

Equalities in Employment Report 2016/17

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1. Executive Summary and Progress

Data presented in last year's report covering the year 2015/16 underwent in-depth analysis, and this analysis included wider data and feedback (e.g. formal and informal staff feedback). As a result of this, the report sets out key actions. This set of actions constitutes a longer-term vision and plan for the advancement of equality of opportunity for all staff, present and future, across the council. The plan covers the period 2016-20 and will be reviewed and refreshed annually.

There is commentary within the body of this report against each data set. Key points from the data this year:

- The gender distribution within departments and council wide remains fairly consistent to the split in previous years.
- The number of males in part-time posts continues to increase predominantly within CAH.
- The age profile of the council remains consistent with small changes
- There is a significant increase in the number of apprentices which will support our aim of encouraging younger workers into our workforce and our 'grow your own' approach to talent and succession planning.
- Data completeness remains a challenge to enable better analysis and insight to support equality plans.

Summary of progress against the action plan:

Significant progress has been made against these actions during 2016/17 which lay the foundations for delivering improvements in all areas of the council. It is currently too early to see the impact of actions reflected in the data.

A comprehensive programme of positive action is planned. This programme builds on historical approaches to positive action by weaving an ambition to foster good relations throughout the programme, thus positively impacting staff well-being across the council. The programme commences with a career development programme open to all members of council staff (to be known corporately as 'Take Control of Your Career'). As a result of these group sessions, staff members as identified via our data and information analysis (i.e. females, disabled people, staff members from BAME backgrounds and LGBT members of staff) will be invited to participate in one-to-one sessions to cover career development and guidance specific to their individual needs and covering issues pertinent to their protected characteristics. In analysing the outcomes of the above interventions, we anticipate that further positive action group sessions will be delivered which target particular issues raised by staff with protected characteristics.

Significant action to develop and reinvigorate staff equalities groups has been taken. This initiative has the full support of COMT and it is anticipated that the first meeting of new staff equalities group(s) will take place by the end of summer 2017.

A targeted campaign aimed at increasing reporting levels by staff of protected characteristic information is planned for launch in the autumn and will seek to involve the new staff equalities group(s) as well as the Disabled Employees Group.

Actions in respect of supporting disabled employees with reasonable adjustments are complete.

Council-wide promotion of apprenticeships and the opportunity for using the apprentice levy to fund training for new staff and existing staff has resulted an increase in apprentices within the council and inclusion of apprenticeships as a 'grow your own' approach within divisional workforce plans.

In future years, we wish to engage with staff equalities groups in respect of this report in order to gain a holistic perspective on progress and continue to ensure that our action plan is a living part of our equalities journey. Our action plan as set out in our 2015/16 report is not intended to be a short-term, piecemeal approach to tackling issues pertaining to equalities. It is intended to form a comprehensive and ambitious programme of sustained action which is set within a wider organisational culture of genuine commitment ('top down' and 'bottom up') to the advancement of equality of opportunity for all and the elimination of all forms of discrimination within a council where good relations are fostered and are celebrated.

2. Equalities Action Plan 2016-2020

The actions presented in the table below identify the key issues to be developed and allow for the setting of future actions on a continuous basis in response to annual analysis of the data.

No	Type	Issue	Actions	Status
1	Gender	At South Gloucestershire Council (SGC), the data shows women under-represented in the higher HAY grades as a proportion of the workforce (particularly in Hay Grades 1 to 6).	The council will introduce targeted positive action programmes/ tailored training programmes aimed at increasing the number (%) of women in management roles. The council will reinvigorate staff equalities groups across the council.	Implementation Q3 2017 onwards
2	Age – Young People	The number of younger age groups (particularly <20) in employment has remained very low. People under the age of 29 continue to have significantly higher turnover rates.	The council will maximise opportunity presented by the National Apprentice Levy and Targets with the aim of increasing apprenticeships as a key tenet of workforce planning and training within the council. Robust workforce planning at a department and divisional level will identify career paths and opportunities to retain younger people within the workforce. The council will reinvigorate staff equalities groups across the council.	Levy implemented – monitoring ongoing Ongoing on annual basis
3	Disability	The percentage of disabled employees has reduced significantly over years, and we have seen another slight reduction this year. Disabled people are more likely to be working in lower grade positions and have a lower than average interview success rate. An increase in disabled staff turnover is also seen this year. The number of staff for whom disability status is unknown has increased slightly this year.	The council will revisit and better promote the two-tick disability initiative to prospective employees. Specific support is offered to disabled people to help them prepare for interviews. The ICT Helpdesk will be a point of contact to support ICT related adjustments to enable a disabled employee to work effectively. Requests as a result of an Access to Work assessment are prioritised. A defined council wide budget will be introduced to speed implementation of 'reasonable adjustments' and 'access to work' recommendations across the council. The council will reinvigorate staff equalities groups across the council.	Complete Complete Complete
4	Ethnicity	There is under-representation from some minority ethnic groups within the workforce, in particular, people from 'Asian', 'Chinese' and 'White Other' backgrounds where they are all less than 1% of the workforce. There is	Positive Action programmes/training aimed at encouraging people from 'Asian', 'Mixed' and 'White Other' backgrounds to apply for council vacancies will be investigated. The council will introduce a positive action programme aimed at	Ongoing

No	Type	Issue	Actions	Status
		<p>under-representation from most minority ethnic groups at management levels in the workforce.</p> <p>There are also low levels of applications from some minority ethnic groups and turnover rates for staff from ethnic minority groups are nearly all higher than the turnover rate for White British.</p> <p>The range of success rates at interview differs according to ethnicity.</p> <p>Staff turnover rates are higher than average amongst members of staff from black and Asian groups.</p>	<p>comprehensively engaging with staff from minority ethnic groups in the workforce.</p> <p>The council will introduce a positive action programme aimed at increasing the percentage of people from minority ethnic groups at management levels in the workforce.</p> <p>The council will reinvigorate staff equalities groups across the council.</p>	
5	Gay men & women	Turnover for gay men and gay women has reduced this year, with gay men having a 0% turnover rate.	<p>The council will continue to monitor this information in order to ensure that any trends are identified and actioned.</p> <p>The council will reinvigorate staff equalities groups across the council.</p>	Ongoing
6	Data	<p>We have more data in relation to sexual orientation and religion or belief than ever before, and even though there has been a slight decrease in the numbers of 'not known', 60% (sexual orientation) and 60% (religion or belief) of the workforce remains unknown.</p> <p>In relation to Gender Reassignment, very little information is known.</p>	<p>A targeted campaign aimed at increasing reporting levels will be mounted.</p> <p>We will also publicise to staff the reasons why we ask for this information and the positive results that come from knowing – both for employees and customers.</p>	Planned Q3 17-18
7	Employee groups	<p>The Disabled Employees Group is currently the only staff equalities group that is operating on a regular basis.</p> <p>There is interest amongst the workforce in developing a range of further staff groups.</p>	Support will be provided to aid the re-involution of staff equality groups.	Complete – ongoing monitoring of activity
8	Grievance	<p>All grievances received 16-17 year are from females.</p> <p>During previous years, a higher proportion of grievances were received by females.</p>	The council will explore any reason for this trend and develop appropriate actions as required.	New action – review Q3 2017

3. Equalities Data

Please note that this report includes all staff excluding Schools and casuals. The tables include 2010/11 data for comparison purposes.

Information regarding gender reassignment is not available at present. The ability of council systems to capture this information will be enhanced.

Please note: smaller staffing groups will result in higher percentages.

3.1 Staff in Post

Staff in post by Department

Count of all staff, excluding Schools and casuals as at end of March for each year. If an employee holds more than one post within the council, they are counted in each post they hold, so will be counted more than once.

Department	2010/11		2015/16	2016/17
Chief Executive & Corporate Resources (CECR)	542 (13.0%)		1263 (36.0%)*	1060 (31.1%)
Environment and Community Services (ECS)	1032 (24.8%)		943 (26.9%)	981 (28.8%)
Children, Adults and Health (CAH)	2589 (62.2%)		1305 (37.2%)*	1369 (40.1%)
Total	4163		3511	3410

*Traded & Support Services (Integra) moved out of CAH department and into CECR department during 2015/16 which accounts for the increase/decrease in numbers within these departments.

The largest change in departmental numbers this year was within CECR, mainly due to TUPE transfers out of Integra which sits within the CECR department.

Staff in Post by Gender

Count of all staff, excluding Schools and casuals as at end March for each year. If an employee holds more than one post within the council, they are counted in each post they hold, so will be counted more than once.

The % shows the split of the male/female population within each department. The 'Total' percentage shows the percentage of male versus female staff council wide.

	2010/11		2015/16		2016/17		South Glos Population - ONS mid-year population estimates 2015	
	Male	Female	Male	Female	Male	Female	Male	Female
Chief Executive & Corporate Resources (CECR)*	206 (38.0%)	336 (62.0%)	309 (24.5%)	954 (75.5%)	287 (27.1%)	773 (72.9%)		
Environment and Community Services (ECS)	498 (48.3%)	534 (51.7%)	468 (49.6%)	475 (50.4%)	485 (49.4%)	496 (50.6%)		
Children, Adults and Health (CAH)*	452 (17.5%)	2137 (82.5%)	285 (21.8%)	1020 (78.2%)	313 (22.9%)	1056 (77.1%)		
Total	1156 (27.8%)	3007 (72.2%)	1062 (30.2%)	2449 (69.8%)	1085 (31.8%)	2325 (68.2%)	136,355 (49.6%)	138,306 (50.4%)

The gender distribution within departments and council wide remains fairly consistent in comparison to the split in previous years.

However, the ONS mid-year population estimates 2015 show the population as an equal split of approximately 50/50. Within Local Government, the ONS Quarterly Public Sector Employment Survey Q3 2016 shows a split of 24% Male and 76% Female, which is comparable to SGC.

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

Count of all staff, excluding Schools and casuals as at end March for each year. If an employee holds more than one post within the council, they are counted in each post they hold, so will be counted more than once.

The % shows the split of the total male/female population by full/part time.

	2010/11		2015/16		2016/17	
	Male	Female	Male	Female	Male	Female
Total number of full-time staff**	936 (48.7%)	985 (51.3%)	753 (49.7%)	763 (50.3%)	770 (50.3%)	761 (49.7%)
Total number of part-time staff	220 (9.8%)	2022 (90.2%)	309 (15.5%)	1686 (84.5%)	315 (16.8%)	1564 (83.2%)

** Full time usually = 37 hours per week

The number of males in part-time posts continues to increase over the years. The number of female part-time workers has reduced considerably this year. 56% of part-time female workers who left worked within Integra where there have been a number of TUPE transfers.

The majority of part-time males sit within CAH department (46.0%). Within CECR, the majority of part-time males are within Integra (86%), 51% of part-time males within ECS sit within Streetcare & Transport Services and a further 33% within Safe & Strong Communities whereas within CAH, the majority of part-time males sit within Integrated Children's Service (48%) with a further 32% within Public Health & Wellbeing.

Within CECR, the majority of part-time male posts (41%) are Cleansing Operatives with a further 29% being Associate Music Teachers, both within Integra. Within CAH, there is a wide spread of part-time male posts but the majority (23%) are Mentor (Zero Hours). Male part-time posts within ECS are again spread across a number of roles, but the majority (16%) are Bikeability Instructors (Zero Hours), 13% School Crossing Patrol and 12% Library Assistants. These levels are much the same as last year.

Council wide, 46% of part-time males sit within CAH. The majority of part-time male posts council wide are Cleansing Operatives (13%), Mentor (Zero Hours) (10%) and Associate Music Teachers (9%). These levels are much the same as last year.

This year, 12% of part-time males hold between 2 and 5 contracts, an increase of 2% on last year. When looking at total contracted hours worked by part-time employees, 3% of part-time males work a total of 37 hours per week compared with 1% of part-time females. 36% of male part-time roles are zero hour's roles, with the majority of these being Mentors or Associate Music Teachers, whereas only 10% of female part-time contracts are zero hours.

Staff in Post by Age Group

Count of all staff, excluding Schools and casuals as at end March for each year. If an employee holds more than one post within the council, they are counted in each post they hold, so will be counted more than once.

The % shows the split of total staff in post by age group.

Age Group	2010/11	2015/16	2016/17	South Glos Population - ONS mid-year population estimates 2015
<20	21 (0.5%)	22 (0.6%)	20 (0.6%)	64,556 (23.5%)
20-29	433 (10.4%)	345 (9.8%)	348 (10.2%)	34,096 (12.4%)
30-39	761 (18.3%)	686 (19.5%)	705 (20.7%)	34,574 (12.6%)
40-49	1362 (32.7%)	990 (28.2%)	902 (26.5%)	39,627 (14.4%)
50-59	1135 (27.3%)	1077 (30.7%)	1038 (30.4%)	36,938 (13.4%)
60-64	337 (8.1%)	270 (7.7%)	270 (7.9%)	14,389 (5.2%)
65+	114 (2.7%)	121 (3.4%)	127 (3.7%)	50,481 (18.4%)

The average age of staff within the council this year is 45.8.

The number of staff aged under 20 has remained fairly consistent over the years, although it remains significantly lower than the ONS South Gloucestershire population estimates.

The ONS mid-year population estimates 2015 show the under 20s as being 23.5% of the population.

50% of staff aged under 20 are again employed within CECR this year, with the majority of these (40%) within Integra as Cleansing Operatives, and a further 30% within Finance and Customer Services, all Apprentice roles which demonstrates the positive effect of the apprenticeship scheme.

A further 45% of staff under 20 are employed within ECS, 56% of these being within StreetCare and Transport Services, with 80% of these being Apprentices.

Council wide, 55% of staff under 20 are Apprentices whereas last year, 18% of under 20s were Apprentices. A further 20% of staff under 20 are Cleansing Operatives.

69% of Apprentices are aged under 20 (as opposed to 44% last year) with the remaining 31% aged 20-29 (56% last year). For further information about apprentices, see [section 4](#) below.

Staff in Post by Disability

Count of all staff, excluding Schools and casuals as at end March for each year. If an employee holds more than one post within the council, they are counted in each post they hold, so will be counted more than once.

The % shows the split of total staff in post by disability category.

	2010/11	2015/16	2016/17	South Glos Population - 2011 Census
Disabled employees	191 (4.6%)	129 (3.7%)	121 (3.5%)	17,415* (10.4%)
Non-disabled employees	3504 (84.2%)	2477 (70.5%)	2296 (67.3%)	
Prefer not to say	12 (0.3%)	7 (0.2%)	7 (0.2%)	
Not known	456 (11.0%)	898 (25.6%)	986 (28.9%)	

*The census data shows the number of people within the South Glos population of working age (aged 16 – 64) who have their day to day life limited by a long-term health problem or disability, and has lasted or is expected to last at least 12 months. Staff within South Glos Council are asked to declare if they consider themselves to be disabled.

The data this year shows 3.5% of SGC employees consider themselves disabled. The percentage of disabled people aged between 16 and 64 in as shown in the Census 2011 is 10.4%.

Last year it was noted that the number of 'Not known' disability status had doubled since 2010/11. This year, the 'Not Known' disability status has increased again by a further 3.3%. The majority of the 'not known' group (46%) are fairly new staff, having a start date with the council from April 2016 – March 2017. Processes around capturing equalities information haven't changed but HR will carry out a data validation exercise to ensure that captured information is being entered into the system to enable accurate reporting.

Staff in Post by Sexual Orientation

Count of all staff, excluding Schools and casuals as at end March for each year. If an employee holds more than one post within the council, they are counted in each post they hold, so will be counted more than once.

The % shows the split of total staff in post by sexual orientation category.

Sexual Orientation	2010/11		2015/16	2016/17
Bisexual	7 (0.2%)		10 (0.3%)	15 (0.4%)
Gay man	3 (0.1%)		5 (0.1%)	9 (0.3%)
Gay woman	11 (0.3%)		12 (0.3%)	11 (0.3%)
Heterosexual/straight	838 (20.1%)		1176 (33.5%)	1265 (37.1%)
Other	2 (0.0%)		4 (0.1%)	5 (0.1%)
Prefer not to say	58 (1.4%)		60 (1.7%)	58 (1.7%)
Not known	3244 (77.9%)		2244 (63.9%)	2047 (60.0%)

Please note: there is no hard data on the number of lesbians, gay men, bisexuals and transgender people in the UK. However, the Government is using the figure of 5-7% of the population and Stonewall agree that this is a reasonable estimate. This means that across the area we have approximately 15,000 residents who identify as being LGBT.

Numbers of staff in the 'Not known' sexual orientation status category has fallen slightly this year, a reduction of 3.9%, but it remains high at 60% unknown. Processes around capturing equalities information haven't changed but HR will carry out a data validation exercise to ensure that captured information is being entered into the system to enable accurate reporting.

Staff in Post by Religion/Belief

Count of all staff, excluding Schools and casuals as at end March for each year. If an employee holds more than one post within the council, they are counted in each post they hold, so will be counted more than once.

The % shows the split of total staff in post by religion/belief category.

	2010/11	2015/16	2016/17	South Glos Population - 2011 Census
Buddhist	7 (0.2%)	9 (0.3%)	12 (0.4%)	708 (0.3%)
Christian	482 (11.6%)	562 (16.0%)	574 (16.8%)	156,504 (59.6%)
Hindu	2 (0.0%)	5 (0.1%)	7 (0.2%)	1,681 (0.6%)
Jewish	5 (0.1%)	4 (0.1%)	4 (0.1%)	145 (0.1%)
Muslim	5 (0.1%)	7 (0.2%)	6 (0.2%)	2,176 (0.8%)
Sikh	1 (0.0%)	2 (0.1%)	1 (0.03%)	623 (0.2%)
Any Other Religion	14 (0.3%)	10 (0.3%)	16 (0.5%)	888 (0.3%)
No religion	349 (8.4%)	590 (16.8%)	664 (19.5%)	80,607 (30.7%)
Prefer not to say	56 (1.3%)	82 (2.3%)	78 (2.3%)	
Not known	3242 (77.9%)	2240 (63.8%)	2048 (60.1%)	19,435 (7.4%)

Staffing numbers across all religion/belief categories remain fairly consistent with again a high percentage in the Not Known category. As above, processes around capturing equalities information haven't changed but HR will carry out a data validation exercise to ensure that captured information is being entered into the system to enable accurate reporting.

Within these protected characteristic groups, it appears that the workforce closely mirrors that of the population, except for Christians. It is anticipated that when more equalities information is available for other protected characteristics that the same may be seen for these other groups.

Staff in Post by Ethnicity

Count of all staff, excluding Schools and casuals as at end March for each year. If an employee holds more than one post within the council, they are counted in each post they hold, so will be counted more than once.

The % shows the split of total staff in post by ethnicity category.

Ethnicity	2010/11		2015/16	2016/17	South Glos Population - 2011 Census
Arab	0		0	0	366 (0.1%)
Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)	40 (1.0%)		33 (0.9%)	32 (0.9%)	5,128 (2.0%)
Black/Black British (African, Caribbean, Other)	60 (1.4%)		51 (1.5%)	53 (1.6%)	2,218 (0.8%)
Mixed Ethnicity (White & Asian, White & Black African, White & Black Caribbean, Other)	27 (0.6%)		27 (0.8%)	37 (1.1%)	3,667 (1.4%)
Chinese	8 (2.3%)		3 (0.1%)	6 (0.2%)	1,312 (0.5%)
Gypsy Roma/Traveller of Irish Heritage	0		1 (0.0%)	0	271 (0.1%)
White British	3545 (85.2%)		2684 (76.4%)	2519 (73.9%)	241,611 (91.9%)
White – Irish	36 (0.9%)		23 (0.7%)	28 (0.8%)	1,223 (0.5%)
White – Other	58 (1.4%)		47 (1.3%)	51 (1.5%)	6,469 (2.5%)
Any Other ethnic group	13 (0.3%)		11 (0.3%)	15 (0.4%)	502 (0.2%)
Prefer not to say	27 (0.6%)		25 (0.7%)	27 (0.8%)	
Not Known	349 (8.4%)		606 (17.3%)	642 (18.8%)	

Last year it was noted that the number of 'Not known' ethnicity status had doubled since 2010/11, and this year has seen a further, 1.5% increase. Processes around capturing equalities information haven't changed but HR will carry out a data validation exercise to ensure that captured information is being entered into the system to enable accurate reporting.

Staff in post by Grade Group

Count of all staff, excluding Schools and casuals as at end March for each year. If an employee holds more than one post within the council, they are counted in each post they hold, so will be counted more than once.

Teacher grades are shown for centrally employed staff in non-school settings.

Other grades includes staff on non-standard grades in the following roles: Community Learning Tutors, Associate Music Teachers, Family Learning Tutors, Fitters/Erectors and Assistants to Political Groups.

The % shows the split of total staff in post by grade group.

	2010/11		2015/16	2016/17
Chief Officer/Senior Manager Grades *	29 (0.7%)		20 (0.6%)	21 (0.6%)
HAY01 – HAY03	144 (3.5%)		115 (3.3%)	124 (3.6%)
HAY04 – HAY06	546 (13.1%)		520 (14.8%)	527 (15.5%)
HAY07 – HAY09	1227 (29.5%)		1100 (31.3%)	1129 (33.1%)
HAY10 – HAY12	1147 (27.6%)		943 (26.9%)	934 (27.4%)
HAY13 – HAY15	744 (17.9%)		593 (16.9%)	453 (13.3%)
Public Health Grades*	N/A		17 (0.5%)	17 (0.5%)
Soulbury Grades*	72 (1.7%)		32 (0.9%)	34 (1.0%)
Teacher Grades*	73 (1.8%)		14 (0.4%)	12 (0.4%)
Youth Grades*	168 (4.0%)		42 (1.2%)	46 (1.3%)
Apprentice Grades	1 (0.0%)		9 (0.3%)	15 (0.4%)
Other Grades	12 (0.3%)		106 (3.0%)	98 (2.9%)

*The number of departments reduced after 2010/11 and therefore the number of staff in Chief Officer grades also reduced.

Public Health transferred into SGC after 2010/11 and therefore data is not available for 2010/11.

During 2011, a large number of staff on Soulbury Grades were made redundant due to changes in education, namely statutory and core functions, coupled with schools starting to become academies and managing their own budgets.

As per the changes in education cited above during 2011, centrally employed staff on Teacher grades received pay protection and subsequent vacancies were advertised on a HAY graded basis.

The majority of Youth Services transferred out of SGC after 2010/11 and before 2014/15 and therefore the numbers of staff on Youth Grades has significantly reduced.

The biggest change this year has been in the HAY13-15 group with a reduction of 3.6%. This is due mainly to staff within Integra leaving the council due to TUPE transfers.

More detailed analysis around pay by protected characteristics is contained within our Equal Pay Audit. The latest audit available is dated 2015/16 and is available both on MyHR, the council's intranet site and the council's public website, via the following links:

<http://intranet/content/CEandCR/Sections/MyHR/HRWorkforceData/EqualPayAudit2015-16-FINAL.pdf>

<http://www.southglos.gov.uk/documents/Equal-Pay-Audit-2015-16-FINAL.pdf>

From 2017, the council is also required to produce data regarding the gender pay gap and this will also be published on both the council's intranet and public website. It is anticipated that this data will be published before the end of 2017.

3.2 Apprentices

The Equalities in Employment report includes all staff on permanent and limited term contracts. Our apprentices are on limited term contracts for the duration of their scheme and are therefore included within this report. The table below provides further information regarding apprentice contracts.

Apprentice starters	2010/11		2015/16	2016/17
Number of apprentices who started during the year	2		7	11
Number of apprentices in post as at end March	2		9	16
Average age of apprentices	18.5		20.1	20.0

The number of apprentice starters is increasing which can be linked to the engagement of a Service Level Agreement with Stroud & South Gloucestershire College in 2014 and the new Apprenticeship Levy which is introduced this year, although average the age of apprentices has increased from 18.5 in 2010/11 to 20 in 2016/17, meaning that apprentices will not necessarily fall into the <20 age group.

Under the new funding rules for apprenticeships, May2017-March 2018 – clause E26 states that when the apprenticeship is achieved, the apprentice should remain with the employer, where a job opportunity continues to exist and where the apprentice wishes to remain with the employer. Where this is not possible, the employer and provider must support the apprentice to seek alternative opportunities. This may help retain apprentices within the workforce.

The Local Government Association Workforce Survey 2015-16¹ states that there was a median of 11 apprentices per council which is the same as the number of apprentices within SGC.

3.3 Applicants for Employment

The data below shows the number of vacancies that were advertised using the council's recruitment system Workflow during the year April - March. Please note:

- Not all vacancies are dealt with via Workflow.
- Some new starters may not be related to posts advertised e.g. for TUPE into the council situations
- A vacancy may be used to advertise more than one post available for filling, which could lead to multiple appointments per advert.
- Casual roles advertised via Workflow are also included in the vacancies data below but new starters relates to permanent and temporary employees only.
- An applicant is counted once for each role they applied for.

Please note that the % of new starters to applicants in each of the tables below shows the number of new starters within a group as a percentage of the total applicants within the same group. Small numbers can increase percentages.

	2010/11		2015/16	2016/17
No. of vacancies	287		481	505
No of applicants	4712		4320	4249
No. of new starters	249		399	411
% of new starters to applicants	5.3%		9.2%	9.7%

It has been noted that the number of applicants fell again this year. This could be attributed to the type of vacancies that are being advertised; increase in more professional roles that need specific skills and qualifications and less back office/service delivery roles. Also linked to this is the observed increase in the number of vacancies advertised within the private sector over the last few years, external market factors and the increased use of agency staff who generally demand better rates of pay.

¹ <http://www.local.gov.uk/sites/default/files/documents/Workforce%20Survey%202015-16%20report%20final%20201704120.pdf>

47.2% of new starters this year were within CAH, with 39% of these in Integrated Children's Services, 22% in Public Health & Wellbeing and a further 21% within Adult Social Care & Housing.

The Local Government Association Workforce Survey 2015-16² states that seven out of ten councils (71%) were experiencing recruitment and retention difficulties. Within SGC, role where particular recruitment difficulties exist are supported by schemes to increase applicants.

Applicants and New Starters by Gender

The % shows the split of applicants/new starters in each gender group.

	2010/11		2015/16	2016/17
Male				
No. of applicants	1792 (38.0%).		1285 (29.7%)	1279 (30.1%)
No. of new starters	89 (35.7%)		138 (34.6%)	138 (33.6%)
% of new starters to applicants	5.0%		10.7%	10.8%
Female				
No. of applicants	2874 (61.0%).		2944 (68.1%)	2894 (68.1%)
No. of new starters	160 (64.3%)		261 (65.4%)	273 (66.4%)
% of new starters to applicants	5.6%		8.9%	9.4%
Unknown Gender				
No. of applicants	46 (1.0%)		91 (2.1%)	76 (1.8%)
No. of new starters	55 (0.8%)		N/A	N/A
% of new starters to applicants	91 (2.1%)		N/A	N/A

Applicants are able to apply for a post without stating a gender, but all new starters have a gender recorded in our HR/Payroll system.

² <http://www.local.gov.uk/sites/default/files/documents/Workforce%20Survey%202015-16%20report%20final%20201704120.pdf>

Applicants and New Starters by Disability

The % shows the split of applicants/new starters in each disability category group.

	2010/11		2015/16	2016/17
Disabled				
No. of applicants	164 (3.5%)		180 (4.2%)	226 (5.3%)
No. of new starters	7 (2.8%)		6 (1.5%)	8 (1.9%)
% of new starters to applicants	4.3%		3.3%	3.5%
Non-Disabled				
No. of applicants	4503 (95.6%)		4064 (94.1%)	3949 (92.9%)
No. of new starters	166 (66.7%)		141 (35.3%)	161 (39.2%)
% of new starters to applicants	3.7%		3.5%	4.1%
Prefer not to disclose disability status				
No. of applicants	0		0	0
No. of new starters	1 (0.4%)		0	0
% of new starters to applicants	N/A		N/A	N/A
Unknown disability status				
No. of applicants	45 (1.0%)		76 (1.8%)	74 (1.7%)
No. of new starters	75 (30.1%)		252 (63.2%)	242 (58.9%)
% of new starters to applicants	N/A		N/A	N/A

Whilst it's positive to see an increase in applications from disabled people and our commitment to the two ticks (positive about disability) guaranteeing an interview if the essential criteria are met is being adhered to, there are still substantial barriers for disabled candidates to overcome.

It should be noted that the percentage of new starters to applicants in the disabled and non-disabled categories are quite similar at 3.5% and 4.1%.

Applicants and New Starters by Age Group

Please note that age group data for applicants is different from age groups used for the workforce data for the 60+ age groups.

The % shows the split of applicants/new starters in each age group.

	2010/11		2015/16	2016/17
<20				
No. of applicants	184 (3.9%)		115 (2.7%)	101 (2.4%)
No. of new starters	15 (6.0%)		14 (3.5%)	17 (4.1%)
% of new starters to applicants	8.2%		12.2%	16.8%
20-29				
No. of applicants	1775 (37.7%)		1341 (31.0%)	1270 (29.9%)
No. of new starters	84 (33.7)		109 (27.3%)	119 (29.0%)
% of new starters to applicants	4.7%		8.1%	9.4%
30-39				
No. of applicants	1068 (22.7%)		1002 (23.2%)	1087 (25.6%)
No. of new starters	53 (21.3%)		102 (25.6%)	108 (26.3%)
% of new starters to applicants	5.0%		10.2%	9.9%
40-49				
No. of applicants	1025 (21.8%)		983 (22.8%)	989 (23.3%)
No. of new starters	54 (21.7%)		90 (22.6%)	87 (21.2%)
% of new starters to applicants	5.3%		9.2%	8.8%
50-59				
No. of applicants	524 (11.1%)		680 (15.7%)	632 (14.9%)
No. of new starters	27 (10.8%)		60 (15.0%)	63 (15.3%)
% of new starters to applicants	5.2%		8.8%	10.0%
60+				
No. of applicants	54 (1.1%)		118 (2.7%)	109 (2.6%)
No. of new starters	16 (6.4%)		24 (6.0%)	17 (4.1%)

	2010/11		2015/16	2016/17
% of new starters to applicants	29.6%		20.3%	15.6%
Unknown Age				
No. of applicants	82 (1.7%)		81 (1.9%)	61 (1.4%)
No. of new starters	0		0	0
% of new starters to applicants	0%		0%	0%

Applicants are able to apply for a post without stating their date of birth, but all new starters have their date of birth recorded in our HR/Payroll system.

Applicants and New Starters by Sexual Orientation

The % of applicants/starters shows the split of applicants/new starters in each sexual orientation category group.

	2010/11		2015/16	2016/17
Bisexual				
No. of applicants	42 (0.6%)		42 (1.0%)	57 (1.3%)
No. of new starters	3 (1.2%)		4 (1.0%)	1 (1.0%)
% of new starters to applicants	7.1%		9.5%	7.0%
Gay man				
No. of applicants	38 (0.6%)		38 (0.9%)	33 (0.8%)
No. of new starters	2 (0.8%)		2 (0.5%)	4 (1.0%)
% of new starters to applicants	5.3%		5.3%	12.1%
Gay woman				
No. of applicants	64 (0.9%)		38 (0.9%)	39 (0.9%)
No. of new starters	4 (1.6%)		4 (1.0%)	0
% of new starters to applicants	6.3%		10.5%	0%
Heterosexual/Straight				
No. of applicants	6284 (93.1%)		3898 (90.2%)	3838 (90.3%)

	2010/11		2015/16	2016/17
No. of new starters	162 (65.1%)		241 (60.4%)	288 (70.1%)
% of new starters to applicants	2.6%		6.2%	7.5%
Other Sexual Orientation				
No. of applicants	N/A		N/A	0
No. of new starters	N/A		N/A	1 (0.2%)
% of new starters to applicants	N/A		N/A	N/A
Prefer not to say				
No. of applicants	278 (4.1%)		229 (5.3%)	214 (5.0%)
No. of new starters	12 (4.8%)		10 (2.5%)	11 (2.7%)
% of new starters to applicants	4.3%		4.4%	5.1%
Unknown Sexual Orientation				
No. of applicants	41 (0.6%)		75 (1.7%)	68 (1.6%)
No. of new starters	66 (26.5%)		137 (34.3%)	103 (25.1%)
% of new starters to applicants	N/A		N/A	N/A

Applicants and New Starters by Religion/Belief

The % shows the split of applicants/new starters in each religion/belief category group.

	2010/11		2015/16	2016/17
Buddhist				
No. of applicants	37 (0.8%)		32 (0.7%)	31 (0.7%)
No. of new starters	4 (1.6%)		3 (0.8%)	3 (0.7%)
% of new starters to applicants	10.8%		9.4%	9.7%
Christian				
No. of applicants	1921 (40.8%)		1568 (36.3%)	1521 (35.8%)
No. of new starters	68 (27.3%)		91 (22.8%)	100 (24.3%)

	2010/11		2015/16	2016/17
% of new starters to applicants	3.5%		5.8%	6.6%
Hindu				
No. of applicants	26 (0.6%)		49 (1.1%)	22 (0.5%)
No. of new starters	1 (0.4%)		4 (1.0%)	2 (0.5%)
% of new starters to applicants	3.8%		8.2%	9.1%
Jewish				
No. of applicants	7 (0.1%)		7 (0.2%)	3 (0.1%)
No. of new starters	1 (0.4%)		0	0
% of new starters to applicants	14.3%		0%	0%
Muslim				
No. of applicants	77 (1.6%)		57 (1.3%)	65 (1.5%)
No. of new starters	1 (0.4%)		2 (0.5%)	0
% of new starters to applicants	1.3%		3.5%	0%
Sikh				
No. of applicants	16 (0.3%)		16 (0.4%)	19 (0.4%)
No. of new starters	0		1 (0.3%)	0
% of new starters to applicants	0%		6.3%	0%
No Religion				
No. of applicants	2206 (46.8%)		2232 (51.7%)	2248 (52.9%)
No. of new starters	88 (35.3%)		145 (36.3%)	181 (44.0%)
% of new starters to applicants	4.0%		6.5%	8.1%
Any other religion				
No. of applicants	91 (1.9%)		49 (1.1%)	26 (0.6%)
No. of new starters	3 (1.2%)		2 (0.5%)	6 (1.5%)
% of new starters to applicants	3.3%		4.1%	23.1%
Prefer not to say				
No. of applicants	284 (6.0%)		235 (5.4%)	245 (5.8%)

	2010/11		2015/16	2016/17
No. of new starters	15 (6.0%)		19 (4.8%)	11 (2.7%)
% of new starters to applicants	5.3%		8.1%	4.5%
Unknown religion/belief				
No. of applicants	47 (1.0%)		75 (1.7%)	69 (1.6%)
No. of new starters	68 (27.3%)		132 (33.1%)	108 (26.3%)
% of new starters to applicants	N/A		N/A	N/A

Applicants and New Starters by Ethnicity

The % shows the split of applicants/new starters in each ethnic category group.

	2010/11		2015/16	2016/17
Arab				
No. of applicants	0		1 (0.0%)	7 (0.2%)
No. of new starters	0		0	1 (0.2%)
% of new starters to applicants	N/A		0%	14.3%
Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)				
No. of applicants	121 (2.6%)		124 (2.9%)	123 (2.9%)
No. of new starters	1 (0.4%)		8 (2.0%)	2 (0.5%)
% of new starters to applicants	0.8%		6.5%	1.6%
Black/Black British (African, Caribbean, Other)				
No. of applicants	174 (3.7%)		175 (4.1%)	151 (3.6%)
No. of new starters	11 (4.4%)		4 (1.0%)	9 (2.2%)
% of new starters to applicants	6.3%		2.3%	6.0%
Mixed (White & Asian, White & Black African, White & Black Caribbean, Other)				
No. of applicants	112 (2.4%)		119 (2.8%)	77 (1.8%)
No. of new starters	3 (1.2%)		4 (1.0%)	8 (1.9%)
% of new starters to applicants	2.7%		3.4%	10.4%

	2010/11		2015/16	2016/17
Chinese				
No. of applicants	0		3 (0.1%)	11 (0.3%)
No. of new starters	0		0	1 (0.2%)
% of new starters to applicants	N/A		0%	9.1%
Gypsy Roma/Traveller of Irish Heritage				
No. of applicants	2 (0.0%)		1 (0.0%)	0
No. of new starters	0		1 (0.3%)	0
% of new starters to applicants	0%		100%	N/A
White British				
No. of applicants	3932 (83.4%)		3506 (81.2%)	2883 (67.9%)
No. of new starters	159 (63.9%)		257 (64.4%)	218 (53.0%)
% of new starters to applicants	4.0%		7.3%	7.6%
White Irish				
No. of applicants	37 (0.8%)		23 (0.5%)	28 (0.7%)
No. of new starters	3 (1.2%)		2 (0.5%)	7 (1.7%)
% of new starters to applicants	8.1%		8.7%	25.0%
White Other				
No. of applicants	213 (4.5%)		225 (5.2%)	220 (5.2%)
No. of new starters	11 (4.4%)		5 (1.3%)	8 (1.9%)
% of new starters to applicants	5.2%		2.2%	3.6%
Any other ethnic group				
No. of applicants	20 (0.4%)		18 (0.4%)	24 (0.6%)
No. of new starters	2 (0.8%)		0	2 (0.5%)
% of new starters to applicants	10.0%		0%	8.3%
Prefer not to say				
No. of applicants	50 (1.1%)		42 (1.0%)	54 (1.3%)
No. of new starters	5 (2.0%)		0	6 (1.5%)

	2010/11		2015/16	2016/17
% of new starters to applicants	10.0%		0%	11.1%
Unknown				
No. of applicants	51 (1.1%)		83 (1.9%)	671 (15.8%)
No. of new starters	54 (21.7%)		118 (29.6%)	149 (36.3%)
% of new starters to applicants	N/A		N/A	22.2%

Numbers of applicants with unknown ethnicity have increased this year by 13.9%.

Processes around capturing equalities information haven't changed but HR will carry out a data validation exercise to ensure that captured information is being entered into the system to enable accurate reporting.

3.4 Grievances

The tables below show the number of grievances during the reporting year, as held on the HR case management system (CRM).

Please note, data for 2010/11 is not available and therefore 2011/12 has been provided as the earliest benchmarking year for this section.

Number of grievances received

	2011/12		2015/16	2016/17*
No. of grievances received	6		9	11
No. of appeals received against formal grievance decisions	1		0	1

*Please note: the Grievance Procedure was reviewed in May 2016 and now also covers Bullying and Harassment, previously Bullying and Harassment was a separate procedure.

Grievances by Gender

The % shows the number of grievances raised within each gender group as a % of the total number of grievances raised that year.

	2011/12		2015/16	2015/16
Male:				
No. of grievances received	1 (17%)		3 (33%)	0
No. of appeals received against formal grievance decisions	0		0	0
Female:				
No. of grievances received	5 (83%)		6 (67%)	11 (100%)
No. of appeals received against formal grievance decisions	1 (100%)		0	1 (100%)

It has been noted that this year, all grievances raised are by females. The SGC workforce is made up of 68.2% females.

The new staff equalities groups will be able to support our understanding around this result.

Grievances by age group

The % shows the number of grievances raised within each age as a % of the total number of grievances raised that year.

	2011/12		2015/16	2016/17
<20				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
20-29				
No. of grievances received	0		1 (11%)	2 (18%)
No. of appeals received against formal grievance decisions	0		0	0
30-39				
No. of grievances received	1 (17%)		2 (22%)	5 (46%)
No. of appeals received against formal grievance decisions	0		0	0
40-49				
No. of grievances received	2 (33%)		5 (56%)	1 (9%)
No. of appeals received against formal grievance decisions	1 (100%)		0	0
50-59				
No. of grievances received	1 (17%)		1 (11%)	2 (18%)
No. of appeals received against formal grievance decisions	0		0	1 (100%)
60-64				
No. of grievances received	2 (33%)		0	0
No. of appeals received against formal grievance decisions	0		0	0
65+				
No. of grievances received	0		0	1 (9%)
No. of appeals received against formal grievance decisions	0		0	0

Grievances by Disability

The % shows the number of grievances raised within each disability group category as a % of the total number of grievances raised that year.

	2011/12		2015/16	2016/17
Disabled				
No. of grievances received	1 (17%)		1 (11%)	0
No. of appeals received against formal grievance decisions	1 (100%)		0	0
Non-Disabled				
No. of grievances received	4 (67%)		6 (67%)	8 (73%)
No. of appeals received against formal grievance decisions	0		0	0
Prefer not to say				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
Unknown				
No. of grievances received	1 (17%)		2 (22%)	3 (27%)
No. of appeals received against formal grievance decisions	0		0	1 (100%)

Grievances by Sexual Orientation

The % shows the number of grievances raised within each sexual orientation group as a % of the total number of grievances raised that year.

	2011/12		2015/16	2016/17
Bisexual				
No. of grievances received	0		0	1 (9%)
No. of appeals received against formal grievance decisions	0		0	0
Gay Man				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
Gay Woman				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
Heterosexual				
No. of grievances received	1 (17%)		3 (33%)	4 (36%)
No. of appeals received against formal grievance decisions	1 (100%)		0	0
Other				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
Prefer not to say				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
Unknown				
No. of grievances received	5 (83%)		6 (67%)	6 (55%)
No. of appeals received against formal grievance decisions	0		0	1 (100%)

Grievances by Religion/Belief

The % shows the number of grievances raised within each religion/belief category group as a % of the total number of grievances raised that year.

	2011/12		2015/16	2016/17
Buddhist				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
Christian				
No. of grievances received	0		0	2 (18%)
No. of appeals received against formal grievance decisions	1 (100%)		0	0
Hindu				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
Jewish				
No. of grievances received	0		1 (11%)	1 (9%)
No. of appeals received against formal grievance decisions	0		0	0
Muslim				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
Sikh				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
No Religion				
No. of grievances received	1 (17%)		1 (11%)	2 (18%)
No. of appeals received against formal grievance decisions	0		0	0
Any other Religion				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
Prefer not to say				
No. of grievances received	0		1 (11%)	0

	2011/12		2015/16	2016/17
No. of appeals received against formal grievance decisions	0		0	0
Unknown				
No. of grievances received	5 (83%)		6 (67%)	6 (55%)
No. of appeals received against formal grievance decisions	0		0	1 (100%)

Grievances by Ethnicity

The % shows the number of grievances raised within each ethnic category group as a % of the total number of grievances raised that year.

	2011/12		2015/16	2016/17
Arab				
No. of grievances received	N/A		N/A	0
No. of appeals received against formal grievance decisions	N/A		N/A	0
Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
Black/Black British (African, Caribbean, Other)				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
Gypsy Roma/Traveller of Irish Heritage				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
Mixed (White & Asian, White & Black African, White & Black Caribbean, Other)				
No. of grievances received	0		1 (11%)	0
No. of appeals received against formal grievance decisions	0		0	0
White British				
No. of grievances received	5 (83%)		5 (56%)	6 (55%)
No. of appeals received against formal grievance decisions	1 (100%)		0	0
White Irish				
No. of grievances received	0		0	1 (9%)

	2011/12		2015/16	2016/17
No. of appeals received against formal grievance decisions	0		0	0
White Other				
No. of grievances received	0		0	1 (9%)
No. of appeals received against formal grievance decisions	0		0	0
Other Ethnic Group				
No. of grievances received	0		1 (11%)	0
No. of appeals received against formal grievance decisions	0		0	0
Prefer not to say				
No. of grievances received	0		0	1 (9%)
No. of appeals received against formal grievance decisions	0		0	0
Unknown				
No. of grievances received	1 (17%)		2 (22%)	2 (18%)
No. of appeals received against formal grievance decisions	0		0	1 (100%)

3.5 Written warnings and dismissals

The tables below show the number of written warnings (first and final) given, and the number of performance or capability related dismissals (excluding ill health capability dismissals) during the reporting period, as held on the HR case management system (CRM).

Number of written warnings and dismissals

	2011/12		2015/16	2016/17
No. of first written warnings	13		6	13
No. of final written warnings	3		2	1
No. of dismissals	5		6	5

The number of first written warnings has increased on last year. However, it is consistent with 2011/12 data.

Number of written warnings and dismissals by Gender

The % shows the number of first written warnings, final written warnings and dismissals as a % of the total number of relevant written warnings or dismissals for the year.

	2011/12		2015/16	2016/17
Male:				
No. of first written warnings	4 (31%)		3 (50%)	6 (46%)
No. of final written warnings	1 (33%)		2 (100%)	0
No. of dismissals	1 (20%)		4 (67%)	0
Female:				
No. of first written warnings	9 (69%)		3 (50%)	7 (54%)
No. of final written warnings	2 (67%)		0	1 (100%)
No. of dismissals	4 (80%)		2 (33%)	5 (100%)

Number of written warnings and dismissals by Age Group

The % shows the number of written warnings and dismissals as a % of the total number of relevant written warnings or dismissals for the year.

	2011/12		2015/16	2016/17
<20				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
20-29				
No. of first written warnings	2 (15%)		1 (17%)	2 (15%)
No. of final written warnings	0		0	0
No. of dismissals	0		1 (17%)	0
30-39				
No. of first written warnings	2 (15%)		1 (17%)	1 (8%)
No. of final written warnings	1 (33%)		0	0

	2011/12		2015/16	2016/17
No. of dismissals	2 (40%)		3 (50%)	2 (40%)
40-49				
No. of first written warnings	5 (38%)		3 (50%)	3 (23%)
No. of final written warnings	1 (33%)		1 (50%)	0
No. of dismissals	1 (20%)		1 (17%)	1 (20%)
50-59				
No. of first written warnings	2 (15%)		1 (17%)	6 (46%)
No. of final written warnings	1 (33%)		1 (50%)	1 (100%)
No. of dismissals	1 (20%)		1 (17%)	2 (40%)
60-64				
No. of first written warnings	2 (15%)		0	1 (8%)
No. of final written warnings	0		0	0
No. of dismissals	1 (20%)		0	0
65+				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	0
No. of dismissals	0		0	0

Number of written warnings and dismissals by Disability

The % shows the number of written warnings and dismissals as a % of the total number of relevant written warnings or dismissals for the year.

	2011/12		2015/16	2016/17
Disabled				
No. of first written warnings	1 (8%)		1 (17%)	0
No. of final written warnings	0		0	0
No. of dismissals	1 (20%)		0	0
Non-Disabled				
No. of first written warnings	11 (85%)		4 (67%)	10 (77%)
No. of final written warnings	3 (100%)		2 (100%)	1 (100%)
No. of dismissals	3 (60%)		6 (100%)	5 (100%)
Prefer not to say				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
Unknown				
No. of first written warnings	1 (8%)		1 (17%)	3 (23%)
No. of final written warnings	0		0	0
No. of dismissals	1 (20%)		0	0

Number of written warnings and dismissals by Sexual Orientation

The % shows the number of written warnings and dismissals as a % of the total number of relevant written warnings or dismissals for the year.

	2011/12		2015/16	2016/17
Bisexual				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
Gay Man				

	2011/12		2015/16	2016/17
No. of first written warnings	0		0	0
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
Gay Woman				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
Heterosexual				
No. of first written warnings	2 (15%)		2 (33%)	5 (38%)
No. of final written warnings	1 (33%)		1 (50%)	0
No. of dismissals	1 (20%)		3 (50%)	2 (40%)
Other				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
Prefer not to say				
No. of first written warnings	0		0	1 (8%)
No. of final written warnings	0		0	0
No. of dismissals	1 (20%)		0	0
Unknown				
No. of first written warnings	11 (85%)		4 (67%)	7 (54%)
No. of final written warnings	2 (67%)		1 (50%)	1 (100%)
No. of dismissals	3 (60%)		3 (50%)	3 (60%)

Number of written warnings and dismissals by Religion/Belief

The % shows the number of written warnings and dismissals as a % of the total number of relevant written warnings or dismissals for the year.

	2011/12		2015/16	2016/17
Buddhist				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
Christian				
No. of first written warnings	1 (8%)		2 (33%)	2 (15%)
No. of final written warnings	0		0	0
No. of dismissals	1 (20%)		1 (17%)	1 (20%)
Hindu				
No. of first written warnings	1 (8%)		0	0
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
Jewish				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
Muslim				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	0
No. of dismissals	0		1 (17%)	0
Sikh				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
No Religion				

	2011/12		2015/16	2016/17
No. of first written warnings	0		0	2 (15%)
No. of final written warnings	1 (33%)		1 (50%)	0
No. of dismissals	1 (20%)		1 (17%)	0
Any other Religion				
No. of first written warnings	0		0	1 (8%)
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
Prefer not to say				
No. of first written warnings	0		0	1 (8%)
No. of final written warnings	0		0	0
No. of dismissals	0		0	1 (20%)
Unknown				
No. of first written warnings	11 (85%)		4 (67%)	7 (54%)
No. of final written warnings	2 (67%)		1 (50%)	1 (100%)
No. of dismissals	3 (60%)		3 (50%)	3 (60%)

Number of written warnings and dismissals by Ethnicity

The % shows the number of written warnings and dismissals as a % of the total number of relevant written warnings or dismissals for the year.

	2011/12		2015/16	2016/17
Arab				
No. of first written warnings	N/A		N/A	0
No. of final written warnings	N/A		N/A	0
No. of dismissals	N/A		N/A	0
Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)				
No. of first written warnings	1 (8%)		0	0
No. of final written warnings	0		0	0

	2011/12		2015/16	2016/17
No. of dismissals	0		1 (17%)	0
Black/Black British (African, Caribbean, Other)				
No. of first written warnings	1 (8%)		0	1 (8%)
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
Gypsy Roma/Traveller of Irish Heritage				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
Mixed (White & Asian, White & Black African, White & Black Caribbean, Other)				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
White British				
No. of first written warnings	11 (85%)		5 (83%)	8 (62%)
No. of final written warnings	3 (100%)		2 (100%)	1 (100%)
No. of dismissals	3 (60%)		5 (83%)	5 (100%)
White Irish				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
White Other				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	0
No. of dismissals	1 (20%)		0	0
Other Ethnic Group				
No. of first written warnings	0		0	3 (23%)

	2011/12		2015/16	2016/17
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
Prefer not to say				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
Unknown				
No. of first written warnings	0		1 (17%)	1 (8%)
No. of final written warnings	0		0	0
No. of dismissals	1 (20%)		0	0

3.6 Employees who cease employment

Workforce turnover – permanent leavers who voluntarily left

	2010/11		2015/16	2016/17
Average no. of permanent employees	3653		2922	2845
No. of permanent, voluntary leavers	249		262	248
Turnover	6.8%		9.0%	8.7%

Please note: Turnover is calculated by dividing the number of permanent, voluntary leavers (i.e. perm staff excluding zero hours who have resigned or retired) for the reporting year by the average number of permanent employees between the reporting start date (April) and end date (March). Permanent employees are counted once in their main permanent post.

Staff Turnover by Gender

	2010/11		2015/16	2016/17
Male:				
Average no. of permanent employees	1028		867	871
No. of permanent, voluntary leavers	69		74	69
Turnover	6.7%		8.5%	7.9%
Female:				
Average no. of permanent employees	2625		2055	1975
No. of permanent, voluntary leavers	180		188	179
Turnover	6.9%		9.1%	9.1%

Staff Turnover by age group (age on leaving)

Age group	2010/11		2015/16	2016/17
Less than 20				
Average no. of permanent employees	16		10	7
No. of permanent, voluntary leavers	9		3	3
Turnover	56.3%		30.0%	42.9%
20-29				
Average no. of permanent employees	333		233	239
No. of permanent, voluntary leavers	23		48	36
Turnover	6.9%		20.6%	15.1%
30-39				
Average no. of permanent employees	669		579	560
No. of permanent, voluntary leavers	49		67	54
Turnover	7.3%		11.6%	9.6%
40-49				
Average no. of permanent employees	1189		845	780

Age group	2010/11		2015/16	2016/17
No. of permanent, voluntary leavers	62		55	52
Turnover	5.2%		6.5%	6.7%
50-59				
Average no. of permanent employees	1036		913	902
No. of permanent, voluntary leavers	39		37	53
Turnover	3.8%		4.1%	5.9%
60-64				
Average no. of permanent employees	312		239	244
No. of permanent, voluntary leavers	39		38	28
Turnover	12.5%		15.9%	11.5%
65+				
Average no. of permanent employees	99		104	115
No. of permanent, voluntary leavers	28		14	22
Turnover	28.3%		13.5%	19.1%

Small numbers can affect percentages.

Staff Turnover by Disability

	2010/11		2015/16	2016/17
Disabled				
Average no. of permanent employees	164		122	115
No. of permanent, voluntary leavers	10		8	11
Turnover	6.1%		6.6%	9.6%
Non-disabled				
Average no. of permanent employees	3154		2235	2090
No. of permanent, voluntary leavers	209		179	155
Turnover	6.6%		8.0%	7.4%
Prefer not to say				
Average no. of permanent employees	11		7	6
No. of permanent, voluntary leavers	3		1	0
Turnover	28.6%		15.4%	0
Unknown				
Average no. of permanent employees	325		559	634
No. of permanent, voluntary leavers	27		74	82
Turnover	8.3%		13.2%	13.0%

Staff Turnover by Sexual Orientation:

	2010/11		2015/16	2016/17
Bisexual				
Average no. of permanent employees	4		6	8
No. of permanent, voluntary leavers	0		0	0
Turnover	0		0	0
Gay man				
Average no. of permanent employees	2		4	5
No. of permanent, voluntary leavers	1		1	0

	2010/11		2015/16	2016/17
Turnover	66.7%		25.0%	0
Gay woman				
Average no. of permanent employees	8		11	11
No. of permanent, voluntary leavers	0		3	2
Turnover	0		27.3%	18.2%
Heterosexual/Straight				
Average no. of permanent employees	592		925	987
No. of permanent, voluntary leavers	57		108	120
Turnover	9.6%		11.7%	12.2%
Other				
Average no. of permanent employees	1		2	3
No. of permanent, voluntary leavers	0		0	0
Turnover	0		0	0
Prefer not to say				
Average no. of permanent employees	45		50	47
No. of permanent, voluntary leavers	3		8	7
Turnover	6.7%		16.2%	14.9%
Unknown				
Average no. of permanent employees	3002		1925	1787
No. of permanent, voluntary leavers	188		142	119
Turnover	6.3%		7.4%	6.7%

There were no gay men voluntary leavers this year giving a turnover rate of 0% in this group. There were 2 gay women voluntary leavers giving a turnover rate of 18.2%, which is a reduction on last year when there were 3 gay women voluntary leavers.

Please note that small numbers can give higher percentages.

Staff Turnover by Religion/Belief

	2010/11		2015/16	2016/17
Buddhist				
Average no. of permanent employees	5		8	8
No. of permanent, voluntary leavers	1		0	1
Turnover	20.0%		0	12.5%
Christian				
Average no. of permanent employees	348		459	469
No. of permanent, voluntary leavers	32		50	55
Turnover	9.2%		10.9%	11.7%
Hindu				
Average no. of permanent employees	1		3	4
No. of permanent, voluntary leavers	0		0	1
Turnover	0		0	25%
Jewish				
Average no. of permanent employees	3		4	4
No. of permanent, voluntary leavers	0		0	0
Turnover	0		0	0
Muslim				
Average no. of permanent employees	3		4	5
No. of permanent, voluntary leavers	1		0	0
Turnover	33.3%		0	0
Sikh				
Average no. of permanent employees	1		1	1
No. of permanent, voluntary leavers	0		0	0
Turnover	0		0	0
No religion				
Average no. of permanent employees	238		455	506

	2010/11		2015/16	2016/17
No. of permanent, voluntary leavers	25		64	62
Turnover	10.5%		14.1%	12.3%
Any other religion				
Average no. of permanent employees	11		9	10
No. of permanent, voluntary leavers	0		2	2
Turnover	0		23.5%	20.0%
Prefer not to say				
Average no. of permanent employees	41		58	60
No. of permanent, voluntary leavers	2		6	7
Turnover	4.9%		10.4%	11.7%
Unknown				
Average no. of permanent employees	3004		1923	1780
No. of permanent, voluntary leavers	188		140	120
Turnover	6.3%		7.3%	6.7%

Staff Turnover by Ethnicity

	2010/11		2015/16	2016/17
Arab				
Average no. of permanent employees	0		0	0
No. of permanent, voluntary leavers	0		0	0
Turnover	0		0	0
Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)				
Average no. of permanent employees	33		26	26
No. of permanent, voluntary leavers	1		2	4
Turnover	3.1%		7.7%	15.4%
Black/Black British (African, Caribbean, Other)				
Average no. of permanent employees	48		43	43

	2010/11		2015/16	2016/17
No. of permanent, voluntary leavers	1		3	6
Turnover	2.1%		7.1%	14.0%
Chinese				
Average no. of permanent employees	8		3	4
No. of permanent, voluntary leavers	1		0	0
Turnover	13.3%		0	0
Gypsy Roma/Traveller of Irish Heritage				
Average no. of permanent employees	0		1	1
No. of permanent, voluntary leavers	0		0	1
Turnover	0		0	100%
Mixed (White & Asian, White & Black African, White & Black Caribbean, Other)				
Average no. of permanent employees	22		21	25
No. of permanent, voluntary leavers	1		2	2
Turnover	4.5%		9.8%	8.0%
White – English/Welsh/Scottish/Northern Irish/British				
Average no. of permanent employees	3185		2358	2249
No. of permanent, voluntary leavers	214		196	178
Turnover	6.7%		8.3%	7.9%
White – Irish				
Average no. of permanent employees	33		21	22
No. of permanent, voluntary leavers	3		1	2
Turnover	9.2%		4.9%	9.1%
White – Other				
Average no. of permanent employees	46		39	41
No. of permanent, voluntary leavers	6		6	2
Turnover	13.0%		15.6%	4.9%
Other ethnic group				

	2010/11		2015/16	2016/17
Average no. of permanent employees	10		10	10
No. of permanent, voluntary leavers	0		0	0
Turnover	0		0	0
Prefer not to say				
Average no. of permanent employees	22		24	23
No. of permanent, voluntary leavers	1		2	4
Turnover	4.5%		8.3%	17.4%
Unknown				
Average no. of permanent employees	248		379	405
No. of permanent, voluntary leavers	21		50	49
Turnover	8.5%		13.2%	12.1%

Permanent Turnover – Redundancy

	2010/11		2015/16	2016/17
Average no. of permanent employees	3653		2922	2845
No. of permanent employees who were made redundant	73		27	27
Turnover	2.0%		0.9%	0.9%

* Figure includes permanent employees who were made redundant or were made redundant with early retirement, expressed as a percentage of permanent staff. An employee is counted once, regardless of the number of posts they were made redundant from.

3.7 Length of service in years of permanent staff

The tables below shows the average length of service for permanent staff only within the council (excluding schools), s at end March each year. For this section, an employee is counted once regardless of the number of posts they hold (headcount).

The length of service has been rounded up/down to the nearest whole year.

	2010/11		2015/16	2016/17
Average length of service	9		10	10
Headcount of permanent staff	3544		2888	2808

Average length of service in years by Gender

	2010/11		2015/16	2016/17
Male average length of service	10		10	10
Female average length of service	9		10	10

Average length of service in years by Disability

	2010/11		2015/16	2016/17
Disabled average length of service	10		11	12
Non-disabled average length of service	10		12	12
Prefer not to disclose disability average length of service	8		12	13
Unknown disability average length of service	4		4	4

Average length of service in years by Age Group

	2010/11		2015/16	2016/17
<20	2		1	1
20-29	4		3	3
30-39	12		6	6
40-49	9		10	10
50-59	6		13	13
60+	13		13	13

Average length of service in years by Sexual Orientation

	2010/11		2015/16	2016/17
Bisexual	2		2	3
Gay man	7		2	4
Gay woman	4		3	4
Heterosexual/Straight	5		5	5
Other	25		16	12
Prefer not to say	8		8	8
Unknown	10		13	13

Average length of service in years by Religion/Belief

	2010/11		2015/16	2016/17
Buddhist	2		6	6
Christian	6		6	6
Hindu	15		4	4
Jewish	5		5	6
Muslim	6		10	9
Sikh	7		4	N/A
Any other religion	6		8	6
No religion	4		4	4
Prefer not to say	7		8	8
Unknown	10		13	13

Average length of service in years by Ethnicity

	2010/11		2015/16	2016/17
Arab	N/A		N/A	N/A
Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)	7		8	9
Black/Black British (African, Caribbean, Other)	8		11	11
Gypsy Roma/Traveller of Irish Heritage	N/A		0	N/A
Mixed (White & Asian, White & Black African, White & Black Caribbean, Other)	7		8	7
White British	10		11	11
White Irish	10		13	11
White Other	7		8	8
Chinese	8		12	8
Other Ethnic Group	9		12	10
Prefer not to say	4		7	7
Unknown	4		5	5

3.8 Number of employees taking maternity leave and returning to work following maternity leave

The table below shows the number of permanent employees who commenced maternity leave during the year and the number of employees who returned to work during the year. The returners for the year may not have commenced their maternity leave in the same year.

	2010/11		2015/16	2016/17
No. of employees commencing maternity leave	29		49	45
No. of employees returning from maternity leave	32		44	44

Our family friendly policies, including flexible working arrangements details below, could be one reason why our staff return to work following maternity leave.

3.9 Flexible working

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

- flexible working hours for most office-based staff;
- part-time and/or term-time working;
- job share;
- home working;
- flexible retirement; and/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 have regard to potential effects on other staff and costs.

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