



Equality in Employment

End of Year Workforce
Report

April 2015 – March 2016

Report by: Head of Human Resources

June 2016

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1. Purpose

The purpose of this report is to update the Equalities Panel on the workforce profile as at March 2016.

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 2016 in relation to ethnicity, disability, gender, age, religion or belief, and sexual orientation. All the data shown is for headcount – not full time equivalents.

Cambridge City Council's Single Equality Scheme for 2015-2018 was approved at the Council's Strategy and Resources Scrutiny Committee on 13 July 2015, following public consultation carried out from February to May 2015. The Single Equality Scheme sets out how the Council will meet the requirements of the Public Sector Equality Duty (PSED). One of the five objectives for the scheme relates to employment issues: 'To ensure that the City Council's employment policies and practices are non-discriminatory and to work towards a more representative workforce within the City Council'.

At March 2016, the headcount for Cambridge City Council staff was 910. The head count on the 1st April 2015 was 975.

3. Summary

- For 2015-16 we set ourselves targets for both BAME (9.5%) and disabled (6.5%) staff as a percentage of the workforce.
- The BAME representation of the workforce has decreased from 7.06% in March 2015, to 6.18% in March 2016.
- The percentage of disabled staff has increased from 5.06% in March 2015 to 5.60% in March 2016.
- The 45 – 54 age group remains the highest age range.
- 50% of the workforce have 10 years or more length service.
- The Gender profile for the council remains approximately 47% female staff and 53% male staff.
- In light of the information set out in this report, it is recommended that both the BAME and Disability targets remain at 9.5% and 6.5% respectively.

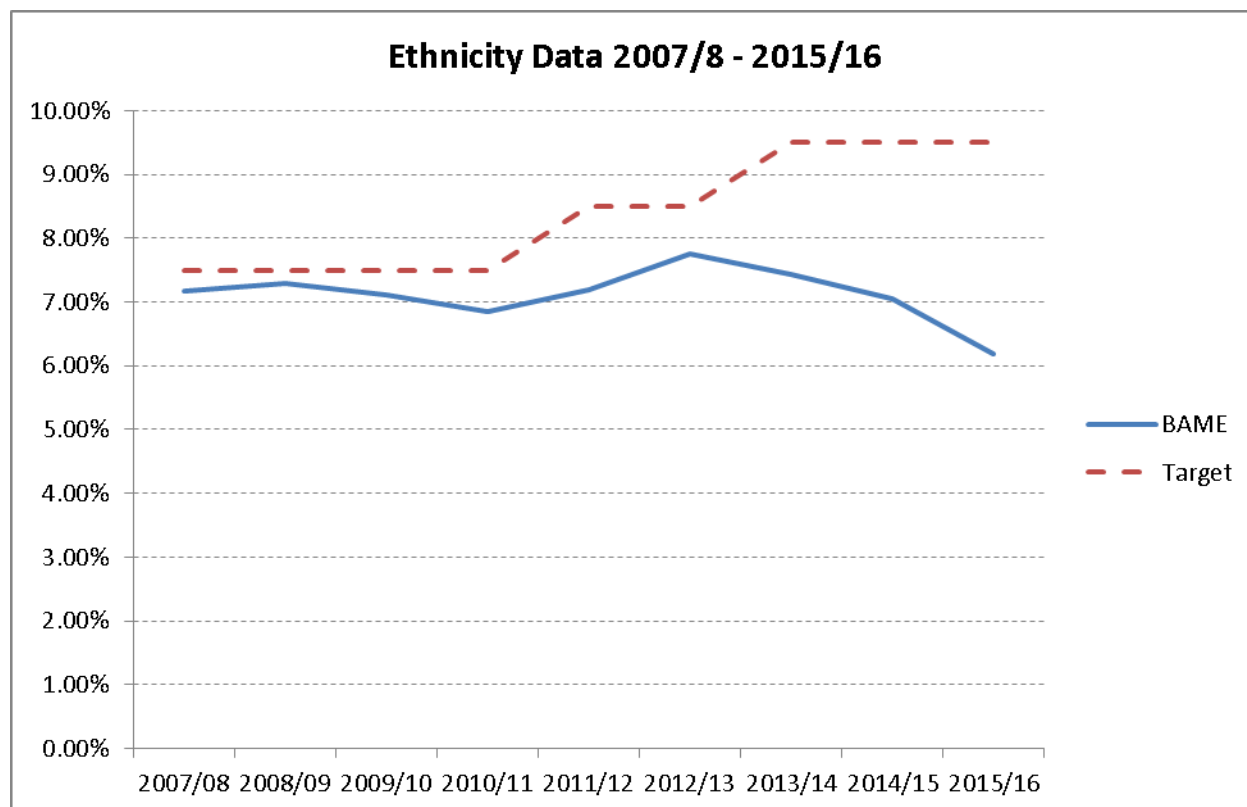
4. Workforce Profile

4.1 Ethnicity 2015 - 2016

As at 31st March 2016, 6.18% of all staff declared themselves to be BAME (Black, Asian and Minority Ethnic). Our target for 2015/16 was 9.5%.

Appendix 1 provides the Council's workforce profile for the year ending 31st March 2016.

4.1.1 Ethnicity Trend Data for 2008 - 2016



The percentage of the workforce declaring themselves as BAME is lower than the peak of 7.75% in 2012/13.

The highest representation of BAME staff is Black or Black British: Caribbean (1.03%).

There are now three categories that share the lowest figure of 0.11%: Chinese or Other Ethnic: Chinese; Asian or Asian British: Pakistani; and Mixed: Other.

We continue to have no members of staff who identify as being from a travelling community.

The number of staff who identify themselves as White: Other has reduced from 67 (6.75%) in March 2015 to 54 (6.18%) in March 2016.

One factor in this change in the BAME workforce representation is that 11 of the 58 staff that transferred out of the Council under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) had declared themselves as BAME.

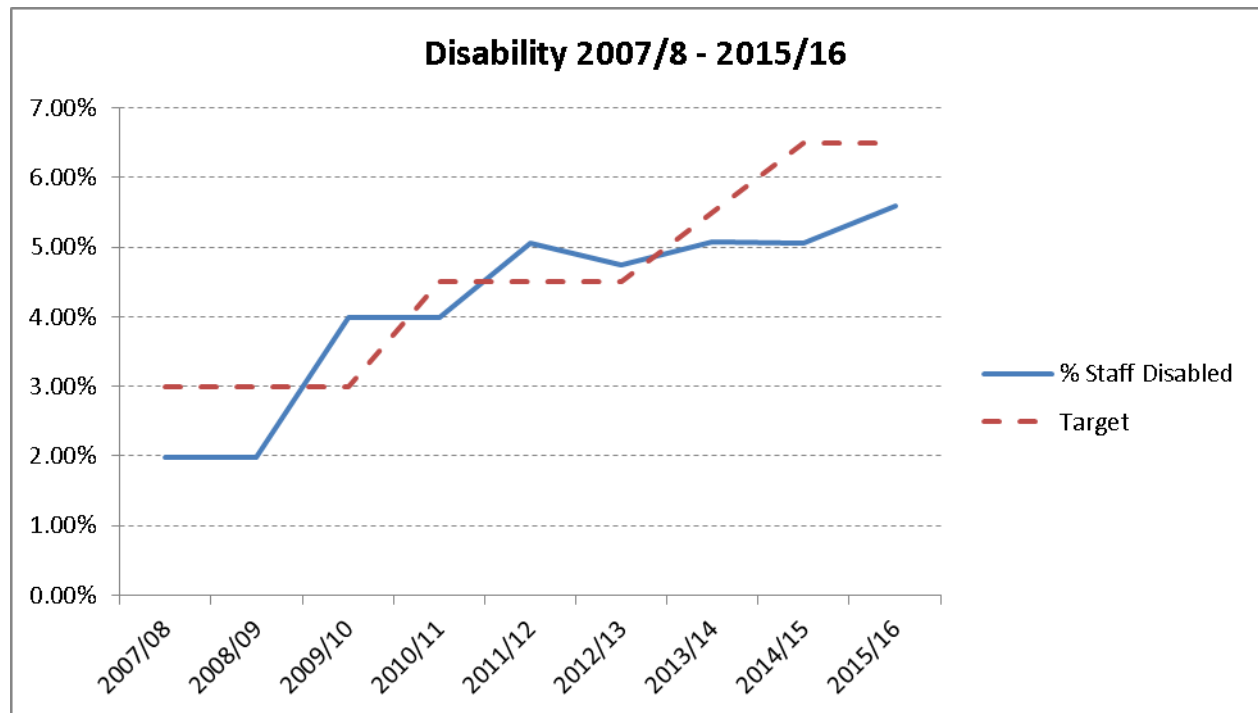
The target for 2015-16 was 9.5%. Based on the 2011 Census, 17.5% of the Cambridge City Population are from the BAME community. 64% of the population are economically active, which equates to 11.2% from the BAME community. It is recommended that the target for 2016-17 remains at 9.5%. This will be reviewed in 2017 with the long term aim of matching the Census data.

4.2 Disability 2015 - 2016

As at 31st March 2016, 5.6% of the Council's workforce declared themselves as disabled. At March 2015 the percentage was 5.06%. The percentage has increased by 0.54% this year. The target for 2015-16 was 6.5%.

Appendix 2 and Section 10.2 display the Disability Profile for 2015-2016.

4.2.1 Disability Trend Data for 2008 - 2016



The Disability Profile for the Council's workforce has risen by around 3.5% over the past 6 years.

A data validation exercise was undertaken in Autumn 2015. In previous years this has resulted in an increase in the number of people declaring a disability, however, this trend has not been as apparent in 2015. The next data validation exercise is due to take place in Autumn 2017.

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 2016-17 remains at 6.5%. This will be reviewed in 2017 with the long term aim of matching the Census data.

4.3 Gender 2015 - 2016

As at 31st March 2016, 47.3% of our staff are female and 52.7% are male.

Appendix 3 shows the workforce Gender Profile by Pay band.

There are 277 part time employees, and 72% of these are female. This is a 1% decrease from 73% in 2015.

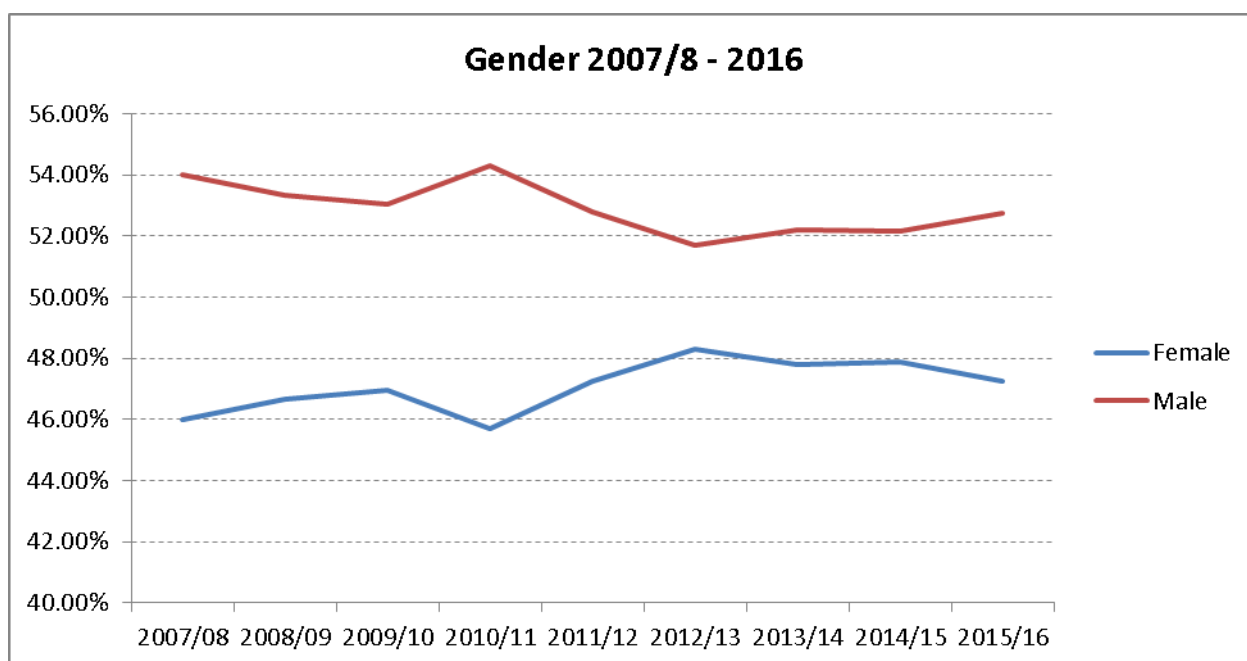
There is a decrease in the percentage of part time staff (30.44% at March 2016, compared to 32.52% in March 2015

There has been an increase (3.48%) in the percentage of female staff working full time when compared to the previous two years when the split between those females working full time and part time was 50:50.

The trend of full time to part time working patterns is now 70% to 30% part time. This pattern is smaller to 2015 when it was 67% to 33% part time.

	FT	%FT	PT	%PT	Total	
Female	230	53.49%	200	46.51%	430	47.25%
Male	403	83.96%	77	16.04%	480	52.75%
Total	633	69.56%	277	30.44%	910	

4.3.1 Gender Trend Data for 2008-2016



The Gender Profile of the Council's workforce has remained at around 47% female, 53% male for the past 4 years.

4.4 Age 2015 - 2016

As at 31st March 2016, the highest percentage of Council staff were in the 45-54 age group. This has been the case since 2010.

There continues to be a decrease in the percentage of staff in the 25-34 age group.

There are 23 members of staff (2.53%) aged 24 or under and 28 members of staff (3.08%) aged 65 and over.

Appendix 4 details the Workforce Age profile by Pay Band.

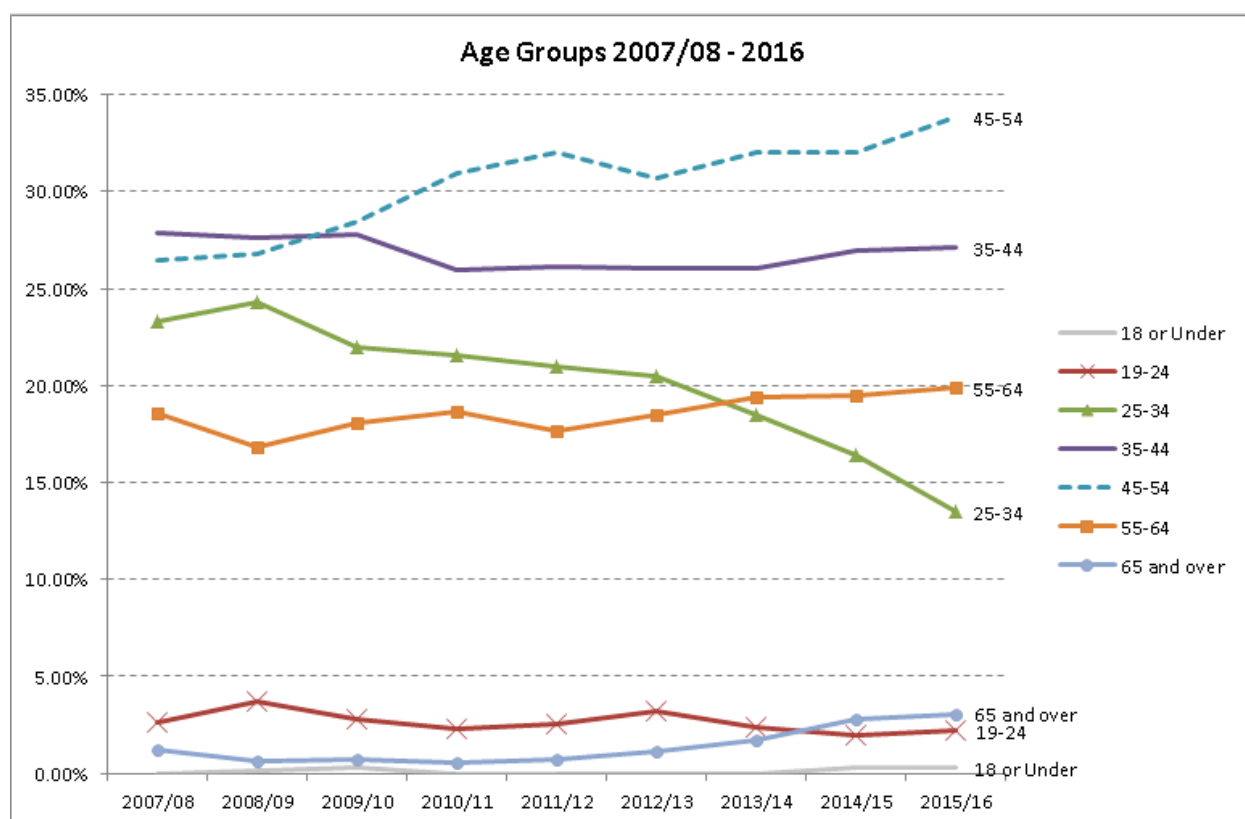
The Council currently has 7 apprentices in the following roles:

- Apprentice Plumber x2
- Apprentice Carpenter x2
- Apprentice Surveyor x1
- Business Admin Apprentice x1
- Youth Project Worker Apprentice x1

During 2016-17 we are planning to recruit the following apprentices:

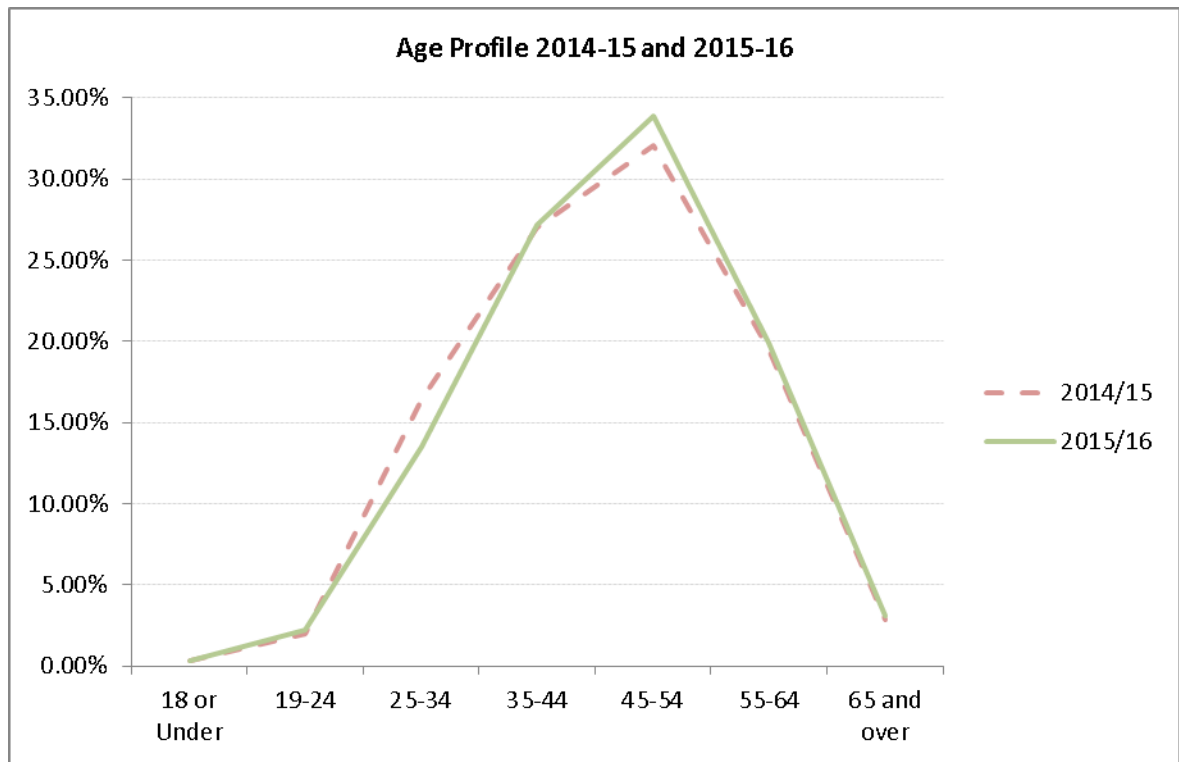
- Apprentice Surveyor x2
- Customer Service Apprentice x1
- Electrician Apprentice x1
- Business Admin Apprentice x2
- Finance Apprentice x1

4.4.1 Age Trend Data for 2008 – 2016



Since 2007/08 the 45-54 age group has risen from 26% to 34%. Over the same period there has been a decline in the 25-34 age group which has gone from 24% to 13.5% in the same time period.

4.4.2 Age Profile 2015-16



The 2016 Age Profile shows a peak in the number of staff aged between 45 and 54. Most of the Council's workforce (94%) are between the ages of 25 and 64.

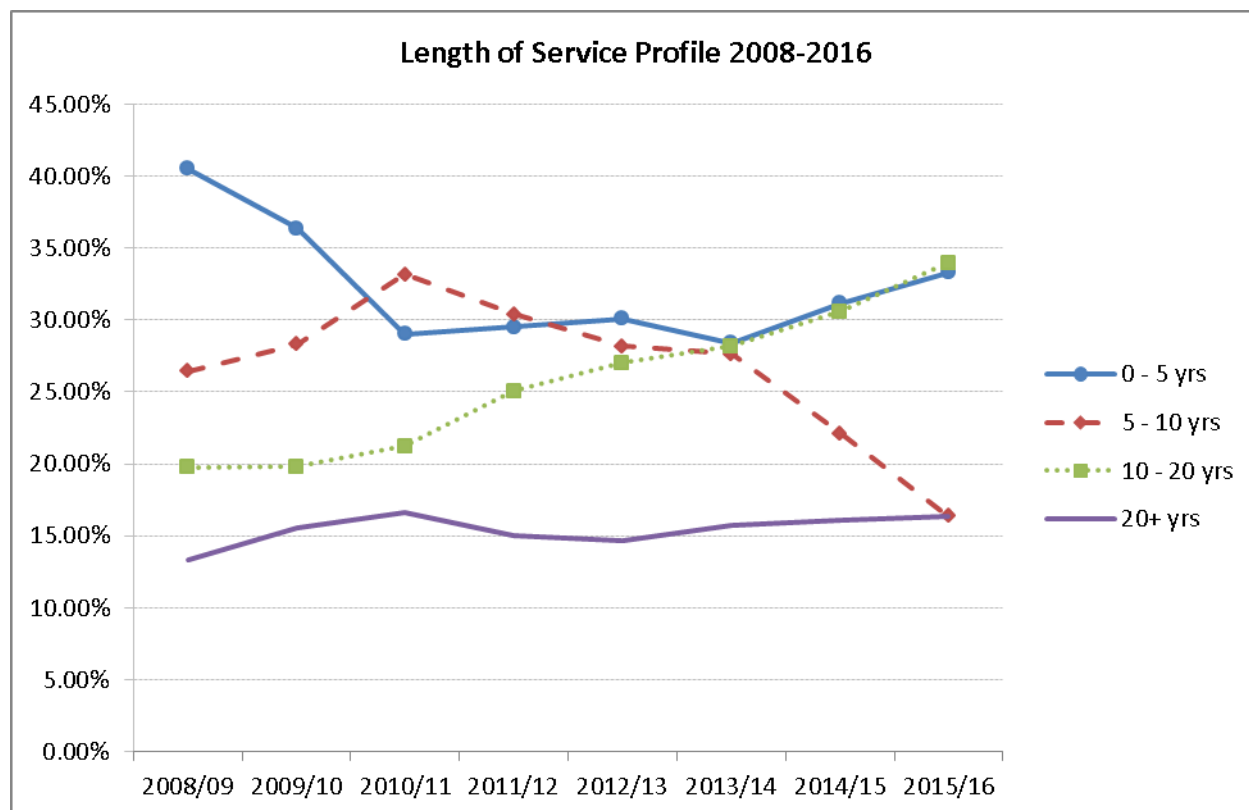
4.5 Length of Service

458 (50.33%) members of staff have been working for the Council 10 years or more. This is an increase of 3% since March 2015.

94 (10.33%) staff have been working for the Council for less than a year. This is an increase of 2% since March 2015.

Length of Service	Number of Staff	% Workforce
Less than a year	94	10.33%
1 - 2 years	67	7.36%
2 - 5 years	142	15.60%
5 - 10 years	149	16.37%
10 - 20 years	309	33.96%
20+ years	149	16.37%
Total	910	

4.5.1 Length of Service Profile 2008 – 2016



The proportion of the workforce who have worked for Cambridge City Council for more than 20 years has remained at around 15-16%.

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 2016 figures are around 5% lower than in 2014/15 while the 10-20 years group continues to rise. 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 over 14% increase since 2008.

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	6	0.66%
Christianity	388	42.64%
Hindu	4	0.44%
Jewish	2	0.22%
Muslim	10	1.10%
None	281	30.88%
Other	31	3.41%
Refuse/Not Specified	188	20.66%
Total	910	

42.64% of the workforce identify themselves as Christian (an increase of 0.9%) and 30.88% state that they have no religion or belief (an increase of 2.82%).

3.41% of staff stated their religion/belief as Other (down from 3.69%) and 20.66% preferred not to disclose this information.

The percentage of the workforce who identify themselves as Christian has been at around 40% since 2010. 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 30.9% of the workforce.

20.7% of Council staff have declined to disclose their religion or belief, which is higher than the census data (9%). There has been an increase in staff (61) disclosing their religion or belief when compared to 2014/15. This may be due to the data validation exercise carried out in 2015.

In 2013/14 The Equalities Panel had requested benchmarking data on non-disclosure rates in other authorities. The average rate of non-disclosures was 50.5% compared to 20.7% 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 3.41% 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	11	1.21%
Gay	7	0.77%
Heterosexual	615	67.58%
Lesbian	3	0.33%
Other	3	0.33%
Questioning	2	0.22%
Refuse to declare	269	29.56%
Total	910	

67.58% of staff declare themselves as heterosexual. This is a 3.11% increase since March 2015.

23 members of staff (2.53%) declare their sexual orientation as gay, lesbian, bisexual or questioning.

It is recognised that urban areas like Cambridge tend to have higher LGB population rates than the national average, and Cambridge in particular is widely considered to have a large LGBTQ community.

29.56% of staff prefer not to declare their sexual orientation.

In 2013/14 The Equalities Panel had requested benchmarking data on non-disclosure rates in other authorities. The average rate of non-disclosures were 56.03% compared to 29.56% for Cambridge.

There is no statistically reliable data on the proportion of Cambridge residents who declare themselves as LGBTQ (Lesbian, Gay, Bi-sexual, Trans or Questioning). However, Stonewall, the national charity working for equality for lesbians, gay men and bisexual states that a reasonable estimate for the UK's population of LGB people would be 5-7%. This would equate to approximately 5,360 – 7,504 people out of the 107,200 people who were aged 15 or over in Cambridge at the time of the 2011 Census.

There has been an increase in staff (70) disclosing their sexual orientation when compared to 2014/15. Similar to religion or belief, this may be due to the data validation exercise carried out in 2015.

5. Recruitment Profile

The full Recruitment Profile for 2015-16 is shown in Appendix 5.

5.1 Ethnicity

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

Overall the number of applications received was similar to 2015 (1214) and (1265) in 2016.

There has been a slight decrease in the number BAME applications received 5 (1.2% decrease). There have also been decreases in the number of shortlisted applications 12 (3.91% decrease, and the number of successful applications 5 (4.96% decrease).

There were 10 (6.58%) BAME applicants who were successful and this is 3% lower than the workforce target of 9.5%.

In order to raise the workforce profile from 6.18% to the target of 9.5%, a further 29 BAME staff would need to be recruited based on the current headcount.

A recruitment survey and audit of BAME applications was undertaken in 2013-14.

The survey was 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 to that survey there did not appear to be anything raised by respondents to 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 2013/14 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.

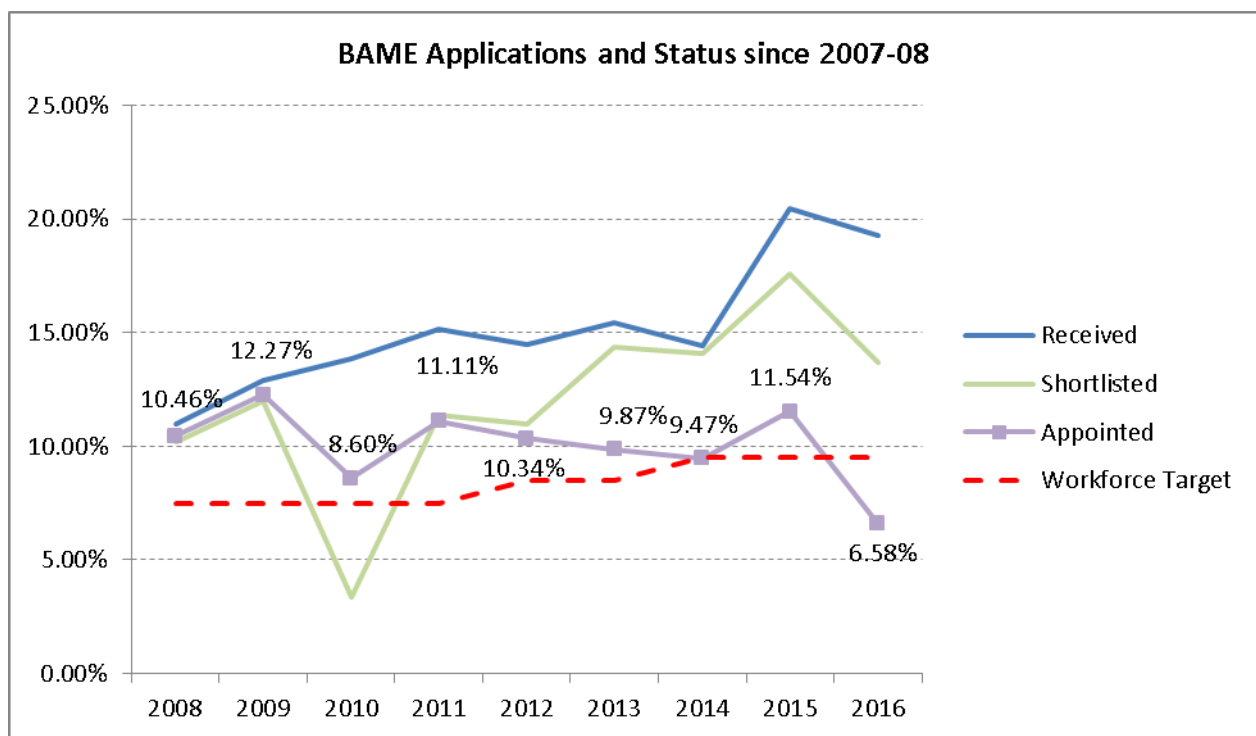
We will repeat an audit of BAME applications in 2016 that will cover the application, shortlisting and decision making stages to ensure the process remains fair and objective and in accordance with the Councils recruitment policies.

2016 Table

Applications	All Applications		BAME Applications		Prefer not to say	
Received	1265		232	19.27%	61	4.82%
Shortlisted	549	43.40%	72	13.66%	22	4.01%
Successful	157	12.41%	10	6.58%	5	3.18%

2015 Table

Applications	All Applications		BAME Applications		Prefer not to say	
Received	1214		227	20.47%	105	8.65%
Shortlisted	515	42.42%	84	17.57%	37	7.18%
Successful	142	11.70%	15	11.54%	12	8.45%



5.2 Disability

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

The percentage of applications received from people with a disability has remained the same whilst there has been a decrease of 6 (1.4%) in those applicants being shortlisted. The number of applicants with a disability who were successful has increased by 1 (3.82%).

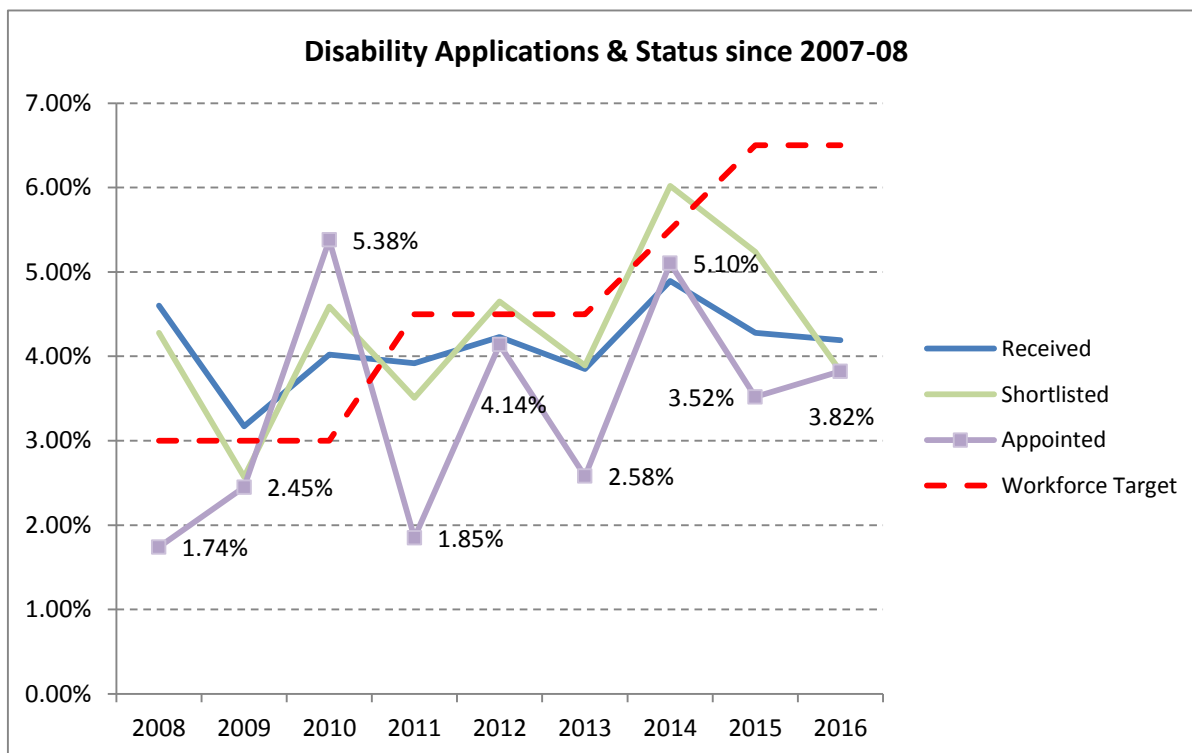
2016 Table

Applications	All Applications		Disability Applications	
Received	1265		53	4.19%
Shortlisted	549	43.40%	21	3.83%
Successful	157	12.41%	6	3.82%

2015 Table

Applications	All Applications		Disability Applications	
Received	1214		52	4.28%
Shortlisted	515	42.42%	27	5.24%
Successful	142	11.70%	5	3.52%

The recommended target for 2016-17 is 6.5%. In order to meet this target there would need to be 9 people with a disability recruited based on the current headcount.



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.

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. The highest number of shortlisted and successful applicants are now in the 45-54 age group, whereas in 2014-15 these came from the 25-34 and 35-44 age groups respectively.

This year there were no successful applicants aged 18 or Under. In 2015 there were 4 successful applicants under 18.

The predominant age group is 45 – 54 age group which matches the workforce profile.

2016 Table

Age	Applicant	Shortlisted	Successful
18 or Under	1	1	0
19-24	107	38	17
25-34	400	139	35
35-44	314	149	44
45-54	324	173	48
55-64	104	43	11
65 and Over	6	1	0
Not provided	9	5	2
	1265	549	157

2015 Table

Age	Applicant	Shortlisted	Successful
18 or Under	18	7	4
19-24	183	64	23
25-34	380	158	36
35-44	284	124	43
45-54	227	105	23
55-64	84	45	10
65 and Over	3	2	2
Not provided	35	10	1
	1214	515	142

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5.4 Gender

55.18% of applications were from males, and 44.82% from females. As the applications move through the stages of recruitment the balance changes to close to 50:50. At appointment stage there were 77 male staff appointed and 80 female staff appointed.

12.41% of all applications were successful. For males this figure is 11.03% (77 successful from 698 applications) and for females this figure is 14.1% (80 successful from 567 applications).

The workforce profile overall is 53% male and 47% female.

2016 Table

Applications	All Applications		Male		Female	
Received	1265		698	55.18%	567	44.82%
Shortlisted	549	43.40%	284	51.73%	265	48.27%
Successful	157	12.41%	77	49.04%	80	50.96%

2015 Table

Applications	All Applications		Male		Female	
Received	1214		630	51.89%	583	48.02%
Shortlisted	515	42.42%	232	45.05%	283	54.95%
Successful	142	11.70%	56	39.44%	86	60.56%

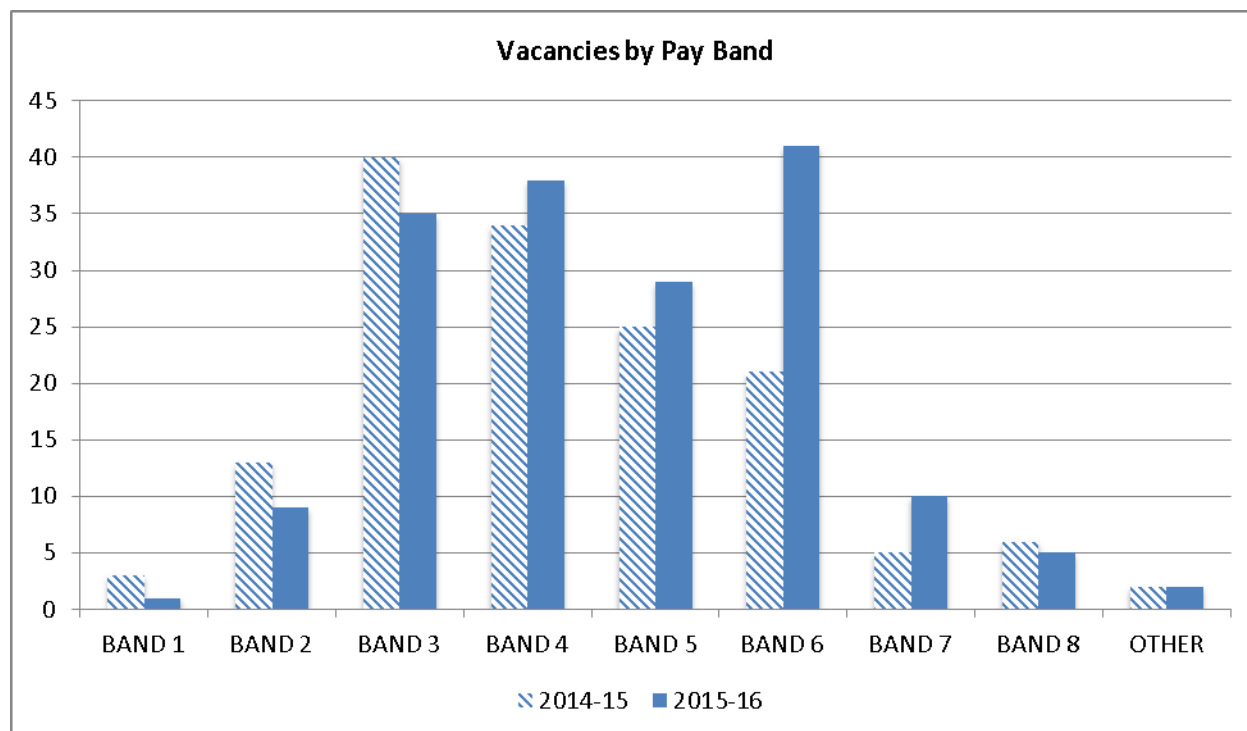
5.5 Vacancies by Pay Band

Band 6 had the most number of advertised vacancies in 2015-16. Bands 4, 3 and 5 are the next highest recruited to grade respectively.

The salary range for band 6 £31,846 - £36,662. Typical roles that fall within Band 6:

- Senior Planning Enforcement Officer
- Commercial Waste & Projects Officer
- Building Control Surveyor
- Customer Service Team Leader
- HR Business Partner
- Housing Enforcement Officer

The Councils pay scales for the period of 2015/16 are shown below



Pay Band	Salary Range	Pay Band	Salary Range
Band 1*	£14,075 - £16,231	Head of Service (JNC 2)	£56,222 - £62,837
Band 2	£16,969 - £19,742	Head of Service (JNC 1)	£65,054 - £71,668
Band 3	£19,742 - £22,937	Director	£83,804 - £93,729
Band 4	£22,937 - £27,123	CEX	£108,639 - £122,503
Band 5	£27,924 - £31,846	Other:	
Band 6	£31,846 - £35,662	Apprentices	
Band 7	£36,571 - £41,140	Staff that have TUPE'd into the Council.	
Band 8	£41,140 - £43,869		
Band 9	£44,836 - £47,864		
Band 10	£50,000 - £54,500		

*We are an accredited Living Wage Employer and pay a living wage supplement within Band 1 to ensure staff within this grade receive at least the current UK Living Wage of £8.25 per hour.

5.6 Starters

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

The recruitment advertising process was changed in September 2012, and since then there has been a greater proportion of external appointments. Prior to the change the figure was around 60-65% external. Since the change this figure has been between 74-80%.

There were 157 offers of appointment made between April 2015 and March 2016. Of these, 117 (74.52%) were external appointments, and 40 (25.42%) were internal.

Of the 117 external appointments, 2.56% declared a Disability, 7.96% were from a BAME group, 48.72% were Female and 51.28% were Male. The age group with the highest proportion of offers of appointments was the 45-54 age group, compared with 35-44 being more prevalent in 2014-15.

Of the 40 internal appointments, of which 23 (57.5%) were promotions (an increase in Pay Band). The breakdown of promotions for April 2015 – March 2016 is as follows:

	No of Promotions	%
Female	14	60.87%
Male	9	39.13%
BAME	1	4.55%
Non BAME	21	95.45%
Prefer not to say	1	4.35%
Disability	2	8.70%
No Disability	21	91.30%
Age		
18 or Under	0	0.00%
19-24	0	0.00%
25-34	4	17.39%
35-44	11	47.83%
45-54	8	34.78%
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 35 and 44.

There were three internal appointments made to members of staff who declared a disability, two of which were promotions.

5.7 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 2015 to March 2016, 176 staff left the Council (an increase of 18 staff from 2014-15). Of these, 5 had a disability, 83 were female, and 24 were BAME.

The reasons for leaving were as follows:

Reason for Leaving		
Dismissal	1	0.5%
End of Contract	17	9.6%
Redundancy	8	4.5%
Retirement	17	9.6%
TUPE	58	32.9%
Voluntary	75	42.6%
Total	176	

- 2.84% of leavers were staff who had declared a disability (a slight decrease from 3.16% in 2014-15).
- 14.29% of leavers were BAME (for data available). This is an increase of 2.65% from 2014-15. Of the 58 staff that transferred out of the Council under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) between 2015/16, 11 staff (18.9%) had declared themselves as BAME.
- 47.2% of leavers were female, which is a decrease from 53.8% in 2014-15.

5.8 Staff Turnover

Total staff turnover for this period was 18.7% based on all leavers as a percentage of the average number of employees for the year (943)

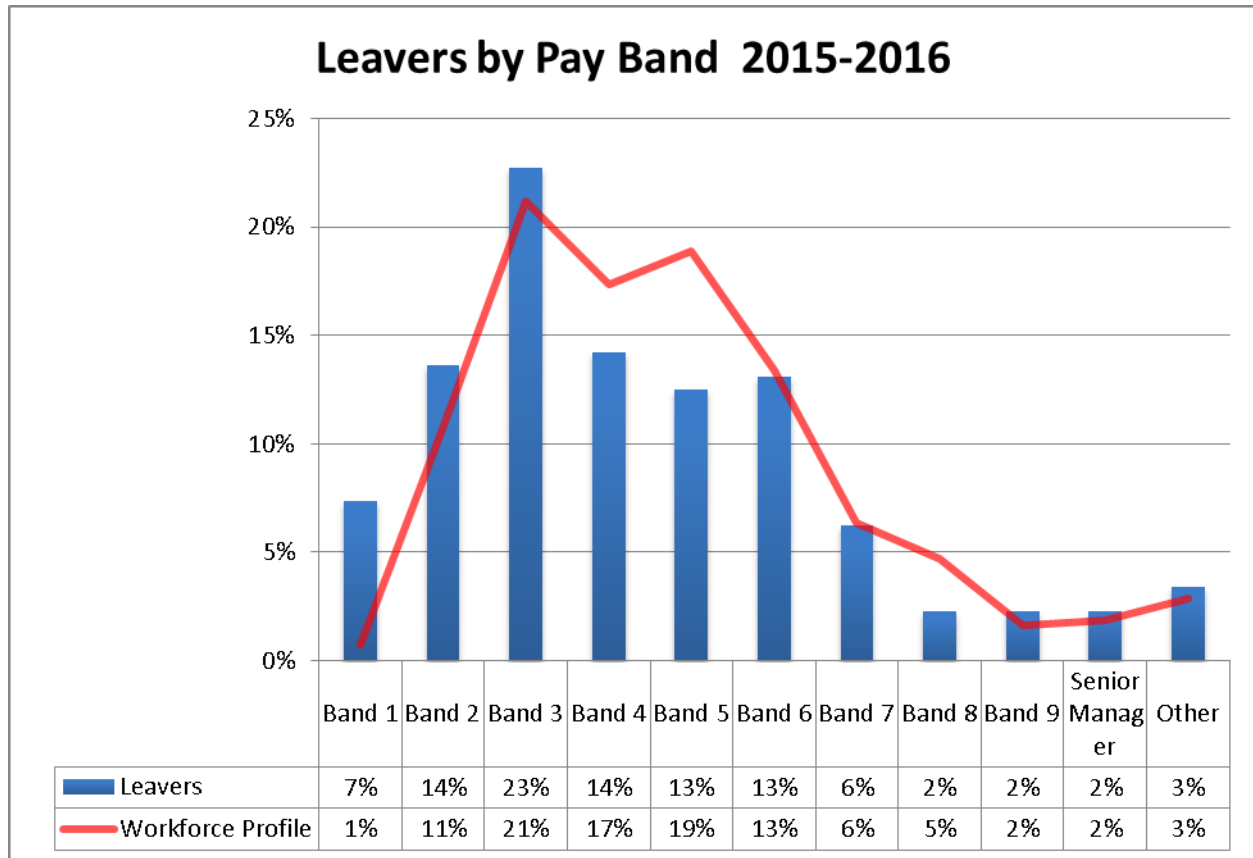
Staff turnover based on voluntary leavers as a percentage of the average number of employees for the year (943) was 8% for this period, which is an increase of 1.2% from 2014-15.

5.9 Leavers by Pay Band

In 2015-16, as with previous years, the highest number of leavers were leaving from posts in Band 3, which is in line with the distribution of the workforce across pay bands.

Bands 2, 4 and 6 had a higher proportion of leavers than other Bands.

Bands 4, 5 and 8 have a lower proportion of leavers compared to the workforce profile.



6 Training

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

A total of 124 courses were held from April 2015 to March 2016, compared to 208 for the same period in 2014-15.

In the period 2014/15 the Council was running a management development programme for all managers called the 'Manager Skills Programme'. The programme finished in August 2014 and this contributed towards more courses being run for 2014/15.

6.1 Training Attendance April 2015 – March 2016

	BAME	Non-BAME	Not provided	Disability	No Disability	Female	Male	Under 55	55 and Over
No of Attendees	51	956	103	81	1029	644	466	924	186
%	5.06%	94.94%	9.28%	7.30%	92.70%	58.02%	41.98%	83.24%	16.76%
1110 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.

5.06% of staff who attended training in this period declared themselves as BAME, which is lower than the workforce profile of 6.18%. This is a decrease from 7.62% who attended training in the previous period from 2014-2015.

The gender profile of the workforce is currently 47% Female and 53% Male. The numbers of staff attending training are 58.02% Female and 41.98% Male. This is a similar pattern to 2015.

The number of staff over the age of 55 who attended training this year was the same as last year (16.8%). The workforce profile has 23% of staff aged 55 and over.

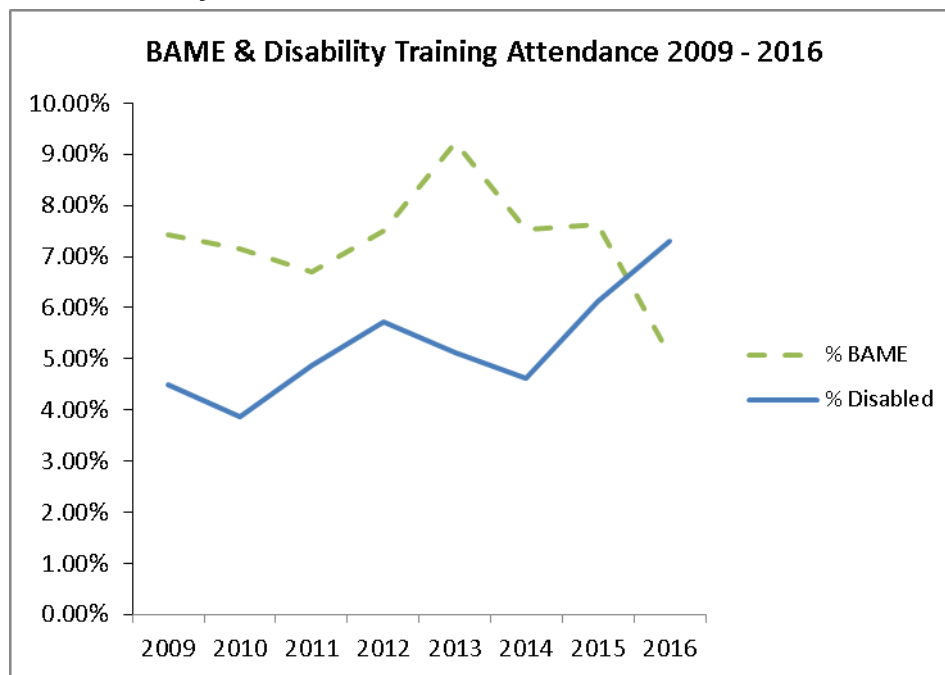
7.3% of attendees declared themselves as disabled. This is both higher than the workforce profile for disability (5.6%) and last year's training figure (6.12%).

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

We will review any barriers for staff attending training.

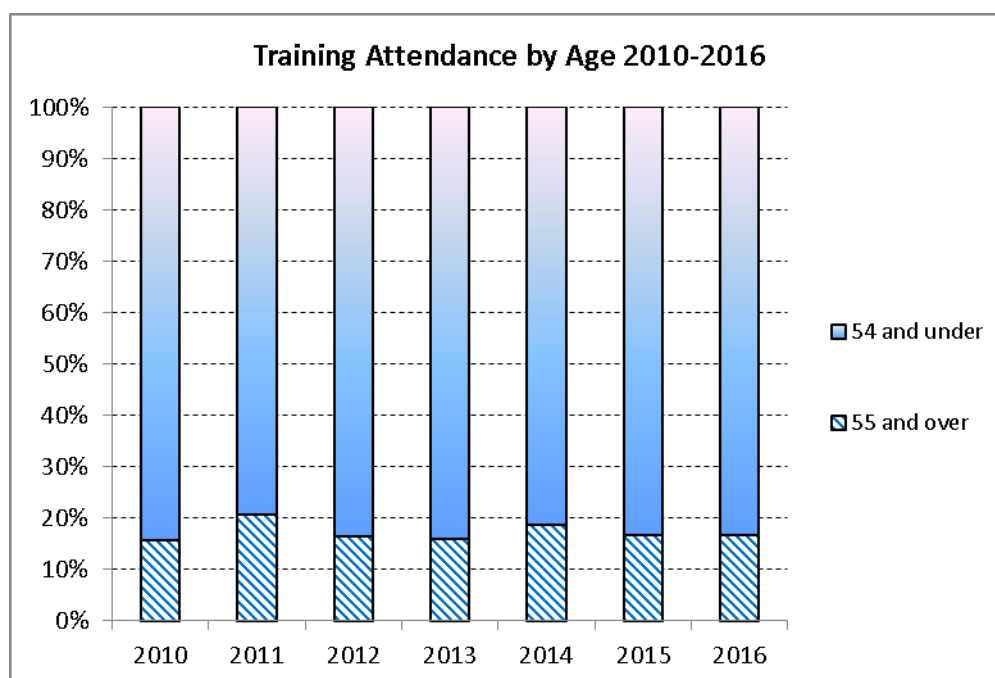
6.2 Training Attendance 2009 – 2016

6.2.1 Ethnicity and Disability 2009 – 2016



The BAME attendance figures have decreased from an average of around 7.5% since 2009 to 5.06% in 2015-16. The percentage of staff with a disability who have attended training has been generally increasing since 2009 (4.5% in 2009 to 7.3% in 2016), and is now above the workforce profile %.

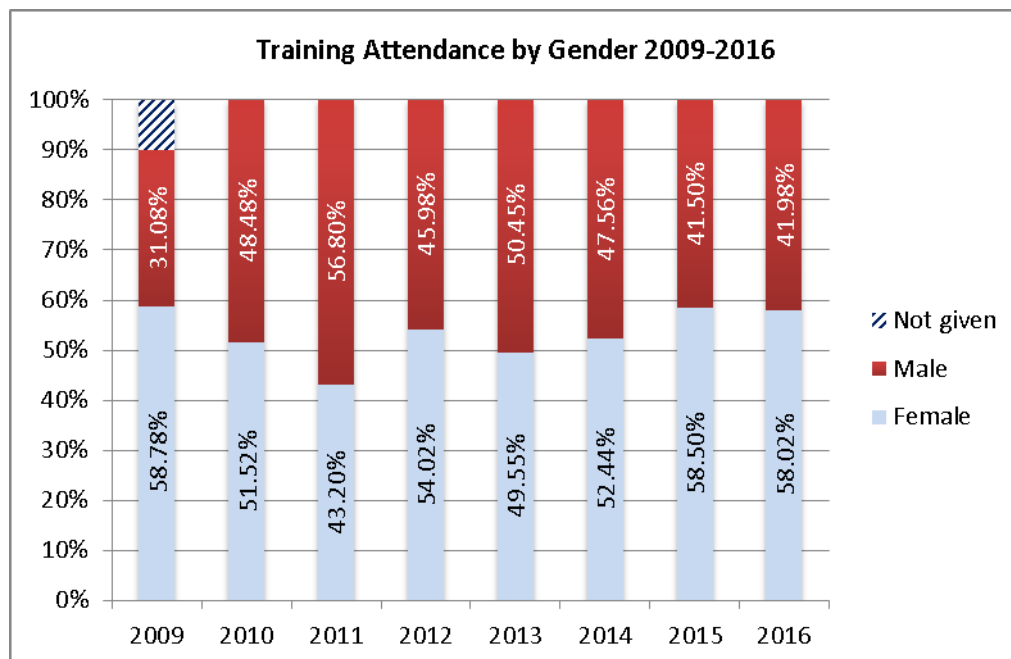
6.2.2 Age 2010 – 2016



The Age trend data is for 2010 – 2016, 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 2016 figure is 16.76%, compared to 23% for the workforce overall.

6.2.3 Gender 2009 – 2016



The percentage of female trainees has fluctuated over the past five 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 2015-16 is 58.02% to 41.98%. Since 2009, there has tended to be slightly more females attending training than males although this has never passed more than a 60:40 ratio.

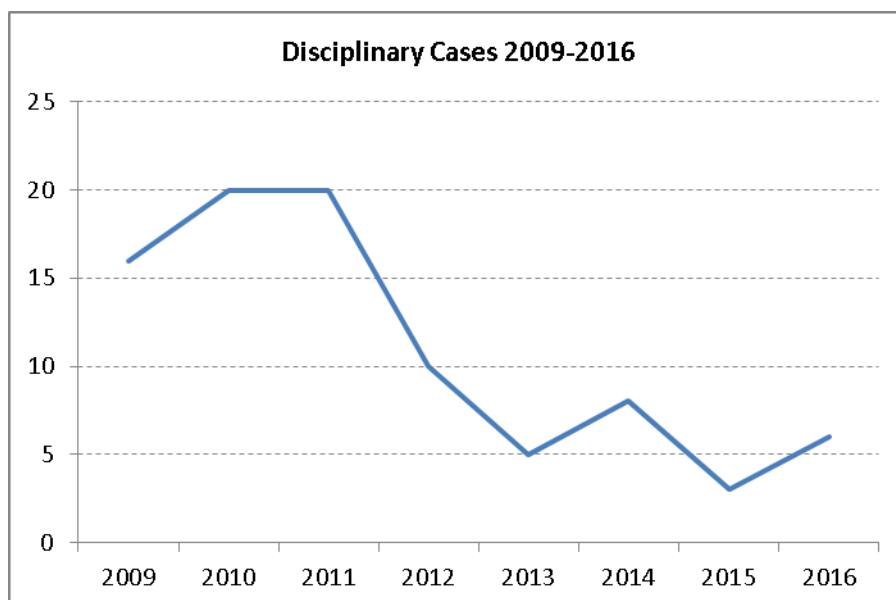
7 Disciplinary, Capability, Grievance and Redundancy

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

7.1 Disciplinary

During the period April 2015 to March 2016, 6 people (0.66%) have been formally disciplined.

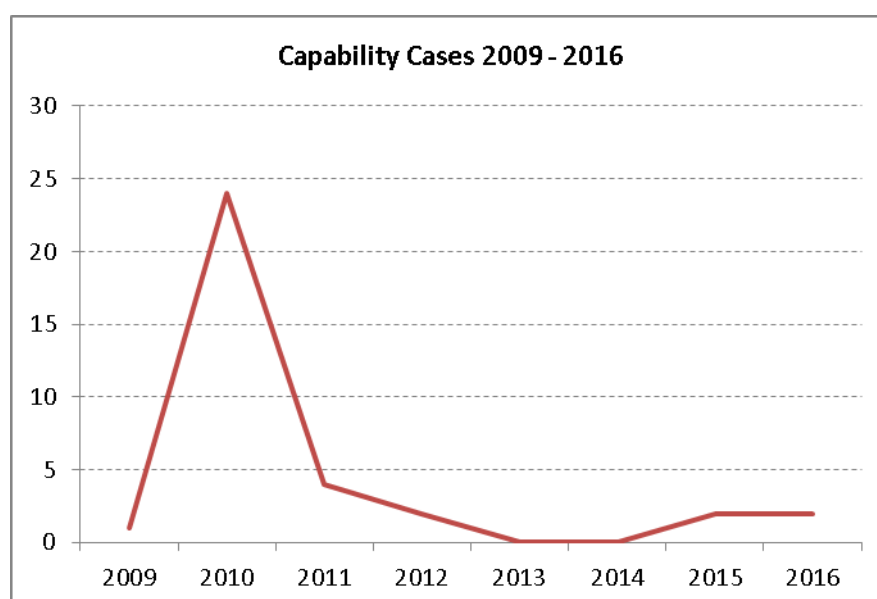
	BAME	Non-BAME	Not Given	Disability	No Disability	Female	Male	Under 55	55 and Over
No. of Staff	1	5	0	2	4	1	5	5	1
%	16.67%	83.33%	0.00%	33.33%	66.67%	16.67%	83.33%	83.33%	16.67%



The number of disciplinary cases recorded has fallen since 2011. This figure shows the number of staff whose disciplinary cases have been concluded with an outcome of written warning upwards. Verbal warnings are not recorded in this data.

7.2 Capability

There were two capability processes being undertaken during 2015-16. As the number of cases is small, equality information has not been provided so as to avoid identifying the individuals concerned.



The number of Capability cases has fallen since 2010.

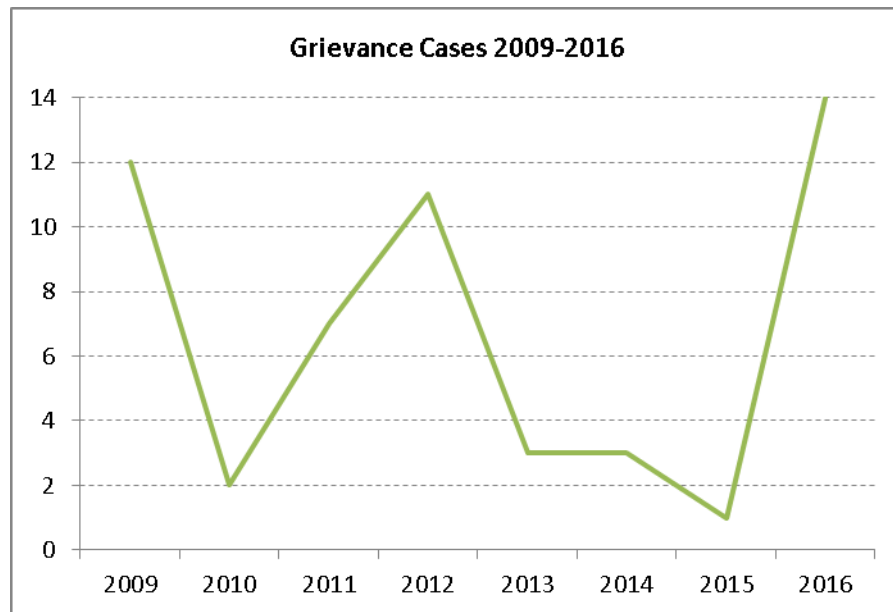
7.3 Grievance

Overall there were 14 grievance cases over this period. Of these 14 cases;

One grievance involved three members of staff and two other grievances involved two members of staff each, there were 11 individual grievances.

In total, the 14 cases involved eighteen people.

	BAME	Non-BAME	Not Given	Disability	No Disability	Female	Male	Under 55	55 and Over
No. of Staff	0	18	0	3	15	10	8	15	3
%	0.00%	100.00%	0.00%	16.67%	83.33%	55.56%	44.44%	83.33%	16.67%

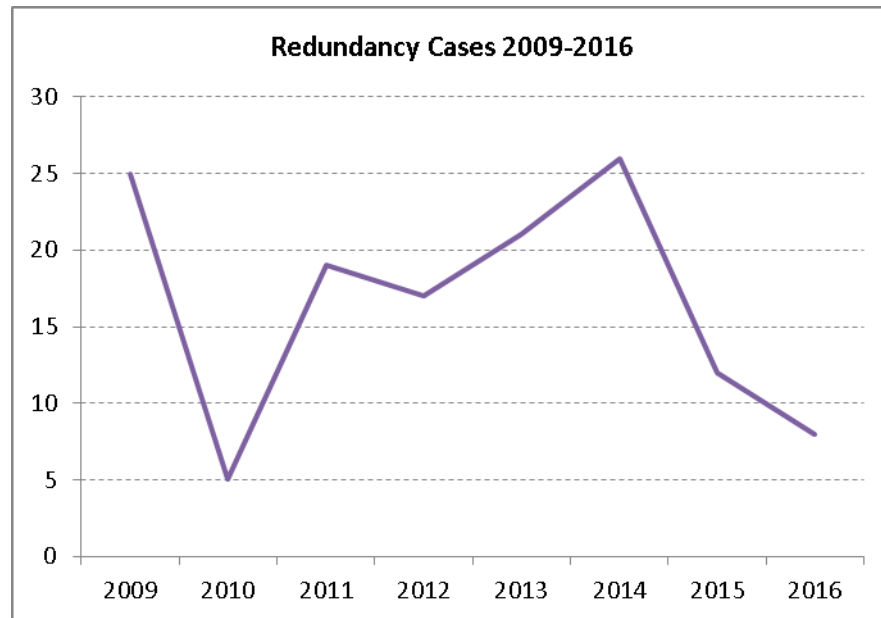


The number of grievance cases has fluctuated since 2009.

7.4 Redundancy

In the period, 1st April 15 – 31st March 16 the Council made 8 people (0.88%) redundant, compared to 12 people from the previous year. This is broken down as follows:

	BAME	Non-BAME	Not Given	Disability	No Disability	Female	Male	Under 55	55 and Over
No. of Staff	1	7	0	0	8	4	4	4	4
%	12.50%	87.50%	0.00%	0.00%	100.00%	50.00%	50.00%	50.00%	50.00%



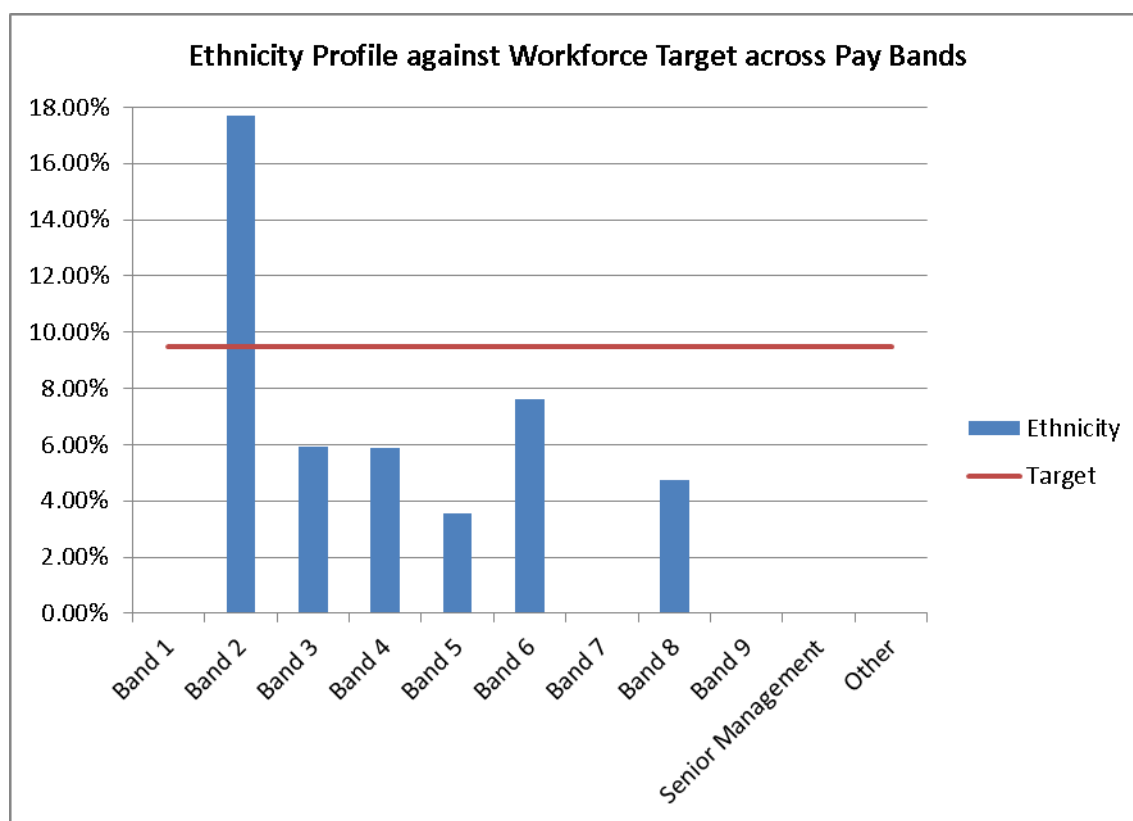
The number of redundancies have fluctuated between 5 and 26 per year since 2009.

7.5 Bullying and Harassment

There were 2 new Bullying & Harassment cases in 2015-16. These were not found to be in relation to issues surrounding any of the protected characteristics.

8 Pay Bands

8.1 Ethnicity

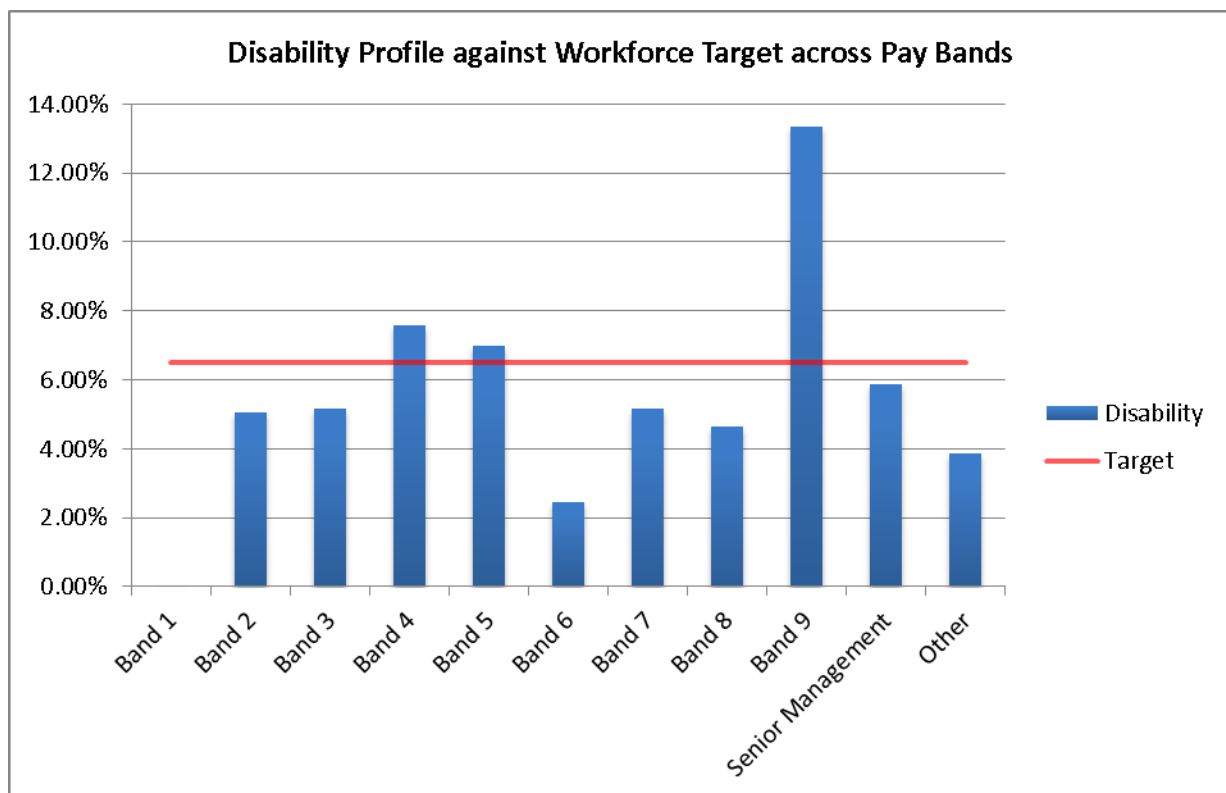


There are no staff who declare themselves to be BAME in pay bands 1, 7, 9 and Senior Management or other. For bands 1 and Senior Management, this is a decrease from 2014-15 where there were approx. 16% and 6% in these bands respectively. There are a small number of staff in these bands so small changes in staff numbers through leavers will account for a higher overall percentage change.

Band 2 continues to be higher than the 9.5% target and both bands 2 and 6 are above the workforce profile of 6.18%.

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

8.2 Disability



Our current target for staff declaring a disability is 6.5%. The current workforce profile is 5.6%.

We are exceeding this target in bands 4, 5 and 9, whereas band 1 continues to have no staff who have declared a disability, which has the least amount of staff.

Band 9 continues to have a higher percentage of staff declaring a disability, at 13.33%, whereas the band classed as Other has seen a drop from 12.5% in 2015 to 3.85% in 2016.

Appendix 2 details the Disability Profile for the workforce.

8.3 Gender

Of our 910 members of staff, 47% are female and 53% are male. This ratio has been around 52:48 for at least 4 years.

Women continue to be more highly represented than men in pay bands 4, 6, 8 and 9.

Men are now more highly represented than women in Bands 1, 3, and Senior Management where this was previously 50:50 in 2014-15.

Appendix 3 details the Gender profile of the workforce by pay band for 2015-16.

8.4 Age

There are 23 employees under the age of 25, all but one of who are in the low to mid pay bands 1-4, or Other.

Members of staff within the 65 and over age group are represented in all bands except Band 8, 9 and Senior Management Grades. They are the highest represented group in Band 1 with 6 out of 7 staff.

Members of staff aged 25-34 are represented in all bands except bands 1, 9 and Senior Management.

Members of staff within the 35-44 group are represented in all bands except band 1 and Senior Management.

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.

Appendix 4 details the age profile for the Workforce by pay band for 2015-2016.

Appendix 1

Ethnicity Profile for April 2015 – March 2016

	Pay Grade												
Ethnic Origin	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	SEN MGT	OTHER	Total	% Ethnicity
Arab												0	0.00%
Asian or Asian British:Bangladeshi			2	1								3	0.34%
Asian or Asian British:Indian		1		2		3		1				7	0.80%
Asian or Asian British:Other		7	1									8	0.92%
Asian or Asian British:Pakistani						1						1	0.11%
Black or Black British:African		2	2	1	2							7	0.80%
Black or Black British:Caribbean		1	2	3	2			1				9	1.03%
Black or Black British:Other		1	2			1						4	0.46%
Chinese or other Ethnic:Chinese					1							1	0.11%
Chinese or other Ethnic:Other		2				2						4	0.46%
Mixed:Other						1						1	0.11%
Mixed:White&Asian		1	1		1							3	0.34%
Mixed:White&Black African		1		2								3	0.34%
Mixed:White&Black Caribbean		1	1			1						3	0.34%
Traveller: From a Travelling Community												0	0.00%
Other Ethnic Group												0	0.00%
White:British	3	64	160	129	158	98	53	38	13	15	18	749	85.70%
White:Irish		1	2	2	3	4	1	1	1	1	1	17	1.95%
White:Other		14	13	13	2	7	3	1	1			54	6.18%
Total BAME Employees	0	17	11	9	6	9	0	2	0	0	0	54	6.18%
Total in Pay Band Data Supplied)	3	96	186	153	169	118	57	42	15	16	19	874	
BAME % For Pay Band	0.00%	17.71%	5.91%	5.88%	3.55%	7.63%	0.00%	4.76%	0.00%	0.00%	0.00%		

Prefer not to say	4	3	7	5	3	4	1	1	0	1	7	36	3.96%
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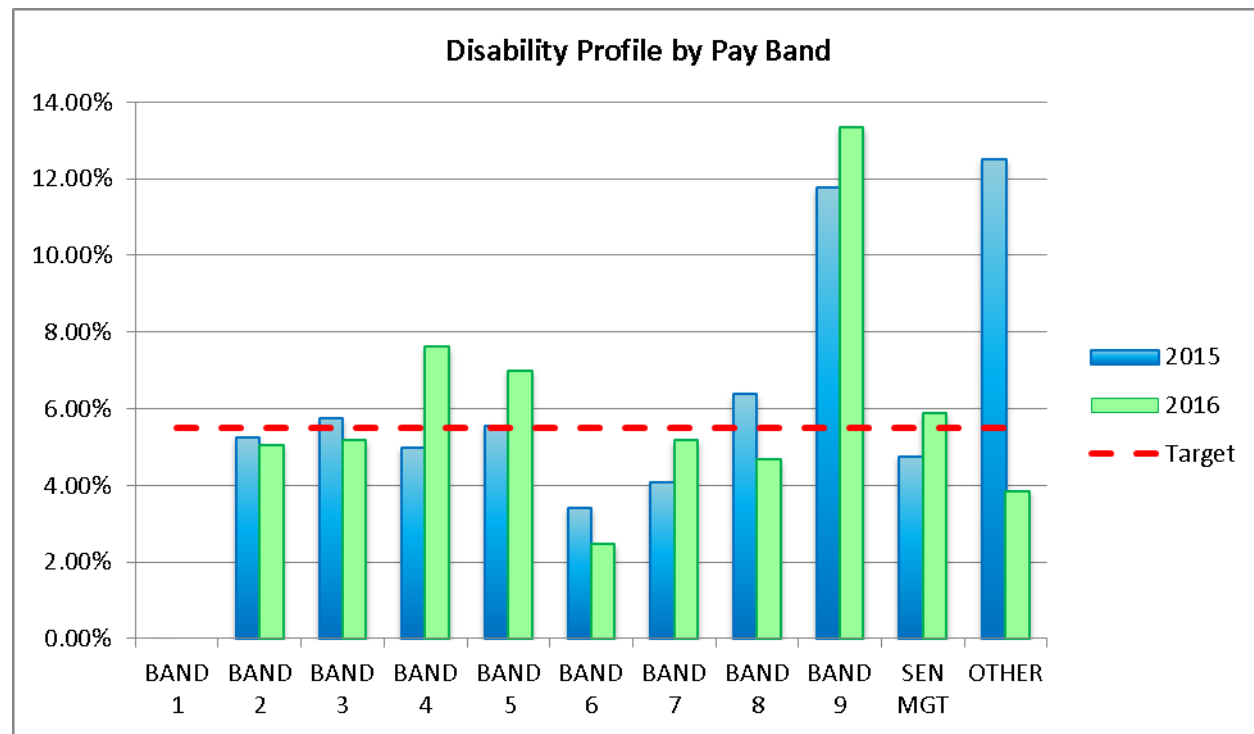
Total Workforce within Pay Band	7	99	193	158	172	122	58	43	15	17	26	910
% Workforce within Pay Band	0.77%	10.88%	21.21%	17.36%	18.90%	13.41%	6.37%	4.73%	1.65%	1.87%	2.86%	

End of Year Workforce Report April 2015 – March 2016

Appendix 2

Disability Profile April 2015 – March 2016

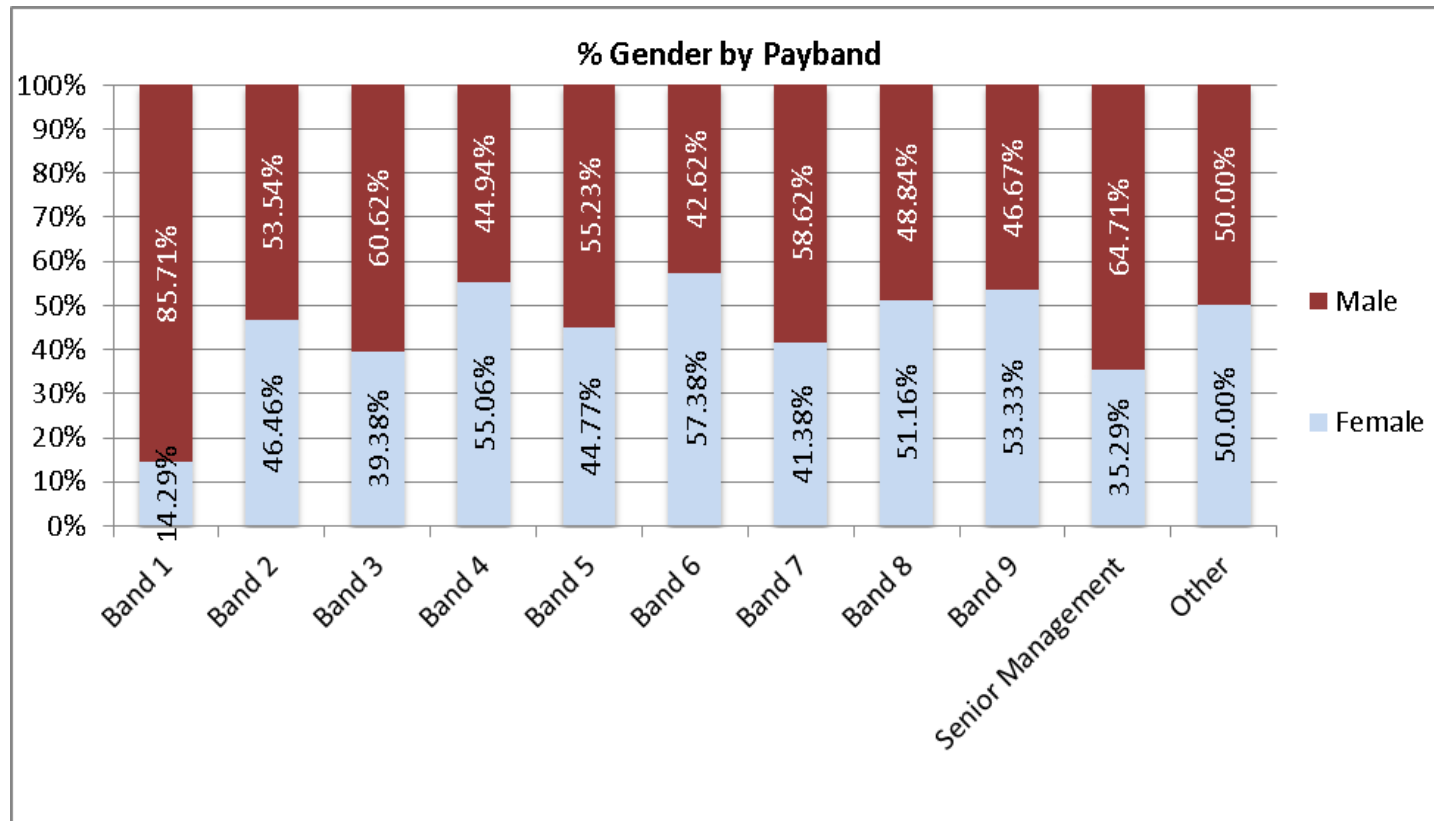
	Pay Grade											
Disability?	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	SEN MGT	OTHER	Total
NO	7	94	183	146	160	119	55	41	13	16	25	859
YES	0	5	10	12	12	3	3	2	2	1	1	51
Total	7	99	193	158	172	122	58	43	15	17	26	910
%	0.00%	5.05%	5.18%	7.59%	6.98%	2.46%	5.17%	4.65%	13.33%	5.88%	3.85%	



Appendix 3

Gender Profile April 2015 – March 2016

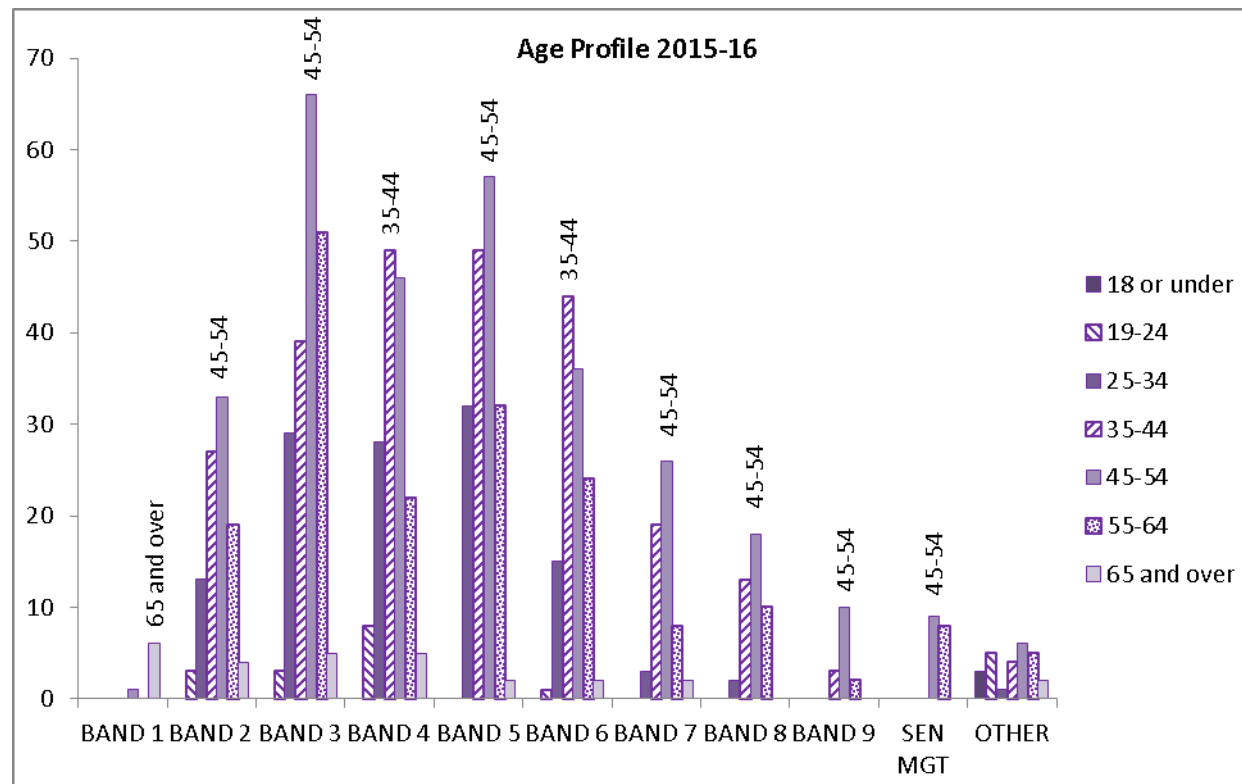
	Pay Grade																					
	BAND 1		BAND 2		BAND 3		BAND 4		BAND 5		BAND 6		BAND 7		BAND 8		BAND 9		Senior Management		Other	
Female	14.3%	1	46.5%	46	39.4%	76	55.1%	87	44.8%	77	57.4%	70	41.4%	24	51.2%	22	53.3%	8	35.3%	6	50.0%	13
Male	85.7%	6	53.5%	53	60.6%	117	44.9%	71	55.2%	95	42.6%	52	58.6%	34	48.8%	21	46.7%	7	64.7%	11	50.0%	13
Grand Total	7		99		193		158		172		122		58		43		15		17		26	
																						910
																						47.3%
																						52.7%



Appendix 4

Age Profile April 2015 – March 2016

	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											3	3	0.33%
19-24		3	3	8		1					5	20	2.20%
25-34		13	29	28	32	15	3	2			1	123	13.52%
35-44		27	39	49	49	44	19	13	3		4	247	27.14%
45-54	1	33	66	46	57	36	26	18	10	9	6	308	33.85%
55-64		19	51	22	32	24	8	10	2	8	5	181	19.89%
65 and over	6	4	5	5	2	2	2				2	28	3.08%
Total	7	99	193	158	172	122	58	43	15	17	26	910	100.00%



Appendix 5

Recruitment Applications Profile April 2015 – March 2016

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					1				1					1				1									0
Asian or Asian British:Bangladeshi		2	5	1	4	1			13		1		1	1	1			4									0
Asian or Asian British:Indian		2	8	16	7	2			35			2	4	5				11				1	1				2
Asian or Asian British:Other		1	6	8	6	2			23			1	2	1				4				1	1				2
Asian or Asian British:Pakistani			10	1	7	1			19			3		2	1			6									0
Black or Black British:African		3	17	15	14	1			50			5	5	5				15									0
Black or Black British:Caribbean		2	1		3	1			7		1	1		2				4			1						1
Black or Black British:Other			4	3	3				10			3		1				4									0
Chinese or Other Ethnic:Chinese			6		4	1			11			2						2			1						1
Chinese or Other Ethnic:Other					1				1					1				1				1					1
Mixed:Other		1	7	4	1	1			14			2			1			3									0
Mixed:White & Asian		1	1	1					3		1							1									0
Mixed:White & Black African		1	1	4	2				8				1	2				3									0
Mixed:White & Black Caribbean			6	4	3	2			15			3	1	3	1			8					1				1
Traveller:From a Travelling Community									0									0									0
White British:	1	86	272	203	243	85	6	2	898	1	32	104	110	141	37	1	2	428		16	28	30	41	11		1	127
White:Irish		2	11	9	1	3			26		1	2	5					8				4					4
White:Other			17	22	7	1		1	48			5	11	2			1	19			3	6	1			1	11
Other Ethnic Group		1	12	6	1	2			22		1	1	2		1			5		1		1					2
Prefer not to say		5	16	17	16	1		6	61		1	5	7	6	1		2	22			2	1	2				5
Grand Total	1	107	400	314	324	104	6	9	1265	1	38	139	149	173	43	1	5	549	0	17	35	44	48	11	0	2	157

Ethnic Origin	Applicant					Shortlisted					Successful				
	Female	Male	Not Given	Disabled	Total	Female	Male	Not Given	Disabled	Total	Female	Male	Not Given	Disabled	Total
Arab		1			1		1			1					0
Asian or Asian British:Bangladeshi	9	4			13	2	2			4					0
Asian or Asian British:Indian	23	12		1	35	7	4			11	2				2
Asian or Asian British:Other	15	8			23	4				4	2				2
Asian or Asian British:Pakistani	1	18			19	1	5			6					0
Black or Black British:African	17	33			50	4	11			15					0
Black or Black British:Caribbean	4	3		2	7	2	2		2	4		1			1
Black or Black British:Other	5	5			10	1	3			4					0
Chinese or Other Ethnic:Chinese	3	8			11	2				2	1				1
Chinese or Other Ethnic:Other		1			1		1			1		1			1
Mixed:Other	4	10		3	14	1	2			3					0
Mixed:White & Asian		3			3		1			1					0
Mixed:White & Black African	4	4			8	1	2			3					0
Mixed:White & Black Caribbean	10	5			15	6	2			8	1				1
Traveller:From a Travelling Community					0					0					0
White British:	404	494		33	898	208	220		17	428	65	62		6	127
White:Irish	6	20		7	26		8		1	8		4			4
White:Other	24	24		1	48	12	7			19	7	4			11
Other Ethnic Group	9	13		1	22	2	3			5	1	1			2
Prefer not to say	29	32		5	61	12	10		1	22	1	4			5
Grand Total	567	698	0	53	1265	265	284	0	21	549	80	77	0	6	157

