

Equalities in Employment Report

April 2020 to March 2021

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1. HR Metrics and Data Sourcing

All data reported excludes schools and casuals, unless specified. Counts of 10 or less are anonymised with '#' to protect individuals' identities.

All data is effective as at the 31 March of the reporting year (2020/21), unless otherwise specified. Employees are counted in every post they hold, and therefore may be counted more than once unless otherwise stated.

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.

HR Metric	Description
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.
Apprentices	Permanent employees are counted once in their main post, no matter how many posts they hold. Apprentices 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. 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. During the year 2020 to 2021 a new recruitment system was implemented. Data for this period has therefore been collated from 2 different sources. It should be noted that there are some sections of this report where the data has only been collated from the new system (period running October to March 2021). 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.
Written Warnings and Dismissals	Percentages are of the total grievances received. 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.
Length of service in years of permanent staff	Percentages are of the total written warnings and dismissals recorded 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.
Full-Time	Full-time is typically 37 hours per week.

2. Executive Summary

- This report contains the new Workforce Equality Action Plan for the period 2021-24.
- Key points arising from the data this year include:
 - **The gender distribution within departments and council wide remains consistent with previous years.** The gender split between male and female headcount remains approximately 70% female and 30% male, which matches data from the 2019/20 and 2018/19 financial years. There is also a continuing trend in 2020/21 with an increasing number of women when compared to previous years occupying full-time posts within the council.
 - **The age profile of the council has remained consistent with minimal changes across all age groups.** The biggest age group is still 50-59 (30.7% of the workforce).
 - **The number of apprentices who started this year decreased by 19%. However, the total apprenticeships increased by 3.4%.** Although the number of apprentices in post increased, the overall number who started with the council decreased. According to studies by People Management¹, the number of people starting apprenticeships nationally dropped in 2020 by 19 per cent.
 - **The percentage of staff who have disclosed their data for all equalities groups increased this year in most areas.** Despite this small improvement, data completeness remains a challenge to enable better analysis and insight to support equality priorities/plans. This is particularly true for the Gender Reassignment, Sexual Orientation, Disability and Religion/Belief protected characteristics.
 - **The council workforce broadly reflects the South Gloucestershire demographic in terms of ethnicity with BAME groups accounting for 7.7% of the workforce (compared to 8.1% of the South Gloucestershire population as a whole from 2011 census data).**
 - **Females are under-represented at the Chief Executive (CE) & Senior Managers (44%) and HAY03-A (61%) grades given that they account for 69% of the overall workforce.** However, the percentage of females in the HAY03-A grade has seen a small increased compared to the previous year (61% vs 59%). A recent study² found that 39% of all senior positions in local government were held by women.
 - **73.66% of the workforce in the HAY14-10 grade group are White British compared to 87.07% in the HAY03-A grade group.** Furthermore, the percentage of employees that state they are non-disabled increases with each grade further demonstrating that the workforce becomes less diverse at the higher grades.
 - **The number of dismissals, grievances and written warnings remains a relatively small dataset to allow for meaningful conclusions to be drawn for the majority of protected characteristics.**

¹People Management - [Apprenticeship starts plummet by a fifth in a year, government figures show \(peoplemanagement.co.uk\)](https://www.peoplemanagement.co.uk)

²HR Zone - [How to solve the diversity crisis in local government leadership | HRZone](https://www.hrzone.co.uk)

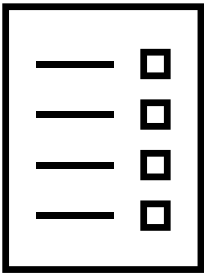
3. Workforce Equality Action Plan 2021-2024

During the Covid19 pandemic, a significant amount of work has been conducted which includes:

- Staff ‘Pulse’ surveys;
- Engagement with all Staff Equality Groups (BME Staff Network, LGBTQ+ Staff Network, Women’s Staff Network, Disabled Employees Group);
- Analysis of the priorities of each Staff Equality Group;
- Engagement with staff working in particular areas such as Social Care.

This report now provides another set of information, and the combined result is a significant amount of intelligence, which will inform a comprehensive Workforce Equality Action Plan (2021-2024).

At the point of publishing this Annual Equalities in Employment Report, the Workforce Equality Action Plan is in full draft format and arrangements to engage with Staff Equality Groups for feedback prior to launch are in place. The Workforce Equality Action Plan marks a significant progression by the council to a more inclusive approach to identifying and delivering actions which will advance equality of opportunity for all, and which is aligned to both qualitative and quantitative measures of success.

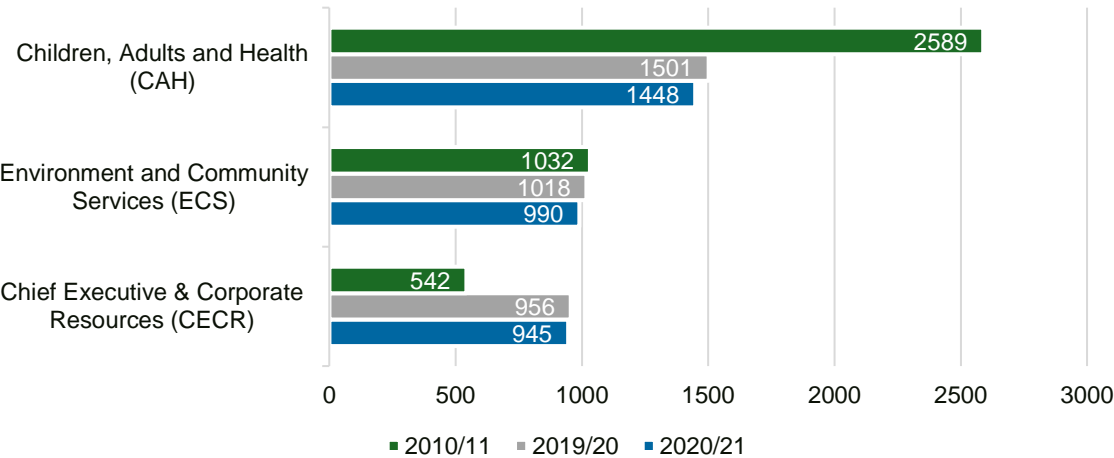


4. Overall Workforce Overview (2020/21)

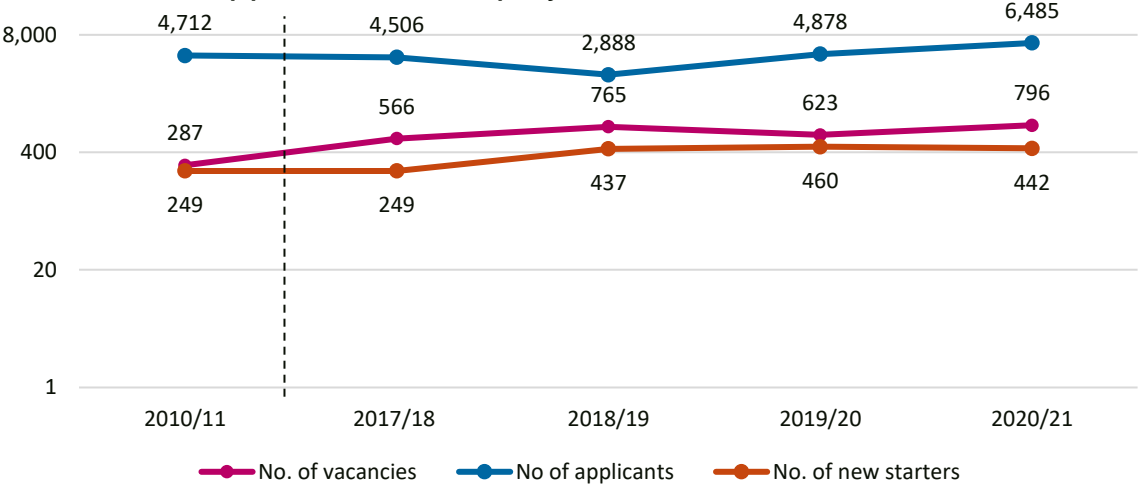
4. Workforce Overview Snapshot

This graphs below shows overall council headcount, applicant, new starter, length of service, turnover, dismissal and grievance data. This has been included because these are the areas covered in the report.

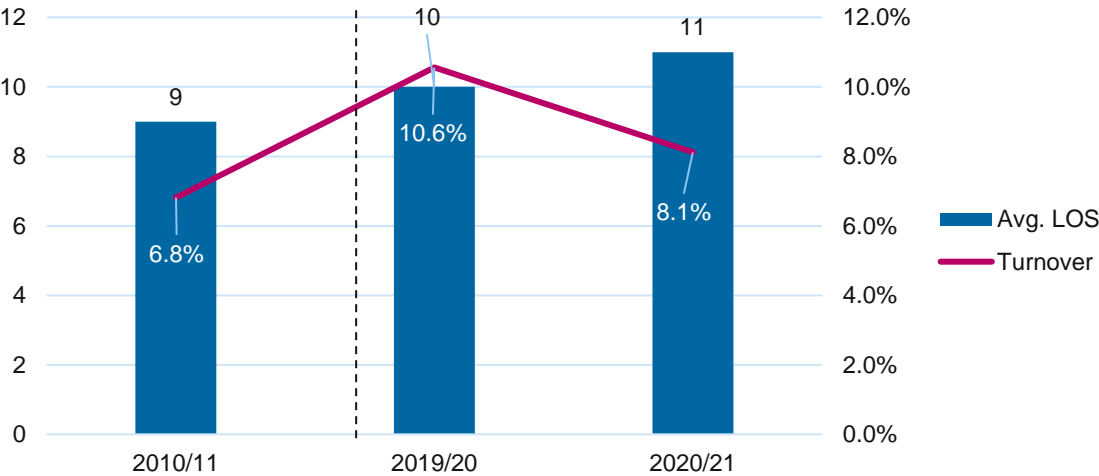
Headcount by Department



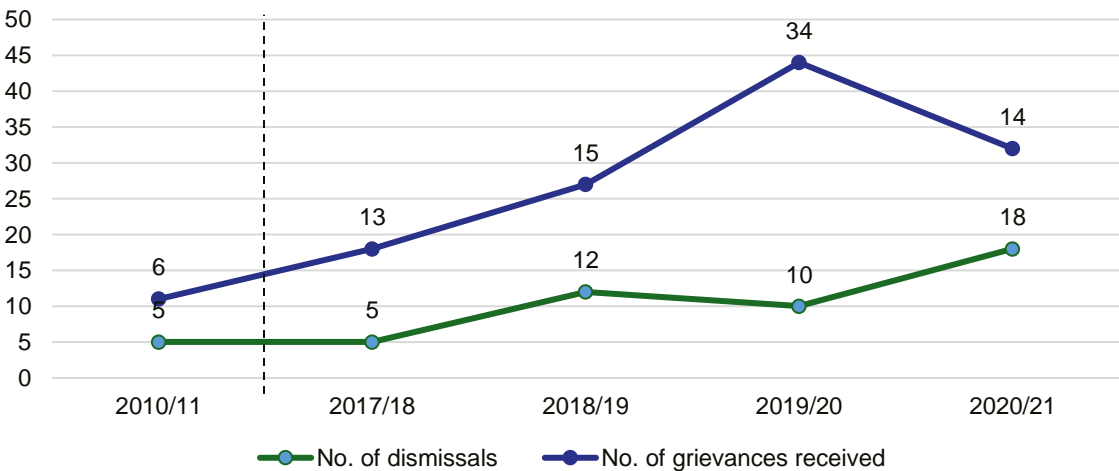
Applicants for Employment and New Starters



Length of Service and Voluntary Turnover



Number of Dismissals and Grievances

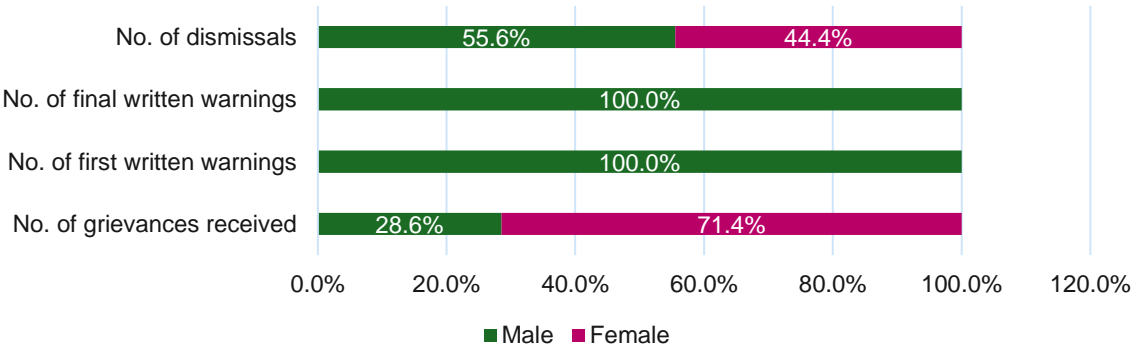


5. Gender

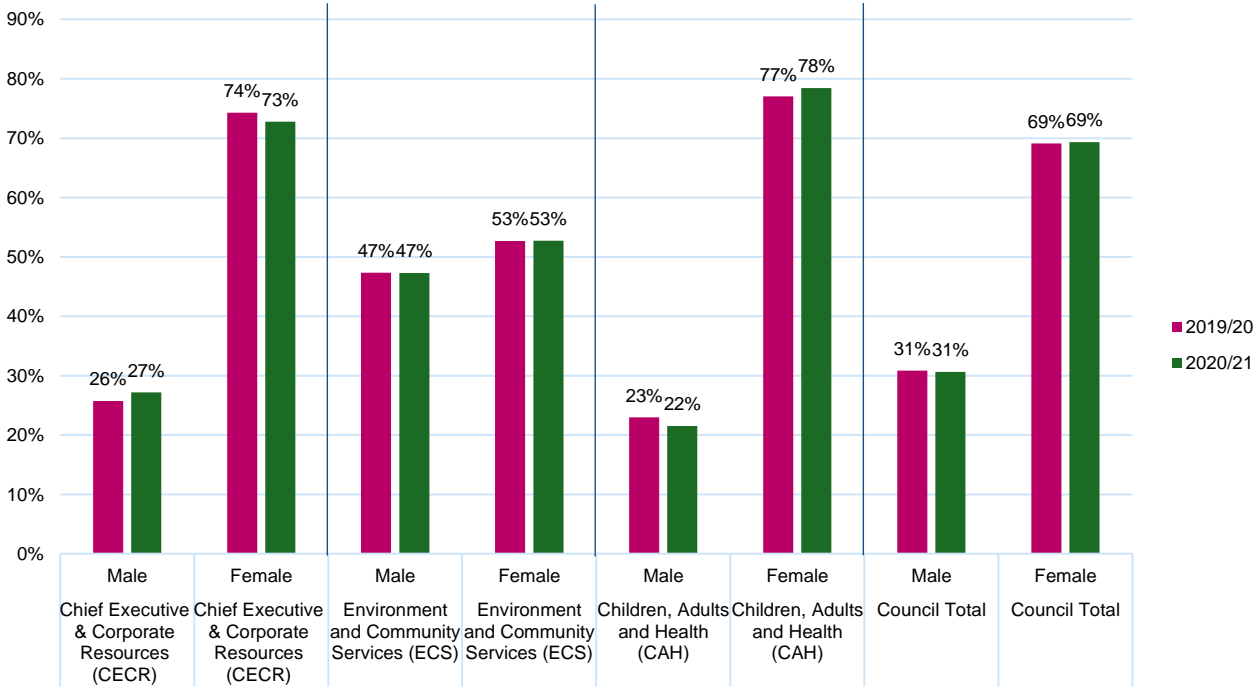
5.1 Gender – Pt. 1

- Male and Female Headcount has remained consistent with previous years with no real change across the council and between departments.
- South Gloucestershire council has a higher proportion of female staff (69.3%) when compared to the overall population of South Gloucestershire³ (50.5%). This is in-line with studies by the Local Government Association (LGA)⁴ which found that approximately 75% of the workforce in all local authorities were female.
- It's interesting to note a continuing trend with the percentage of full-time female staff increasing and a slight decline in numbers of female staff operating part-time roles. A report by the House of Commons⁵ found that in 2020 the number of women working full-time nationally had increased by 299,000 whilst the number of women working part-time had decreased by 415,000. They cite the coronavirus pandemic as the likely reason behind this.
- The gender split for grievances in 2020/21 mirrors our workforce, however, dismissals/warnings appear to be over represented by men.

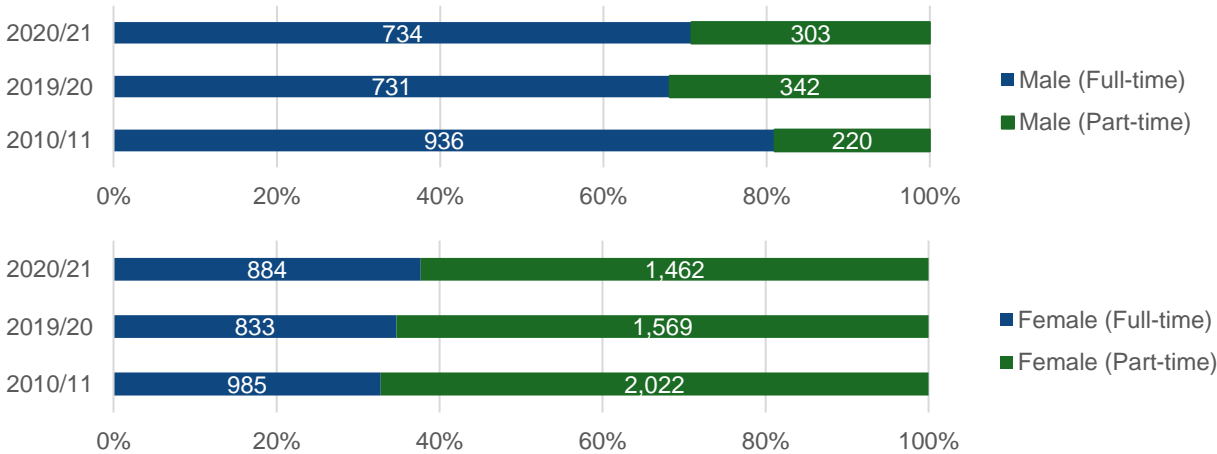
Dismissals, Warnings and Grievances by Gender



Gender Split of Staff in Post by Departments



% of FT/PT Contracts in Post by Gender



³ONS - [Estimates of the population for the UK, England and Wales, Scotland and Northern Ireland - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

⁴LGA - [Local government workforce summary data infographic](https://lga.gov.uk)

⁵House of Commons - [Women and the Economy \(parliament.uk\)](https://parliament.uk)

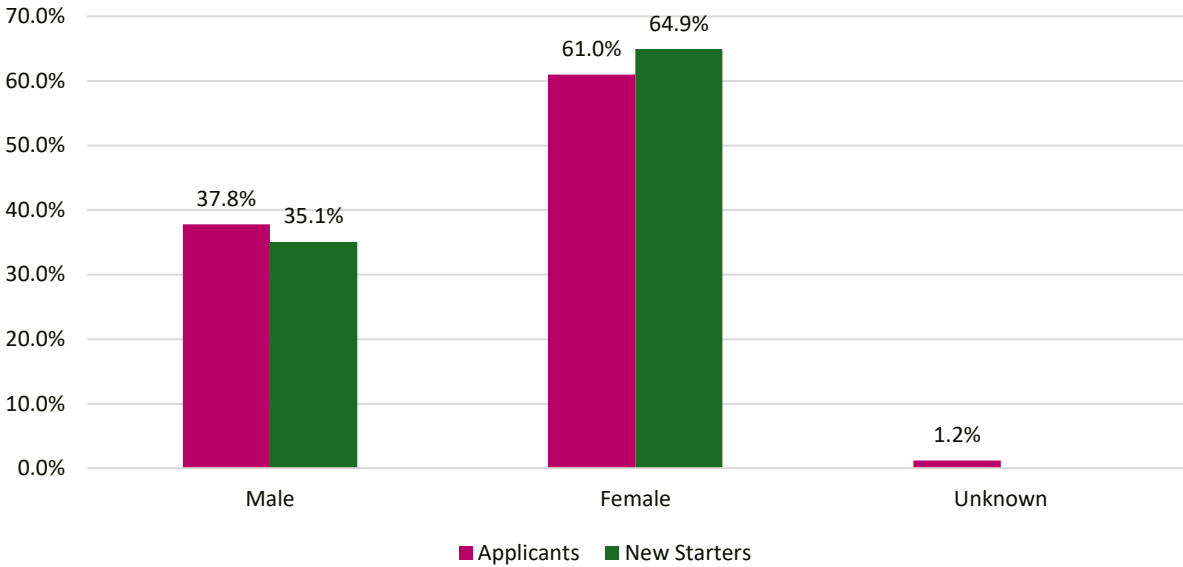
5.2 Gender – Pt. 2

- **There has been a significant increase in the number of male job applicants (2451 compared to 974).** According to the ONS⁶, during the pandemic, a decrease in the employment rate impacted men more significantly. This would likely explain the increase in male applicants. There was increased job advertising across Engineering, Streetcare, Planning and Information, Technology & Digital vacancies which traditionally attract male applicants.
- **There has also been a substantial increase in the number of female applicants (3959 compared to 2330).** This may be indicative of the financial impact that Covid-19 has placed on people. This impact is attracting greater numbers of candidates to the public sector which is seen as more stable than other sectors.
- **Turnover has dropped notably for both females and males and there appears to be no correlation between gender and turnover.** The average years length of service has also increased in 2020/21. The uncertainty of the pandemic on the labour market has resulted in generally improved retention and this can be seen in the voluntary turnover figures.

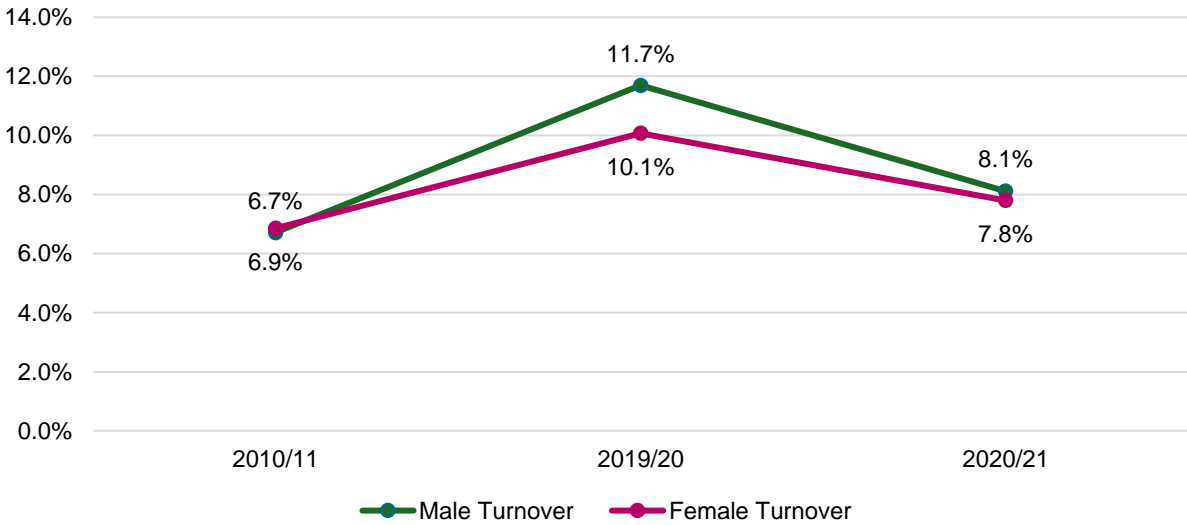
Average Length of Service by Gender

Protected Characteristic	2011/12	2019/20	2020/21	YoY Change
	Average Years length of service	Average Years length of service	Average Years length of service	
Male	10	10	11	10%
Female	9	10	11	10%

Gender Split by Applicants and New Starters



Voluntary Turnover By Gender



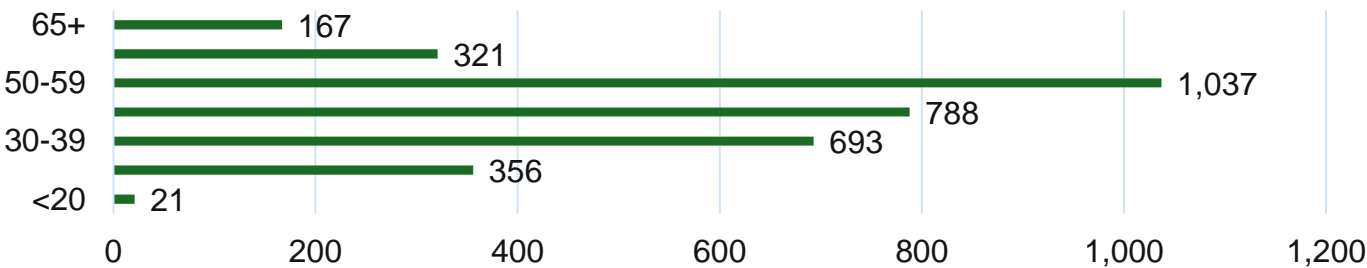
⁶ONS - [Employment in the UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

6. Age

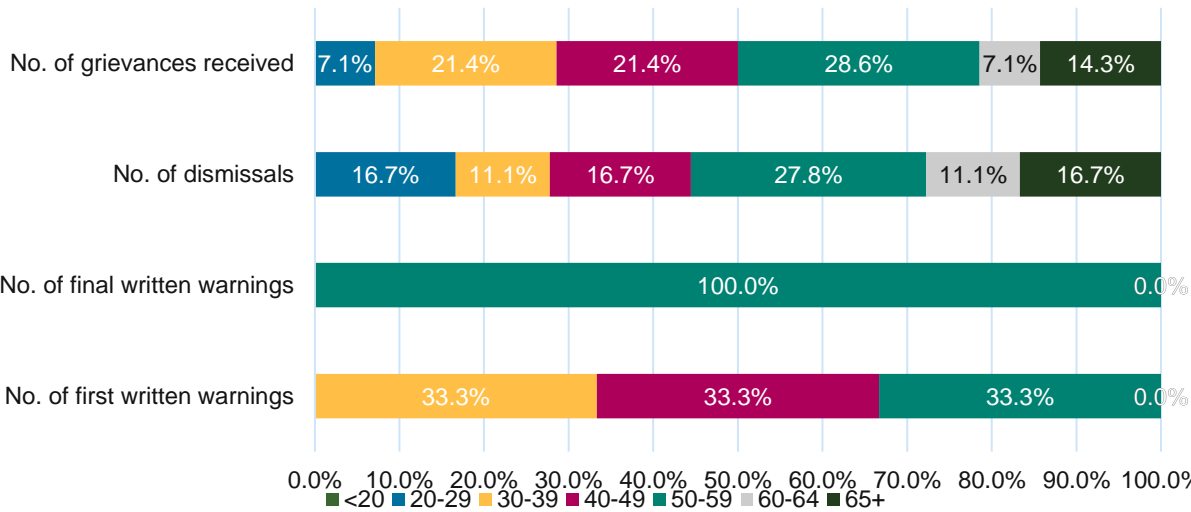
6.1 Age – Pt. 1

- Staff in post by age has remained consistent with last year with no significant change between age groups.** Most employees fall within the 50-59 age group (30.7%), compared to the wider South Gloucestershire population where only 17% fall into this age group⁷. This trend is consistent with the most recent local government survey⁸ which found that 66.9% of staff in local authorities fall within the 40-64 age bracket.
- There were a higher proportion of the 20-29 age group in full-time limited term contract roles compared to the 60+ age group (who were in more part-time permanent roles).** Integrated Children's Services had the highest number of staff in the 20-29 age groups whereas Streetcare and Transport Services had the highest employment levels across the divisions in the 60+ age group.
- Due to the data migration from the previous recruitment system to E-ploy the applicants and new starter data have been configured slightly differently (see page 39).** While the data is not like for like, we can make a broad assumption that there are less applications and new starters between the ages of 20 – 30 and 60+. The majority of applications and new starters are aged between 30 – 50. The average age of an employee within the council should therefore reduce over time if this remains a consistent trend.
- The age breakdown for grievances and dismissals mirrors the workforce with a large percentage of these coming from staff between 40-59 years old.**

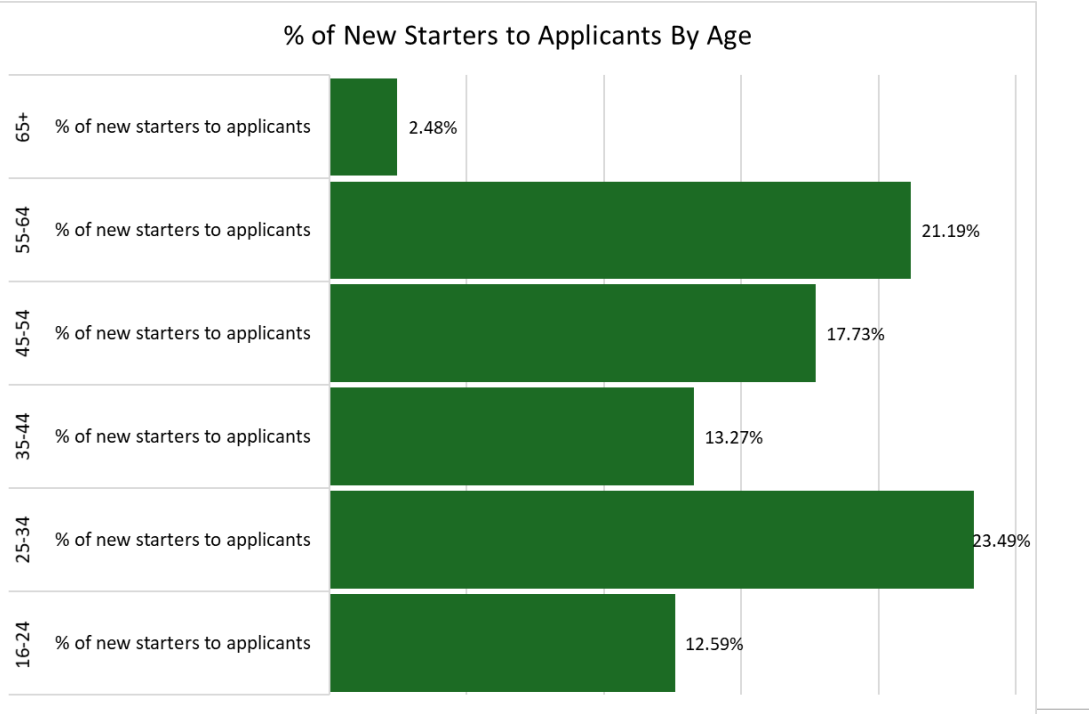
Staff in Post By Age (2020/21)



Dismissals, Warnings and Grievances by Age



% of New Starters to Applicants By Age



⁷ONS - [Estimates of the population for the UK, England and Wales, Scotland and Northern Ireland - Office for National Statistics \(ons.gov.uk\)](#)

⁸LGA - [Local government workforce summary data infographic](#)

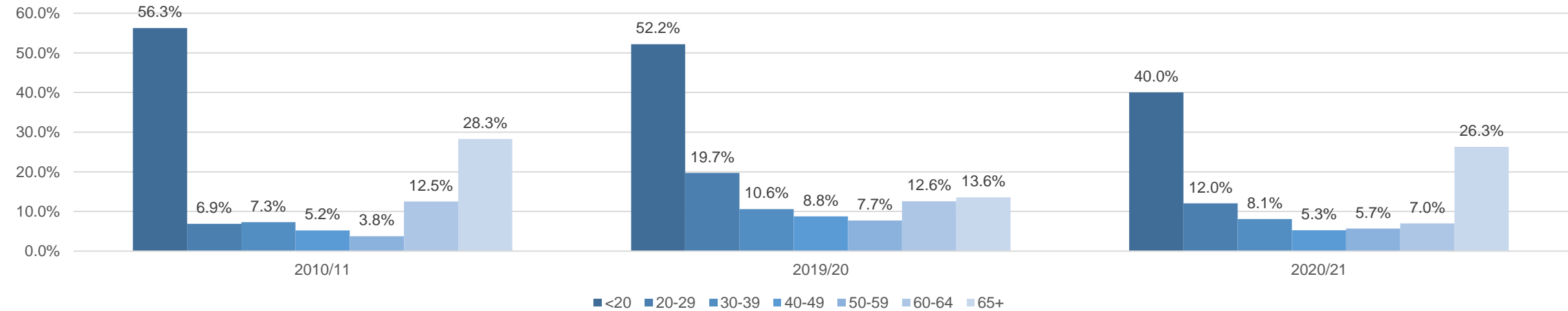
6.2 Age – Pt. 2

- **Turnover has decreased in all ages except the 65+ age group in 2020/21.** Studies conducted by the FT Adviser⁹ found that there had been a rise in staff taking early retirement during the pandemic, which would likely explain the increase in turnover for those 65+ in 2020/21.
- **In recent years, there has been higher turnover in the under 20 and 20-29 age groups.** A survey by LinkedIn¹⁰ found that Generation Z (those born in the late-1990s and early-2000s) are more than 3X more likely to change jobs when compared to other generations. The survey found that personal relationships, learning and growth opportunities, and simply enjoying the work were all important for retaining this part of the workforce.
- **Findings by the ONS¹¹ (2019) in the public sector found that workers aged 35 to 49 years had the highest retention rates (87% stayed longer than 1 year), followed by workers aged 50 to 60 years (85% stayed longer than 1 year) then workers aged 18 to 34 (81% stayed longer than 1 year) years.** This is also generally reflective of the council’s workforce.

Average Years Length of Service by Age

Protected Characteristic	2010/11	2019/20	2020/21	YoY Change
	Average Years length of service			
<20	2	1	2	100%
20-29	4	3	3	0%
30-39	12	6	7	17%
40-49	9	9	10	11%
50-59	6	13	14	8%
60+	13	13	14	8%

Voluntary Turnover as a percentage of Age Group



⁹FT Adviser - [Covid-19 forces over 65s into early retirement - FTAdviser.com](#)

¹⁰LinkedIn - [The Job-Hopping Generation: Young Professionals Are On The Move | Official LinkedIn Blog](#)

¹¹ONS - [Is staff retention an issue in the public sector? - Office for National Statistics \(ons.gov.uk\)](#)

7. Ethnicity

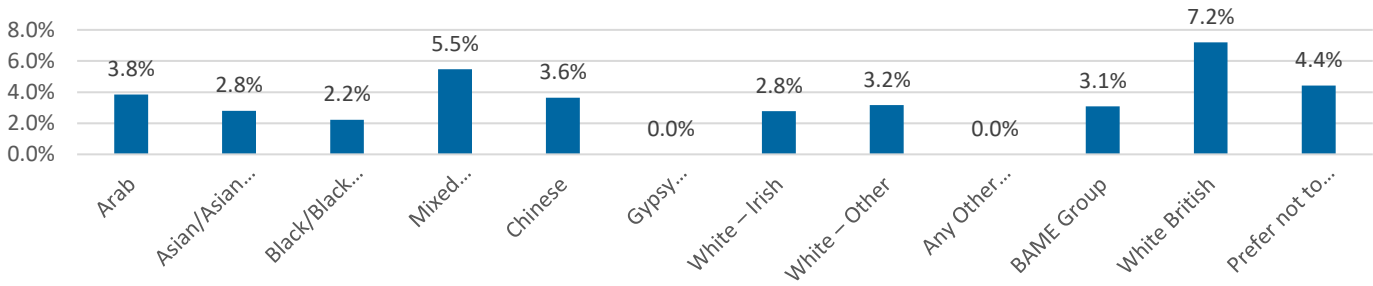
7.1 Ethnicity – Pt. 1

- The percentage of declared White British individuals has increased from the previous year slightly (+1.6%) and is now 75.8%. However, the overall percentage is lower than the South Gloucestershire population where 91.9% of people are White British according to the 2011 census data provided in the table on the right. This is partly due to the number of staff not declaring their ethnicity (16.5%). Data by the LGA¹² also found that 89.9% of employees in local authorities nationally were white employees, whereas 4.3% of employees were black and 1.4% were mixed ethnicity.
- There has been a reduction in applications declaring their ethnic status (either prefer not to say or unknown categories) whilst all other ethnic group categories have seen an increase in applications (see page 47). However, the ratio of new starters to applicants for each group has remained static or dropped in some cases despite the increase.
- The number of starters (see page 47) across each category remains broadly similar to the previous year with the only notable difference being within those identifying as Asian/Asian British (Indian, Pakistani, Bangladeshi, Other). It is encouraging to note that appointments have risen from 5 in the previous year to 9 in 2020/21 and application rates have increased from 131 last year to 321 in 2020/21.
- BAME groups within the council constitute 7.7% of the workforce compared with 8.1% of the South Gloucestershire community overall. The council saw a slight drop in the percentage of staff declaring their BAME status (0.2%), but the overall percentage is still higher than 2010/11 and the overall trend continues to improve.

Staff in Post by Ethnicity Status

Protected Characteristic	2010/11		2019/20		2020/21		YoY % Change	South Glos census data 2011		Combined Area census data 2011*	
	Count	% of Total	Count	% of Total	Count	% of Total		Count	% of Total	Count	% of Total
Arab	#	0.0%	#	0.0%	#	0.0%	0.0%	366	0.1%	2461	0.1%
Asian/Asian British	40	1.0%	34	1.0%	39	1.2%	0.2%	5,128	2.0%	78942	4.8%
Black/Black British	60	1.4%	60	1.7%	54	1.6%	-0.1%	2,218	0.8%	66796	4.0%
Mixed Ethnicity	27	0.6%	57	1.6%	54	1.6%	0.0%	3,667	1.4%	61640	3.7%
Chinese	#	0.2%	#	0.2%	#	0.2%	0.0%	1,312	0.5%	9132	0.6%
Gypsy Roma/Traveller of Irish Heritage	#	0.0%	#	0.1%	#	0.1%	0.0%	271	0.1%	1678	0.1%
White – Irish	36	0.9%	27	0.8%	21	0.6%	-0.2%	1,223	0.5%	10305	0.6%
White – Other	58	1.4%	77	2.2%	78	2.3%	0.1%	6,469	2.5%	55142	3.3%
Any Other ethnic group	13	0.3%	#	0.3%	#	0.2%	-0.1%	502	0.2%	11491	0.7%
White British	3,545	85.2%	2,578	74.2%	2,564	75.8%	1.6%	241,611	91.9%	1470987	89.0%
Prefer not to say	27	0.6%	25	0.7%	22	0.7%	-0.1%		0.0%		0.0%
Not Known	349	8.4%	598	17.2%	534	15.8%	-1.4%		0.0%		0.0%
BAME Groups Combined*	242	5.8%	274	7.9%	262	7.7%	-0.1%	21,156	8.1%	297587	17.9%

% of New Starters to Applicants



¹²LGA - [Local government workforce summary data infographic](#)

*BAME Group – includes all categories except ‘Not Known’, ‘White British’ and ‘Prefer Not to Say.’

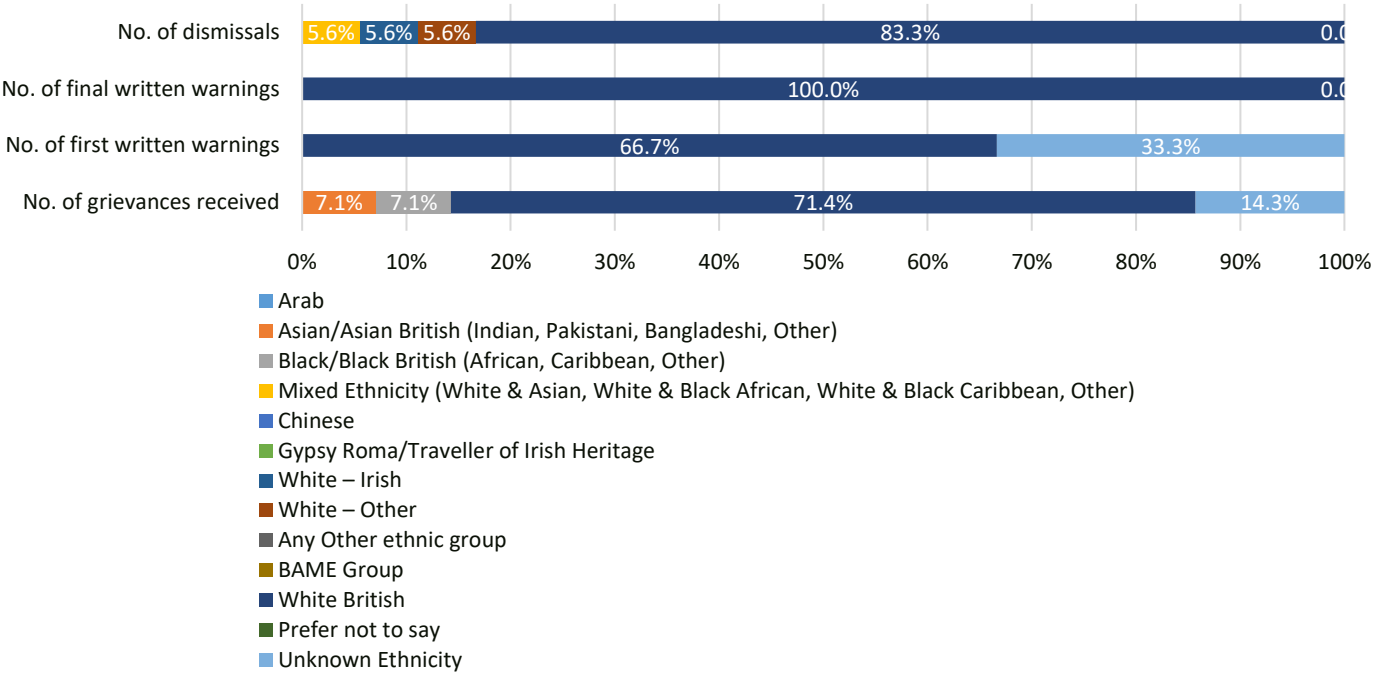
7.2 Ethnicity – Pt. 2

- The BAME groups saw a slight increase in voluntary turnover (12.9% for 2020/21) from the previous year which remained generally higher than the council’s voluntary turnover as a whole (8.1% for 2020/21).
- Mixed ethnicity employees appear to be over-represented in dismissal whereas Asian/Asian British employees appear to be over-represented in grievances. However, the overall number of grievances and dismissals within the council remained low in 2020/21.

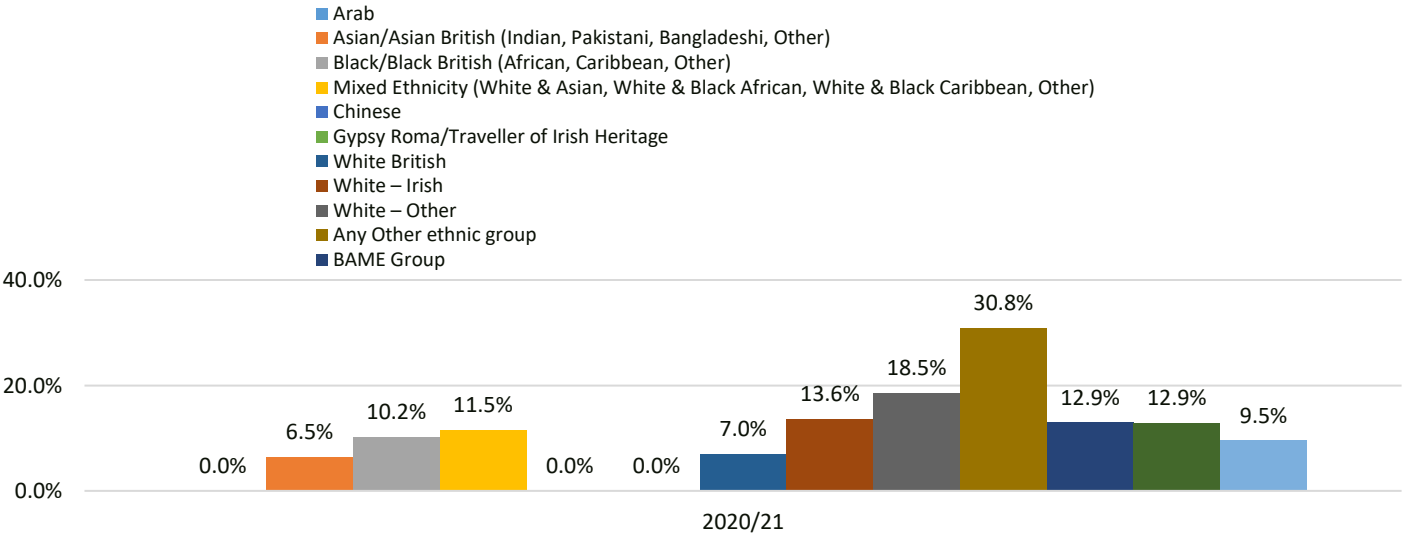
Average Years Length of Service by Ethnicity Status

Protected Characteristic	2010/11	2019/20	2020/21	YoY Change
	Average Years length of service			
Arab	N/A	N/A	N/A	N/A
Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)	7	8	10	25%
Black/Black British (African, Caribbean, Other)	8	10	11	10%
Mixed Ethnicity (White & Asian, White & Black African, White & Black Caribbean, Other)	7	6	7	17%
Chinese	7	9	9	0%
Gypsy Roma/Traveller of Irish Heritage	N/A	1	2	100%
White – Irish	10	11	11	0%
White – Other	7	6	7	17%
Any Other ethnic group	9	8	10	25%
White British	10	11	12	9%
Prefer not to say	4	8	9	13%
Not Known	4	6	7	17%
BAME Groups Combined	N/A	8	9	13%

Dismissals, Warnings and Grievances by Ethnicity



Voluntary Turnover Percentage by Ethnicity



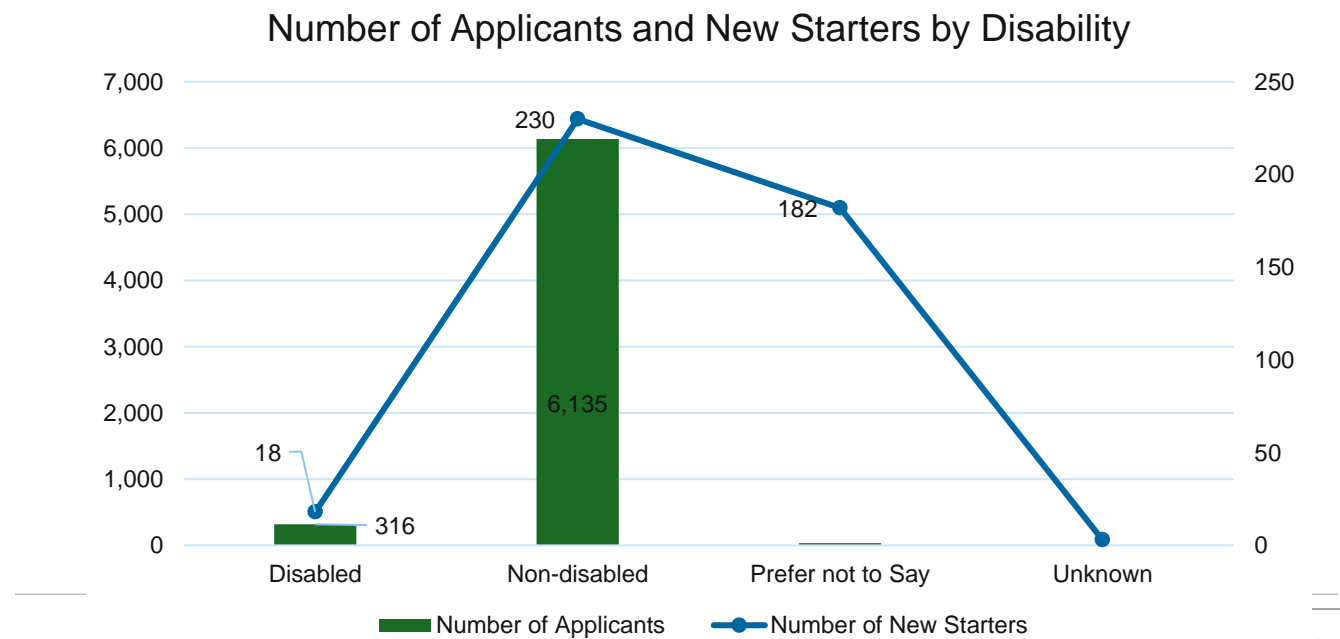
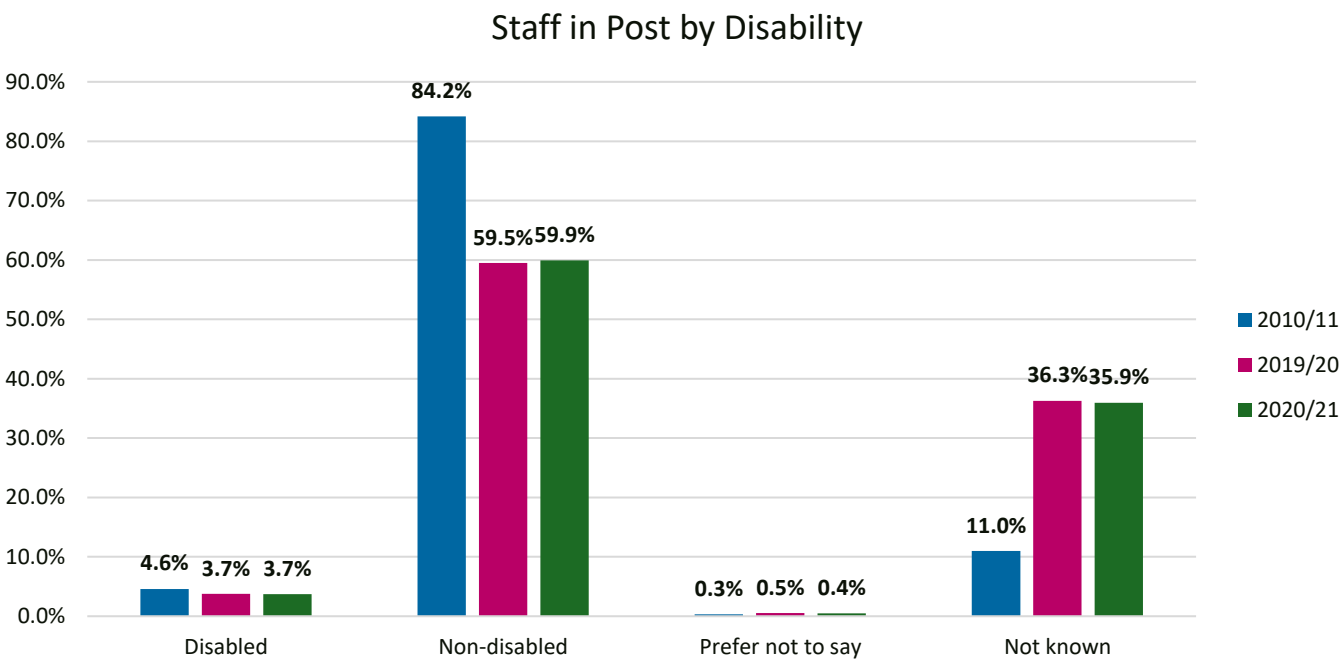
8. Disability

8.1 Disability – Pt 1

- **The percentage of staff by declared disability categories remains broadly the same as the previous year.** 59.9% of staff in post declared themselves non-disabled. This is consistent with research done by the LGA¹³ which found that 61.8% of staff in local authorities declared that they did not have a disability.
- **The percentage of job applicants declaring a disability has reduced from 4.55% to 3.31%.** This will need to be monitored to ensure that the council continues to promote equal opportunities successfully through its' recruitment process.
- **Of all disabled applicants, 5.69% were recruited as new starters compared to 6.8% of the overall success rate of all applicants (see page 41).** This represents a small increase from the previous year. The number of new starters declaring a disability (18 new starters) is very low relative to the whole workforce (442 new starters). As part of the workforce equalities action plan currently in development, the council will continue to provide specific support to disabled people to encourage applications and help them prepare for interviews.
- **Data from the ONS¹⁴ indicates that disabled people are 28.6% less likely than non-disabled people to be in employment.** This comparatively low employment rate may discourage those who have a disability to declare their disability status.
- **Changes as a result of future hybrid/flexible ways of working (e.g., less commuting...etc.) following the pandemic may attract more candidates who declare themselves as disabled.**

¹³LGA - [Local government workforce summary data infographic](#)

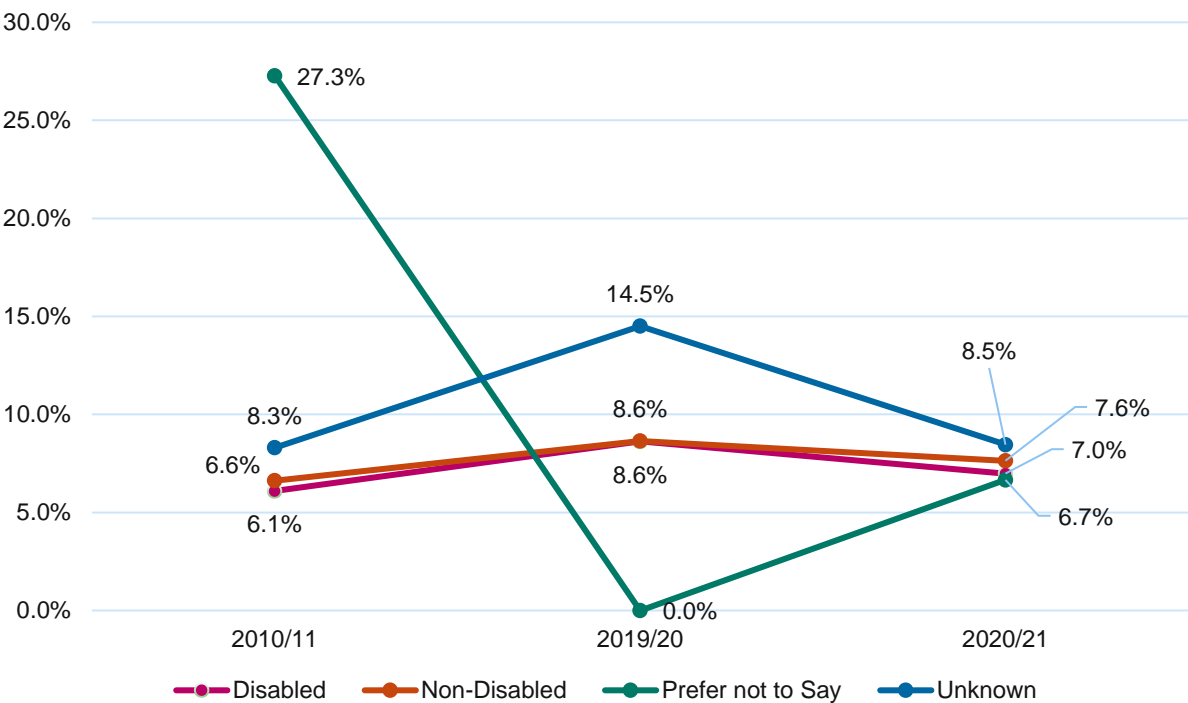
¹⁴ONS - [Disability and employment, UK - Office for National Statistics \(ons.gov.uk\)](#)



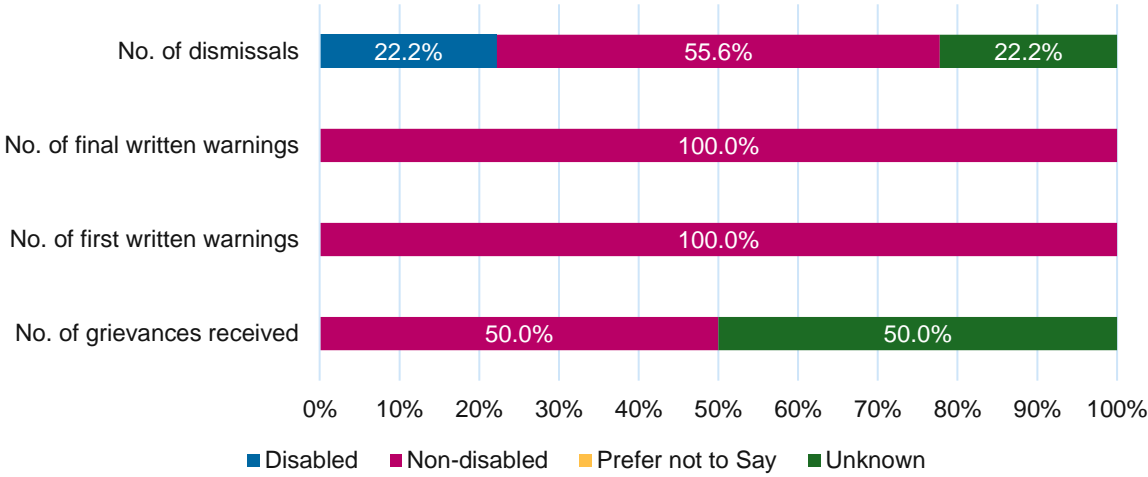
8.2 Disability – Pt 2

- **There appears to be no clear correlation between declaring a disability and turnover rates.** Turnover rates are generally consistent across council workforce categories. Similarly, average years length of service has increased in all categories. It's reasonable to conclude that an individual's disability status appears to have no relevance on their decision to leave.
- **22.2% of staff who were dismissed had declared a disability.** This indicates that disabled individuals are over-represented when it comes to dismissals. However, it's important to note that the overall number of dismissals were low in 2020/21.

Voluntary Turnover Percentage By Disability Status



Dismissals, Warnings and Grievances by Disability



Average Length of Service by Disability Status

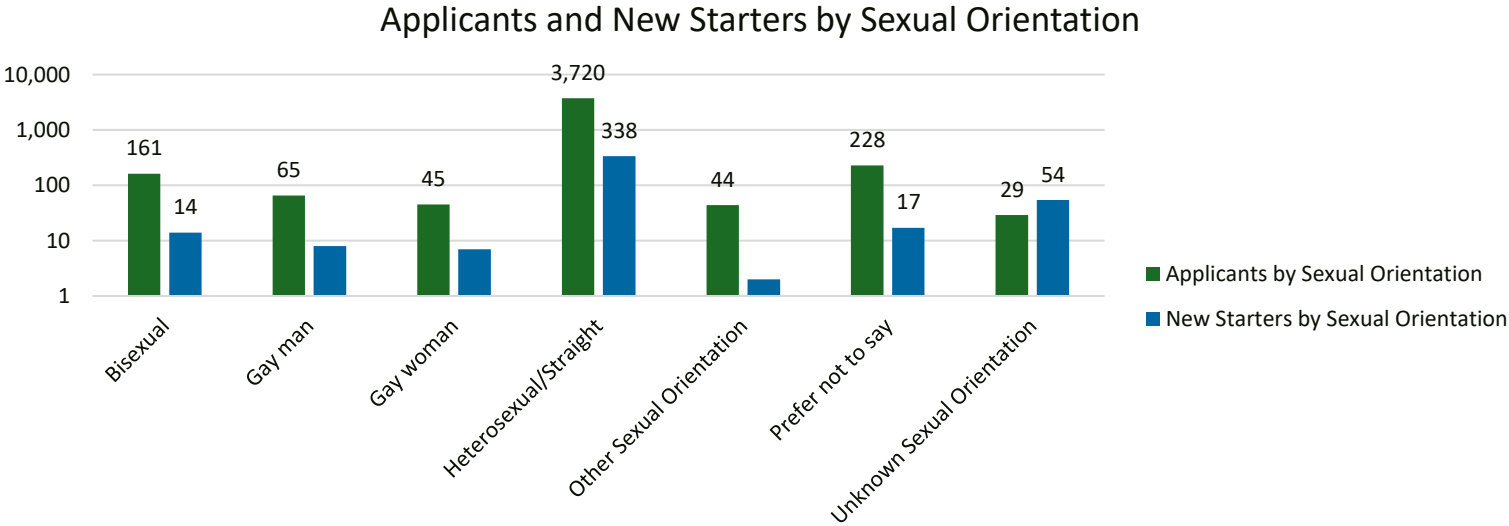
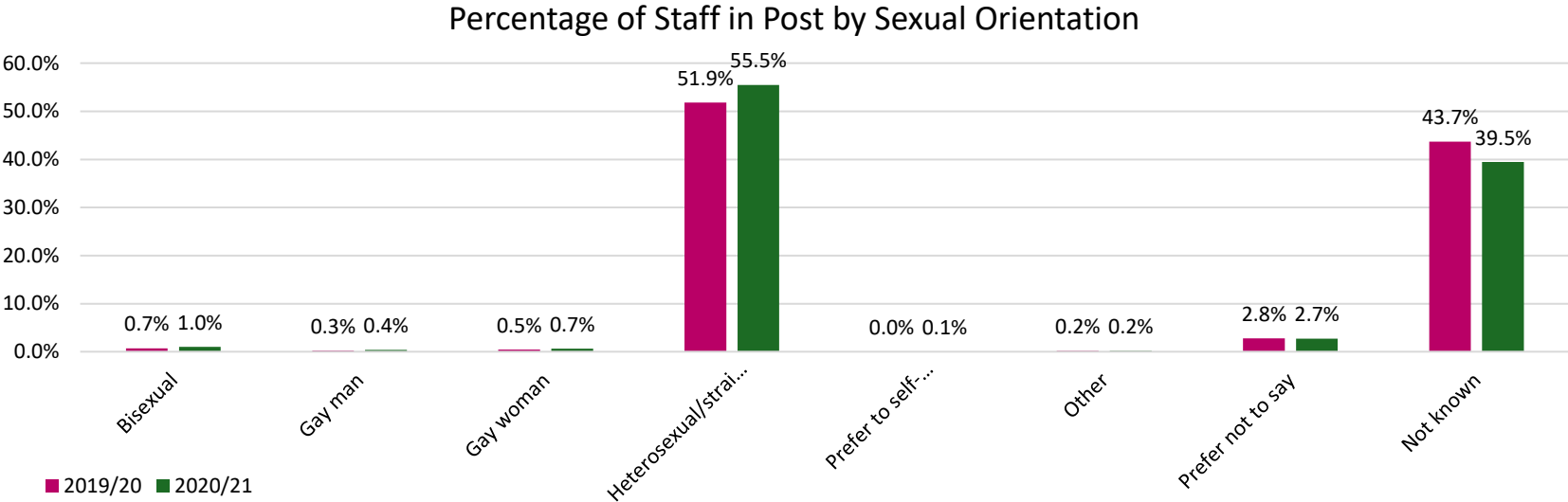
Protected Characteristic	2010/11	2019/20	2020/21	YoY Change
	Average Years length of service	Average Years length of service	Average Years length of service	
Disabled	10	11	12	9%
Non-disabled	10	13	13	0%
Prefer not to say	8	8	8	0%
Not known	4	5	7	40%

9. Sexual Orientation

9.1 Sexual Orientation – Pt. 1



- **There has been an increase in the number of staff declaring their sexual orientation.** However, 39.5% of staff members have not declared their status (including “Prefer Not To Say”). Some of the missing data is historic. The latest data from the ONS¹⁵ found that 2.7% of the UK population aged 16 years and over identified as lesbian, gay or bisexual (LGB) in 2019. The council compares favourably with 2.1% of the workforce identifying as LGB.
- **It’s important to note that the applicant data represents applications from October 2020 to March 2021 as data from the previous applicant tracking system was not kept.** Despite this, it is positive to see that the numbers of applicants declaring their sexual orientation has remained broadly similar or has increased in some instances.
- **There has been an increase in applications and new starters in Gay Men and individuals who identify as Bisexual.** This would imply that the work the council has done in supporting the LGBT+ community is making the council a more inclusive employer in terms of sexual orientation.



¹⁵ONS - [Sexual orientation, UK - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/sexualorientationandgender)

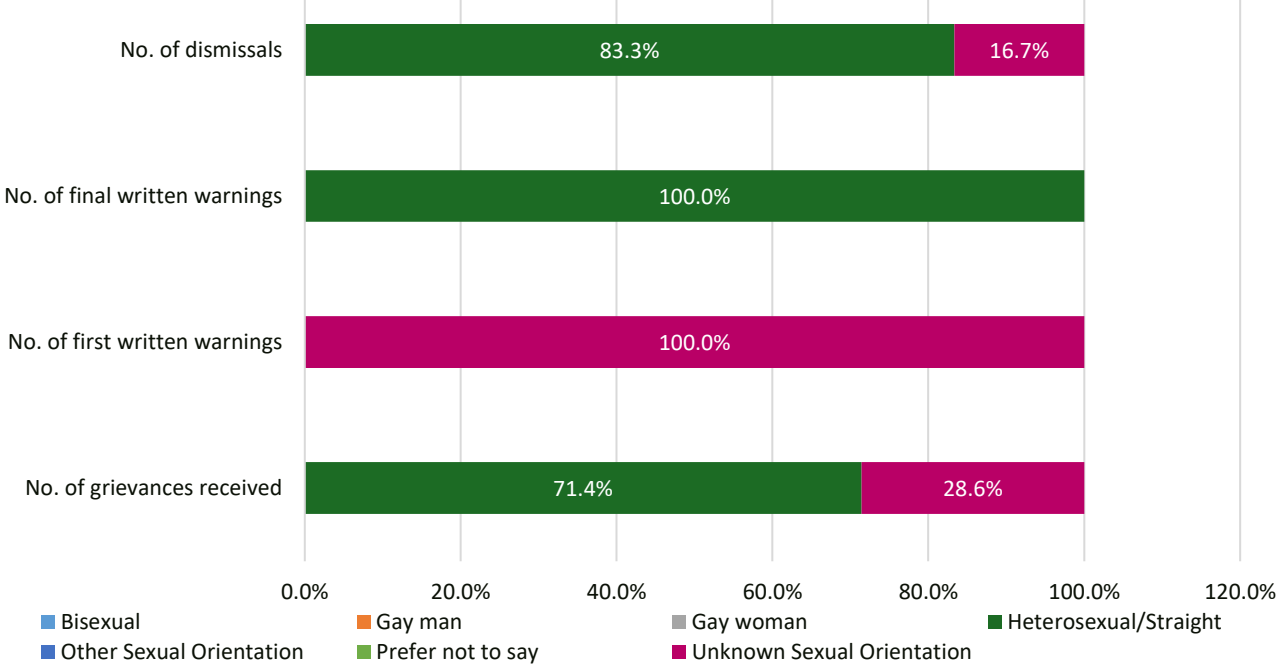
9.2 Sexual Orientation – Pt. 2

- **Individuals who identify as a gay male have consistently higher turnover when compared to other sexual orientations.** However, this represents a very small number of the Council’s workforce and therefore a very small number of leavers overall (under 10).
- **The average years length of service has increased for almost all sexual orientations.**
- **Those who have not declared their sexual orientation have the highest average years length of service when compared to the other groups.** Most staff complete their equality information when they join the organisation. With long serving employees, it’s possible that many were not asked to categorise their sexual orientation when they started. In other cases, existing staff may not wish to complete the equalities information.

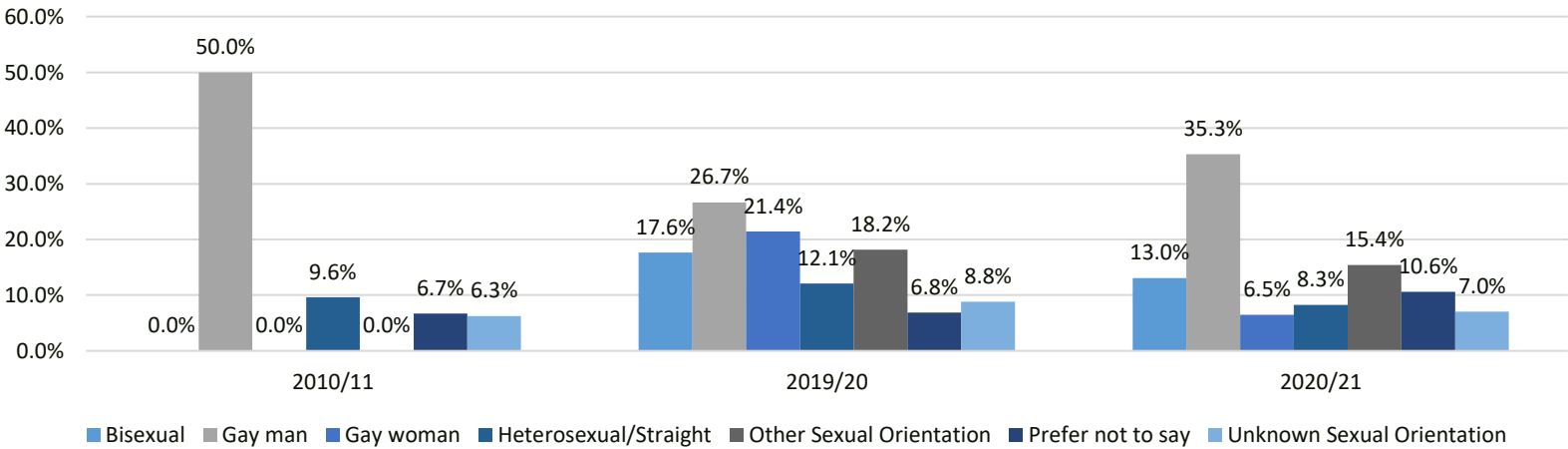
Average Length of Service by Sexual Orientation

Protected Characteristic	2010/11	2019/20	2020/21	YoY Change
	Average Years length of service			
Bisexual	2	4	5	25%
Gay man	7	4	4	0%
Gay woman	4	6	6	0%
Heterosexual/straight	5	6	7	17%
Other	25	9	11	22%
Prefer to self-describe	N/A	10	12	20%
Prefer not to say	8	8	9	13%
Not known	10	14	15	7%

Dismissals, Warnings and Grievances by Sexual Orientation



Voluntary Turnover Percentage by Sexual Orientation



10. Religion/Belief

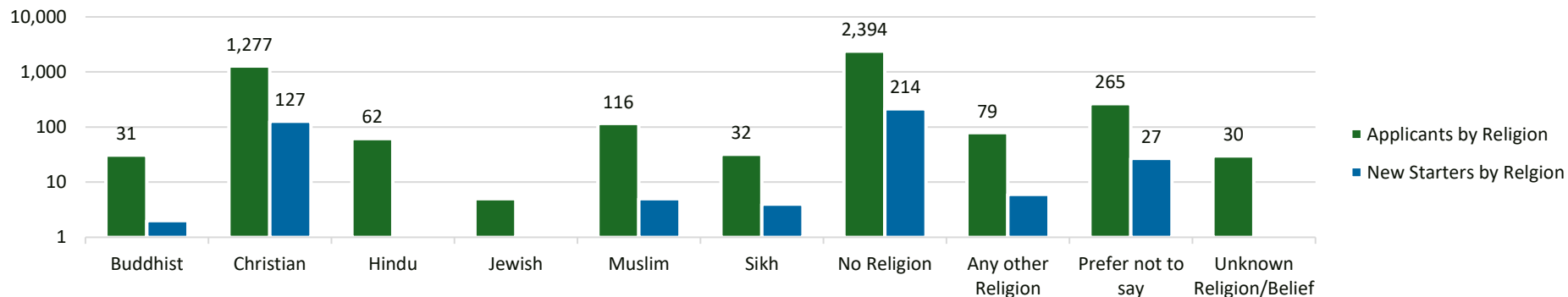
10.1 Religion/Belief – Pt. 1

- **There has been a 2.9% increase in staff members declaring they have no religion.** According to recent studies¹⁶, this appears to be a trend across the country. Official estimates by the ONS of the religious breakdown are in the table to the right.
- **More staff members are declaring their religion or belief.** However, there is still a large proportion of staff not specifying either way (39.6%). Data by the ONS¹⁷ shows that employment rates between religions vary with individuals who identify as Muslim having the highest unemployment rates (5.7%). Such indicators may be a factor in explaining why potentially some staff/applicants choose not to disclose their religion for fear of unconscious bias/discrimination.
- **The numbers of applicants and new starters declaring a particular religion have remained broadly similar to the previous year.** The only exception being those applicants identifying as no religion which has increased to 48% from 35%, this more closely reflects the national picture.

Staff in Post by Religion/Belief

Protected Characteristic	2010/11		2019/20		2020/21		YoY % Change	South Glos Population 2011 census data	
	Count	% of Total	Count	% of Total	Count	% of Total		Count	% of Total
Buddhist	#	0.2%	#	0.2%	#	0.2%	0.0%	708	0.3%
Christian	482	11.6%	772	22.2%	779	23.0%	0.8%	156,504	59.6%
Hindu	#	0.0%	#	0.2%	#	0.2%	0.0%	1,681	0.6%
Jewish	#	0.1%	#	0.1%	#	0.2%	0.0%	145	0.1%
Muslim	#	0.1%	12	0.3%	15	0.4%	0.1%	2,176	0.8%
Sikh	#	0.0%	#	0.1%	#	0.2%	0.1%	623	0.2%
Any Other Religion	14	0.3%	28	0.8%	32	0.9%	0.1%	888	0.3%
No religion	349	8.4%	989	28.5%	1,061	31.4%	2.9%	80,607	30.7%
Prefer not to say	56	1.3%	136	3.9%	132	3.9%	0.0%		0.0%
Not known	3,242	77.9%	1,516	43.6%	1,338	39.6%	-4.1%	19,435	7.4%

Applicants and New Starters by Religion



¹⁶The Guardian - [UK secularism on rise as more than half say they have no religion | Religion | The Guardian](#)

¹⁷ONS - [Religion, education and work in England and Wales - Office for National Statistics \(ons.gov.uk\)](#)

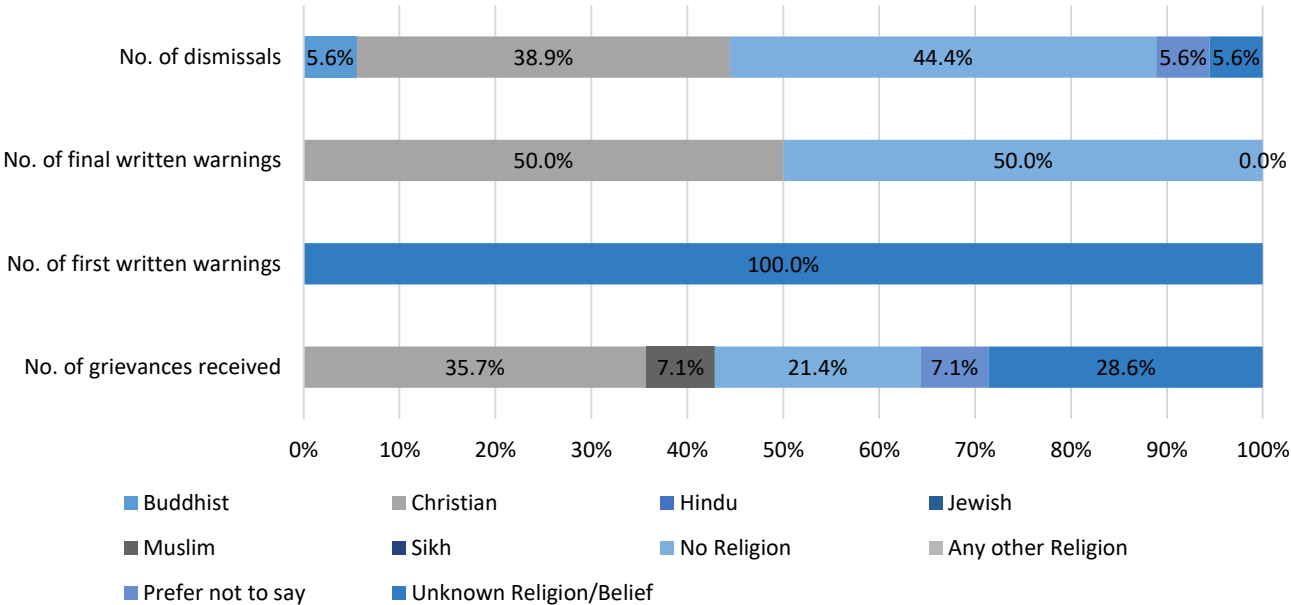
10.2 Religion/Belief – Pt. 2

- **Turnover reduced in all declared religions/beliefs in 2020/21 except for individuals who advised they were of Sikh faith.** However, individuals in this category represent a very small part of the council’s workforce (under 10).
- **As mentioned previously, the ‘Not Known’ category having the highest average years length of services implies that a large percentage of the council’s workforce may not have been asked about their religion/belief when they joined – this is when most employees complete their equality data.**

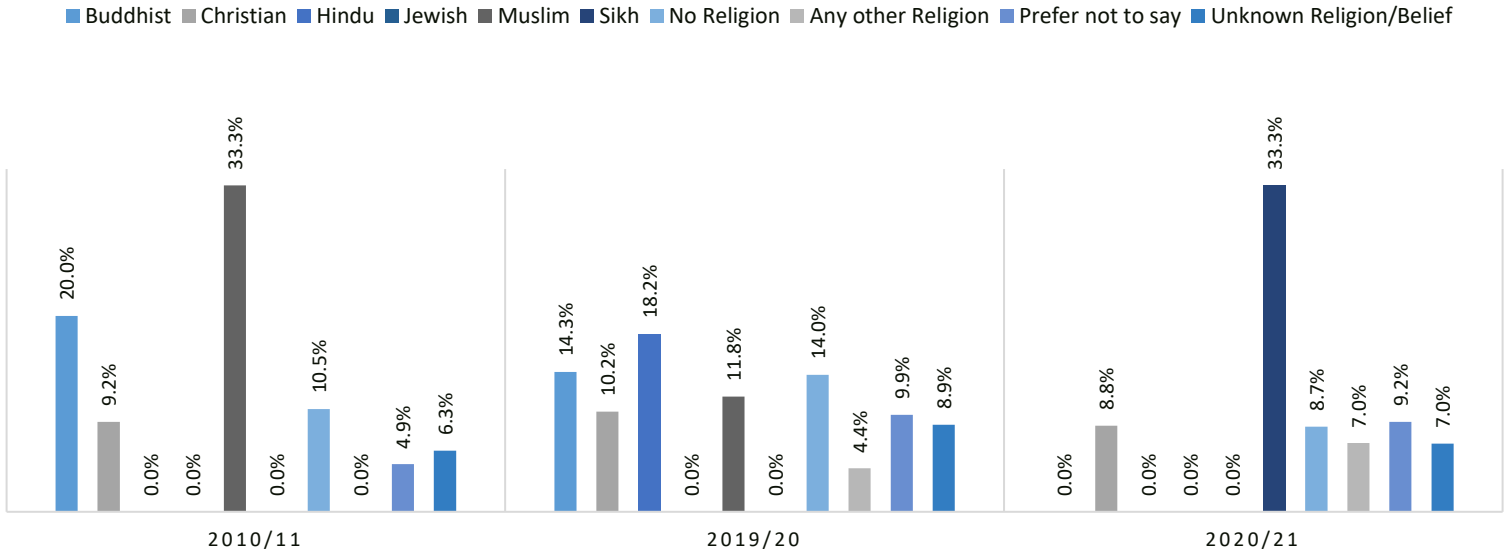
Average Length of Service by Religion/Belief

Protected Characteristic	2010/11	2019/20	2020/21
	Average Years length of service		
Buddhist	2	4	5
Christian	6	7	8
Hindu	15	7	8
Jewish	5	4	5
Muslim	6	5	6
Sikh	7	3	4
Any Other Religion	6	6	7
No religion	4	6	7
Prefer not to say	7	7	9
Not known	10	14	15

Dismissals, Warnings and Grievances by Religion/Belief



Voluntary Turnover Percentage By Religion

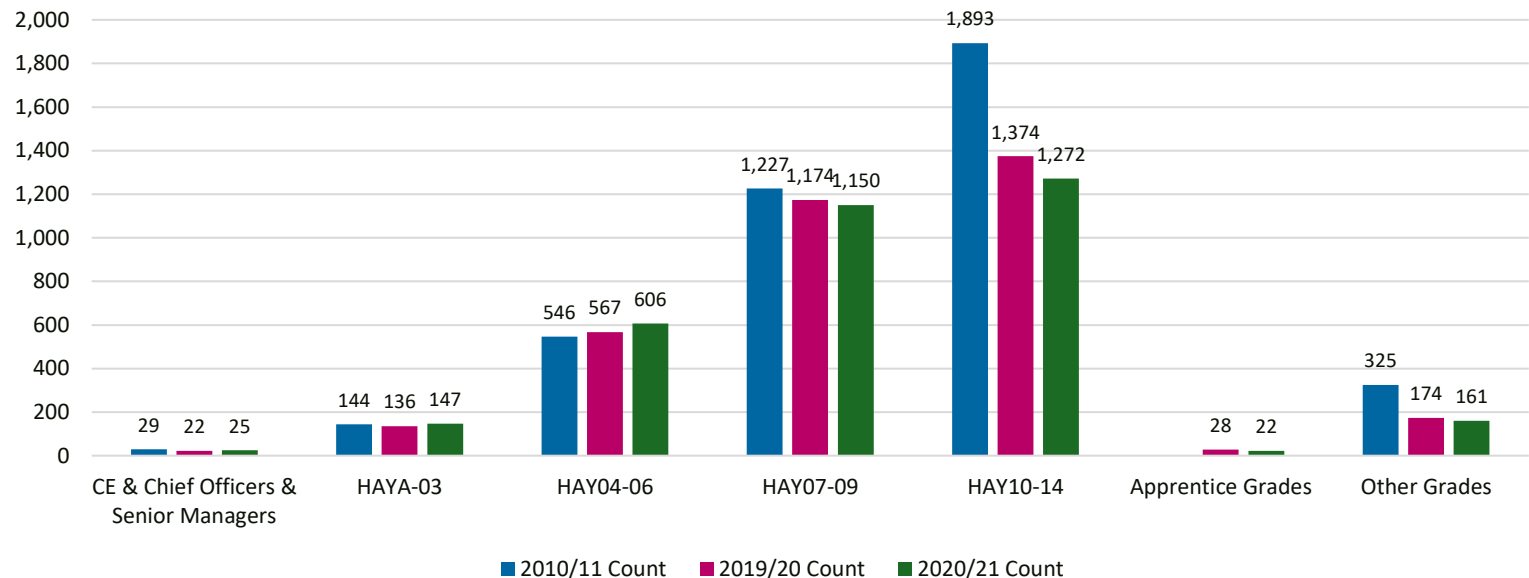


11. Grade Groups

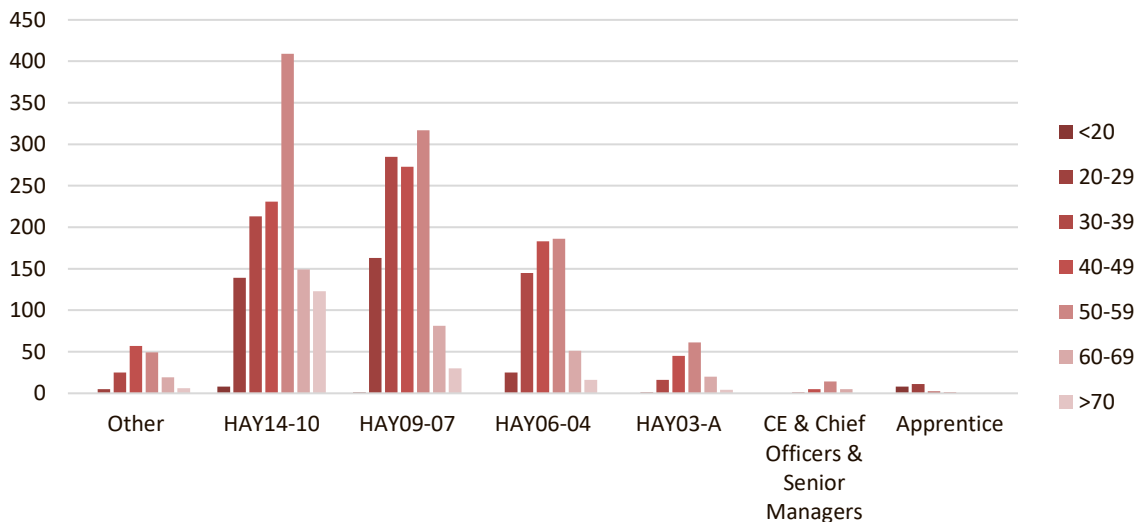
11.1 Grade Groups – Pt. 1

- The number of staff in post in the HAY04-06 grade group increased the most (+1.6%), whereas staff in post in the HAY10-14 grade group decreased (-1.9%). The number has also increased for higher grade groups (e.g., HAYA-03 and CE & Chief Officer & Senior Managers).
- Males are overrepresented at higher grades in terms of our workforce profile compared to the lower grades. For example, in the HAY14-10 grade groups females make up 74.53% of the workforce whereas females make up only 44% of the CE & Chief Officers & Senior Managers grade group.
- There's a wider age range in lower graded posts compared to the higher grades (HAY03 upwards).

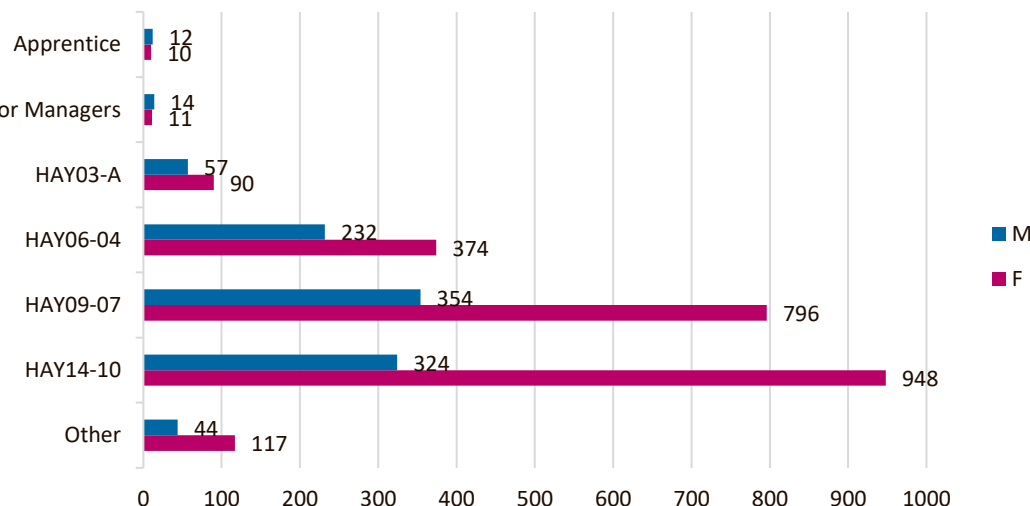
Staff in Post By Grade



Grade Groups by Age*



Grade Groups by Gender



*A more detailed data table is provided at the end of this report.

11.2 Grade Groups – Pt. 2

- **There does not appear to be a correlation between Sexual Orientation/Religion and grades.** This is partly due to low number of employees declaring these characteristics.
- **The percentage of the workforce that states they are non-disabled increases with each grade.** For example, 45.45% of apprentices state they are non-disabled compared to 74.58% of HAY03-A grades. This may potentially indicate a barrier to progression.
- **As a general observation, the data supports the view that the workforce becomes less diverse at the higher grades.**

Grade Groups by Disability Status

Protected Characteristic	Other	HAY14-10	HAY09-07	HAY06-04	HAY03-A	CE & Chief Officers & Senior Managers	Apprentice
Non-Disabled	76	712	715	391	110	13	10
Prefer Not To Say	#	#	#	#	#	0	0
Not Known	83	505	388	186	33	11	10
Disabled	#	50	43	26	#	#	#

Grade Groups by Religion/Belief

Religion	Other	HAY14-10	HAY09-07	HAY06-04	HAY03-A	CE & Chief Officers & Senior Managers	Apprentice
Not Known	67	584	417	202	53	12	#
Buddhist	0	#	#	#	0	0	0
Christian	38	290	251	148	43	#	#
Hindu	#	#	#	0	#	0	0
Jewish	#	#	#	#	0	0	#
Muslim	#	#	#	#	0	0	0
No religion	39	332	407	220	42	#	13
Other	#	15	13	#	0	0	0
Prefer not to say	12	37	47	30	#	0	0
Sikh	0	#	#	#	#	0	#

Grade Groups by Sexual Orientation

Protected Characteristic	Apprentice	CE & Chief Officers & Senior Managers	HAY03-A	HAY06-04	HAY09-07	HAY14-10	Other
Not Known	#	12	55	199	414	585	67
Bisexual	0	0	#	#	13	#	#
Gay Man	#	0	#	#	#	#	#
Gay or Lesbian	0	0	0	#	#	#	#
Gay Woman	0	0	0	#	#	#	#
Heterosexual/Straight	17	13	81	368	672	646	79
Other	0	0	0	#	0	#	#
Prefer not to say	0	0	#	20	35	22	#
Prefer to self-describe	0	0	0	#	#	0	0

11.3 Grade Groups – Pt. 3

- Approximately, 73.66% of the workforce in the HAY14-10 grade group are White British compared to 87.07% in the HAY03-A grade group. This again illustrates that the workforce becomes less diverse at the higher grades.

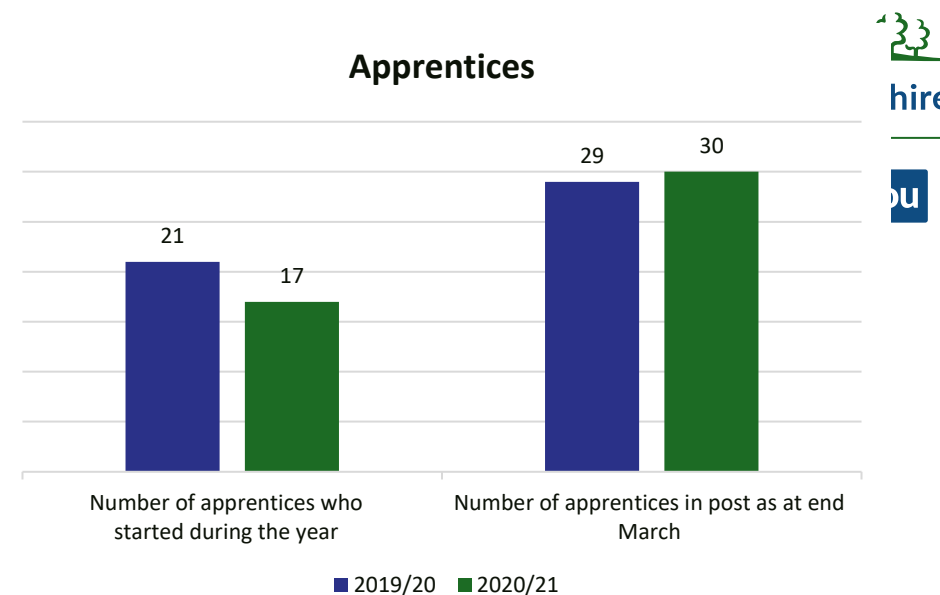
Grade Groups by Ethnicity Status

Protected Characteristic	Apprentice	CE & Chief Officers & Senior Managers	Other	HAY06-04	HAY03-A	HAY09-07	HAY14-10
Arab	0	0	0	0	0	#	0
Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)	0	0	#	#	#	12	14
Black/Black British (African, Caribbean, Other)	#	0	#	11	#	27	13
Mixed Ethnicity (White & Asian, White & Black African, White & Black Caribbean, Other)	#	#	#	#	#	31	11
Chinese	0	0	#	#	0	#	#
Gypsy Roma/Traveller of Irish Heritage	0	0	0	0	0	0	#
White – Irish	0	#	#	#	#	#	#
White – Other	0	0	#	19	#	32	19
Any Other ethnic group	0	#	#	#	0	#	#
White British	17	17	100	476	128	889	937
Prefer not to say	0	0	#	#	#	#	#
Not Known	#	#	46	69	#	138	265
BAME Group	#	#	13	54	#	113	67

12. Apprentices, Maternity Leave and Flexible Working

12.1.1 Apprentices

- Please note, the protected characteristic breakdown for the apprenticeship grade group is in the previous section.
- The apprenticeship grade group tends to generally be more diverse when compared with other grade groups within the council. However, due to the low number of apprentices overall, it's difficult to draw conclusions on how significant this is.
- The average age of apprentices has increased from 21 in 2019/20 to 23 in 2020/21. However, the majority of apprentices are still in the under 20 and 20-29 age group.



12.1.2 Maternity Leave

- The number of employees commencing maternity leave has decreased from 65 to 48 in 2020/21.
- The number of employees returning from maternity leave has increased by 26 when compared to the previous year. This is encouraging as this implies a substantial number of our employees return after their maternity leave.
- It is recommended we review the method of capturing maternity data to better understand the success of the council's maternity/flexible working policies.



12.2 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:

for you

- 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 in accordance with the relevant policy.

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 pandemic, 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.

Due to the pandemic, all non-essential workers have had to work primarily from home (85% of staff said they would prefer to work from home partly or all of the time in the recent Pulse Survey). These organisational arrangements will be reviewed in-line with future ways of working considerations.

13. Operational Recommendations

13. Operational Recommendations

It is recommended that:

- Action is taken forward to encourage current staff who have previously not declared equalities information to complete this requirement so that the council has a more comprehensive people management data set.
- Issues relating to diversity and representation at a senior manager level could be analysed further with the benefit of additional data from the gender pay gap and equal pay audit reports.
- A new leaving reason is implemented on the HR system (ResourceLink) to monitor those who choose not to return from maternity leave.
- The new 'Workforce Equality Action Plan' utilises the data from this report to monitor progress and refresh action to keep the plan proactive.

14. Appendices

Data Tables - Workforce

Vacancies, Applicants and New Starters	2010/11	2017/18	2018/19	2019/20	2020/21
No. of vacancies	287	566	765	623	796
No of applicants	4,712	4,506	2,888	4,878	6,485
No. of new starters	249	249	437	460	442
% of new starters to applicants	5.3%	9.0%	15.1%	9.4%	6.8%

Staff in Post by Dept	2010/11		2019/20		2020/21		YoY % Change
	Count	% of Total	Count	% of Total	Count	% of Total	
Chief Executive & Corporate Resources (CECR)	542	13.0%	956	27.5%	945	27.9%	0.4%
Environment and Community Services (ECS)	1,032	24.8%	1,018	29.3%	990	29.3%	0.0%
Children, Adults and Health (CAH)	2,589	62.2%	1,501	43.2%	1,448	42.8%	-0.4%
Council Total	4,163	100.0%	3,475	100.0%	3,383	100.0%	

Voluntary Turnover	2010/11	2019/20	2020/21
Average no. of permanent employees	3,653	2,917	2,895
No. of permanent, voluntary leavers	249	308	235
Turnover	6.8%	10.6%	8.1%

Grievances	2011/12	2017/18	2018/19	2019/20	2020/21
No. of grievances received	#	13	15	34	14
No. of appeals received against formal grievance decisions	#	0	0	#	0

Dismissals and Warning	2010/11	2017/18	2018/19	2019/20	2020/21
No. of first written warnings	13	8	0	5	3
No. of final written warnings	3	9	1	3	2
No. of dismissals	5	5	12	10	18

Average Length of Service	2018/19	2019/20	2020/21
Average Years length of service	10	10	11
Headcount of permanent staff	2,749	3,080	2,873



Data Tables – Gender

PT/FT staff by Gender	Protected Characteristic	2010/11		2019/20		2020/21		YoY % Change
		Count	% of Total	Count	% of Total	Count	% of Total	
Full-time Contracts	Male (Full-time)	936	48.7%	731	46.7%	734	45.4%	-1.4%
	Female (Full-time)	985	51.3%	833	53.3%	884	54.6%	1.4%
Part-time Contracts	Male (Part-time)	220	9.8%	342	17.9%	303	17.2%	-0.7%
	Female (Part-time)	2,022	90.2%	1,569	82.1%	1,462	82.8%	0.7%

Staff in Post by Gender	Protected Characteristic	2010/11		2019/20				2020/21			YoY % Change
		Count	% of Total	% in dept	Count	% of Total	% in dept	Count	% of Total		
Chief Executive & Corporate Resources (CECR)	Male	206	17.8%	38.0%	246	22.9%	25.7%	257	24.8%	27.2%	1.9%
	Female	336	11.2%	62.0%	710	29.6%	74.3%	688	29.3%	72.8%	-0.2%
Environment and Community Services (ECS)	Male	498	43.1%	48.3%	482	44.9%	47.3%	468	45.1%	47.3%	0.2%
	Female	534	17.8%	51.7%	536	22.3%	52.7%	522	22.3%	52.7%	-0.1%
Children, Adults and Health (CAH)	Male	452	39.1%	17.5%	345	32.2%	23.0%	312	30.1%	21.5%	-2.1%
	Female	2,137	71.1%	82.5%	1,156	48.1%	77.0%	1,136	48.4%	78.5%	0.3%
Council Total	Male	1,156	27.8%	27.8%	1,073	30.9%	30.9%	1,037	30.7%	30.7%	-0.2%
	Female	3,007	72.2%	72.2%	2,402	69.1%	69.1%	2,346	69.3%	69.3%	-0.2%

Applicant and New Starters by Gender		2010/11		2018/19		2019/20		2020/21		YoY % Change
		Count or %	% of Total	Count or %	% of Total	Count or %	% of Total	Count or %	% of Total	
Male	No. of applicants	1,792	38.0%	853	29.5%	974	20.0%	2,451	37.8%	17.8%
	No. of new starters	89	29.3%	144	33.0%	177	35.4%	155	35.1%	-0.3%
	% of new starters to applicants	5.0%		16.9%		18.2%		6.3%		0.0%
Female	No. of applicants	2,874	61.0%	2,035	70.5%	2,330	47.8%	3,956	61.0%	13.2%
	No. of new starters	160	52.6%	293	67.0%	323	64.6%	287	64.9%	0.3%
	% of new starters to applicants	5.6%		14.4%		13.9%		7.3%		0.0%
Unknown Gender	No. of applicants	46	1.0%	0	0.0%	1,574	32.3%	78		-32.3%
	No. of new starters	55	18.1%	0	0.0%	0	0.0%	0		0.0%
	% of new starters to applicants	-		0.0%		0.0%		0.0%		0.0%

Data Tables – Gender



Turnover		2010/11	2019/20	2020/21	YoY % Change
Male	Average no. of permanent employees	1,028	890	900	
	No. of permanent, voluntary leavers	69	104	73	
	Turnover	6.7%	11.7%	8.1%	-3.6%
Female	Average no. of permanent employees	2,625	2,025	2,077	
	No. of permanent, voluntary leavers	180	204	162	
	Turnover	6.9%	10.1%	7.8%	-2.3%

Average Years Length of Service	2011/12 Average Years length of service	2019/20 Average Years length of service	2020/21 Average Years length of service	YoY Change
Male	10	10	11	10%
Female	9	10	11	10%

Written Warnings and Dismissals by Gender		2010/11		2019/20		2020/21	
		Count	% of Total	Count	% of Total	Count	% of Total
Male	No. of first written warnings	#	30.8%	#	40.0%	#	100.0%
	No. of final written warnings	#	33.3%	#	33.3%	#	100.0%
	No. of dismissals	#	20.0%	#	70.0%	10	55.6%
Female	No. of first written warnings	#	69.2%	#	60.0%	#	0.0%
	No. of final written warnings	#	66.7%	#	66.7%	#	0.0%
	No. of dismissals	#	80.0%	#	30.0%	#	44.4%

Grievances by Gender		2011/12		2019/20		2020/21	
		Count	% of Total	Count	% of Total	Count	% of Total
Male	No. of grievances received	#	16.7%	13	38.2%	#	28.6%
	No. of appeals received against formal grievance decisions	#	0.0%	#	N/A	#	N/A
Female	No. of grievances received	#	83.3%	21	61.8%	10	71.4%
	No. of appeals received against formal grievance decisions	#	100.0%	#	N/A	#	N/A

Transgender Staff in Post	2019/20		2020/21	
	Count	% of Total	Count	% of Total
Transgender employees	#	0.0%	#	0.03%
Non-transgender employees	113	3.3%	147	4.2%
Prefer not to answer	#	0.2%	#	0.1%
Not known	3355	96.5%	3230	92.9%

Data Tables – Age

Staff in Post by Age	2010/11		2019/20		2020/21		YoY % Change	South Glos Population (2019)	
	Count	% of Total	Count	% of Total	Count	% of Total		Count	% of Total
<20	21	0.5%	22	0.6%	21	0.6%	0.0%	15,367	6.5%
20-29	433	10.4%	376	10.8%	356	10.5%	-0.3%	35,938	15.3%
30-39	761	18.3%	696	20.0%	693	20.5%	0.5%	38,456	16.4%
40-49	1,362	32.7%	846	24.3%	788	23.3%	-1.1%	36,326	15.5%
50-59	1,135	27.3%	1,065	30.6%	1,037	30.7%	0.0%	39,804	17.0%
60-64	337	8.1%	315	9.1%	321	9.5%	0.4%	15,066	6.4%
65+	114	2.7%	155	4.5%	167	4.9%	0.5%	53,697	22.9%

Turnover by Age		2010/11	2019/20	2020/21
<20	Average no. of permanent employees	16	14	#
	No. of permanent, voluntary leavers	#	#	#
	Turnover	56.3%	29.6%	40.0%
20-29	Average no. of permanent employees	333	243	266
	No. of permanent, voluntary leavers	23	28	32
	Turnover	6.9%	11.5%	12.0%
30-39	Average no. of permanent employees	669	548	596
	No. of permanent, voluntary leavers	49	70	48
	Turnover	7.3%	12.8%	8.1%
40-49	Average no. of permanent employees	1,189	694	719
	No. of permanent, voluntary leavers	62	54	38
	Turnover	5.2%	7.8%	5.3%
50-59	Average no. of permanent employees	1,036	902	950
	No. of permanent, voluntary leavers	39	56	54
	Turnover	3.8%	6.2%	5.7%
60-64	Average no. of permanent employees	312	241	287
	No. of permanent, voluntary leavers	39	24	20
	Turnover	12.5%	10.0%	7.0%
65+	Average no. of permanent employees	99	112	152
	No. of permanent, voluntary leavers	28	23	40
	Turnover	28.3%	20.6%	26.3%

16-24	No. of applicants	532
	No. of new starters	67
	% of new starters to applicants	12.59%
25-34	No. of applicants	532
	No. of new starters	125
	% of new starters to applicants	23.49%
35-44	No. of applicants	746
	No. of new starters	99
	% of new starters to applicants	13.27%
45-54	No. of applicants	389
	No. of new starters	69
	% of new starters to applicants	17.73%
55-64	No. of applicants	335
	No. of new starters	71
	% of new starters to applicants	21.19%
65+	No. of applicants	442
	No. of new starters	11
	% of new starters to applicants	2.48%

Average Length of Service by Age	2010/11	2019/20	2020/21	YoY Change
	Average Years length of service			
<20	2	1	2	100%
20-29	4	3	3	0%
30-39	12	6	7	17%
40-49	9	9	10	11%
50-59	6	13	14	8%
60+	13	13	14	8%

Data Tables – Age

Written Warnings and Dismissals by Age		2010/11		2018/19		2019/20		2020/21	
		Count or %	% of Total	Count or %	% of Total	Count or %	% of Total	Count or %	% of Total
<20	No. of first written warnings	0	0.0%	0	#DIV/0!	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	0	0.0%	0	0.0%
20-29	No. of first written warnings	#	15.4%	0	#DIV/0!	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	#	25.0%	#	10.0%	#	16.7%
30-39	No. of first written warnings	#	15.4%	0	#DIV/0!	#	20.0%	#	33.3%
	No. of final written warnings	#	33.3%	0	0.0%	#	66.7%	0	0.0%
	No. of dismissals	#	40.0%	#	25.0%	#	10.0%	#	11.1%
40-49	No. of first written warnings	#	38.5%	0	#DIV/0!	#	20.0%	#	33.3%
	No. of final written warnings	#	33.3%	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	#	20.0%	#	25.0%	#	50.0%	#	16.7%
50-59	No. of first written warnings	#	15.4%	0	#DIV/0!	#	60.0%	#	33.3%
	No. of final written warnings	#	33.3%	0	0.0%	#	33.3%	#	100.0%
	No. of dismissals	#	20.0%	#	8.3%	#	10.0%	#	27.8%
60-64	No. of first written warnings	#	15.4%	0	#DIV/0!	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	#	100.0%	0	0.0%	0	0.0%
	No. of dismissals	#	20.0%	#	8.3%	0	0.0%	#	11.1%
65+	No. of first written warnings	0	0.0%	0	#DIV/0!	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	#	8.3%	#	20.0%	#	16.7%

Grievances by Age		Count	2011/12	2018/19		2019/20		2020/21	
			% of Total	Count	% of Total	Count	% of Total	Count	% of Total
<20	No. of grievances received	0	0.0%	#	#DIV/0!	0	#DIV/0!	0	0.0%
	No. of appeals received against formal grievance decisions	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
20-29	No. of grievances received	0	0.0%	#	#DIV/0!	#	#DIV/0!	#	7.1%
	No. of appeals received against formal grievance decisions	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
30-39	No. of grievances received	#	100.0%	#	#DIV/0!	#	#DIV/0!	#	21.4%
	No. of appeals received against formal grievance decisions	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
40-49	No. of grievances received	#	200.0%	#	#DIV/0!	#	#DIV/0!	#	21.4%
	No. of appeals received against formal grievance decisions	#	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
50-59	No. of grievances received	#	100.0%	#	#DIV/0!	#	#DIV/0!	#	28.6%
	No. of appeals received against formal grievance decisions	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
60-64	No. of grievances received	#	200.0%	#	#DIV/0!	#	#DIV/0!	#	7.1%
	No. of appeals received against formal grievance decisions	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
65+	No. of grievances received	0	0.0%	#	#DIV/0!	0	#DIV/0!	#	14.3%
	No. of appeals received against formal grievance decisions	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!

Data Tables – Disability

Applicants and New Starters by Disability Status		2010/11		2018/19		2019/20		2020/21		YoY % Change
		Count or %	% of Total	Count or %	% of Total	Count or %	% of Total	Count or %	% of Total	
Disabled	No. of applicants	164	3.5%	129	4.5%	222	4.6%	316	4.9%	0.3%
	No. of new starters	#	2.8%	14	3.2%	10	2.2%	18	4.2%	2.0%
	% of new starters to applicants	4.3%		10.9%		4.5%		5.7%		1.2%
Non-disabled	No. of applicants	4,503	95.6%	2,717	94.1%	4,539	93.1%	6,135	94.6%	1.6%
	No. of new starters	166	66.7%	130	29.7%	224	48.9%	230	53.1%	4.2%
	% of new starters to applicants	3.7%		4.8%		4.9%		3.7%		-1.2%
Prefer not to Say	No. of applicants	0	0.0%	35	1.2%	95	1.9%	34	0.5%	-1.4%
	No. of new starters	#	0.4%	#	0.5%	224	48.9%	182	42.0%	-6.9%
	% of new starters to applicants	-		5.7%		235.8%		42.4%		-193.4%
Unknown	No. of applicants	45	1.0%	#	0.2%	22	0.5%	0	0.0%	-0.5%
	No. of new starters	75	30.1%	291	66.6%	0	0.0%	#	0.7%	0.7%
	% of new starters to applicants	-		-		0.0%		N/A		N/A

Staff in Post by Disability	2010/11		2019/20		2020/21		YoY % Change	South Glos 2011 Census data	
	Count	% of Total	Count	% of Total	Count	% of Total		Count	% of Total
Disabled	191	4.6%	130	3.7%	125	3.7%	0.0%	40,914	15.6%
Non-disabled	3,504	84.2%	2,067	59.5%	2,027	59.9%	0.4%		
Prefer not to say	12	0.3%	18	0.5%	15	0.4%	-0.1%		
Not known	456	11.0%	1,260	36.3%	1,216	35.9%	-0.3%		

Grievances by Disability Status		2011/12		2018/19		2019/20		2020/21		YoY % Change
		Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	
Disabled	No. of grievances received	#	16.7%	#	6.7%	#	5.9%	0	0.0%	6.7%
	No. of appeals received against formal grievance decisions	#	100.0%	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!
Non-disabled	No. of grievances received	#	66.7%	#	33.3%	20	58.8%	#	50.0%	-33.3%
	No. of appeals received against formal grievance decisions	0	0.0%	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!
Prefer not to Say	No. of grievances received	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.0%
	No. of appeals received against formal grievance decisions	0	0.0%	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!
Unknown	No. of grievances received	#	16.7%	#	60.0%	12	35.3%	#	50.0%	26.7%
	No. of appeals received against formal grievance decisions	0	0.0%	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!

Data Tables – Disability

Written Warnings and Dismissals by Disability Status		2010/11		2019/20		2020/21	
		Count or %	% of Total	Count or %	% of Total	Count or %	% of Total
Disabled	No. of first written warnings	#	7.7%	#	40.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	#	20.0%	0	0.0%	#	22.2%
Non-disabled	No. of first written warnings	11	84.6%	#	40.0%	#	100.0%
	No. of final written warnings	#	100.0%	#	66.7%	#	100.0%
	No. of dismissals	#	60.0%	#	50.0%	10	55.6%
Prefer not to Say	No. of first written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	0	0.0%
Unknown	No. of first written warnings	#	7.7%	#	20.0%	0	0.0%
	No. of final written warnings	0	0.0%	#	33.3%	0	0.0%
	No. of dismissals	#	20.0%	#	50.0%	#	22.2%

Turnover by Disability Status		2010/11	2019/20	2020/21	YoY % Change
Disabled	Average no. of permanent employees	164	116	115	-1.3%
	No. of permanent, voluntary leavers	10	10	#	-20.0%
	Turnover	6.1%	8.6%	7.0%	-1.6%
Non-disabled	Average no. of permanent employees	3,154	1,816	1,807	-0.5%
	No. of permanent, voluntary leavers	209	157	138	-12.1%
	Turnover	6.6%	8.6%	7.6%	-1.0%
Prefer not to say	Average no. of permanent employees	11	11	15	36.4%
	No. of permanent, voluntary leavers	#	0	#	#DIV/0!
	Turnover	27.3%	0.0%	6.7%	6.7%
Not known	Average no. of permanent employees	325	972	1,041	7.0%
	No. of permanent, voluntary leavers	27	141	88	-37.6%
	Turnover	8.3%	14.5%	8.5%	-6.0%

Average Years Length of Service By Disability Status	2010/11	2019/20	2020/21	YoY Change
	Average Years length of service	Average Years length of service	Average Years length of service	
Disabled	10	11	12	9%
Non-disabled	10	13	13	0%
Prefer not to say	8	8	8	0%
Not known	4	5	7	40%

Data Tables – Sexual Orientation

Staff in Post by Sexual Orientation	2010/11		2019/20		2020/21		YoY % Change
	Count	% of Total	Count	% of Total	Count	% of Total	
Bisexual	#	0.2%	25	0.7%	34	1.0%	0.3%
Gay man	#	0.1%	#	0.3%	14	0.4%	0.2%
Gay woman	11	0.3%	16	0.5%	22	0.7%	0.2%
Heterosexual/straight	838	20.1%	1,802	51.9%	1,876	55.5%	3.6%
Prefer to self-describe	N/A	N/A	#	0.0%	#	0.1%	N/A
Other	#	0.0%	#	0.2%	#	0.2%	0.0%
Prefer not to say	58	1.4%	96	2.8%	93	2.7%	0.0%
Not known	3,244	77.9%	1,518	43.7%	1,335	39.5%	-4.2%

Turnover by Sexual Orientation		2010/11	2019/20	2020/21	YoY % Change
Bisexual	Average no. of permanent employees	#	17	23	35.3%
	No. of permanent, voluntary leavers	0	#	#	0.0%
	Turnover	0.0%	17.6%	13.0%	-4.6%
Gay Man	Average no. of permanent employees	#	#	#	13.3%
	No. of permanent, voluntary leavers	#	#	#	50.0%
	Turnover	50.0%	26.7%	35.3%	8.6%
Gay Woman	Average no. of permanent employees	8	14	16	10.7%
	No. of permanent, voluntary leavers	0	#	#	-66.7%
	Turnover	0.0%	21.4%	6.5%	-15.0%
Heterosexual/Straight	Average no. of permanent employees	592	1,449	1,527	5.3%
	No. of permanent, voluntary leavers	57	175	126	-28.0%
	Turnover	9.6%	12.1%	8.3%	-3.8%
Prefer to self-describe	Average no. of permanent employees	N/A	#	#	0.0%
	No. of permanent, voluntary leavers	N/A	0	0	0.0%
	Turnover	N/A	0.0%	0.0%	0.0%
Other	Average no. of permanent employees	#	#	#	18.2%
	No. of permanent, voluntary leavers	0	#	#	0.0%
	Turnover	0.0%	18.2%	15.4%	-2.8%
Prefer not to say	Average no. of permanent employees	45	73	76	3.4%
	No. of permanent, voluntary leavers	#	#	#	60.0%
	Turnover	6.7%	6.8%	10.6%	3.7%
Not known	Average no. of permanent employees	3,002	1,348	1,320	-2.1%
	No. of permanent, voluntary leavers	188	119	93	-21.8%
	Turnover	6.3%	8.8%	7.0%	-1.8%

Applicants and New Starters by Sexual Orientation		2010/11		2019/20		2020/21		YoY % Change
		Count or %	% of Total	Count or %	% of Total	Count or %	% of Total	
Bisexual	No. of applicants	42	0.6%	86	1.8%	161	3.8%	2.0%
	No. of new starters	#	1.2%	10	2.2%	14	3.2%	1.1%
	% of new starters to applicants	7.1%		11.6%		8.7%		-2.9%
Gay man	No. of applicants	38	0.6%	42	0.9%	65	1.5%	0.7%
	No. of new starters	#	0.8%	#	0.7%	#	1.8%	1.2%
	% of new starters to applicants	5.3%		7.1%		12.3%		5.2%
Gay woman	No. of applicants	64	0.9%	63	1.3%	45	1.0%	-0.2%
	No. of new starters	#	1.6%	#	1.7%	#	1.6%	-0.1%
	% of new starters to applicants	6.3%		12.7%		15.6%		2.9%
Heterosexual/Straight	No. of applicants	6,284	93.1%	4,326	88.8%	3,720	86.7%	-2.1%
	No. of new starters	162	65.1%	354	77.0%	338	78.1%	1.1%
	% of new starters to applicants	2.6%		8.2%		9.1%		0.9%
Other Sexual Orientation	No. of applicants	0	0.0%	54	1.1%	44	1.0%	-0.1%
	No. of new starters	0	0.0%	#	0.7%	#	0.5%	-0.2%
	% of new starters to applicants	#DIV/0!		5.6%		4.5%		-1.0%
Prefer not to say	No. of applicants	278	4.1%	283	5.8%	228	5.3%	-0.5%
	No. of new starters	12	4.8%	11	2.4%	17	3.9%	1.5%
	% of new starters to applicants	4.3%		3.9%		7.5%		3.6%
Unknown Sexual Orientation	No. of applicants	41	0.6%	19	0.4%	29	0.7%	0.3%
	No. of new starters	66	26.5%	71	15.4%	54	12.5%	-3.0%
	% of new starters to applicants	161.0%		373.7%		N/A*		N/A

Data Tables – Sexual Orientation

Average Years Length of Service by Sexual Orientation	2010/11	2019/20	2020/21	YoY Change
	Average Years length of service			
Bisexual	2	4	5	25%
Gay man	7	4	4	0%
Gay woman	4	6	6	0%
Heterosexual/straight	5	6	7	17%
Other	25	9	11	22%
Prefer to self-describe	N/A	10	12	20%
Prefer not to say	8	8	9	13%
Not known	10	14	15	7%

Grievances by Sexual Orientation		2011/12		2018/19		2019/20		2020/21	
		Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total
Bisexual	No. of grievances received	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	No. of appeals received against formal grievance decisions	0	0.0%	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Gay man	No. of grievances received	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	No. of appeals received against formal grievance decisions	0	0.0%	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Gay woman	No. of grievances received	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	No. of appeals received against formal grievance decisions	0	0.0%	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Heterosexual/Straight	No. of grievances received	#	16.7%	#	46.7%	13	38.2%	10	71.4%
	No. of appeals received against formal grievance decisions	#	100.0%	0	#DIV/0!	0	#DIV/0!		#DIV/0!
Other Sexual Orientation	No. of grievances received	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	No. of appeals received against formal grievance decisions	0	0.0%	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Prefer not to say	No. of grievances received	0	0.0%	#	6.7%	#	5.9%	0	0.0%
	No. of appeals received against formal grievance decisions	0	0.0%	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Unknown Sexual Orientation	No. of grievances received	#	83.3%	#	46.7%	19	55.9%	#	28.6%
	No. of appeals received against formal grievance decisions	0	0.0%	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!

Written Warnings and Dismissals by Sexual Orientation		2010/11		2018/19		2019/20		2020/21	
		Count or %	% of Total	Count or %	% of Total	Count or %	% of Total	Count or %	% of Total
Bisexual	No. of first written warnings	0	0.0%	0	#DIV/0!	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Gay man	No. of first written warnings	0	0.0%	0	#DIV/0!	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Gay woman	No. of first written warnings	0	0.0%	0	#DIV/0!	#	20.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Heterosexual /Straight	No. of first written warnings	#	15.4%	0	#DIV/0!	#	40.0%	0	0.0%
	No. of final written warnings	#	33.3%	#	100.0%	#	66.7%	#	100.0%
	No. of dismissals	#	20.0%	#	58.3%	#	80.0%	15	83.3%
Other Sexual Orientation	No. of first written warnings	0	0.0%	0	#DIV/0!	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Prefer not to say	No. of first written warnings	0	0.0%	0	#DIV/0!	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	#	33.3%	0	0.0%
	No. of dismissals	#	20.0%	0	0.0%	0	0.0%	0	0.0%
Unknown Sexual Orientation	No. of first written warnings	11	84.6%	0	#DIV/0!	#	40.0%	#	100.0%
	No. of final written warnings	#	66.7%	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	#	60.0%	#	41.7%	#	20.0%	#	16.7%

Data Tables – Religion

Applicants and New Starters by Religion/Belief		2010/11		2019/20		2020/21		YoY % Change
		Count or %	% of Total	Count or %	% of Total	Count or %	% of Total	
Buddhist	No. of applicants	37	0.8%	27	0.6%	31	0.7%	0.2%
	No. of new starters	#	1.6%	#	0.7%	#	0.5%	-0.1%
	% of new starters to applicants	10.8%		11.1%		6.5%		-4.7%
Christian	No. of applicants	1,921	40.8%	1,554	32.0%	1,277	29.8%	-2.3%
	No. of new starters	68	27.3%	125	27.2%	127	33.0%	5.8%
	% of new starters to applicants	3.5%		8.0%		9.9%		1.9%
Hindu	No. of applicants	26	0.6%	23	0.5%	62	1.4%	1.0%
	No. of new starters	#	0.4%	#	0.2%	#	0.3%	0.0%
	% of new starters to applicants	3.8%		4.3%		1.6%		-2.7%
Jewish	No. of applicants	#	0.1%	#	0.0%	#	0.1%	0.1%
	No. of new starters	#	0.4%	#	0.2%	#	0.3%	0.0%
	% of new starters to applicants	14.3%		50.0%		20.0%		-30.0%
Muslim	No. of applicants	77	1.6%	77	1.6%	116	2.7%	1.1%
	No. of new starters	#	0.4%	#	1.1%	#	1.3%	0.2%
	% of new starters to applicants	1.3%		6.5%		4.3%		-2.2%
Sikh	No. of applicants	16	0.3%	15	0.3%	32	0.7%	0.4%
	No. of new starters	0	0.0%	0	0.0%	#	1.0%	1.0%
	% of new starters to applicants	0.0%		0.0%		12.5%		12.5%
No Religion	No. of applicants	2,206	46.8%	2,749	56.7%	2,394	55.8%	-0.9%
	No. of new starters	88	35.3%	222	48.4%	214	55.6%	7.2%
	% of new starters to applicants	4.0%		8.1%		8.9%		0.9%
Any other Religion	No. of applicants	91	1.9%	45	0.9%	79	1.8%	0.9%
	No. of new starters	#	1.2%	#	2.0%	#	1.6%	-0.4%
	% of new starters to applicants	3.3%		20.0%		7.6%		-12.4%
Prefer not to say	No. of applicants	284	6.0%	338	7.0%	265	6.2%	-0.8%
	No. of new starters	15	6.0%	24	5.2%	27	7.0%	1.8%
	% of new starters to applicants	5.3%		7.1%		10.2%		3.1%
Unknown Religion/Belief	No. of applicants	47	1.0%	19	0.4%	30	0.7%	0.3%
	No. of new starters	68	27.3%	69	15.0%	0	0.0%	-15.0%
	% of new starters to applicants	144.7%		363.2%		0.0%		-363.2%

Grievances by Religion/Belief		2011/12		2019/20		2020/21	
		Count	% of Total	Count	% of Total	Count	% of Total
Buddhist	No. of grievances received	0	0.0%	0	0.0%	0	0.0%
	No. of appeals received against formal grievance decisions	0	0.0%	0	#DIV/0!	0	#DIV/0!
Christian	No. of grievances received	0	0.0%	#	20.6%	#	35.7%
	No. of appeals received against formal grievance decisions	#	100.0%	0	#DIV/0!	0	#DIV/0!
Hindu	No. of grievances received	0	0.0%	#	2.9%	0	0.0%
	No. of appeals received against formal grievance decisions	0	0.0%	0	#DIV/0!	0	#DIV/0!
Jewish	No. of grievances received	0	0.0%	0	0.0%	0	0.0%
	No. of appeals received against formal grievance decisions	0	0.0%	0	#DIV/0!	0	#DIV/0!
Muslim	No. of grievances received	0	0.0%	0	0.0%	#	7.1%
	No. of appeals received against formal grievance decisions	0	0.0%	0	#DIV/0!	0	#DIV/0!
Sikh	No. of grievances received	0	0.0%	0	0.0%	0	0.0%
	No. of appeals received against formal grievance decisions	0	0.0%	0	#DIV/0!	0	#DIV/0!
No Religion	No. of grievances received	#	16.7%	#	26.5%	#	21.4%
	No. of appeals received against formal grievance decisions	0	0.0%	0	#DIV/0!	0	#DIV/0!
Any other Religion	No. of grievances received	0	0.0%	0	0.0%	0	0.0%
	No. of appeals received against formal grievance decisions	0	0.0%	0	#DIV/0!	0	#DIV/0!
Prefer not to say	No. of grievances received	0	0.0%	0	0.0%	#	7.1%
	No. of appeals received against formal grievance decisions	0	0.0%	0	#DIV/0!	0	#DIV/0!
Unknown Religion/Belief	No. of grievances received	#	83.3%	17	50.0%	#	28.6%
	No. of appeals received against formal grievance decisions	0	0.0%	0	#DIV/0!	0	#DIV/0!

Data Tables – Religion

Turnover by Religion/Belief		2010/11	2019/20	2020/21
Buddhist	Average no. of permanent employees	#	#	#
	No. of permanent, voluntary leavers	#	#	0
	Turnover	20.0%	14.3%	0.0%
Christian	Average no. of permanent employees	348	636	660
	No. of permanent, voluntary leavers	32	65	58
	Turnover	9.2%	10.2%	8.8%
Hindu	Average no. of permanent employees	#	#	#
	No. of permanent, voluntary leavers	0	#	0
	Turnover	0.0%	18.2%	0.0%
Jewish	Average no. of permanent employees	#	#	#
	No. of permanent, voluntary leavers	0	0	0
	Turnover	0.0%	0.0%	0.0%
Muslim	Average no. of permanent employees	#	#	11
	No. of permanent, voluntary leavers	#	#	0
	Turnover	33.3%	11.8%	0.0%
Sikh	Average no. of permanent employees	#	#	#
	No. of permanent, voluntary leavers	0	0	#
	Turnover	0.0%	0.0%	33.3%
No Religion	Average no. of permanent employees	238	779	829
	No. of permanent, voluntary leavers	25	109	72
	Turnover	10.5%	14.0%	8.7%
Any other religion	Average no. of permanent employees	11	23	29
	No. of permanent, voluntary leavers	0	#	#
	Turnover	0.0%	4.4%	7.0%
Prefer not to say	Average no. of permanent employees	41	101	109
	No. of permanent, voluntary leavers	#	10	10
	Turnover	4.9%	9.9%	9.2%
Not known	Average no. of permanent employees	3,004	1,349	1,320
	No. of permanent, voluntary leavers	188	120	92
	Turnover	6.3%	8.9%	7.0%

Written Warnings and Dismissals by Religion/Belief		2010/11		2019/20		2020/21	
		Count or %	% of Total	Count or %	% of Total	Count or %	% of Total
Buddhist	No. of first written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	#	5.6%
Christian	No. of first written warnings	#	7.7%	#	40.0%	0	0.0%
	No. of final written warnings	0	0.0%	#	66.7%	#	50.0%
	No. of dismissals	#	20.0%	#	50.0%	#	38.9%
Hindu	No. of first written warnings	#	7.7%	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	0	0.0%
Jewish	No. of first written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	0	0.0%
Muslim	No. of first written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	0	0.0%
Sikh	No. of first written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	0	0.0%
No Religion	No. of first written warnings	0	0.0%	#	40.0%	0	0.0%
	No. of final written warnings	#	33.3%	#	33.3%	#	50.0%
	No. of dismissals	#	20.0%	#	20.0%	#	44.4%
Any other Religion	No. of first written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	0	0.0%
Prefer not to say	No. of first written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	#	5.6%
Unknown Religion/Belief	No. of first written warnings	11	84.6%	#	20.0%	#	100.0%
	No. of final written warnings	#	66.7%	0	0.0%	0	0.0%
	No. of dismissals	#	60.0%	#	30.0%	#	5.6%

Data Tables – Ethnicity

Grievances by Ethnicity Status		2011/12	2019/20	2020/21
		Count	Count	Count
Arab	No. of grievances received	0	0	0
	No. of appeals received against formal grievance decisions	0	0	0
Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)	No. of grievances received	0	#	#
	No. of appeals received against formal grievance decisions	0	0	0
Black/Black British (African, Caribbean, Other)	No. of grievances received	0	0	#
	No. of appeals received against formal grievance decisions	0	0	0
Mixed Ethnicity (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
Chinese	No. of grievances received	0	0	0
	No. of appeals received against formal grievance decisions	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
White – Irish	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
Any Other ethnic group	No. of grievances received	0	0	0
	No. of appeals received against formal grievance decisions	0	0	0
BAME Group	No. of grievances received	0	0	0
	No. of appeals received against formal grievance decisions	0	0	0
White British	No. of grievances received	#	24	10
	No. of appeals received against formal grievance decisions	#	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 Ethnicity	No. of grievances received	#	#	#
	No. of appeals received against formal grievance decisions	0	0	0

Applicants and New Starters by Ethnicity Status		2010/11		2019/20		2020/21	
		Count or %	% of Total	Count or %	% of Total	Count or %	% of Total
Arab	No. of applicants	0	0.0%	#	0.1%	26	0.4%
	No. of new starters	0	0.0%	0	0.0%	#	0.0%
	% of new starters to applicants	#DIV/0!		0.0%		3.8%	
Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)	No. of applicants	121	2.6%	131	2.7%	321	4.9%
	No. of new starters	#	0.4%	#	1.1%	#	0.1%
	% of new starters to applicants	0.8%		3.8%		2.8%	
Black/Black British (African, Caribbean, Other)	No. of applicants	174	3.7%	161	3.3%	315	4.9%
	No. of new starters	11	4.4%	10	2.2%	#	0.1%
	% of new starters to applicants	6.3%		6.2%		2.2%	
Mixed Ethnicity (White & Asian, White & Black African, White & Black Caribbean, Other)	No. of applicants	112	2.4%	134	2.7%	183	2.8%
	No. of new starters	#	1.2%	12	2.6%	10	0.2%
	% of new starters to applicants	2.7%		9.0%		5.5%	
Chinese	No. of applicants	0	0.0%	27	0.5%	55	0.8%
	No. of new starters	0	0.0%	0	0.0%	#	0.0%
	% of new starters to applicants	#DIV/0!		0.0%		3.6%	
Gypsy Roma/Traveller of Irish Heritage	No. of applicants	#	0.0%	#	0.0%	#	0.1%
	No. of new starters	0	0.0%	#	0.2%	0	0.0%
	% of new starters to applicants	0.0%		100.0%		0.0%	
White – Irish	No. of applicants	37	0.8%	36	0.7%	36	0.6%
	No. of new starters	#	1.2%	#	0.6%	#	0.0%
	% of new starters to applicants	8.1%		8.3%		2.8%	
White – Other	No. of applicants	213	4.5%	247	5.0%	633	9.8%
	No. of new starters	11	4.4%	21	4.5%	20	0.3%
	% of new starters to applicants	5.2%		8.5%		3.2%	
Any Other ethnic group	No. of applicants	20	0.4%	36	0.7%	50	0.8%
	No. of new starters	#	0.8%	#	0.2%	0	0.0%
	% of new starters to applicants	10.0%		2.8%		0.0%	
BAME Group	No. of applicants	679	14.4%	778	15.8%	1,623	25.0%
	No. of new starters	31	12.4%	53	11.5%	50	0.8%
	% of new starters to applicants	4.6%		6.8%		3.1%	
White British	No. of applicants	3,932	83.4%	3,908	79.5%	4,720	72.8%
	No. of new starters	159	63.9%	336	72.7%	340	5.2%
	% of new starters to applicants	4.0%		8.6%		7.2%	
Prefer not to say	No. of applicants	50	1.1%	99	2.0%	113	1.7%
	No. of new starters	#	2.0%	#	0.6%	#	0.1%
	% of new starters to applicants	10.0%		3.0%		4.4%	
Unknown Ethnicity	No. of applicants	51	1.1%	128	2.6%	29	0.4%
	No. of new starters	54	21.7%	70	15.2%	45	0.7%
	% of new starters to applicants	105.9%		54.7%		155.2%	

Data Tables – Ethnicity

Turnover by Ethnicity Status		2010/11	2019/20	2020/21	YoY % Change
Arab	Average no. of permanent employees	0	0	0	0.0%
	No. of permanent, voluntary leavers	0	0	0	0.0%
	Turnover	0.0%	0.0%	0.0%	0.0%
Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)	Average no. of permanent employees	33	29	31	8.8%
	No. of permanent, voluntary leavers	#	#	#	-33.3%
	Turnover	3.0%	10.5%	6.5%	-4.1%
Black/Black British (African, Caribbean, Other)	Average no. of permanent employees	48	47	49	5.4%
	No. of permanent, voluntary leavers	#	#	#	0.0%
	Turnover	2.1%	10.8%	10.2%	-0.5%
Mixed Ethnicity (White & Asian, White & Black African, White & Black Caribbean, Other)	Average no. of permanent employees	22	43	44	1.2%
	No. of permanent, voluntary leavers	#	#	#	-37.5%
	Turnover	4.5%	18.6%	11.5%	-7.1%
Chinese	Average no. of permanent employees	#	#	#	0.0%
	No. of permanent, voluntary leavers	#	0	0	0.0%
	Turnover	12.5%	0.0%	0.0%	0.0%
Gypsy Roma/Traveller of Irish Heritage	Average no. of permanent employees	0	#	#	100.0%
	No. of permanent, voluntary leavers	0	0	0	0.0%
	Turnover	#DIV/0!	0.0%	0.0%	0.0%
White British	Average no. of permanent employees	3,185	2,217	2,230	0.6%
	No. of permanent, voluntary leavers	214	211	156	-26.1%
	Turnover	6.7%	9.5%	7.0%	-2.5%
White - Irish	Average no. of permanent employees	33	24	22	-6.4%
	No. of permanent, voluntary leavers	#	#	#	-40.0%
	Turnover	9.1%	21.3%	13.6%	-7.6%
White - Other	Average no. of permanent employees	46	62	65	4.8%
	No. of permanent, voluntary leavers	#	#	12	71.4%
	Turnover	13.0%	11.3%	18.5%	7.2%
Any Other Ethnic Group	Average no. of permanent employees	10	#	#	8.3%
	No. of permanent, voluntary leavers	0	0	#	0.0%
	Turnover	0.0%	0.0%	30.8%	30.8%
BAME Group	Average no. of permanent employees	200	216	225	3.9%
	No. of permanent, voluntary leavers	13	28	29	3.6%
	Turnover	6.5%	13.0%	12.9%	0.0%
Prefer not to say	Average no. of permanent employees	22	16	16	-3.1%
	No. of permanent, voluntary leavers	#	#	#	100.0%
	Turnover	4.5%	6.3%	12.9%	6.7%
Not Known	Average no. of permanent employees	248	468	504	7.8%
	No. of permanent, voluntary leavers	21	68	48	-29.4%
	Turnover	8.5%	14.5%	9.5%	-5.0%

Written Warnings and Dismissals by Ethnicity Status		2010/11		2019/20		2020/21	
		Count or %	% of Total	Count or %	% of Total	Count or %	% of Total
Arab	No. of first written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	0	0.0%
Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)	No. of first written warnings	#	7.7%	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	0	0.0%
Black/Black British (African, Caribbean, Other)	No. of first written warnings	#	7.7%	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	0	0.0%
Mixed Ethnicity (White & Asian, White & Black African, White & Black Caribbean, Other)	No. of first written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	#	5.6%
Chinese	No. of first written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	0	0.0%
Gypsy Roma/Traveller of Irish Heritage	No. of first written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	0	0.0%
White – Irish	No. of first written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	#	5.6%
White – Other	No. of first written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	#	20.0%	0	0.0%	#	5.6%
Any Other ethnic group	No. of first written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	0	0.0%
BAME Group	No. of first written warnings	#	15.4%	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	#	20.0%	0	0.0%	0	0.0%
White British	No. of first written warnings	11	84.6%	#	60.0%	#	66.7%
	No. of final written warnings	#	100.0%	#	100.0%	#	100.0%
	No. of dismissals	#	60.0%	#	90.0%	15	83.3%
Prefer not to say	No. of first written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	0	0.0%	0	0.0%	0	0.0%
Unknown Ethnicity	No. of first written warnings	0	0.0%	#	40.0%	#	33.3%
	No. of final written warnings	0	0.0%	0	0.0%	0	0.0%
	No. of dismissals	#	20.0%	#	10.0%	0	0.0%

Data Tables – Grade Groups, Apprentices and Maternity Leave

Staff in Post by Grade Groups	2010/11		2019/20		2020/21		YoY % Change
	Count	% of Total	Count	% of Total	Count	% of Total	
CE & Chief Officers & Senior Managers	29	0.7%	22	0.6%	25	0.7%	0.1%
HAYA-03	144	3.5%	136	3.9%	147	4.3%	0.4%
HAY04-06	546	13.1%	567	16.3%	606	17.9%	1.6%
HAY07-09	1,227	29.5%	1,174	33.8%	1,150	34.0%	0.2%
HAY10-14	1,893	45.5%	1,374	39.5%	1,272	37.6%	-1.9%
Apprentice Grades	#	#	28	0.8%	22	0.7%	-0.2%
Other Grades	325	7.8%	174	5.0%	161	4.8%	-0.2%

Grade Groups by Gender	Female	Male
Other	117	44
HAY14-10	948	324
HAY09-07	796	354
HAY06-04	374	232
HAY03-A	90	57
CE & Chief Officers & Senior Managers	11	14
Apprentice	10	12

Grade Groups by Age	<20	20-29	30-39	40-49	50-59	60-69	>70
Other	0	#	25	57	49	19	#
HAY14-10	#	139	213	231	407	151	123
HAY09-07	#	162	286	273	317	81	30
HAY06-04	0	25	145	183	186	51	16
HAY03-A	0	#	16	45	61	20	#
CE & Chief Officers & Senior Managers	0	0	#	#	14	#	0
Apprentice	#	11	#	#	0	0	0

	2010/11	2019/20	2020/21	YoY % Change
Number of apprentices who started during the year (externally)	#	21	17	-19.0%
Number of apprentices in post as at end March	#	29	30	3.4%
Average age of apprentices	18.5	21	23	7.1%

	2010/11	2019/20	2020/21
No. of employees commencing maternity leave	29	65	48
No. of employees returning from maternity leave	32	30	56