

# HR Annual Equalities in Employment Report 2018/19

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# HR Metrics and Data Sourcing

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

All data reported excludes schools and casuals, unless specified.

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

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

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

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

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

Integra moved out of CAH department and into CECR during 2015/16 which accounts for the increase/decrease in post holder numbers within these departments.

## **Full-Time vs. Part-Time**

Full-time is typically 37 hours per week.

## **Disability**

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

## **Grade Group**

The number of departments reduced after 2010/11 and therefore the number of staff in Chief Officer grades also reduced. Public Health transferred into SGC after 2010/11 and therefore related data is not available for 2010/11.

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

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

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

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, zero-hours employees and employees on limited term contracts.

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

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

## **Apprentices**

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

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

## **Applicants for Employment**

Includes vacancies, applicants and new starters.

Data has been taken from 2 separate sources - Workflow April to June 2018 and then TAS June 2018 to March 2019.

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

A vacancy may be used to advertise more than one post, which could lead to multiple appointments per advert. Casual roles advertised via Workflow 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 a number of posts or may have applied for the same post a number of times within the reporting period.

New starters only include external applicants who have joined the council in permanent or limited term posts.

## **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.

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

Percentages are of the total grievances received.

## **Written Warnings and Dismissals**

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

Percentages are of the total written warnings and dismissals recorded.

## **Length of service in years of permanent staff**

Years are rounded to the nearest whole year.

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

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

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

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

# Executive Summary and Progress

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

Data presented in the FY (financial year) 16/17 Annual Equalities in Employment report underwent in-depth analysis, and this included wider data and feedback (e.g. formal and informal staff feedback). As a result the report sets out key actions. These actions constitute a longer-term vision and plan for the advancement of equality of opportunity for all staff, present and future, across the council. The plan covers the period 2016-20 and is reviewed and refreshed annually.

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

- The gender distribution within departments and council wide remains consistent with previous years.
- The age profile of the council shows a continuing trend of an ageing workforce, with increases in employees aged 50 and above.
- A significant increase in the number of apprentices which will support our aim of encouraging younger workers into our workforce and our 'grow your own' approach to talent and succession planning.
- Despite small improvements in data accuracy for the Sexual Orientation and Religion/Belief protected characteristics, data completeness remains a challenge to enable better analysis and insight to support equality plans.

Summary of progress against the action plan:

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

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

We continue to participate in a second cohort of a programme for senior women leaders with partners across the region. This is a programme run by Springboard (a national organisation) and participants include Avon & Somerset Police, B&NES, North Somerset, Bristol CC, and the Environment Agency. The aim of this programme is to prepare senior women managers for the next steps in their careers towards Service Manager/Heads of Service positions. We have also continued with our in house programme – Women in Leadership – which aims to encourage the career development of women at all levels within the organisation.

1 member of staff was accepted onto the BAME regional development programme hosted by Bristol City Council “Stepping Up”.

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

## Equalities Action Plan 2016-2020

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

Protected Characteristic	Issue	Actions
Gender	<p>There has been a positive shift in women in leadership positions within the council which has meant that for Hay grade 3 and above there is now a more even gender split, therefore we have now become broadly representative of the South Glos population.</p> <p>We now aspire to move towards a leadership profile that represents the workforce composition, which would see more women in leadership positions.</p>	<p>The council will continue to offer tailored training and development programmes aimed at increasing the number (%) of women in management roles.</p> <p>The Staff Women's Equality Group will continue to be supported going forward.</p> <p>We will continue to monitor and review impact over the next 3-5 years.</p>
Age – Young People	<p>The number of younger age groups (particularly &lt;20) in employment has remained very low.</p>	<p>The council will continue to maximise opportunities presented by the National Apprentice Levy with the aim of increasing apprenticeships as a key component of workforce planning and training within the council. N.B: Whilst some apprentices are young people, and this continues to be the majority of new apprenticeship starts in the council, apprentices can be any age.</p> <p>Robust workforce planning at a department and divisional level can be used to identify career paths and opportunities to retain younger people within the workforce.</p> <p>The council will continue to support staff equalities groups across the council.</p> <p>We will work towards implementing a young employee's network.</p>
Disability	<p>The number of staff declaring that they have a disability remains lower than the population of South Glos who have a disability.</p>	<p>Specific support will continue to be offered to disabled people to help them prepare for interviews.</p> <p>The council will continue to support staff equalities groups across the council.</p>
Ethnicity	<p>We would like to attract a more diverse workforce. We recognise that there is under-representation from some minority ethnic groups within the workforce, in particular, people from 'Asian', 'Chinese' and 'White Other' and 'Gypsy / Traveller of Irish Heritage' backgrounds where they are each less than 1% of the workforce.</p>	<p>The council is re-designing our recruitment attraction strategy and website. We will consider practical ways to ensure our advertising and offer encourages people to apply, particularly those from 'Asian', 'Chinese' and 'White Other' backgrounds. We will involve our equalities groups in formulating our approach to this.</p>



Protected Characteristic	Issue	Actions
	<p>Success rate at interview differs, with those from an 'Asian', 'Black', 'White Other' background having a lower success rate at interview compared to the average.</p> <p>Staff turnover rates are higher than the council average amongst members of staff from 'Asian', 'Mixed', 'White-Other' and 'Other Ethnic Group' groups.</p>	<p>The council will continue to support and explore positive action programmes aimed at increasing the percentage of people from minority ethnic groups at management levels in the workforce.</p> <p>The council will continue to support staff equalities groups across the council.</p>
Gay men & women	<p>Overall the known numbers of gay women and men working for us remain small. The "unknown" data reporting category is high in this area at approximately half.</p>	<p>We will consider joining the Stonewall diversity champions' programme.</p> <p>The council continues to support equalities groups across the council.</p> <p>We will promote the need for staff to complete equalities data to help us better understand our workforce.</p>
All	<p>Continue to enhance the working environment and culture to make SGC a welcoming employer.</p> <p>Anecdotal evidence suggests that managers may require a greater understanding in order to proactively understand and support the needs of staff, particularly in relation to diversity and equality issues.</p> <p>Comparison data may not reflect the geographical locations where our employees live and commute from.</p>	<p>We will seek to improve leaders and managers' soft skills. We will continue to publicise our leadership development offer and review our courses to ensure that they diversity and equality issues are integral. We will work on council values with a focus on 'Embracing Diversity' to make sure our behavioural expectations reflect this value.</p> <p>Continue unconscious bias training for new managers.</p> <p>We are reviewing our approach to unconscious bias training with HRWD and ASB Teams working jointly, drawing on external expertise, to develop a range of cultural change approaches linked to recent local examples where unconscious bias has played a part.</p> <p>Will take a "golden thread" approach to raising awareness about unconscious bias, including via supervision and other learning &amp; development content, especially for managers.</p> <p>We will consider widening the comparison data to include other local authority areas or the South West region as a whole in future reports.</p>
Support for those returning from Maternity/Parental/Adoption Leave and from Long Term Sick leave.	<p>To assist with confidence building and smooth transition/return to the workplace.</p>	<p>To open the council's coaching offer to those staff who have been out of the workplace for 3 months or more in order to build confidence upon returning to work.</p>

## Equalities Data

### 3.1 Staff in Post

#### Staff in post by Department

Department	2010/11	2017/18	2018/19
Chief Executive & Corporate Resources (CECR)	542 (13.0%)	993 (29.9%)	1007 (29.3%)
Environment and Community Services (ECS)	1032 (24.8%)	933 (28.1%)	965 (28.1%)
Children, Adults and Health (CAH)	2589 (62.2%)	1393 (42.0%)	1460 (42.5%)
<b>Total</b>	<b>4163</b>	<b>3319</b>	<b>3432</b>

- Occupied posts within South Gloucestershire Council (SGC) have increased around 3% compared with last year, with increases in every department.
- Proportionately, department sizes by filled posts has changed little compared with the previous year.

The largest change was in CAH, which increased by 5%. This was mainly due to additional supernumerary posts in Strategic Skills and an increase number of Mentor (Zero Hour) posts filled in Public Health.

#### Staff in Post by Gender

	2010/11		2017/18		2018/19		South Glos Population - ONS Mid-Year Population Estimates 2017	
	Male	Female	Male	Female	Male	Female	Male	Female
Chief Executive & Corporate Resources (CECR)	206 (38.0%)	336 (62.0%)	262 (26.4%)	731 (73.6%)	260 (25.8%)	747 (74.2%)		
Environment and Community Services (ECS)	498 (48.3%)	534 (51.7%)	475 (50.9%)	458 (49.1%)	468 (48.5%)	497 (51.5%)		

<b>Children, Adults and Health (CAH)</b>	452 (17.5%)	2137 (82.5%)		325 (23.3%)	1068 (76.7%)	352 (24.1%)	1108 (75.9%)		
<b>Total</b>	1156 (27.8%)	3007 (72.2%)		1062 (32%)	2257 (68%)	1080 (31.5%)	2352 (68.5%)	138433 (49.6%)	140594 (50.4%)

- The gender distribution within the council remains consistent with the previous year.
- CECR saw a slight shift from males to females, whilst ECS and CAH saw a slight shift from females to males.

For comparison the most recent local government employment data for England from the Local Government Association<sup>1</sup> (LGA) finds a split of 24% Male employees and 76% female employees. However, the ONS<sup>2</sup> mid-2017 population estimates show the population of South Gloucestershire split 50/50.

### Staff in Post by Gender Reassignment

	2018/19
<b>Transgender employees</b>	0 (0%)
<b>Non-transgender employees</b>	55 (1.6%)
<b>Prefer not to answer</b>	- (0.03%)
<b>Not known</b>	3376 (98.4%)

The council began capturing employee's transgender status during Q4 18/19, therefore the proportion of responses is currently low. During the course of FY 19/20 an increased focus on capturing this, along with other equalities data, will optimistically lead to a more accurate representation in next year's report.

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

	2010/11			2017/18		2018/19	
	Male	Female		Male	Female	Male	Female
<b>Total number of full-time staff</b>	936 (48.7%)	985 (51.3%)		770 (50.3%)	772 (50.1%)	757 (48.5%)	803 (51.5%)

<sup>1</sup> <https://www.local.gov.uk/our-support/research/statistical-alert>

<sup>2</sup> <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/annualmidyearpopulationestimates/mid2017>

<b>Total number of part-time staff</b>	220 (9.8%)	2022 (90.2%)		292 (16.4%)	1485 (83.6%)	323 (17.3%)	1549 (82.7%)
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- **Proportionately there has been a slight shift in the split of part-time post towards men, and in full-time posts towards women (approximately 1% in both instances).**
- **The number of both male and female part-time post holders has increased this year.**
- **The number of female full-time post holders has also increased. However, there has been a simultaneous fall in male full-time post holders.**

The majority (54%) of male occupied full-time posts reside in ECS, whereas female occupied full-time posts mainly (55%) fall within CAH. This is consistent with the previous year.

The decrease in male full-time post holders was primarily in Integra of CECR (down 20%) and StreetCare & Transport Services of ECS (down 2%). Full-time male post holders in Integra Schools Support have reduced by 50% this year. In StreetCare & Transport Services there was a reduction principally in Street Care Operatives and Lead Skilled Roadworkers.

An increase in female full-time post holders was seen in all departments. The most notable were Education, Learning & Skills in CAH (up 75%), and Finance & Customer Services in CECR (up 13%). In Education, Learning & Skills in CAH this was due to female occupied supernumerary posts in Strategic Skills, and in Finance & Customer Services due to increased full-time female Customer Care Officers and Finance Officers.

The majority of both male (54%) and female (43%) occupied part-time posts are within CAH. This is a 3% increase in CAH for part-time men, whereas the proportion of female part-time post holders in CAH is consistent with last year.

The main increase in the male part-time post holders was within CAH, which increased by a fifth. This was primarily in Integrated Children's Services (up 14%) and Public Health & Wellbeing (up 21%). In ICS this was due to male Night Care Assistants (Zero Hours) and Residential Care Officers (Zero Hours), and in Public Health this was due to male Mentors (Zero Hours).

There were also notable increases in female part-time post holders in Public Health & Wellbeing (up 28% - again due to increased female Mentors) and StreetCare & Transport Services (up 16%). In StreetCare & Transport Services this was due to female substantive and zero hours Guide Escorts.

46% of male part-time posts are zero-hours compared to 15% of female part-time posts. This is an increase for both male and female zero-hour posts when compared to last year.

### Staff in Post by Age Group

Age Group	2010/11		2017/18	2018/19		South Glos Population - ONS Mid-Year Population Estimates 2017
<20	21 (0.5%)		28 (0.8%)	34 (1.0%)		15577 (6.8%)
20-29	433 (10.4%)		337 (10.2%)	365 (10.6%)		34661 (15.1%)
30-39	761 (18.3%)		700 (21.1%)	680 (19.8%)		36526 (15.9%)
40-49	1362 (32.7%)		857 (25.8%)	864 (25.2%)		37549 (16.3%)
50-59	1135 (27.3%)		1019 (30.7%)	1063 (31.0%)		38790 (16.9%)
60-64	337 (8.1%)		262 (7.9%)	296 (8.6%)		14671 (6.4%)
65+	114 (2.7%)		116 (3.5%)	130 (3.8%)		52004 (22.6%)

- At the end of FY 18/19 the average post holder age within the council is 47, an increase of more than 1 year compared with last year.
- The trend of an increasing ageing workforce continues, with the proportion of post holders 50 and over increasing by more than 1%.
- Typically application rates under age 25 continue to be low.

The increasing ageing workforce is in keeping with the ONS<sup>3</sup> South Gloucestershire population estimate.

SGCs [Annual Sickness Absence report](#) has also found that employees aged 50 and over on average have more sickness absence than those aged 49 and below, which is also supported by ONS data<sup>4</sup>. This year however has seen a significant increase in sickness levels in employees aged 65 and over.

<sup>3</sup>

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/annualmidyearpopulationestimates/mid2017>

<sup>4</sup>

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/datasets/sicknessabsenceinthe labourmarket>

Furthermore, more than three-quarters of CE/CO/JNC posts and 57% of HAY01-03 posts are occupied by employees aged 50 or older. Both of these are higher than the previous year (9% and 4% respectively).

The large proportion of 50-59 year old post holders needs to be considered, as this may lead to significant skills loss over time, and may impact future workforce planning.

The proportion of posts held by employees aged below 20 has increased slightly this year by 0.2%.

As with last year the majority (35%) of posts held by under 20 year olds are in ECS. Significant differences were seen in CAH, where post holders under 20 doubled, and Integra, where post holders under 20 almost halved. The majority (39%) of under 20 year olds in the council hold Apprentice graded posts, which has increased by almost 2% on last year.

### Staff in Post by Disability

	2010/11		2017/18	2018/19		South Gos Population - 2011 Census
<b>Disabled employees</b>	191 (4.6%)		122 (3.7%)	126 (3.7%)		17415 (10.4%)
<b>Non-disabled employees</b>	3504 (84.2%)		2095 (63.1%)	2021 (58.9%)		
<b>Prefer not to say</b>	12 (0.3%)		6 (0.2%)	- (0.2%)		
<b>Not known</b>	456 (11.0%)		1096 (33%)	1277 (37.2%)		

- **The proportion of the workforce that identified as being disabled this year is consistent when compared to last year.**
- **The number of post holders who declared their disability status fell from 67% to 63% compared to last year.**

Of those that responded, 3.7% of post holders in the council identify as disabled. FY 17/18 data from the Department of Work and Pensions<sup>5</sup> find that 18% of working age adults identify as disabled, and 44% of state pension age adults. As SGC has post holders that fall into both categories, a comparison DWP benchmark for the UK would be 25% of adults identifying as disabled.

<sup>5</sup> <https://www.gov.uk/government/statistics/family-resources-survey-financial-year-201718>

Integra have the highest percentage of post holders that identify as disabled (4.9%), closely followed by CECR (4.8%). In CAH and ECS around two-fifths of post holders have not disclosed their status.

### Staff in Post by Sexual Orientation

Sexual Orientation	2010/11		2017/18	2018/19
<b>Bisexual</b>	7 (0.2%)		21 (0.6%)	22 (0.6%)
<b>Gay man</b>	3 (0.1%)		10 (0.3%)	- (0.2%)
<b>Gay woman</b>	11 (0.3%)		14 (0.4%)	14 (0.4%)
<b>Heterosexual/straight</b>	838 (20.1%)		1485 (44.7%)	1633 (47.6%)
<b>Other</b>	2 (0.0%)		5 (0.2%)	- (0.1%)
<b>Prefer not to say</b>	58 (1.4%)		73 (2.2%)	84 (2.4%)
<b>Not known</b>	3244 (77.9%)		1711 (51.6%)	1667 (48.6%)

- **Proportional representation by sexual orientation within the council this year remains consistent with last year.**
- **The proportion of post holders who have not declared their sexual orientation has reduced this year, giving a somewhat more accurate picture of the workforce.**

The most recent ONS<sup>6</sup> data suggests around 92.3% of the South West of England identify as heterosexual. A further 1.5% identify as gay or lesbian, and 0.8% as bisexual. SGC data suggests the workforce is under represented in these latter three categories, but this is likely due to almost half of post holders having not declared.

<sup>6</sup> <https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2017>

## Staff in Post by Religion/Belief

Religion/Belief	2010/11		2017/18	2018/19		South Glos Population - 2011 Census
Buddhist	7 (0.2%)		10 (0.3%)	- (0.3%)		708 (0.3%)
Christian	482 (11.6%)		663 (20%)	717 (20.9%)		156504 (59.6%)
Hindu	2 (0.0%)		8 (0.2%)	- (0.2%)		1681 (0.6%)
Jewish	5 (0.1%)		2 (0.1%)	- (0.1%)		145 (0.1%)
Muslim	5 (0.1%)		6 (0.2%)	- (0.2%)		2176 (0.8%)
Sikh	1 (0.0%)		2 (0.1%)	- (0.1%)		623 (0.2%)
Any Other Religion	14 (0.3%)		16 (0.5%)	19 (0.6%)		888 (0.3%)
No religion	349 (8.4%)		795 (24%)	881 (25.7%)		80607 (30.7%)
Prefer not to say	56 (1.3%)		102 (3.1%)	116 (3.4%)		
Not known	3242 (77.9%)		1715 (51.7%)	1670 (48.7%)		19435 (7.4%)

- Proportionately the religion/belief diversity of the workforce remains consistent with the previous years.
- Those who identify as having no religion/belief have increased by almost 2%.
- The proportion of post holders who have not declared religion/belief has reduced this year, giving a somewhat more accurate picture of the workforce. However, the category remains high.



The National Centre for Social Research<sup>7</sup> suggests more than half of the British public identify as having no religion, and this has steadily increased over the preceding three decades of research. Furthermore they report that 41% identify as Christian and 6% identify with a religion other than Christianity. Comparably in SGC, around 26% identify as holding no religion, 21% as Christian and 1.4% as another faith.

### Staff in Post by Ethnicity

Ethnicity	2010/11		2017/18	2018/19		South Glos Population - 2011 Census
Arab	0		0	0		366 (0.1%)
Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)	40 (1.0%)		30 (0.9%)	31 (0.9%)		5128 (2.0%)
Black/Black British (African, Caribbean, Other)	60 (1.4%)		53 (1.6%)	57 (1.7%)		2218 (0.8%)
Mixed Ethnicity (White & Asian, White & Black African, White & Black Caribbean, Other)	27 (0.6%)		42 (1.3%)	52 (1.5%)		3667 (1.4%)
Chinese	8 (2.3%)		8 (0.2%)	- (0.2%)		1312 (0.5%)
Gypsy Roma/Traveller of Irish Heritage	0		0	- (0.0%)		271 (0.1%)
White British	3545 (85.2%)		2460 (74.1%)	2515 (73.2%)		241611 (91.9%)
White – Irish	36 (0.9%)		29 (0.9%)	30 (0.9%)		1223 (0.5%)
White – Other	58 (1.4%)		59 (1.8%)	63 (1.8%)		6469 (2.5%)
Any Other ethnic group				- (0.2%)		

<sup>7</sup> <http://natcen.ac.uk/news-media/press-releases/2017/september/british-social-attitudes-record-number-of-brits-with-no-religion/>

	13 (0.3%)		10 (0.3%)			502 (0.2%)
<b>Prefer not to say</b>	27 (0.6%)		28 (0.8%)	24 (0.7%)		
<b>Not Known</b>	349 (8.4%)		600 (18.1%)	646 (18.8%)		

- There has been little change in the proportional representation of different ethnicities within the SGC workforce when compared to the previous year.
- The percentage of post holders that identify as Black/Black British (African, Caribbean, Other) and Mixed Ethnicity (White & Asian, White & Black African, White & Black Caribbean, Other) has increased again this year, and is higher than comparable local population data.
- 7.3% of post holders identify as part of the BAME group, down 0.5% from last year.
- Although White British remains the largest category post holders identify within, it has fallen by 1% to 73%.

The percentage of post holders who have not disclosed their ethnicity has increased slightly this year by less than 1%. With around a fifth of the workforce not having disclosed their ethnicity, this is likely to have a significant impact on the accuracy of the proportional representation within the other groups. This makes benchmarking against the latest census information difficult.

### Staff in post by Grade Group

	2010/11		2017/18	2018/19
<b>Chief Officer/Senior Manager Grades</b>	29 (0.7%)		21 (0.6%)	22 (0.6%)
<b>HAY01 – HAY03</b>	144 (3.5%)		132 (4.0%)	135 (3.9%)
<b>HAY04 – HAY06</b>	546 (13.1%)		544 (16.4%)	564 (16.4%)
<b>HAY07 – HAY09</b>	1227 (29.5%)		1115 (33.6%)	1143 (33.3%)
<b>HAY10 – HAY12</b>	1147 (27.6%)		855 (25.8%)	890 (25.9%)

<b>HAY13 – HAY14</b>	744 (17.9%)		414 (12.5%)	443 (12.9%)
<b>Public Health Grades</b>	N/A		15 (0.5%)	- (0.3%)
<b>Soulbury Grades</b>	72 (1.7%)		37 (1.1%)	40 (1.2%)
<b>Teacher Grades</b>	73 (1.8%)		11 (0.3%)	12 (0.3%)
<b>Youth Grades</b>	168 (4.0%)		53 (1.6%)	42 (1.2%)
<b>Apprentice Grades</b>	1 (0.0%)		19 (0.6%)	26 (0.8%)
<b>Other Grades</b>	12 (0.3%)		103 (3.1%)	106 (3.1%)

- **Proportionately the grade groups are consistent this year with the previous, with the majority of filled posts by grade group being HAY07-09 posts.**
- **However the number of filled posts by grade group has seen some notable changes, specifically Public Health Grades, Youth Grades and Apprentice graded posts.**
- **Compared with the previous year, the council's mean gender pay gap is down 0.1% to 11.7%, and the median is up 2.6% to 14.6%.**

Filled apprentice graded posts have increased by more than a quarter compared with the previous year. The main increase was within ECS, where Apprentice numbers have more than doubled and now account for more than half of all Apprentices within the council.

In March 2019 the council's second Gender Pay Gap report was published. Compared with the previous year, the mean gender pay gap is down 0.1% to 11.7%, and the median is up 2.6% to 14.6%. CIPD benchmarking<sup>8</sup> finds the local authority industry as a whole has a mean gap of 5.9% and a median gap of 4.9%. This is supported by analysis from the Local Government Association (LGA), however the LGA notes there is considerable variations between councils<sup>9</sup>.

<sup>8</sup> [https://www.cipd.co.uk/Community/blogs/b/policy\\_at\\_work/posts/gender-pay-gap-reporting-analysis-of-data-after-the-deadline-of-midnight-4-4-2019](https://www.cipd.co.uk/Community/blogs/b/policy_at_work/posts/gender-pay-gap-reporting-analysis-of-data-after-the-deadline-of-midnight-4-4-2019)

<sup>9</sup> [https://local.gov.uk/sites/default/files/documents/11%20170%20Workforce%20Focus\\_03\\_web.pdf](https://local.gov.uk/sites/default/files/documents/11%20170%20Workforce%20Focus_03_web.pdf)

The report, including the council's action plan, is available [here](#).

More detailed analysis around pay by protected characteristics is contained within our [Equal Pay Audit](#).

## 3.2 Apprentices

Apprentice starters	2010/11		2017/18	2018/19
Number of apprentices who started during the year	2		14	22
Number of apprentices in post as at end March	2		19	27
Average age of apprentices	18.5		20	21

- **As at the end of the year the council has 27 apprentices (about 1% of the councils total headcount), up 42% from the end of FY 17/18.**
- **The average age of apprentices within the council continues trending upwards, up from 20 last year to 21 this year.**

22 individuals were employed by the council as Apprentices during FY 18/19. Of those apprentices in post at the end of FY 17/19, around a third are still in post, one third have left the council, and another third are in new limited term or substantive posts within the council.

The average age of apprentices within the council has continued to trend upwards. This remains consistent with more, higher level apprenticeship courses being available and utilised within the council.

18% of the council's apprentices reside in CAH (0.38% of departmental headcount). Apprentices in CECR account for 30% of the total within the council (1.7% of departmental headcount). ECS saw the biggest increase in the number of apprentices this year, up almost x1.5. This accounts for more than half of all apprentices in the council (equal to 1.5% of the department's headcount).

Apprentices within the council are discussed further in the [Annual Workforce Data report](#).

## 3.3 Applicants for Employment

### Number of Applicants and New Starters

	2010/11		2017/18	2018/19
No. of vacancies advertised	287		566	765
No of applicants	4712		4506	2888

<b>No. of new starters</b>	249		407	437
<b>% of new starters to applicants</b>	5.3%		9.0%	15.1%

- **Compared to the same period last year there appears to have been a significant reduction in the number of applicants to posts.**
- **This is reflected by the ongoing difficulties in recruiting to posts and the number of posts attracting very low numbers of applications.**

It is difficult to identify the exact cause of the reduction in applicants. Areas to explore might include:

- Pay/conditions – traditionally a large number of LTC roles
- Location
- Employer image/reputation/perceived stability
- Competition from other large employers
- Type of work

In acknowledging the reduction in application rates it is useful to look at the equalities data to better understand whether there are job applicants who may have protected characteristics that are no longer applying for our roles.

### **Applicants and New Starters by Gender**

	<b>2010/11</b>		<b>2017/18</b>	<b>2018/19</b>
<b>Male</b>				
No. of applicants	1792 (38.0%)		1203 (26.8%)	853 (29.5%)
No. of new starters	89 (35.7%)		110 (27.0%)	144 (33.0%)
% of new starters to applicants	5.0%		9.1%	16.9%
<b>Female</b>				
No. of applicants	2874 (61.0%)		3240 (71.9%)	2035 (70.5%)
No. of new starters	160 (64.3%)		297 (73%)	293 (67.0%)

% of new starters to applicants	5.6%		9.2%	14.4%
<b>Unknown Gender</b>				
No. of applicants	46 (1.0%)		60 (1.3%)	0
No. of new starters	55 (0.8%)		N/A	0
% of new starters to applicants	91 (2.1%)		N/A	0

### Applicants and New Starters by Age Group

	2010/11		2017/18	2018/19
<b>&lt;20</b>				
No. of applicants	184 (3.9%)		161 (3.6%)	93 (3.2%)
No. of new starters	15 (6.0%)		17 (4.2%)	19 (4.3%)
% of new starters to applicants	8.2%		10.6%	20.4%
<b>20-29</b>				
No. of applicants	1775 (37.7%)		1455 (32.3%)	893 (30.9%)
No. of new starters	84 (33.7%)		110 (27.0%)	105 (24.0%)
% of new starters to applicants	4.7%		7.6%	11.8%
<b>30-39</b>				
No. of applicants	1068 (22.7%)		1091 (24.2%)	777 (26.9%)
No. of new starters				

	53 (21.3%)		112 (27.5%)	115 (26.3%)
% of new starters to applicants	5.0%		10.3%	14.8%
<b>40-49</b>				
No. of applicants	1025 (21.8%)		869 (19.3%)	578 (20.0%)
No. of new starters	54 (21.7%)		88 (21.6%)	94 (21.5%)
% of new starters to applicants	5.3%		10.1%	16.3%
<b>50-59</b>				
No. of applicants	524 (11.1%)		745 (16.6%)	448 (15.5%)
No. of new starters	27 (10.8%)		65 (16.0%)	77 (17.6%)
% of new starters to applicants	5.2%		8.7%	17.2%
<b>60+</b>				
No. of applicants	54 (1.1%)		138 (3.1%)	99 (3.4%)
No. of new starters	16 (6.4%)		15 (3.7%)	27 (6.2%)
% of new starters to applicants	29.6%		10.9%	27.3%
<b>Unknown Age</b>				
No. of applicants	82 (1.7%)		46 (1.0%)	0
No. of new starters	0		0	0
% of new starters to applicants	0%		0%	0%

- The number of applicants in each age category is broadly similar where we have seen a slighter higher reduction is in the 30-39 age bracket.

## Applicants and New Starters by Disability

	2010/11		2017/18	2018/19
<b>Disabled</b>				
No. of applicants	164 (3.5%)		190 (4.2%)	129 (4.5%)
No. of new starters	7 (2.8%)		11 (2.7%)	14 (3.2%)
% of new starters to applicants	4.3%		5.8%	10.9%
<b>Non-Disabled</b>				
No. of applicants	4503 (95.6%)		4202 (93.3%)	2717 (94.1%)
No. of new starters	166 (66.7%)		124 (30.5%)	130 (29.7%)
% of new starters to applicants	3.7%		3.0%	4.8%
<b>Prefer not to disclose disability status</b>				
No. of applicants	0		0	35
No. of new starters	1 (0.4%)		0	- (0.5%)
% of new starters to applicants	N/A		N/A	5.7%
<b>Unknown disability status</b>				
No. of applicants	45 (1.0%)		114 (2.5%)	7 (0.2%)
No. of new starters	75 (30.1%)		272 (66.8%)	291 (66.6%)
% of new starters to applicants	N/A		N/A	N/A



- The number of applicants declaring a disability is broadly aligned with less than 2% variance compared to last year.

Interestingly the number of applicants indicating blank or where it is not known has shifted significantly from 114 last year to only 7 this year. This could be seen as an indicator that applicants are confident to declare a disability when applying for a role.

### Applicants and New Starters by Sexual Orientation

	2010/11		2017/18	2018/19
<b>Bisexual</b>				
No. of applicants	42 (0.6%)		60 (1.3%)	45 (1.6%)
No. of new starters	3 (1.2%)		4 (1.0%)	- (0.9%)
% of new starters to applicants	7.1%		6.7%	8.9%
<b>Gay man</b>				
No. of applicants	38 (0.6%)		43 (1.0%)	26 (0.9%)
No. of new starters	2 (0.8%)		1 (0.2%)	- (0.5%)
% of new starters to applicants	5.3%		2.3%	7.7%
<b>Gay woman</b>				
No. of applicants	64 (0.9%)		35 (0.8%)	31 (1.1%)
No. of new starters	4 (1.6%)		3	0
% of new starters to applicants	6.3%		8.6%	N/A
<b>Heterosexual/Straight</b>				
No. of applicants	6284 (93.1%)		4096 (91.0%)	2599 (90.0%)
No. of new starters				

	162 (65.1%)		306 (75.4%)	303 (69.3%)
% of new starters to applicants	2.6%		7.5%	11.7%
<b>Other Sexual Orientation</b>				
No. of applicants	N/A		N/A	30 (1.0%)
No. of new starters	N/A		N/A	- (0.2%)
% of new starters to applicants	N/A		N/A	3.3%
<b>Prefer not to say</b>				
No. of applicants	278 (4.1%)		209 (4.6%)	157 (5.4%)
No. of new starters	12 (4.8%)		19 (4.7%)	20 (4.6%)
% of new starters to applicants	4.3%		9.1%	12.7%
<b>Unknown Sexual Orientation</b>				
No. of applicants	41 (0.6%)		63 (1.4%)	0
No. of new starters	66 (26.5%)		72 (17.7%)	107 (24.5%)
% of new starters to applicants	N/A		N/A	N/A

- **The number of applicants declaring their sexual orientation is again broadly similar to last year, where the variance is less than 2%.**

## Applicants and New Starters by Religion/Belief

	2010/11		2017/18	2018/19
<b>Buddhist</b>				
No. of applicants	37 (0.8%)		18 (0.4%)	15 (0.5%)
No. of new starters	4 (1.6%)		1 (0.2%)	0
% of new starters to applicants	10.8%		5.6%	N/A
<b>Christian</b>				
No. of applicants	1921 (40.8%)		1633 (36.2%)	948 (32.8%)
No. of new starters	68 (27.3%)		110 (27.0%)	109 (24.9%)
% of new starters to applicants	3.5%		6.7%	11.5%
<b>Hindu</b>				
No. of applicants	26 (0.6%)		21 (0.5%)	- (0.3%)
No. of new starters	1 (0.4%)		1 (0.2%)	0
% of new starters to applicants	3.8%		4.8%	N/A
<b>Jewish</b>				
No. of applicants	7 (1.6%)		3 (0.0%)	- (0.1%)
No. of new starters	1 (0.4%)		0	- (0.5%)
% of new starters to applicants	14.3%		0%	100%
<b>Muslim</b>				

No. of applicants	77 (1.6%)		81 (1.8%)	61 (2.1%)
No. of new starters	1 (0.4%)		2 (0.5%)	- (0.5%)
% of new starters to applicants	1.3%		2.5%	3.3%
<b>Sikh</b>				
No. of applicants	16 (0.3%)		18 (0.4%)	15(0.5%)
No. of new starters	0		0	- (0.5%)
% of new starters to applicants	0%		0%	13.3%
<b>No Religion</b>				
No. of applicants	2206 (46.8%)		2380 (52.8%)	1607 (55.6%)
No. of new starters	88 (35.3%)		192 (47.1%)	186 (42.6%)
% of new starters to applicants	4.0%		8.1%	11.6%
<b>Any other religion</b>				
No. of applicants	91 (1.9%)		N/A	29 (1.0%)
No. of new starters	3 (1.2%)		3	- (0.9%)
% of new starters to applicants	3.3%		N/A	13.8%
<b>Prefer not to say</b>				
No. of applicants	284 (6.0%)		265 (5.9%)	198 (6.9%)
No. of new starters	15 (6.0%)		22 (5.4%)	24 (5.5%)

% of new starters to applicants	5.3%		8.3%	12.1%
<b>Unknown religion/belief</b>				
No. of applicants	47 (1.0%)		87 (1.9%)	- (0.1%)
No. of new starters	68 (27.3%)		76 (18.7%)	108 (24.7%)
% of new starters to applicants	N/A		87.4%	-

- There has been an increase in applicants identifying as 'no religion'.
- This reflects the national pattern with increased numbers of the population not identifying with a religion.

#### Applicants and New Starters by Ethnicity

	2010/11		2017/18	2018/19
<b>Arab</b>				
No. of applicants	0		8 (0.2%)	- (0.2%)
No. of new starters	0		1 (0.2%)	0
% of new starters to applicants	N/A		12.5%	N/A
<b>Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)</b>				
No. of applicants	121 (2.6%)		130 (2.9%)	105 (3.5%)
No. of new starters	1 (0.4%)		4 (1.0%)	- (1.6%)
% of new starters to applicants	0.8%		3.1%	6.7%
<b>Black/Black British (African, Caribbean, Other)</b>				
No. of applicants	174 (3.7%)		169 (3.8%)	92 (3.0%)
No. of new starters	11 (4.4%)		9	

			(2.2%)	- (2.1%)
% of new starters to applicants	6.3%		5.3%	9.8%
<b>Mixed (White &amp; Asian, White &amp; Black African, White &amp; Black Caribbean, Other)</b>				
No. of applicants	112 (2.4%)		118 (2.6%)	87 (2.9%)
No. of new starters	3 (1.2%)		7 (1.7%)	13 (3.0%)
% of new starters to applicants	2.7%		5.9%	14.9%
<b>Chinese</b>				
No. of applicants	0		16 (0.4%)	0
No. of new starters	0		3 (0.7%)	- (0.2%)
% of new starters to applicants	N/A		18.8%	N/A
<b>Gypsy Roma/Traveller of Irish Heritage</b>				
No. of applicants	2 (0.0%)		2 (0.0%)	- (0.0%)
No. of new starters	0		0	0
% of new starters to applicants	0%		N/A	N/A
<b>White British</b>				
No. of applicants	3932 (83.4%)		3626 (80.5%)	2334 (77.2%)
No. of new starters	159 (63.9%)		285 (70.0%)	282 (64.5%)
% of new starters to applicants	4.0%		8.7%	12.1%
<b>White Irish</b>				
No. of applicants	37		21	19

	(0.8%)		(0.5%)	(0.6%)
No. of new starters	3 (1.2%)		3 (0.7%)	- (0.7%)
% of new starters to applicants	8.1%		14.3%	15.8%
<b>White Other</b>				
No. of applicants	213 (4.5%)		304 (6.7%)	168 (5.6%)
No. of new starters	11 (4.4%)		16 (3.9%)	14 (3.2%)
% of new starters to applicants	5.2%		5.3%	8.3%
<b>Any other ethnic group</b>				
No. of applicants	20 (0.4%)		19 (0.4%)	17 (0.6%)
No. of new starters	2 (0.8%)		0	0
% of new starters to applicants	10.0%		N/A	N/A
<b>Prefer not to say</b>				
No. of applicants	50 (1.1%)		49 (1.1%)	60 (2.0%)
No. of new starters	5 (2.0%)		4 (1.0%)	0
% of new starters to applicants	10.0%		8.2%	N/A
<b>Unknown</b>				
No. of applicants	51 (1.1%)		128 (2.8%)	0
No. of new starters	54 (21.7%)		75 (18.4%)	108 (24.7%)

% of new starters to applicants	N/A		58.6%	N/A
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### 3.4 Grievances

#### Number of Grievances received

	2011/12		2017/18	2018/19
No. of grievances received	6		13	15
No. of appeals received against formal grievance decisions	1		0	0

- **The number of grievances recorded by HR Casework & Change has trended upwards over the previous four years, up two thirds since FY 15/16.**

Of the 15 grievances reported this year, one explicitly references claims of discrimination against a protected characteristic. This grievance was resolved informally.

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

#### Grievances by Gender

	2011/12		2017/18	2018/19
<b>Male:</b>				
No. of grievances received	1 (17%)		1 (8%)	- (33%)
No. of appeals received against formal grievance decisions	0		0	0
<b>Female:</b>				
No. of grievances received	5 (83%)		11 (92%)	- (67%)
No. of appeals received against formal grievance decisions	1 (100%)		0	0



## Grievances by Age Group

	2011/12		2017/18	2018/19
<b>&lt;20</b>				
No. of grievances received	0		0	- (7%)
No. of appeals received against formal grievance decisions	0		0	0
<b>20-29</b>				
No. of grievances received	0		3 (25%)	- (7%)
No. of appeals received against formal grievance decisions	0		0	0
<b>30-39</b>				
No. of grievances received	1 (17%)		2 (17%)	- (13%)
No. of appeals received against formal grievance decisions	0		0	0
<b>40-49</b>				
No. of grievances received	2 (33%)		1 (8%)	- (20%)
No. of appeals received against formal grievance decisions	1 (100%)		0	0
<b>50-59</b>				
No. of grievances received	1 (17%)		4 (33%)	- (40%)
No. of appeals received against formal grievance decisions	0		0	0
<b>60-64</b>				
No. of grievances received	2 (33%)		2 (17%)	- (7%)
No. of appeals received against formal grievance decisions	0		0	0
<b>65+</b>				
No. of grievances received	0		0	- (7%)

No. of appeals received against formal grievance decisions	0		0	0

- There has been an upward trend in grievances raised by 50-59 year old employees since FY 15/16, increasing five-fold.
- This year is the first in five years that a grievance has been received from a post holder aged 20 or below.

Groups that have seen increases in grievance numbers has also seen concurrent increases in post holders within said groups. Therefore number of grievances received from a group may rise relatively, and not necessarily indicate an underlying trend.

Both age groups mentioned here were also identified in the [Annual Sickness Absence report](#) for having high levels or significant increases in sickness absence due to stress and mental health issues. There may be some correlation between this, and should monitored closely in the future.

### Grievances by Disability

	2011/12		2017/18	2018/19
<b>Disabled</b>				
No. of grievances received	1 (17%)		0	- (7%)
No. of appeals received against formal grievance decisions	1 (100%)		0	0
<b>Non-Disabled</b>				
No. of grievances received	4 (67%)		8 (67%)	- (33%)
No. of appeals received against formal grievance decisions	0		0	0
<b>Prefer not to say</b>				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
<b>Unknown</b>				
No. of grievances received	1 (17%)		4 (33%)	- (60%)
	0		0	0

No. of appeals received against formal grievance decisions			
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### Grievances by Sexual Orientation

	2011/12		2017/18	2018/19
<b>Bisexual</b>				
No. of grievances received	0		1 (8%)	0
No. of appeals received against formal grievance decisions	0		0	0
<b>Gay Man</b>				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
<b>Gay Woman</b>				
No. of grievances received	0		1 (8%)	0
No. of appeals received against formal grievance decisions	0		0	0
<b>Heterosexual</b>				
No. of grievances received	1 (17%)		4 (33%)	- (47%)
No. of appeals received against formal grievance decisions	1 (100%)		0	0
<b>Other</b>				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
<b>Prefer not to say</b>				
No. of grievances received	0		0	- (7%)
No. of appeals received against formal grievance decisions	0		0	0
<b>Unknown</b>				
No. of grievances received	5 (83%)		6 (50%)	- (47%)

No. of appeals received against formal grievance decisions	0		0	0

### Grievances by Religion/Belief

	2011/12		2017/18	2018/19
<b>Buddhist</b>				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
<b>Christian</b>				
No. of grievances received	0		2 (17%)	- (33%)
No. of appeals received against formal grievance decisions	1 (100%)		0	0
<b>Hindu</b>				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
<b>Jewish</b>				
No. of grievances received	0		1 (8%)	0
No. of appeals received against formal grievance decisions	0		0	0
<b>Muslim</b>				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
<b>Sikh</b>				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0

<b>No Religion</b>				
No. of grievances received	1 (17%)		2 (17%)	- (20%)
No. of appeals received against formal grievance decisions	0		0	0
<b>Any other Religion</b>				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
<b>Prefer not to say</b>				
No. of grievances received	0		1 (8%)	0
No. of appeals received against formal grievance decisions	0		0	0
<b>Unknown</b>				
No. of grievances received	5 (83%)		6 (50%)	- (47%)
No. of appeals received against formal grievance decisions	0		0	0

- **Grievances by post holders who identify as Christian more than doubled this year.**
- **This increase has been a trend over the previous five years, and in turn the proportion of the workforce that identify as Christian has increased.**

However, the number of post holders who identified as Christian also increased significantly this year, up 8% when compared to last year. This larger pool of post-holders could explain the increase in grievances from this protected group.

### **Grievances by Ethnicity**

	<b>2011/12</b>		<b>2017/18</b>	<b>2018/19</b>
<b>Arab</b>				
No. of grievances received	N/A		0	0
No. of appeals received against formal grievance decisions	N/A		0	0
<b>Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)</b>				
No. of grievances received	0		0	0

No. of appeals received against formal grievance decisions	0		0	0
<b>Black/Black British (African, Caribbean, Other)</b>				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
<b>Gypsy Roma/Traveller of Irish Heritage</b>				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
<b>Mixed (White &amp; Asian, White &amp; Black African, White &amp; Black Caribbean, Other)</b>				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
<b>White British</b>				
No. of grievances received	5 (83%)		8 (67%)	11 (73%)
No. of appeals received against formal grievance decisions	1 (100%)		0	0
<b>White Irish</b>				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
<b>White Other</b>				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
<b>Other Ethnic Group</b>				
No. of grievances received	0		0	0
No. of appeals received against formal grievance decisions	0		0	0
<b>Prefer not to say</b>				
No. of grievances received	0		0	0

No. of appeals received against formal grievance decisions	0		0	0
<b>Unknown</b>				
No. of grievances received	1 (17%)		4 (33%)	- (27%)
No. of appeals received against formal grievance decisions	0		0	0

### 3.5 Written warnings and dismissals

#### Number of written warnings and dismissals

	2011/12		2017/18	2018/19
No. of first written warnings	13		8	0
No. of final written warnings	3		9	1
No. of dismissals	5		5	12

- There has been a significant reduction in written warnings this year compared the previous.
- Conversely dismissals have more than doubled this year compared with the previous, and are the highest in the past five years of reporting.

The change in number of written warnings was due to substantial reduction in conduct-related warnings being issued, due to settlement agreements where there was potential for dismissal. Written warnings data is not presented in the tables below to protect individuals identifies due to the low counts.

There has been a significant increase in dismissals due to ill health capability compared to last year (a seven-fold increase). This is due to more consistent application of the 'Managing Absence due to Ill Health' policy.

#### Written warnings and dismissals by Gender

	2011/12		2017/18	2018/19
<b>Male:</b>				
No. of first written warnings	4 (31%)		4 (50%)	0
No. of final written warnings	1 (33%)		3 (33%)	N/A

No. of dismissals	1 (20%)		4 (57%)	7 (58%)
<b>Female:</b>				
No. of first written warnings	9 (69%)		4 (50%)	0
No. of final written warnings	2 (67%)		6 (67%)	N/A
No. of dismissals	4 (80%)		3 (43%)	- (42%)

- Dismissals between genders remains consistent proportionately when compared to the previous year.

#### Written warnings and dismissals by Age Group

	2011/12		2017/18	2018/19
<b>&lt;20</b>				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	N/A
No. of dismissals	0		0	0
<b>20-29</b>				
No. of first written warnings	2 (15%)		1 (13%)	0
No. of final written warnings	0		2 (22%)	N/A
No. of dismissals	0		0	- (25%)
<b>30-39</b>				
No. of first written warnings	2 (15%)		1 (13%)	0
No. of final written warnings	1 (33%)		3 (33%)	N/A



No. of dismissals	2 (40%)		2 (40%)	3 (25%)
<b>40-49</b>				
No. of first written warnings	5 (38%)		0	0
No. of final written warnings	1 (33%)		1 (11%)	N/A
No. of dismissals	1 (20%)		1 (20%)	- (25%)
<b>50-59</b>				
No. of first written warnings	2 (15%)		3 (38%)	0
No. of final written warnings	1 (33%)		2 (22%)	N/A
No. of dismissals	1 (20%)		2 (40%)	- (8%)
<b>60-64</b>				
No. of first written warnings	2 (15%)		1 (13%)	0
No. of final written warnings	0		1 (11%)	N/A
No. of dismissals	1 (20%)		0	- (8%)
<b>65+</b>				
No. of first written warnings	0		1 (13%)	0
No. of final written warnings	0		0	N/A
No. of dismissals	0		0	- (8%)

- Dismissal of employees aged 20-29 was notable higher than last year, and the most dismissals in this age group for at least the last five years.

#### Written warnings and dismissals by Disability

	2011/12		2017/18	2018/19
<b>Disabled</b>				
No. of first written warnings	1 (8%)		1 (13%)	0
No. of final written warnings	0		0	N/A
No. of dismissals	1 (20%)		0	- (17%)
<b>Non-Disabled</b>				
No. of first written warnings	11 (85%)		6 (75%)	0
No. of final written warnings	3 (100%)		4 (44%)	N/A
No. of dismissals	3 (60%)		1 (14%)	- (42%)
<b>Prefer not to say</b>				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	N/A
No. of dismissals	0		0	0
<b>Unknown</b>				
No. of first written warnings	1 (8%)		1 (13%)	0
No. of final written warnings	0		5 (56%)	N/A
No. of dismissals	1 (20%)		6 (86%)	- (42%)

- This year is the first time more than one employee who identify as disabled have been dismissed since reporting began in FY 14/15.

### Written warnings and dismissals by Sexual Orientation

	2011/12		2017/18	2018/19
<b>Bisexual</b>				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	N/A
No. of dismissals	0		0	0
<b>Gay Man</b>				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	N/A
No. of dismissals	0		0	0
<b>Gay Woman</b>				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	N/A
No. of dismissals	0		2 (29%)	0
<b>Heterosexual</b>				
No. of first written warnings	2 (15%)		3 (38%)	0
No. of final written warnings	1 (33%)		2 (22%)	N/A
No. of dismissals	1 (20%)		3 (43%)	- (58%)
<b>Other</b>				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	N/A

No. of dismissals	0		0	0
<b>Prefer not to say</b>				
No. of first written warnings	0		0	0
No. of final written warnings	0		2 (22%)	N/A
No. of dismissals	1 (20%)		0	0
<b>Unknown</b>				
No. of first written warnings	11 (85%)		5 (63%)	0
No. of final written warnings	2 (67%)		5 (56%)	N/A
No. of dismissals	3 (60%)		2 (29%)	- (42%)

### Written warnings and dismissals by Religion/Belief

	2011/12		2017/18	2018/19
<b>Buddhist</b>				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	N/A
No. of dismissals	0		0	0
<b>Christian</b>				
No. of first written warnings	1 (8%)		0	0
No. of final written warnings	0		3 (33%)	N/A
No. of dismissals	1 (20%)		2 (29%)	- (25%)

<b>Hindu</b>				
No. of first written warnings	1 (8%)		0	0
No. of final written warnings	0		0	N/A
No. of dismissals	0		0	0
<b>Jewish</b>				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	N/A
No. of dismissals	0		0	0
<b>Muslim</b>				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	N/A
No. of dismissals	0		0	0
<b>Sikh</b>				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	N/A
No. of dismissals	0		0	0
<b>No Religion</b>				
No. of first written warnings	0		2 (25%)	0
No. of final written warnings	1 (33%)		3 (33%)	N/A
No. of dismissals	1 (20%)		2 (29%)	- (33%)
<b>Any other Religion</b>				
No. of first written warnings	0		0	0

No. of final written warnings	0		1 (11%)	N/A
No. of dismissals	0		1 (14%)	0
<b>Prefer not to say</b>				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	N/A
No. of dismissals	0		0	0
<b>Unknown</b>				
No. of first written warnings	11 (85%)		6 (75%)	0
No. of final written warnings	2 (67%)		2 (22%)	N/A
No. of dismissals	3 (60%)		2 (29%)	- (42%)

- Dismissal of employees in the no religion group have increased over the past two years.
- However, this is simultaneous with an increase in post holders who identify with this group also.

#### Written warnings and dismissals by Ethnicity

	2011/12		2017/18	2018/19
<b>Arab</b>				
No. of first written warnings	N/A		0	0
No. of final written warnings	N/A		0	N/A
No. of dismissals	N/A		0	0
<b>Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)</b>				

No. of first written warnings	1 (8%)		0	0
No. of final written warnings	0		0	N/A
No. of dismissals	0		0	0
<b>Black/Black British (African, Caribbean, Other)</b>				
No. of first written warnings	1 (8%)		0	0
No. of final written warnings	0		2 (22%)	N/A
No. of dismissals	0		0	- (8%)
<b>Gypsy Roma/Traveller of Irish Heritage</b>				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	N/A
No. of dismissals	0		0	0
<b>Mixed (White &amp; Asian, White &amp; Black African, White &amp; Black Caribbean, Other)</b>				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	N/A
No. of dismissals	0		0	0
<b>White British</b>				
No. of first written warnings	11 (85%)		7 (88%)	0
No. of final written warnings	3 (100%)		5 (56%)	N/A
No. of dismissals	3 (60%)		4 (57%)	- (58%)
<b>White Irish</b>				
No. of first written warnings	0		0	0

No. of final written warnings	0		0	N/A
No. of dismissals	0		0	0
<b>White Other</b>				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	N/A
No. of dismissals	1 (20%)		0	1 (8%)
<b>Other Ethnic Group</b>				
No. of first written warnings	0		0	0
No. of final written warnings	0		1 (11%)	N/A
No. of dismissals	0		1 (14%)	0
<b>Prefer not to say</b>				
No. of first written warnings	0		0	0
No. of final written warnings	0		0	N/A
No. of dismissals	0		0	0
<b>Unknown</b>				
No. of first written warnings	0		1 (11%)	0
No. of final written warnings	0		0	N/A
No. of dismissals	1 (20%)		2 (29%)	- (25%)



## 3.6 Employees who cease employment<sup>10</sup>

### Permanent Workforce Voluntary Turnover

	2010/11		2017/18	2018/19
Average no. of permanent employees	3653		2767	2751
No. of permanent, voluntary leavers	249		243	259
Turnover	6.8%		8.8%	9.4%

- Voluntary turnover remains consistent over the past five years.

### Voluntary Turnover by Gender

	2010/11		2017/18	2018/19
<b>Male:</b>				
Average no. of permanent employees	1028		868	850.5
No. of permanent, voluntary leavers	69		72	94
Turnover	6.7%		8.3%	11.1%
<b>Female:</b>				
Average no. of permanent employees	2625		1900	1900.5
No. of permanent, voluntary leavers	180		171	165
Turnover	6.9%		9.0%	8.7%

- There was a marked increase in turnover of male employees when compared to last year, and the most notable change year-on-year in the past five year period.

There was a two-thirds increase in the number of male leavers from Integra, mainly from the Integra ICT team. There was also a two-thirds increase in male leavers from ECS, mainly in the StreetCare Design & Ops Team. This has coincided with the most notable year-on-year reduction in male employees this year.

### Voluntary Turnover by Age Group

Age group	2010/11		2017/18	2018/19
<b>Less than 20</b>				
Average no. of permanent employees	16		11	13.5
No. of permanent, voluntary leavers	9		0	-
Turnover	56.3%		0	29.6%
<b>20-29</b>				
Average no. of permanent employees	333		239	242.5

<sup>10</sup> Data for FY17/18 has been revised using new calculation methods, and therefore may differ when compared to previous reports.

No. of permanent, voluntary leavers	23		37	28
Turnover	6.9%		15.5%	11.5%
<b>30-39</b>				
Average no. of permanent employees	669		556	547.5
No. of permanent, voluntary leavers	49		55	70
Turnover	7.3%		9.9%	12.8%
<b>40-49</b>				
Average no. of permanent employees	1189		726	693.5
No. of permanent, voluntary leavers	62		52	54
Turnover	5.2%		7.2%	7.8%
<b>50-59</b>				
Average no. of permanent employees	1036		886	901.5
No. of permanent, voluntary leavers	39		49	56
Turnover	3.8%		5.5%	6.2%
<b>60-64</b>				
Average no. of permanent employees	312		240	241
No. of permanent, voluntary leavers	39		28	24
Turnover	12.5%		11.7%	10.0%
<b>65+</b>				
Average no. of permanent employees	99		111	111.5
No. of permanent, voluntary leavers	28		22	23
Turnover	28.30%		19.8%	20.6%

- **There has been a notable reduction in turnover in the 20-29 age group (down 4%), but remains above the council as a whole. Other age groups also saw increases.**
- **There has been a significant increase in voluntary turnover within the under 20 post holders group this year.**
- **There was an increase in turnover of 30-39 year old employees compared to last year, the most notable increase in the last five years**
- **The 65+ aged employees group continues to have one of the highest levels of voluntary turnover, and has trended upwards since FY 15/16.**

The increase in turnover of employee's ages under 20 is concurrent with an increase this year in the number of employees of that age. However, turnover in the under 20 group it is still slightly below the turnover rates seen between FY 14/15 and FY 16/17. The leavers during FY 18/19 from this group were almost exclusively cleaning operatives from Integra.

The significant reduction in 20-29 age voluntary leavers was mainly seen in Access & Response and Preventative Services teams of Integrated Children's Services.

The primary reason for increase in turnover of 30-39 year old employees was due to voluntary leavers from Integra almost doubling compared with last year. This

turnover reduction is simultaneous with a reduction in the number of 30-39 year old employees in the council, compared with the previous year.

Voluntary turnover in the 65+ group is to be somewhat expected due to the pension eligibility of many in this group, evidenced by three-quarters of voluntary leavers in this group leaving through retirement. It should be noted the number of 65+ aged employees has remained static compared to last year.

### Voluntary Turnover by Disability

	2010/11		2017/18	2018/19
<b>Disabled</b>				
Average no. of permanent employees	164		112	113
No. of permanent, voluntary leavers	10		10	-
Turnover	6.1%		8.9%	6.2%
<b>Non-disabled</b>				
Average no. of permanent employees	3154		1945	1818.5
No. of permanent, voluntary leavers	209		151	160
Turnover	6.6%		7.8%	8.8%
<b>Prefer not to say</b>				
Average no. of permanent employees	11		6	6
No. of permanent, voluntary leavers	3		0	0
Turnover	28.6%		0	0
<b>Unknown</b>				
Average no. of permanent employees	325		703.5	813.5
No. of permanent, voluntary leavers	27		82	92
Turnover	8.3%		11.7%	11.3%

- The number of disabled staff voluntarily leaving this year has fallen, reducing turnover by almost 3% when compared to last year.
- This is in absence of a reduction in the number of disabled post holders, which remains consistent with last year.

### Voluntary Turnover by Sexual Orientation

	2010/11		2017/18	2018/19
<b>Bisexual</b>				
Average no. of permanent employees	4		10	12.5
No. of permanent, voluntary leavers	0		2	-
Turnover	0		20.0%	24.0%
<b>Gay man</b>				

Average no. of permanent employees	2		6.5	6.5
No. of permanent, voluntary leavers	1		0	-
Turnover	66.7%		0	46.2%
<b>Gay woman</b>				
Average no. of permanent employees	8		11	13
No. of permanent, voluntary leavers	0		1	-
Turnover	0		9.1%	15.4%
<b>Heterosexual/Straight</b>				
Average no. of permanent employees	592		1131.5	1297.5
No. of permanent, voluntary leavers	57		124	135
Turnover	9.6%		11.0%	10.4%
<b>Other</b>				
Average no. of permanent employees	1		3.5	4
No. of permanent, voluntary leavers	0		1	-
Turnover	0		28.6%	25.0%
<b>Prefer not to say</b>				
Average no. of permanent employees	45		50.5	62
No. of permanent, voluntary leavers	3		6	-
Turnover	6.7%		11.9%	9.7%
<b>Unknown</b>				
Average no. of permanent employees	3002		1554	1355.5
No. of permanent, voluntary leavers	188		109	109
Turnover	6.3%		7.0%	8.0%

- There has been an increase in turnover in bisexual employees, gay male employees and gay female employees when compared to this year.
- This is not in conjunction with an increase in the number of post holders identifying to these protected groups.

The majority of these voluntary leavers were from CAH.

#### Voluntary Turnover by Religion/Belief

	2010/11		2017/18	2018/19
<b>Buddhist</b>				
Average no. of permanent employees	5		8	7.5
No. of permanent, voluntary leavers	1		1	-
Turnover	20.0%		12.5%	13.3%
<b>Christian</b>				
Average no. of permanent employees	348		519	583
No. of permanent, voluntary leavers	32		47	60

Turnover	9.2%		9.1%	10.3%
<b>Hindu</b>				
Average no. of permanent employees	1		4	5
No. of permanent, voluntary leavers	0		0	0
Turnover	0		0	0
<b>Jewish</b>				
Average no. of permanent employees	3		3	2
No. of permanent, voluntary leavers	0		2	0
Turnover	0		66.7%	0
<b>Muslim</b>				
Average no. of permanent employees	3		5	5.5
No. of permanent, voluntary leavers	1		1	0
Turnover	33.3%		20%	0
<b>Sikh</b>				
Average no. of permanent employees	1		1	2.5
No. of permanent, voluntary leavers	0		0	-
Turnover	0		0	40.0%
<b>No religion</b>				
Average no. of permanent employees	238		594.5	692.5
No. of permanent, voluntary leavers	25		73	81
Turnover	10.5%		12.3%	11.7%
<b>Any other religion</b>				
Average no. of permanent employees	11		12	15
No. of permanent, voluntary leavers	0		2	-
Turnover	0		16.7%	6.7%
<b>Prefer not to say</b>				
Average no. of permanent employees	41		67	80.5
No. of permanent, voluntary leavers	2		7	-
Turnover	4.9%		10.4%	7.5%
<b>Unknown</b>				
Average no. of permanent employees	3004		1553.5	1357.5
No. of permanent, voluntary leavers	188		110	109
Turnover	6.3%		7.1%	8.0%

- There has been a noticeable increase in turnover of Christian employees this year.
- However, there has been a corresponding increase in the number of employees who identify as Christian.

## Voluntary Turnover by Ethnicity

	2010/11		2017/18	2018/19
<b>Arab</b>				
Average no. of permanent employees	0		0	0
No. of permanent, voluntary leavers	0		1	0
Turnover	0		100%	0
<b>Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)</b>				
Average no. of permanent employees	33		24	25.5
No. of permanent, voluntary leavers	1		2	-
Turnover	3.1%		8.3%	11.8%
<b>Black/Black British (African, Caribbean, Other)</b>				
Average no. of permanent employees	48		42.5	42
No. of permanent, voluntary leavers	1		3	-
Turnover	2.1%		7.1%	9.5%
<b>Chinese</b>				
Average no. of permanent employees	8		5	5
No. of permanent, voluntary leavers	1		1	0
Turnover	13.3%		20%	0
<b>Gypsy Roma/Traveller of Irish Heritage</b>				
Average no. of permanent employees	0		0	0
No. of permanent, voluntary leavers	0		0	0
Turnover	0		0	0
<b>Mixed (White &amp; Asian, White &amp; Black African, White &amp; Black Caribbean, Other)</b>				
Average no. of permanent employees	22		30.5	37
No. of permanent, voluntary leavers	1		2	-
Turnover	4.5%		6.6%	13.5%
<b>White – English/Welsh/Scottish/Northern Irish/British</b>				
Average no. of permanent employees	3185		2162.5	2153.5
No. of permanent, voluntary leavers	214		176	185
Turnover	6.7%		8.1%	8.6%
<b>White – Irish</b>				
Average no. of permanent employees	33		23.5	23
No. of permanent, voluntary leavers	3		0	-
Turnover	9.2%		0	8.7%
<b>White – Other</b>				
Average no. of permanent employees	46		47.5	53
No. of permanent, voluntary leavers	6		10	-
Turnover	13.0%		21.1%	13.2%
<b>Other ethnic group</b>				

Average no. of permanent employees	10		8	5.5
No. of permanent, voluntary leavers	0		1	-
Turnover	0		12.5%	18.2%
<b>Prefer not to say</b>				
Average no. of permanent employees	22		22.5	9
No. of permanent, voluntary leavers	1		2	-
Turnover	4.5%		8.9%	33.3%
<b>Unknown</b>				
Average no. of permanent employees	248		399.5	397.5
No. of permanent, voluntary leavers	21		45	49
Turnover	8.5%		11.3%	12.3%

- The majority of increases or decreases in voluntary turnover by ethnicity when compared to last year are in line with a concurrent change in number of employees identifying in that group.

#### Permanent Workforce Redundancy Turnover

	2010/11		2017/18	2018/19
Average no. of permanent employees	3653		2767	2751
No. of permanent employees who were made redundant	73		79	12
Turnover	2.0%		2.9%	0.4%

- The significant fall in redundancy turnover this year was primarily due to the reduction in the number of service reviews.

Examples of service reviews resulting in redundancies in the previous year include those in Residential Services for Old People Team of CAH and Community Cultural Services Team of ECS last year.

### 3.7 Length of service in years of permanent staff

#### Permanent Workforce Length of Service

	2010/11		2017/18	2018/19
Average length of service	9		10	10
Headcount of permanent staff	3544		2745	2749

### Length of Service by Gender

	2010/11		2017/18	2018/19
Male average length of service	10		10	10
Female average length of service	9		10	10

### Length of Service by Disability

	2010/11		2017/18	2018/19
Disabled average length of service	10		11	12
Non-disabled average length of service	10		12	13
Prefer not to disclose disability average length of service	8		13	11
Unknown disability average length of service	4		4	4

- There was an increase in the average length of service of disabled employees this year.

### Length of Service by Age Group

	2010/11		2017/18	2018/19
<20	2		1	1
20-29	4		3	3
30-39	12		6	6
40-49	9		10	10
50-59	6		13	13
60+	13		13	13

### Length of Service by Sexual Orientation

	2010/11		2017/18	2018/19
Bisexual	2		2	4
Gay man	7		3	4
Gay woman	4		6	7
Heterosexual/Straight	5		6	6
Other	25		10	10
Prefer not to say	8		7	7
Unknown	10		14	14



- Most minority sexual orientation groups saw an increase in length of service this year.

#### Length of Service by Religion/Belief

	2010/11		2017/18	2018/19
Buddhist	2		4	5
Christian	6		7	8
Hindu	15		6	7
Jewish	5		7	8
Muslim	6		10	9
Sikh	7		2	2
Any other religion	6		8	7
No religion	4		5	5
Prefer not to say	7		8	7
Unknown	10		14	14

- Apart from the 'any other religion' group, all other groups of employees who identify with a religion/belief group saw an increase in length of service this year.

#### Length of Service by Ethnicity

	2010/11		2017/18	2018/19
Arab	N/A		N/A	N/A
Asian/Asian British (Indian, Pakistani, Bangladeshi, Other)	7		9	9
Black/Black British (African, Caribbean, Other)	8		11	11
Gypsy Roma/Traveller of Irish Heritage	N/A		N/A	N/A
Mixed (White & Asian, White & Black African, White & Black Caribbean, Other)	7		7	6
White British	10		11	11
White Irish	10		10	10
White Other	7		6	6
Chinese	8		9	10

Other Ethnic Group	9		12	13
Prefer not to say	4		5	10
Unknown	4		5	6

- The notable changes this year from last year are an increase in average length of service of Chinese employees, employees of ‘other ethnic groups’.
- There was also a reduction in the average length of service of mixed ethnicity employees.

### 3.8 Employees commencing and returning from maternity leave

	2010/11		2017/18	2018/19
No. of employees commencing maternity leave	29		43	47
No. of employees returning from maternity leave	32		36	35

- Employees returning from maternity remains consistent when compared to last year.

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

### 3.9 Flexible working

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

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

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

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