

EQUALITIES IN EMPLOYMENT REPORT 2013-14

Summary of Key Points Emerging

1. The overall number of employees reduced by 14.6% from 2010/11 to March 2013/14.
2. 70.9% of employees are female and 29.1% are male.
3. 53.1% of employees work part time. 66% of females are part time and 21.9% males are part time.
4. The number of employees aged 16-20 has increased by 35% since 2011/12/13. This age group still only forms 0.5% of the total workforce but this increase is likely to be due to our apprenticeship programme with apprentices having been appointed since April 2013. 8.2% of the workforce is aged 29 or under. 72.4% of the workforce is aged 40+.
5. 4.3% of the workforce has disclosed a disability which shows a light decrease over the last four years.
6. Sexual orientation is not known for 72.1% of the workforce. The council began collecting information on this group in 2007/08 and the number of employees prepared to disclose this information has increased by 7.8% since this date.
7. Information about employee's religion/belief is known for 27.9% of the workforce which is a gradual but notable slight increase from 19.5% in 2010/11. This increase is primarily as a result of equal opportunities monitoring captured through recruitment.
8. 5.4% of employees identify as being from a Black, Asian or Minority Ethnic (BAME) group which is consistent over the last four years. 81.8% of the workforce identified as being White British which is a decrease from 87% in 2010/11.
9. The Council does not capture workforce data on gender reassignment.
10. There were 428 vacancies in 2013/14. This figure has fluctuated over the last four years. The average number of applications per vacancy has increased from 17 to 19.
11. The success rate of disabled applicants over the last four years has reduced from 3.6% to 3.0%.
12. There continues to be a consistently low volume of grievances, written warnings and dismissals across all groups.
13. The council's turnover rate is highest for employees aged 29 and under but it generally remains low at 5.7%. (Permanent employees who voluntarily left).
14. Workforce data about religion/belief and sexual orientation remains low and so it is difficult to analyse this data in a meaningful way. HR could consider actions to encourage employees to update this information on MyView although this is not deemed to be an appropriate piece of work in the immediate future. (MyView is a system which employees can use to access and update certain details about themselves, view their payslips, and submit training requests and expense claims).

NB:- Throughout the report, where there are fewer than ten in a particular group, data has been suppressed and is represented by the # symbol for reasons of confidentiality.

CONTENTS

	Page
Staff in Post	3
Applicants for Employment	11
Grievances and Dismissal	18
Written warnings and dismissals	25
Employees who cease employment	34
Applications for flexible working and success rates	43
Return-to-work rates after maternity leave	44
Length of service	45
Take-up of training opportunities	49

Staff in Post

Number of permanent employees* (%)

Department	(any previous department name)	2010/11	2011/12	2012/13	2013/14
Chief Executive & Corporate Resources (CECR)		483 (12.9%)	556 (16.6%)	512 (15.7%)	504 (15.8%)
Environment and Community Services (ECS)**	Community Services (CS)	583 (15.6%)	847 (25.3%)	850 (26%)	863 (27.1%)
	Planning, Transportation and Strategic Environment (PTSE)	359 (9.6%)			
Children, Adults and Health (CAH)***	Community Care & Housing (CCH)	830 (22.2%)	673 (20.1%)	1908 (58.3%)	1821 (57.1%)
	Children and Young People (CYP) (exc. Schools)	1480 (39.6%)	1266 (37.9%)		
All		3735 (100%)	3342 (100%)	3270 (100%)	3188 (100%)

* Permanent employees = permanent contracts only, including zero hours contracts.

** Community Services and Planning, Transportation and Strategic Environment departments merged in 2011 to form a new Environment and Community Services department.

*** Community Care and Housing and Children and Young People departments merged in 2013 to form a new Children, Adults and Health department.

Staff in Post – Gender

Department		2010/11			2011/12			2012/13			2013/14		
		No. Permanent Employees (and %)	Male* (%)	Female* (%)	No. Permanent Employees (and %)	Male* (%)	Female* (%)	No. Permanent Employees (and %)	Male* (%)	Female* (%)	No. Permanent Employees (and %)	Male* (%)	Female* (%)
Chief Executive & Corporate Resources (CECR)		483 (12.9%)	184 (17.8%)	299 (11.1%)	556 (16.6%)	189 (19.9%)	367 (15.4%)	512 (15.7%)	172 (18.7%)	340 (14.5%)	504 (15.8%)	162 (17.4%)	342 (15.1%)
Environment and Community Services (ECS)**	CS***	583 (15.6%)	311 (30.2%)	272 (10.1%)	847 (25.3%)	434 (45.6%)	413 (17.3%)	850 (26%)	432 (46.9%)	418 (17.8%)	863 (27.1%)	438 (47.1%)	425 (18.8%)
	PTSE***	359 (9.6%)	147 (14.3%)	212 (7.8%)									
Children, Adults and Health (CAH)***	CCH****	830 (22.2%)	113 (11%)	717 (26.5%)	673 (20.1%)	94 (9.9%)	579 (24.2%)	1908 (58.3%)	317 (34.4%)	1591 (67.7%)	1821 (57.1%)	329 (35.4%)	1492 (66%)
	CYP****	1480 (39.6%)	276 (26.8%)	1204 (44.5%)	1266 (37.9%)	235 (24.7%)	1031 (43.1%)						
All		3735 (100%)	1031 (27.6%)	2704 (72.4%)	3342 (100%)	952 (28.5%)	2390 (71.5%)	3270 (100%)	921 (28.2%)	2349 (71.8%)	3188 (100%)	929 (29.1%)	2259 (70.9%)

* % of total male or female populations

*** CS – Community Services, PTSE – Planning, Transportation and Strategic Environment

**** CCH – Community Care and Housing, CYP – Children and Young People

Staff in Post – Gender (full-time vs. part-time)

	2010/11			2011/12			2012/13			2013/14		
	No. Employees (and %)	Male* (%)	Female* (%)	No. Employees (and %)	Male* (%)	Female* (%)	No. Employees (and %)	Male* (%)	Female* (%)	No. Employees (and %)	Male* (%)	Female* (%)
Total number of full-time staff**	1768 (47.3%)	863 (83.7%)	905 (33.5%)	1615 (48.4%)	781 (82.0%)	834 (34.9%)	1534 (46.9%)	748 (81.2%)	786 (33.5%)	1495 (46.9%)	726 (78.1%)	769 (34%)
Total number of part-time staff	1967 (52.7%)	168 (16.3%)	1799 (66.5%)	1727 (51.6%)	171 (18%)	1556 (65.1%)	1736 (53.1%)	173 (18.8%)	1563 (66.5%)	1693 (53.1%)	203 (21.9%)	1490 (66%)

* % of total male or female populations

** Full time = 37 hours per week

Staff in Post – Age

Year	<20 (%)	20-29 (%)	30-39 (%)	40-49 (%)	50-59 (%)	60-64 (%)	65+ (%)
10/11	# (#%)	339 (9.1%)	668 (17.9%)	1226 (32.8%)	1067 (28.6%)	322 (8.6%)	107 (2.9%)
11/12	# (#%)	282 (8.4%)	626 (18.7%)	1103 (33%)	963 (28.8%)	265 (7.9%)	97 (2.9%)
12/13	11 (0.3%)	236 (7.2%)	584 (17.9%)	1056 (32.3%)	1015 (31%)	254 (7.8%)	114 (3.5%)
13/14	17 (0.5%)	261 (8.2%)	601 (18.9%)	977 (30.6%)	997 (31.3%)	240 (7.5%)	95 (3%)

Staff in Post – Disability (as a % of disability population in brackets)

	No. permanent employees (and %)	No. permanent employees (and %)	No. permanent employees (and %)	No. permanent employees (and %)
	2010/2011	2011/12	2012/13	2013/14
Disabled employees	171 (5%)	163 (4.9%)	142 (4.3%)	136 (4.3%)
Non-disabled employees	3221 (86.2%)	2809 (84.1%)	2729 (83.5%)	2517 (79%)
Prefer not to say	# (0.2%)	# (0.2%)	# (0.3%)	# (0.3%)
Not known	334 (8.9%)	362 (10.8%)	390 (11.9%)	527 (16.5%)

Staff in Post – Sexual Orientation

Year	Bisexual	Gay man	Gay woman/lesbian	Heterosexual/ straight	Other	Prefer not to say	Not known
10/11	# (#%)	# (#%)	10 (0.3%)	665 (17.8%)	# (0%)	53 (1.4%)	2998 (80.3%)
11/12	# (#%)	# (#%)	10 (0.3%)	667 (20%)	# (#%)	62 (1.9%)	2591 (77.5%)
12/13	# (#%)	# (#%)	10 (0.3%)	716 (21.9%)	# (0%)	58 (1.8%)	2476 (75.7%)
13/14	# (#%)	# (#%)	14 (0.4%)	814 (25.5%)	# (#%)	51 (1.6%)	2300 (72.1%)

Staff in Post – Religion/Belief

	2010/11	2011/12	2012/13	2013/14
Buddhist	# (#%)	# (#%)	# (#%)	# (#%)
Christian	381 (10.2%)	373 (11.2%)	393 (12%)	434 (13.6%)
Hindu	# (#%)	# (#%)	# (#%)	# (#%)
Jewish	# (#%)	# (#%)	# (#%)	# (#%)
Muslim	# (#%)	# (#%)	# (#%)	# (#%)
Sikh	# (#%)	# (#%)	# (#%)	# (#%)
Any Other Religion	12 (0.3%)	# (#%)	# (#%)	# (#%)
No religion	280 (7.5%)	292 (8.7%)	319 (9.8%)	377 (11.8%)
Prefer not to say	48 (1.3%)	61 (1.8%)	62 (1.9%)	57 (1.8%)
Not known	3000 (80.3%)	2594 (77.6%)	2475 (75.7%)	2298 (72.1%)

Staff in Post – Ethnicity

	2010/11	2011/12	2012/13	2013/14
Arab	Not Available	Not Available	Not Available	Not Available
Asian/Asian British	37 (1%)	33 (1%)	30 (0.9%)	25 (0.8%)
Black/Black British	53 (1.4%)	50 (1.5%)	45 (1.4%)	46 (1.4%)
Mixed/Multiple Ethnic Groups	23 (0.6%)	24 (0.7%)	24 (0.7%)	21 (0.7%)
Chinese	# (#%)	# (#%)	# (#%)	# (#%)
Gypsy or Traveller of Irish Heritage	# (#%)	# (#%)	# (#%)	# (#%)
White British	3250 (87%)	2855 (85.4%)	2791 (85.4%)	2609 (81.8%)
White – Irish	34 (0.9%)	30 (0.9%)	21 (0.6%)	19 (0.6%)
White – Other	49 (1.3%)	45 (1.3%)	40 (1.2%)	46 (1.4%)
Other ethnic group	11 (0.3%)	11 (0.3%)	# (#%)	10 (0.3%)
Prefer not to say	23 (0.6%)	38 (1.1%)	32 (1%)	25 (0.8%)
Not Known	247 (6.6%)	249 (7.5%)	273 (8.3%)	383 (12%)

Staff in Post – Gender Reassignment (as a % of transgender employee population in brackets)*

	No. permanent employees identifying as a transgender person (and %)	No. permanent employees identifying as a transgender person (and %)	No. permanent employees identifying as a transgender person (and %)	No. permanent employees identifying as a transgender person (and %)
	2010/2011	2011/2012	2012/2013	2013/14
All	Not available	Not available	Not available	Not available

* Systems are being assessed, with the ability to capture this information in the future being a part of this work

Applicants for Employment

Success rate = number of new starters appointed as a percentage of applicants

	2010/11	2011/12*	2012/13	2013/14
No. of vacancies	288	242	363	428
Average applications per vacancy	17	23	23	19

	2010/11	Success Rate (%)	2011/12	Success Rate (%)	2012/13	Success Rate (%)	2013/14	Success Rate (%)
No. of applicants	4820	4.5%	5598	4.3%	8456	3.1%	8183	5%
Appointed	215		239		259		412	

* Figures include all vacancies i.e. full time/part time/temporary and permanent.

Success rates of applicants over the last four years - Gender

	2010/11	Success rate (%)	2011/12	Success rate (%)	2012/13	Success rate (%)	2013/14	Success rate (%)
Male								
No. of applicants	1834	4%	1977	4.4%	3032	3.7%	2473	5%
Appointed	74		86		112		123	
Female								
No. of applicants	2940	4.8%	3577	4.3%	5372	2.7%	5666	5.1%
Appointed	141		153		147		289	
Unknown								
No. of applicants			44	0%	52	0%	44	0%
Appointed			0*		0*		0*	

* System currently requires gender to be entered

Success rates of applicants over the last four years - Disability

	2010/11	Success rate (%)	2011/12	Success rate (%)	2012/13	Success rate (%)	2013/14	Success rate (%)
No. of disabled applicants	165	3.6%	265	3.8%	359	3.1%	366	3%
Appointed	#		10		11		11	
No. of non-disabled applicants			5302	2.7%	8056	2%	7779	2.7%
Appointed			143		161		211	
No. of unknown applicants			31	277.4%	41	212.2%	38	500%
Appointed			86		87		190	

* Not all vacancies are advertised through the recruitment website, therefore figures differ between reporting systems.

Success rates of applicants over the last four years – Age

	2010/11	Success rate (%)	2011/12	Success rate (%)	2012/13	Success rate (%)	2013/14	Success rate (%)
<20								
No. of applicants	184	4.3%	296	6.8%	351	4.3%	377	5.6%
Appointed	#		20		15		21	
20-29								
No. of applicants	1776	4%	1902	3%	2717	2.5%	2497	4.5%
Appointed	72		58		69		112	
30-39								
No. of applicants	1070	4.8%	1360	3.3%	1950	3%	1963	5.7%
Appointed	51		45		58		112	
40-49								
No. of applicants	1029	4.5%	1203	6%	2060	3%	1976	4.5%
Appointed	46		72		61		89	
50-59								
No. of applicants	526	5.5%**	665	4.5%	1127	3.6%	1137	4.8%
Appointed	26		30		41		55	
60+								
No. of applicants	55	21.8%	82	17.1%	139	10.8%	165	13.9%
Appointed	12		14		15		23	
Unknown								
No. of applicants			90	0%	112	0%	68	0%
Appointed			0*		0*		0*	

* System currently requires gender to be entered

** Should be 4.9%

Success rates of applicants over the last four years - Sexual Orientation

	2010/11	Success rate (%)	2011/12	Success rate (%)	2012/13	Success rate (%)	2013/14	Success rate (%)
Bisexual								
No. of applicants	33	6%	53	1.9%	97	0%	72	2.8%
Appointed	#		#		#		#	
Gay Man								
No. of applicants	42	2.4%	41	2.4%	49	2%	58	3.4%
Appointed	#		#		#		#	
Gay Woman/Lesbian								
No. of applicants	39	10.2%	65	3.1%	86	4.7%	71	11.3%
Appointed	#		#		#		#	
Heterosexual/Straight								
No. of applicants	4309	3.1%	5123	3%	7791	2.2%	7579	3%
Appointed	136		153		168		224	
Prefer not to Say								
No. of applicants	397	18%	282	2.5%	391	0.3%	363	5.2%
Appointed	72		#		#		19	
Other								
No. of applicants					#	0%	#	0%
Appointed					#		#	
Not Known								
No. of applicants			34	220.6%*	42	200%*	40	392.5%*
Appointed			75		84		157	

* Not all vacancies are advertised through the recruitment website, therefore figures differ between reporting systems.

Success rates of applicants over the last four years - Religion/Belief

	2010/11	Success rate (%)	2011/12	Success rate (%)	2012/13	Success rate (%)	2013/14	Success rate (%)
Buddhist								
No. of applicants	37	5.4%	45	6.7%	32	3.1%	41	4.9%
Appointed	#		#		#			
Christian								
No. of applicants	1927	2.9%	2279	2.9%	3583	2.1%	3273	3.4%
Appointed	57		67		77		111	
Hindu								
No. of applicants	26	3.8%	29	0%	49	0%	28	0%
Appointed	#		#		#			
Jewish								
No. of applicants	7	14.3%	4	0%	7	0%	7	14.3%
Appointed	#		#		#			
Muslim								
No. of applicants	77	1.3%	116	0.9%	163	0%	95	0%
Appointed	#		#		#			
Sikh								
No. of applicants	16	0%	23	0%	37	0%	25	0%
Appointed	#		#		#			
No religion								
No. of applicants	2209	3.4%	2649	2.9%	4020	2.2%	4194	3%
Appointed	76		78		87		124	
Any other religion								
No. of Applicants	91	2.2%	119	1.7%	149	0.7%	122	1.6%
Appointed	#		#		#			
Prefer not to Say								
No. of applicants	430	17.4%	302	4%	374	2.4%	357	4.2%
Appointed	75		12		#		15	
Not Known								
No. of applicants			32	237.5%*	42	200%*	41	382.9%*
Appointed			76		84		157	

* Not all vacancies are advertised through the recruitment website, therefore figures differ between reporting systems.

Success rates of applicants over the last four years – Ethnicity

	2010/11	Success rate (%)	2011/12	Success rate (%)	2012/13	Success rate (%)	2013/14	Success rate (%)
Arab								
No. of Applicants	Not Available		Not Available		Not Available		Not Available	
Appointed								
Asian/Asian British								
No. of Applicants	121	8.3%**	171	0.6%	263	0.4%	198	1.5%
Appointed	#		#		#		#	
Black/African/Caribbean/Black British								
No. of Applicants	175	5.7%	250	4%	317	0.3%	262	3.1%
Appointed	10		10		#		#	
Gypsy or Traveller of Irish Heritage								
No. of Applicants	#	0%	#	0%	#	0%	#	0%
Appointed	#		#		#		#	
Mixed/Multiple Ethnic Groups								
No. of Applicants	112	0.9%	131	3.8%	153	1.3%	192	1%
Appointed	#		#		#		#	
White – English/Welsh/Scottish/Northern Irish/British								
No. of Applicants	3940	3.6%	4540	3.3%	7108	2.5%	6971	3.4%
Appointed	143		151		175		237	
White – Irish								
No. of Applicants	38	0%	29	3.4%	40	2.5%	30	6.7%
Appointed	#		#		#		#	
White – Other								
No. of Applicants	213	4.2%	333	1.2%	401	1.5%	387	2.6%
Appointed	#		#		#		10	
Chinese								
No. of Applicants	#	0%	18	0%	18	0%	10	10%
Appointed	#		#		#		#	
Other ethnic group								
No. of Applicants	28	7%	23	13%	17	0%	31	6.5%
Appointed	#		#		#		#	
Prefer Not to Say								
No. of Applicants			68	4.4%	96	0%	61	4.9%
Appointed			#		#		#	
Not Known								
No. of Applicants			32	190.6%*	40	182.5%*	39	369.2%*
Appointed			61		73		144	

* Not all vacancies are advertised through the recruitment website, therefore figures differ between reporting systems. ** Should be 0.8%

Success rates of applicants over the last four years – Gender Reassignment (as a % of transgender employee population in brackets)*

	2010/11	Success rate (%)	2011/12	Success rate (%)	2012/13	Success rate (%)	2013/14	Success rate (%)
No. of applicants	Not Available		Not Available		Not Available		Not Available	
Appointed	Not Available		Not Available		Not Available		Not Available	

* Systems are being assessed, with the ability to capture this information in the future a part of this work.

Grievances and Dismissal

Number of grievances received – Overall (as a % of total population in brackets)

	Year 10/11	%	Year 11/12	%	Year 12/13	%	Year 13/14	%
No. of formal (stage 2) grievances received	#	(0%)	#	(0.2%)	#	(0.1%)	#	(0.1%)
No. of appeals received against grievance decisions	#	(0%)	#	(0%)	#	(0%)	#	(0%)

Grievances – Gender (as a % of gender population in brackets)

	Year 10/11	%	Year 11/12	%	Year 12/13	%	Year 13/14	%
Male								
No. of written grievances received	0	(0%)	#	(0.1%)	#	(0.1%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Female								
No. of written grievances received	0	(0%)	#	(0.2%)	#	(0%)	#	(0.1%)
No. of appeals received against grievance decisions	0	(0%)	#	(0%)	0	(0%)	#	(0%)

Grievances – age over the last four years (as a % of age group population in brackets)

	Year 10/11	%	Year 11/12	%	Year 12/13	%	Year 13/14	%
<20								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
20-29								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
30-39								
No. of written grievances received	0	(0%)	#	(0.2%)	#	(0.3%)	#	(0.5%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
40-49								
No. of written grievances received	0	(0%)	#	(0.2%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	#	(0.1%)	0	(0%)	#	(0.1%)
50-59								
No. of written grievances received	0	(0%)	#	(0.1%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
60-64								
No. of written grievances received	0	(0%)	#	(0.8%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
65+								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)

Grievances – Disability over the last four years (as a % of disability population in brackets)

	Year 10/11	%	Year 11/12	%	Year 12/13	%	Year 13/14	%
No. of written grievances received from disabled employees	0	(0%)	#	(0.6%)	0	(0%)	#	(0.7%)
No. of appeals received against grievance decisions from disabled employees	0	(0%)	#	(0.6%)	0	(0%)	#	(0.7%)
No. of written grievances received from non-disabled employees	0	(0%)	#	(0.1%)	#	(0.1%)	#	(0%)
No. of appeals received against grievance decisions from non-disabled employees	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of written grievances received from prefer not to say	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions from prefer not to say	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of written grievances received from not known	0	(0%)	#	(0.3%)	0	(0%)	#	(0.2%)
No. of appeals received against grievances decisions from not known	0	(0%)	0	(0%)	0	(0%)	0	(0%)

Grievances - Sexual Orientation over the last four years (as a % of declared sexual orientation in brackets)

	Year 10/11	%	Year 11/12	%	Year 12/13	%	Year 13/14	%
Bisexual								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Gay man								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Gay woman / lesbian								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Heterosexual / straight								
No. of written grievances received	0	(0%)	#	(0.1%)	#	(0.1%)	#	(0.1%)
No. of appeals received against grievance decisions	0	(0%)	#	(0.1%)	0	(0%)	#	(0.1%)
Other								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Prefer Not to Say								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Not Known								
No. of written grievances received	0	(0%)	#	(0.2%)	#	(0%)	#	(0.1%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)

Grievances - Religion/Belief over the last four years (as a % of declared religion/belief in brackets)

	Year 10/11	%	Year 11/12	%	Year 12/13	%	Year 13/14	%
Buddhist								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Christian								
No. of written grievances received	0	(0%)	0	(0%)	#	(0.3%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	#	(0.3%)	0	(0%)	#	(0.2%)
Hindu								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Jewish								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Muslim								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Sikh								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No religion								
No. of written grievances received	0	(0%)	#	(0.3%)	0	(0%)	#	(0.3%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Any other religion								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Prefer Not to Say								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Not Known								
No. of written grievances received	0	(0%)	5	(0.2%)	#	(0%)	#	(0.1%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)

Grievances – Ethnicity over the last four years – (as a % of declared ethnic group in brackets)

	Year 10/11	%	Year 11/12	%	Year 12/13	%	Year 13/14	%
Arab								
No. of written grievances received	Not available							
No. of appeals received against grievance decisions	Not available							
Asian/Asian British								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Black/African/Caribbean/Black British								
No. of written grievances received	0	(0%)	0	(0%)	#	(2.2%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Gypsy or Traveller of Irish Heritage								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Mixed/Multiple Ethnic Groups								
No. of written grievances received	0	(0%)	0	(0%)	#	(4.2%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
White – English/Welsh/Scottish/Northern Irish/British								
No. of written grievances received	0	(0%)	#	(0.2%)	0	(0%)	#	(0.1%)
No. of appeals received against grievance decisions	0	(0%)	#	(0%)	0	(0%)	#	(0%)
White – Irish								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
White – Other								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Other ethnic group								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Prefer Not to Say								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Not Known								
No. of written grievances received	0	(0%)	1	(0.4%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)

Grievances – Gender Reassignment over the last four years (as a % of transgender employee population in brackets)*

	Year 10/11	%	Year 11/12	%	Year 12/13	%	Year 13/14	%
No. of written grievances received	Not available		Not available		Not available		Not available	
No. of appeals received against grievance decisions								

* **Systems are being assessed, with the ability to capture this information in the future a part of this work**

Written warnings and dismissals

*Written warnings = first written warnings for all conduct tables

Number of performance hearings received – Overall (as a % of total population in brackets)

	Year 10/11	%	Year 11/12	%	Year 12/13	%	Year 13/14	%
No. of written* warnings	14	(0.4%)	13	(0.4%)	11	(0.3%)	#	(0.1%)
No. of final written warnings	#	(0.2%)	#	(0.1%)	#	(0%)	#	(0%)
No. of dismissals	#	(0.1%)	#	(0.1%)	#	(0.1%)	#	(0.1%)

Performance Hearings – Gender over the last four years (as a % of gender population in brackets)

	Year 10/11	%	Year 11/12	%	Year 12/13	%	Year 13/14	%
Male								
No. of written warnings	#	(0.9%)	#	(0.4%)	0	(0%)	#	(0.1%)
No. of final written warnings	#	(0.6%)	#	(0.1%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	#	(0.1%)	#	(0.1%)	#	(0.1%)
Female								
No. of written warnings	#	(0.2%)	#	(0.4%)	11	(0.5%)	#	(0%)
No. of final written warnings	#	(0%)	#	(0.1%)	#	(0%)	#	(0%)
No. of dismissals	#	(0.1%)	#	(0.2%)	#	(0%)	#	(0.1%)

Performance Hearings – Age over the last four years (as a % of age group population in brackets)

	Year 10/11	%	Year 11/12	%	Year 12/13	%	Year 13/14	%
<20								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
20-29								
No. of written warnings	#	(0.6%)	#	(0.7%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	#	(0.4%)	0	(0%)
30-39								
No. of written warnings	0	(0%)	#	(0.3%)	#	(0.3%)	0	(0%)
No. of final written warnings	#	(0.1%)	#	(0.2%)	#	(0.2%)	0	(0%)
No. of dismissals	#	(0.1%)	#	(0.3%)	0	(0%)	0	(0%)
40-49								
No. of written warnings	#	(0.7%)	#	(0.5%)	#	(0.3%)	0	(0%)
No. of final written warnings	#	(0.2%)	#	(0.1%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	#	(0.1%)	0	(0%)	0	(0%)
50-59								
No. of written warnings	#	(0.2%)	#	(0.2%)	#	(0.6%)	#	(0.2%)
No. of final written warnings	#	(0.2%)	#	(0.1%)	0	(0%)	#	(0.1%)
No. of dismissals	#	(0.1%)	#	(0.1%)	#	(0.1%)	#	(0.2%)
60-64								
No. of written warnings	#	(0.3%)	#	(0.8%)	0	(0%)	0	(0%)
No. of final written warnings	#	(0.3%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	#	(0.4%)	0	(0%)	0	(0%)
65+								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	#	(1.1%)

Performance Hearings – Disability over the last four years (as a % of disability population in brackets)

	Year 10/11	%	Year 11/12	%	Year 12/13	%	Year 13/14	%
Disabled Employees								
No. of written warnings	0	(0%)	#	(0.6%)	#	(0.7%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	#	(0.6%)	0	(0%)	0	(0%)
Non-Disabled Employees								
No. of written warnings	11	(0.3%)	11	(0.4%)	10	(0.4%)	#	(0.1%)
No. of final written warnings	#	(0.2%)	#	(0.1%)	0	(0%)	#	(0%)
No. of dismissals	#	(0.1%)	#	(0.1%)	#	(0%)	#	(0.1%)
Prefer Not To Say Employees								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Not Known Employees								
No. of written warnings	#	(0.9%)	#	(0.3%)	0	(0%)	0	(0%)
No. of final written warnings	#	(0.6%)	0	(0%)	#	(0.3%)	0	(0%)
No. of dismissals	0	(0%)	#	(0.3%)	#	(0.3%)	0	(0%)

Performance Hearings - Sexual Orientation over the last four years - (as a % of declared sexual orientation in brackets)

	Year 10/11	%	Year 11/12	%	Year 12/13	%	Year 13/14	%
Bisexual								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Gay man								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Gay woman / lesbian								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Heterosexual / straight								
No. of written warnings	#	(0.1%)	#	(0.3%)	#	(0.1%)	#	(0.1%)
No. of final written warnings	#	(0.1%)	#	(0.1%)	#	(0.1%)	#	(0.1%)
No. of dismissals	0	(0%)	#	(0.1%)	#	(0.1%)	0	(0%)
Other								
No. of Written Warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of Final Written Warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of Dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Prefer Not to Say								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	#	(1.6%)	0	(0%)	0	(0%)
Not Known								
No. of written warnings	11	(0.4%)	11	(0.4%)	10	(0.4%)	#	(0%)
No. of final written warnings	#	(0.2%)	#	(0.1%)	0	(0%)	0	(0%)
No. of dismissals	#	(0.1%)	#	(0.1%)	#	(0%)	#	(0.1%)

Performance Hearings - Religion/Belief over the last four years - (as a % of declared religion/belief in brackets)

	Year 10/11	%	Year 11/12	%	Year 12/13	%	Year 13/14	%
Buddhist								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Christian								
No. of Written Warnings	#	(0.3%)	1	(0.3%)	1	(0.3%)	0	(0%)
No. of Final Written Warnings	0	(0%)	0	(0%)	1	(0.3%)	0	(0%)
No. of Dismissals	0	(0%)	1	(0.3%)	1	(0.3%)	0	(0%)
Hindu								
No. of written warnings	0	(0%)	1	(33%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Jewish								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Muslim								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Sikh								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No religion								
No. of written warnings	#	(0.4%)*	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	1	(0.3%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	1	(0.3%)	0	(0%)	0	(0%)
Any other religion								
No. of written warnings	#	(8.3%)**	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Prefer Not to Say								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	#	(1.8%)
No. of final written warnings	#	(2%)	0	(0%)	0	(0%)	#	(1.8%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)

Not Known								
No. of written warnings	11	(0.4%)	11	(0.4%)	10	(0.4%)	#	(0%)
No. of final written warnings	#	(0.2%)	#	(0.1%)	0	(0%)	0	(0%)
No. of dismissals	#	(0.1%)	#	(0.1%)	#	(0%)	#	(0.1%)

* Should be 2 (0.7%)

** Should be 0 (0%)

Performance Hearings – Ethnicity over the last four years – (as a % of declared ethnic group in brackets)

	Year 10/11	%	Year 11/12	%	Year 12/13	%	Year 13/14	%
Arab								
No. of written warnings	Not available							
No. of final written warnings								
No. of dismissals								
Asian/Asian British								
No. of written warnings	0	(0%)	#	(3%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Black/African/Caribbean/Black British								
No. of written warnings	#	(0.5%)	#	(2%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	#	(2.2%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Gypsy or Traveller of Irish Heritage								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Mixed/Multiple Ethnic Groups								
No. of written warnings	#	(4.3%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
White – English/Welsh/Scottish/Northern Irish/British								
No. of written warnings	11*	(0.3%)	11	(0.4%)	10	(0.4%)	#	(0.1%)
No. of final written warnings	#	(0.1%)	#	(0.1%)	0	(0%)	#	(0%)
No. of dismissals	#	(0%)	#	(0.1%)	0	(0%)	#	(0.1%)
White – Irish								
No. of written warnings	0	(0%)	0	(0%)	#	(4.8%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	#	(4.8%)	0	(0%)
White – Other								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	#	(2%)	0	(0%)	0	(0%)
Other ethnic group								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)

Prefer Not to Say								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Unknown								
No. of written warnings	#	(0.8%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	#	(0.8%)	0	(0.8%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	#	(0.4%)	#	(0.4%)	0	(0%)

* Should be 10

Performance Hearings – Gender Reassignment over the last four years (as a % of transgender employee population in brackets)

	Year 10/11	%	Year 11/12	%	Year 12/13	%	Year 13/14	%
No. of written warnings	Not available		Not available		Not available		Not available	
No. of final written warnings								
No. of dismissals								

* Systems are being assessed, with the ability to capture this information in the future a part of this work

III Health Dismissals – Disability over the last four years (as a % of disability population in brackets)

	Year 10/11	%	Year 11/12	%	Year 12/13	%	Year 13/14	%
Disabled employees	#	(1.2%)	#	(3.1%)	#	(3.5%)	#	(2.9%)
Non-disabled employees	10	(0.3%)	15	(0.5%)	26	(1.0%)	12	(0.5%)
Prefer not to say	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Not known	#	(0.3%)	#	(0.6%)	#	(1.3%)	#	(0.8%)

Employees who cease employment

Overall workforce turnover – permanent leavers including zero hours contracts, who voluntarily left – overall (as a % of total population in brackets)

	Year 10/11*	% Turnover	Year 11/12*	% Turnover	Year 12/13	% Turnover	Year 13/14	% Turnover
No. permanent employees	3735 (3842)	5.4% (5.3%)	3342 (3530)	5.4% (5.2%)	3297	5.6%	3180	5.7%
No. of permanent employees leavers who voluntarily leave	203		182		185		181	

*Figure shown is the number of permanent employees as at 31 March. Turnover is usually worked out using average number of employees between the reporting start date (April) and end date (March) and not the figure as at a particular time. Therefore figures in brackets show amended turnover figures (where necessary) based on average employee numbers. 2012/13 figures onwards have been worked out using average number of employees.

Staff Turnover – Gender over the last four years (as a % of gender population in brackets)

	Year 10/11*	%	Year 11/12*	%	Year 12/13	%	Year 13/14	%
Male								
No. of permanent employees	1031 (1056)	5.1% (5%)	952 (992)	4.5% (4.3%)	931	5.9%	911	5.6%
No. of leavers (permanent employees)	53		43		55		51	
Female								
No. of permanent employees	2704 (2786)	5.5% (5.4%)	2390 (2538)	5.8% (5.5%)	2366	5.5%	2269	5.7%
No. of leavers (permanent employees)	150		139		130		130	

*Figure shown is the number of permanent employees as at 31 March. Turnover is usually worked out using average number of employees between the reporting start date (April) and end date (March) and not the figure as at a particular time. Therefore figures in brackets show amended turnover figures (where necessary) based on average employee numbers. 2012/13 figures onwards have been worked out using average number of employees.

Staff Turnover – Age over the last four years (as a % of age group population in brackets)

	Year 10/11*	%	Year 11/12*	%	Year 12/13	%	Year 13/14	%
<20								
No. of permanent employees	#	42.8% (52.9%)	#	16.7% (14.3%)	#	14.3%	16	25%
No. of leavers (permanent employees)	#		#		#		#	
20-29								
No. of permanent employees	339 (360)	7.1% (6.7%)	282 (308)	11.3% (10.4%)	238	16%	244	11.5%
No. of leavers (permanent employees)	24		32		38		28	
30-39								
No. of permanent employees	668 (695)	7.8% (7.5%)	626 (644)	6.2% (6.1%)	590	9.2%	585	7.9%
No. of leavers (permanent employees)	52		39		54		46	
40-49								
No. of permanent employees	1226 (1256)	5.2% (5.1%)	1103 (1166)	5.5% (5.2%)	1041	4.8%	1006	5.3%
No. of leavers (permanent employees)	64		61		50		53	
50-59								
No. of permanent employees	1067 (1089)	3.6% (3.5%)	963 (1014)	3.3% (3.2%)	1022	2.4%	993	3.8%
No. of leavers (permanent employees)	38		32		25		38	
60-64								
No. of permanent employees	322 (317)	3.1% (3.2%)	265 (288)	3.4% (3.1%)	270	3.3%	240	2.9%
No. of leavers (permanent employees)	10		#		#		#	
65+								
No. of permanent employees	107 (108)	5.6%	97 (105)	8.2% (7.6%)	130	6.2%	99	5.1%
No. of leavers (permanent employees)	#		#		#		#	

*Figure shown is the number of permanent employees as at 31 March. Turnover is usually worked out using average number of employees between the reporting start date (April) and end date (March) and not the figure as at a particular time. Therefore figures in brackets show amended turnover figures (where necessary) based on average employee numbers. 2012/13 figures onwards have been worked out using average number of employees.

Staff Turnover – Disability over the last four years - (as a % of disability population in brackets)

	Year 10/11*	%	Year 11/12*	%	Year 12/13	%	Year 13/14	%
No. of disabled employees	171 (175)	3.5%	163 (166)	2.5%	152	5.9%	137	3.6%
No. of disabled employees leaving	#	(3.4%)	#	(2.4%)	#		#	
No. of non-disabled employees	3221 (3316)	5.2%	2809 (3003)	5.7%	2764	4.9%	2562	5.7%
No. of non-disabled employees leaving	169	(5.1%)	160	(5.3%)	136		145	
No. of prefer not to say employees	#	33.3%	#	(0%)	#	0%	#	11.1%
No. of prefer not to say employees leaving	#	(27.3%)	0		0		#	
No. of unknown employees	334 (341)	7.5%	362 (352)	5%	373	10.7%	473	6.3%
No. of unknown employees leaving	25	(7.3%)	18	(5.1%)	40		30	

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Staff Turnover - Sexual Orientation over the last four years - (as a % of declared sexual orientation in brackets)

	Year 10/11*	%	Year 11/12*	%	Year 12/13	%	Year 13/14	%
Bisexual								
No. of permanent employees	#	0%	#	0%	#	0%	#	50%
No. of leavers (permanent employees)	0		0		0		#	
Gay man								
No. of permanent employees	#	50%	#	50%	#	0%	#	0%
No. of leavers (permanent employees)	#		#		0		0	
Gay woman / lesbian								
No. of permanent employees	10 (8)	0%	10 (10)	10%	10	10%	13	15.4%
No. of leavers (permanent employees)	0		#		#		#	
Heterosexual / straight								
No. of permanent employees	665 (637)	9% (9.4%)	667 (668)	8.5%	692	10.7%	764	8.6%
No. of leavers (permanent employees)	60		57		74		66	
Other								
No. of permanent employees	#	0%	#	0%	#	50%	#	0%
No. of leavers (permanent employees)	0		0		#		0	
Prefer Not to Say								
No. of permanent employees	53 (49)	5.7% (6.1%)	62 (57)	6.5% (7%)	59	5.1%	49	12.2%
No. of leavers (permanent employees)	#		#		#		#	
Not Known								
No. of permanent employees	2998 (3140)	4.6% (4.4%)	2591 (2783)	4.6% (4.3%)	2525	4.2%	2345	4.5%
No. of leavers (permanent employees)	139		119		106		105	

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Staff Turnover - Religion/Belief over the last four years - (as a % of declared religion/belief in brackets)

	Year 10/11*	%	Year 11/12*	%	Year 12/13	%	Year 13/14	%
Buddhist								
No. of permanent employees	#	16.7%	#	20%	#	40%	#	16.7%
No. of leavers (permanent employees)	#	(20%)	#		#		#	
Christian								
No. of permanent employees	381 (371)	8.7%	373 (380)	6.2%	382	8.4%	415	8.4%
No. of leavers (permanent employees)	33	(8.9%)	23	(6.1%)	32		35	
Hindu								
No. of permanent employees	#	0%	#	0%	#	0%	#	50%
No. of leavers (permanent employees)	0		0		0		#	
Jewish								
No. of permanent employees	#	0%	#	0%	#	0%	#	0%
No. of leavers (permanent employees)	0		0		0		0	
Muslim								
No. of permanent employees	#	33.3%	#	0%	#	0%	#	0%
No. of leavers (permanent employees)	#		0		0		0	
Sikh								
No. of permanent employees	#	0%	#	100%	0	0%	0	0%
No. of leavers (permanent employees)	0		#		0		0	
No religion								
No. of permanent employees	280 (262)	9.6%	292 (287)	10.6%	306	12.4%	345	9.9%
No. of leavers (permanent employees)	27	(10.3%)	31	(10.8%)	38		34	
Any other religion								
No. of permanent employees	12 (12)	0%	#	0%	10	20%	#	12.5%
No. of leavers (permanent employees)	0		0		#		#	
Prefer Not to Say								
No. of permanent employees	48 (45)	4.2%	61 (54)	11.5%	61	8.2%	55	9.1%
No. of leavers (permanent employees)	#	(4.4%)	#	(13%)	#		#	
Unknown								
No. of permanent employees	3141	4.6%	2594 (2786)	4.6%	2526	4.2%	2343	4.4%
No. of leavers (permanent employees)	139	(4.4%)	119	(4.3%)	106		104	

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Staff Turnover –Ethnicity over the last four years – (as a % of declared ethnic group in brackets)

	Year 10/11*	%	Year 11/12*	%	Year 12/13	%	Year 13/14	%
Arab								
No. of permanent employees	Not available		Not available		Not available		Not available	
No. of leavers (permanent employees)								
Asian/Asian British								
No. of permanent employees	37 (36)	2.7%	33 (36)	6.1%	32	6.3%	27	7.4%
No. of leavers (permanent employees)	#	(2.8%)	#	(5.6%)	#		#	
Black/African/Caribbean/Black British								
No. of permanent employees	53 (49)	1.89%	50 (51)	6%	48	12.6%	46	6.5%
No. of leavers (permanent employees)	#	(2%)	#	(5.9%)	#		#	
Chinese								
No. of permanent employees	#	0%	#	0%	#	0%	#	0%
No. of leavers (permanent employees)	0		0		0		0	
Gypsy or Traveller of Irish Heritage								
No. of permanent employees	0	0%	0	0%	0	0%	0	0%
No. of leavers (permanent employees)	0		0		0		0	
Mixed/Multiple Ethnic Groups								
No. of permanent employees	23 (24)	8.7%	24 (24)	8.3%	24	12.5%	21	9.5%
No. of leavers (permanent employees)	#	(8.3%)	#		#		#	
White – English/Welsh/Scottish/Northern Irish/British								
No. of permanent employees	3250 (3352)	5.1%	2855 (3042)	5.5%	2819	4.5%	2636	5.6%
No. of leavers (permanent employees)	167	(5%)	157	(5.2%)	128		148	
White – Irish								
No. of permanent employees	34 (35)	8.8%	30 (32)	0%	24	12.5%	21	14.3%
No. of leavers (permanent employees)	#	(8.6%)	0		#		#	
White – Other								
No. of permanent employees	49 (49)	14.3%	45 (46)	11.1%	43	16.3%	43	0%
No. of leavers (permanent employees)	#		#	(10.9%)	#		0	
Other ethnic group								
No. of permanent employees	11 (10)	9.1%	11 (11)	9.1%	10	10%	10	0%
No. of leavers (permanent employees)	#	(10%)	#		#		0	
Prefer Not to Say								
No. of permanent employees	23 (24)	4.3%	38 (30)	5.3%	35	8.6%	23	0%
No. of leavers (permanent employees)	#	(4.2%)	#	(6.7%)	#		0	

Unknown								
No. of permanent employees	247 (258)	8.1%	249 (252)	4%	258	12.4%	350	6.6%
No. of leavers (permanent employees)	20	(7.8%)	10		32		23	

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Staff Turnover – Gender Reassignment over the last four years - (as a % of transgender employee population in brackets)*

	Year 10/11	%	Year 11/12	%	Year 12/13	%	Year 13/14	%
No. of permanent employees	Not available		Not available		Not available		Not available	
No. of leavers (permanent employees)	Not available		Not available		Not available		Not available	

* Systems are being assessed, with the ability to capture this information in the future a part of this work

Overall Workforce Turnover – permanent leavers who were made redundant – Overall (as a % of total population in brackets)*

	Year 10/11***	% Turnover	Year 11/12***	% Turnover	Year 12/13	% Turnover	Year 13/14	% Turnover
No. permanent employees	3735 (3842)		3342 (3530)		3297		3180	
No. of permanent employees leavers who were made redundant	85	2.3% (2.2%)	173	5.2% (4.9%)	185	5.6%	105	3.3%

* Figure includes employees who were made redundant or were made redundant with early retirement

Numbers have risen due to on-going service reviews

***Figure shown is the number of permanent employees as at 31 March. Turnover is usually worked out using average number of employees between the reporting start date (April) and end date (March) and not the figure as at a particular time. Therefore figures in brackets show amended turnover figures (where necessary) based on average employee numbers. 2012/13 figures onwards have been worked out using average number of employees.

Applications for flexible working and success rates

Flexible Working

The council recognises the potential benefits of flexible working, (in terms of recruitment/retention, reduced travel and its role in meeting work life balance demands of its employees) and operates a range of measures including:

- flexible working hours for most office-based staff;
- part-time and/or term-time working;
- job share;
- home working; or
- other flexible working arrangements either on a permanent or temporary basis.

It is important that flexible working arrangements are balanced against service needs and has regard to potential effects on other staff and costs.

The council goes further than its statutory duty because the Flexible Working Policy enables any employee to make a request for flexible working.

Therefore, requests from all staff to work more flexibly are considered sympathetically and on their merits and will continue to be considered. The policy fully embraces equalities principles and ensures that all protected characteristic groups are able to make and have considered flexible working requests.

Return-to-work rates after maternity leave

Return-to-work rate = Number of employees taking maternity leave who return to employment after maternity leave ends*

	Year 10/11		Year 11/12	Return-to-work rate (%)	Year 12/13	Return-to-work rate (%)	Year 13/14	Return-to-work rate (%)
No. of employees taking maternity leave	43		75		52		53	
Number of employees returning to work after maternity leave	43	**	43	**	56	**	43	**

* Figures show the total number of female employees (headcount) taking maternity leave and the total number (headcount) returning to work within the reporting period. They do not show if individuals have returned to work in the reporting period.

** As figures show total numbers (headcount) and not individuals, we are unable to provide a return to work rate.

Length of service*

	Year 10/11	Year 11/12	Year 12/13	Year 13/14
Ave length of service (total workforce)	9	10	10	10

* Permanent staff, rounded up/down to nearest whole year.

Average length of service over the last four years - Gender

	Year 10/11	Year 11/12	Year 12/13	Year 13/14
Male	10	10	10	10
Female	9	10	10	10

Average length of service over the last four years - Disability

	Year 10/11	Year 11/12	Year 12/13	Year 13/14
Disabled	10	10	11	11
Non-disabled	10	10	11	11
Prefer not to say	8	9	10	10
Unknown	4	4	5	4

Average length of service over the last four years – Age

	Year 10/11	Year 11/12	Year 12/13	Year 13/14
<20	2	1	1	1
20-29	4	4	4	4
30-39	6	6	7	6
40-49	9	10	10	10
50-59	12	12	12	12
60+	13	13	14	14

Average length of service over the last four years - Sexual Orientation

	Year 10/11	Year 11/12	Year 12/13	Year 13/14
Bisexual	1	3	4	3
Gay Man	7	8	6	3*
Gay Woman/Lesbian	4	5	3	3
Heterosexual/Straight	5	5	5	5
Other	24	25	26	14**
Prefer not to Say	8	8	9	8
Not Known	10	11	12	12

* Figure has decreased due to increase in employees in this group, therefore the average length of service has been reduced.

** Figure has decreased as long term service employee has left.

Average length of service over the last four years - Religion/Belief

	Year 10/11	Year 11/12	Year 12/13	Year 13/14
Buddhist	2	3	7	6
Christian	6	6	6	6
Hindu	7	7	4	7*
Jewish	5	6	7	8
Muslim	6	9	7	6
Sikh	7	0	0	0
No religion	4	4	4	4
Any other religion	6	7	7	8
Prefer not to say	6	7	7	7
Not known	10	11	12	12

* Figure has increased due to fewer employees in this group.

Average length of service over the last four years - Ethnicity

	Year 10/11	Year 11/12	Year 12/13	Year 13/14
Arab	Not available	Not available	Not available	Not available
Asian/Asian British	7	8	8	8
Black/African/Caribbean/Black British	8	8	10	10
Gypsy or Traveller of Irish Heritage	0	0	0	0
Mixed/Multiple Ethnic Groups	6	7	7	8
White – English/Welsh/Scottish/Northern Irish/British	10	10	11	11
White – Irish	10	10	12	12
White – Other	6	7	8	7
Chinese	7	8	10	7*
Other ethnic group	9	9	8	9
Prefer not to say	4	4	5	5
Not known	3	4	4	4

* Figure has decreased as long term service employee has left.

Average length of service over the last four years – Gender Reassignment*

	Year 10/11	Year 11/12	Year 12/13	Year 13/14
Employees identifying as a transgender person	Not available	Not available	Not available	Not available

* Systems are being assessed, with the ability to capture this information in the future as part of this work

Take-up of training opportunities

At least once every 12 months employees meet with their manager to conduct a Personal Development and Performance Review (PDPR). This gives employees the opportunity to discuss performance and any learning and development needs they might have.

The Workforce Development Team supports managers in their key role to manage employee development. They also co-ordinate the council's wide range of learning opportunities and courses, which have been designed to meet staff needs as well as address wider council priorities.

	Year 10/11	(%)	Year 11/12	(%)	Year 12/13	(%)	Year 13/14	(%)
All permanent staff - annual PDPR								
Average no of permanent staff	3835	17%	3530	16%	3297	12%	3180	14%
PDPRs completed	650		577		380		431	
All permanent staff - six monthly review								
Average no of permanent staff	3835	1%	3530	1%	3297	2%	3180	2%
PDPRs completed	54		35		77		68	
Permanent staff who need to complete an annual PDPR								
Average no of permanent staff*	3835	14%	3530	14%	3297	9%	3180	12%
PDPRs completed	554		482		288		397	
Permanent staff who need to complete an annual PDPR – six monthly review								
Average no of permanent staff*	3835	1%	3530	1%	3297	2%	3180	2%
PDPRs completed	47		32		62		62	

* Average number of staff, unable to provide numbers that need to complete a PDPR.