



Equality in Employment

End of Year Workforce
Report

April 2013 – March 2014

Report By: Head of HR

Equalities Panel: 23rd June 2014

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1. Purpose

The purpose of this report is to update the Equalities Panel on the workforce profile as at March 2014.

2. Background

The Equality Act 2010 was implemented on 1st October 2010 and covers nine protected characteristics on the grounds upon which discrimination is unlawful.

These are:

- Ethnicity
- Disability
- Gender
- Gender Reassignment
- Sexual Orientation
- Age
- Religion or Belief
- Marriage and Civil Partnership
- Pregnancy and Maternity

The following information sets out the Council's workforce profile as at 31st March 2014 in relation to ethnicity, disability, gender, age, religion or belief, and sexual orientation. All the data shown is for headcount – not full time equivalents.

The annual update on Cambridge City Council's Single Equality Scheme was considered by the Strategy & Resources Committee in March 2014. The Single Equality Scheme Action Plan covers 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.

During 2014-15 work will begin on reviewing the Single Equality Scheme to cover objectives over the years 2016 to 2019.

At March 2014, the headcount for Cambridge City Council staff was 1,046. This is a decrease of 8 staff since March 2013.

3. Summary

For 2013-14 we set ourselves renewed targets for both BAME (9.5%) and disabled (5.5%) staff as a percentage of the workforce.

The BAME figure has decreased from 7.75% in March 2013, to 7.44% in March 2014. The percentage of disabled staff has risen from 4.74% in March 2013 to 5.07% in March 2014.

The Gender profile for the council remains similar to 2012-13, with approximately 48% female staff and 52% male staff, and the number of staff aged over 65 has increased since March 2012. There has been an increase in staff who have chosen to declare their Sexual Orientation or Religion/Belief.

In light of the information set out in this report, it is recommended that the BAME target remains at 9.5% for 2014-15 and the target for staff with a disability is increased by 1% to 6.5%.

4. Workforce Profile

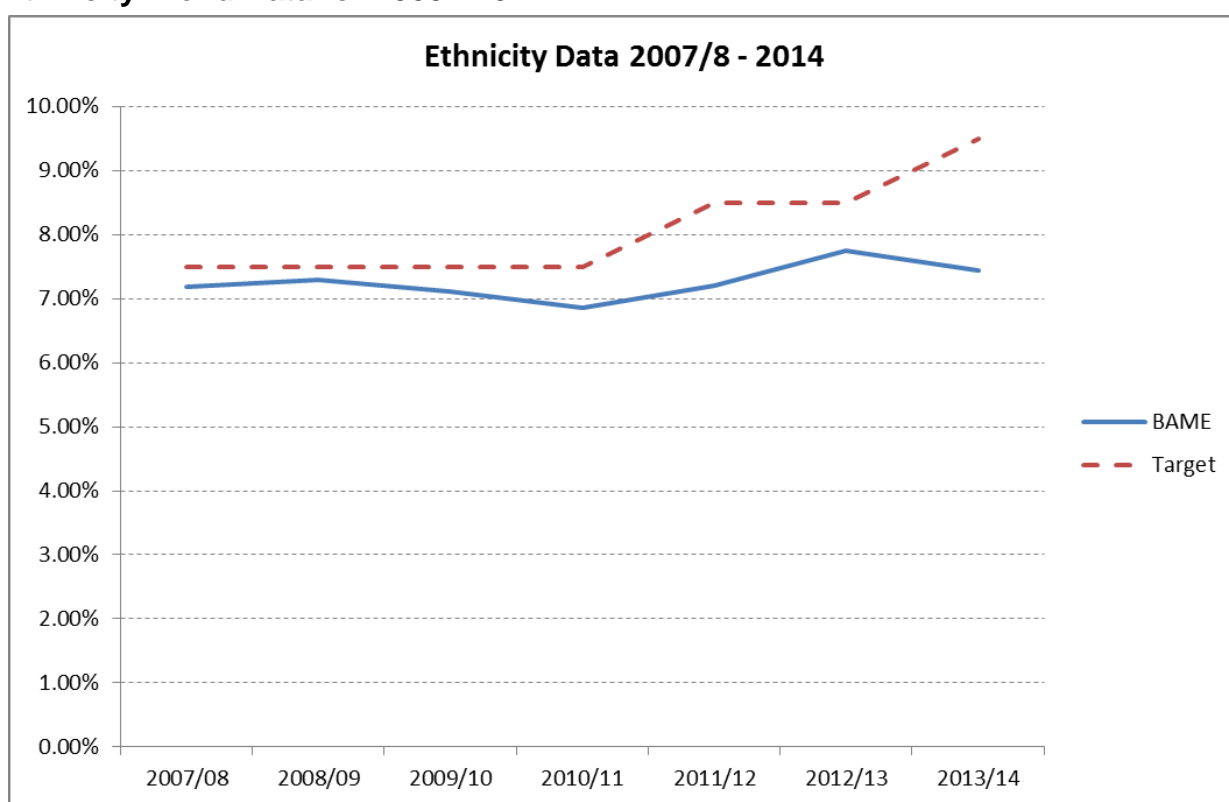
4.1 Ethnicity 2013 - 2014

As at 31st March 2014, 7.44% of all staff declared themselves to be BAME (Black, Asian and Minority Ethnic). Our target for 2013/14 was 9.5%.

There were two new categories added to Ethnicity monitoring in 2014-15. These were Arab and Other Ethnic, and as yet there are no staff who have declared themselves as identifying as one of these groups.

Appendix 1 provides the Council's workforce profile for the year ending 31st March 2014.

4.1.1 Ethnicity Trend Data for 2008 - 2014



The percentage of the workforce declaring themselves as BAME has fallen for the first time since 2010/11. However, the figure continues to be in line with an upwards trend which has been occurring since 2007, and is still higher than any other year in this period apart from 2012/13.

The highest representation of BAME staff is Asian or Asian British: Indian (1.37%), and this continues the trend seen since 2011.

In a continuing trend since at least 2008, Chinese or Other Ethnic: Chinese and Chinese or Other Ethnic: Other continue to be the lowest represented in the workforce (0.20%). This is compared to the Census data for Cambridge City Population in which 2% identify themselves as Chinese.

The number of staff who identify themselves as White:Other has increased from 58 (5.62%) in March 2013 to 71 (6.95%) in March 2014.

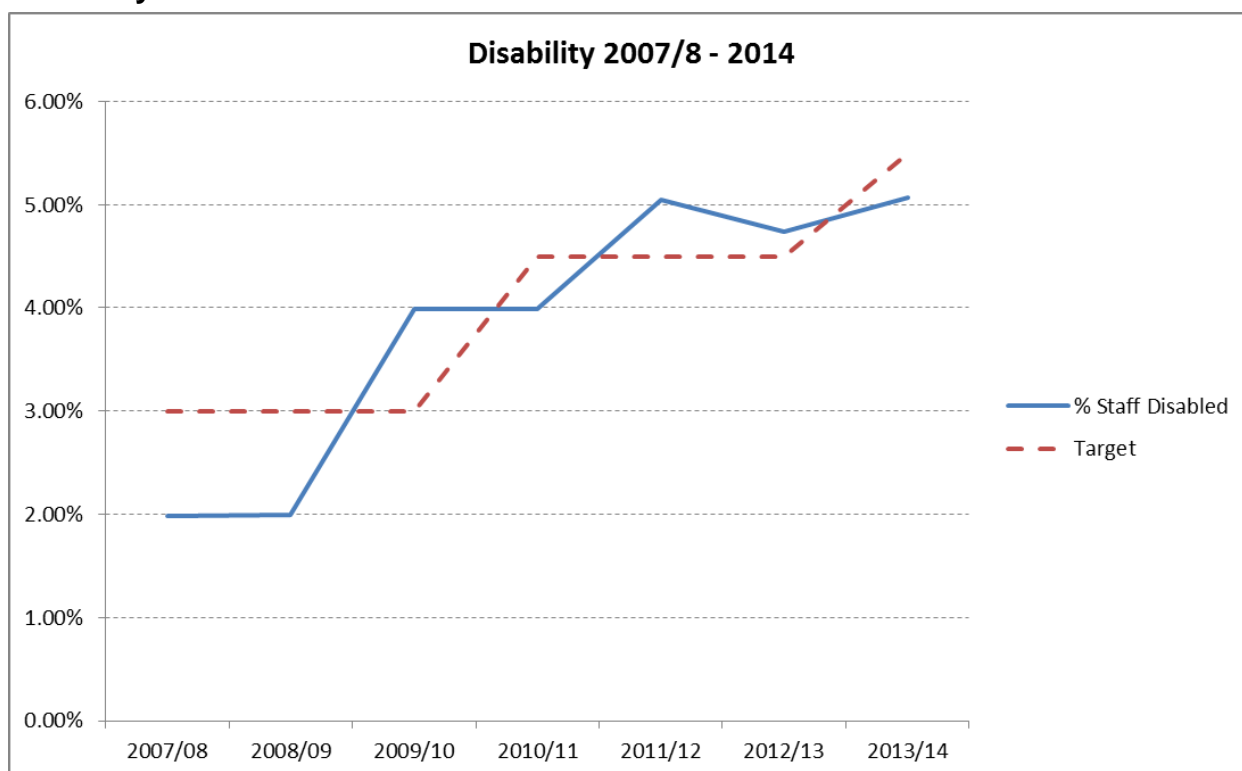
The target for 2013-14 was 9.5%. Based on the 2011 Census, 17.5% of the Cambridge City Population are from the BAME community. 64% of the population are economically active, which equates to 11.2% from the BAME community. It is recommended that the target for 2014-15 remains at 9.5%. This will be reviewed in 2015 with the long term aim of matching the Census data.

4.2 Disability 2013 - 2014

As at 31st March 2014, 5.07% of the Council's workforce declared themselves as disabled. This is higher than last year's figure (4.74%), with an increase of 3 disabled members of staff against an overall decrease in workforce of 8 members of staff.

Appendix 2 and Section 10.2 display the Disability Profile for 2013-2014.

4.2.1 Disability Trend Data for 2008 - 2014



The Disability Profile for the Council's workforce has risen by around 3% over the past 6 years. 2013 was the first year in which the percentage of the total workforce who have a disability has fallen, but in 2014 this has risen again.

Since 2010, the band with the highest percentage of staff declaring a disability was in Band 9. This year however, the highest percentage is now in Other, where 1 member of staff against a small group has declared a disability. Band 9 continues to have a high percentage of disabled staff at 15.79% compared to 5.07% for the workforce as a whole.

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.

A data validation exercise was undertaken in Autumn 2013. In previous years this has resulted in an increase in the number of people declaring a disability. This year, while there are 3 more staff declaring a disability, there has not been the significant changes as seen in previous years. However, there are now only 0.38% of staff who have stated that they prefer not to disclose.

The target for staff declaring a disability was increased to 5.5% for 2013-2014. The workforce profile had met the previous target of 4.5% for two years, and while the target has not been met this year, there has been an increase in the percentage of staff with a disability.

Based on the 2011 Census, 12.97% of the Cambridge City population declared themselves as having a disability. With 64% of the population being economically active, this equates to 8.3% of the economically active population. It is recommended that the target for staff declaring a disability for 2014-15 is increased by 1% to 6.5%. This will be reviewed in 2015 with the long term aim of matching the Census data.

4.3 Gender 2013 - 2014

As at 31st March 2014, 47.8% of our staff are female and 52.2% are male. In 2013 the profile was 48.29% female staff and 51.71% male staff.

Appendix 3 shows the workforce Gender Profile by Pay band and by Full and Part time posts.

There are 335 part time employees, and 75% of these are female. This is a 1% increase from March 2013.

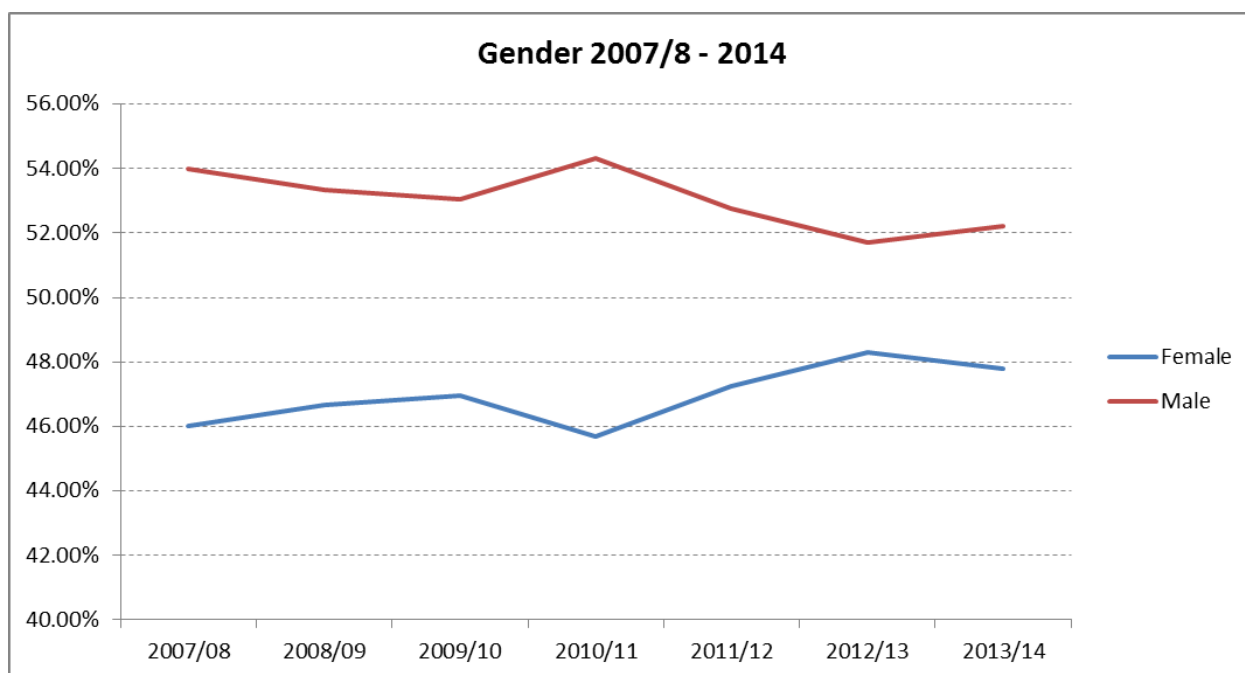
There has been an increase in part time staff (as a percentage of the overall workforce) of just over 1% at 32.05% as of 31st March 2014.

There has been a reduction in the percentage of women working full time and an increase in the number of women working part time, which has resulted in exactly half of female staff working each in full and part time posts.

The percentage of male employees who are working full and part time has remained the same, at 85% to 15%.

	FT	%FT	PT	%PT	Total	
Female	250	50.00%	250	50.00%	500	47.8%
Male	461	84.43%	85	15.57%	546	52.2%
Total	711	67.97%	335	32.03%	1046	

4.3.1 Gender Trend Data for 2008-2013



The Gender Profile of the Council's workforce has remained at around 52% male, 48% female for the past 2 years.

4.4 Age 2012 - 2013

As at 31st March 2014, the highest percentage of Council staff were in the 45-54 age group. This has been the case since 2010. Prior to this, the highest represented group was the 35-44 age group.

Since March 2013, there have been decreases in the 19-24 and 25-34 age groups, and increases in the 45-54, 55-64 and 65+ age groups. The 35-44 age group has remained the same at 26% of the workforce. There are still no members of staff aged 18 or under.

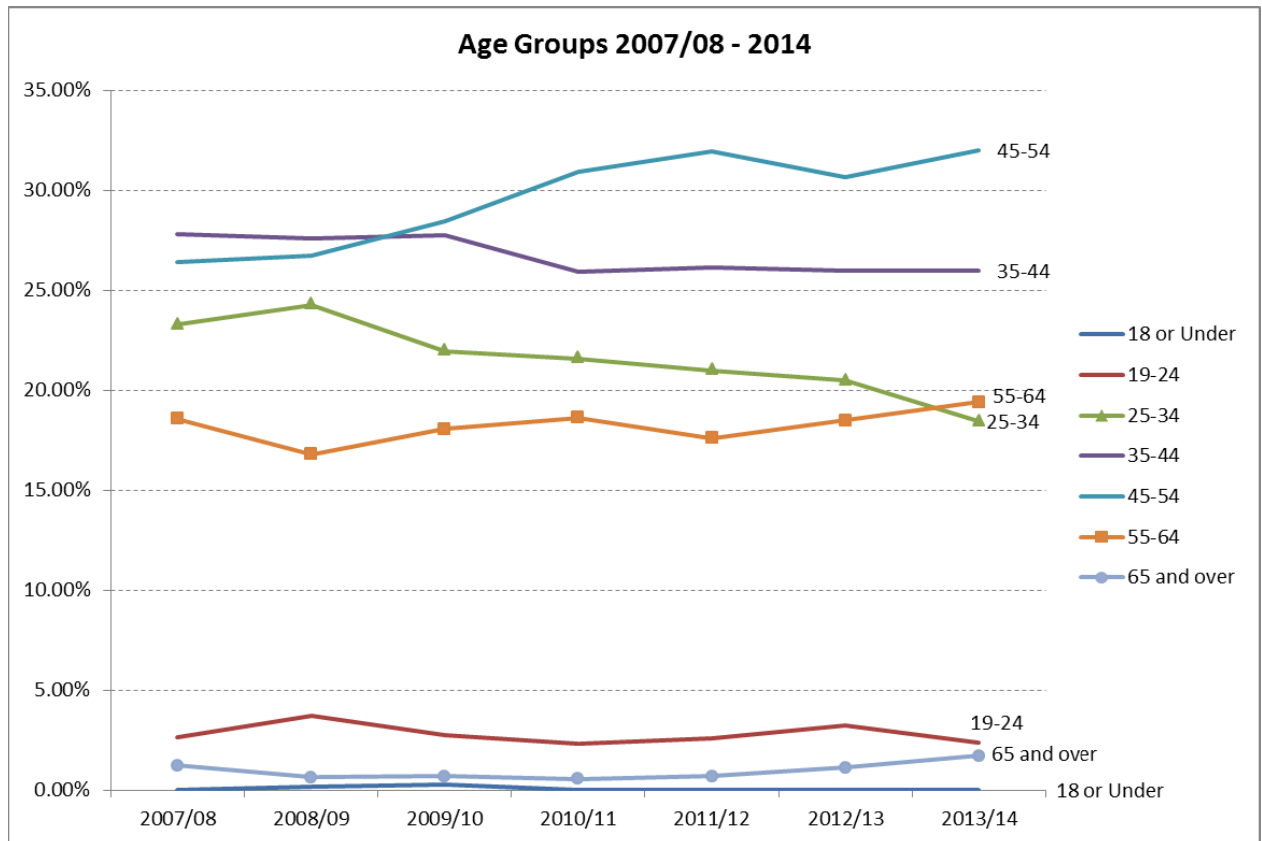
There are 25 members of staff (2.39%) aged 24 or under and 18 members of staff (1.72%) aged 65 and over. In 2012-13 there were 12 members of staff (1.14%) aged 65 and over.

There has been an increase of 1.49% in the number of staff aged 55 or over. This figure is now 21.13% of all staff, and has been increasing since March 2012.

Appendix 4 details the Workforce Age profile by Pay Band.

In 2013-14 there was one apprentice working for Cambridge City Council. They became qualified in October 2013, and as at 31st March 2014, there are no apprentices as part of the workforce. We are currently recruiting two apprentices in Building Services, Estates & Facilities and a further 1 apprentice is due to be recruited in early 2014-15 in Refuse & Environment.

4.4.1 Age Trend Data for 2008 – 2013



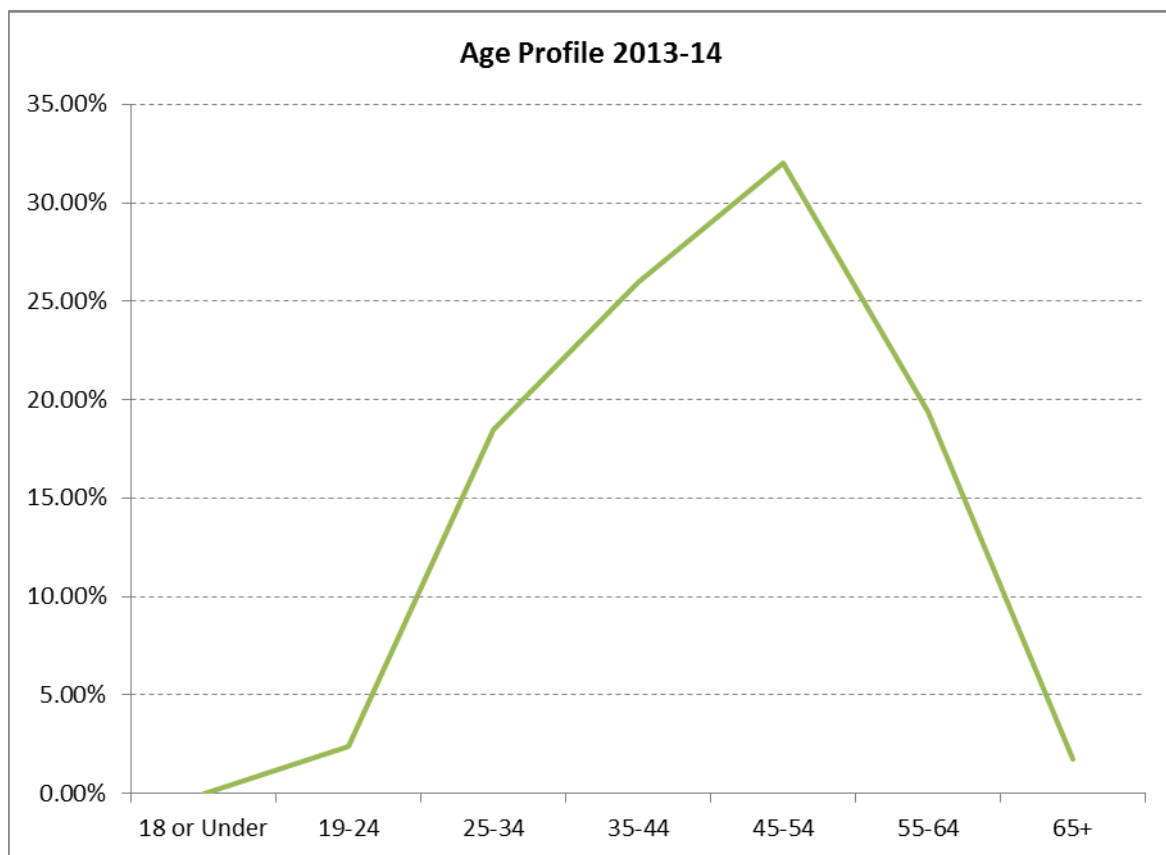
Since 2007/08 the 18 or under, 19-24, and 55-64 age groups have remained fairly stable, with fluctuations of a maximum of 2-3% over the past 7 years.

However, the 45-54 age group has risen from 26% to 32%. This has been matched by a decline in the 24-34 age group which has gone from 24% to 18% in the same time period.

The 35-44 age group saw a drop in 2010 but has remained at almost the same figure ever since.

The 65 and over age group has shown small increases since 2008, whereas we continue to have no staff aged 18 or under.

4.4.2 Age Profile 2013



The 2013 Age Profile shows a peak in the number of staff aged between 45 and 54. Most of the Council's workforce (95.89%) are between the ages of 25 and 64.

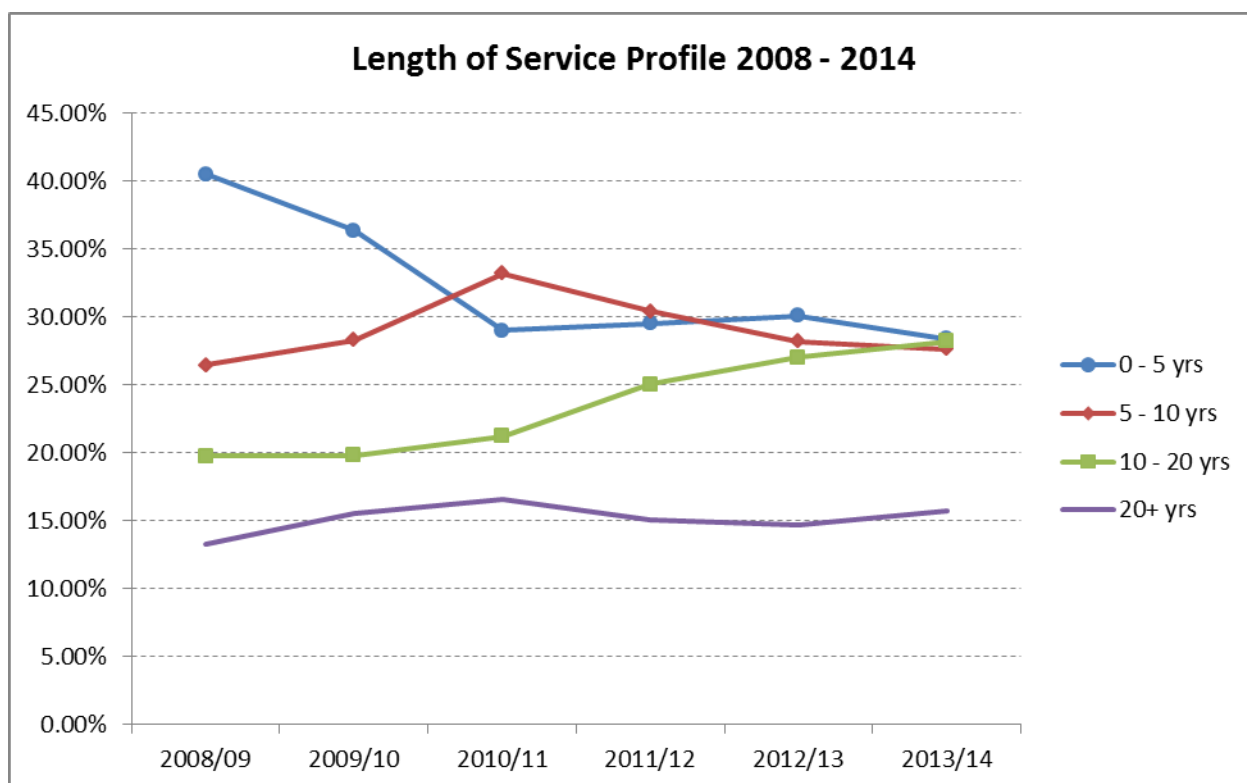
4.5 Length of Service

460 (43.97%) members of staff have been working for the Council 10 years or more. This is an increase of 20 since March 2013.

96 (9.18%) staff have been working for the Council for less than a year. This is a decrease of 21 since March 2012. However there has been an increase of 26 staff who have between 1 – 2 years service.

Length of Service	Number of Staff	% Workforce
Less than a year	96	9.18%
1 - 2 years	95	9.08%
2 - 5 years	106	10.13%
5 - 10 years	289	27.63%
10 - 20 years	295	28.20%
20+ years	165	15.77%
Total	1046	

4.5.1 Length of Service Profile 2008 - 2014



The proportion of the workforce who have worked for Cambridge City Council for more than 20 years has remained at around 15%. The number of staff who have worked at the Council for less than 5 years has dropped dramatically since 2009 and 2010 and remains steady at approximately 28%.

The percentage of staff who have worked at the Council between 5 and 10 years has decreased since 2011, when the largest proportion of staff fell under this category. The figures for 2012-13 and 2013-14 have fallen back down to around the 2009-10 levels. These changes may reflect moves between the bands over the past few years, where members of staff have moved from 5-10 years' service into 10-20 years' service the following year.

The greatest changes have been in the 10-20 years' service group, where there has been an almost 10% increase since 2008.

As at 31st March 2014, the 0-5 years, 5-10 years and 10-20 years categories are all at around 28%.

4.6 Religion or Belief

The Council's current workforce profile in relation to Religion or Belief is shown in the table below:

Religion/Belief	Number of Staff	% Workforce
Buddhism	4	0.38%
Christianity	444	42.45%
Hindu	8	0.76%
Jewish	1	0.10%
Muslim	12	1.15%
Sikh	2	0.19%
None	293	28.01%
Other	36	3.44%
Refuse/Not Specified	246	23.52%
Total	1046	

42.45% of the workforce identify themselves as Christian and 28.01% state that they have no religion or belief. These are both increases from the March 2013 data (1.65% and 0.97% respectively).

3.44% of staff stated their religion/belief as Other and 23.52% preferred not to disclose this information. These are both decreases from the March 2013 data (0.92% and 1.72% respectively).

The percentage of the workforce who identify themselves as Christian has been at around 40% since 2010. The figure has risen to 42.45% in 2014. Data from the 2011 census shows that Christianity in the population of Cambridge is 44.8%.

37.8% of the population declare themselves as having no religion compared with 28% of the workforce.

A large proportion (one-quarter) of Council staff have declined to disclose their religion or belief, which is higher than the census data (9%). However, there has been an increase of 20 staff who have chosen to declare their religion.

The Equalities Panel had requested benchmarking data on non-disclosure rates in other authorities. Out of a survey of 26 similarly sized local authorities, 12 did not include statistics on Religion and Belief. Of the 14 that did, only 2 had a non-disclosure percentage smaller than Cambridge City Council. The average rate of non-disclosures were 50.50% compared to 23.52% for Cambridge.

The 2011 Census shows that after Christianity, the next most common religions and beliefs are Islam and Hinduism. This is compared with the 3.44% of Council staff who declared their religion or belief as "Other". This group is the 4th most populous, behind Christianity, None and those who did not declare.

4.7 Sexual Orientation

The Council's current workforce profile in relation to Sexual Orientation is reflected in the table below:

Sexual Orientation	Number of Staff	% Workforce
Bisexual	12	1.15%
Gay	7	0.67%
Heterosexual	673	64.34%
Lesbian	2	0.19%
Other	3	0.29%
Questioning	4	0.38%
Refuse to say	345	32.98%
Total	1046	

64.34% of staff declare themselves as heterosexual. This is a 2.86% increase since March 2013.

21 members of staff (2.01%) declare their sexual orientation as gay, lesbian or bisexual. This has decreased from 24 members of staff (2.27%) as at 31st March 2013.

32.98% of staff prefer not to declare their sexual orientation. There has been an increase (2.6%) in the number of staff declaring their sexual orientation.

The Equalities Panel had requested benchmarking data on non-disclosure rates in other authorities. Out of a survey of 26 similarly sized local authorities, 14 did not include statistics on Sexual Orientation. Of the 12 that did, only 1 had a non-disclosure percentage smaller than Cambridge City Council. The average rate of non-disclosures were 56.03% compared to 32.98% for Cambridge.

There are no statistically reliable data on the proportion of Cambridge residents who declare themselves as LGB (Lesbian, Gay and Bi-sexual). However, Stonewall, the national charity working for equality for lesbians, gay men and bisexuals, states that a reasonable estimate for the UK's population of LGB people would be 5-7%. This would equate to approximately 4,525 – 6,035 people over the age of 18 in Cambridge.

5. Recruitment Profile

The full Recruitment Profile for 2013-14 is shown in Appendix 5.

5.1 Ethnicity

The ethnicity profile for applications, those shortlisted and those appointed is shown below.

There have been small decreases for BAME groups at all stages of recruitment. There has been a decrease of 1.01% in BAME applications received, 0.25% in applications shortlisted and 0.40% successful.

However, these figures continue to be above the target of 9.5% at the application and shortlisting stages, and the 2013/14 workforce profile of 7.44% BAME staff.

There were 9 (9.47%) BAME applicants who were successful. This a 0.4% decrease from 9.87% in 2012-13, and is close to the 9.5% workforce target.

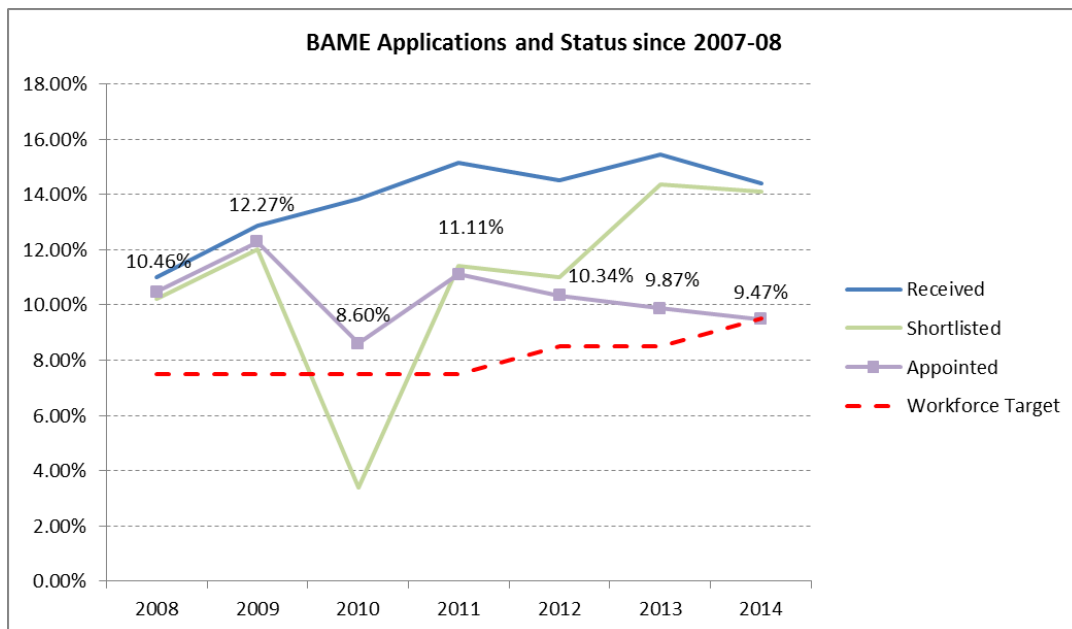
In order to raise the workforce profile from 7.44% to the target of 9.5%, a further 24 BAME staff would need to be recruited based on the current headcount.

A recruitment survey has been initiated and an audit of BAME applications undertaken. The recruitment survey has been completed in hard-copy and further copies of the survey are due to be put online via the recruitment website to provide further responses. 18 responses have been received to date.

The survey is being undertaken to help develop targeted approaches to increase the representation of people from BAME communities (especially the Chinese community) within our workforce along with people with disabilities and younger people. From the analysis of the limited responses so far, there does not appear to be anything raised by respondents that would indicate that the Council is creating barriers to employment for members of the BAME community, people with a disability or those with other protected characteristics.

The audit of BAME applications found that there was no suggestion of discrimination and that all applications from BAME candidates which were rejected, at either short-listing or interview stage, were due to fair objective decision making by the panel in accordance with the Council's recruitment policies.

Applications	All Applications		BAME Applications		Prefer not to say	
Received	1819		244	14.41%	126	6.93%
Shortlisted	382	21.00%	51	14.09%	20	5.24%
Successful	98	5.39%	9	9.47%	3	3.06%

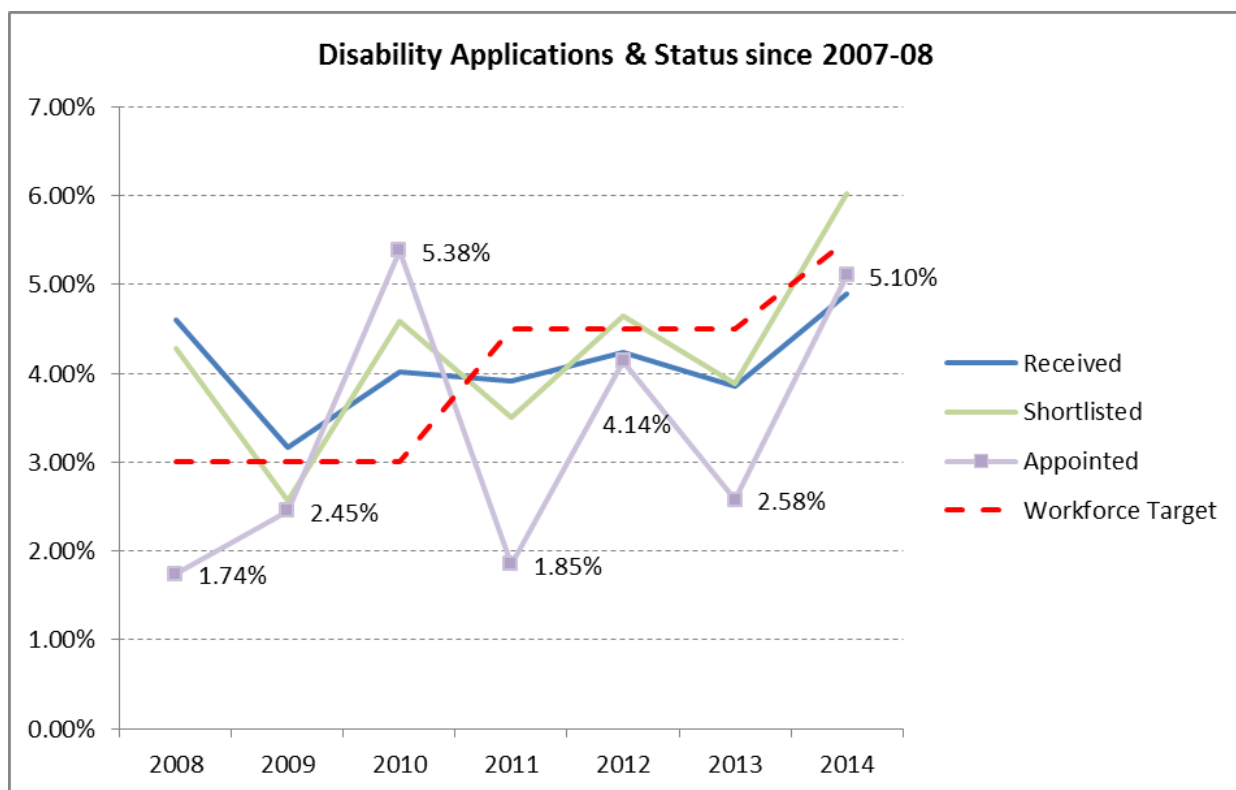


5.2 Disability

The disability profile for applications, shortlisted and appointed is shown below.

There have been increases of between 1 and 2.5% in applications from people with a disability at all stages of recruitment. The most significant increase has been at the shortlisting stage, which this year had 6.02% of applicants shortlisted declaring a disability.

Applications	All Applications		Disability Applications	
Received	1819		89	4.89%
Shortlisted	382	21.00%	23	6.02%
Successful	98	5.39%	5	5.10%



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.

The workforce target was increased this year to 5.5%. The successful recruitment figures and workforce figures are at 5.10% and 5.07% respectively which is slightly below target but both are an increase from the 2012/13 figures. The recommended target for 2014-15 has been increased to 6.5%. In order to meet this target there would need to be 15 people with a disability recruited based on the current headcount.

5.3 Age

The age profile for applications, shortlisted and appointed is shown below.

The majority of applications continue to come from people aged between 25 and 34. However, the shortlisting stage has changed from a majority in the 25-34 age group to the 35-44 age group. There were equal numbers of successful applicants in both the 25-34 and 35-44 age groups.

There continues to be no applicants successful in the under 18 and over 65 age groups.

Age	Applicant	Shortlisted	Successful
Under 18	17	1	
19-24	286	39	6
25-34	560	104	34
35-44	388	111	34
45-54	344	88	20
55-64	120	23	4
65 and over	3		
Not stated	101	16	
	1819	382	98

5.4 Gender

57.34% of applications were from males, and 41.56% from females. As the applications move through the stages of recruitment the difference between the genders decreases. At appointment stage there were 49 male staff appointed and 49 female staff appointed.

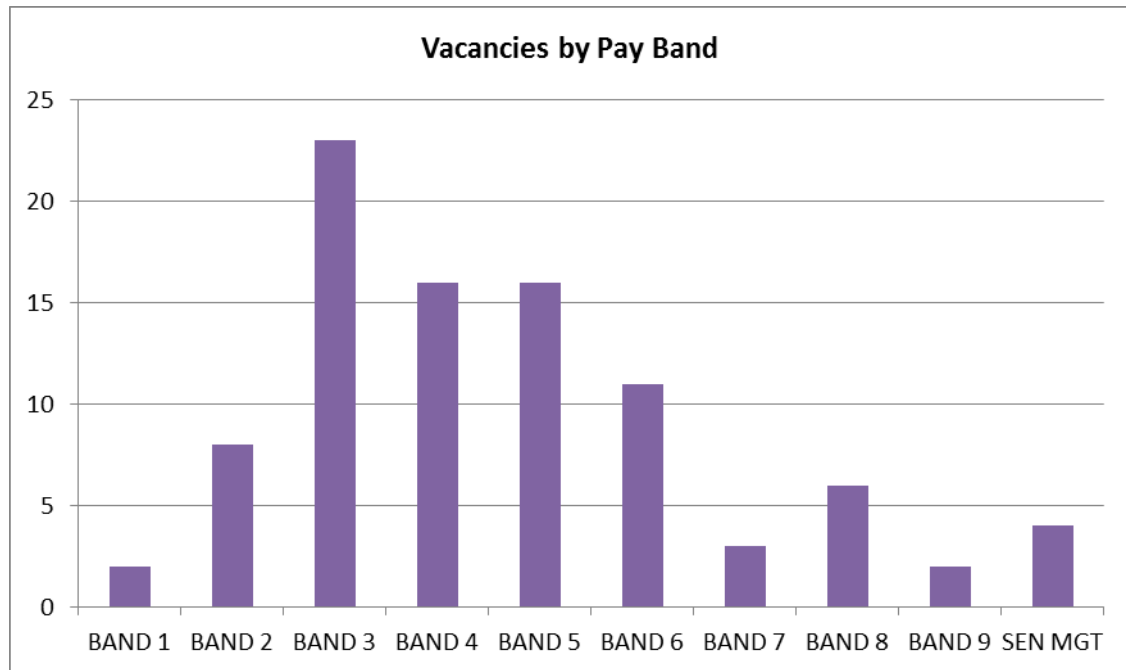
5.39% of all applications were successful. For males this figure is 4.70% (49 successful from 1043 applications) and for females this figure is 6.48% (49 successful from 756 applications). There were 20 applicants who did not disclose their gender, of which 5 were shortlisted and none were successful.

Applications	All Applications		Male		Female		Prefer not to say	
Received	1819		1043	57.34%	756	41.56%	20	1.10%
Shortlisted	382	21.00%	195	51.05%	182	47.64%	5	1.31%
Successful	98	5.39%	49	50.00%	49	50.00%	0	0.00%

5.5 Vacancies by Pay Band

Band 3 had the most number of advertised vacancies in 2013-14. Vacancies in Band 4 have reduced in comparison and in 2013-14 bands 4 and 5 had the same number of vacancies.

The profile of Vacancies is broadly similar to the workforce profile by pay band, with most posts being in grades 3 and 4.



6. Training

The Council monitors attendance at Corporate Learning and Development staff training courses in terms of diversity.

A total of 174 courses were held from April 2013 to March 2014, compared to 154 for the same period in 2012-13.

6.1 Training Attendance April 2013 – March 2014

	BAME	Non-BAME	Not Given	Female	Male	54 & under	55 & over	Disabled	Non-Disabled
No of Attendees	114	1400	21	805	730	1247	288	71	1464
%	7.53%	92.47%	1.37%	52.44%	47.56%	81.24%	18.76%	4.63%	95.37%
Total	1535 Attendees								

The figures in this report are based on all training attendances, which include members of staff attending more than one course during this period of time.

7.53% of staff who attended training in this period declared themselves as BAME, which is higher than the workforce profile of 7.44%. This is a decrease from 9.23% who attended training in the previous period from 2012-2013.

The gender profile of the workforce currently sits at 48% Female and 52% Male. The numbers of staff attending training are 52% Female and 48% Male.

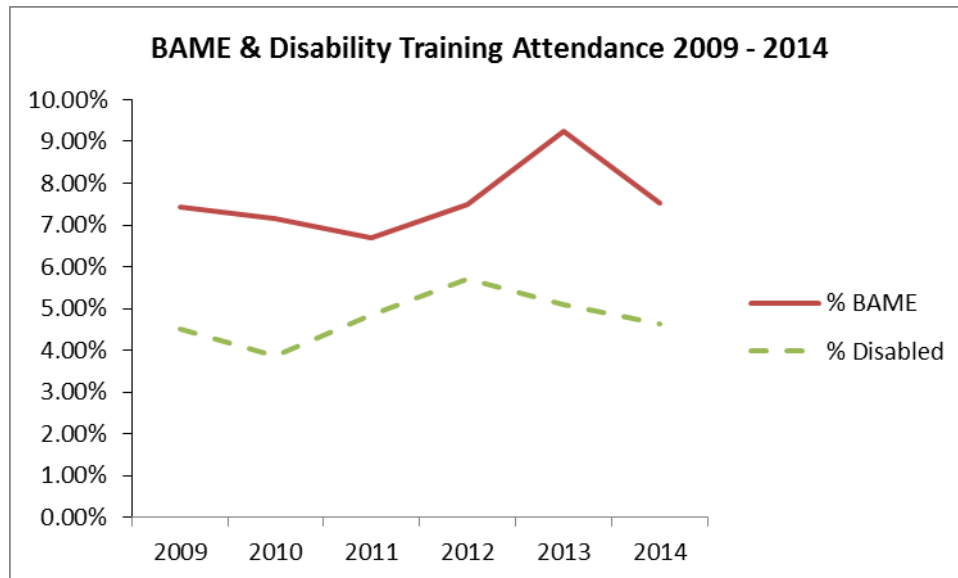
There has been a 3% increase in the percentage of training attendees who are aged 55 and over. However, this is slightly lower than the workforce profile which is currently 21.13%.

4.63% of attendees declared themselves as disabled. This is lower than the workforce profile for disability which is 5.07%. There have been decreases in this figure over the past 2 years.

As part of the HR induction training, a ½ day training session is delivered for all new staff on Equality and Diversity.

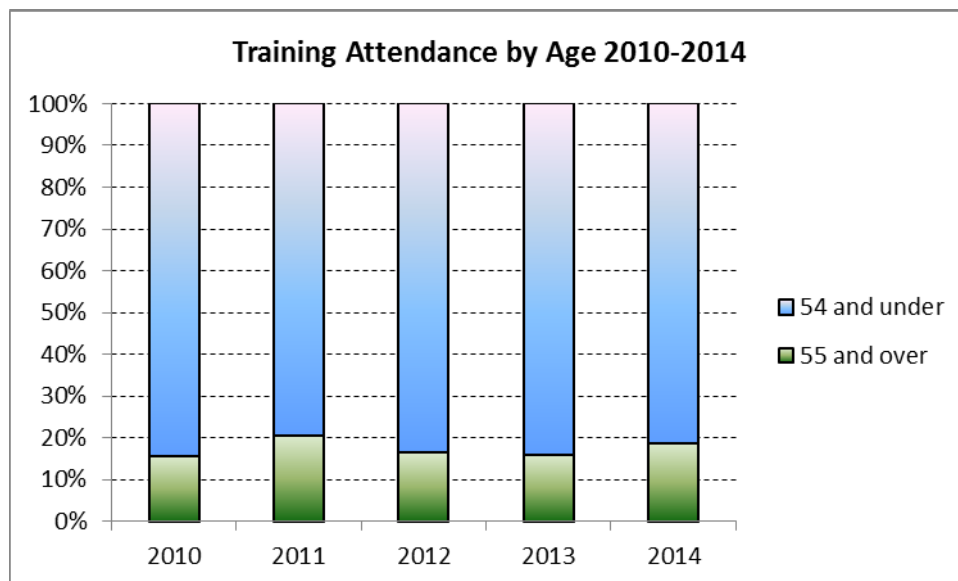
6.2 Training Attendance 2009 – 2014

6.2.1 Ethnicity and Disability 2009 – 2014



The BAME attendance figures have fallen for the first time since 2011, but the 2014 figure is roughly in line with the general trend seen since 2009. The percentage of staff with a disability who had attended training has also fallen, although the trend remains at around 4-5% which is similar to the workforce profile.

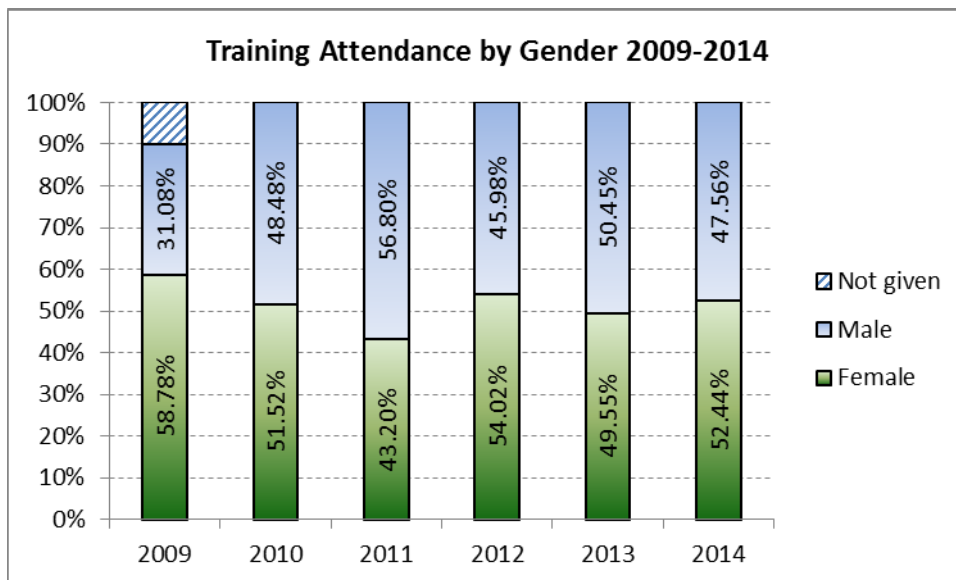
6.2.2 Age 2010 – 2014



The Age trend data is for 2010 – 2014, as the 2009 data was reported for trainees under the age of 50 instead of 55.

The percentage of trainees aged 55 and over has stayed at around 16% since 2010, with a jump to 20% in 2011. The 2014 figure is 18.76% which is an increase of 2.85% since 2013.

6.2.3 Gender 2009 – 2014



The percentage of female trainees has fluctuated over the past 5 years with figures between 58.78% and 43.20%. In the 2009 data, 10.14% of attendees did not disclose their gender.

The percentage of female to male staff attending training in 2013-14 is 52.44% to 47.56%. This difference is the reverse of the workforce profile which is currently at 48% female and 52% male.

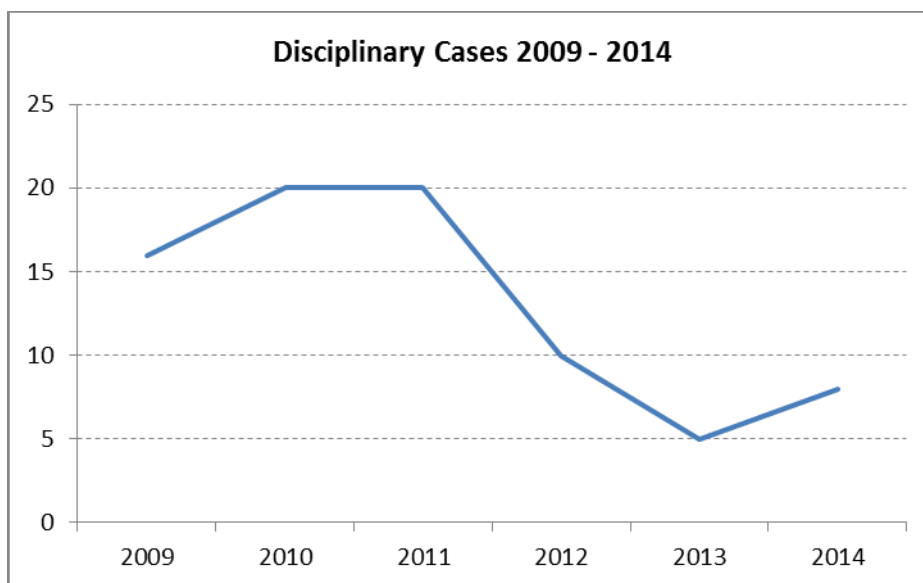
7. Disciplinary, Capability, Grievance and Redundancy

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

7.1 **Disciplinary**

During the period April 2013 to March 2014, 8 people (0.76%) have been involved in disciplinary cases, an increase of 3 since 2012-13.

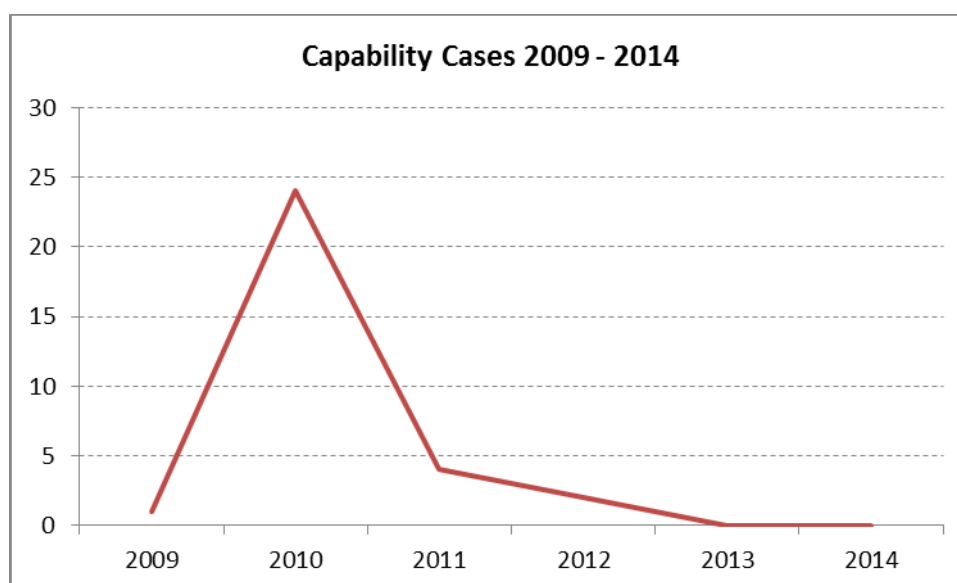
	BAME	Non BAME	Not disclosed	Disabled	Non Disabled	Female	Male	Under 55	55 and over
Total	3	5	1	0	8	0	8	7	1
%	20.0%	80.0%	16.7%	0.0%	100.0%	0.0%	100.0%	83.3%	16.7%



The number of disciplinary cases has fallen since 2011.

7.2 **Capability**

There were 0 capability processes in the period April 2013 – March 2014.

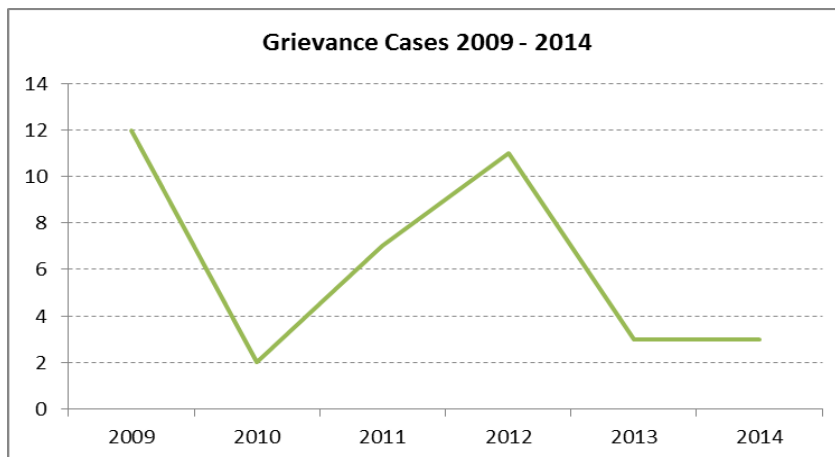


The number of Capability cases has fallen since 2010.

7.3 Grievance

3 people (0.29%) raised individual grievances and there was 1 collective dispute raised, during the period April 2013 – March 2014.

	BAME	Non BAME	Not disclose	Disabled	Non Disabled	Female	Male	Under 55	55 and over
Total	0	3	0	0	3	1	2	2	1
%	0.0%	100.0%	0.0%	0.0%	100.0%	33.3%	66.7%	66.7%	33.3%

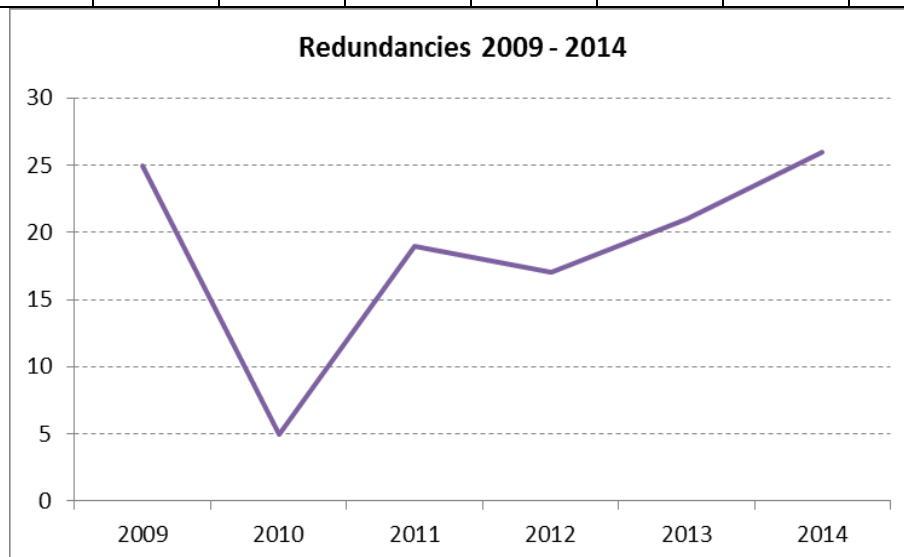


The number of grievance cases has fluctuated since 2009. The number of cases for 2013 and 2014 are the lowest since 2011.

7.4 Redundancy

In the same period, the Council made 26 people (2.49%) redundant, compared to 21 people from the previous year. This is broken down as follows:

	BAME	Non BAME	Not disclosed	Disabled	Non Disabled	Female	Male	Under 55	55 and over
Total	2	24	0	2	24	19	7	20	6
%	7.7%	92.3%	0.0%	7.7%	92.3%	73.1%	26.9%	76.9%	23.1%



The number of redundancies have risen since 2012.

7.5 Bullying and Harassment

There has been 2 new bullying and harassment cases in the period ending March 2014. Neither of these cases were found to be in relation to issues surrounding one or more protected characteristics.

8. Starters

All new appointments made are monitored in terms of race, gender and disability, and cover internal as well as external recruitment.

There were 98 offers of appointment made between April 2013 and March 2014. Of these, 79 (80.6%) were external appointments, and 19 (19.4%) were internal.

The recruitment advertising process was changed in September 2012, and there has been an increase in the proportion of external appointments and the number of applications received.

The recruitment advertising process was changed in September 2012, and all vacancies are no longer advertised internally before they are advertised externally. There has been an increase in posts being offered to external applicants.

Of the 79 external appointments, 5.06% declared a Disability, 10.53% were from a BAME group, 51.9% were Female and 48.1% were Male. The age group with the highest proportion of offers of appointments was again the 25-34 age group.

Of the internal appointments, 11 (58%) were promotions (an increase in Pay Band). The breakdown of promotions for April 2013 – March 2014 is as follows:

	No of Promotions	%
Female	5	45.45%
Male	6	54.55%
BAME	0	0.00%
Non BAME	11	0.00%
Prefer not to say	0	0.00%
Disabled	0	0.00%
Non-Disabled	11	0.00%
Age		
18 or Under	0	0.00%
19-24	0	0.00%
25-34	6	54.55%
35-44	3	27.27%
45-54	2	18.18%
55-64	0	0.00%
65 and over	0	0.00%

The majority of promotions were offered to members of staff between the ages of 25 and 34.

5.26% of internal appointments were to members of staff which had declared a disability, and another 5.26% were to members of staff from a BAME group. These appointments were to posts on the same pay band as their previous posts.

9. Leavers

The purpose of monitoring leavers in terms of diversity 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 2013 to March 2014, 133 staff left the Council (an increase of 20 staff). Of these, 10 were disabled, 80 were female, and 16 were BAME.

The reasons for leaving were as follows:

Reasons for Leaving	
Career Break	1
Death in Service	1
Dismissal	4
End of Contract	19
Ill Health Retirement	4
Redundancy	26
Retirement	8
Voluntary	70
Total	133

- 7.5% of leavers were staff who had declared a disability (down from 7.96% in 2012-13).
- 12.1% of leavers were BAME (for data available). This is a large increase from 3.67% in 2012-13. However the 12-13 figure was itself a significant decrease from 2011-12 and 2010-11 which were 8.11% and 10.53% respectively.
- 60.2% of leavers were female, which has increased from 47.79% in 2012-13 and 44.62% in 2011-12.

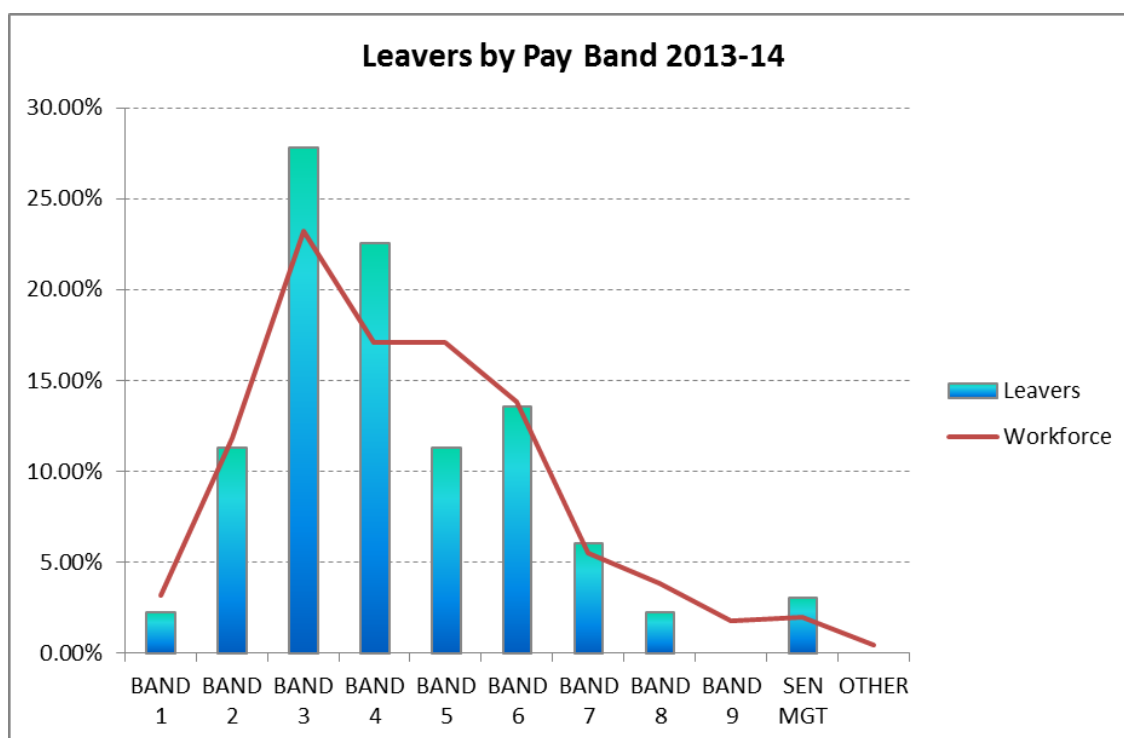
Total staff turnover for this period was 12.67% based on all leavers as a percentage of the average number of employees for the year.

Staff turnover based on voluntary leavers was 6.67% for this period, which is an increase of 2.41% from the March 2013 figure.

9.1 **Leavers by Pay Band**

In 2013-14, the highest number of leavers were leaving from posts in Band 3, which is in line with the distribution of the workforce across Paybands.

Band 4 and the Senior Management grades had a higher proportion of leavers than the workforce profile, and bands 5 and 8 had lower.



9.2 Exit Questionnaires

In 2013-14, 34 staff completed Exit Questionnaires. These are voluntary and can be completed anonymously.

Some staff entered more than one reason for leaving.

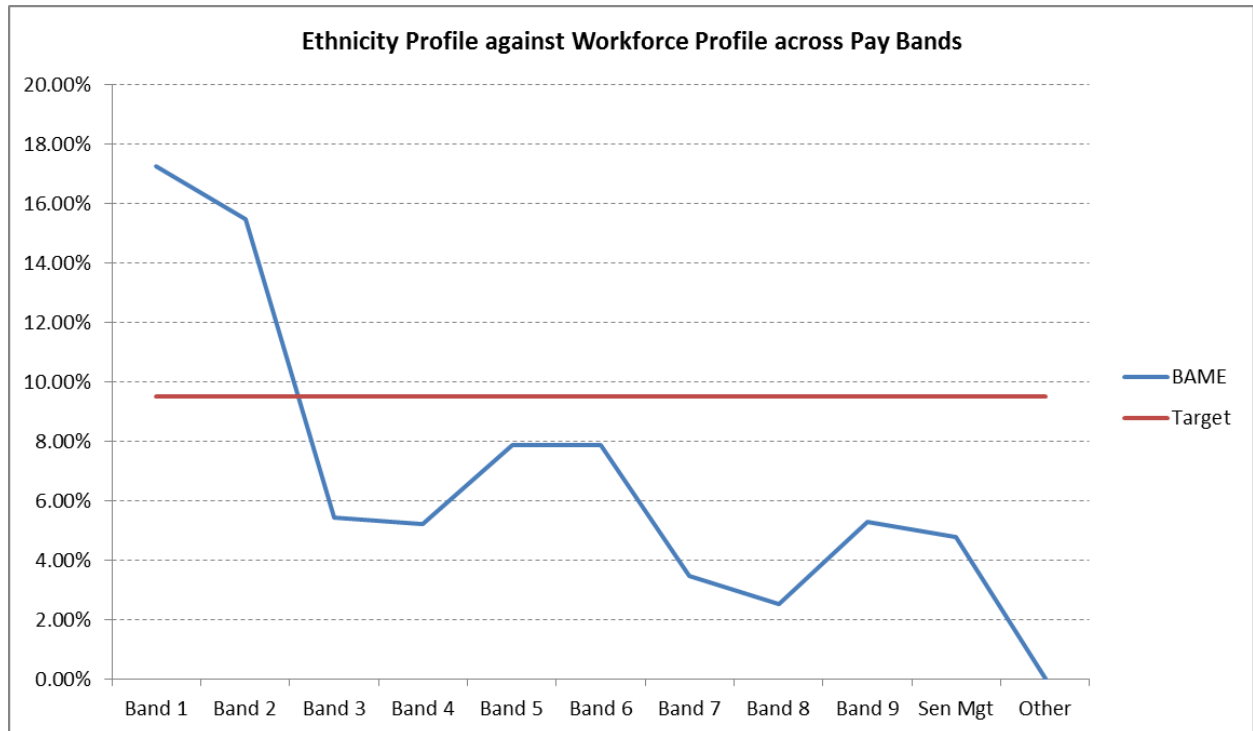
Reasons for Leaving	
Promotion - new job	10
Career change	6
Better Pay/Benefits	5
Relocation	5
Personal reasons	5
Dissatisfaction with current job	5
Changed work/life balance	4
Career development opportunity	3
Retirement	2
To travel	1
Career break	1
End of Fixed Term Contract	1
Workload pressures	1
Relationship with managers/colleagues	1
Concerns over future of current job	1
Education or study	0
Redundancy	0

Top 3 Destinations:

Other Local Authority	9	26%
Other Public Sector	3	9%
Private Sector	8	24%

10. Pay Bands

10.1 Ethnicity



BAME Representation is higher than March 2013 in bands 6, 7, 9 and the Senior Management grades. Band 9 has increased from no BAME staff in March 2013, to 5.26% of staff in this band declaring themselves to be from a BAME group.

Bands 1 and 2 continue to be higher than the 9.5% target, whereas other bands are below this target.

Bands 5 and 6 are above the workforce profile of 7.44% but are short of the 9.5% workforce target for 2013-14.

The BAME workforce profile by pay band is shown in Appendix 1.

10.2 Disability



Our current target for staff declaring a disability is 5.5%. The current workforce profile is 5.07%

We are exceeding this target in bands 2, 3, 5, 8, 9 and Other.

Since March 2013 there have been increases of staff declaring a disability in all bands except 4, 9 and Senior Management.

Band 1 continues to have no staff who have declared a disability.

Appendix 2 details the Disability Profile for the workforce.

10.3 Gender

Of our 1,046 members of staff, 47.8% are female and 52.2% are male. There has been an increase in female members of staff from 2011.

Women continue to be more highly represented than men in pay bands 1, 4, 6, 9 and other.

Appendix 3 details the Gender profile of the workforce by pay band for 2013-14.

10.4 Age

There are 25 employees under the age of 25, and these members of staff are all in the low to mid pay bands 1-5.

Members of staff within the 65 and over age group are represented in all bands except Band 8 and Senior Management Grades.

Members of staff within the 25-34 group are only not represented in the Senior Management pay bands.

Senior Management staff are made up of staff between the age groups of 45 and 64, with the majority being in the 45-54 age group.

In all, this is a very similar profile to 2012/13. Band 4 is now most represented by staff in the 35-44 age group (was 25-34 in 2012/3) and Band 5 is now more highly represented by the 45-54 age group (was 35-44 in 2012/13).

Appendix 4 details the age profile for the Workforce by Payband for 2013-2014.

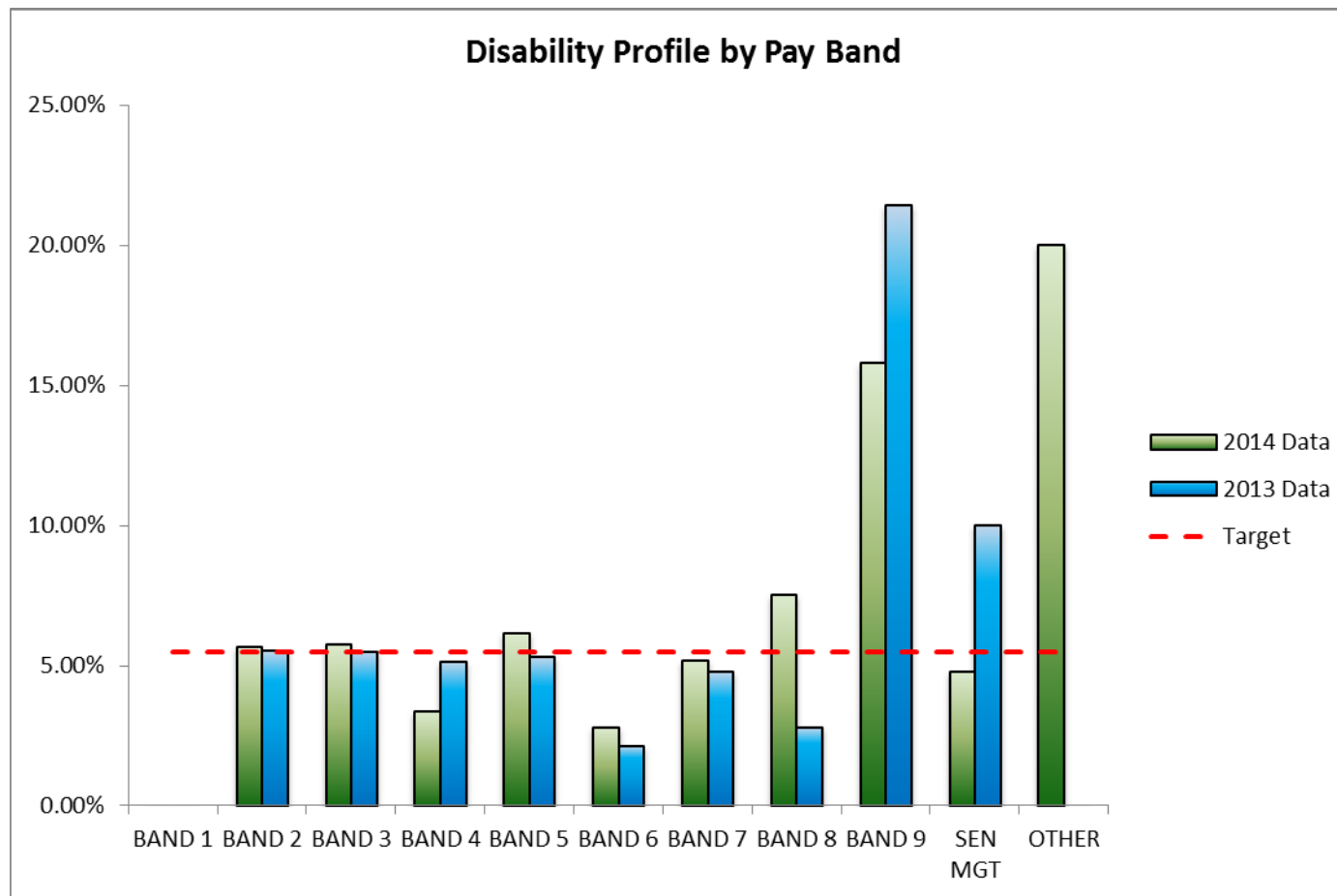
Appendix 1

Ethnicity Profile for April 2013 – March 2014

Ethnic Origin	Pay Grade											Total	% Ethnicity
	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	SEN MGT	OTHER		
Arab												0	0.00%
Asian or Asian British:Bangladeshi			2	1		1						4	0.39%
Asian or Asian British:Indian	1	1		2	4	2	2		1	1		14	1.37%
Asian or Asian British:Other	2	6	1		1							10	0.98%
Asian or Asian British:Pakistani		1				1						2	0.20%
Black or Black British:African	1	3	2	1	3	2						12	1.17%
Black or Black British:Caribbean		2	2	3	1			1				9	0.88%
Black or Black British:Other		1	1	1		1						4	0.39%
Chinese or Other Ethnic:Chinese			1		1							2	0.20%
Chinese or Other Ethnic:Other		1				1						2	0.20%
Mixed:Other	1		2		2	1						6	0.59%
Mixed:White&Asian		3	2		1	1						7	0.68%
Mixed:White&Black African		1		1								2	0.20%
Mixed:White&Black Caribbean					1	1						2	0.20%
Traveller: From a Travelling Community												0	0.00%
White:British	17	91	195	152	157	115	53	38	17	19	2	856	83.76%
White:Irish		1	3	2	4	7		1		1		19	1.86%
White:Other	7	12	28	10	3	7	3		1			71	6.95%
Other ethnic group												0	0.00%
Total BAME Employees	5	19	13	9	14	11	2	1	1	1	0	76	7.44%
Total in Payband (BAME Data Supplied)	29	123	239	173	178	140	58	40	19	21	2	1022	
BAME % For Payband	17.24%	15.45%	5.44%	5.20%	7.87%	7.86%	3.45%	2.50%	5.26%	4.76%	0.00%		
Prefer not to say	4	1	4	6	1	5					3	24	2.29%
Total Workforce within payband	33	124	243	179	179	145	58	40	19	21	5	1046	
% Workforce within payband	3.15%	11.85%	23.23%	17.11%	17.11%	13.86%	5.54%	3.82%	1.82%	2.01%	0.48%		

Appendix 2

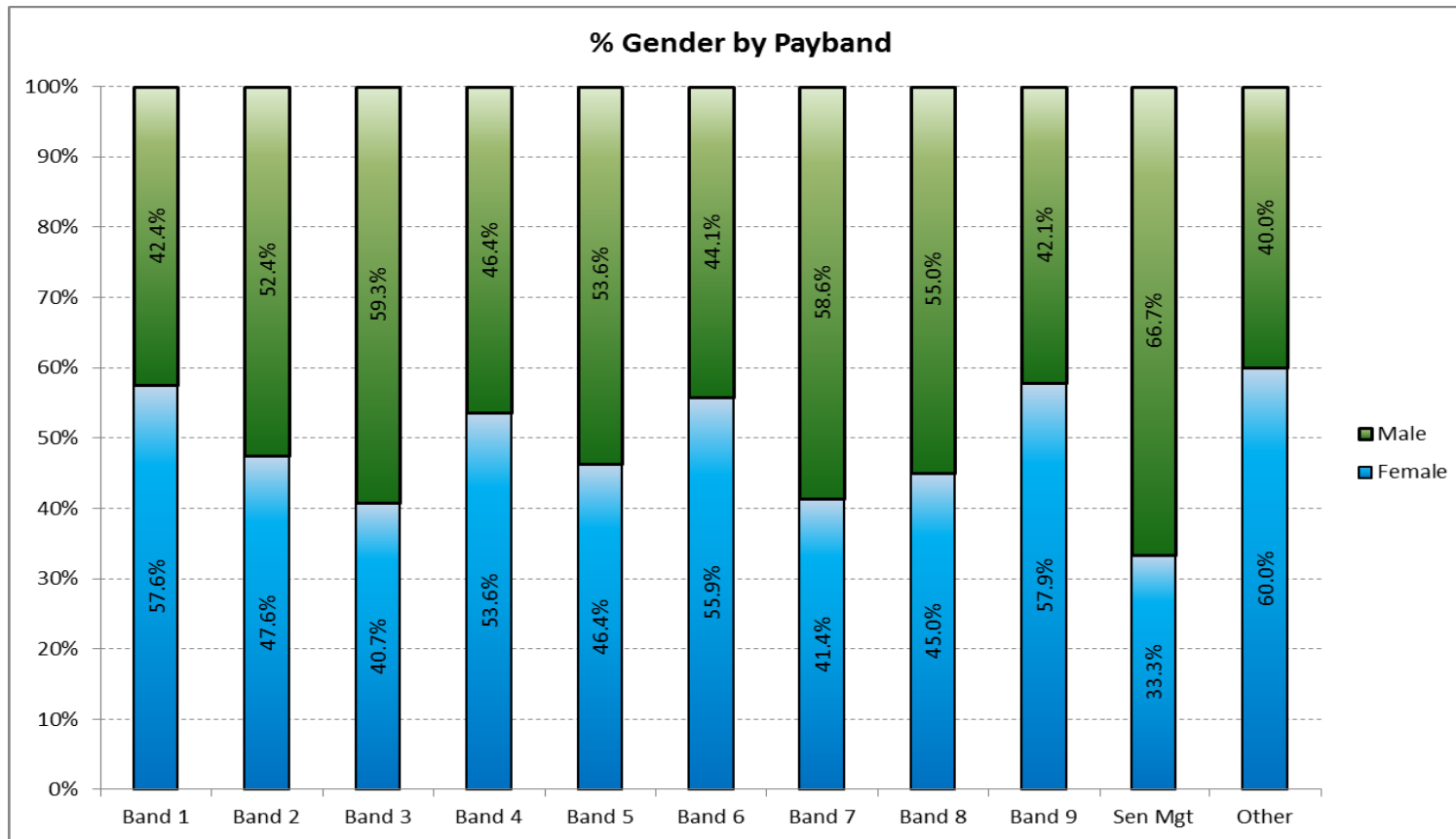
	Pay Grade												
Disability?	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	SEN MGT	OTHER	Grand Total	%
NO	33	117	229	173	168	141	55	37	16	20	4	993	94.93%
YES		7	14	6	11	4	3	3	3	1	1	53	5.07%
Total	33	124	243	179	179	145	58	40	19	21	5	1046	
%	0.00%	5.65%	5.76%	3.35%	6.15%	2.76%	5.17%	7.50%	15.79%	4.76%	20.00%		



Appendix 3

Gender Profile April 2013 – March 2014

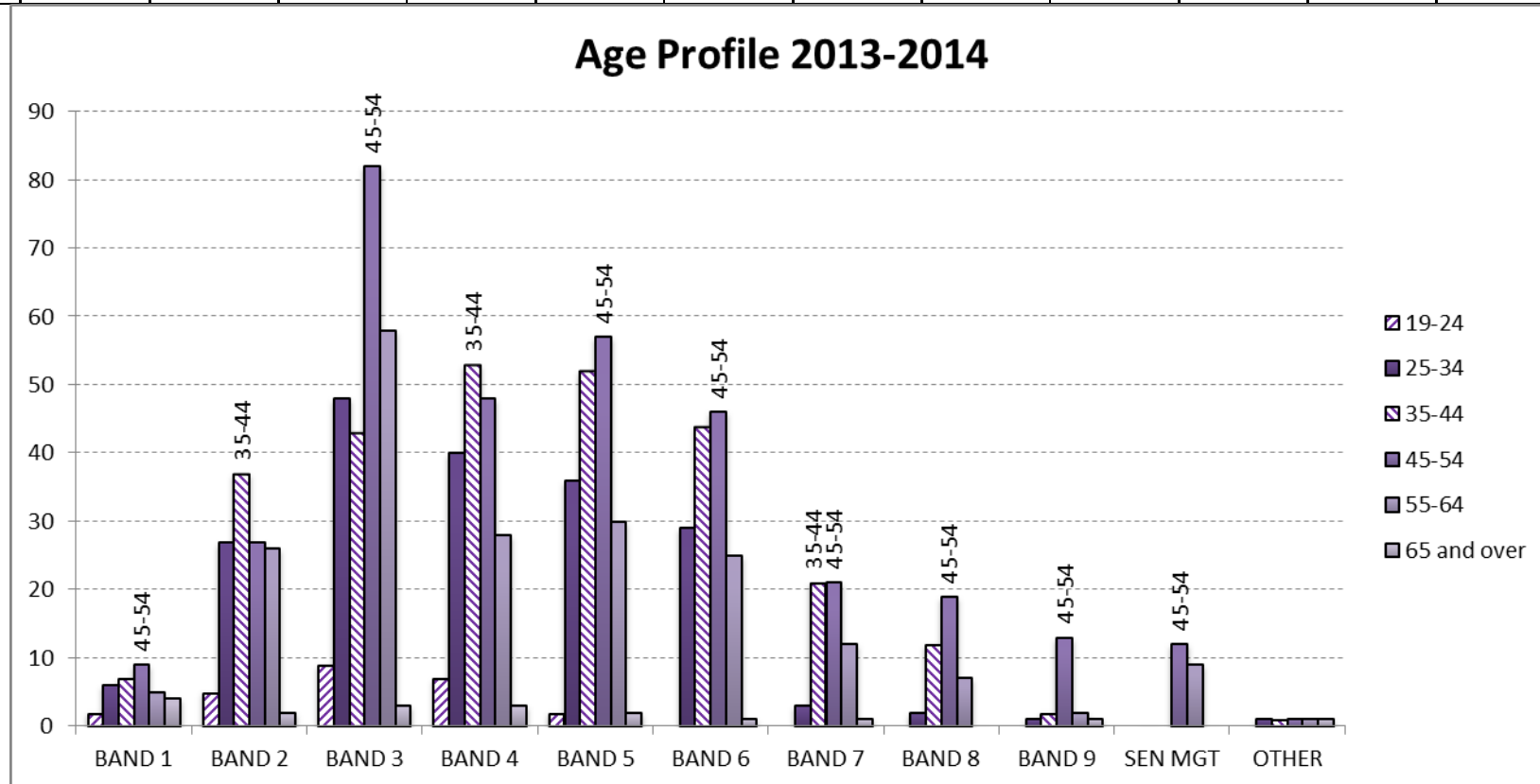
Gender	Pay Grade																							
	BAND 1		BAND 2		BAND 3		BAND 4		BAND 5		BAND 6		BAND 7		BAND 8		BAND 9		SEN MGT		OTHER		Grand Total	%
Female	19	57.6%	59	47.6%	99	40.7%	96	53.6%	83	46.4%	81	55.9%	24	41.4%	18	45.0%	11	57.9%	7	33.3%	3	60.0%	500	47.8%
Male	14	42.4%	65	52.4%	144	59.3%	83	46.4%	96	53.6%	64	44.1%	34	58.6%	22	55.0%	8	42.1%	14	66.7%	2	40.0%	546	52.2%
Total	33		124		243		179		179		145		58		40		19		21		5		1046	



Appendix 4

Age Profile April 2013 – March 2014

Age Group	Pay Grade											Total	%
	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	SEN MGT	OTHER		
18 or Under	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
19-24	2	5	9	7	2	0	0	0	0	0	0	25	2.39%
25-34	6	27	48	40	36	29	3	2	1	0	1	193	18.45%
35-44	7	37	43	53	52	44	21	12	2	0	1	272	26.00%
45-54	9	27	82	48	57	46	21	19	13	12	1	335	32.03%
55-64	5	26	58	28	30	25	12	7	2	9	1	203	19.41%
65 and over	4	2	3	3	2	1	1	0	1	0	1	18	1.72%
Total	33	124	243	179	179	145	58	40	19	21	5	1046	



Appendix 5

Recruitment Applications Profile April 2013 – March 2014

Ethnic Origin	Applicant									Shortlisted									Successful								
	18 or Under	19-24	25-34	35-44	45-54	55-64	65+	No Info	Total	18 or Under	19-24	25-34	35-44	45-54	55-64	65+	No Info	Total	18 or Under	19-24	25-34	35-44	45-54	55-64	65+	No Info	Total
Arab									0									0									0
Asian or Asian British:Bangladeshi		13	14	8				1	36		2	2	3					7									0
Asian or Asian British:Indian		1	20	2	1	1			25		1	3	1	1				6					1				1
Asian or Asian British:Other		1	2	11	2				16			1	3					4			1	1					2
Asian or Asian British:Pakistani		4	1	9					14				1					1									0
Black or Black British:African		5	20	9	11	2			47			2	4	1				7			1	1					2
Black or Black British:Caribbean			1		4				5									0									0
Black or Black British:Other		1	3		7				11					3				3									0
Chinese or Other Ethnic:Chinese		3	4	5	1			1	14			1	2	1			1	5									0
Chinese or Other Ethnic:Other			1	6	2				9				3	1				4					1				1
Mixed:Other		2		3	2	3			10		1		2					3				2					2
Mixed:White & Asian		5	4						9		2							2									0
Mixed:White & Black African		4	6	1	3				14		4							4									0
Mixed:White & Black Caribbean	1	6	11		6	3		1	28			3		1				4					1				1
Traveller:From a Travelling Community									0									0									0
White British:	16	223	372	258	269	97	3	13	1251	1	25	77	73	66	22		5	269		5	26	22	16	3			72
White:Irish			7	4	11	5			27			3	2	7				12			1	2					3
White:Other		16	69	58	17	7		1	168		4	9	11	5	1			30		1	4	4	1	1			11
Other Ethnic Group			6	1	1	1			9				1					1									0
Prefer not to say		2	19	13	7	1		84	126			3	5	2			10	20			1	2					3
Grand Total	17	286	560	388	344	120	3	101	1819	1	39	104	111	88	23	0	16	382	0	6	34	34	20	4	0	0	98

Ethnic Origin	Applicant					Shortlisted					Successful				
	Female	Male	Not Given	Disabled	Total	Female	Male	Not Given	Disabled	Total	Female	Male	Not Given	Disabled	Total
Arab					0					0					0
Asian or Asian British:Bangladeshi	20	16		1	36	5	2			7					0
Asian or Asian British:Indian	13	12		1	25	3	3			6	1				1
Asian or Asian British:Other	9	7			16	2	2			4		2			2
Asian or Asian British:Pakistani	1	13			14		1			1					0
Black or Black British:African	19	28			47	3	4			7	1	1			2
Black or Black British:Caribbean	4	1			5					0					0
Black or Black British:Other	9	2			11	3				3					0
Chinese or Other Ethnic:Chinese	10	4			14	4	1			5					0
Chinese or Other Ethnic:Other	4	5			9	1	3			4	1				1
Mixed:Other	3	7			10		3			3		2			2
Mixed:White & Asian	2	7			9		2			2					0
Mixed:White & Black African	5	9			14		4			4					0
Mixed:White & Black Caribbean	12	16		1	28	1	3			4		1			1
Traveller:From a Travelling Community					0					0					0
White British:	504	747			1251	126	143		20	269	35	37		5	72
White:Irish	9	18			27	3	9		3	12	1	2			3
White:Other	91	76	1		168	21	9			30	8	3			11
Other Ethnic Group	5	4			9	1				1					0
Prefer not to say	36	71	19	4	126	9	6	5		20	2	1			3
Grand Total	756	1043	20	7	1819	182	195	5	23	382	49	49	0	5	98