

Equalities in Employment Report 2014/15

Employee Relations, Human Resources

The council as an employer - summary of key points emerging:

1. The overall number of employees reduced by 6.6% from 2011/12 to March 2014/15.
2. 70.1% of employees are female and 29.9% are male – this has remained consistent over the last 4 years.
3. 53.7% of employees work part time – this has remained consistent over the last 4 years. 66.6
4. % of females work part time and 23.6% males work part time – again, this has remained consistent over the last 4 years. In January 2013, the Equality and Human Rights Commission (EHRC) reported that 43% of women in employment work part-time, and 13% of males in employment work part-time (based on ONS Labour market Statistics in 2011. www.ons.gov.uk)
5. The number of employees aged 16-20 has increased by 50% since 2011/12. This age group still only forms 0.4% of the total workforce but this increase is likely to be due to our apprenticeship programme which commenced in September 2012. 15 apprentices were employed by the council as at 31/03/2015. 9.2% of the workforce is aged 29 or under. 70.9% of the workforce is aged 40+.
6. 4% of the workforce has disclosed a disability which shows decrease of 24% over the last four years. The number of non-disabled staff has decreased by 15% over the last four years.
7. Sexual orientation is known for 31.9% of the workforce. The council began collecting information on this group in 2007/08 and the number of employees prepared to disclose this information has increased each year since this date.
8. Information about employee's religion/belief is known for 31.9% of the workforce which is a gradual but notable increase from 22.4% in 2011/12. This increase is primarily as a result of equal opportunities monitoring captured through recruitment.
9. 5.4% of employees identify as being from a Black, Asian or Minority Ethnic (BAME) group which is consistent over the last four years. 79% of the workforce identified as being White British which is a decrease from 85.4% in 2011/12.

10. There were 443 vacancies in 2014/15. This figure has increased over the last four years. The average number of applications per vacancy has decreased from 19 to 15 in the last year.
11. The success rate of disabled applicants has reduced from 3% to 2.4% in the last year. There has been a consistent decrease over the last four years.
12. There continues to be a consistently low volume of grievances, written warnings and dismissals across all groups.
13. The council's turnover rate is highest for employees aged 29 and under but it generally remains low at 7.7%. (Permanent employees who voluntarily left employment).
14. Workforce data about religion/belief and sexual orientation remains low and so it is difficult to analyse this data in a meaningful way. HR could consider actions to encourage employees to update this information on MyView although this is not deemed to be an appropriate piece of work in the immediate future. (MyView is a system which employees can use to access and update certain details about themselves, view their payslips, and submit training requests and expense claims).

1. Staff in Post

Number of permanent employees* (%)

Department		2011/12	2012/13	2013/14	2014/15
Chief Executive & Corporate Resources (CECR)		556 (16.6%)	512 (15.7%)	504 (15.8%)	478 (15.3%)
Environment and Community Services (ECS)		847 (25.3%)	850 (26%)	863 (27.1%)	806 (25.8%)
Children, Adults and Health (CAH)**	Community Care & Housing (CCH)	673 (20.1%)	1908 (58.3%)	1821 (57.1%)	1838 (58.9%)
	Children and Young People (CYP) (exc. Schools)	1266 (37.9%)			
All		3342 (100%)	3270 (100%)	3188 (100%)	3122 (100%)

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

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

Staff in Post – Gender

Department		2011/12			2012/13			2013/14			2014/15		
		No. Permanent Employees (and %)	Male* (%)	Female* (%)	No. Permanent Employees (and %)	Male* (%)	Female* (%)	No. Permanent Employees (and %)	Male* (%)	Female* (%)	No. Permanent Employees (and %)	Male* (%)	Female* (%)
Chief Executive & Corporate Resources (CECR)		556 (16.6%)	189 (19.9%)	367 (15.4%)	512 (15.7%)	172 (18.7%)	340 (14.5%)	504 (15.8%)	162 (17.4%)	342 (15.1%)	478 (15.3%)	160 (17.1%)	318 (14.5%)
Environment and Community Services (ECS)**		847 (25.3%)	434 (45.6%)	413 (17.3%)	850 (26%)	432 (46.9%)	418 (17.8%)	863 (27.1%)	438 (47.1%)	425 (18.8%)	806 (25.8%)	417 (44.7%)	389 (17.8%)
Children, Adults and Health (CAH)***	CCH****	673 (20.1%)	94 (9.9%)	579 (24.2%)	1908 (58.3%)	317 (34.4%)	1591 (67.7%)	1821 (57.1%)	329 (35.4%)	1492 (66%)	1838 (58.9%)	356 (38.2%)	1482 (67.7%)
	CYP****	1266 (37.9%)	235 (24.7%)	1031 (43.1%)									
All		3342 (100%)	952 (28.5%)	2390 (71.5%)	3270 (100%)	921 (28.2%)	2349 (71.8%)	3188 (100%)	929 (29.1%)	2259 (70.9%)	3122 (100%)	933 (29.9%)	2189 (70.1%)

* % of total male or female populations

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

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

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

	2011/12			2012/13			2013/14			2014/15		
	No. Employees (and %)	Male* (%)	Female* (%)	No. Employees (and %)	Male* (%)	Female* (%)	No. Employees (and %)	Male* (%)	Female* (%)	No. Employees (and %)	Male* (%)	Female* (%)
Total number of full-time staff**	1615 (48.4%)	781 (82.0%)	834 (34.9%)	1534 (46.9%)	748 (81.2%)	786 (33.5%)	1495 (46.9%)	726 (78.1%)	769 (34%)	1444 (46.3%)	713 (76.4%)	731 (33.4%)
Total number of part-time staff	1727 (51.6%)	171 (18%)	1556 (65.1%)	1736 (53.1%)	173 (18.8%)	1563 (66.5%)	1693 (53.1%)	203 (21.9%)	1490 (66%)	1678 (53.7%)	220 (23.6%)	1458 (66.6%)

* % of total male or female populations

** Full time = 37 hours per week

Staff in Post – Age

Age	2011/12	2012/13	2013/14	2014/15
<20	# (#%)	11 (0.3%)	17 (0.5%)	12 (0.4%)
20-29	282 (8.4%)	236 (7.2%)	261 (8.2%)	274 (8.8%)
30-39	626 (18.7%)	584 (17.9%)	601 (18.9%)	624 (20%)
40-49	1103 (33%)	1056 (32.3%)	977 (30.6%)	932 (29.9%)
50-59	963 (28.8%)	1015 (31%)	997 (31.3%)	941 (30.1%)
60-64	265 (7.9%)	254 (7.8%)	240 (7.5%)	238 (7.6%)
65+	97 (2.9%)	114 (3.5%)	95 (3%)	101 (3.2%)

Note: Where there are fewer than ten in a particular group, data has been suppressed and is represented by the # symbol.

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

	No. permanent employees (and %)	No. permanent employees (and %)	No. permanent employees (and %)	No. permanent employees (and %)
	2011/12	2012/13	2013/14	2014/15
Disabled employees	163 (4.9%)	142 (4.3%)	136 (4.3%)	124 (4%)
Non-disabled employees	2809 (84.1%)	2729 (83.5%)	2517 (79%)	2374 (76%)
Prefer not to say	# (#%)	# (#%)	# (#%)	# (#%)
Not known	362 (10.8%)	390 (11.9%)	527 (16.5%)	617 (19.8%)

Note: Where there are fewer than ten in a particular group, data has been suppressed and is represented by the # symbol.

Staff in Post – Sexual Orientation

Sexual Orientation	2011/12	2012/13	2013/14	2014/15
Bisexual	# (#%)	# (#%)	# (#%)	# (#%)
Gay man	# (#%)	# (#%)	# (#%)	# (#%)
Gay woman/lesbian	10 (0.3%)	10 (0.3%)	14 (0.4%)	11 (0.4%)
Heterosexual/ straight	667 (20%)	716 (21.9%)	814 (25.5%)	920 (29.5%)
Other	# (#%)	# (#%)	# (#%)	# (#%)
Prefer not to say	62 (1.9%)	58 (1.8%)	51 (1.6%)	55 (1.8%)
Not known	2591 (77.5%)	2476 (75.7%)	2300 (72.1%)	2125 (68.1%)

Note: Where there are fewer than ten in a particular group, data has been suppressed and is represented by the # symbol.

Staff in Post – Religion/Belief

	2011/12	2012/13	2013/14	2014/15
Buddhist	# (#%)	# (#%)	# (#%)	# (#%)
Christian	373 (11.2%)	393 (12%)	434 (13.6%)	465 (14.9%)
Hindu	# (#%)	# (#%)	# (#%)	# (#%)
Jewish	# (#%)	# (#%)	# (#%)	# (#%)
Muslim	# (#%)	# (#%)	# (#%)	# (#%)
Sikh	# (#%)	# (#%)	# (#%)	# (#%)
Any Other Religion	# (#%)	# (#%)	# (#%)	# (#%)
No religion	292 (8.7%)	319 (9.8%)	377 (11.8%)	444 (14.2%)
Prefer not to say	61 (1.8%)	62 (1.9%)	57 (1.8%)	59 (1.9%)
Not known	2594 (77.6%)	2475 (75.7%)	2298 (72.1%)	2126 (68.1%)

Note: Where there are fewer than ten in a particular group, data has been suppressed and is represented by the # symbol.

Staff in Post – Ethnicity

	2011/12	2012/13	2013/14	2014/15
Arab	Not Available	Not Available	Not Available	Not Available
Asian/Asian British	33 (1%)	30 (0.9%)	25 (0.8%)	27 (0.9%)
Black/Black British	50 (1.5%)	45 (1.4%)	46 (1.4%)	45 (1.4%)
Mixed/Multiple Ethnic Groups	24 (0.7%)	24 (0.7%)	21 (0.7%)	21 (0.7%)
Chinese	# (#%)	# (#%)	# (#%)	# (#%)
Gypsy or Traveller of Irish Heritage	# (#%)	# (#%)	# (#%)	# (#%)
White British	2855 (85.4%)	2791 (85.4%)	2609 (81.8%)	2465 (79%)
White – Irish	30 (0.9%)	21 (0.6%)	19 (0.6%)	22 (0.7%)
White – Other	45 (1.3%)	40 (1.2%)	46 (1.4%)	42 (1.3%)
Other ethnic group	11 (0.3%)	# (#%)	10 (0.3%)	11 (0.4%)
Prefer not to say	38 (1.1%)	32 (1%)	25 (0.8%)	24 (0.8%)
Not Known	249 (7.5%)	273 (8.3%)	383 (12%)	461 (14.8%)

Note: Where there are fewer than ten in a particular group, data has been suppressed and is represented by the # symbol.

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

	No. permanent employees identifying as a transgender person (and %)	No. permanent employees identifying as a transgender person (and %)	No. permanent employees identifying as a transgender person (and %)	No. permanent employees identifying as a transgender person (and %)
	2011/12	2012/13	2013/14	2014/15
All	Not available	Not available	Not available	Not available

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

2. Apprentices

The Equalities in Employment report is restricted to Permanent and Zero Hour employees only, whilst our Apprentices are on Limited Term contracts for the duration of their scheme and so are excluded from the report. This page is dedicated to Apprentices in order to provide you with a view.

Apprentice Starters

	2011/12	2012/13	2013/14	2014/15
Qty	2	4	11	12
Average Age	20	17	20	20
Qty still within council wef 31/03/2015	0 (0%)	0 (0%)	8 (72.7%)	10 (83.3%)

3. Applicants for Employment

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

	2011/12*	2012/13	2013/14	2014/15
No. of vacancies	242	363	428	443
Average applications per vacancy	23	23	19	15

	2011/12	Success Rate (%)	2012/13	Success Rate (%)	2013/14	Success Rate (%)	2014/15	Success Rate (%)
No. of applicants	5598	4.3%	8456	3.1%	8183	5%	6747	3.9%
Appointed	239		259		412		261	

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

Success rates of applicants over the last four years - Gender

	2011/12	Success rate (%)	2012/13	Success rate (%)	2013/14	Success rate (%)	2014/15	Success rate (%)
Male								
No. of applicants	1977	4.4%	3032	3.7%	2473	5%	2250	3.8%
Appointed	86		112		123		85	
Female								
No. of applicants	3577	4.3%	5372	2.7%	5666	5.1%	4442	4%
Appointed	153		147		289		176	
Unknown								
No. of applicants	44	0%	52	0%	44	0%	55	0%
Appointed	0*		0*		0*		0*	

* System currently requires gender to be entered

Success rates of applicants over the last four years - Disability

	2011/12	Success rate (%)	2012/13	Success rate (%)	2013/14	Success rate (%)	2014/15	Success rate (%)
No. of disabled applicants	265	3.8%	359	3.1%	366	3%	291	2.4%
Appointed	10		11		11		7	
No. of non-disabled applicants	5302	2.7%	8056	2%	7779	2.7%	6414	2.4%
Appointed	143		161		211		157	
No. of unknown applicants	31	277.4%	41	212.2%	38	500%	42	231%
Appointed	86		87		190		97	

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

Success rates of applicants over the last four years – Age

	2011/12	Success rate (%)	2012/13	Success rate (%)	2013/14	Success rate (%)	2014/15	Success rate (%)
<20								
No. of applicants	296	6.8%	351	4.3%	377	5.6%	239	1.7%
Appointed	20		15		21		4	
20-29								
No. of applicants	1902	3%	2717	2.5%	2497	4.5%	2314	2.8%
Appointed	58		69		112		65	
30-39								
No. of applicants	1360	3.3%	1950	3%	1963	5.7%	1555	5%
Appointed	45		58		112		78	
40-49								
No. of applicants	1203	6%	2060	3%	1976	4.5%	1510	3.2%
Appointed	72		61		89		48	
50-59								
No. of applicants	665	4.5%	1127	3.6%	1137	4.8%	883	5.2%
Appointed	30		41		55		46	
60+								
No. of applicants	82	17.1%	139	10.8%	165	13.9%	189	10.6%
Appointed	14		15		23		20	
Unknown								
No. of applicants	90	0%	112	0%	68	0%	57	0%
Appointed	0*		0*		0*		0*	

* System currently requires age to be entered

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

	2011/12	Success rate (%)	2012/13	Success rate (%)	2013/14	Success rate (%)	2014/15	Success rate (%)
Bisexual								
No. of applicants	53	1.9%	97	0%	72	2.8%	42	4.8%
Appointed	1		0		2		2	
Gay Man								
No. of applicants	41	2.4%	49	2%	58	3.4%	38	5.3%
Appointed	1		1		2		2	
Gay Woman/Lesbian								
No. of applicants	65	3.1%	86	4.7%	71	11.3%	64	0%
Appointed	2		4		8		0	
Heterosexual/Straight								
No. of applicants	5123	3%	7791	2.2%	7579	3%	6284	2.5%
Appointed	153		168		224		155	
Prefer not to Say								
No. of applicants	282	2.5%	391	0.3%	363	5.2%	278	2.9%
Appointed	7		1		19		8	
Other								
No. of applicants	0	0%	0	0%	0	0%	0	0%
Appointed	0		1		0		0	
Not Known								
No. of applicants	34	220.6%*	42	200%*	40	392.5%*	41	229.3%*
Appointed	75		84		157		94	

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

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

	2011/12	Success rate (%)	2012/13	Success rate (%)	2013/14	Success rate (%)	2014/15	Success rate (%)
No. of applicants	Not Available		Not Available		Not Available		Not Available	
Appointed	Not Available		Not Available		Not Available		Not Available	

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

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

	2011/12	Success rate (%)	2012/13	Success rate (%)	2013/14	Success rate (%)	2014/15	Success rate (%)
Buddhist								
No. of applicants	45	6.7%	32	3.1%	41	4.9%	36	5.6%
Appointed	3		1		2		2	
Christian								
No. of applicants	2279	2.9%	3583	2.1%	3273	3.4%	2623	2.3%
Appointed	67		77		111		61	
Hindu								
No. of applicants	29	0%	49	0%	28	0%	42	2.4%
Appointed	0		0		0		1	
Jewish								
No. of applicants	4	0%	7	0%	7	14.3%	4	0%
Appointed	0		0		1		0	
Muslim								
No. of applicants	116	0.9%	163	0%	95	0%	102	0%
Appointed	1		0		0		0	
Sikh								
No. of applicants	23	0%	37	0%	25	0%	18	0%
Appointed	0		0		0		0	
No religion								
No. of applicants	2649	2.9%	4020	2.2%	4194	3%	3455	2.7%
Appointed	78		87		124		92	
Any other religion								
No. of Applicants	119	1.7%	149	0.7%	122	1.6%	76	1.3%
Appointed	2		1		2		1	
Prefer not to Say								
No. of applicants	302	4%	374	2.4%	357	4.2%	350	2%
Appointed	12		9		15		7	
Not Known								
No. of applicants	32	237.5%*	42	200%*	41	382.9%*	41	236.6%*
Appointed	76		84		157		97	

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

Success rates of applicants over the last four years – Ethnicity

	2011/12	Success rate (%)	2012/13	Success rate (%)	2013/14	Success rate (%)	2014/15	Success rate (%)
Arab								
No. of Applicants	Not Available		Not Available		Not Available		Not Available	
Appointed								
Asian/Asian British								
No. of Applicants	171	0.6%	263	0.4%	198	1.5%	0	0%
Appointed	1		1		3		3	
Black/African/Caribbean/Black British								
No. of Applicants	250	4%	317	0.3%	262	3.1%	0	0%
Appointed	10		1		8		3	
Gypsy or Traveller of Irish Heritage								
No. of Applicants	3	0%	3	0%	2	0%	0	0%
Appointed	0		0		0		0	
Mixed/Multiple Ethnic Groups								
No. of Applicants	131	3.8%	153	1.3%	192	1%	0	0%
Appointed	5		2		2		4	
White – English/Welsh/Scottish/Northern Irish/British								
No. of Applicants	4540	3.3%	7108	2.5%	6971	3.4%	0	0%
Appointed	151		175		237		156	
White – Irish								
No. of Applicants	29	3.4%	40	2.5%	30	6.7%	0	0%
Appointed	1		1		2		2	
White – Other								
No. of Applicants	333	1.2%	401	1.5%	387	2.6%	0	0%
Appointed	4		6		10		6	
Chinese								
No. of Applicants	18	0%	18	0%	10	10%	0	0%
Appointed	0		0		1		0	
Other ethnic group								
No. of Applicants	23	13%	17	0%	31	6.5%	0	0%
Appointed	3		0		2		2	
Prefer Not to Say								
No. of Applicants	68	4.4%	96	0%	61	4.9%	0	0%
Appointed	3		0		3		1	
Not Known								
No. of Applicants	32	190.6%*	40	182.5%*	39	369.2%*	0	0%*
Appointed	61		73		144		84	

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

4. Grievances and Dismissal

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

	Year 11/12	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
No. of formal (stage 2) grievances received	6	(0.2%)	2	(0.1%)	3	(0.1%)	1	(0%)
No. of appeals received against grievance decisions	1	(0%)	0	(0%)	1	(0%)	1	(0%)

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

	Year 11/12	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
Male								
No. of written grievances received	1	(0.1%)	1	(0.1%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Female								
No. of written grievances received	5	(0.2%)	1	(0%)	3	(0.1%)	1	(0%)
No. of appeals received against grievance decisions	1	(0%)	0	(0%)	1	(0%)	1	(0%)

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

	Year 11/12	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
<20								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
20-29								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
30-39								
No. of written grievances received	1	(0.2%)	2	(0.3%)	3	(0.5%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
40-49								
No. of written grievances received	2	(0.2%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	1	(0.1%)	0	(0%)	1	(0.1%)	0	(0%)
50-59								
No. of written grievances received	1	(0.1%)	0	(0%)	0	(0%)	1	(0.1%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	1	(0.1%)
60-64								
No. of written grievances received	2	(0.8%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
65+								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)

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

	Year 11/12	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
No. of written grievances received from disabled employees	1	(0.6%)	0	(0%)	1	(0.7%)	0	(0%)
No. of appeals received against grievance decisions from disabled employees	1	(0.6%)	0	(0%)	1	(0.7%)	0	(0%)
No. of written grievances received from non-disabled employees	4	(0.1%)	2	(0.1%)	1	(0%)	0	(0%)
No. of appeals received against grievance decisions from non-disabled employees	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of written grievances received from prefer not to say	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions from prefer not to say	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of written grievances received from not known	1	(0.3%)	0	(0%)	1	(0.2%)	0	(0%)
No. of appeals received against grievances decisions from not known	0	(0%)	0	(0%)	0	(0%)	0	(0%)

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

	Year 11/12	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
Bisexual								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Gay man								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Gay woman / lesbian								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Heterosexual / straight								
No. of written grievances received	1	(0.1%)	1	(0.1%)	1	(0.1%)	1	(0.1%)
No. of appeals received against grievance decisions	1	(0.1%)	0	(0%)	1	(0.1%)	1	(0.1%)
Other								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Prefer Not to Say								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Not Known								
No. of written grievances received	5	(0.2%)	1	(0%)	2	(0.1%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)

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

	Year 11/12	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
Buddhist								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Christian								
No. of written grievances received	0	(0%)	1	(0.3%)	0	(0%)	1	(0.2%)
No. of appeals received against grievance decisions	1	(0.3%)	0	(0%)	1	(0.2%)	1	(0.2%)
Hindu								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Jewish								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Muslim								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Sikh								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No religion								
No. of written grievances received	1	(0.3%)	0	(0%)	1	(0.3%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Any other religion								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Prefer Not to Say								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Not Known								
No. of written grievances received	5	(0.2%)	1	(0%)	2	(0.1%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)

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

	Year 11/12	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
Arab								
No. of written grievances received	Not available							
No. of appeals received against grievance decisions								
Asian/Asian British								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Black/African/Caribbean/Black British								
No. of written grievances received	0	(0%)	1	(2.2%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Gypsy or Traveller of Irish Heritage								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Mixed/Multiple Ethnic Groups								
No. of written grievances received	0	(0%)	1	(4.2%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
White – English/Welsh/Scottish/Northern Irish/British								
No. of written grievances received	5	(0.2%)	0	(0%)	3	(0.1%)	1	(0%)
No. of appeals received against grievance decisions	1	(0%)	0	(0%)	1	(0%)	1	(0%)
White – Irish								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
White – Other								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Other ethnic group								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Prefer Not to Say								
No. of written grievances received	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Not Known								
No. of written grievances received	1	(0.4%)	0	(0%)	0	(0%)	0	(0%)
No. of appeals received against grievance decisions	0	(0%)	0	(0%)	0	(0%)	0	(0%)

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

	Year 11/12	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
No. of written grievances received	Not available		Not available		Not available		Not available	
No. of appeals received against grievance decisions	Not available		Not available		Not available		Not available	

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

5. Written warnings and dismissals

*Written warnings = first written warnings for all conduct tables

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

	Year 11/12	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
No. of written* warnings	13	(0.4%)	11	(0.3%)	2	(0.1%)	2	(0.1%)
No. of final written warnings	3	(0.1%)	1	(0%)	1	(0%)	5	(0.2%)
No. of dismissals	5	(0.1%)	2	(0.1%)	3	(0.1%)	9	(0.3%)

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

	Year 11/12	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
Male								
No. of written warnings	4	(0.4%)	0	(0%)	1	(0.1%)	1	(0.1%)
No. of final written warnings	1	(0.1%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	1	(0.1%)	1	(0.1%)	1	(0.1%)	8	(0.9%)
Female								
No. of written warnings	9	(0.4%)	11	(0.5%)	1	(0%)	1	(0%)
No. of final written warnings	2	(0.1%)	1	(0%)	1	(0%)	5	(0.2%)
No. of dismissals	4	(0.2%)	1	(0%)	2	(0.1%)	1	(0%)

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

	Year 11/12	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
<20								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
20-29								
No. of written warnings	2	(0.7%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	1	(0.4%)	0	(0%)	2	(0.7%)
30-39								
No. of written warnings	2	(0.3%)	2	(0.3%)	0	(0%)	0	(0%)
No. of final written warnings	1	(0.2%)	1	(0.2%)	0	(0%)	2	(0.3%)
No. of dismissals	2	(0.3%)	0	(0%)	0	(0%)	2	(0.3%)
40-49								
No. of written warnings	5	(0.5%)	3	(0.3%)	0	(0%)	1	(0.1%)
No. of final written warnings	1	(0.1%)	0	(0%)	0	(0%)	2	(0.2%)
No. of dismissals	1	(0.1%)	0	(0%)	0	(0%)	4	(0.4%)
50-59								
No. of written warnings	2	(0.2%)	6	(0.6%)	2	(0.2%)	1	(0.1%)
No. of final written warnings	1	(0.1%)	0	(0%)	1	(0.1%)	1	(0.1%)
No. of dismissals	1	(0.1%)	1	(0.1%)	2	(0.2%)	1	(0.1%)
60-64								
No. of written warnings	2	(0.8%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	1	(0.4%)	0	(0%)	0	(0%)	0	(0%)
65+								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	1	(1.1%)	0	(0%)

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

	Year 11/12	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
Disabled Employees								
No. of written warnings	1	(0.6%)	1	(0.7%)	0	(0%)	1	(0.8%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	1	(0.8%)
No. of dismissals	1	(0.6%)	0	(0%)	0	(0%)	0	(0%)
Non-Disabled Employees								
No. of written warnings	11	(0.4%)	10	(0.4%)	2	(0.1%)	1	(0%)
No. of final written warnings	3	(0.1%)	0	(0%)	1	(0%)	3	(0.1%)
No. of dismissals	3	(0.1%)	1	(0%)	3	(0.1%)	8	(0.3%)
Prefer Not To Say Employees								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Not Known Employees								
No. of written warnings	1	(0.3%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	1	(0.3%)	0	(0%)	1	(0.1%)
No. of dismissals	1	(0.3%)	1	(0.3%)	0	(0%)	1	(0.1%)

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

	Year 11/12	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
Bisexual								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Gay man								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Gay woman / lesbian								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Heterosexual / straight								
No. of written warnings	2	(0.3%)	1	(0.1%)	1	(0.1%)	1	(0.1%)
No. of final written warnings	1	(0.1%)	1	(0.1%)	1	(0.1%)	2	(0.2%)
No. of dismissals	1	(0.1%)	1	(0.1%)	0	(0%)	3	(0.3%)
Other								
No. of Written Warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of Final Written Warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of Dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Prefer Not to Say								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	1	(1.6%)	0	(0%)	0	(0%)	0	(0%)
Not Known								
No. of written warnings	11	(0.4%)	10	(0.4%)	1	(0%)	1	(0%)
No. of final written warnings	2	(0.1%)	0	(0%)	0	(0%)	3	(0.1%)
No. of dismissals	3	(0.1%)	1	(0%)	3	(0.1%)	6	(0.3%)

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

	Year 11/12	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
Buddhist								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Christian								
No. of Written Warnings	1	(0.3%)	1	(0.3%)	0	(0%)	1	(0.2%)
No. of Final Written Warnings	0	(0%)	1	(0.3%)	0	(0%)	1	(0.2%)
No. of Dismissals	1	(0.3%)	1	(0.3%)	0	(0%)	1	(0.2%)
Hindu								
No. of written warnings	1	(33%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Jewish								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Muslim								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Sikh								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No religion								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	1	(0.3%)	0	(0%)	0	(0%)	1	(0.2%)
No. of dismissals	1	(0.3%)	0	(0%)	0	(0%)	2	(0.5%)
Any other religion								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Prefer Not to Say								
No. of written warnings	0	(0%)	0	(0%)	1	(1.8%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	1	(1.8%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Not Known								
No. of written warnings	11	(0.4%)	10	(0.4%)	1	(0%)	1	(0%)
No. of final written warnings	2	(0.1%)	0	(0%)	0	(0%)	3	(0.1%)
No. of dismissals	3	(0.1%)	1	(0%)	3	(0.1%)	6	(0.3%)

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

	Year 11/12	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
Arab								
No. of written warnings	Not available							
No. of final written warnings								
No. of dismissals								
Asian/Asian British								
No. of written warnings	1	(3%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Black/African/Caribbean/Black British								
No. of written warnings	1	(2%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	1	(2.2%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Gypsy or Traveller of Irish Heritage								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Mixed/Multiple Ethnic Groups								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
White – English/Welsh/Scottish/Northern Irish/British								
No. of written warnings	11	(0.4%)	10	(0.4%)	2	(0.1%)	2	(0.1%)
No. of final written warnings	3	(0.1%)	0	(0%)	1	(0%)	5	(0.2%)
No. of dismissals	3	(0.1%)	0	(0%)	3	(0.1%)	8	(0.3%)
White – Irish								
No. of written warnings	0	(0%)	1	(4.8%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	1	(4.8%)	0	(0%)	0	(0%)
White – Other								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	1	(2%)	0	(0%)	0	(0%)	0	(0%)
Other ethnic group								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)
Prefer Not to Say								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	0	(0%)	0	(0%)	0	(0%)	0	(0%)

Unknown								
No. of written warnings	0	(0%)	0	(0%)	0	(0%)	0	(0%)
No. of final written warnings	0	(0.8%)	0	(0%)	0	(0%)	0	(0%)
No. of dismissals	1	(0.4%)	1	(0.4%)	0	(0%)	1	(0.2%)

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

	Year 11/12	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
No. of written warnings	Not available		Not available		Not available		Not available	
No. of final written warnings	Not available		Not available		Not available		Not available	
No. of dismissals	Not available		Not available		Not available		Not available	

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

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

	Year 11/12	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
Disabled employees	5	(3.1%)	5	(3.5%)	4	(2.9%)	7	(5.6%)
Non-disabled employees	15	(0.5%)	26	(1.0%)	12	(0.5%)	15	(12.1%)
Prefer not to say	0	(0%)	0	(0%)	0	(0%)	1	(14.3%)
Not known	2	(0.6%)	5	(1.3%)	4	(0.8%)	6	(1%)

6. Employees who cease employment

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

	Year 11/12*	% Turnover	Year 12/13	% Turnover	Year 13/14	% Turnover	Year 14/15	% Turnover
No. permanent employees	3342 (3530)	5.4% (5.2%)	3297	5.6%	3180	5.7%	3053	7.7%
No. of permanent employees leavers who voluntarily leave	182		185		181		240	

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

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

	Year 11/12*	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
Male								
No. of permanent employees	952 (992)	4.5% (4.3%)	931	5.9%	911	5.6%	919	7.7%
No. of leavers (permanent employees)	43		55		51		71	
Female								
No. of permanent employees	2390 (2538)	5.8% (5.5%)	2366	5.5%	2269	5.7%	2134	8%
No. of leavers (permanent employees)	139		130		130		169	

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

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

	Year 11/12*	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
<20								
No. of permanent employees	6 (7)	16.7% (14.3%)	7	14.3%	16	25%	14	64.3%
No. of leavers (permanent employees)	1		1		4		9	
20-29								
No. of permanent employees	282 (308)	11.3% (10.4%)	238	16%	244	11.5%	262	11.5%
No. of leavers (permanent employees)	32		38		28		30	
30-39								
No. of permanent employees	626 (644)	6.2% (6.1%)	590	9.2%	585	7.9%	598	11%
No. of leavers (permanent employees)	39		54		46		66	
40-49								
No. of permanent employees	1103 (1166)	5.5% (5.2%)	1041	4.8%	1006	5.3%	922	7.4%
No. of leavers (permanent employees)	61		50		53		68	
50-59								
No. of permanent employees	963 (1014)	3.3% (3.2%)	1022	2.4%	993	3.8%	927	5.5%
No. of leavers (permanent employees)	32		25		38		51	
60-64								
No. of permanent employees	265 (288)	3.4% (3.1%)	270	3.3%	240	2.9%	236	4.2%
No. of leavers (permanent employees)	9		9		7		10	
65+								
No. of permanent employees	97 (105)	8.2% (7.6%)	130	6.2%	99	5.1%	96	6.2%
No. of leavers (permanent employees)	8		8		5		6	

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

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

	Year 11/12*	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
No. of disabled employees	163 (166)	2.5% (2.4%)	152	5.9%	137	3.6%	128	5.5%
No. of disabled employees leaving	4		9		5		7	
No. of non-disabled employees	2809 (3003)	5.7% (5.3%)	2764	4.9%	2562	5.7%	2354	7.2%
No. of non-disabled employees leaving	160		136		145		169	
No. of prefer not to say employees	8 (9)	(0%)	9	0%	9	11.1%	8	0%
No. of prefer not to say employees leaving	0		0		1		0	
No. of unknown employees	362 (352)	5% (5.1%)	373	10.7%	473	6.3%	563	11.4%
No. of unknown employees leaving	18		40		30		64	

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

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

	Year 11/12*	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
Bisexual								
No. of permanent employees	8 (8)	0%	7	0%	4	50%	5	0%
No. of leavers (permanent employees)	0		0		2		0	
Gay man								
No. of permanent employees	2 (2)	50%	3	0%	4	0%	3	66.7%
No. of leavers (permanent employees)	1		0		0		2	
Gay woman / lesbian								
No. of permanent employees	10 (10)	10%	10	10%	13	15.4%	13	30.8%
No. of leavers (permanent employees)	1		1		2		4	
Heterosexual / straight								
No. of permanent employees	667 (668)	8.5%	692	10.7%	764	8.6%	846	11.1%
No. of leavers (permanent employees)	57		74		66		94	
Other								
No. of permanent employees	2 (2)	0%	2	50%	2	0%	2	0%
No. of leavers (permanent employees)	0		1		0		0	
Prefer Not to Say								
No. of permanent employees	62 (57)	6.5% (7%)	59	5.1%	49	12.2%	53	17%
No. of leavers (permanent employees)	4		3		6		9	
Not Known								
No. of permanent employees	2591 (2783)	4.6% (4.3%)	2525	4.2%	2345	4.5%	2132	6.1%
No. of leavers (permanent employees)	119		106		105		131	

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

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

	Year 11/12*	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
Buddhist								
No. of permanent employees	5 (5)	20%	5	40%	6	16.7%	7	28.6%
No. of leavers (permanent employees)	1		2		1		2	
Christian								
No. of permanent employees	373 (380)	6.2% (6.1%)	382	8.4%	415	8.4%	436	10.3%
No. of leavers (permanent employees)	23		32		35		45	
Hindu								
No. of permanent employees	3 (3)	0%	3	0%	2	50%	2	0%
No. of leavers (permanent employees)	0		0		1		0	
Jewish								
No. of permanent employees	3 (3)	0%	3	0%	4	0%	4	0%
No. of leavers (permanent employees)	0		0		0		0	
Muslim								
No. of permanent employees	2 (3)	0%	3	0%	5	0%	4	0%
No. of leavers (permanent employees)	0		0		0		0	
Sikh								
No. of permanent employees	0 (1)	100%	0	0%	0	0%	1	0%
No. of leavers (permanent employees)	1		0		0		0	
No religion								
No. of permanent employees	292 (287)	10.6% (10.8%)	306	12.4%	345	9.9%	405	13.3%
No. of leavers (permanent employees)	31		38		34		54	
Any other religion								
No. of permanent employees	9 (10)	0%	10	20%	8	12.5%	8	12.5%
No. of leavers (permanent employees)	0		2		1		1	
Prefer Not to Say								
No. of permanent employees	61 (54)	11.5% (13%)	61	8.2%	55	9.1%	57	12.3%
No. of leavers (permanent employees)	7		5		5		7	
Unknown								
No. of permanent employees	2594 (2786)	4.6% (4.3%)	2526	4.2%	2343	4.4%	2131	6.1%
No. of leavers (permanent employees)	119		106		104		131	

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

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

	Year 11/12*	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
Arab								
No. of permanent employees	Not available		Not available		Not available		Not available	
No. of leavers (permanent employees)								
Asian/Asian British								
No. of permanent employees	33 (36)	6.1%	32	6.3%	27	7.4%	25	0%
No. of leavers (permanent employees)	2	(5.6%)	2		2		0	
Black/African/Caribbean/Black British								
No. of permanent employees	50 (51)	6%	48	12.6%	46	6.5%	44	4.5%
No. of leavers (permanent employees)	3	(5.9%)	6		3		2	
Chinese								
No. of permanent employees	7 (8)	0%	6	0%	5	0%	4	0%
No. of leavers (permanent employees)	0		0		0		0	
Gypsy or Traveller of Irish Heritage								
No. of permanent employees	0	0%	0	0%	0	0%	0	0%
No. of leavers (permanent employees)	0		0		0		0	
Mixed/Multiple Ethnic Groups								
No. of permanent employees	24 (24)	8.3%	24	12.5%	21	9.5%	21	9.5%
No. of leavers (permanent employees)	2		3		2		2	
White – English/Welsh/Scottish/Northern Irish/British								
No. of permanent employees	2855 (3042)	5.5%	2819	4.5%	2636	5.6%	2446	7.2%
No. of leavers (permanent employees)	157	(5.2%)	128		148		177	
White – Irish								
No. of permanent employees	30 (32)	0%	24	12.5%	21	14.3%	21	0%
No. of leavers (permanent employees)	0		3		3		0	
White – Other								
No. of permanent employees	45 (46)	11.1%	43	16.3%	43	0%	43	23.2%
No. of leavers (permanent employees)	5	(10.9%)	7		0		10	
Other ethnic group								
No. of permanent employees	11 (11)	9.1%	10	10%	10	0%	11	9.1%
No. of leavers (permanent employees)	1		1		0		1	
Prefer Not to Say								
No. of permanent employees	38 (30)	5.3%	35	8.6%	23	0%	16	6.3%
No. of leavers (permanent employees)	2	(6.7%)	3		0		1	

Unknown								
No. of permanent employees	249 (252)	4%	258	12.4%	350	6.6%	415	11.3%
No. of leavers (permanent employees)	10		32		23		47	

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

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

	Year 11/12	%	Year 12/13	%	Year 13/14	%	Year 14/15	%
No. of permanent employees	Not available		Not available		Not available		Not available	
No. of leavers (permanent employees)	Not available		Not available		Not available		Not available	

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

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

	Year 11/12***	% Turnover	Year 12/13	% Turnover	Year 13/14	% Turnover	Year 14/15	% Turnover
No. permanent employees	3342 (3530)		3297		3180		3053	
No. of permanent employees leavers who were made redundant	173	5.2% (4.9%)	185	5.6%	105	3.3%	46	1.5%

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

Numbers have risen due to on-going service reviews

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

7. Employees who cease employment - Redundancy

Redundancy workforce turnover – permanent leavers including zero hours contracts, who left via redundancy (as a % of total population in brackets).

	Year 14/15	% Turnover
No. permanent employees	3053	1.5%
No. of permanent employees who left via redundancy	46	

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

Staff Redundancy Turnover – Gender (as a % of gender population in brackets)

	Year 14/15	%
Male		
No. of permanent employees	919	2%
No. of leavers (permanent employees)	18	
Female		
No. of permanent employees	2134	1.3%
No. of leavers (permanent employees)	28	

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Staff Redundancy Turnover – Age (as a % of age group population in brackets)

	Year 14/15	%
<20		
No. of permanent employees	14	0%
No. of leavers (permanent employees)	0	
20-29		
No. of permanent employees	262	0%
No. of leavers (permanent employees)	0	
30-39		
No. of permanent employees	598	0%
No. of leavers (permanent employees)	0	
40-49		
No. of permanent employees	922	1%
No. of leavers (permanent employees)	9	
50-59		
No. of permanent employees	927	2.3%
No. of leavers (permanent employees)	21	
60-64		
No. of permanent employees	236	5.5%
No. of leavers (permanent employees)	13	
65+		
No. of permanent employees	96	3.1%
No. of leavers (permanent employees)	3	

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

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

	Year 14/15	%
No. of disabled employees	128	3.1%
No. of disabled employees leaving	4	
No. of non-disabled employees	2354	1.7%
No. of non-disabled employees leaving	40	
No. of prefer not to say employees	8	0%
No. of prefer not to say employees leaving	0	
No. of unknown employees	563	0.4%
No. of unknown employees leaving	2	

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

Staff Redundancy Turnover - Sexual Orientation (as a % of declared sexual orientation in brackets)

	Year 14/15	%
Bisexual		
No. of permanent employees	5	0%
No. of leavers (permanent employees)	0	
Gay man		
No. of permanent employees	3	0%
No. of leavers (permanent employees)	0	
Gay woman / lesbian		
No. of permanent employees	13	0%
No. of leavers (permanent employees)	0	
Heterosexual / straight		
No. of permanent employees	846	0.8%
No. of leavers (permanent employees)	7	
Other		
No. of permanent employees	2	0%
No. of leavers (permanent employees)	0	
Prefer Not to Say		
No. of permanent employees	53	3.8%
No. of leavers (permanent employees)	2	
Not Known		
No. of permanent employees	2132	1.7%
No. of leavers (permanent employees)	37	

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

Staff Redundancy Turnover - Religion/Belief (as a % of declared religion/belief in brackets)

	Year 14/15	%
Buddhist		
No. of permanent employees	7	0%
No. of leavers (permanent employees)	0	
Christian		
No. of permanent employees	436	1.4%
No. of leavers (permanent employees)	6	
Hindu		
No. of permanent employees	2	0%
No. of leavers (permanent employees)	0	
Jewish		
No. of permanent employees	4	0%
No. of leavers (permanent employees)	0	
Muslim		
No. of permanent employees	4	0%
No. of leavers (permanent employees)	0	
Sikh		
No. of permanent employees	1	0%
No. of leavers (permanent employees)	0	
No religion		
No. of permanent employees	405	0.2%
No. of leavers (permanent employees)	1	
Any other religion		
No. of permanent employees	8	0%
No. of leavers (permanent employees)	0	
Prefer Not to Say		
No. of permanent employees	57	3.5%
No. of leavers (permanent employees)	2	
Unknown		
No. of permanent employees	2131	1.7%
No. of leavers (permanent employees)	37	

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

Staff Redundancy Turnover – Ethnicity (as a % of declared ethnic group in brackets)

	Year 14/15	%
Arab		
No. of permanent employees	Not available	
No. of leavers (permanent employees)		
Asian/Asian British		
No. of permanent employees	25	4%
No. of leavers (permanent employees)	1	
Black/African/Caribbean/Black British		
No. of permanent employees	44	2.3%
No. of leavers (permanent employees)	1	
Chinese		
No. of permanent employees	4	0%
No. of leavers (permanent employees)	0	
Gypsy or Traveller of Irish Heritage		
No. of permanent employees	0	0%
No. of leavers (permanent employees)	0	
Mixed/Multiple Ethnic Groups		
No. of permanent employees	21	0%
No. of leavers (permanent employees)	0	
White – English/Welsh/Scottish/Northern Irish/British		
No. of permanent employees	2446	1.7%
No. of leavers (permanent employees)	42	
White – Irish		
No. of permanent employees	21	0%
No. of leavers (permanent employees)	0	
White – Other		
No. of permanent employees	43	0%
No. of leavers (permanent employees)	0	
Other ethnic group		
No. of permanent employees	11	0%
No. of leavers (permanent employees)	0	
Prefer Not to Say		
No. of permanent employees	16	6.3%
No. of leavers (permanent employees)	1	
Unknown		
No. of permanent employees	415	0.2%
No. of leavers (permanent employees)	1	

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

Staff Redundancy Turnover – Gender Reassignment (as a % of transgender employee population in brackets*

	Year 14/15	%
No. of permanent employees	Not available	
No. of leavers (permanent employees)		

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

8. Applications for flexible working and success rates

Flexible Working

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

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

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

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

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

9. Return-to-work rates after maternity leave

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

	Year 11/12	Return-to-work rate (%)	Year 12/13	Return-to-work rate (%)	Year 13/14	Return-to-work rate (%)	Year 14/15	Return-to-work rate (%)
No. of employees taking maternity leave	75	**	52	**	53	**	53	**
Number of employees returning to work after maternity leave	43		56		43		52	

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

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

10. Length of service*

	Year 11/12	Year 12/13	Year 13/14	Year 14/15
Ave length of service (total workforce)	10	10	10	10

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

Average length of service over the last four years - Gender

	Year 11/12	Year 12/13	Year 13/14	Year 14/15
Male	10	10	10	10
Female	10	10	10	10

Average length of service over the last four years - Disability

	Year 11/12	Year 12/13	Year 13/14	Year 14/15
Disabled	10	11	11	11
Non-disabled	10	11	11	11
Prefer not to say	9	10	10	11
Unknown	4	5	4	5

Average length of service over the last four years – Age

	Year 11/12	Year 12/13	Year 13/14	Year 14/15
<20	1	1	1	1
20-29	4	4	4	3
30-39	6	7	6	6
40-49	10	10	10	10
50-59	12	12	12	12
60+	13	14	14	14

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

	Year 11/12	Year 12/13	Year 13/14	Year 14/15
Bisexual	3	4	3	2
Gay Man	8	6	3*	2*
Gay Woman/Lesbian	5	3	3	4
Heterosexual/Straight	5	5	5	5
Other	25	26	14**	15**
Prefer not to Say	8	9	8	8
Not Known	11	12	12	12

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

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

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

	Year 11/12	Year 12/13	Year 13/14	Year 14/15
Buddhist	3	7	6	4
Christian	6	6	6	6
Hindu	7	4	7*	4
Jewish	6	7	8	4
Muslim	9	7	6	9
Sikh	0	0	0	3
No religion	4	4	4	4
Any other religion	7	7	8	7
Prefer not to say	7	7	7	8
Not known	11	12	12	12

* Figure increased due to fewer employees in this group.

Average length of service over the last four years - Ethnicity

	Year 11/12	Year 12/13	Year 13/14	Year 14/15
Arab	Not available	Not available	Not available	Not available
Asian/Asian British	8	8	8	8
Black/African/Caribbean/Black British	8	10	10	9
Gypsy or Traveller of Irish Heritage	0	0	0	0
Mixed/Multiple Ethnic Groups	7	7	8	8
White – English/Welsh/Scottish/Northern Irish/British	10	11	11	11
White – Irish	10	12	12	12
White – Other	7	8	7	7
Chinese	8	10	7*	8
Other ethnic group	9	8	9	9
Prefer not to say	4	5	5	6
Not known	4	4	4	4

* Figure decreased as long term service employee left.

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

	Year 11/12	Year 12/13	Year 13/14	Year 14/15
Employees identifying as a transgender person	Not available	Not available	Not available	Not available

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

11. Take-up of training opportunities

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

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

	Year 11/12	(%)	Year 12/13	(%)	Year 13/14	(%)	Year 14/15	(%)
All permanent staff - annual PDPR								
Average no of permanent staff	3530	16%	3297	12%	3180	14%	3053	13%
PDPRs completed	577		380		431		393	
All permanent staff - six monthly review								
Average no of permanent staff	3530	1%	3297	2%	3180	2%	3053	2%
PDPRs completed	35		77		68		56	
Permanent staff who need to complete an annual PDPR								
Average no of permanent staff*	3530	14%	3297	9%	3180	12%	3053	10%
PDPRs completed	482		288		397		319	
Permanent staff who need to complete an annual PDPR – six monthly review								
Average no of permanent staff*	3530	1%	3297	2%	3180	2%	3053	2%
PDPRs completed	32		62		62		48	

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