

**CAMBRIDGE CITY COUNCIL**

**To: Equalities Panel Meeting**

**Date: 18<sup>th</sup> June 2012**

**Report by: Head of HR**

**Equality in Employment – End of year Update Workforce Report,  
April 2011 - March 2012**

## Contents

Section		Page
One	Purpose	3
Two	Workforce Profile – Employee numbers and targets	3
Three	Recruitment Profile	6
Four	Training	7
Five	Disciplinary, Capability, Grievance and Redundancy	8
Six	Starters	10
Seven	Leavers	10
Eight	Pay Bands	11
Nine	Summary	11

## **1. Purpose**

- 1.1 The purpose of this report is to update the Equalities Panel on the workforce profile as at March 2012.

## **2. Workforce Profile – Employee numbers and targets**

- 2.1 The Equality Act 2010 was implemented on 1<sup>st</sup> October 2010 and covers nine protected characteristics on the grounds upon which discrimination is unlawful. These are race, disability, gender, gender reassignment, sexual orientation, age, religion or belief, marriage and civil partnership, pregnancy and maternity.
- 2.2 The following information sets out the Council's workforce profile as at 31<sup>st</sup> March 2012 in relation to ethnicity, disability, gender, age, religion or belief and sexual orientation. All the data shown is in headcount – not full time equivalents
- 2.3 Our workforce data was updated by staff completing data validation forms at the end of 2011 and this report reflects those updates.
- 2.4 Cambridge City Council's Single Equality Scheme was approved by Strategy & Resources Committee in March 2012. This contains an Action Plan over 2012/2015 with two key objectives in relation to employment issues:
- To ensure that the City Council's employment policies and practices are non-discriminatory and compliant with equalities legislation as a minimum standard.
  - To work towards a more representative workforce within the City Council.
  - The Council's targets for BAME and disabled representation will be reviewed when the 2011 Census data is available (likely mid 2012)

## **2.5 Ethnicity**

In March 2012, 7.20% of all staff declared themselves to be BAME (Black, Asian and Minority Ethnic), which is up slightly from 6.85% in March 2011. This equates to 71 BAME members of staff in March 2012 in comparison with 73 BAME members of staff in March 2011. Our target for 2011/12 is 8.5%.

- Please see appendices 1 and 2 for the Council's workforce profile.
- The highest representation of minority ethnic staff is shared between Asian or Asian British: Indian (1.12%) and Black or Black British: African (1.12%) followed by Asian or Asian British:Other (1.01%) and Black or Black British:Caribbean (1.01%). Mixed:White & Asian (0.81%) are then followed by Asian or Asian British:Bangladeshi (0.51%).
- There is a low number of BAME staff from the Chinese community with 0.20% of our staff being Chinese. This figure remains low in comparison with the Chinese community which is the highest single ethnic minority in Cambridge City with 3% of the total population being Chinese (CCC Best Value Residence Survey Sept/Nov 2006).

- The overall staff numbers have reduced by 69 from 1079 in April 2011 to 1010 in March 2012.
- According to the census in 2001 around 10% of Cambridge population are from the BAME community (Black, Asian and Minority Ethnic). BAME refers to those in Mixed, Asian or Asian British, Black or Black British, Chinese and Other ethnic groups.

## 2.6 Disability

Currently, 5.05% of the Council's workforce declares themselves as disabled, which equates to 51 staff. This is higher than the March 2011 figure of 43 (3.99%). The main reason for the increase in this percentage has been changes in self-declaration through the data validation exercise. Our target for the total number of disabled employees was 4.5% for 2011/12.

- Please see appendix 3 for the Council's workforce profile.
- We continue our work with the Papworth Trust to improve the representation of the City's workforce by increasing the number of disabled people applying for jobs with the Council. The Council has a 'Work Choice' agreement with the Papworth Trust (formerly known as Workstep), which offers help and support to disabled employees.

## 2.7 Gender

Of our staff, 47.23% are female and 52.77% are male. In March 2011 45.69% of the workforce were female and 54.31% were male.

- Please see appendix 4 for the Council's workforce profile.
- Part time female employees make up 20.20% (204 members of staff) of all staff and part time male employees make up 8.22% (83 members of staff) as detailed below:

Gender	Full Time	Part Time	Total	% Full Time	% Part Time
Male	450	83	533	44.55	8.22
Female	273	204	477	27.03	20.20
<b>Total</b>	<b>723</b>	<b>287</b>	<b>1010</b>	<b>71.58</b>	<b>28.42</b>

## 2.8 Age

The highest percentage of Council staff are now in the 45-54 age group (31.98%). This is followed by the 35-44 age group (26.14%), then the 25-34 age group (20.99%). The age profile has remained very similar since March 2011.

- Please see appendix 5 for the Council's workforce profile.
- We have 26 staff aged 24 or under and 7 staff aged 65 or over.
- There are 2 apprentices employed in Waste and Fleet. Streets and Open Spaces have worked in partnership with Nordic Pioneer and 8 young people undertook NVQ 2 training in 2011. One of these young people was successful in being appointed to a job with Cambridge City through recruitment. It is anticipated that we will continue this scheme with another 12 placements being

offered in 2012. Community Development – CHYPPS, are in the process of recruiting 2 full time apprentice project workers to start in September 2012.

- 18.3% of the Council's workforce is 55 or over.
- Appendix 6 shows that 405 staff (40.10%) have been working for the Council 10 years or more. 94 staff (9.31%) have been working for the Council less than a year, this figure has increased from 49 last year.

## 2.9 Religion or Belief

The Council's current workforce profile in relation to religion or belief is shown in the table below.

- 41.98% of the Council's staff declare themselves as Christians. 27.23% state that they have no religion or belief.

Count of Employees Religion/Belief	March 2012		March 2011	
	Total	%	Total	%
Buddhist	3	0.30	3	0.28
Christian	424	41.98	444	41.15
Hindu	5	0.50	5	0.46
Jewish	1	0.10	1	0.09
Muslim	14	1.39	13	1.20
Sikh	2	0.20	2	0.19
None	275	27.23	279	25.86
Other	32	3.17	33	3.06
Refuse/Not Specified	254	25.15	299	27.71
<b>Grand Total</b>	<b>1010</b>	<b>100.00</b>	<b>1079</b>	<b>100.00</b>

## 2.10 Sexual Orientation

The Council's current workforce profile in relation to sexual orientation is shown below:

Count of Employees Sexual Orientation	March 2012		March 2011	
	Total	%	Total	%
Bisexual	13	1.29	10	0.93
Gay	10	0.99	6	0.56
Heterosexual	622	61.58	654	60.61
Lesbian	3	0.30	5	0.46
Other	3	0.30	5	0.46
Questioning	5	0.50	4	0.37
Refuse/Not Specified	354	35.05	395	36.61
<b>Grand Total</b>	<b>1010</b>	<b>100.00</b>	<b>1079</b>	<b>100.00</b>

- 61.58% of the Council's staff declare themselves as heterosexual.
- 2.58% declare their sexual orientation as being lesbian, gay or bisexual, which has increased slightly from 1.95% in March 2011 and 35.05% prefer not to say (36.61% in March 2011).

### 3. Recruitment Profile

#### 3.1 Ethnicity

Appendices 7 and 8 show ethnicity in relation to recruitment April 2011 - March 2012 compared to April 2010 - March 2011. The figures below are a summary and reflect numbers of applicants who were successful at interviews.

	April 2011 – March 2012		April 2010 – March 2011	
Applications	All applicants	BAME	All applicants	BAME
Received	1704	247 (14.05%)	1223	185 (15.13%)
Shortlisted	473 (27.7%)	52 (10.99%)	342 (27.96%)	39 (11.40%)
Appointed	145 (8.51%)	15 (10.34%)	108 (8.8%)	12 (11.11%)

- The percentage of BAME applications has been lower in 2011/12 at 14.05% compared to 15.13% in 2010/11.
- The number of BAME candidates shortlisted in 2011/12 was 10.99% compared to 11.40% in 2010/11 and 10.34% were appointed compared to 11.11% in 2010/11.
- Our profile of BAME staff is 7.2% and our target is 8.5%, the figures shown above exceed our profile and target.

#### 3.2 Disability

Appendices 7 and 8 show disability in relation to recruitment April 2011 – March 2012 compared to April 2010 - March 2011. The figures below are a summary and reflect numbers of applicants who were successful at interviews.

	April 2011 – March 2012		April 2010 – March 2011	
Applications	All applicants	Disabled	All applicants	Disabled
Received	1704	72 (4.23%)	1223	48 (3.92%)
Shortlisted	473 (27.7%)	22 (4.65%)	342 (27.96%)	12 (3.51%)
Appointed	145 (8.51%)	6 (4.14%)	108 (8.8%)	2 (1.85%)

- The percentage of applications received from disabled applicants has increased slightly from 3.92% between April 2010-March 2011 to 4.23% between April 2011-March 2012.
- The percentage of shortlisted disabled applicants is higher in the time frame from April 2011 – March 2012 (4.65%) in comparison to April 2010 – March 2011 (3.51%).
- 6 disabled applicants were appointed during April 2011 – March 2012 (4.14%), which is an increase from April 2010 – March 2011 when there were 2 appointed (1.85%).

- Having and displaying the “Two Ticks” symbol remains a Council commitment. The symbol is a recognition, which Jobcentre Plus gives to employers who have agreed to make certain positive commitments regarding the employment, retention, training and career development of disabled people.
- The Council will continue our work with the Papworth Trust to increase the number of disabled applicants applying to us.
- Our profile of disabled staff is 5.05% and our target is 4.5%, the figures shown above are below our current profile of staff.

### 3.3 Age

Appendices 7 and 8 show age in relation to recruitment April 2011 – March 2012 compared to April 2010 - March 2011.

- Average applications per job have decreased slightly from 11.32 in April 2010 – March 2011 to 10.85 in April 2011 to March 2012.
- At application stage and appointment stage the 25 – 34 year age group is predominant

### 3.4 Vacancies by pay band

Appendix 9 shows the vacancies by pay band for 2011/12, together with total applications, and of that, the number of BAME applicants.

## 4. Training

The Council monitors attendance at Corporate Learning and Development staff training courses in terms of diversity. A total of 150 courses were held from April 2011 – March 2012 compared to 136 courses (excluding corporate induction courses) from April 2010 - March 2011 (see information below):

#### April 2011 – March 2012

Non BAME	BAME	Not given	Female	Male	Not given	54 and under	55 and over	Not given	Disabled	Non disabled	Not given
827	68	14	491	418	0	760	149	0	52	857	0
909			909			909			909		
90.9%	7.5%	1.5%	54%	46%	0%	83.6%	16.4%	0%	5.7%	94.3%	0%

#### April 2010 – March 2011

Non BAME	BAME	Not given	Female	Male	Not given	54 and under	55 and over	Not given	Disabled	Non disabled	Not given
652	47	0	302	397	0	555	144	0	34	665	0
699			699			699			699		
93.3%	6.7%	0%	43.2%	56.8%	0%	79.4%	20.6%	0%	4.9%	95.1%	0%

- 7.5% of staff attending training in April 2011 to March 2012 declared themselves as BAME, which is in line with the percentage of BAME people in the workforce 7.2% (some staff have attended more than one course). From April 2010 – March 2011, 6.72% of BAME staff attending training and 6.85% of the total workforce declared themselves as BAME.
- The percentage split of the council's workforce is 47.23% females and 52.77% males. 54% of staff attending training are female and 46% are male. More women

than men attended training over this period compared with the previous year when more men attended training (56.8%).

- 83.6% of staff were 54 and under and 16.4% of staff were 55 and over. This profile is similar to the 2009/10 and the 2010/11 profile for age
- 52 staff on training declare themselves as disabled and 857 as non disabled. These figures show that the percentage of disabled staff attending training (5.7%) is higher than the total percentage of disabled staff employed by the council (5.05%). From April 2010 – March 2011 4.9% of staff attending training declared themselves as disabled.
- As part of the HR induction training a ½ day training session is delivered for all new staff on equalities. There is also a shorter 30 minutes diversity slot delivered as part of the full day's staff induction.
- The Corporate Learning and Development Programme includes a diversity course (staff and managers). All equalities training sessions have been updated to reflect changes to legislation following the implementation of the Equality Act 2010.

## 5. Disciplinary, Capability, Grievance and Redundancy

Disciplinary, Capability, Grievance and Redundancy cases are monitored in terms of diversity as outlined below.

### 5.1 Disciplinary

During the period from April 2011 – March 2012, 10 people (0.99%) have been involved in disciplinary cases, compared to 20 people from April 2010 – March 2011, which is broken down as follows:

	Non BAME	BAME	Not given	Female	Male	Not given	Under 55	55 or over	Not given	Disabled	Non disabled	Not given
April 2011 - March 2012	9	1	0	2	8	0	8	2	0	0	10	0
April 2010 - March 2011	20	0	0	5	15	0	15	5	0	0	20	0

- 8 male and 2 female workers were involved in disciplinary cases.
- 1 BAME staff and no disabled staff have had a disciplinary case in this period.
- 2 members of staff who were 55 years of age or over were involved in a case.



## 5.2 Capability

There were 2 capability processes in the period April 2011 – March 2012. None of which were from the protected groups.

	Non BAME	BAME	Not given	Female	Male	Not given	Under 55	55 or over	Not given	Disabled	Non disabled	Not given
April 2011 – March 2012	2	0	0	0	2	0	2	0	0	0	2	0
April 2010 – March 2011	2	2	0	0	4	0	4	0	0	1	3	0

## 5.3 Grievance

11 people (1.09%) raised individual grievances and there was one collective grievance during April - March 2012. Compared to 7 people during April 2010 - March 2011. Six were female, none were disabled, none were BAME and one was 55 or over.

	Non BAME	BAME	Not given	Female	Male	Not given	Under 55	55 or over	Not given	Disabled	Non disabled	Not given
April 2011 to March 2012	10	0	1	6	5	0	9	1	1	0	10	1
April 2010 to March 2011	5	2	0	3	4	0	6	1	0	1	6	0

## 5.4 Redundancy

In the same time period the Council made 16 people (1.58%) redundant, compared to 19 people from April 2010 – March 2011, which can be broken down as follows:

	Non BAME	BAME	Not given	Female	Male	Not given	Under 55	55 or over	Not given	Disabled	Non disabled	Not given
April 2011 to March 2012	15	1	0	6	10	0	9	7	0	1	15	0
April 2010 to March 2011	18	1	0	11	8	0	8	11	0	1	18	0

	FT	PT
Female	4	2
Male	7	3

- 7 people aged 55 or over were made redundant.
- 1 BAME staff member was made redundant.
- 1 disabled member of staff was made redundant.

## 5.5 Bullying and Harassment

There has been one new bullying and harassment case from April 2011 – March 2012.

## 6. Starters

All new appointments made are monitored in terms of race, gender and disability (please see Appendices 10 and 11) and cover internal as well as external recruitment.

- The Council has made 145 new appointments from April 2011 – March 2012 whereas 108 appointments were made between April 2010 - March 2011.
- 94 (65%) were external appointments and 51 (35%) were internal appointments, compared to 66 (61%) external and 42 (39%) internal appointments between April 2010 – March 2011. Of the 51 internal appointments between April 2011 and March 2012, 18 were promotions (increased pay band) and of the 18, 13 were female, 5 male, none were disabled, 2 were BAME and 1 was under 55.
- Of the 145 appointments made 5 were disabled, 84 were women and 15 were from the BAME community. Between April 2010 – March 2011, of the 108 new appointments 2 were disabled, 60 were women and 12 were BAME.

## 7. Leavers

The purpose of monitoring leavers in terms of diversity (see Appendices 12 and 13) is to highlight whether a disproportionate number of women, disabled or BAME people are leaving the council in comparison to our overall staff turnover.

From April 2011 to March 2012 150 staff left the Council and figures show that out of these 6 were disabled, 67 were women and 12 were BAME. Reasons for leaving are shown in the table below:

	Reason for leaving
53	Voluntary
4	Dismissal
10	End of contract
2	Death in service
4	Career break
16	Redundancy
23	Retirement
38	TUPE
<b>150</b>	

Turnover during the period 2011-2012 is 5.1% based on voluntary leavers as a percentage of the average number of employees.

Appendices 12 and 13 show changes from the April 2010 – March 2011 figures as displayed below.

- From April 2011 – March 2012 4.05% of all leavers were disabled against 4.39% from April 2010 – March 2011.
- From April 2011 – March 2012 8.11% of all leavers were BAME against 10.53% from April 2010 – March 2011.
- From April 2011 – March 2012 44.62% of all leavers were women against 53.04% from April 2010 – March 2011.

Appendix 14 shows the number of leavers by pay band in 2011/12 and 2010/11. The highest percentage of leavers was in Band 5 in 2011/12 and Band 3 in 2010/11.

Appendix 15 shows the analysis of completed exit questionnaires. These are completed voluntarily and can be completed anonymously. For 2011/12 these were completed by 42 people.

## **8. Pay Bands**

### **8.1 Ethnicity**

We are performing well against our set target of 8.5% for 2011/12 of BAME representation within the lower pay bands 1 and 2.

- Please see appendices 1 and 2 for the Council's workforce profile.
- However, we are below target for the higher pay bands particularly band 9 where we do not have any BAME staff represented.
- Representation of BAME staff in pay bands 2, 4, 6 and 8 has increased since March 2011.

### **8.2 Disability**

Our current target for disabled employees 2011/12 is 4.5% (see appendix 3), the council wide figure is 5.05% and we are exceeding our target in bands 1, 3, 4, 7, 9, and Senior Management.

### **8.3 Gender**

Of our 1010 members of staff, 47% are female and 53% are male (see appendix 4).

- Women outnumber men in pay bands 4, 6 and 9. In pay band 9 (£38,042 – £46,370), there is now a higher representation of women (58.82%) than men (41.18%).

#### 8.4 **Age**

All younger employees (18 or under and 19-24) are in the low to mid pay bands 1-5 (see appendix 6). For our remaining age bands there is representation across all grades.

#### 9. **Summary**

We have set ourselves targets for both BAME (8.5%) and disabled (4.5%) staff as a percentage of the workforce. The percentage of staff who declare themselves as BAME has increased slightly from 6.85% at the end of March 2011 to 7.20% in March 2012.

The Council's targets for BAME and disabled representation will be reviewed when the 2011 Census data is available (likely mid 2012).

The percentage of staff who declare themselves as disabled has increased slightly from 3.99% at the end of March 2011 to 5.05% in March 2012.

Our representation of male (53%) and female (47%) members is similar to the figures reported at the end of March 2011.

Women are now more represented than men in pay band 9, although men are still more represented at Senior Management level.

The highest percentage of Council staff (31.98%) are now in the 45-54 age group.

The number of BAME candidates who were successful in being appointed (10.34%) is proportionate to the number of shortlisted BAME applicants (10.99%).

The percentage of shortlisted disabled applicants (4.65%) is higher in this period in comparison to April 2010 – March 2011, which was 3.51%.

The average applications per job have decreased from 11.32 in April 2010 – March 2011 to 10.85 in April 2011 to March 2012.

**BAME/Pay Band Profile**

Information Date: 31/03/2012

Ethnic Origin	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	SEN MGT	OTHER	Grand Total	% Ethnicity
Asian or Asian British:Bangladeshi			2	2		1						5	0.51%
Asian or Asian British:Indian	2	1		1	3	1	2			1		11	1.12%
Asian or Asian British:Other	1	6	1	1	1							10	1.01%
Asian or Asian British:Pakistani		1		1		1						3	0.30%
Black or Black British:African		3	2	2	2	2						11	1.12%
Black or Black British:Caribbean		1	4	3	1			1				10	1.01%
Black or Black British:Other		1	1	1								3	0.30%
Chinese or other Ethnic:Chinese			1									1	0.10%
Chinese or other Ethnic:Other						1						1	0.10%
Mixed:Other			1	1	2							4	0.41%
Mixed:White&Asian		4	1		1	2						8	0.81%
Mixed:White&Black African		1		1								2	0.20%
Mixed:White&Black Caribbean		1				1						2	0.20%
Traveller: From a Travelling Community												0	0%
White:British	11	93	204	145	137	129	68	28	17	19		851	86.31%
White:Irish		2	2	2	3	2		1		1		13	1.32%
White:Other	2	13	15	10	4	4	2			1		51	5.17%
<b>Total BAME Employees</b>	3	19	13	13	10	9	2	1	0	1	0	71	<b>7.20%</b>
<b>Total in Payband (BAME Data Supplied)</b>	16	127	234	170	154	144	72	30	17	22	0	986	
<b>BAME %</b>	18.75%	14.96%	5.56%	7.65%	6.49%	6.25%	2.78%	3.33%	0.00%	4.55%	0.00%		

Prefer not to say		2	3	4	3	5					7	24	2.38%
-------------------	--	---	---	---	---	---	--	--	--	--	---	----	-------

Total Workforce within payband	16	129	237	174	157	149	72	30	17	22	7	1010
Percent	1.58%	12.77%	23.47%	17.23%	15.54%	14.75%	7.13%	2.97%	1.68%	2.18%	0.69%	100.00%

**BAME/Pay Band Profile**  
Information Date: 31/03/11

**Appendix 2**

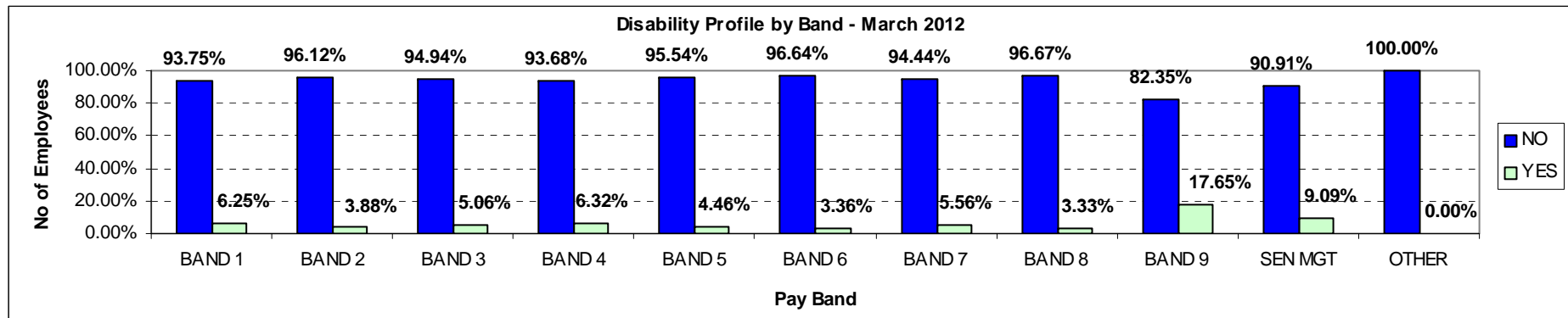
Ethnic Origin	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	SEN MGT	OTHER	Grand Total	% Ethnicity
Asian or Asian British:Bangladeshi			2	1		1						4	0.37%
Asian or Asian British:Indian	2		1	1	3	1	2			1		11	1.02%
Asian or Asian British:Other	1	7	1	1	1							11	1.02%
Asian or Asian British:Pakistani			1			1						2	0.19%
Black or Black British:African		1	2	2	4	1						10	0.93%
Black or Black British:Caribbean		3	5	3	1		1					13	1.20%
Black or Black British:Other		1	1	2								4	0.37%
Chinese or other Ethnic:Chinese			1									1	0.09%
Chinese or other Ethnic:Other						1						1	0.09%
Mixed:Other		1	1	2	3							7	0.65%
Mixed:White&Asian		2		1	1	1						5	0.46%
Mixed:White&Black African		1		1								2	0.19%
Mixed:White&Black Caribbean		1				1						2	0.19%
Traveller: From a Travelling Community												0	0.00%
White:British	11	100	201	159	168	138	68	38	15	18	1	917	84.99%
White:Irish		3	3	1	4	1		1		2		15	1.39%
White:Other	2	13	18	13	6	6	2			1		61	5.65%
<b>Total BAME Employees</b>	3	17	15	14	13	7	3	0	0	1	0	<b>73</b>	<b>6.85%</b>
<b>Total in Payband (BAME Data supplied)</b>	16	133	237	187	191	152	73	39	15	22	1	<b>1066</b>	
<b>BAME %</b>	18.75%	12.78%	6.33%	7.49%	6.81%	4.61%	4.11%	0.00%	0.00%	4.55%	0.00%		

Prefer not to say		1	3	3	3	3						13	1.20%
-------------------	--	---	---	---	---	---	--	--	--	--	--	----	-------

Total Workforce within Payband	16	134	240	190	194	155	73	39	15	22	1	1079
--------------------------------	----	-----	-----	-----	-----	-----	----	----	----	----	---	------

**Disability Profile**

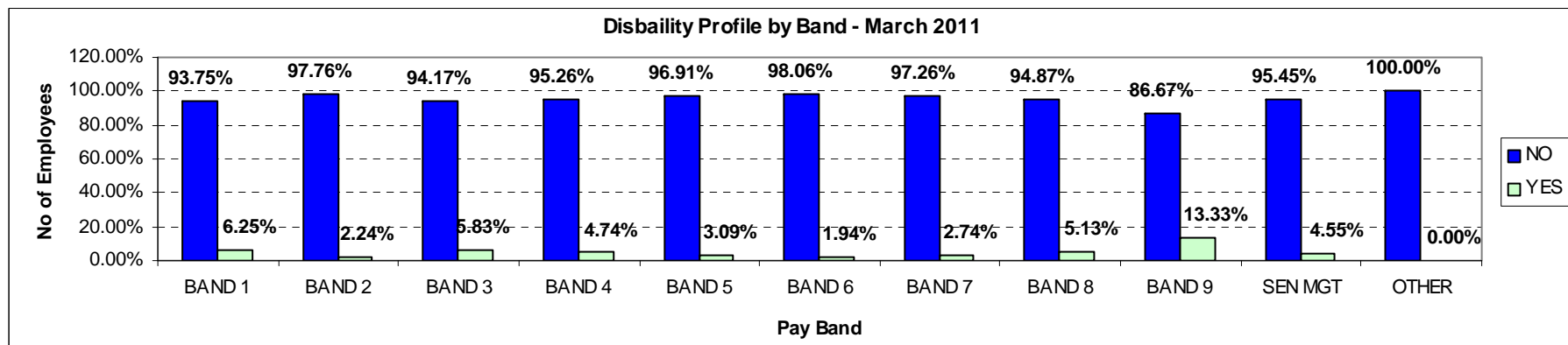
Information Date 31/03/2012



Disabled	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	SEN MGT	OTHER	TOTAL	%
NO	15	124	225	163	150	144	68	29	14	20	7	959	94.95%
YES	1	5	12	11	7	5	4	1	3	2		51	5.05%
												1010	

**Disability Profile**

Information Date 31/03/2011

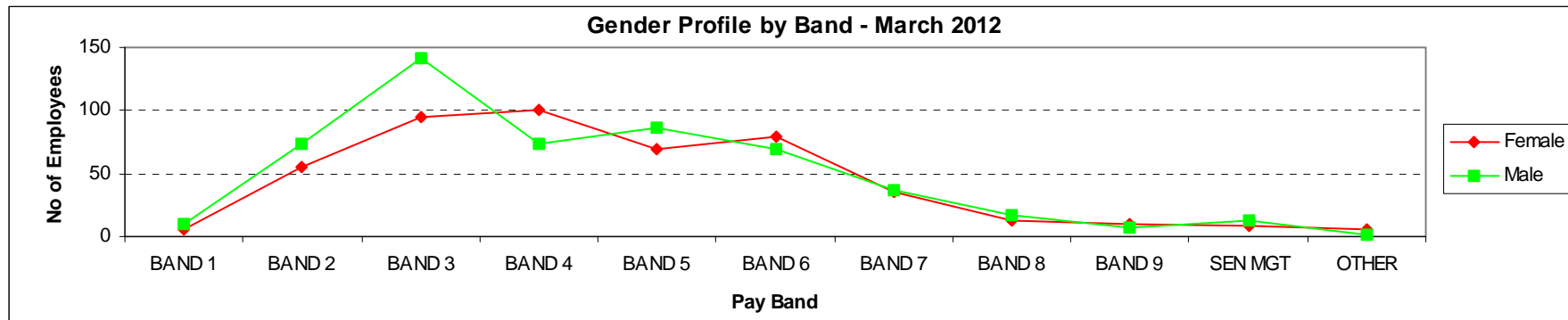


Disabled	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	SEN MGT	OTHER	TOTAL	%
No	15	131	226	181	188	152	71	37	13	21	1	1036	96.01%
Yes	1	3	14	9	6	3	2	2	2	1	0	43	3.99%
												1079	

## Gender Profile

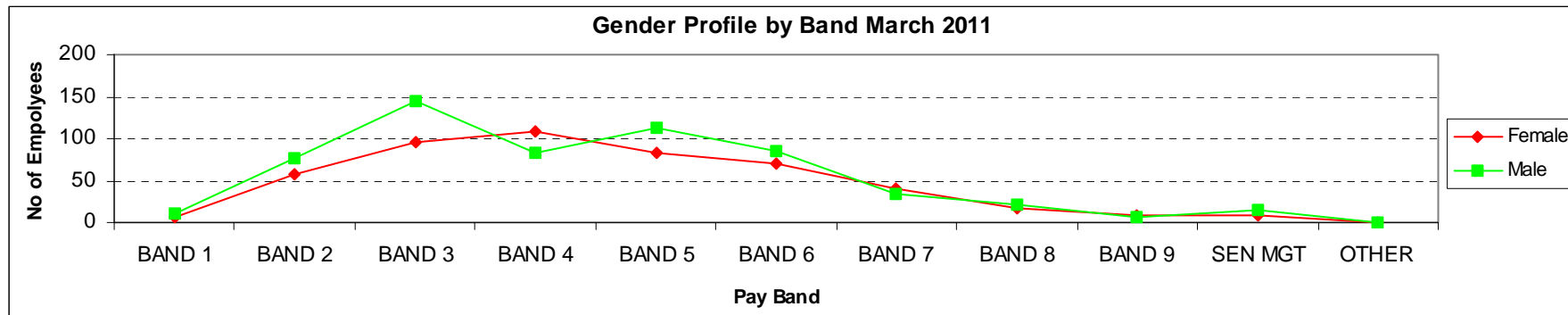
Information Date 31/03/2012

## Appendix 4



## Gender Profile

Information Date 31/03/2011





## Appendix 5

### Age Profile

Information Date 31/03/2012

	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	SEN MGT	OTHER	Total in Age Band	Percent
18 or under	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
19-24		5	14	5	2							26	2.57%
25-34	2	32	40	56	34	38	6		3		1	212	20.99%
35-44	4	41	49	38	49	42	24	11	3	2	1	264	26.14%
45-54	5	24	83	50	46	47	30	14	9	14	1	323	31.98%
55-64	4	27	49	24	26	21	11	5	2	6	3	178	17.62%
65 and over	1		2	1		1	1				1	7	0.69%
Total in Pay Band	16	129	237	174	157	149	72	30	17	22	7	1010	
Percent	1.58%	12.77%	23.47%	17.23%	15.54%	14.75%	7.13%	2.97%	1.68%	2.18%	0.69%		

### Age Profile

Information Date 31/03/2011

	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	SEN MGT	OTHER	Total in Age Band	Percent
18 or Under	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
19 - 24	2	6	8	4	3	1					1	25	2.32%
25 - 34		39	44	67	40	35	6	2				233	21.59%
35 - 44	4	33	47	39	62	44	28	16	5	2		280	25.95%
45 - 54	5	27	86	53	59	49	24	12	7	12		334	30.95%
55 - 64	5	27	55	26	30	25	14	9	3	7		201	18.63%
65 and Over		2		1		1	1			1		6	0.56%
Grand Total	16	134	240	190	194	155	73	39	15	22	1	1079	
Percent	1.48%	12.42%	22.24%	17.61%	17.98%	14.37%	6.77%	3.61%	1.39%	2.04%	0.09%		

## Length of Service Profile

## Appendix 6

Information Date 31/03/2012

Department	Up to 6 months	6 months to 1 yr	1 yr to 2 yrs	2 yrs to 5 yrs	5 yrs to 10 yrs	10 yrs to 20 yrs	20 years +	Total
Chief Executives	2	3	3	7	8	6	1	30
Customer & Community Services	36	21	12	62	114	85	46	376
Environment	22	5	19	78	123	115	64	426
Resources	1	4	3	20	62	47	41	178
<b>Grand Total</b>	<b>61</b>	<b>33</b>	<b>37</b>	<b>167</b>	<b>307</b>	<b>253</b>	<b>152</b>	<b>1010</b>
<b>Percentage</b>	<b>6.04%</b>	<b>3.27%</b>	<b>3.66%</b>	<b>16.53%</b>	<b>30.40%</b>	<b>25.05%</b>	<b>15.05%</b>	

Information Date 31/03/2011

	Up to 6 months	6 months to 1 yr	1 yr to 2 yrs	2 yrs to 5 yrs	5 yrs to 10 yrs	10 yrs to 20 yrs	20 years +	Total
Department								
Chief Executives	3	1	3	6	6	7	2	28
Customer & Community Services	6	11	22	85	125	75	53	377
Environment	14	12	14	103	136	98	73	450
Resources	1	1	2	29	91	49	51	224
<b>Grand Total</b>	<b>24</b>	<b>25</b>	<b>41</b>	<b>223</b>	<b>358</b>	<b>229</b>	<b>179</b>	<b>1079</b>
<b>Percentage</b>	<b>2.22%</b>	<b>2.32%</b>	<b>3.80%</b>	<b>20.67%</b>	<b>33.18%</b>	<b>21.22%</b>	<b>16.59%</b>	

# Recruitment Equal Opportunities Profile April 2011- March 2012

# Appendix 7

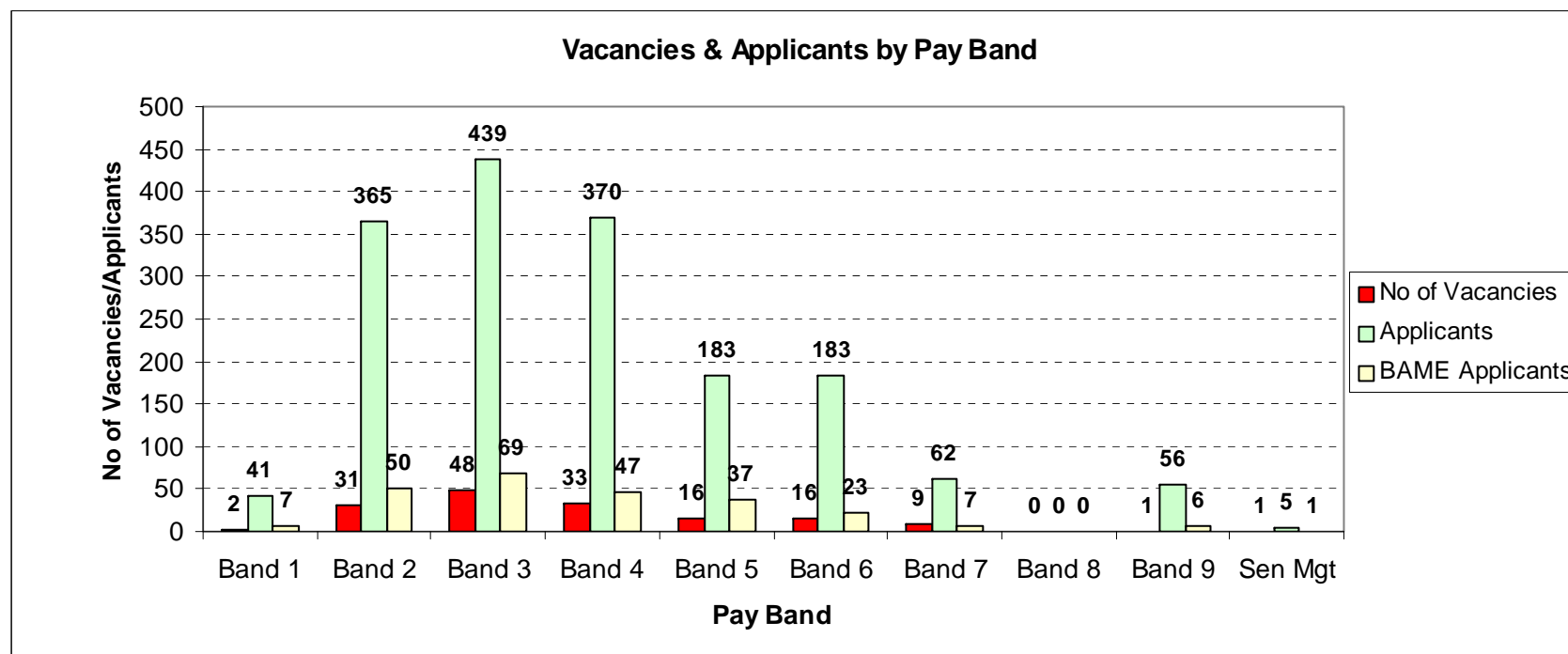
Ethnic Origin	Applications Received						Applicants Shortlisted						Applicants Successful					
	Male	Female	Not Given	Disabled	Age Profile		Male	Female	Not Given	Disabled	Age Profile		Male	Female	Not Given	Disabled	Age Profile	
Asian or Asian British:Bangladeshi	21	15	0	0	<b>Under 18</b>	14	7	3	0	0	<b>Under 18</b>	0	2	1	0	0	<b>Under 18</b>	0
Asian or Asian British:Indian	12	21	0	1	<b>19 -24</b>	311	2	3	0	1	<b>19 -24</b>	60	0	0	0	0	<b>19 -24</b>	17
Asian or Asian British:Other	15	10	0	0	<b>25-34</b>	600	2	4	0	0	<b>25-34</b>	161	0	3	0	0	<b>25-34</b>	56
Asian or Asian British:Pakistani	9	10	0	1	<b>35-44</b>	303		2	0	0	<b>35-44</b>	93	0	1	0	0	<b>35-44</b>	40
Black or Black British:African	21	13	0	0	<b>45-54</b>	308	7	4	0	0	<b>45-54</b>	110	1	0	0	0	<b>45-54</b>	22
Black or Black British:Caribbean	8	6	0	0	<b>55-64</b>	122	1	1	0	0	<b>55-64</b>	40	0	0	0	0	<b>55-64</b>	9
Black or Black British:Other	1	0	0	0	<b>65+</b>	5	0	0	0	0	<b>65+</b>	1	0	0	0	0	<b>65+</b>	0
Chinese or other Ethnic:Chinese	2	9	0	0	Not Given	41	0	2	0	0	Not Given	8	0	0	0	0	<b>Not Given</b>	1
Chinese or other Ethnic:Other	0	2	0	0			0	0	0	0			0	0	0	0		
Mixed:Other	6	10	0	1			3	0	0	1			1	0	0	0		
Mixed:White&Asian	6	17	0	0			2	3	0	0			2	3	0	0		
Mixed:White&Black African	6	8	0	0			1	2	0	0			1	0	0	0		
Mixed:White&Black Caribbean	12	7	0	0			1	2	0	0			0	0	0	0		
Traveller: From a Travelling Community	0	0	0	0			0	0	0	0			0	0	0	0		
White:British	581	626	1	58			171	187	1	18			44	68	1	5		
White:Irish	8	10	0	1			1	4	0	0			1	0	0	0		
White:Other	72	102	0	5			20	24	0	0			8	6	0	0		
Not Given	14	10	2	0			2		1	0			0	0	0	0		
Prefer not to say	13	18	0	5			4	6	0	2			0	2	0	1		
	<b>807</b>	<b>894</b>	<b>3</b>	<b>72</b>	<b>Total</b>	<b>1704</b>	<b>224</b>	<b>247</b>	<b>2</b>	<b>22</b>	<b>Total</b>	<b>473</b>	<b>60</b>	<b>84</b>	<b>1</b>	<b>6</b>	<b>Total</b>	<b>145</b>

# Recruitment Equal Opportunities Profile April 2010- March 2011

# Appendix 8

Ethnic Origin	Applications Received						Applicants Shortlisted						Applicants Successful					
	Male	Female	Not Given	Disabled	Age Profile		Male	Female	Disabled	Age Profile		Male	Female	Disabled	Age Profile			
Asian or Asian British:Bangladeshi	5	6	0	0	<b>Under 18</b>	20	0	0	0	<b>Under 18</b>	2	0	0	0	<b>Under 18</b>	0		
Asian or Asian British:Indian	16	22	0	1	<b>19 -24</b>	163	5	3	1	<b>19 -24</b>	31	1	2	0	<b>19 -24</b>	13		
Asian or Asian British:Other	8	16	0	0	<b>25-34</b>	403	1	6	0	<b>25-34</b>	97	1	3	0	<b>25-34</b>	38		
Asian or Asian British:Pakistani	11	4	0	2	<b>35-44</b>	245	4	0	1	<b>35-44</b>	70	0	0	0	<b>35-44</b>	15		
Black or Black British:African	24	12	0	0	<b>45-54</b>	242	2	5	0	<b>45-54</b>	99	1	1	0	<b>45-54</b>	35		
Black or Black British:Caribbean	5	5	0	1	<b>55-64</b>	86	1	1	0	<b>55-64</b>	23	0	0	0	<b>55-64</b>	7		
Black or Black British:Other	5	0	0	0	<b>65+</b>	3	1	0	0	<b>65+</b>	0	0	0	0	<b>65+</b>	0		
Chinese or other Ethnic:Chinese	0	12	0	0	Not Given	61	0	1	0	Not Given	20	0	0	0	<b>Not Given</b>	0		
Chinese or other Ethnic:Other	2	2	0	0			0	1	0			0	0	0				
Mixed:Other	7	5	0	1			2	2	0			1	1	0				
Mixed:White&Asian	2	3	0	0			2	0	0			0	0	0				
Mixed:White&Black African	5	5	0	4			1	0	1			0	0	0				
Mixed:White&Black Caribbean	2	1	0	0			1	0	0			1	0	0				
Traveller: From a Travelling Community	0	0	0	0			0	0	0			0	0	0				
White:British	474	382	0	33			144	120	7			39	41	2				
White:Irish	8	3	0	0			3	0	0			0	1	0				
White:Other	58	74	0	5			12	16	1			3	10	0				
Prefer not to say	21	17	1	1			3	5	1			1	1	0				

## Recruitment – Vacancies by Pay Band: April 2011 – March 2012



	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	SEN MGT	TOTAL
No Vacancies	2	31	48	33	16	16	9	0	1	1	157
No Applicants	41	365	439	370	183	183	62	0	56	5	1704
% BAME Applicants	17.07%	13.70%	15.72%	12.70%	20.22%	12.57%	11.29%	0.00%	10.71%	20.00%	14.50%

## New Starters Profile

## Appendix 10

### New Starters Profile

April 2011 – March 2012

	Female		Male		Total Starters	% total BAME Starters
	Non-Disabled	Disabled	Non-Disabled	Disabled		
Asian or Asian British:Bangladeshi	1	0	2	0	3	2.10%
Asian or Asian British: Indian	0	0	0	0	0	0.00%
Asian or Asian British:Other	3	0	0	0	3	2.10%
Asian or Aisian British: Pakistani	1	0	0	0	1	0.70%
Black or Black British:African	0	0	1	0	1	0.70%
Black or Black British:Caribbean	0	0	0	0	0	0.00%
Black or Black British:Other	0	0	0	0	0	0.00%
Chinese or other Ethnic: Other	0	0	0	0	0	0.00%
Chinese or other Ethnic: Chinese	0	0	0	0	0	0.00%
Mixed White & Asian	3	0	2	0	5	3.50%
Mixed White & Black African	0	0	1	0	1	0.70%
Mixed White & Black Caribbean	0	0	0	0	0	0.00%
Mixed:Other	0	0	1	0	1	0.70%
Traveller: From a Travelling Community	0	0	0	0	0	0.00%
White:British	65	3	43	2	113	79.02%
White:Irish	0	0	1	0	1	0.70%
White:Other	6	0	8	0	14	9.79%
Total Disabled Female / Male	<b>79</b>	<b>3</b>	<b>59</b>	<b>2</b>	<b>143</b>	<b>100.00%</b>
Total Disabled Percentage Female / Male	<b>3.66%</b>		<b>3.28%</b>			<b>3.50%</b>
Total BAME Female/Male	<b>8</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>15</b>	
Total BAME Percentage Female/Male	<b>5.59%</b>		<b>4.90%</b>			<b>10.49%</b>

Prefer not to say	1	1	0	0	2	<b>1.38%</b>
-------------------	---	---	---	---	---	--------------

Total Female/Male	80	4	59	2	<b>145</b>
Total %	55.17%	2.76%	40.69%	1.38%	<b>100.00%</b>

**New Starters Profile**

April 2010 – March 2011

	Female		Male		Total Starters	% total BAME Starters
	Non-Disabled	Disabled	Non-Disabled	Disabled		
Asian or Asian British:Bangladeshi					0	0.00%
Asian or Asian British: Indian	2		1		3	2.83%
Asian or Asian British:Other	3		1		4	3.77%
Asian or Aisian British: Pakistani					0	0.00%
Black or Black British:African	1		1		2	1.89%
Black or Black British:Caribbean					0	0.00%
Black or Black British:Other					0	0.00%
Chinese or other Ethnic: Other					0	0.00%
Chinese or other Ethnic: Chinese					0	0.00%
Mixed White & Asian					0	0.00%
Mixed White & Black African					0	0.00%
Mixed White & Black Caribbean			1		1	0.94%
Mixed:Other	1		1		2	1.89%
Traveller: From a Travelling Community					0	0.00%
White:British	40	1	38	1	80	75.47%
White:Irish	1				1	0.94%
White:Other	10		3		13	12.26%
Total Disabled Female / Male	<b>58</b>	<b>1</b>	<b>46</b>	<b>1</b>	<b>106</b>	<b>100.00%</b>
Total BAME Female/Male	<b>7</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>12</b>	
Total BAME Percentage Female/Male	<b>6.60%</b>		<b>4.72%</b>			<b>11.32%</b>
Prefer not to say	1		1		2	1.85%
Total Female/Male	59	1	47	1	108	

## Leavers Profile

## Appendix 12

<b>Leavers Profile</b>	Female		Male		Total Leavers	% Total BAME Leavers
<b>April 2011 - March 2012</b>						
	Non Disabled	Disabled	Non Disabled	Disabled		
Asian or Asian British:Bangladeshi	1				1	0.68%
Asian or Asian British:Indian					0	0.00%
Asian or Asian British:Other	1		1		2	1.35%
Asian or Asian British:Pakistani					0	0.00%
Black or Black British:African					0	0.00%
Black or Black British:Caribbean	2		1		3	2.03%
Black or Black British:Other					0	0.00%
Chinese or other Ethnic:Chinese					0	0.00%
Chinese or other Ethnic:Other			1		1	0.68%
Mixed:Other	2		1		3	2.03%
Mixed:White&Asian					0	0.00%
Mixed:White&Black African			1		1	0.68%
Mixed:White&Black Caribbean			1		1	0.68%
Traveller: From a Travelling Community	0	0	0	0	0	0.00%
White:British	46	1	68	3	118	79.73%
White:Irish	1		1		2	1.35%
White:Other	11		3	2	16	10.81%
<b>Total Disabled Female/Male</b>	<b>64</b>	<b>1</b>	<b>78</b>	<b>5</b>	<b>148</b>	100.00%
<b>Total Disabled Percentage Female/Male</b>	<b>1.54%</b>		<b>6.02%</b>			<b>4.05%</b>
<b>Total BAME Female/Male</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>12</b>	
<b>Total BAME Percentage Female /Male</b>	<b>4.05%</b>		<b>4.05%</b>			<b>8.11%</b>
Prefer not to say	2	0	0	0	2	1.33%
Total Female/Male	66	1	78	5	<b>150</b>	
Total %	44.00%	0.67%	52.00%	3.33%	<b>100.00%</b>	



## Appendix 13

<b>Leavers Profile</b> April 2010 - March 2011	Female		Male		Total Leavers	% total BAME Leavers
	Non-Disabled	Disabled	Non-Disabled	Disabled		
Asian or Asian British:Bangladeshi			2		2	1.75%
Asian or Asian British:Indian					0	0.00%
Asian or Asian British:Other					0	0.00%
Asian or Asian British:Pakistani					0	0.00%
Black or Black British:African	2		3		5	4.39%
Black or Black British:Caribbean	2				2	1.75%
Black or Black British:Other					0	0.00%
Chinese or other Ethnic:Other					0	0.00%
Chinese or other Ethnic:Chinese					0	0.00%
Mixed White & Black Asian					0	0.00%
Mixed White & Black Caribbean			1		1	0.88%
Mixed:White&Black African				1	1	0.88%
Mixed:Other	1				1	0.88%
Traveller: From a Travelling Community					0	0.00%
White:British	47	3	43	1	94	82.46%
White:Irish	2				2	1.75%
White:Other	4		2		6	5.26%
<b>Total Disabled Female / Male</b>	<b>58</b>	<b>3</b>	<b>51</b>	<b>2</b>	<b>114</b>	100.00%
<b>Total Disabled Percentage Female / Male</b>	<b>4.92%</b>		<b>3.77%</b>			<b>4.39%</b>
<b>Total BAME Female/Male</b>	<b>5</b>	<b>0</b>	<b>6</b>	<b>1</b>	<b>12</b>	
<b>Total BAME Percentage Female/Male</b>	<b>8.33%</b>		<b>12.77%</b>			<b>10.53%</b>
Prefer not to say	0	0	1	0	0	<b>0.00%</b>
Total Female/Male	58	3	52	2	<b>115</b>	
Total %	50.43%	2.61%	45.22%	1.74%	<b>100.00%</b>	

## Leavers by Pay Band

## Appendix 14

April 2011 – March 2012

Pay Band	Headcount	%	Leavers	%
Band 1: £12489 - £15725	16	1.58%	2	1.33%
Band 2: £15039 - £19126	129	12.77%	29	19.33%
Band 3: £16830 - £22221	237	23.47%	30	20.00%
Band 4: £19621 - £26276	174	17.23%	24	16.00%
Band 5: £22221 - £30851	157	15.54%	34	22.67%
Band 6: £25472 - £34549	149	14.75%	19	12.67%
Band 7: £29236 - £39855	72	7.13%	7	4.67%
Band 8: £33661 - £42500	30	2.97%	3	2.00%
Band 9: £38042 - £46370	17	1.68%	2	1.33%
Senior Management Grades	22	2.18%	0	0.00%
Other	7	0.69%	0	0.00%
<b>Total</b>	<b>1010</b>		<b>150</b>	

April 2010 – March 2011

Pay Band	Headcount	%	Leavers	%
Band 1: £12489 - £15725	16	1.48%	3	2.61%
Band 2: £15039 - £19126	134	12.42%	18	15.65%
Band 3: £16830 - £22221	240	22.24%	30	26.09%
Band 4: £19621 - £26276	190	17.61%	20	17.39%
Band 5: £22221 - £30851	194	17.98%	12	10.43%
Band 6: £25472 - £34549	155	14.37%	15	13.04%
Band 7: £29236 - £39855	73	6.77%	8	6.96%
Band 8: £33661 - £42500	39	3.61%	1	0.87%
Band 9: £38042 - £46370	15	1.39%	2	1.74%
Senior Management Grades	22	2.04%	6	5.22%
Other	1	0.09%	0	0.00%
<b>Total</b>	<b>1079</b>		<b>115</b>	

## Analysis of Exit Questionnaires April 2011 – March 2012

## Appendix 15

Completed on a voluntary basis

Reason for Leaving	Total	%
Promotion - new job	7	26%
Personal reasons	5	19%
Career development opportunity	4	15%
Concerns over future of current job	4	15%
Career break	3	11%
Workload pressures	3	11%
Dissatisfaction with current job	3	11%
Better Pay/Benefits	2	7%
Relocation	2	7%
Retirement	2	7%
Changed work/life balance	2	7%
Relationship with managers/colleagues	2	7%
Education or study	1	4%
To travel	1	4%
End of Fixed Term Contract	1	4%

Top 3 Employee Destinations	Total	%
Private Sector	5	19%
Other	4	15%
Other Local Authority	2	7%
Other Public Sector	2	7%
Voluntary Sector	2	7%