HR Annual Equalities in Employment Report 2019/20

South Gloucestershire
Council

Contents

HR Metrics and Data Sourcing

NB: The following points provide an explanation of the methodology and definitions by which the data in this report are formed.

All data reported excludes schools and casuals, unless specified.

Counts of 10 or less are anonymised with '#' to protect individuals' identities.

All data is as at 31st March of the reporting year, unless otherwise specified.

Unless specified, employees are counted in every post they hold, and therefore may be counted more than once.

Equalities data is captured during recruitment and can be amended later by employees through MyView.

2010 data is used as a base point due to council service reviews beginning at this time. Children, Adults & Health (CAH) and Environment & Community Services (ECS) departments were formed through the amalgamation of former departments during 2012/13 and therefore the data prior to March 2013 has been merged for these departments.

Full-Time vs. Part-Time

Full-time is typically 37 hours per week.

Disability

Staff within the council are asked to declare if they consider themselves to be disabled.

Grade Group

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 related data is not available for 2010/11.

Other grades include staff on non-standard grades such as Community Learning Tutors, Associate Music Teachers, Family Learning Tutors, Fitters/Erectors and Assistants to Political Groups

Turnover

Turnover is the percentage of total headcount whose employment ended during the financial year. Voluntary turnover includes only individuals whose permanent employment ended due to resignation or retirement.

Voluntary turnover excludes casual workers, variable-hours employees and employees on limited term contracts.

Redundancy turnover excludes casual workers, variable-hours employees and employees on limited term contracts.

Permanent employees are counted once in their main post, no matter how many posts they hold.

Apprentices

Apprentice numbers include employees who joined the council as apprentices but excludes employees who are undertaking an apprenticeship as part of their substantive role with the council.

Employees are only counted once, no matter how many posts they hold.

Applicants for Employment

Includes vacancies, applicants and new starters.

Vacancy data is taken from the council's recruitment system TAS. All 'vacant' or new posts are advertised even if these are for internal only or expression of interest applications. The data will not include those appointments via TUPE or transfer in via any other means.

A vacancy may be used to advertise more than one post, which could lead to multiple appointments per advert. Advertised casual roles are also included in the vacancies data.

Total applicants include internal and external applicants. An applicant is counted once for each role they apply for. For example, an applicant may have applied for several posts or may have applied for the same post multiple times within the reporting period.

New starters only include external applicants who have joined the council in permanent or limited term posts. Each starter is counted once in every post they start in.

Grievances

Includes grievance cases recorded in our HR case management system (CRM), including informal grievances. Integra data is not stored in CRM and is therefore not included. This will be possible from September 2020 (part year) and then going forwards from 2021.

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

Percentages are of the total grievances received.

Written Warnings and Dismissals

Includes the number of written warnings (first and final) given, and the number of performance or capability related dismissals as held on the HR case management system (CRM). Integra data is not stored in CRM and is therefore not included.

Percentages are of the total written warnings and dismissals recorded.

Length of service in years of permanent staff

Years are rounded to the nearest whole year.

Employees are only counted once, no matter how many posts they hold.

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

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.

Employees are only counted once, no matter how many posts they hold.

Executive Summary and Progress

The HR Annual Equalities in Employment report is one of a series of annual reports outlining the current status of the workforce and outlining any changes over the previous financial year. More detail around workforce data and sickness absence are available in the Annual Workforce Data report and Annual Sickness Absence report respectively.

This report contains a review of the action plan for the period 2016-20. A new action plan will be co-produced with staff groups, aligned to council plan priorities. The new plan will utilize data in this report as an evidence base.

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

- The gender distribution within departments and council wide remains consistent with previous years.
- The age profile of the council has remained consistent with minimal changes across all age groups of less than 1%. The biggest age group is still 50-59 (30.6% of the workforce) with 44% being 50+ years of age.
- Apprentices increased slightly again this year by almost 1% which will support our aim of encouraging younger workers into our workforce and our 'grow your own' approach to talent and succession planning.
- The percentage of staff who have not disclosed their data for all equalities groups fell this year. Despite small improvements in disclosed data, data completeness remains a challenge to enable better analysis and insight to support equality plans. This is particularly true for the Transgender Status, Sexual Orientation and Religion/Belief protected characteristics where data disclosed is especially low. With the current coronavirus pandemic, a more accurate ethnicity data set would help us better support this group where there is emerging evidence of vulnerability, or 'risk factor' in relation to COVID-19 health outcomes:

  Summary of progress against the action plan:

The Council has continued to support employee equalities groups including the Disabled Employees Group, the BME Staff Network, the Women's Staff Network and the LGBTQ+ Staff Network.

Council-wide promotion of apprenticeships has continued this year 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.

We continue to share in a programme for senior women leaders with partners across the region. This is a programme run by Springboard Development Plus (a national organisation) and participants include Avon Fire & Rescue, B&NES, North Somerset, Bristol CC, and Curo Housing. The aim of this programme is to prepare senior women managers for the next steps in their careers towards Service Manager/Heads

of Service positions. This is the third year of the programme, which is being delivered over Zoom, following its delay from running in April this year. We have also continued with our in-house programme – Women in Leadership – which aims to encourage the career development of women at all levels within the organisation.

As required by legislation the council's gender pay gap report was published in March of this year. Actions to address the gap can be found in the report but include the positive action initiatives stated above as well as, support for flexible working practices, childcare vouchers, and continuation of a robust job evaluation process.

Review of Equalities Action Plan 2016-2020

Protected Characteristic	Issue	Summary of progress and actions over plan period
Gender	There has been a 4% proportional increase in women in Hay grade 3 and senior manager grades this year meaning that 58% of staff in these grades are now women. This remains broadly representative of the South Gloucestershire area population. However, we continue to aspire to move towards a leadership profile that represents the workforce composition, which would see more women in leadership positions.	Tailored training and development programmes aimed at increasing the number (%) of women in management roles have been put in place. The Staff Women's Equality Group will continues to be supported. Gender Pay Gap and Equal Pay Reports have been produced during the period of this plan and will be utilized to inform future action plans.
Age	The number of younger age groups (aged under 30) in employment has remained very low, with staff in the under 20 group falling this year to less than 1% of the workforce.	Good progress has been made across the council with introducing apprenticeships and the council has invested in an Apprenticeship Co-ordinator. (see annual workforce report for data) The council as an employer of young people will be a theme for future action and promotion.
Disability	The number of staff declaring that they have a disability has increased slightly this year but remains lower than the population of South Gloucestershire who have a disability.	Specific support continues to be offered to disabled people encourage applications and help them prepare for interviews. Support them in the workplace through reasonable adjustments. The council will continue to support staff equalities groups across the council. The council's new recruitment applicant tracking system and candidate attraction website presents some opportunity to encourage greater numbers of applications. It is recognised there is more work to be done in this area.
Ethnicity	We would like to attract a more diverse workforce. We recognise that there is under-representation from some minority ethnic groups within the workforce when compared to South Gloucestershire and the Combined Area of South Gloucestershire, BANES, Stroud, Bristol, North Somerset and Wiltshire that 94% of our workforce live in. In particular, people from 'Asian', 'Chinese' and 'White Other' backgrounds are each less than both these benchmarking groups. 'Arab', 'Chinese', 'Gypsy Roma/Traveller of Irish Heritage', 'White-Irish' and 'Other Ethnic groups' all account for less than 1% each of the workforce. Success rate at interview is still highest within the 'white' groups at around 8%	The council is re-designing its recruitment attraction strategy and website. We will consider practical ways to ensure our advertising and offer encourages people to apply, particularly those from 'Asian', 'Chinese'' and 'White Other' backgrounds. We will involve our equalities groups in formulating our approach to this. The council will continue to support and explore positive action programmes aimed at increasing the percentage of people from minority ethnic groups at management levels in the workforce. The council will continue to support staff equalities groups across the council.

Protected Characteristic	Issue	Summary of progress and actions over plan period
	with the lowest known group being Asian at 3.8% this year. Turnover rates are highest within 'White Irish' and 'Mixed' groups this year.	
Sexual Orientation	Overall, the known numbers of gay women and men working for us remain small, combined they make up less than 1% of the workforce. The proportion of bisexual staff is also less than 1%. The "unknown" data reporting category is high in this area at just under 50%.	The council continues to support equalities groups across the council. We have continued to promote the need for staff to complete equalities data to help us better understand our workforce and this will continue.
All	Continue to enhance the working environment and culture to make SGC a welcoming employer. Anecdotal evidence suggests that managers may require a greater understanding in order to proactively understand and support the needs of staff, particularly in relation to diversity and equality issues. Comparison data may not reflect the geographical locations where our employees live and commute from.	Progress has been made over the period of this plan, particularly with the first tranche of unconscious bias training and the launch of the council's values and behaviours. This work will continue and clear actions included in the refreshed equalities action plan.
Support for those returning from Maternity/ Adoption/ Parental Leave and extend this to cover those returning from Long Term Sick leave.	To assist with confidence building and smooth transition/return to the workplace.	Coaching offer available to all staff and has been particularly promoted during the COVID period.

Equalities Data

Staff in Post

Staff in post by Department

Department	2010/11		2018/19	2019/20
Chief Executive & Corporate Resources (CECR)	542 (13.0%)		1007 (29.3%)	956 (27.5%)
Environment and Community Services (ECS)	1032 (24.8%)		965 (28.1%)	1018 (29.3%)
Children, Adults and Health (CAH)	2589 (62.2%)		1460 (42.5%)	1501 (43.2%)
Total	4163		3432	3475

- **Occupied posts within South Gloucestershire Council (SGC) have increased slightly by 1% compared with last year.**
- **A reduction in occupied posts can be seen within CECR due to team moves from CECR into ECS.**
- **CAH remains the biggest of the 3 departments.**

Minimal changes of between 1% and 2% can be seen across all departments.

Staff in Post by Gender

	2010/11			2018/19		2019/20			South Glos Population - ONS Mid-Year Population Estimates 2019[1]	
	Male	**Female**		**Male**	**Female**	**Male**	**Female**		**Male**	**Female**
Chief Executive & Corporate Resources (CECR)	206 (38.0%)	336 (62.0%)		260 (25.8%)	747 (74.2%)	246 (25.7%)	710 (74.3%)			
Environment and Community Services (ECS)	498 (48.3%)	534 (51.7%)		468 (48.5%)	497 (51.5%)	482 (47.3%)	536 (52.7%)			

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[1]

https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland - ONS data for population benchmarking aged 17+

	2010/11		2018/19		2019/20		South Glos Population - ONS Mid-Year Population Estimates 2019[1]	
	Male	Female	Male	Female	Male	Female	Male	Female
Children, Adults and Health (CAH)	452 (17.5%)	2137 (82.5%)	352 (24.1%)	1108 (75.9%)	345 (23.0%)	1156 (77.0%)		
Total	1156 (27.8%)	3007 (72.2%)	1080 (31.5%)	2352 (68.5%)	1076 (30.9%)	2402 (69.1%)	112338 (49%)	116370 (51%)

- **The gender distribution within the council remains consistent with the previous year.**
- **Very minimal department changes can be seen with the overall result continuing to show more female than male employees across all departments, with a near equal gender split within ECS.**

For comparison, the most recent local government employment data for England from the Local Government Association[2] (LGA) dated February 2020, indicates a spilt of 25% Male employees and 75% female employees. This is comparable to last year's data and to SGC. However, the ONS[3] mid-2019 population estimates show the population of South Gloucestershire split more equally (49% male - 51% female).

Staff in Post by Gender Reassignment

	2018/19	2019/20
Transgender employees	0	0
Non-transgender employees	55 (1.6%)	113 (3.3%)
Prefer not to answer	# (0.03%)	# (0.2%)
Not known	3376 (98.4%)	3355 (96.5%)

The council began capturing employee's transgender status during Q4 18/19, and the proportion of responses remains low. The percentage of not known responses has decreased by almost 2% this year but the number of staff who responded that they prefer not to answer has increased slightly this year (less than 1%). The council will continue to focus on capturing this, along with other equalities data, which optimistically may lead to a more accurate representation in next year's report.

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[2] https://www.local.gov.uk/our-support/research/statistical-alert
[3]
https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland

Staff in Post by Gender (Full-time vs. Part-time)

	2010/11			2018/19		2019/20	
	Male	**Female**		**Male**	**Female**	**Male**	**Female**
Total number of full-time staff	936 (48.7%)	985 (51.3%)		757 (48.5%)	803 (51.5%)	731 (46.7%)	833 (53.3%)
Total number of part-time staff	220 (9.8%)	2022 (90.2%)		323 (17.3%)	1549 (82.7%)	342 (17.9%)	1569 (82.1%)

- **This year, as per last year, there has again been a slight shift in the part-time split towards men, and in full-time towards women (around 2% change in full-time and 1% in part-time).**
- **The number of both male and female part-time post holders has increased again this year.**
- **Also, as per last year, the number of female full-time post holders has increased alongside a simultaneous fall in male full-time post holders.**

The majority (55%) of male occupied full-time posts reside in ECS, whereas female occupied full-time posts mainly (58%) sit within CAH. This is consistent with the previous year.

All departments saw a decrease in male full-time post holders this year, with the biggest decrease (11%) primarily in CECR. Within CECR, the highest reduction in male full-time post-holders was within Finance & Customer Services. This is most likely related to the establishment change whereby Customer Services teams moved into ECS.

ECS and CAH saw increases in female full-time post holders this year, with the biggest increase within ECS (16%). This increase, along with an 18% reduction in female full-time post holders within CECR would suggest that these changes are again related to the establishment changes cited above.

The majority of both male (50%) and female (43%) occupied part-time posts are within CAH. Percentages of part-time females across all departments have remained the same as last year, despite small changes in numbers, with minor changes in the percentage of male part-time post holders seen across departments.

The majority of CAH part-time posts for both male and females sit within Integrated Children's Services (31% of all part-time posts), with the majority of these (59%) being within Vinney Green Secure Unit where most part-time posts are Night Care Assistants/Residential Care Officers.

48% of male part-time posts are variable-hours compared to 16% of female part-time posts. This is a minimal increase for both male and female variable-hour posts when compared to last year.

Staff in Post by Age Group

Age Group	2010/11		2018/19	2019/20		South Glos Population- ONS Mid-Year Population Estimates 2019[4]
<20	21 (0.5%)		34 (1.0%)	22 (0.6%)		15367 (6.5%)
20-29	433 (10.4%)		365 (10.6%)	376 (10.8%)		35938 (15.3%)
30-39	761 (18.3%)		680 (19.8%)	696 (20.0%)		38456 (16.4%)
40-49	1362 (32.7%)		864 (25.2%)	846 (24.3%)		36326 (15.5%)
50-59	1135 (27.3%)		1063 (31.0%)	1065 (30.6%)		39804 (17.0%)
60-64	337 (8.1%)		296 (8.6%)	315 (9.1%)		15066 (6.4%)
65+	114 (2.7%)		130 (3.8%)	155 (4.5%)		53697 (22.9%)

- **At the end of FY 19/20 the average post holder age within the council is 48, an increase of 1 year compared with last year.**
- **Most post holders (30.6%) still sit within the 50-59 age group, although this has decreased slightly this year by 0.3%.**
- **The percentage of post holders aged 60+ has increased this year by just over 1%.**

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https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland - ONS data for population benchmarking aged 15+

- **The percentage of post holders aged less than 20 years has decreased this year from 1% to 0.6% and the application rate within this age group continues to be low.**

The SGC workforce age groups have remained stable this year when compared to last year, with changes of less than 1% seen across all age groups.

Most posts are filled by staff in the 50-59 year age group, of which 36% sit within CAH and an additional 31% in ECS. Over half (68%) of CE, Chief Officers & Senior Manager grade group post holders are aged 50-59 (rising to 82% and 53% when looking at post holders aged 50+) and post holders in the 50-59 age group also account for around 30% of all other grade groups, except for apprentices. Therefore, the large proportion of 50-59 year old post holders needs to be considered, as this may lead to significant skills loss over time, and may impact future workforce planning.

The proportion of posts held by employees aged below 20 has decreased slightly this year by 0.4%. Most posts held by under 20 year olds are in CAH (41%) with a further 36% within ECS. The final 23% sit within Integra; there are no employees aged under 20 within CECR this year.

Decreases in posts held by under 20 year olds were seen across all departments, except for Integra where there was a 25% increase (one additional post holder). TUPE transfer of the youth service accounted for 9% of post holders in this age group and a further 41% reduction in under 20 post holders in the HAY10-14 grade group. These post holders were mostly from ECS, Libraries and CECR, Finance & Customer Services.

The majority (50%) of under 20 year olds in the council hold apprentice graded posts this year, which has increased by 15% on last year. These apprentice roles are split between ECS, the majority being highways maintenance roles, and CAH, care and business support roles.

Staff in Post by Disability

	2010/11		2018/19	2019/20		South Glos Population - 2011 Census
Disabled employees	191 (4.6%)		126 (3.7%)	130 (3.7%)		40914 (15.6%)
Non-disabled employees	3504 (84.2%)		2021 (58.9%)	2067 (59.5%)		
Prefer not to say	12 (0.3%)		# (0.2%)	18 (0.5%)		
Not known	456 (11.0%)		1277 (37.2%)	1260 (36.3%)		

- **There is no change to the percentage of the workforce that identified as being disabled this year when compared to last year.**
- **The number of post holders who declared their disability status also remained the same as last year - 63%.**

3.7% of post holders in the council identify as disabled. FY 18/19 data from the Department of Work and Pensions[5] find that 19% of working age adults identify as disabled, and 44% of state pension age adults. This again has seen very little change from the previous year. The percentage of the SGC workforce who have disclosed a disability falls below both the Department of Work and Pensions report and the South Gloucestershire population 2011 census data.

CECR have the highest percentage of post holders that identify as disabled (6.1%), which is an increase of 1.3% on last year. Integra saw a 1.5% reduction on post holders disclosing their disability status whilst CAH and ECS saw very little/no change compared with last year. CAH and ECS remain the departments with the largest percentage of staff who have not disclosed their disability status (42.9% and 38.5%), although all departments have seen a reduction in the percentage of non-disclosures this year of between 0.1% and 2.2%.

Staff in Post by Sexual Orientation

Sexual Orientation	2010/11		2018/19	2019/20
Bisexual	# (0.2%)		22 (0.6%)	25 (0.7%)
Gay man	# (0.1%)		# (0.2%)	# (0.3%)
Gay woman	11		14	16

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[5] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/874507/family-resources-survey-2018-19.pdf

Sexual Orientation	2010/11			2018/19	2019/20
	(0.3%)			(0.4%)	(0.5%)
Heterosexual/straight	838 (20.1%)			1633 (47.6%)	1802 (51.9%)
Prefer to self-describe	N/A			N/A	# (0.0%)
Other	# (0.0%)			# (0.1%)	# (0.2%)
Prefer not to say	58 (1.4%)			84 (2.4%)	96 (2.8%)
Not known	3244 (77.9%)			1667 (48.6%)	1518 (43.7%)

- **The proportion of post holders who have not declared their sexual orientation has reduced by nearly 5% this year.**
- **Increases can be seen across all sexual orientation category groups with the largest increase (4.3%) seen in post holders identifying as heterosexual/straight.**

Although the percentage of post holders who have not disclosed their sexual orientation has decreased this year, it remains that almost half of all post holders (46.4%) have chosen not to disclose.

A new category – prefer to self-describe was introduced this year.

The most recent ONS[6] data (2018) suggests around 95% of the South West of England identify as heterosexual, 1.6% identify as gay or lesbian, 0.6% as bisexual with a further 2.3% in a refuse to specify/don't know category. SGC data shows the highest proportion of post holders (51.9%) in the heterosexual/straight category and at 0.7% around the same proportion as the south west for bisexual. However, gay or lesbian post holders appear to be underrepresented in SGC, accounting for only 0.8% of post holders, half of the south west area percentage. The percentage of SGC post holders not declaring is 46.4%, much higher that the south west region.

[6] https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2012to2018

Staff in Post by Religion/Belief

Religion/Belief	2010/11		2018/19	2019/20		South Glos Population - 2011 Census
Buddhist	# (0.2%)		# (0.3%)	# (0.2%)		708 (0.3%)
Christian	482 (11.6%)		717 (20.9%)	772 (22.2%)		156504 (59.6%)
Hindu	# (0.0%)		# (0.2%)	# (0.2%)		1681 (0.6%)
Jewish	# (0.1%)		# (0.1%)	# (0.1%)		145 (0.1%)
Muslim	# (0.1%)		# (0.2%)	12 (0.3%)		2176 (0.8%)
Sikh	# (0.0%)		# (0.1%)	# (0.1%)		623 (0.2%)
Any Other Religion	14 (0.3%)		19 (0.6%)	28 (0.8%)		888 (0.3%)
No religion	349 (8.4%)		881 (25.7%)	989 (28.5%)		80607 (30.7%)
Prefer not to say	56 (1.3%)		116 (3.4%)	136 (3.9%)		
Not known	3242 (77.9%)		1670 (48.7%)	1516 (43.6%)		19435 (7.4%)

- **The proportion of post holders who have not declared their religion/belief has reduced by nearly 5% this year.**
- **Those who identify as having no religion/belief have increased by almost 3%.**

Although the percentage of post holders who have not disclosed their religion/belief has decreased this year, it remains that almost half of all post holders (47.5%) have chosen not to disclose.

The most recent ONS[7] data (2018) indicates that 60% of the South Gloucestershire population are Christian, 5% other religion/belief and 1% or less for Hindu, Muslim or Sikh. They also have a 'none & not stated' category accounting for 33% of the population. SGC data shows a much lower percentage of Christians (22%) but a much higher none/not known percentage of 76%.

All departments have around half of their post holders not declaring their religion/belief and the highest, known category being no religion, around 30%. However, all religion/belief categories have increased this year, except for Buddhist and Hindu where there have been slight decreases in percentages. Small numbers can affect percentages.

Staff in Post by Ethnicity

Ethnicity	2010/11		2018/19	2019/20		South Glos Population - 2011 Census	Combined Area Population – 2011 Census[8]
Arab	0		0	0		366 (0.1%)	2461 (0.1%)
Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)	40 (1.0%)		31 (0.9%)	34 (1.0%)		5128 (2.0%)	78942 (4.8%)
Black/Black British (African, Caribbean, Other)	60 (1.4%)		57 (1.7%)	60 (1.7%)		2218 (0.8%)	66796 (4.0%)
Mixed Ethnicity (White & Asian, White & Black African, White & Black Caribbean, Other)	27 (0.6%)		52 (1.5%)	57 (1.6%)		3667 (1.4%)	61640 (3.7%)
Chinese	# (2.3%)		# (0.2%)	# (0.2%)		1312 (0.5%)	9132 (0.6%)
Gypsy Roma/Traveller of Irish Heritage	0		# (0.0%)	# (0.1%)		271 (0.1%)	1678 (0.1%)
White British	3545 (85.2%)		2515 (73.2%)	2578 (74.2%)		241611 (91.9%)	1470987 (89.0%)
White – Irish	36 (0.9%)		30 (0.9%)	27 (0.8%)		1223 (0.5%)	10305 (0.6%)

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[7]

https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationcharacteristicsresearchtables

[8] Combined Area = South Gloucestershire, Bristol, Stroud, BANES, North Somerset and Wiltshire – 94% of our workforce live in these areas

Ethnicity	2010/11		2018/19	2019/20		South Glos Population - 2011 Census	Combined Area Population – 2011 Census[8]
White – Other	58 (1.4%)		63 (1.8%)	77 (2.2%)		6469 (2.5%)	55142 (3.3%)
Any Other ethnic group	13 (0.3%)		# (0.2%)	# (0.3%)		502 (0.2%)	11491 (0.7%)
Prefer not to say	27 (0.6%)		24 (0.7%)	25 (0.7%)			
Not Known	349 (8.4%)		646 (18.8%)	598 (17.2%)			

- **The proportion of post holders who have not declared their ethnicity has reduced slightly by 1.4% this year.**
- **There has been little change in the proportional representation of different ethnicities within the SGC workforce when compared to the previous year, although most categories have seen a slight increase.**
- **7.9% of post holders identify as part of the BAME group, an increase of 0.7% on last year.**
- **White British remains the largest category post holders identify with, 74.2%, an increase of 1.8% compared with last year.**

The percentage of post holders who have not disclosed their ethnicity has decreased this year by 1.4% meaning that 17.9% of post holders have not disclosed their ethnicity. Although this is lower than the non-disclosure rates for disability, religion/belief and sexual orientation, it is still likely to have an impact on the accuracy of the proportional representation within the other groups.

CAH has the highest departmental proportion of post holders who identify as BAME at 10% but also the highest proportion of non-disclosures at 20.7%. ECS has the lowest level of post holders who identify as BAME at 5.8%. ECS, CECR and Integra all have lower departmental BAME percentages than the overall council rate of 7.9%.

Looking at the benchmarking data of the South Gloucestershire population and the Combined Area data where 94% of our workforce live, the majority of the population are White British and the minority are in Arab and Gypsy Roma/Traveller of Irish Heritage groups, which is the same as the council's post holder data. The SGC workforce has slightly higher proportions of White-Irish post holders (less than 1%) than both benchmarking groups and has slightly higher proportions of Black/Black British, Mixed Ethnicity and Any Other Ethnic group percentages (less than 1%) than the South Gloucestershire population. The biggest difference in ethnicity is within the

Asian/Asian British group whereby SGC post holders are 1% less than the South Gloucestershire population and 3.8% less that the combined area data.

The proportion of the SGC workforce who are White British on average 16% less than both benchmarking groups. However, the percentage of staff who are BAME are less in the council (7.9%) than in the South Gloucestershire population (8.1%) and the Combined Area population (17.9%).

Staff in post by Grade Group

	2010/11		2018/19	2019/20
Chief Officer/Senior Manager Grades	29 (0.7%)		22 (0.6%)	22 (0.6%)
HAY01 – HAY03	144 (3.5%)		135 (3.9%)	136 (3.9%)
HAY04 – HAY06	546 (13.1%)		564 (16.4%)	567 (16.3%)
HAY07 – HAY09	1227 (29.5%)		1143 (33.3%)	1174 (33.8%)
HAY10 – HAY14	1893 (45.5%)		1333 (38.8%)	1374 (39.5%)
Apprentice Grades	# (0.0%)		26 (0.8%)	28 (0.8%)
Other Grades	325 (7.8%)		209 (3.1%)	174 (5.0%)

- **Proportionately the grade groups are consistent this year with the previous, with the majority of filled posts by grade group being HAY10-14 posts.**
- **5% of post holders sit in the higher-grade groups (CE, Chief Officers & Senior Managers and HAY01 – 03) whereas most post holders (95%) sit within HAY04 and below.**
- **The biggest proportional change this year is within the other grades group, an increase of 1.9% on last year, although the number of post holders in this group has decreased by 17% due to the TUPE of youth workers.**

- **Compared with the previous year, the council's mean gender pay gap has increased by 0.1% to 11.8% whereas the median has reduced by 1% to 13.6%.**

Filled apprentice graded posts have again increased this year by 8%. However, the proportion of filled apprentice post when compared with the other groups remains low at less than 1%. The main increase was within ECS, an additional 4 apprentice posts (+29%) and where apprentice numbers continue to account for more than half of all apprentices within the council (64%).

In March 2020 the council's third Gender Pay Gap report was published. Compared with the previous year, the mean gender pay gap has increased slightly by 0.1% to 11.8% whereas the median decreased by 1% to 13.6%. CIPFA gender pay gap benchmarking[9] finds the public sector mean is 7% and the median is 6.4%. For English Unitary Authorities, this changes to a mean of 6.7% and a median of 5.0%. This is comparable with the Local Government Association (LGA) where latest data shows the mean gender pay gap for councils as 6.1% and the median as 4%, however the LGA notes there is considerable variations between councils.
The report Gender Pay Gap report (March 2019), including the council's action plan, is available here.

More detailed analysis around pay by protected characteristics is contained within the Equal Pay Audit.

Apprentices

Apprentice starters	2010/11		2018/19	2019/20
Number of apprentices who started during the year	#		22	21
Number of apprentices in post as at end March	#		28	29
Average age of apprentices	18.5		21	21

- **As at the end of the year the council has 29 apprentices (about 1% of headcount), up 4% from the end of FY 18/19.**
- **The average age of apprentices within the council remains the same as last year at 21.**

21 individuals were employed by the council as Apprentices during FY 19/20. Of those apprentices in post at the end of FY 19/19, nearly half (46%) are still in post, 38% are in limited term or substantive posts within the council and 15% have left the council.

The average age of apprentices within the council has stabilised at 21.

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[9] https://www.cipfa.org/cipfa-thinks/cipfa-thinks-articles/gender-pay-gap-benchmarking

The council's apprentices in post as at end FY 19/20 are split between 3 departments: ECS (66%), CAH (21%) and CECR (14%).

Apprentices within the council are analysed further in the Annual Workforce Data report.

Applicants for Employment

Please note that applicant numbers may differ within each protected characteristic group due to the anonymisation of applicants' records and the ability of staff to update their equalities information once employed by the council.

Number of Applicants and New Starters

	2010/11		2018/19	2019/20
No. of vacancies advertised	287		765	623
No of applicants via recruitment website	4712		2888	4878
No. of new starters	249		437	460
% of new starters to applicants	5.3%		15.1%	9.4%

- **Compared to the same period last year the data shows a significant increase in the number of applicants to vacancies (40%)[10]**

It is difficult to identify the exact cause of the increase in applicants, but it is an encouraging trend and could be an early indication of the changes brought in to how we attract candidates and the changing style of our advertisements. This data is largely pre-COVID where the impact of furlough has been quite profound on our application rates.

In addition to this we have also seen very positive results with a further 162 applications to roles via Indeed. These roles were boosted (promoted) by additional budget, with the average spend totalling £1.84 per application across all roles. A variety of roles have attracted applications with a total of 51 offers made, this represents a return of 31.48% (applications to offers). These have been included as part of the narrative but have not been included in the breakdown across protected characteristics as it is not yet possible to identify the applicant to starter. Future reports will include a breakdown of these applications.

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[10] These figures represent applications via the council's recruitment website only

Applicants and New Starters by Gender

	2010/11		2018/19	2019/20
Male				
No. of applicants	1792 (38.0%)		853 (29.5%)	974 (20.0%)
No. of new starters	89 (35.7%)		144 (33.0%)	137 (30.0%)
% of new starters to applicants	5.0%		16.9%	14.1%
Female				
No. of applicants	2874 (61.0%)		2035 (70.5%)	2330 (47.8%)
No. of new starters	160 (64.3%)		293 (67.0%)	323 (70.0%)
% of new starters to applicants	5.6%		14.4%	13.9%
Unknown Gender				
No. of applicants	46 (1.0%)		0	1574 (32.3%)
No. of new starters	55 (0.8%)		0	0
% of new starters to applicants	91 (2.1%)		0%	0%

- **Compared to the same period last year the data shows an increase in the number of applicants for both male and female**
- **Unknown gender applicants have increased due to the system anonymising records**
- **Appointment rate of both genders has dropped, with males seeing a slightly larger decrease (-2.8%) than females (-0.5%).**

Applicants and New Starters by Age Group

	2010/11		2018/19	2019/20
<20				
No. of applicants	184 (3.9%)		93 (3.2%)	42 (0.9%)
No. of new starters	15 (6.0%)		19 (4.3%)	23 (5.0%)
% of new starters to applicants	8.2%		20.4%	54.8%
20-29				
No. of applicants	1775 (37.7%)		893 (30.9%)	1079 (22.1%)
No. of new starters	84 (33.7%)		105 (24.0%)	122 (26.5%)
% of new starters to applicants	4.7%		11.8%	11.3%
30-39				
No. of applicants	1068 (22.7%)		777 (26.9%)	854 (17.5%)
No. of new starters	53 (21.3%)		115 (26.3%)	101 (22.0%)
% of new starters to applicants	5.0%		14.8%	11.8%
40-49				
No. of applicants	1025 (21.8%)		578 (20.0%)	660 (13.5%)
No. of new starters	54 (21.7%)		94 (21.5%)	105 (22.8%)
% of new starters to applicants	5.3%		16.3%	15.9%

	2010/11		2018/19	2019/20
50-59				
No. of applicants	524 (11.1%)		448 (15.5%)	497 (10.2%)
No. of new starters	27 (10.8%)		77 (17.6%)	84 (18.3%)
% of new starters to applicants	5.2%		17.2%	16.9%
60+				
No. of applicants	54 (1.1%)		99 (3.4%)	95 (1.9%)
No. of new starters	16 (6.4%)		27 (6.2%)	25 (5.4%)
% of new starters to applicants	29.6%		27.3%	26.3%
Unknown Age				
No. of applicants	82 (1.7%)		0	1651 (33.8%)
No. of new starters	0		0	0
% of new starters to applicants	0%		0%	0%

- **The data shows an increase of applicants across all age categories, except for <20 and 60+ age groups.**
- **The highest reduction in applicants is within the <20 age bracket (-55%), however this group has the highest success rate (55%).**
- **Success rate of applicants remains broadly similar to last year, although an increase is seen in the <20 group of just over 30%.**

One possible reason for the reductions in applicants aged <20 could be the increase in apprenticeship opportunities (nationally and regionally) that have attracted this relatively small pool of applicants. Whilst the number of applicants remains low, this group does experience a high success rate at interview with 55% starting employment.

Applicants and New Starters by Disability

	2010/11		2018/19	2019/20
Disabled				
No. of applicants	164 (3.5%)		129 (4.5%)	222 (4.6%)
No. of new starters	# (2.8%)		14 (3.2%)	# (2.2%)
% of new starters to applicants	4.3%		10.9%	4.5%
Non-Disabled				
No. of applicants	4503 (95.6%)		2717 (94.1%)	4539 (93.1%)
No. of new starters	166 (66.7%)		130 (29.7%)	225 (48.9%)
% of new starters to applicants	3.7%		4.8%	5.0%
Prefer not to disclose disability status				
No. of applicants	0		35 (1.2%)	95 (1.9%)
No. of new starters	# (0.4%)		# (0.5%)	# (0.2%)
% of new starters to applicants	N/A		5.7%	1.1%
Unknown disability status				
No. of applicants	45 (1.0%)		# (0.2%)	22 (0.5%)
No. of new starters	75 (30.1%)		291 (66.6%)	224 (48.7%)
% of new starters to applicants	N/A		N/A	N/A

- **The percentage of applicants declaring a disability is broadly aligned with last year (4.6%).**
- **The success rate of disabled applicants has decreased when compared with last year but is comparable with the success rate of non-disabled applicants. We will further explore the reason for this decline with the Disabled Employees Group as we co-produce the equalities action plan.**
- **Only 2.2% of new starters declared a disability.**

Applicants and New Starters by Sexual Orientation

	2010/11		2018/19	2019/20
Bisexual				
No. of applicants	42 (0.6%)		45 (1.5%)	89 (1.8%)
No. of new starters	# (1.2%)		# (0.9%)	# (2.2%)
% of new starters to applicants	7.1%		8.9%	11.2%
Gay man				
No. of applicants	38 (0.6%)		26 (0.9%)	41 (0.8%)
No. of new starters	# (0.8%)		# (0.5%)	# (0.7%)
% of new starters to applicants	5.3%		7.7%	7.3%
Gay woman				
No. of applicants	64 (0.9%)		31 (1.1%)	63 (1.3%)
No. of new starters	# (1.6%)		0	# (1.5%)
% of new starters to applicants	6.3%		0%	11.1%
Heterosexual/Straight				
No. of applicants	6284 (93.1%)		2599 (88.1%)	4326 (88.7%)
No. of new starters				

	2010/11		2018/19	2019/20
	162 (65.1%)		303 (75.4%)	354 (77.0%)
% of new starters to applicants	2.6%		11.7%	8.2%
Other Sexual Orientation				
No. of applicants	N/A		30 (1.0%)	54 (1.1%)
No. of new starters	N/A		# (0.2%)	# (0.9%)
% of new starters to applicants	N/A		3.3%	7.4%
Prefer not to say				
No. of applicants	278 (4.1%)		157 (5.3%)	282 (5.8%)
No. of new starters	12 (4.8%)		20 (5.0%)	11 (2.4%)
% of new starters to applicants	4.3%		12.7%	3.9%
Unknown Sexual Orientation				
No. of applicants	41 (0.6%)		63 (2.1%)	23 (0.5%)
No. of new starters	66 (26.5%)		72 (17.9%)	71 (15.4%)
% of new starters to applicants	N/A		N/A	N/A

- **The number of applicants declaring their sexual orientation is broadly similar to last year, where the variance is less than 2%.**
- **Gay Women has the highest appointment rate increase this year; there were no appointments made in this group last year.**

Applicants and New Starters by Religion/Belief

	2010/11		2018/19	2019/20
Buddhist				
No. of applicants	37 (0.8%)		15 (0.5%)	27 (0.6%)
No. of new starters	# (1.6%)		0	# (0.7%)
% of new starters to applicants	10.8%		0%	11.1%
Christian				
No. of applicants	1921 (40.8%)		948 (32.8%)	1554 (31.8%)
No. of new starters	68 (27.3%)		109 (24.9%)	125 (27.2%)
% of new starters to applicants	3.5%		11.5%	8.0%
Hindu				
No. of applicants	26 (0.6%)		# (0.3%)	23 (0.5%)
No. of new starters	# (0.4%)		0	# (0.2%)
% of new starters to applicants	3.8%		0%	4.3%
Jewish				
No. of applicants	# (1.6%)		# (0.1%)	# (0.0%)
No. of new starters	# (0.4%)		# (0.7%)	# (0.2%)
% of new starters to applicants	14.3%		100%	50.0%
Muslim				

	2010/11		2018/19	2019/20
No. of applicants	77 (1.6%)		61 (2.1%)	81 (1.7%)
No. of new starters	# (0.4%)		# (0.5%)	# (1.1%)
% of new starters to applicants	1.3%		3.3%	6.2%
Sikh				
No. of applicants	16 (0.3%)		15 (0.5%)	26 (0.5%)
No. of new starters	0		# (0.5%)	# (0.2%)
% of new starters to applicants	0%		13.3%	3.8%
No Religion				
No. of applicants	2206 (46.8%)		1607 (55.6%)	2749 (56.3%)
No. of new starters	88 (35.3%)		186 (42.5%)	222 (48.3%)
% of new starters to applicants	4.0%		11.6%	8.1%
Any other religion				
No. of applicants	91 (1.9%)		29 (1.0%)	65 (1.3%)
No. of new starters	# (1.2%)		# (0.9%)	# (2.0%)
% of new starters to applicants	3.3%		13.8%	13.8%
Prefer not to say				
No. of applicants	284 (6.0%)		198 (6.9%)	329 (6.7%)

	2010/11		2018/19	2019/20
No. of new starters	15 (6.0%)		24 (5.5%)	24 (5.2%)
% of new starters to applicants	5.3%		12.1%	7.3%
Unknown religion/belief				
No. of applicants	47 (1.0%)		# (0.1%)	27 (0.6%)
No. of new starters	68 (27.3%)		108 (24.7%)	69 (15.0%)
% of new starters to applicants	N/A		N/A	N/A

- **The percentage of applicants within each group have remained broadly similar.**
- **Applicants identifying as 'no religion' remains the highest group which mirrors the national trend.**

Applicants and New Starters by Ethnicity

	2010/11		2018/19	2019/20
Arab				
No. of applicants	0		# (0.2%)	# (0.1%)
No. of new starters	0		0	0
% of new starters to applicants	N/A		0%	0%
Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)				
No. of applicants	121 (2.6%)		105 (3.6%)	131 (2.7%)
No. of new starters	# (0.4%)		# (1.6%)	# (1.1%)

	2010/11		2018/19	2019/20
% of new starters to applicants	0.8%		6.7%	3.8%
Black/Black British (African, Caribbean, Other)				
No. of applicants	174 (3.7%)		92 (3.2%)	161 (3.3%)
No. of new starters	11 (4.4%)		# (2.1%)	# (2.2%)
% of new starters to applicants	6.3%		9.8%	6.2%
Mixed (White & Asian, White & Black African, White & Black Caribbean, Other)				
No. of applicants	112 (2.4%)		87 (3.0%)	152 (3.1%)
No. of new starters	# (1.2%)		13 (3.0%)	13 (2.8%)
% of new starters to applicants	2.7%		14.9%	8.6%
Chinese				
No. of applicants	0		0	27 (0.6%)
No. of new starters	0		# (0.2%)	0
% of new starters to applicants	N/A		N/A	0%
Gypsy Roma/Traveller of Irish Heritage				
No. of applicants	# (0.0%)		# (0.0%)	# (0.0%)
No. of new starters	0		0	# (0.2%)
% of new starters to applicants	0%		0%	100%
White British				

	2010/11		2018/19	2019/20
No. of applicants	3932 (83.4%)		2334 (80.8%)	3911 (80.2%)
No. of new starters	159 (63.9%)		282 (64.5%)	336 (73.0%)
% of new starters to applicants	4.0%		12.1%	8.6%
White Irish				
No. of applicants	37 (0.8%)		19 (0.7%)	36 (0.7%)
No. of new starters	# (1.2%)		# (0.7%)	# (0.7%)
% of new starters to applicants	8.1%		15.8%	8.3%
White Other				
No. of applicants	213 (4.5%)		168 (5.8%)	299 (6.1%)
No. of new starters	11 (4.4%)		14 (3.2%)	21 (4.6%)
% of new starters to applicants	5.2%		8.3%	7.0%
Any other ethnic group				
No. of applicants	20 (0.4%)		17 (0.6%)	36 (0.7%)
No. of new starters	# (0.8%)		0	# (0.2%)
% of new starters to applicants	10.0%		0%	2.8%
Prefer not to say				
No. of applicants	50 (1.1%)		60 (2.1%)	99 (2.0%)

	2010/11		2018/19	2019/20
No. of new starters	# (2.0%)		0	# (0.7%)
% of new starters to applicants	10.0%		0%	3.0%
Unknown				
No. of applicants	51 (1.1%)		0	20 (0.4%)
No. of new starters	54 (21.7%)		108 (24.7%)	67 (14.6%)
% of new starters to applicants	N/A		N/A	N/A

- **It is encouraging that applications are received from all different ethnic groups, but rates of applications vary quite significantly.**
- **Application numbers have increased within all groups but percentages of applications remain broadly similar.**
- **Appointment rates have fallen across most groups, most likely due to the increase in application numbers and the reduction in advertised vacancies.**

Grievances

Number of Grievances received

	2011/12		2018/19	2019/20
No. of grievances received	6		15	34
No. of appeals received against formal grievance decisions	1		0	1

- **The number of grievances recorded by HR Casework & Change has increased significantly this year and had trended upwards since FY 15/16.**

Last year, the majority of grievances logged (47% each) were within CAH and ECS. This year, most logged grievances (71%) are within ECS with much lower percentages within CAH and CECR. ECS grievances were largely related to a group of staff in one area of the business.

When considering grievances by protected characteristic, it is important to consider any changes relevant to the sample pool.

Grievances by Gender

	2011/12		2018/19	2019/20
Male:				
No. of grievances received	# (17%)		# (33%)	13 (38%)
No. of appeals received against formal grievance decisions	0		0	# (100%)
Female:				
No. of grievances received	# (83%)		# (67%)	21 (62%)
No. of appeals received against formal grievance decisions	# (100%)		0	0

Grievances by Age Group

	2011/12		2018/19	2019/20
<20				
No. of grievances received	0		# (7%)	0
No. of appeals received against formal grievance decisions	0		0	0
20-29				
No. of grievances received	0		# (7%)	# (3%)
No. of appeals received against formal grievance decisions	0		0	0
30-39				
No. of grievances received	# (17%)		# (13%)	# (15%)
No. of appeals received against formal grievance decisions	0		0	0
40-49				
No. of grievances received	# (33%)		# (20%)	# (26%)
			0	0

	2011/12		2018/19	2019/20
No. of appeals received against formal grievance decisions	# (100%)			
50-59				
No. of grievances received	# (17%)		# (20%)	14 (41%)
No. of appeals received against formal grievance decisions	0		0	0
60-64				
No. of grievances received	# (33%)		# (7%)	# (15%)
No. of appeals received against formal grievance decisions	0		0	# (100%)
65+				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0

- **The upward trend in grievances raised by 50-59 year old employees continues, with 41% of all grievances raised this year being from this age group.**
- **A very small percentage of grievances are raised by under 30 year olds – 3% of grievances raised this year.**

Most grievances are received by staff in the 50-59 age group with 82% of all grievances raised by staff aged 40+. There were no grievances raised by staff in the highest or lowest age groups: under 20 or 65+.

Grievances by Disability

	2011/12		2018/19	2019/20
Disabled				
No. of grievances received	# (17%)		# (7%)	# (6%)
No. of appeals received against formal grievance decisions	# (100%)		0	0
Non-Disabled				
No. of grievances received	# (67%)		# (33%)	20 (59%)
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	# (17%)		# (60%)	12 (35%)
No. of appeals received against formal grievance decisions	0		0	0

Grievances by Sexual Orientation

	2011/12		2018/19	2019/20
Bisexual				
No. of grievances received	0		0	0
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

	2011/12		2018/19	2019/20
No. of appeals received against formal grievance decisions	0		0	0
Heterosexual				
No. of grievances received	# (17%)		# (47%)	13 (38%)
No. of appeals received against formal grievance decisions	# (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		# (7%)	# (6%)
No. of appeals received against formal grievance decisions	0		0	0
Unknown				
No. of grievances received	# (83%)		# (47%)	19 (56%)
No. of appeals received against formal grievance decisions	0		0	0

Grievances by Religion/Belief

	2011/12		2018/19	2019/20
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		# (33%)	# (21%)
	#		0	0

	2011/12		2018/19	2019/20
No. of appeals received against formal grievance decisions	(100%)			
Hindu				
No. of grievances received	0		0	# (3%)
No. of appeals received against formal grievance decisions	0		0	0
Jewish				
No. of grievances received	0		0	0
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	# (17%)		# (20%)	# (26%)
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		0	0
No. of appeals received against formal grievance decisions	0		0	0
Unknown				
No. of grievances received	#		#	17

	2011/12		2018/19	2019/20
	(83%)		(47%)	(50%)
No. of appeals received against formal grievance decisions	0		0	# (100%)

Grievances by Ethnicity

	2011/12		2018/19	2019/20
Arab				
No. of grievances received	N/A		0	0
No. of appeals received against formal grievance decisions	N/A		0	0
Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)				
No. of grievances received	0		0	# (3%)
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		0	0
No. of appeals received against formal grievance decisions	0		0	0
White British				
No. of grievances received	# (83%)		11 (73%)	24 (71%)
No. of appeals received against formal grievance decisions	# (100%)		0	0
White Irish				

	2011/12		2018/19	2019/20
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
White Other				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
Other Ethnic Group				
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	# (17%)		# (27%)	# (27%)
No. of appeals received against formal grievance decisions	0		0	0

Written warnings and dismissals

Number of written warnings and dismissals

	2011/12		2018/19	2019/20
No. of first written warnings	13		0	5
No. of final written warnings	3		1	3
No. of dismissals	5		12	10

- **The number of written warnings has increased this year whereas dismissals have decreased slightly.**
- **However, numbers of warnings issued and dismissals have remained low.**

The increase in the number of first and final written warnings issued this year was due to the associated increase in performance management cases relating to conduct/behaviour.

Small numbers can give high percentages as shown in the tables below.

Written warnings and dismissals by Gender

	2011/12		2018/19	2019/20
Male:				
No. of first written warnings	# (31%)		0	# (40%)
No. of final written warnings	# (33%)		0	# (33%)
No. of dismissals	# (20%)		# (58%)	# (70%)
Female:				
No. of first written warnings	# (69%)		0	# (60%)
No. of final written warnings	# (67%)		0	# (67%)
No. of dismissals	#		#	#

	2011/12		2018/19	2019/20
	(80%)		(42%)	(30%)

- **Dismissals between genders have changed this year by over 10% but the balance is still more male than female dismissals.**
- **Conversely, written warnings are both showing more female than male warnings.**

Written warnings and dismissals by Age Group

	2011/12		2018/19	2019/20
<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	# (15%)		0	0
No. of final written warnings	0		0	0
No. of dismissals	0		# (25%)	# (10%)
30-39				
No. of first written warnings	# (15%)		0	# (20%)
No. of final written warnings	# (33%)		0	# (67%)
No. of dismissals	# (40%)		# (25%)	# (10%)
40-49				
No. of first written warnings	# (38%)		0	# (20%)
No. of final written warnings	#		0	0

	2011/12		2018/19	2019/20
	(33%)			
No. of dismissals	# (20%)		# (25%)	# (50%)
50-59				
No. of first written warnings	# (15%)		0	# (60%)
No. of final written warnings	# (33%)		0	# (33%)
No. of dismissals	# (20%)		# (8%)	# (10%)
60-64				
No. of first written warnings	# (15%)		0	0
No. of final written warnings	0		0	0
No. of dismissals	# (20%)		# (8%)	0
65+				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	0
No. of dismissals	0		# (8%)	# (20%)

- **Most noticeable change this year is the increase in the proportion of dismissals of employees aged 40-49 and 65+ with a decrease in the 20-39 age groups.**

Written warnings and dismissals by Disability

	2011/12		2018/19	2019/20
Disabled				

	2011/12		2018/19	2019/20
No. of first written warnings	# (8%)		0	# (40%)
No. of final written warnings	0		0	0
No. of dismissals	# (20%)		# (17%)	0
Non-Disabled				
No. of first written warnings	11 (85%)		0	# (40%)
No. of final written warnings	# (100%)		0	# (67%)
No. of dismissals	# (60%)		# (42%)	# (50%)
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	# (8%)		0	# (20%)
No. of final written warnings	0		0	# (33%)
No. of dismissals	# (20%)		# (42%)	# (50%)

Written warnings and dismissals by Sexual Orientation

	2011/12		2018/19	2019/20
Bisexual				
No. of first written warnings	0		0	0

	2011/12		2018/19	2019/20
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
Gay Man				
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	# (20%)
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
Heterosexual				
No. of first written warnings	# (15%)		0	# (40%)
No. of final written warnings	# (33%)		0	# (67%)
No. of dismissals	# (20%)		# (58%)	# (80%)
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	0
No. of final written warnings	0		0	#

	2011/12		2018/19	2019/20
				(33%)
No. of dismissals	# (20%)		0	0
Unknown				
No. of first written warnings	11 (85%)		0	# (40%)
No. of final written warnings	# (67%)		0	0
No. of dismissals	# (60%)		# (42%)	# (20%)

Written warnings and dismissals by Religion/Belief

	2011/12		2018/19	2019/20
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	# (8%)		0	# (40%)
No. of final written warnings	0		0	# (67%)
No. of dismissals	# (20%)		# (25%)	# (50%)
Hindu				
No. of first written warnings	# (8%)		0	0
No. of final written warnings	0		0	0

	2011/12		2018/19	2019/20
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		0	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				
No. of first written warnings	0		0	# (40%)
No. of final written warnings	# (33%)		0	# (33%)
No. of dismissals	# (20%)		# (33%)	# (20%)
Any other Religion				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	0
No. of dismissals	0		0	0

	2011/12		2018/19	2019/20
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	11 (85%)		0	# (20%)
No. of final written warnings	# (67%)		0	0
No. of dismissals	# (60%)		# (42%)	# (30%)

Written warnings and dismissals by Ethnicity

	2011/12		2018/19	2019/20
Arab				
No. of first written warnings	N/A		0	0
No. of final written warnings	N/A		0	0
No. of dismissals	N/A		0	0
Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)				
No. of first written warnings	# (8%)		0	0
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
Black/Black British (African, Caribbean, Other)				
No. of first written warnings	#		0	0

	2011/12		2018/19	2019/20
	(8%)			
No. of final written warnings	0		0	0
No. of dismissals	0		# (8%)	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%)		0	# (60%)
No. of final written warnings	# (100%)		0	# (100%)
No. of dismissals	# (60%)		# (58%)	# (90%)
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

	2011/12		2018/19	2019/20
No. of final written warnings	0		0	0
No. of dismissals	# (20%)		# (8%)	0
Other Ethnic Group				
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	0
No. of final written warnings	0		0	0
No. of dismissals	0		0	0
Unknown				
No. of first written warnings	0		0	# (40%)
No. of final written warnings	0		0	0
No. of dismissals	# (20%)		# (25%)	# (10%)

Employees who cease employment

Permanent Workforce Voluntary Turnover

	2010/11		2018/19	2019/20
Average no. of permanent employees	3653		2751	2917
No. of permanent, voluntary leavers	249		259	308

Turnover	6.8%		9.4%	10.6%

- **Voluntary turnover has increased by 1% this year after remaining around 9% for the previous 4 years.**

Voluntary Turnover by Gender

	2010/11		2018/19	2019/20
Male:				
Average no. of permanent employees	1028		851	890
No. of permanent, voluntary leavers	69		94	104
Turnover	6.7%		11.1%	11.7%
Female:				
Average no. of permanent employees	2625		1901	2025
No. of permanent, voluntary leavers	180		165	204
Turnover	6.9%		8.7%	10.1%

- **Turnover by gender has increased by less than 1.5% for both male and female employees when compared to last year, the biggest increase seen in female turnover of 1.4%.**

Voluntary Turnover by Age Group

Age group	2010/11		2018/19	2019/20
Less than 20				
Average no. of permanent employees	16		14	12
No. of permanent, voluntary leavers	#		#	#
Turnover	56.3%		29.6%	52.2%
20-29				
Average no. of permanent employees	333		243	274
No. of permanent, voluntary leavers	23		28	54
Turnover	6.9%		11.5%	19.7%
30-39				
Average no. of permanent employees	669		548	575
No. of permanent, voluntary leavers	49		70	61
Turnover	7.3%		12.8%	10.6%
40-49				
Average no. of permanent employees	1189		694	720
No. of permanent, voluntary leavers	62		54	63
Turnover	5.2%		7.8%	8.8%
50-59				
Average no. of permanent employees	1036		902	932

Age group	2010/11		2018/19	2019/20
No. of permanent, voluntary leavers	39		56	72
Turnover	3.8%		6.2%	7.7%
60-64				
Average no. of permanent employees	312		241	271
No. of permanent, voluntary leavers	39		24	34
Turnover	12.5%		10.0%	12.6%
65+				
Average no. of permanent employees	99		112	133
No. of permanent, voluntary leavers	28		23	18
Turnover	28.30%		20.6%	13.6%

- **Permanent Voluntary Turnover has increased in all age groups this year, except for the 30-39 and 65+ age groups.**
- **The biggest increase is again within the under 20 post holders group and remains the group with the highest turnover rate.**
- **The 65+ aged employees group previously had one of the highest levels of voluntary turnover, trending upwards since FY 15/16, but this year saw a reduction of 7%.**

There are small numbers within the under 20 age group which can give rise to bigger percentages. There were 2 additional leavers when compared to last year in this age group, with the majority of leavers this year (67%) coming from Integra Catering and Cleaning part time roles.

Voluntary turnover in the 65+ group is to be somewhat expected due to the pension eligibility of many in this group, evidenced by 78% of voluntary leavers in this group leaving through retirement. However, the headcount of staff within this age group increased this year whilst the number of leavers decreased, meaning that turnover fell.

Most staff in the 65+ age group (54%) sit within ECS, with the majority of these (59%) employed as Guide Escort where the average length of service is 9 years. Guide escorts are part time roles with a small number of contracted hours per week.

The 30-39 age group was the only other group to see a reduction in turnover this year, 2.2% less than last year. The average headcount increased this year whereas the number of leavers decreased which gave rise to the reduction in turnover. The proportion of staff in this group remain largely in CAH (54% this year), with the majority of these (42%) sitting within Integrated Children's Services.

Voluntary Turnover by Disability

	2010/11		2018/19	2019/20
Disabled				
Average no. of permanent employees	164		113	116
No. of permanent, voluntary leavers	#		#	#
Turnover	6.1%		6.2%	8.6%
Non-disabled				
Average no. of permanent employees	3154		1819	1816
No. of permanent, voluntary leavers	209		160	157
Turnover	6.6%		8.8%	8.6%
Prefer not to say				
Average no. of permanent employees	11		#	11
No. of permanent, voluntary leavers	#		0	0
Turnover	28.6%		0%	0%
Unknown				
Average no. of permanent employees	325		814	972
No. of permanent, voluntary leavers	27		92	141
Turnover	8.3%		11.3%	14.5%

- **Turnover amongst disabled and non-disabled staff is equal at 8.6%**

Voluntary Turnover by Sexual Orientation

	2010/11		2018/19	2019/20
Bisexual				
Average no. of permanent employees	#		13	17
No. of permanent, voluntary leavers	0		#	#
Turnover	0%		24.0%	17.6%
Gay man				
Average no. of permanent employees	#		#	#
No. of permanent, voluntary leavers	#		#	#
Turnover	66.7%		46.2%	26.7%
Gay woman				
Average no. of permanent employees	#		13	14
No. of permanent, voluntary leavers	0		#	#
Turnover	0%		15.4%	21.4%
Heterosexual/Straight				
Average no. of permanent employees	592		1298	1449
No. of permanent, voluntary leavers	57		135	175

	2010/11		2018/19	2019/20
Turnover	9.6%		10.4%	12.1%
Prefer to self-describe				
Average no. of permanent employees	N/A		N/A	#
No. of permanent, voluntary leavers	N/A		N/A	0
Turnover	N/A		N/A	0%
Other				
Average no. of permanent employees	#		#	#
No. of permanent, voluntary leavers	0		#	#
Turnover	0%		25.0%	18.2%
Prefer not to say				
Average no. of permanent employees	45		62	73
No. of permanent, voluntary leavers	#		#	#
Turnover	6.7%		9.7%	6.8%
Unknown				
Average no. of permanent employees	3002		1356	1348
No. of permanent, voluntary leavers	188		109	119
Turnover	6.3%		8.0%	8.8%

- **Most sexual orientation groups saw a decrease in turnover this year, with the biggest decrease seen in the Gay Man group (down 19.5%). However, this is the group with the largest turnover rate this year of 26.7%.**
- **The biggest increase in turnover this year can be seen in the Gay Women group (+6.0%).**

Within most groups, the numbers of leavers changed very little when compared to last year, with an increase or decrease of one leaver and leaver numbers standing at 5 or less. The exception to this is within the Heterosexual/Straight and Unknown groups where leave numbers increased by 10+.

Voluntary Turnover by Religion/Belief

	2010/11		2018/19	2019/20
Buddhist				
Average no. of permanent employees	#		#	#
No. of permanent, voluntary leavers	#		#	#
Turnover	20.0%		13.3%	14.3%
Christian				
Average no. of permanent employees	348		583	636

	2010/11		2018/19	2019/20
No. of permanent, voluntary leavers	32		60	65
Turnover	9.2%		10.3%	10.2%
Hindu				
Average no. of permanent employees	#		#	#
No. of permanent, voluntary leavers	0		0	#
Turnover	0%		0%	18.2%
Jewish				
Average no. of permanent employees	#		#	#
No. of permanent, voluntary leavers	0		0	0
Turnover	0%		0%	0%
Muslim				
Average no. of permanent employees	#		#	#
No. of permanent, voluntary leavers	#		0	#
Turnover	33.3%		0%	11.8%
Sikh				
Average no. of permanent employees	#		#	#
No. of permanent, voluntary leavers	0		#	0
Turnover	0%		40.0%	0%
No religion				
Average no. of permanent employees	238		693	779
No. of permanent, voluntary leavers	25		81	109
Turnover	10.5%		11.7%	14.0%
Any other religion				
Average no. of permanent employees	11		15	23
No. of permanent, voluntary leavers	0		#	#
Turnover	0%		6.7%	4.4%
Prefer not to say				
Average no. of permanent employees	41		81	101
No. of permanent, voluntary leavers	#		#	#
Turnover	4.9%		7.5%	9.9%
Unknown				
Average no. of permanent employees	3004		1357.5	1349
No. of permanent, voluntary leavers	188		109	120
Turnover	6.3%		8.0%	8.9%

- **Turnover has increased in 6 groups this year with the largest increase seen in Hindu (18.2%), due to there being 0% turnover in this group last year and this is the group with the highest turnover rate this year.**

- **The largest reduction is seen in Sikh turnover which has decreased to 0% this year due to no leavers within this group.**

Voluntary Turnover by Ethnicity

	2010/11		2018/19	2019/20
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	29
No. of permanent, voluntary leavers	#		#	#
Turnover	3.1%		11.8%	10.5%
Black/Black British (African, Caribbean, Other)				
Average no. of permanent employees	48		42	47
No. of permanent, voluntary leavers	#		#	#
Turnover	2.1%		9.5%	10.8%
Mixed (White & Asian, White & Black African, White & Black Caribbean, Other)				
Average no. of permanent employees	22		37	43
No. of permanent, voluntary leavers	#		#	#
Turnover	4.5%		13.5%	18.6%
Chinese				
Average no. of permanent employees	#		#	#
No. of permanent, voluntary leavers	#		0	0
Turnover	13.3%		0%	0%
Gypsy Roma/Traveller of Irish Heritage				
Average no. of permanent employees	0		0	#
No. of permanent, voluntary leavers	0		0	0
Turnover	0%		0%	0%
White – English/Welsh/Scottish/Northern Irish/British				
Average no. of permanent employees	3185		2154	2217
No. of permanent, voluntary leavers	214		185	211
Turnover	6.7%		8.6%	9.5%
White – Irish				
Average no. of permanent employees	33		23	24
No. of permanent, voluntary leavers	#		#	#
Turnover	9.2%		8.7%	21.3%
White – Other				
Average no. of permanent employees	46		53	62
No. of permanent, voluntary leavers	#		#	#
Turnover	13.0%		13.2%	11.3%

	2010/11		2018/19	2019/20
Other ethnic group				
Average no. of permanent employees	#		#	#
No. of permanent, voluntary leavers	0		#	0
Turnover	0%		18.2%	0%
Prefer not to say				
Average no. of permanent employees	22		#	16
No. of permanent, voluntary leavers	#		#	#
Turnover	4.5%		33.3%	6.3%
Unknown				
Average no. of permanent employees	248		398	468
No. of permanent, voluntary leavers	21		49	68
Turnover	8.5%		12.3%	14.5%

- **Most ethnicity groups saw an increase in turnover this year, with the largest increase being within White-Irish, an increase of 12.6% and this is the group with the largest turnover rate this year.**
- **The Prefer not to say group saw the largest decrease, 27.1% decrease on last year with a turnover rate this year of 6.3%.**

Permanent Workforce Redundancy Turnover

	2010/11		2018/19	2019/20
Average no. of permanent employees	3653		2751	2917
No. of permanent employees who were made redundant	73		12	#
Turnover	2.0%		0.4%	0.1%

- **There was a very slight reduction in redundancy turnover this year.**

Length of service in years of permanent staff

Permanent Workforce Length of Service

	2010/11		2018/19	2019/20
Average length of service	9		10	10
Headcount of permanent staff	3544		2749	3080

Length of Service by Gender

	2010/11		2018/19	2019/20
Male average length of service	10		10	10
Female average length of service	9		10	10

Length of Service by Disability

	2010/11		2018/19	2019/20
Disabled average length of service	10		12	11
Non-disabled average length of service	10		13	13
Prefer not to disclose disability average length of service	8		11	8
Unknown disability average length of service	4		4	5

Length of Service by Age Group

	2010/11		2018/19	2019/20
<20	2		1	1
20-29	4		3	3
30-39	12		6	6
40-49	9		10	9
50-59	6		13	13
60+	13		13	13

Length of Service by Sexual Orientation

	2010/11		2018/19	2019/20
Bisexual	2		4	4
Gay man	7		4	4
Gay woman	4		7	6
Heterosexual/Straight	5		6	6
Prefer to self-describe	N/A		N/A	10
Other	25		10	9
Prefer not to say	8		7	8
Unknown	10		14	14

Length of Service by Religion/Belief

	2010/11		2018/19	2019/20
Buddhist	2		5	4
Christian	6		8	7
Hindu	15		7	7
Jewish	5		8	4
Muslim	6		9	5
Sikh	7		2	3
Any other religion	6		7	6
No religion	4		5	6
Prefer not to say	7		7	7
Unknown	10		14	14

- **Notable changes this year were the reductions within Jewish and Muslim length of service. This is due to a numbers of new post holders within each of these religion/belief groups with low length of service, resulting in a reduced average.**

Length of Service by Ethnicity

	2010/11		2018/19	2019/20
Arab	N/A		N/A	N/A
Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)	7		9	8
Black/Black British (African, Caribbean, Other)	8		11	10
Gypsy Roma/Traveller of Irish Heritage	N/A		N/A	1
Mixed (White & Asian, White & Black African, White & Black Caribbean, Other	7		6	6
White British	10		11	11
White Irish	10		10	11
White Other	7		6	6
Chinese	8		10	9
Other Ethnic Group	9		13	8

	2010/11		2018/19	2019/20
Prefer not to say	4		10	8
Unknown	4		6	6

- **The notable change this year from last year is the reduction in average length of service of employees of 'other ethnic group'.**

Employees commencing and returning from maternity leave

	2010/11		2018/19	2019/20
No. of employees commencing maternity leave	29		47	65
No. of employees returning from maternity leave	32		35	30

- **There was a large increase in employees commencing maternity leave this year when compared to last year**
- **Employees returning from maternity remains fairly consistent when compared to last year.**

The consistency of employees returning from maternity leave could reflect the family friendly policies the council offers, including flexible working arrangements.

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 can make and have considered flexible working requests.

The council also made some temporary changes to HR policies and procedures to enable staff to work more flexibly with the onset of the coronavirus epidemic, including homeworking to comply with government guidance. There were also changes implemented to allow staff with caring responsibilities more flexibility to accommodate the needs of their personal responsibilities alongside work.