that have declared a disability has increased from 2.97% last year to 4.7% this year. The disclosure rate has increased by 4% from last year. This is a very positive outcome of the recent drive to collect more comprehensive data and we think is also a sign that the culture of the organisation encourages disclosure in an open and supportive environment. We will continue to build on this success as part of our ongoing action plan.

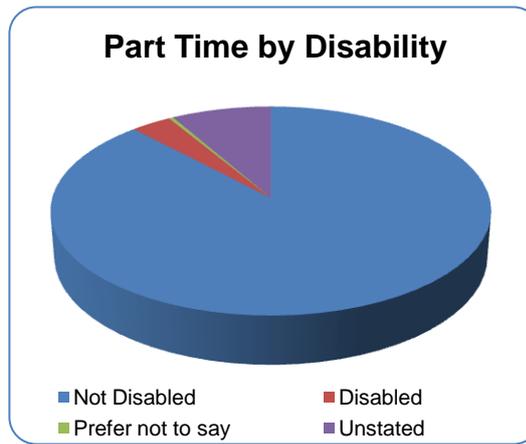
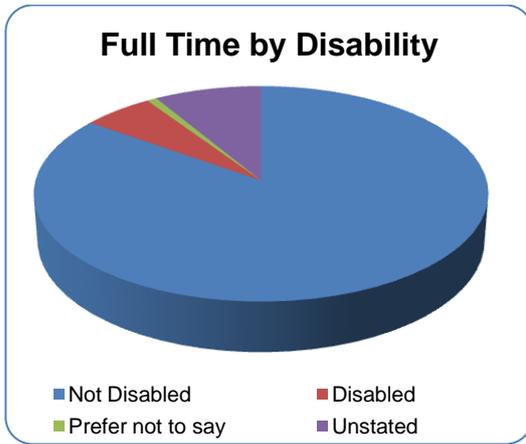


Disability	Percentage of Workforce	Previous Year
Not Disabled	86.25%	87.05%
Disabled	4.68%	2.97%
Prefer not to say	0.61%	N/A
Unstated	8.46%	9.98%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>

55% of our disabled workforce is female, a significant change from last year. This may be due to the improvement in disclosure rates and the increased confidence felt by employees to declare their disability to the organisation.

Disability by Gender			
Status	Female	Male	Total
Disabled	3.55%	7.71%	86.25%
Not Disabled	87.24%	83.61%	4.68%
Prefer not to say	0.51%	0.88%	0.61%
Unstated	8.70%	7.80%	8.46%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

69% of disabled employees are in a full time role. This is slightly lower than last year (74%), although with the increase in disclosure rates, this is to be expected.

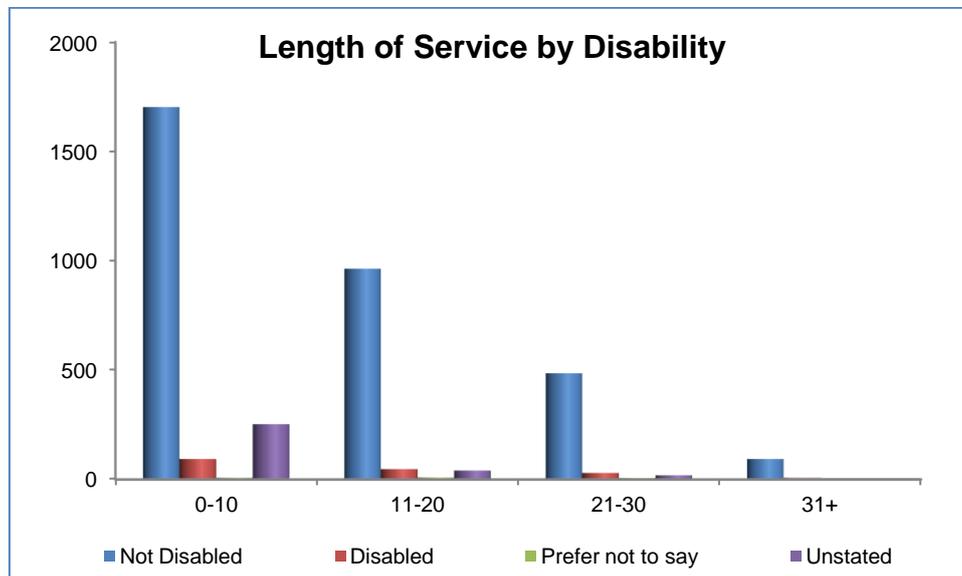


Disability by Full/Part Time Status			
Status	FT	PT	Total
Not Disabled	84.92%	87.99%	86.25%
Disabled	5.68%	3.37%	4.68%
Prefer not to say	0.80%	0.37%	0.61%
Unstated	8.60%	8.27%	8.46%
Grand Total	100.00%	100.00%	100.00%

Disabled employees are represented across all age ranges. Proportionally, more employees have declared a disability amongst the younger workforce. We will explore the possible reasons behind these higher rates to further inform our equalities work over the next 12 months.

Disability by Age Range						
Status	16-25	26-35	36-45	46-55	56+	Total
Disabled	5.47%	5.83%	4.12%	4.67%	4.36%	86.25%
Not Disabled	79.69%	84.39%	86.65%	86.14%	88.40%	4.68%
Prefer not to say	0.00%	0.34%	0.56%	0.89%	0.50%	0.61%
Unstated	14.84%	9.43%	8.68%	8.30%	6.73%	8.46%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

There is a higher proportion of employees with a greater length of service that have declared a disability. This indicates that the council's approach to managing disabled employees and our approach to reasonable adjustments is positive, and creates a positive working environment that encourages employees to remain with us during their career.

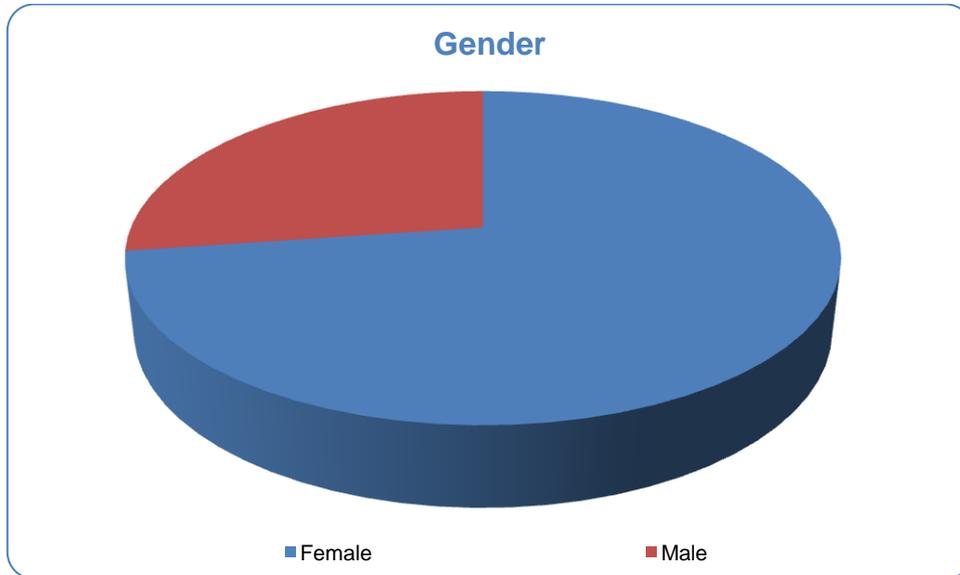


Length of Service by Disability					
Status	0-10	11-20%	21-30	31+	Total
<b>Not Disabled</b>	82.83%	90.93%	89.98%	86.92%	86.25%
<b>Disabled</b>	4.52%	4.44%	5.38%	6.54%	4.68%
<b>Prefer not to say</b>	0.34%	0.85%	1.11%	0.93%	0.61%
<b>Unstated</b>	12.31%	3.78%	3.53%	5.61%	8.46%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

As part of the equalities questionnaire that we launched in December 2013 we ensured that we made clear the opportunity for anyone to raise any issues they felt pertinent with the Disability Network and also to feel confident to tell us how they felt we could meet their needs more effectively.

## Gender

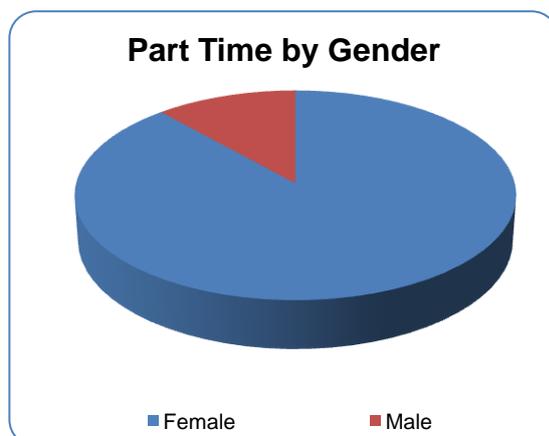
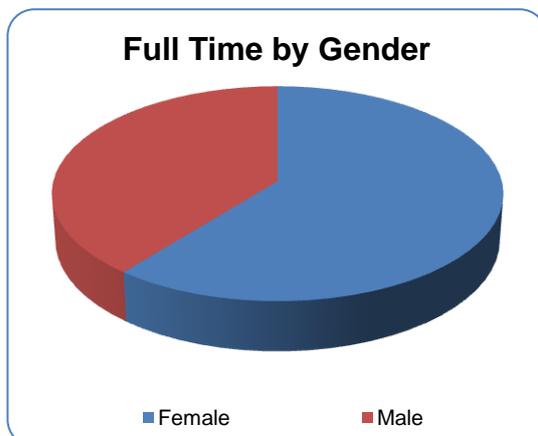
The majority of the workforce is female and this has remained very similar to last year. The council offers a wide range of flexible working practices and opportunities such as job sharing, flexible working and part time working. This allows employees to better balance both their work and home commitments 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	Previous Year
Female	72.75%	72.72%
Male	27.25%	27.28%
Grand Total	100.00%	100%

\*We recognise that we have identifiable representation of transgender as a protected characteristic. As this is a low percentage we will not disclose these figures in this report so as to avoid potentially illegally identifying anyone.

The majority of employees working part time are female, consistent with last year's return.

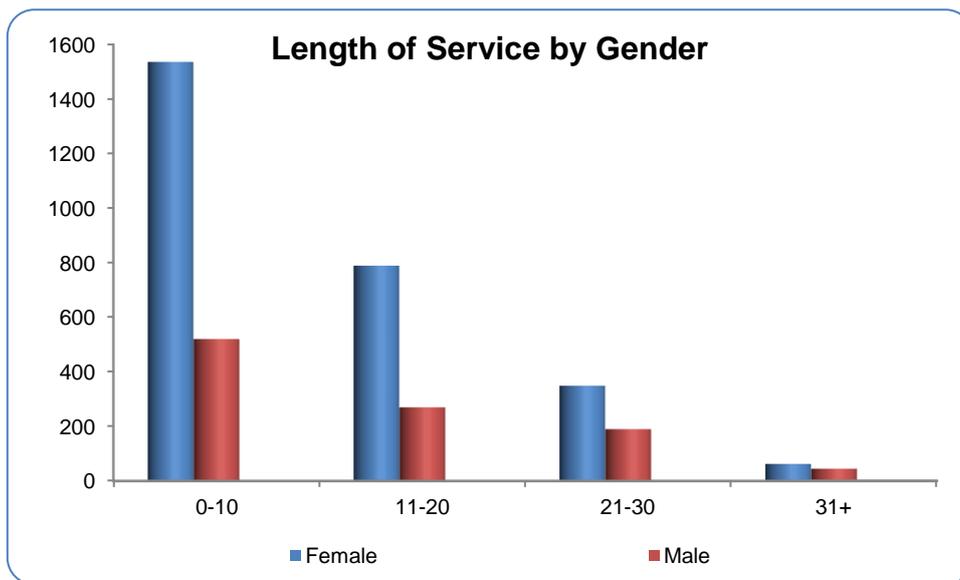


Gender by Full/Part Time Status			
Gender	FT%	PT%	Grand Total
Female	60.73%	88.42%	72.75%
Male	39.27%	11.58%	27.25%
Grand Total	100.00%	100.00%	100.00%

Generally, the proportion of female to male employees remains consistent across the age profile of the council.

Gender by Age Range						
Gender	16-25%	26-35%	36-45%	46-55%	56+%	Total
Female	71.09%	74.27%	70.30%	73.39%	73.57%	72.72%
Male	28.91%	25.73%	29.70%	26.61%	26.43%	27.25%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

The proportion of female and male employees is less pronounced the longer service an individual has, indicating that proportionally, more males remain in continuous employment 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.



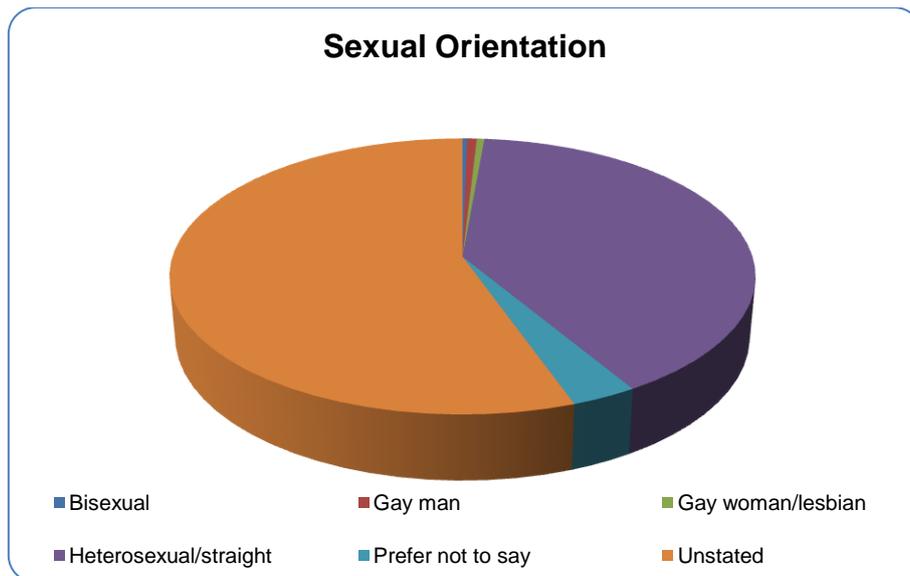
Length of Service by Gender					
Gender	0-10%	11-20%	21-30%	31+%	Total
Female	74.71%	74.50%	64.75%	57.94%	72.75%
Male	25.29%	25.50%	35.25%	42.06%	27.25%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%

## Transgender

We have identifiable representation of transgender but as this is a low percentage we will not disclose this number in this report so as to avoid illegally identifying anyone.

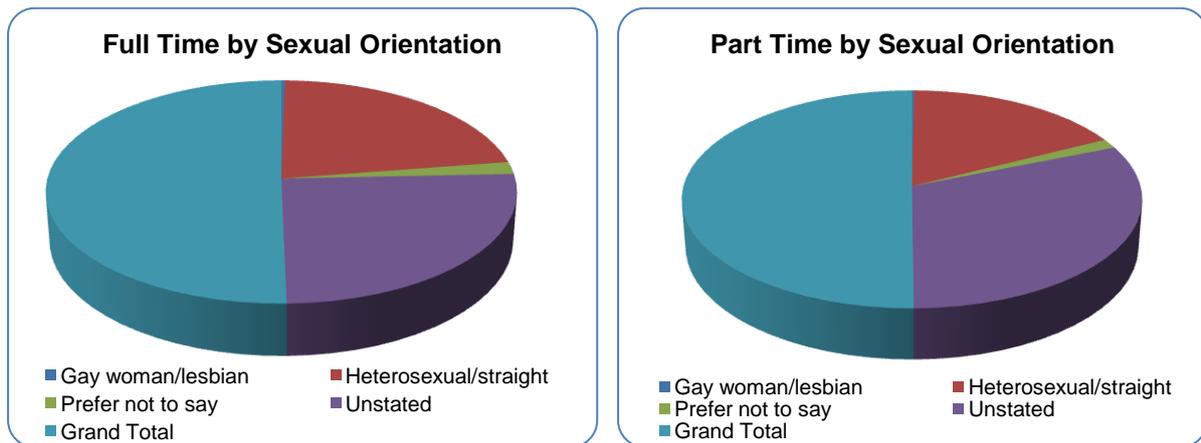
## Sexual Orientation

There has been a significant increase in the disclosure rate from the previous report. The proportion of staff with an unstated sexual orientation has reduced from 83% to 55%. We continue to recognise that this is a sensitive issue and strive to ensure we continue to improve disclosure rates, particularly around sensitive areas.



Sexual Orientation	Percentage of Workforce	Previous Year
<b>Bisexual</b>	0.29%	0.20%
<b>Gay man</b>	0.61%	0.40%
<b>Gay woman/lesbian</b>	0.48%	0.33%
<b>Heterosexual/straight</b>	40.02%	14.34%
<b>Prefer not to say</b>	3.19%	1.79%
<b>Unstated</b>	55.41%	82.94%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>

The chart below shows the breakdown of full and part time employees by sexual orientation.



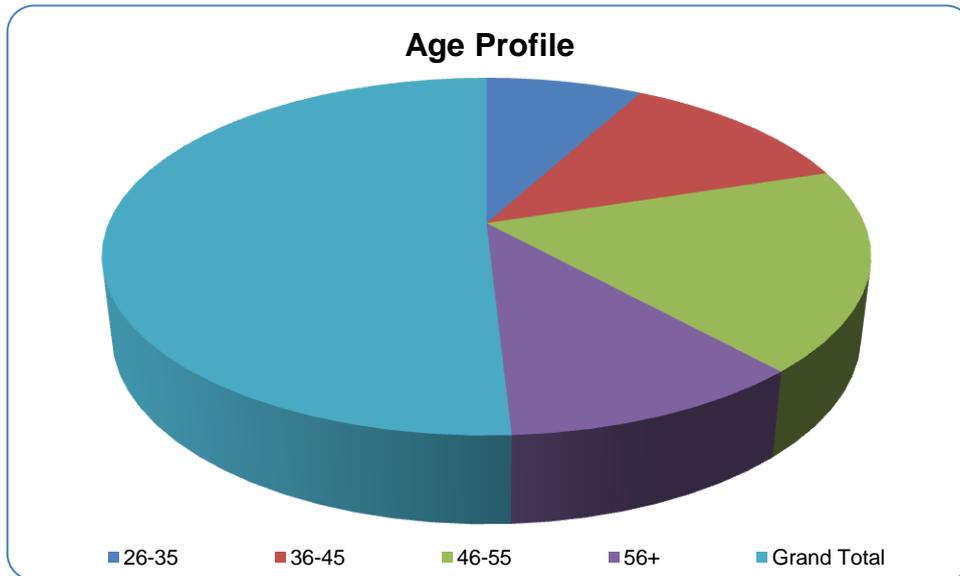
Sexual Orientation by Full/Part Time Status			
Sexuality	FT	PT	Total
Bisexual	0.42%	0.12%	0.29%
Gay man	0.85%	0.31%	0.61%
Gay woman/lesbian	0.56%	0.37%	0.48%
Heterosexual/straight	44.25%	34.50%	40.02%
Prefer not to say	3.52%	2.76%	3.19%
Unstated	50.40%	61.95%	55.41%
Grand Total	100.00%	100.00%	100.00%

There is a greater disclosure rate of sexual orientation amongst employees with fewer year's service and we will continue to encourage disclosure particularly from those who have longer service with us who may have felt, historically, less comfortable to declare.

Length of Service by Sexuality					
Sexuality	0-10	11-20	21-30	31+	Total
Bisexual	0.29%	0.38%	0.19%	0.00%	0.29%
Gay man	0.83%	0.47%	0.19%	0.00%	0.61%
Gay woman/lesbian	0.68%	0.28%	0.19%	0.00%	0.48%
Heterosexual/straight	45.23%	32.67%	33.58%	44.86%	40.02%
Prefer not to say	3.45%	3.12%	2.60%	1.87%	3.19%
Unstated	49.51%	63.08%	63.27%	53.27%	55.41%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%

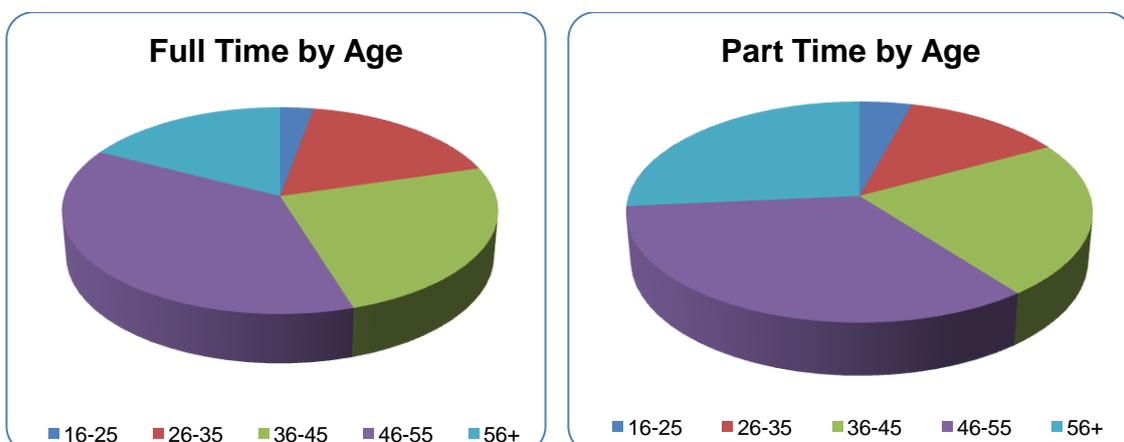
## Age

The council has an older workforce. This is reflective of both the demographic of Gloucestershire, and the national workforce age profile, which is generally older. The age profile of the workforce remains very similar to last year.



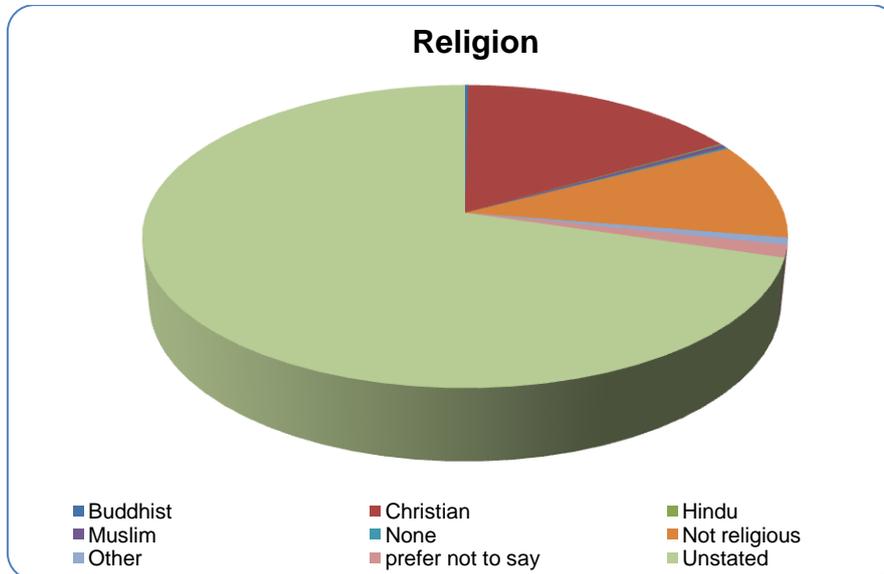
Age Range	Percentage of Workforce	Previous Year
16-25	3.40%	3.60%
26-35	15.50%	15.68%
36-45	23.90%	25.46%
46-55	35.87%	35.06%
56+	21.32%	20.20%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>

There is a 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 or perhaps to help them to manage caring/elder care responsibilities. It also highlights the take up of flexible working opportunities that we offer.



## Religion

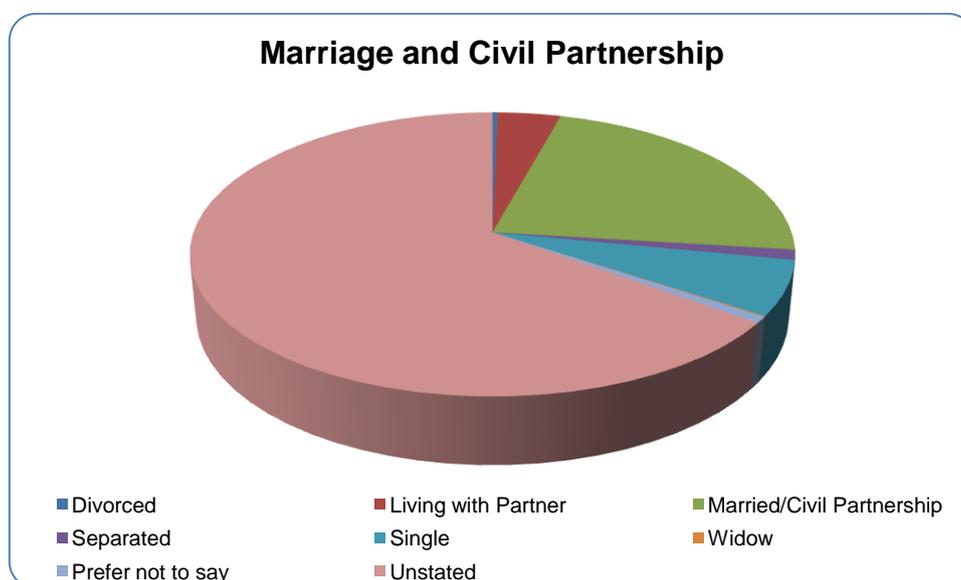
This is the first year that we have been able to report on the religious profile of the organisation, following an organisational wide questionnaire to establish greater understanding of workforce equality data. The return rate was very positive, and this is reflected in the table and chart below, with 30% of employees declaring their religious denomination.



Religion	Percentage of Workforce
<b>Buddhist</b>	0.19%
<b>Christian</b>	16.46%
<b>Hindu</b>	0.11%
<b>Muslim</b>	0.40%
<b>None</b>	0.16%
<b>Not religious</b>	10.32%
<b>Other</b>	0.74%
<b>prefer not to say</b>	1.33%
<b>Unstated</b>	70.30%
<b>Grand Total</b>	<b>100.00%</b>

## Marriage and Civil Partnership

Whilst we have a high non-disclosure rate, this is the first time the organisation has attempted to capture and report on marriage and civil partnership as a protected characteristic and we are encouraged that of those employees that chose to respond; only a very small number chose not to state their status.



Marriage and Civil Partnership	Percentage of Workforce
Divorced	0.32%
Living with Partner	3.91%
Marriage/Civil Partnership	22.73%
Separated	1.14%
Single	6.22%
Widow	0.08%
Prefer not to say	0.72%
Unstated	64.88%
<b>Grand Total</b>	<b>100.00%</b>

Marriage and Civil Partnership by Gender			
Marriage and Civil Partnership	Female	Male	Total
Divorced	0.29%	0.39%	0.32%
Living with Partner	3.62%	4.68%	3.91%
Marriage/Civil Partnership	22.41%	23.61%	22.73%
Separated	1.32%	0.68%	1.14%
Single	6.40%	5.66%	6.22%
Widow	0.11%	0.00%	0.08%
Prefer not to say	0.59%	1.07%	0.72%
Unstated	65.27%	63.90%	64.88%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

<b>Marriage and Civil Partnership by Age</b>						
<b>Marriage/Civil Partnership</b>	<b>16-25%</b>	<b>26-35%</b>	<b>36-45%</b>	<b>46-55%</b>	<b>56+%</b>	<b>Total</b>
<b>Divorced</b>	0.00%	0.00%	0.22%	0.44%	0.50%	0.32%
<b>Living with Partner</b>	4.69%	7.03%	5.12%	2.89%	1.87%	3.91%
<b>Marriage/Civil Partnership</b>	3.91%	20.75%	23.14%	24.76%	23.32%	22.73%
<b>Separated</b>	0.00%	0.51%	1.22%	1.33%	1.37%	1.14%
<b>Single</b>	14.84%	9.95%	5.90%	5.49%	3.74%	6.22%
<b>Widow</b>	0.00%	0.34%	0.00%	0.00%	0.12%	0.08%
<b>Prefer not to say</b>	3.13%	0.69%	0.44%	0.67%	0.75%	0.72%
<b>Unstated</b>	73.44%	60.72%	63.96%	64.42%	68.33%	64.88%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

## Pay & Remuneration

### Gender

The tables below suggest that a disproportionate number of male employees are employed in both the highest and lowest paid roles. However, this apparent gender imbalance could be attributable to the number of part time roles, traditionally more attractive to female workers and which predominantly sit in the lower graded posts. Nearly 60% of all senior graded posts are filled by female workers, an increase of nearly 10% from last year. We are pleased with this demographic and will seek to maintain this in the future.

Grade by Gender			
Grade	Percentage of Female Employees	Percentage of Male Employees	Percentage of Total Employees
B	1.10%	4.49%	2.02%
C	2.41%	2.05%	2.31%
D	9.73%	6.54%	8.85%
E	16.53%	6.63%	13.83%
F	9.91%	4.49%	8.43%
G	10.02%	8.98%	9.73%
H	12.69%	9.85%	11.91%
I	14.95%	11.32%	13.96%
J	6.69%	7.90%	7.02%
K	4.86%	5.46%	5.05%
L	1.02%	3.12%	1.60%
Senior	3.03%	6.05%	3.86%
Soulbury	0.55%	0.39%	0.51%
Teacher	2.67%	1.85%	2.45%
Fire	1.24%	18.24%	5.88%
Other	2.60%	2.63%	2.61%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Salary Range by Gender			
Salary Range	Percentage of Female Employees	Percentage of Male Employees	Percentage of Total Employees
£0-£9,999	13.02%	5.95%	11.09%
£10,000-£19,999	43.73%	26.24%	38.95%
£20,000-£29,999	24.75%	31.12%	26.48%
£30,000-£39,999	14.00%	24.20%	16.80%
£40,000-£49,999	2.49%	8.59%	4.15%
£50,000+	2.01%	3.90%	2.53%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

## Race

The tables below show race 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. We have implemented a coaching programme for employees and as part of this programme we continue to monitor the representation of our BME staff and continue to support membership of the Network for Black Professionals of which GCC is a member. We will work with our Black Workers Network to consider what positive action initiatives we can adopt to help redress the balance.

Grade by Race								
Grade	White British	Unstated	White Other	Black	Asian	Mixed	Other	Total
<b>B</b>	2.10%	2.28%	0.78%	1.79%	0.00%	2.27%	0.00%	2.02%
<b>C</b>	2.19%	3.20%	2.33%	3.57%	5.45%	2.27%	0.00%	2.31%
<b>D</b>	9.03%	6.39%	10.08%	3.57%	14.55%	4.55%	7.14%	8.85%
<b>E</b>	14.89%	5.48%	7.75%	10.71%	9.09%	6.82%	7.14%	13.83%
<b>F</b>	8.69%	4.11%	6.20%	8.93%	10.91%	6.82%	28.57%	8.43%
<b>G</b>	9.99%	5.02%	13.95%	8.93%	7.27%	4.55%	14.29%	9.73%
<b>H</b>	11.93%	9.59%	13.18%	10.71%	20.00%	11.36%	7.14%	11.91%
<b>I</b>	13.69%	10.50%	15.50%	23.21%	14.55%	29.55%	28.57%	13.96%
<b>J</b>	7.12%	5.48%	4.65%	7.14%	9.09%	13.64%	0.00%	7.02%
<b>K</b>	4.59%	10.50%	7.75%	7.14%	3.64%	4.55%	0.00%	5.05%
<b>L</b>	1.76%	0.46%	1.55%	0.00%	0.00%	0.00%	0.00%	1.60%
<b>Senior</b>	4.07%	2.74%	5.43%	0.00%	0.00%	0.00%	0.00%	3.86%
<b>Soulbury</b>	0.59%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.51%
<b>Teacher</b>	2.19%	7.76%	2.33%	0.00%	0.00%	2.27%	0.00%	2.45%
<b>Fire</b>	5.21%	16.44%	3.10%	10.71%	1.82%	9.09%	7.14%	5.88%
<b>Other</b>	1.97%	10.05%	5.43%	3.57%	3.64%	2.27%	0.00%	2.61%
<b>Grand Total</b>	<b>100.00%</b>							

Salary Range by Race								
Salary Range	White British	Unstated	White Other	Black	Asian	Mixed	Other	Total
<b>£0-£9,999</b>	11.19%	11.42%	8.53%	7.14%	10.91%	15.91%	7.14%	11.09%
<b>£10,000-£19,999</b>	39.55%	31.05%	39.53%	33.93%	49.09%	22.73%	50.00%	38.95%
<b>£20,000-£29,999</b>	26.11%	25.57%	26.36%	30.36%	29.09%	47.73%	35.71%	26.48%
<b>£30,000-£39,999</b>	16.21%	26.48%	17.05%	23.21%	10.91%	13.64%	7.14%	16.80%
<b>£40,000-£49,999</b>	4.35%	4.11%	3.88%	1.79%	0.00%	0.00%	0.00%	4.15%
<b>£50,000+</b>	2.59%	1.37%	4.65%	3.57%	0.00%	0.00%	0.00%	2.53%
<b>Grand Total</b>	<b>100.00%</b>							

## Sexual Orientation

The data below shows that we have staff of varying sexual orientation 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 yet wish to disclose this information. We will continue to work with our Lesbian, Gay, Bisexual and Transgender network to encourage greater disclosure rates year on year and build further confidence across the organisation working alongside Stonewall and local networks.

Grade by Sexual Orientation							
Grade	Bisexual	Gay	Gay Woman/Lesbian	Heterosexual/straight	PNTS	Unstated	Total
<b>B</b>	0.00%	0.00%	0.00%	0.66%	0.83%	3.12%	2.02%
<b>C</b>	9.09%	0.00%	0.00%	2.39%	3.33%	2.21%	2.31%
<b>D</b>	0.00%	4.35%	11.11%	9.97%	9.17%	8.11%	8.85%
<b>E</b>	0.00%	4.35%	0.00%	9.24%	13.33%	17.47%	13.83%
<b>F</b>	9.09%	4.35%	16.67%	8.84%	7.50%	8.16%	8.43%
<b>G</b>	9.09%	8.70%	11.11%	9.70%	10.00%	9.74%	9.73%
<b>H</b>	0.00%	21.74%	33.33%	13.36%	10.00%	10.75%	11.91%
<b>I</b>	18.18%	17.39%	11.11%	15.68%	20.83%	12.28%	13.96%
<b>J</b>	9.09%	4.35%	0.00%	9.24%	5.83%	5.57%	7.02%
<b>K</b>	9.09%	8.70%	11.11%	5.65%	4.17%	4.56%	5.05%
<b>L</b>	0.00%	0.00%	0.00%	2.46%	3.33%	0.91%	1.60%
<b>Senior</b>	0.00%	17.39%	5.56%	4.19%	0.83%	3.65%	3.86%
<b>Soulbury</b>	0.00%	0.00%	0.00%	0.33%	0.00%	0.67%	0.51%
<b>Teacher</b>	0.00%	0.00%	0.00%	1.53%	0.00%	3.31%	2.45%
<b>Fire</b>	27.27%	8.70%	0.00%	3.99%	10.00%	6.91%	5.88%
<b>Other</b>	9.09%	0.00%	0.00%	2.79%	0.83%	2.59%	2.61%

Salary Range by Sexual Orientation							
Salary Range	Bisexual	Gay Man	Gay Woman/Lesbian	Heterosexual/Straight	Prefer Not to State	Unstated	Total
<b>£0-£9,999</b>	9.09%	4.35%	0.00%	10.30%	6.67%	12.09%	11.09%
<b>£10,000-£19,999</b>	27.27%	17.39%	38.89%	34.75%	42.50%	42.08%	38.95%
<b>£20,000-£29,999</b>	45.45%	52.17%	44.44%	29.63%	26.67%	23.66%	26.48%
<b>£30,000-£39,999</b>	18.18%	8.70%	11.11%	17.94%	20.00%	15.93%	16.80%
<b>£40,000-£49,999</b>	0.00%	8.70%	5.56%	4.32%	3.33%	4.03%	4.15%
<b>£50,000+</b>	0.00%	8.70%	0.00%	3.06%	0.83%	2.21%	2.53%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

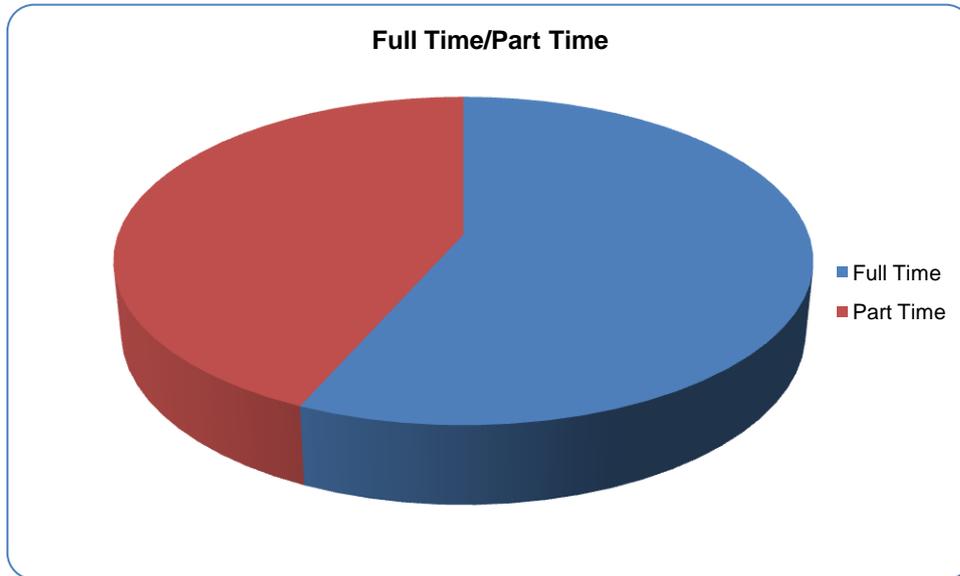
## Disability

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

Grade by Disability					
Grade	Disabled	Not Disabled	Unstated	Prefer not to say	Total
<b>B</b>	23.30%	0.92%	1.57%	0.00%	2.02%
<b>C</b>	3.41%	2.10%	3.77%	4.35%	2.31%
<b>D</b>	10.80%	8.85%	8.18%	4.35%	8.85%
<b>E</b>	6.25%	14.61%	10.06%	13.04%	13.83%
<b>F</b>	7.39%	8.91%	4.72%	0.00%	8.43%
<b>G</b>	8.52%	10.02%	7.55%	8.70%	9.73%
<b>H</b>	11.93%	12.02%	11.01%	8.70%	11.91%
<b>I</b>	12.50%	14.03%	14.15%	13.04%	13.96%
<b>J</b>	4.55%	7.27%	5.97%	4.35%	7.02%
<b>K</b>	2.84%	4.99%	6.29%	13.04%	5.05%
<b>L</b>	0.57%	1.76%	0.31%	4.35%	1.60%
<b>Senior</b>	2.27%	4.10%	2.20%	4.35%	3.86%
<b>Soulbury</b>	0.00%	0.59%	0.00%	0.00%	0.51%
<b>Teacher</b>	0.00%	1.97%	8.81%	0.00%	2.45%
<b>Fire</b>	2.84%	6.10%	4.40%	17.39%	5.88%
<b>Other</b>	2.84%	1.76%	11.01%	4.35%	2.61%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

## Full Time/Part Time

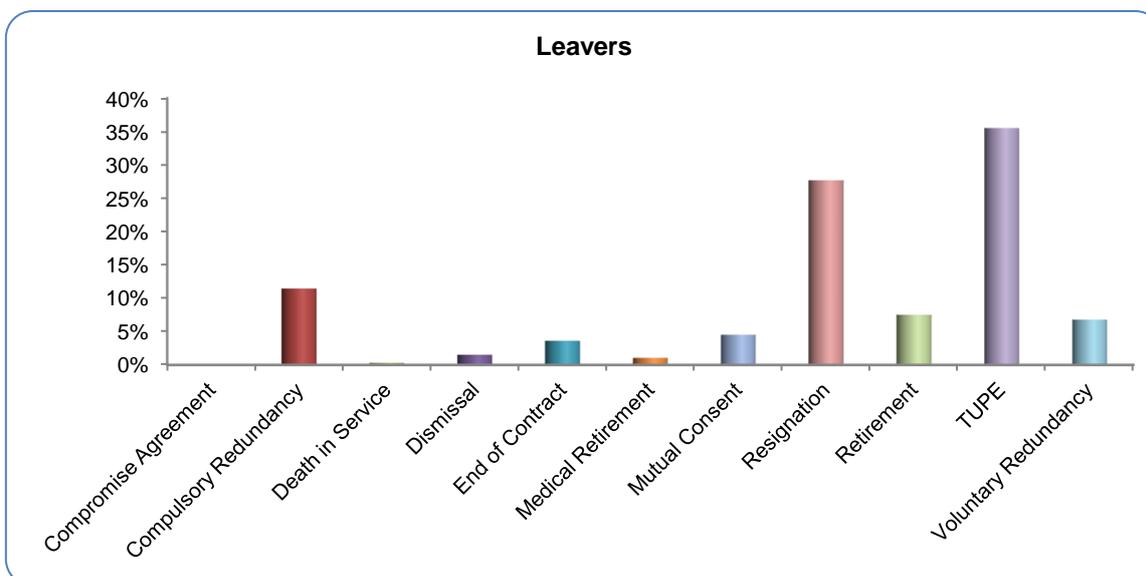
Slightly more than 43% of the workforce works part time, a small reduction from last year.



Full and Part Time Workers		
Status	Percentage of Workforce	2013 Percentage of Workforce
Full Time	56.61%	55.94
Part Time	43.39%	44.06
Grand Total	100.00%	100

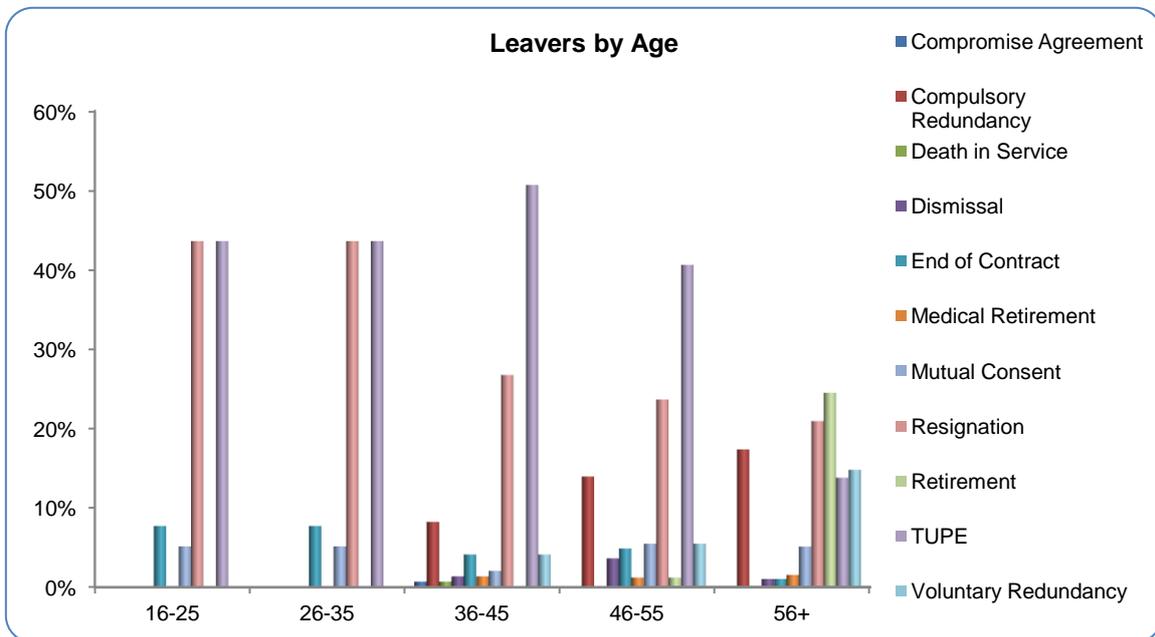
## Leavers

The majority of leavers in the period was predominantly due to large TUPE transfers out of the organisation. The numbers of either voluntary or compulsory redundancies reduced significantly in the period.



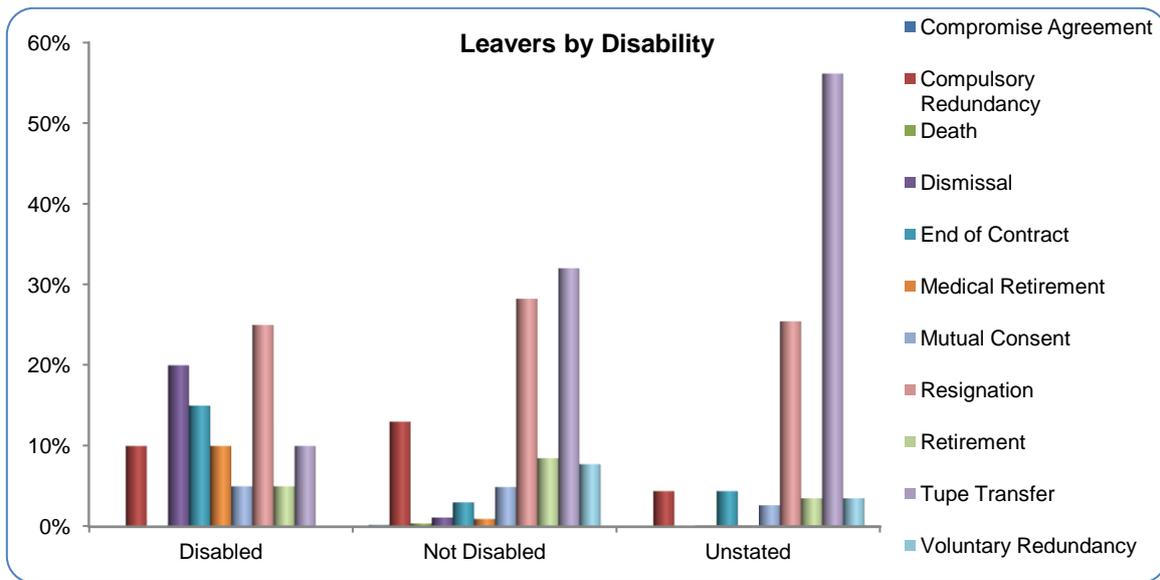
Leavers	
Leaving Category	Percentage
Compromise Agreement	0.15%
Compulsory Redundancy	11.43%
Death in Service	0.30%
Dismissal	1.50%
End of Contract	3.61%
Medical Retirement	1.05%
Mutual Consent	4.51%
Resignation	27.67%
Retirement	7.52%
TUPE	35.49%
Voluntary Redundancy	6.77%
<b>Total</b>	<b>100.00%</b>

The table below shows the leaving reasons across the age ranges. There were no voluntary redundancies for leavers aged below 35, which has not changed since last year. The proportion of resignations reduces as the age profile increases. This may be due to employees approaching the age where they can claim their pension and wishing to preserve their benefits by remaining in employment with us.



Leavers by Age						
Leaving Category	16-25	26-35	36-45	46-55	56+	Total
Compromise Agreement	0.00%	0.00%	0.68%	0.00%	0.00%	0.15%
Compulsory Redundancy	0.00%	0.00%	8.22%	13.94%	17.35%	11.43%
Death in Service	0.00%	0.00%	0.68%	0.00%	0.00%	0.30%
Dismissal	0.00%	0.00%	1.37%	3.64%	1.02%	1.50%
End of Contract	7.69%	7.69%	4.11%	4.85%	1.02%	3.61%
Medical Retirement	0.00%	0.00%	1.37%	1.21%	1.53%	1.05%
Mutual Consent	5.13%	5.13%	2.05%	5.45%	5.10%	4.51%
Resignation	43.59%	43.59%	26.71%	23.64%	20.92%	27.67%
Retirement	0.00%	0.00%	0.00%	1.21%	24.49%	7.52%
TUPE	43.59%	43.59%	50.68%	40.61%	13.78%	35.49%
Voluntary Redundancy	0.00%	0.00%	4.11%	5.45%	14.80%	6.77%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

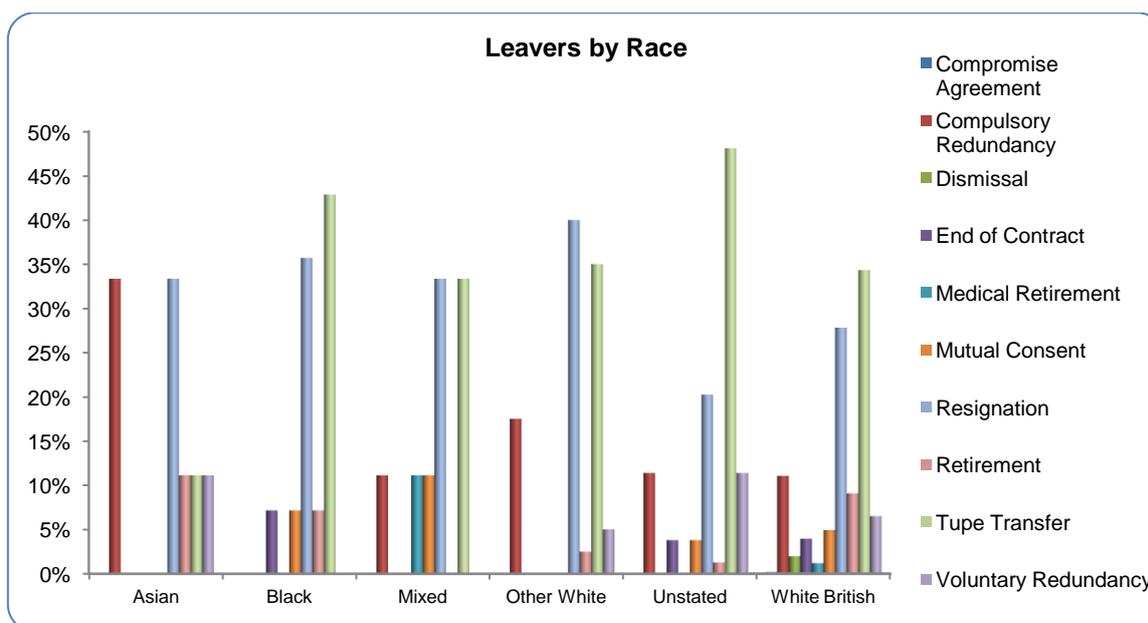
The chart and table below show the leaving for reason by disability. The numbers are proportionate with our overall workforce demographic.



Leavers by Disability				
Reason for leaving	Disabled	Not Disabled	Unstated	Total
<b>Compromise Agreement</b>	0.00%	0.19%	0.00%	0.15%
<b>Compulsory Redundancy</b>	10.00%	12.99%	4.39%	11.43%
<b>Death</b>	0.00%	0.38%	0.00%	0.30%
<b>Dismissal</b>	20.00%	1.13%	0.00%	1.50%
<b>End of Contract</b>	15.00%	3.01%	4.39%	3.61%
<b>Medical Retirement</b>	10.00%	0.94%	0.00%	1.05%
<b>Mutual Consent</b>	5.00%	4.90%	2.63%	4.51%
<b>Resignation</b>	25.00%	28.25%	25.44%	27.67%
<b>Retirement</b>	5.00%	8.47%	3.51%	7.52%
<b>Tupe Transfer</b>	10.00%	32.02%	56.14%	35.49%
<b>Voluntary Redundancy</b>	0.00%	7.72%	3.51%	6.77%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

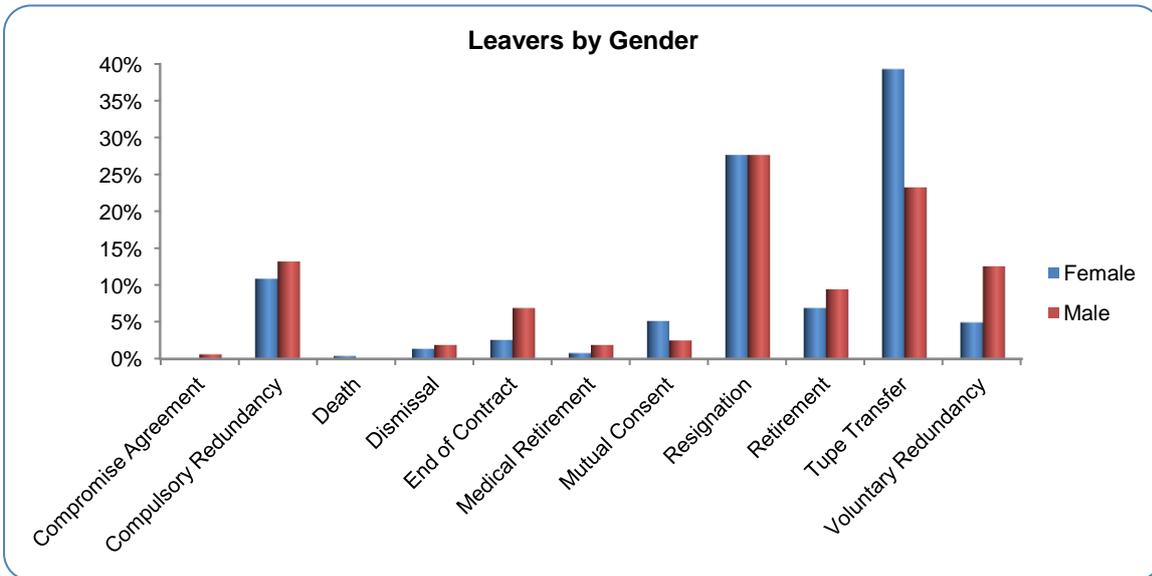
The chart and table below show the leaving reasons by Race. It shows that 3.8% of those who left by compulsory redundancy were from the BME workforce. Out of the 11 dismissals, 9% was from a BME background. 2.3% of resignations were from BME employees. Given that 4.43% of the overall workforce is from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

Of those dismissed, 9% were from a BME background; however, very few employees were dismissed in the period and this has an impact on the overall figures.



Leavers							
Reason for leaving	Asian	Black	Mixed	Other White	Unstated	White British	Grand Total
Compromise Agreement	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%	0.15%
Compulsory Redundancy	33.33%	0.00%	11.11%	17.50%	11.39%	11.05%	11.43%
Dismissal	0.00%	0.00%	0.00%	0.00%	0.00%	1.97%	1.50%
End of Contract	0.00%	7.14%	0.00%	0.00%	3.80%	3.94%	3.61%
Medical Retirement	0.00%	0.00%	11.11%	0.00%	0.00%	1.18%	1.05%
Mutual Consent	0.00%	7.14%	11.11%	0.00%	3.80%	4.93%	4.51%
Resignation	33.33%	35.71%	33.33%	40.00%	20.25%	27.81%	27.67%
Retirement	11.11%	7.14%	0.00%	2.50%	1.27%	9.07%	7.52%
Tupe Transfer	11.11%	42.86%	33.33%	35.00%	48.10%	34.32%	35.49%
Voluntary Redundancy	11.11%	0.00%	0.00%	5.00%	11.39%	6.51%	6.77%
<b>Grand Total</b>	<b>100.00%</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 and would have been the majority of employees in the large-scale TUPE transfers that took place in 2013.

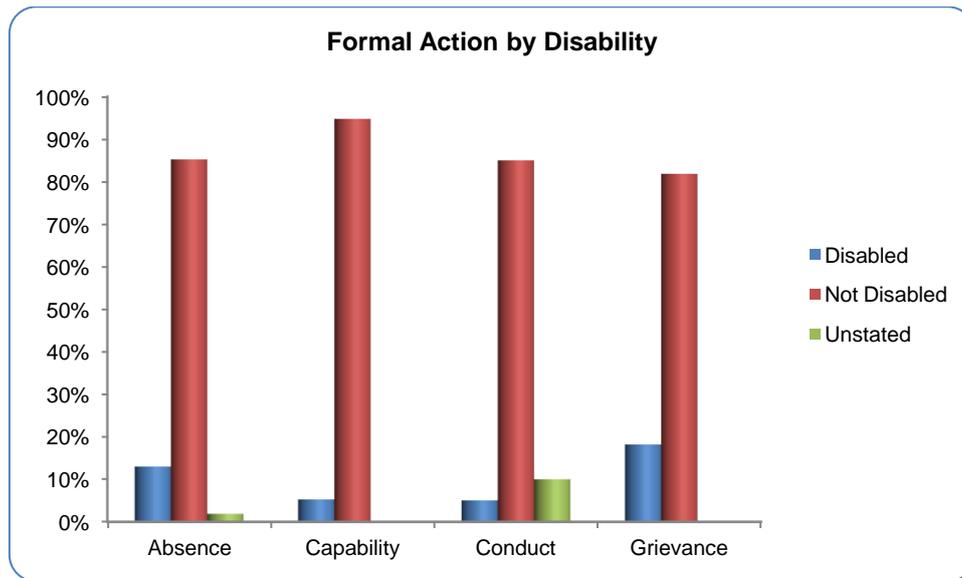


Leavers by Gender			
Reason for leaving	Female	Male	Grand Total
<b>Compromise Agreement</b>	0.00%	0.63%	0.15%
<b>Compulsory Redundancy</b>	10.87%	13.21%	11.43%
<b>Death</b>	0.40%	0.00%	0.30%
<b>Dismissal</b>	1.38%	1.89%	1.50%
<b>End of Contract</b>	2.57%	6.92%	3.61%
<b>Medical Retirement</b>	0.79%	1.89%	1.05%
<b>Mutual Consent</b>	5.14%	2.52%	4.51%
<b>Resignation</b>	27.67%	27.67%	27.67%
<b>Retirement</b>	6.92%	9.43%	7.52%
<b>Tupe Transfer</b>	39.33%	23.27%	35.49%
<b>Voluntary Redundancy</b>	4.94%	12.58%	6.77%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

## Formal Procedures

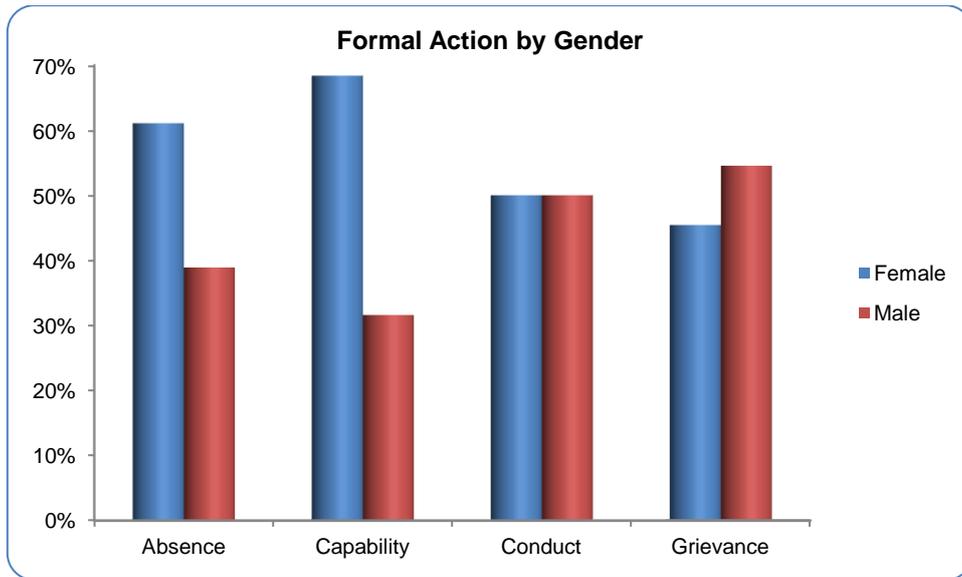
The following tables and charts show the protected characteristics against the formal procedures.

The chart and table below show that the highest number of formal procedures for those with a disability is for absence. We will review whether the absence is related to the disability or not. However, the formal procedure and advice to managers ensures that options to support an employee to return to work and any reasonable adjustments are considered as part of our procedures. This would form part of the HR Advice we offer when supporting managers to manage such scenarios.



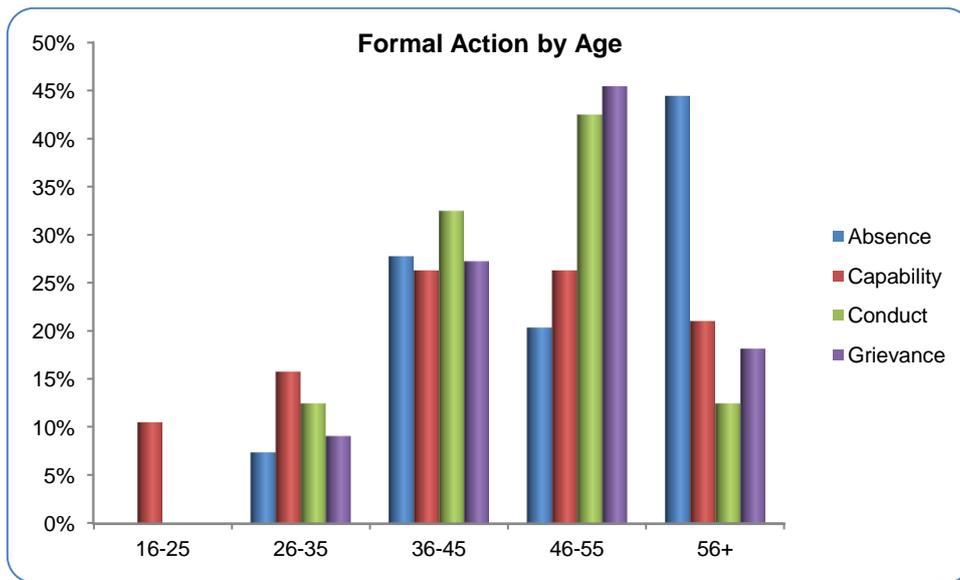
Disability	Absence	Capability	Conduct	Grievance
<b>Disabled</b>	12.96%	5.26%	5.00%	18.18%
<b>Not Disabled</b>	85.19%	94.74%	85.00%	81.82%
<b>Unstated</b>	1.85%	0.00%	10.00%	0.00%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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.



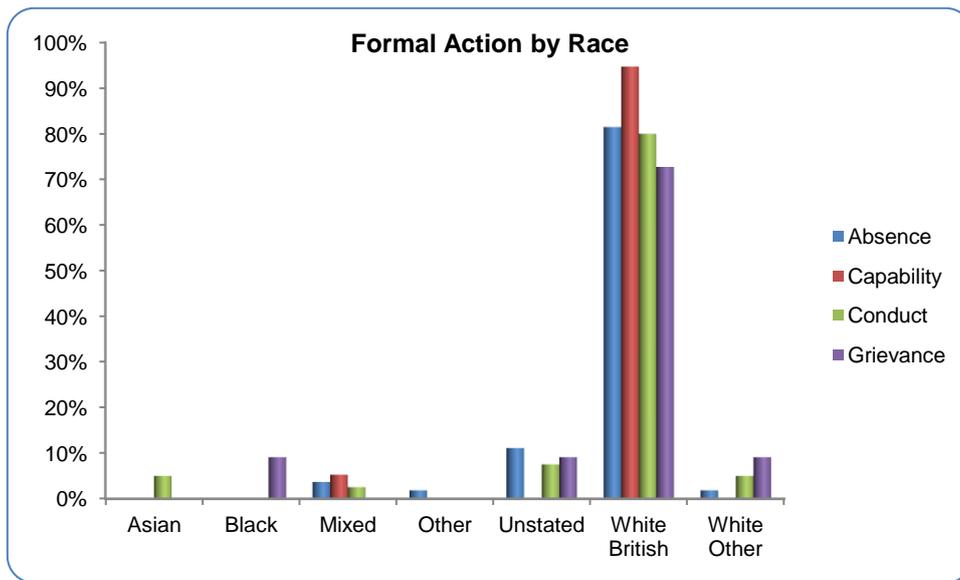
Gender	Absence	Capability	Conduct	Grievance	Grand Total
<b>Female</b>	61.11%	68.42%	50.00%	45.45%	57.26%
<b>Male</b>	38.89%	31.58%	50.00%	54.55%	42.74%
<b>Grand Total</b>	100.00%	100.00%	100.00%	100.00%	100.00%

The table and chart below show that proportionally, absence is highest amongst older workers and this will be reviewed within the action plan.



Age Range	Absence	Capability	Conduct	Grievance	Grand Total
16-25	0.00%	10.53%	0.00%	0.00%	1.61%
26-35	7.41%	15.79%	12.50%	9.09%	10.48%
36-45	27.78%	26.32%	32.50%	27.27%	29.03%
46-55	20.37%	26.32%	42.50%	45.45%	30.65%
56+	44.44%	21.05%	12.50%	18.18%	28.23%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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



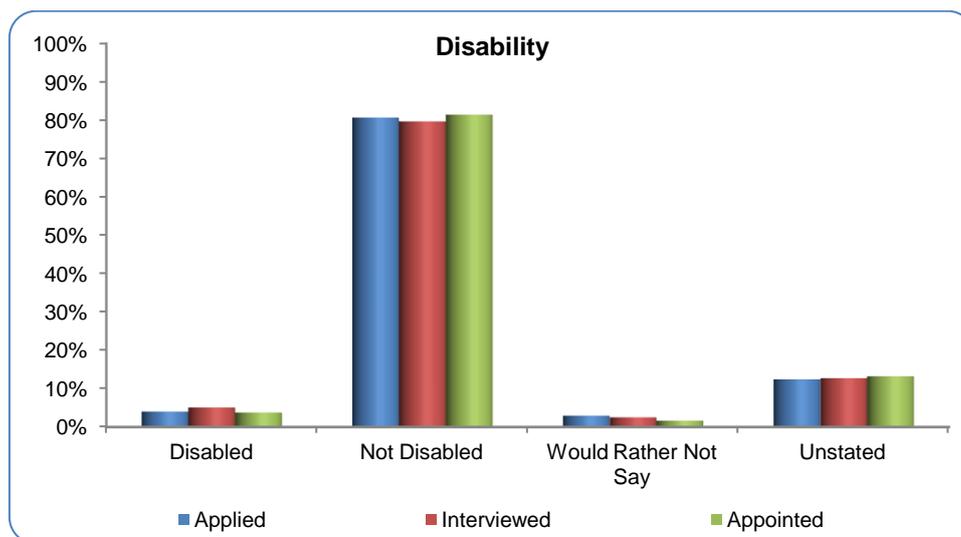
Race	Absence	Capability	Conduct	Grievance	Grand Total
Asian	0.00%	0.00%	5.00%	0.00%	1.61%
Black	0.00%	0.00%	0.00%	9.09%	0.81%
Mixed	3.70%	5.26%	2.50%	0.00%	3.23%
Other	1.85%	0.00%	0.00%	0.00%	0.81%
Unstated	11.11%	0.00%	7.50%	9.09%	8.06%
White British	81.48%	94.74%	80.00%	72.73%	82.26%
White Other	1.85%	0.00%	5.00%	9.09%	3.23%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

## Recruitment and Selection

The charts below show the percentage of applications by protected characteristic, along with the subsequent percentage by characteristic of those subsequently interviewed and appointed.

### Disability

4% of the total number of applications were from individuals declaring a disability. Slightly over 5% of all interviewees had a disability, indicating that the “two ticks” guaranteed interview scheme the Council operates is working successfully. A slightly smaller proportion of those appointed had declared a disability. However, in general, those appointed reflected the number of applications received.



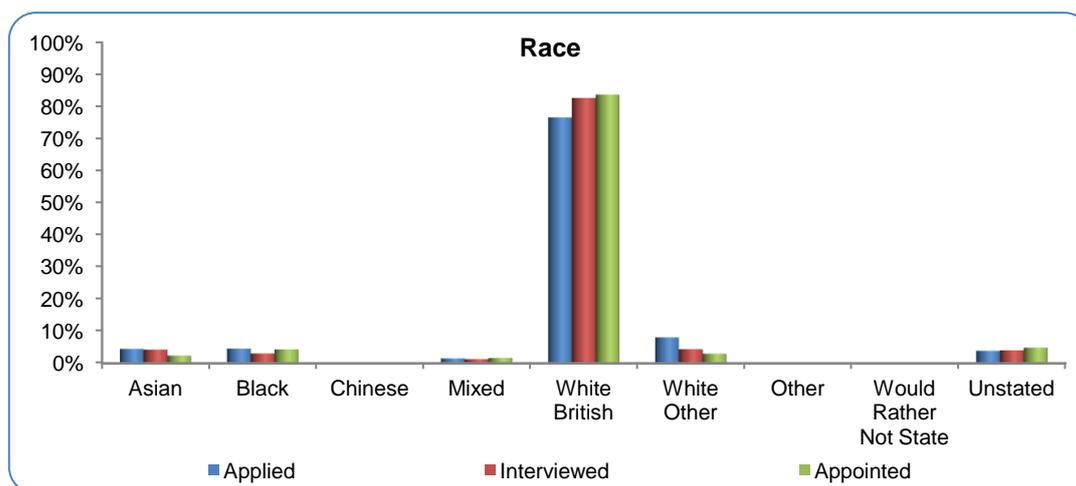
Disability	Applied	Interviewed	Appointed
<b>Disabled</b>	4.03%	5.07%	3.77%
<b>Not Disabled</b>	80.67%	79.71%	81.40%
<b>Would Rather Not Say</b>	2.92%	2.48%	1.62%
<b>Unstated</b>	12.38%	12.74%	13.21%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

The table below shows the percentage of interviewees as a percentage of those applying, and those subsequently appointed as a percentage of those interviewed. This highlights how effective the guaranteed interview scheme is in securing an interview for disabled candidates who meet the minimum criteria. This scheme will continue to be monitored to ensure it is relevant and fit for purpose.

Characteristic	Percentage of Applications	Interviewed as a Percentage of Applied	Appointed as a Percentage of Interviewed
Disabled	4.03%	44.55%	31.11%
Not Disabled	80.67%	35.00%	42.72%
Would Rather Not Say	2.92%	30.14%	27.27%
Unstated	12.38%	36.45%	43.36%
<b>Total</b>	<b>100.00%</b>	<b>35.42%</b>	<b>41.83%</b>

## Race

11% of all applications were from candidates from a BME background, and almost 8.5% of all those appointed were BME candidates, an increase from 5% last year and significantly higher than our overall workforce percentage of 4.49%. In general, the number of appointees reflects the background of those applying; however, a slightly higher proportion of candidates from a White British background were appointed compared to those that applied. This suggests that we need to review our current recruitment practices to ensure we are paying due regard throughout the process and to better understand the data as it stands at present.

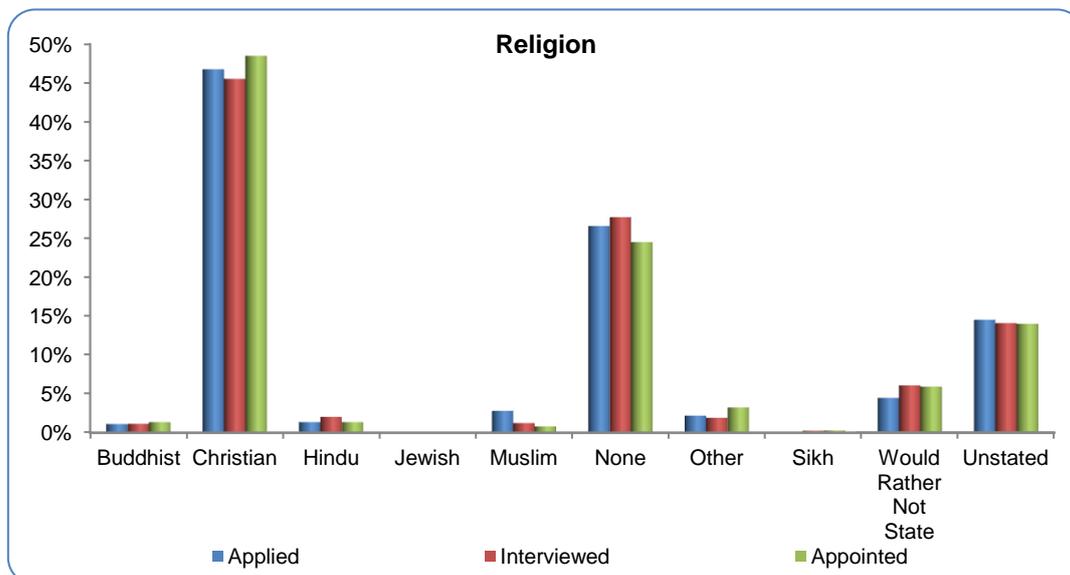


Race	Applied	Interviewed	Appointed
Asian	4.51%	4.28%	2.43%
Black	4.55%	3.04%	4.31%
Chinese	0.24%	0.11%	0.00%
Mixed	1.52%	1.24%	1.62%
White British	76.68%	82.75%	83.83%
White Other	8.11%	4.40%	2.96%
Other	0.32%	0.11%	0.00%
Would Rather Not State	0.16%	0.00%	0.00%
Unstated	3.91%	4.06%	4.85%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Race	Percentage of Applications	Interviewed as a Percentage of Applied	Appointed as a Percentage of Interviewed
Asian	4.51%	33.63%	23.68%
Black	4.55%	23.68%	59.26%
Chinese	0.24%	16.67%	0.00%
Mixed	1.52%	28.95%	54.55%
White British	76.68%	38.23%	42.37%
White Other	8.11%	19.21%	28.21%
Other	0.32%	12.50%	0.00%
Unstated	3.91%	0.00%	0.00%
Would Rather Not State	0.16%	36.73%	50.00%
<b>Total</b>	<b>100.00%</b>	<b>35.42%</b>	<b>41.83%</b>

## Religion

The majority of applicants, 54%, declared a religious belief. This figure remains very similar to last year. Generally, the proportion of candidates with a religious belief is reflected across the interview and appointment stages.

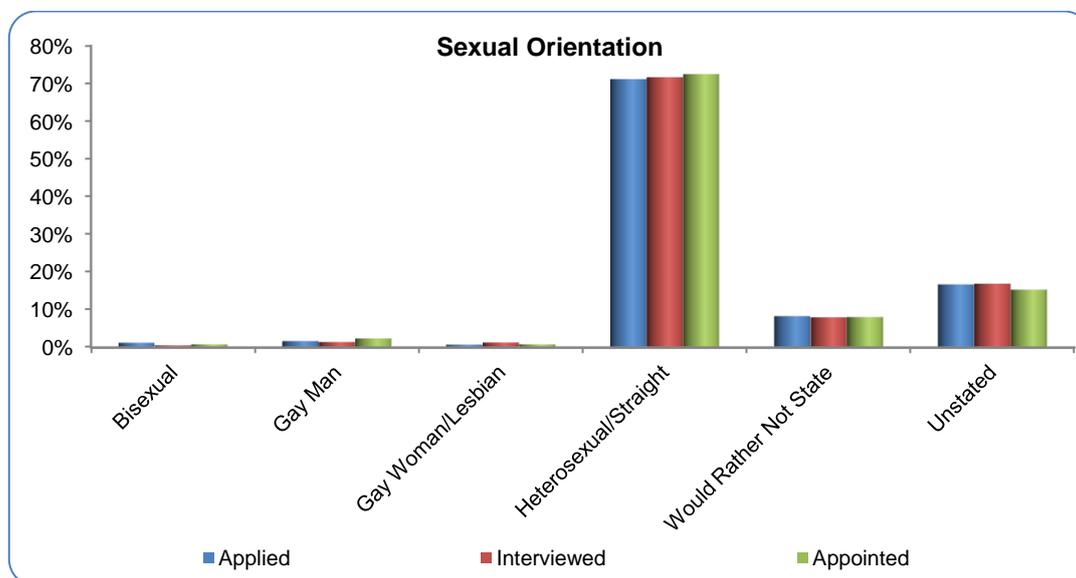


Religion	Applied	Interviewed	Appointed
Buddhist	1.12%	1.13%	1.35%
Christian	46.77%	45.55%	48.52%
Hindu	1.36%	2.03%	1.35%
Jewish	0.08%	0.00%	0.00%
Muslim	2.80%	1.24%	0.81%
None	26.60%	27.73%	24.53%
Other	2.20%	1.92%	3.23%
Sikh	0.08%	0.23%	0.27%
Would Rather Not State	4.47%	6.09%	5.93%
Unstated	14.54%	14.09%	14.02%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Religion	Percentage of Applications	Interviewed as a Percentage of Applied	Appointed as a Percentage of Interviewed
Buddhist	1.12%	35.71%	50.00%
Christian	46.77%	34.50%	44.55%
Hindu	1.36%	52.94%	27.78%
Jewish	0.08%	0.00%	0.00%
Muslim	2.80%	15.71%	27.27%
None	26.60%	36.94%	36.99%
Sikh	0.08%	100.00%	50.00%
Other	2.20%	30.91%	70.59%
Would Rather Not State	4.47%	48.21%	40.74%
Unstated	14.54%	34.34%	41.60%
<b>Total</b>	<b>100.00%</b>	<b>35.42%</b>	<b>41.83%</b>

## Sexual Orientation

3.72% of all applications are from those who have declared they are a Gay Man, Gay Woman or Bisexual, a slight increase from last year. Overall, slightly over 4% of all appointees are gay, lesbian or bisexual, again an increase from last year. The proportion of candidates who would either prefer not to state, or who did not indicate any sexuality, has risen slightly from 22% last year to 25% this year which would need to be further analysed.

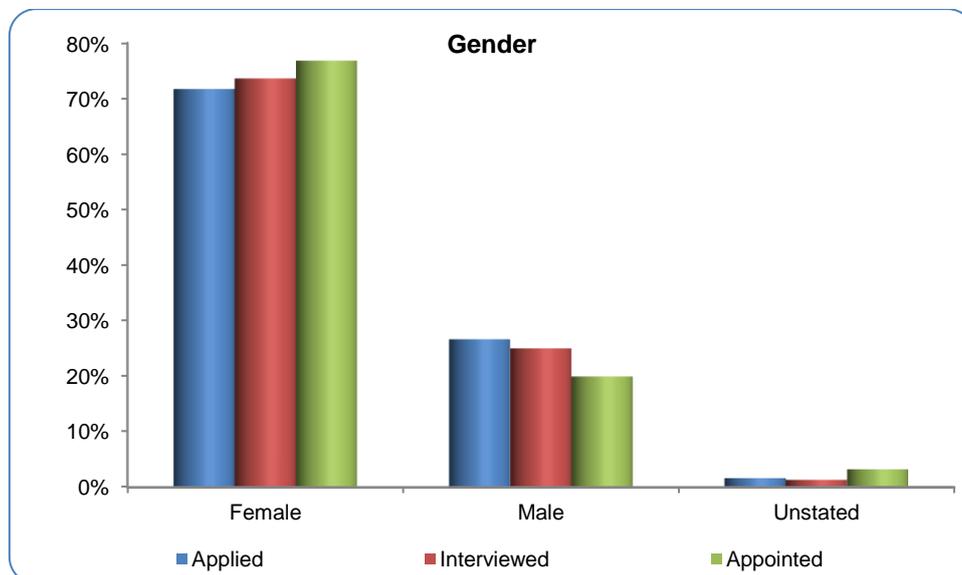


Sexual Orientation	Applied	Interviewed	Appointed
<b>Bisexual</b>	1.24%	0.56%	0.81%
<b>Gay Man</b>	1.72%	1.47%	2.43%
<b>Gay Woman/Lesbian</b>	0.76%	1.35%	0.81%
<b>Heterosexual/Straight</b>	71.21%	71.70%	72.51%
<b>Would Rather Not State</b>	8.31%	8.00%	8.09%
<b>Unstated</b>	16.77%	16.91%	15.36%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Sexual Orientation	Percentage of Applications	Interviewed as a Percentage of Applied	Appointed as a Percentage of Interviewed
<b>Bisexual</b>	1.24%	16.13%	60.00%
<b>Gay Man</b>	1.72%	30.23%	69.23%
<b>Gay Woman/Lesbian</b>	0.76%	63.16%	25.00%
<b>Heterosexual</b>	71.21%	35.67%	42.30%
<b>Would Rather Not State</b>	8.31%	34.13%	42.25%
<b>Unstated</b>	16.77%	34.47%	39.60%
<b>Total</b>	<b>100.00%</b>	<b>35.42%</b>	<b>41.83%</b>

## Gender

In line with the overall demographic of the workforce, considerably higher numbers of applications are received from female candidates than males. This is likely to reflect the nature of the roles and working options available. Those appointed generally reflect those that apply, although proportionally slightly more females are appointed than males.

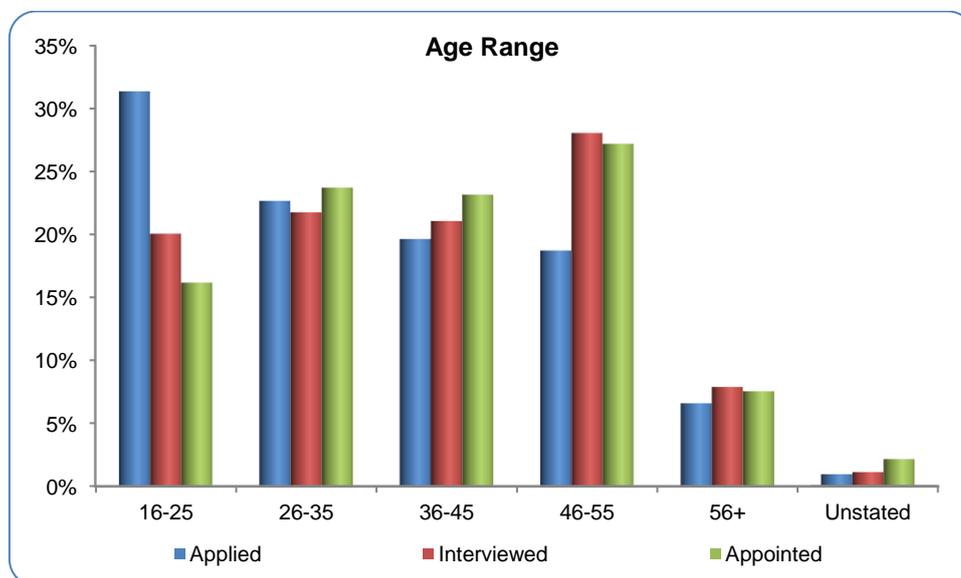


Gender	Applied	Interviewed	Appointed
Female	71.73%	73.62%	76.82%
Male	26.64%	25.03%	19.95%
Unstated	1.64%	1.35%	3.23%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Gender	Percentage of Applications	Interviewed as a Percentage of Applied	Appointed as a Percentage of Interviewed
Female	71.73%	36.36%	43.64%
Male	26.64%	33.28%	33.33%
Unstated	1.64%	29.27%	100.00%
<b>Total</b>	<b>100.00%</b>	<b>35.42%</b>	<b>41.83%</b>

## Age

The highest proportion of applications, almost a third, come from those aged 16-25, which reflects that school and further education leavers are those most likely to be seeking jobs. However, the number of appointments in this age group does not reflect the number of applications, which may indicate a lack of understanding amongst younger candidates as to the requirements of a role and their suitability to undertake it.



Age Range	Applied	Interviewed	Appointed
<b>16-25</b>	31.39%	20.07%	16.17%
<b>26-35</b>	22.68%	21.76%	23.72%
<b>36-45</b>	19.65%	21.08%	23.18%
<b>46-55</b>	18.73%	28.07%	27.22%
<b>56+</b>	6.59%	7.89%	7.55%
<b>Unstated</b>	0.96%	1.13%	2.16%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Age Range	Percentage of Applications	Interviewed as a Percentage of Applied	Appointed as a Percentage of Interviewed
<b>16-25</b>	31.39%	22.65%	33.71%
<b>26-35</b>	22.68%	33.98%	45.60%
<b>36-45</b>	19.65%	38.01%	45.99%
<b>46-55</b>	18.73%	53.09%	40.56%
<b>56+</b>	6.59%	42.42%	40.00%
<b>Unstated</b>	0.96%	41.67%	80.00%
<b>Total</b>	<b>100.00%</b>	<b>35.42%</b>	<b>41.83%</b>

## Training & Development

The tables below show the percentage of employees who have attended at least one formal training session, by protected characteristic, compared with the proportion each protected group makes up of the workforce. The data does not include informal training and development. In total, 37% of the total workforce accessed at least one formal training intervention in the period as reported under SAP.

### Gender

Proportionally, considerably more females than males attended training which is expected based on our demographic.

Gender	Percentage of Workforce	Percentage of Training Attendees
Female	72.75%	84.93%
Male	27.25%	15.07%
Grand Total	100.00%	100.00%

### Disability

The proportion of disabled employees undertaking a formal training course is lower than the total proportion of disabled employees in the workforce. We recognise that we need to better understand the demographic of those requesting to attend formal training and if there is a trend, based on protected characteristic, for this to be turned down. Also, if there are issues such as training being inaccessible to any disabled employee and whether this is the reason for a lower attendance rate and which again would need to be addressed as part of our action plan.

Disability	Percentage of Workforce	Percentage of Training Attendees
Not Disabled	86.25%	88.03%
Disabled	4.68%	2.38%
Prefer not to say	0.61%	0.29%
Unstated	8.46%	9.30%
Grand Total	100.00%	100.00%

### Age

The proportion of employees accessing training across the council is broadly representative of the age profile of the organisation.

Age Range	Percentage of Workforce	Percentage of training attendees
16-25	3.40%	4.18%
26-35	15.50%	14.71%
36-45	23.90%	22.13%
46-55	35.87%	37.06%
56+	21.32%	21.92%
Grand Total	100.00%	100.00%

## Race

The ethnic profile of those accessing training is reflective of the workforce overall

Race	Percentage of Workforce	Percentage of training attendees
White British	86.25%	86.59%
Unstated	5.82%	5.55%
White Other	3.43%	3.68%
Black	1.49%	1.59%
Asian	1.46%	1.30%
Mixed	1.17%	1.08%
Other	0.37%	0.22%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>

## Sexual Orientation

The sexual orientation of those attending formal training courses reflects the workforce as a whole. The figures show that employees who have declared they are Gay, Lesbian or Bisexual are accessing training.

Sexual Orientation	Percentage of Workforce	Percentage of Training Attendees
Bisexual	0.29%	0.29%
Gay man	0.61%	0.79%
Gay woman/lesbian	0.48%	0.29%
Heterosexual/straight	40.02%	29.49%
Prefer not to say	3.19%	2.81%
Unstated	55.41%	66.33%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>