

ANNUAL EQUALITIES AND DIVERSITY IN EMPLOYMENT REPORT

1 APRIL 2020 TO 31 MARCH 2021

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. Against the backdrop of the COVID-19 pandemic, the death of George Floyd in the US and the resurgence of the Black Lives Matter movement, many of Merton's BAME staff expressed their concerns about the COVID-19 risks they may be exposed to in the course of their work for the council. They shared their thoughts and emotional responses to the wider structural injustices they were subjected to through racism in society. They saw those injustices and that racism reflected in their experience of working for the Council and challenged the Council to do better.
- 1.2. CMT decided on a range of measures and initiatives in August 2020, amongst which was a more in-depth Annual Equalities & Diversity in Employment Report
- 1.3. CMT considered a paper written by the Chair of the Corporate Equality Steering Group in which the BAME forum suggested that Merton should adopt the NHS's Workforce Race Equality Standards (WRES), which offer a set of objective measures (Indicators 1-9) which could be adapted and adopted for the council to measure and monitor.
- 1.4. The Chief Executive also received a letter from the recognised trade union, Unison that contained a list of requests, similar to those outlined in the WRES above.

CMT agreed new quarterly and annual metrics in addition to the quarterly Diversity reporting that HR currently already provide. HR will publish this report in April/May each year, covering the previous financial year.

2. SUMMARY OF FINDINGS

- 2.1. The main findings are set out below, the summary is not inclusive of all findings and further information is contained in the relevant data sections.

2.2. Ethnicity

- The proportion of BAME staff in the workforce continues to increase, yet there remain no BAME staff with salaries over £80k per annum, and BAME staff constitute a low proportion of our top 5% earners. This is consistent with the last reported BAME pay gap compared to White employees where pay was 12.5% lower (mean) and 9.5% lower (median), primarily due to the concentration of BAME staff in lower grades.
- Whilst the Council is able to recruit BAME staff at a higher rate than presently in the workforce, BAME staff were less likely to remain over time than their white colleagues i.e. their retention rates were consistently lower. The reason the overall proportion of BAME staff is still increasing is because recruitment outstrips exits

- BAME staff were more likely to be promoted (regraded or appointed to higher graded posts) than white staff
- Although caution is needed due to the low numbers when broken down by case type, it is clear that overall BAME employees (42% were BAME compared to 35% in the workforce) were more likely to reach formal stages of our employment procedures. Black or Black British staff featured heavily in Capability (57%), Disciplinary (50%) and Grievance cases (44%) compared to a workforce profile of 22%. Casework tends to concentrate in the lower grades, where there is a higher proportion of BAME staff.
- BAME staff were more likely to attend Learning and Development events than white staff but were less likely to attend Leadership and Management training (with the exception of Community and Housing where 80% attending were BAME). White staff were less likely to attend Diversity training.

2.5 Gender

- Whilst female staff make up 47% of the top 5% of earners, they were less represented in the management grades above £60,000 per annum than they were in the workforce as a whole.
- Female staff make up a higher percentage of new appointments at MGA and above
- Overall and voluntary turnover rates for Females were greater than for Males although stability rates (how long they remain employed) were similar.
- Females had a lower “promotion” rate than males, noting however that this may be influenced by factors such as the staff profile in areas where reorganisations have taken place in a given year.
- The proportions of male and female staff undergoing casework broadly reflect the workforce profile, although overall females are slightly higher at 72% compared to a profile of 68%. The exception is Capability where all staff were female.
- Female staff were more likely to take part in Learning and Development than their male colleagues

2.6 Disability

- Although there were some variations, the percentage of staff who had declared they were disabled has been decreasing for several years.
- Disabled staff had similar turnover rates to non-Disabled colleagues however their stability rates were lower, being less likely to remain in post after 2 years
- Disabled staff constituted 9% of sickness cases, 17% of Grievance cases and 10% of overall cases compared to a workforce profile of 5%.
- Disabled staff were more likely to undertake Learning and Development courses than Non-Disabled colleagues

2.7 Age

- The proportion of staff age 16-24 has changed little over the last 5 years, whilst the proportion of staff age over 50 (and over 65) is increasing with possible impacts on future resourcing and succession planning as older staff eventually retire.
- Candidates aged 16-24 made up 25% of applicants, but only 16% of those shortlisted and 13% of those offered a job. Candidate's age 35-49 made up 26% of applicants, 29% of those shortlisted and 34% of those offered a job.
- Resignation rates were highest for the 25-39 age band.
- Staff aged 16-39 saw a higher proportion of promotions than their workforce profile; those aged 50 and above had less.
- Staff between 25 and 49 are less likely to be involved in casework. Staff aged 50-64 are much more likely to be involved in casework than the workforce profile (63% compared to a profile of 48%). This pattern is similar for Attendance Sickness, Capability, Disciplinary and Grievance.
- Young People age 16-24 were more likely to take part in Learning and Development; this is consistent with the high proportion of apprentices in that age band.

2.8 Religion/Belief

- 40% of staff have not declared their religion belief. Although the percentage of these unknowns has decreased year on year, it still means that analysis only covers 60% of the workforce and this needs to be considered in reviewing the findings.
- There were only Christian and "no religion/belief" staff over £80,000 per annum.
- Due to the small numbers, care is needed when considering percentage variations, however Hindu and Muslim applicants show decreasing representation at the shortlisted and offered stages.
- Overall Turnover rates were higher for those with no religion/belief
- Resignation rates were higher for non-Christian religions/beliefs in two of the three years, although caution is needed due to the small size of the data set.
- Muslim staff had a lower stability than staff of other religions/beliefs i.e. were likely to remain employed for a shorter period of time, although again the numbers were small so some caution is needed in interpreting the data.
- A higher proportion of staff with no religion or belief were promoted compared to their workforce profile (37% compared to workforce profile of 27%) with all other religions/beliefs being below workforce profile.
- The proportions of staff who underwent casework overall are broadly consistent with the workforce profile, however Muslim staff represent 17% of attendance/sickness casework compared to a workforce profile of 6% and those with "Any other religion/belief" represent 33% of those in disciplinary cases compared to a profile of 4%.
- 56% of Employment Tribunal cases involved Black or Black British staff.

- There is no significant variation between the religion/belief workforce profile and the profile of those undertaking learning and development.

2.9 Sexual Orientation

- 32% of staff have not provided details of their sexual orientation. Although the percentage of these unknowns has decreased year on year, it still means that analysis only covers 2/3 of the workforce and this needs to be considered in reviewing the findings.
- The number of staff who have declared they are Gay Men, Gay/Lesbian Women, Bisexual and “Other” is low. Care therefore needs to be taken when considering percentage variations when further broken down.
- There is a higher proportion of Gay and Lesbian staff in the middle salary bands.
- Gay men had lower stability rates, followed by Bisexuals.
- Other than Gay Women/Lesbians where there no promotions (compared to 1% in the workforce), staff with non-Heterosexual orientations had a higher promotion rate.
- Just one Gay Man and one Gay Woman/Lesbian were involved in casework with all others involved (where sexual orientation was known) being Heterosexual.

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4. DETAILED DATA AND ANALYSIS – ETHNIC ORIGIN

4.1 Percentage of BAME staff in the workforce

| % ethnic minorities | 31-Mar-17 | 31-Mar-18 | 31-Mar-19 | 31-Mar-20 | 31-Mar-21 | Current not known |
|---|--------------|--------------|--------------|---------------|--------------|-------------------|
| CHILDREN SCHOOLS & FAMILIES | 28.6% | 31.0% | 31.2% | 33.6% | 35.4% | 6.9% |
| COMMUNITY & HOUSING | 42.2% | 44.0% | 45.4% | 48.1% | 47.5% | 8.3% |
| CORPORATE SERVICES | 26.1% | 28.3% | 27.4% | 28.7% | 29.0% | 9.7% |
| ENVIRONMENT & REGENERATION | 18.2% | 22.0% | 21.6% | 23.1% | 26.3% | 16.3% |
| Grand Total | 27.8% | 31.5% | 31.5% | 33.7% | 34.7% | 10.0% |
| <i>London Councils Median Benchmark</i> | <i>39.2%</i> | <i>38.8%</i> | <i>40.0%</i> | <i>44.00%</i> | | |

The percentage of BAME staff in the workforce increased each year, and overall was 34.7% as at 31st March 2021.

4.2. Percentage of BAME staff amongst top 5% of earners

| % ethnic minorities | 31-Mar-17 | 31-Mar-18 | 31-Mar-19 | 31-Mar-20 | 31-Mar-21 | Current not known |
|---|--------------|--------------|--------------|--------------|--------------|-------------------|
| CHILDREN SCHOOLS & FAMILIES | 15.4% | 5.9% | 14.3% | 4.6% | 9.5% | 4.6% |
| COMMUNITY & HOUSING | 15.4% | 11.1% | 11.1% | 25.0% | 20.0% | 16.7% |
| CORPORATE SERVICES | 12.5% | 18.5% | 17.1% | 16.7% | 15.4% | 18.8% |
| ENVIRONMENT & REGENERATION | 0.0% | 0.0% | 8.3% | 0.0% | 0.0% | 21.4% |
| Grand Total | 11.1% | 10.1% | 14.1% | 11.4% | 12.2% | 14.9% |
| <i>London Councils Median Benchmark</i> | <i>15.0%</i> | <i>17.0%</i> | <i>17.0%</i> | <i>18.0%</i> | | |

This measure enables us to benchmark with other councils in London. The percentage of BAME staff amongst the top 5% of earners has varied over the period but at 12.2% at 31st March 2021 remains well below the overall workforce percentage of 34.4%, and below latest available average (median) for London.

4.3 Current workforce profile by salary band and ethnic origin

As at 30 September 2020

| Basic Salary Band | Asian or Asian British | Black or Black British | Mixed | Other Ethnic Groups | White | BAME Overall |
|------------------------------|------------------------|------------------------|--------------|---------------------|---------------|---------------|
| Up to £19,999 per annum | 28.57% | 14.29% | 14.29% | 0.00% | 42.86% | 57.14% |
| £20,000 to £39,999 per annum | 8.40% | 23.98% | 4.06% | 1.04% | 62.51% | 37.49% |
| £40,000 to £59,999 per annum | 7.91% | 20.47% | 2.33% | 0.47% | 68.84% | 31.16% |
| £60,000 to £79,999 per annum | 10.53% | 3.51% | 0.00% | 1.75% | 84.21% | 15.79% |
| £80,000 to £99,999 per annum | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% |
| Over £100,000 per annum | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% |
| Grand Total | 8.38% | 22.06% | 3.45% | 0.90% | 65.22% | 34.78% |

There is a larger proportion of BAME employees on salaries up to £59,999 per annum. There were no BAME employees earning above £80,000 per annum. It should be noted that the bottom salary band mainly covers a relatively small number of entry level Apprentices on London Living Wage.

4.4 Joiners by salary band and ethnic origin

1 April 2020 to 31 March 2021

| Basic Salary Band | Asian or Asian British | Black or Black British | Mixed | Other Ethnic Groups | White | BAME overall |
|------------------------------|------------------------|------------------------|--------------|---------------------|---------------|---------------|
| Up to £19,999 per annum | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 100.00% |
| £20,000 to £39,999 per annum | 1.90% | 34.29% | 3.81% | 0.00% | 60.00% | 40.00% |
| £40,000 to £59,999 per annum | 10.81% | 37.84% | 2.70% | 0.00% | 48.65% | 51.35% |
| £60,000 to £79,999 per annum | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% |
| £80,000 to £99,999 per annum | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Over £100,000 per annum | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Grand Total | 4.03% | 34.23% | 3.36% | 0.00% | 58.39% | 41.61% |

“Joiners” here includes staff who were new to the borough, as well as agency conversions to perm, but will exclude internal promotions. BAME employees made up a larger proportion (42%) of new starters in the rolling year than the overall workforce profile (35%). Data covers those employees with known ethnicity.

4.5 Leavers by Salary Band and ethnic origin

1 April 2020 to 31 March 2021

| Basic Salary Band | Asian or Asian British | Black or Black British | Mixed | Other Ethnic Groups | White | BAME overall |
|------------------------------|------------------------|------------------------|--------------|---------------------|---------------|---------------|
| £20,000 to £39,999 per annum | 7.25% | 18.84% | 4.35% | 1.45% | 68.12% | 31.88% |
| £40,000 to £59,999 per annum | 6.67% | 20.00% | 4.44% | 0.00% | 68.89% | 31.11% |
| £60,000 to £79,999 per annum | 11.11% | 22.22% | 0.00% | 0.00% | 66.67% | 33.33% |
| £80,000 to £99,999 per annum | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% |
| Up to £19,999 per annum | 0.00% | 80.00% | 20.00% | 0.00% | 0.00% | 100.00% |
| Over £100,000 per annum | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Grand Total | 6.98% | 21.71% | 4.65% | 0.78% | 65.89% | 34.11% |

BAME staff made up 34% of leavers in the rolling year, slightly lower than the percentage of BAME employees in the workforce (35%).

4.6 Recruitment - overall
1 April 2020 to 31 March 2021

3,355 applications were received during this period, of which:-

| | BAME | White background | Prefer not to say |
|---------------------------|-------------|-------------------------|--------------------------|
| CSF (34% of applications) | 60% | 40% | 3% |
| C&H (14% of applications) | 61% | 39% | 3% |
| CS (48% of applications) | 57% | 43% | 4% |
| E&R (6% of applications) | 36% | 64% | 5% |
| Overall | 57% | 43% | 4% |

602 applications were shortlisted during this period, of which:-

| | BAME | White background | Prefer not to say |
|--------------------------------|-------------|-------------------------|--------------------------|
| CSF (46% of those shortlisted) | 47% | 53% | 2% |
| C&H (13% of those shortlisted) | 52% | 48% | 2% |
| CS (29% of those shortlisted) | 50% | 50% | 4% |
| E&R (12% of those shortlisted) | 21% | 79% | 3% |
| Overall | 45% | 55% | 3% |

176 offers were made during this period, of which:

| | BAME | White background | Prefer not to say |
|---------------------|-------------|-------------------------|--------------------------|
| CSF (48% of offers) | 41% | 59% | 1% |
| C&H (18% of offers) | 53% | 47% | 0% |
| CS (20% of offers) | 25% | 75% | 3% |

| | | | |
|---------------------|------------|------------|-----------|
| E&R (13% of offers) | 22% | 78% | 0% |
| Overall | 37% | 63% | 1% |

Recruitment will include internal staff who applied for and secured jobs, but not agency conversions or reorganisation direct assimilations.

57% of applicants were BAME, 45% of those shortlisted were BAME and 37% of those offered posts were BAME.

Recruitment – positions above grade MGA

1 April 2020 to 31 March 2021

| | BAME | White background | | Prefer not to say |
|------------------|------|------------------|--|-------------------|
| 110 applications | 41% | 59% | | 6% |
| 49 shortlisted | 43% | 57% | | 0% |
| 17 offers | 29% | 71% | | 0% |

The table provides a further analysis focussing on recruitment for posts graded MGA and above

As there were only 17 offers, there is a risk individuals (and hence whether or not they were BAME) could be identified if further broken down by Department. 41% of applicants of known ethnicity were BAME, 43% of those shortlisted were BAME and 29% of those appointed were BAME.

4.7 Overall Turnover rates by year and ethnic origin

| | Asian or Asian British | Black or Black British | Mixed | Other Ethnic Groups | White | Grand Total | BAME Overall |
|----------------------|------------------------|------------------------|--------|---------------------|--------|-------------|--------------|
| 01.04.18 to 31.03.19 | 11.57% | 11.17% | 13.95% | 14.29% | 8.34% | 10.35% | 11.72% |
| 01.04.19 to 31.03.20 | 7.00% | 10.85% | 18.33% | 0.00% | 13.68% | 12.87% | 11.58% |
| 01.04.20 to 31.03.21 | 6.82% | 8.36% | 11.11% | 6.90% | 8.32% | 8.32% | 8.22% |

The table compares overall turnover rates (leavers for all reasons) for the last three rolling years. In the first of the three years, overall turnover for BAME staff was higher than for White staff. BAME turnover has been lower than for White staff in the last two years.

4.8 Voluntary Turnover rates by year and ethnic origin

| | Asian or Asian British | Black or Black British | Mixed | Other Ethnic Groups | White | Grand Total | BAME Overall |
|----------------------|------------------------|------------------------|--------|---------------------|-------|-------------|--------------|
| 01.04.18 to 31.03.19 | 7.44% | 8.12% | 7.75% | 14.29% | 6.35% | 7.72% | 8.08% |
| 01.04.19 to 31.03.20 | 5.45% | 7.02% | 16.67% | 0.00% | 9.31% | 9.15% | 8.24% |
| 01.04.20 to 31.03.21 | 4.55% | 5.67% | 5.56% | 6.90% | 5.09% | 5.26% | 5.42% |

This table compares Voluntary turnover rates (resignations) for the last three rolling years. In the first and third years, BAME turnover was higher than that for White staff. Overall turnover in the year 2020/2021 was likely lower than normal due to the economic and job market effects of Coronavirus.

4.9 Stability (Retention) by ethnic origin

| | Asian or Asian British | Black or Black British | Mixed | Other Ethnic Groups | White | Overall |
|--------------------------|------------------------|------------------------|--------|---------------------|--------|---------|
| Over one years service | 95.42% | 87.25% | 92.59% | 100.00% | 92.55% | 92.16% |
| Over two years service | 84.73% | 75.94% | 88.89% | 100.00% | 85.29% | 84.09% |
| Over three years service | 77.10% | 65.51% | 74.07% | 78.57% | 78.63% | 76.31% |
| Over five years service | 64.12% | 53.33% | 55.56% | 64.29% | 65.00% | 61.33% |

Stability measures the number of staff still in post after a period, in this case after 1 year, 2 years, 3 years and 5 years. This provides an indication of our ability to retain staff.

- 93% of White staff remain after 1 year, Black or Black British staff were lower at 87%
- 85% of White staff remain after 2 years, Black or Black British staff were lower at 75%
- 79% of White staff remain after 3 years, Black or Black British staff were lower at 65%
- 65% of White staff remain after 5 years, Black or Black British staff were lower at 53% and Mixed ethnic groups staff lower at 56%.

4.10 Promotions by Department and ethnic origin

| | Asian or Asian British | Black or Black British | Mixed | Other Ethnic Groups | White | BAME Overall | Unknown |
|-----------------------------|------------------------|------------------------|--------------|---------------------|---------------|---------------|---------------|
| CHILDREN SCHOOLS & FAMILIES | 9.52% | 23.81% | 0.00% | 0.00% | 66.67% | 33.33% | 0.00% |
| COMMUNITY & HOUSING | 15.38% | 30.77% | 0.00% | 7.69% | 46.15% | 53.85% | 7.14% |
| CORPORATE SERVICES | 13.33% | 10.00% | 3.33% | 0.00% | 73.33% | 26.67% | 11.76% |
| ENVIRONMENT & REGENERATION | 0.00% | 31.25% | 0.00% | 0.00% | 68.75% | 31.25% | 50.00% |
| Grand Total | 10.00% | 21.25% | 1.25% | 1.25% | 66.25% | 33.75% | 20.79% |

The Council does not have a formal definition in our HR system to identify succession arrangements or promotions as such, so this metric covers existing staff who moved to a higher graded post (a post with a higher maximum salary) in the course of the year. This includes staff who applied for and secured a higher graded post, instances where posts were re-evaluated and regraded, and staff who were assimilated to higher graded posts in reorganisations.

BAME staff made up 34% of those “promoted” compared to the workforce profile of 35%.

The high percentage of unknown ethnicities in Environment and Regeneration represents staff TUPE transferred from Wandsworth, where protected characteristic did not form part of the data transfer.

4.11 Employee Relations Cases by ethnic origin

1 April 2020 to 31 March 2021

| | Asian or Asian British | Black or Black British | Mixed | Other Ethnic Groups | White |
|---------------------|------------------------|------------------------|--------------|---------------------|---------------|
| Attendance/Sickness | 4.76% | 9.52% | 9.52% | 0.00% | 76.19% |
| Capability | 0.00% | 57.14% | 0.00% | 0.00% | 42.86% |
| Disciplinary | 16.67% | 50.00% | 0.00% | 0.00% | 33.33% |
| Grievance | 16.67% | 44.44% | 5.56% | 0.00% | 33.33% |
| Grand Total | 9.62% | 32.69% | 5.77% | 0.00% | 51.92% |

Casework is shown where cases had reached a formal stage. Monitoring data is not available for cases resolved at an informal stage as line managers resolve these locally. Grievance includes employees raising dignity at work/discrimination issues.

The figures represent cases where the Ethnicity was known. Due to the small dataset staff could be identified if broken down by Department therefore an overall summary is provided.

Although caution is needed due to the low numbers when broken down by case type, it is clear that overall BAME employees (42% were BAME compared to 35% in the workforce) were more likely to reach formal stages of our employment procedures. Black or Black British staff featured heavily in Capability (57%), Disciplinary (50%) and Grievance cases (44%) compared to a workforce profile of 22%.

56% of Employment Tribunal cases involved staff who were Black/Black British (noting one employee brought more than one case).

4.12 Training/Learning and Development by Department, Course Type and ethnic origin 1 April 2020 to 31 March 2021

| Department | Ethnicity | | | | | |
|--|------------------------|------------------------|-------------|---------------------|--------------|--------------|
| | Asian or Asian British | Black or Black British | Mixed | Other Ethnic Groups | White | BAME Overall |
| Adults social care | 22.2% | 22.2% | 0.0% | 0.0% | 55.6% | 44.4% |
| Diversity | 1.9% | 32.7% | 3.8% | 0.0% | 61.5% | 38.5% |
| Essential Skills | 14.0% | 20.9% | 0.0% | 0.0% | 65.1% | 34.9% |
| Health and Safety | 8.2% | 28.6% | 6.1% | 0.0% | 57.1% | 42.9% |
| Induction | 11.1% | 0.0% | 11.1% | 0.0% | 77.8% | 22.2% |
| IT | 0.0% | 26.3% | 0.0% | 0.0% | 73.7% | 26.3% |
| Leadership and Management | 0.0% | 11.4% | 9.1% | 0.0% | 79.5% | 20.5% |
| Supporting Staff | 6.3% | 28.8% | 1.3% | 0.0% | 63.8% | 36.3% |
| CHILDREN SCHOOLS & FAMILIES | 6.2% | 24.6% | 3.6% | 0.0% | 65.6% | 34.4% |
| Adults social care | 12.4% | 45.8% | 1.8% | 1.8% | 38.2% | 61.8% |
| Diversity | 21.4% | 28.6% | 0.0% | 0.0% | 50.0% | 50.0% |
| Essential Skills | 12.0% | 40.0% | 8.0% | 0.0% | 40.0% | 60.0% |
| Health and Safety | 20.0% | 15.6% | 0.0% | 4.4% | 60.0% | 40.0% |
| Induction | 33.3% | 16.7% | 0.0% | 0.0% | 50.0% | 50.0% |
| IT | 30.0% | 20.0% | 0.0% | 0.0% | 50.0% | 50.0% |
| Leadership and Management | 16.7% | 27.8% | 0.0% | 2.8% | 52.8% | 47.2% |
| Supporting Staff | 19.2% | 27.4% | 0.0% | 8.2% | 45.2% | 54.8% |
| COMMUNITY & HOUSING | 15.6% | 36.7% | 1.4% | 2.7% | 43.6% | 56.4% |
| Adults social care | 25.0% | 0.0% | 0.0% | 0.0% | 75.0% | 25.0% |
| Diversity | 14.9% | 14.9% | 6.4% | 2.1% | 61.7% | 38.3% |
| Essential Skills | 50.0% | 18.8% | 6.3% | 0.0% | 25.0% | 75.0% |
| Health and Safety | 9.1% | 27.3% | 0.0% | 0.0% | 63.6% | 36.4% |
| Induction | 0.0% | 28.6% | 14.3% | 0.0% | 57.1% | 42.9% |
| IT | 33.3% | 13.3% | 6.7% | 0.0% | 46.7% | 53.3% |
| Leadership and Management | 11.0% | 8.3% | 1.8% | 0.9% | 78.0% | 22.0% |
| Supporting Staff | 21.1% | 20.0% | 4.0% | 1.1% | 53.7% | 46.3% |
| CORPORATE SERVICES | 18.2% | 16.2% | 3.8% | 1.0% | 60.8% | 39.2% |
| Adults social care | 0.0% | 0.0% | 0.0% | 0.0% | 100.0% | 0.0% |
| Diversity | 0.0% | 20.0% | 0.0% | 0.0% | 80.0% | 20.0% |
| Essential Skills | 0.0% | 33.3% | 0.0% | 0.0% | 66.7% | 33.3% |
| Health and Safety | 5.9% | 29.4% | 0.0% | 0.0% | 64.7% | 35.3% |
| Induction | 0.0% | 0.0% | 0.0% | 0.0% | 100.0% | 0.0% |
| IT | 12.5% | 0.0% | 0.0% | 0.0% | 87.5% | 12.5% |
| Leadership and Management | 2.7% | 5.4% | 0.0% | 0.0% | 91.9% | 8.1% |
| Supporting Staff | 0.0% | 2.4% | 0.0% | 0.0% | 97.6% | 2.4% |
| ENVIRONMENT & REGENERATION | 2.5% | 9.2% | 0.0% | 0.0% | 88.3% | 11.7% |
| Adults social care | 12.8% | 44.1% | 1.7% | 1.7% | 39.7% | 60.3% |
| Diversity | 11.3% | 25.2% | 3.3% | 0.7% | 59.6% | 40.4% |
| Essential Skills | 19.5% | 26.4% | 3.4% | 0.0% | 50.6% | 49.4% |
| Health and Safety | 12.0% | 24.1% | 2.3% | 1.5% | 60.2% | 39.8% |
| Induction | 12.5% | 12.5% | 8.3% | 0.0% | 66.7% | 33.3% |
| IT | 17.3% | 17.3% | 1.9% | 0.0% | 63.5% | 36.5% |
| Leadership and Management | 8.4% | 11.5% | 2.7% | 0.9% | 76.5% | 23.5% |
| Supporting Staff | 15.2% | 21.4% | 2.2% | 2.2% | 59.1% | 40.9% |
| Grand Total | 13.1% | 25.4% | 2.5% | 1.4% | 57.7% | 42.3% |

Overall, BAME staff undertook more Learning and Development courses than White colleagues (42% attended compared to 35% in the workforce), however less attended Leadership and Management development (24% attended compared to 35% in the workforce).

White staff attended less Diversity courses (60% compared to 65% in the workforce).

5. DETAILED DATA AND ANALYSIS – GENDER

5.1 Percentage of Female staff in the workforce

| % female | 31-Mar-17 | 31-Mar-18 | 31-Mar-19 | 31-Mar-20 | 31-Mar-21 | Current not known |
|---|--------------|--------------|--------------|--------------|--------------|-------------------|
| CHILDREN SCHOOLS & FAMILIES | 83.9% | 84.3% | 83.8% | 83.3% | 82.5% | 0.0% |
| COMMUNITY & HOUSING | 78.5% | 78.9% | 78.9% | 79.6% | 80.0% | 0.0% |
| CORPORATE SERVICES | 63.6% | 62.6% | 60.6% | 59.5% | 59.3% | 0.0% |
| ENVIRONMENT & REGENERATION | 30.3% | 44.7% | 45.8% | 46.5% | 45.7% | 0.0% |
| Grand Total | 62.9% | 68.7% | 68.2% | 68.1% | 67.9% | 0.0% |
| <i>London Councils Median Benchmark</i> | <i>62.9%</i> | <i>63.1%</i> | <i>62.4%</i> | <i>61.6%</i> | | |

The percentage of Female staff in the workforce varies from year to year, but is typically around 68%.

5.2. Percentage of Female staff amongst top 5% of earners

| % female | 31-Mar-17 | 31-Mar-18 | 31-Mar-19 | 31-Mar-20 | 31-Mar-21 | Current not known |
|---|--------------|--------------|--------------|--------------|--------------|-------------------|
| CHILDREN SCHOOLS & FAMILIES | 75.8% | 68.2% | 80.5% | 62.5% | 59.1% | 0.0% |
| COMMUNITY & HOUSING | 56.3% | 53.8% | 53.9% | 52.9% | 55.6% | 0.0% |
| CORPORATE SERVICES | 45.9% | 53.3% | 43.6% | 50.0% | 46.9% | 0.0% |
| ENVIRONMENT & REGENERATION | 10.0% | 11.1% | 37.5% | 21.4% | 21.4% | 0.0% |
| Grand Total | 49.5% | 48.2% | 57.3% | 48.8% | 47.1% | 0.0% |
| <i>London Councils Median Benchmark</i> | <i>51.0%</i> | <i>51.0%</i> | <i>53.0%</i> | <i>50.0%</i> | | |

This measure enables us to benchmark with other councils in London. The percentage of Female staff amongst the top 5% of earners at 47% was just below the all-London figure of 50%.

5.3 Current workforce profile by salary band and gender

As at 30 September 2020

| Basic Salary Band | Female | Male |
|------------------------------|---------------|---------------|
| Up to £19,999 per annum | 57.14% | 42.86% |
| £20,000 to £39,999 per annum | 69.71% | 30.29% |
| £40,000 to £59,999 per annum | 67.65% | 32.35% |
| £60,000 to £79,999 per annum | 41.94% | 58.06% |
| £80,000 to £99,999 per annum | 42.86% | 57.14% |
| Over £100,000 per annum | 54.55% | 45.45% |
| Grand Total | 67.90% | 32.10% |

There was a lower proportion of female staff in the higher salary bands, particularly between £60,000 and £99,999 per annum.

5.4 Joiners by salary band and gender

1 April 2020 to 31 March 2021

| Basic Salary Band | Female | Male |
|------------------------------|---------------|---------------|
| Up to £19,999 per annum | 0.00% | 100.00% |
| £20,000 to £39,999 per annum | 70.80% | 29.20% |
| £40,000 to £59,999 per annum | 72.97% | 27.03% |
| £60,000 to £79,999 per annum | 66.67% | 33.33% |
| £80,000 to £99,999 per annum | 0.00% | 0.00% |
| Over £100,000 per annum | 100.00% | 0.00% |
| Grand Total | 70.89% | 29.11% |

“Joiners” here includes staff who were new to the borough, as well as agency conversions to perm, but will exclude internal promotions. The percentage of Female new starters broadly reflected that in the workforce (71% compared to 68%).

5.5 Leavers by Salary Band and gender

1 April 2020 to 31 March 2021

| Basic Salary Band | Female | Male |
|------------------------------|---------------|---------------|
| Up to £19,999 per annum | 33.33% | 66.67% |
| £20,000 to £39,999 per annum | 71.62% | 28.38% |
| £40,000 to £59,999 per annum | 71.15% | 28.85% |
| £60,000 to £79,999 per annum | 77.78% | 22.22% |
| £80,000 to £99,999 per annum | 100.00% | 0.00% |
| Over £100,000 per annum | 100.00% | 0.00% |
| Grand Total | 70.83% | 29.17% |

Female staff made up 71% of leavers in the rolling year, slightly higher than the percentage of Female employees in the workforce (68%). Leavers above £80,000 total just 3 employees.

5.6 Recruitment – overall by Department and Gender

1 April 2020 to 31 March 2021

3,355 applications were received during this period, of which:-

| | Male | Female | Prefer not to say |
|---------------------------|------------|------------|-------------------|
| CSF (34% of applications) | 24% | 76% | 1% |
| C&H (14% of applications) | 26% | 74% | 1% |
| CS (46% of applications) | 38% | 62% | 1% |
| E&R (6% of applications) | 56% | 44% | 2% |
| Overall | 33% | 67% | 1% |

602 applications were shortlisted during this period, of which:-

| | Male | Female | Prefer not to say |
|--------------------------------|------------|------------|-------------------|
| CSF (46% of those shortlisted) | 21% | 79% | 1% |
| C&H (13% of those shortlisted) | 28% | 72% | 0% |
| CS (29% of those shortlisted) | 42% | 58% | 1% |
| E&R (12% of those shortlisted) | 60% | 40% | 2% |
| Overall | 33% | 67% | 1% |

176 offers were made during this period, of which:

| | Male | Female | Prefer not to say |
|---------------------|------------|------------|-------------------|
| CSF (48% of offers) | 16% | 84% | 2% |
| C&H (18% of offers) | 22% | 78% | 0% |
| CS (20% of offers) | 64% | 36% | 0% |
| E&R (13% of offers) | 52% | 48% | 0% |
| Overall | 32% | 68% | 1% |

Recruitment will include internal staff who applied for and secured jobs, but not agency conversions or reorganisation direct assimilations.

67% of applicants were Female, 67% of those shortlisted were Female and 68% of those offered posts were Female. Overall, there was no difference between the proportions of females at each stage of the appointment process.

Recruitment – positions above grade MGA by gender

1 April 2020 to 31 March 2021

| | Male | Female | Prefer not to say |
|------------------|------|--------|-------------------|
| 110 applications | 48% | 52% | 1% |
| 49 shortlisted | 43% | 57% | 0% |
| 17 offers | 41% | 59% | 0% |

The table provides a further analysis focussing on recruitment for posts graded MGA and above

As there were only 17 offers, there is a risk individuals (and hence whether or not they were BAME) could be identified if further broken down by Department. 52% of applicants of known ethnicity were female, 57% of those shortlisted were female and 59% of those appointed were female.

5.7 Overall Turnover rates by year and gender

| | Female | Male | Overall |
|----------------------|--------|--------|---------|
| 01.04.18 to 31.03.19 | 10.45% | 10.14% | 10.45% |
| 01.04.19 to 31.03.20 | 13.44% | 11.65% | 12.87% |
| 01.04.20 to 31.03.21 | 8.66% | 7.58% | 8.32% |

The table compares overall turnover rates (leavers for all reasons) for the last three rolling years. In all three years, Male employees had a lower turnover rate than Female employees.

5.8 Voluntary Turnover rates by year and gender

| | Female | Male | Overall |
|----------------------|--------|-------|---------|
| 01.04.18 to 31.03.19 | 7.78% | 7.60% | 7.72% |
| 01.04.19 to 31.03.20 | 9.83% | 7.71% | 9.15% |
| 01.04.20 to 31.03.21 | 5.86% | 3.97% | 5.26% |

This table compares Voluntary turnover rates (resignations) for the last three rolling years. Voluntary turnover rates for Males were consistently lower than for Females in each of the three years.

5.9 Stability (Retention) by Department and gender

| | Female | Male | Overall |
|--------------------------|--------|--------|---------|
| Over one years service | 91.94% | 92.64% | 92.16% |
| Over two years service | 84.13% | 84.02% | 84.09% |
| Over three years service | 76.57% | 75.76% | 76.31% |
| Over five years service | 63.41% | 56.91% | 61.33% |

Stability measures the number of staff still in post after a period, in this case after 1 year, 2 years, 3 years and 5 years. This provides an indication of our ability to retain staff.

There was little difference in stability rates for Male and for Female staff, the one discrepancy was Males having lower stability after 5 years' service - this being due to the TUPE transfer of waste and green spaces staff in 2017.

5.10 Promotions by Department and Gender

| | Female | Male | Grand Total |
|-----------------------------|---------------|---------------|-------------|
| CHILDREN SCHOOLS & FAMILIES | 85.71% | 14.29% | 21 |
| COMMUNITY & HOUSING | 71.43% | 28.57% | 14 |
| CORPORATE SERVICES | 38.24% | 61.76% | 34 |
| ENVIRONMENT & REGENERATION | 40.63% | 59.38% | 32 |
| Grand Total | 53.47% | 46.53% | 101 |

The Council does not have the ability in the HR system to formally record succession arrangements or promotions as such, so this metric covers existing staff who moved to a higher graded post (a post with a higher maximum salary) in the course of the year. This includes staff who applied for and secured a higher graded post, instances where

posts were re-evaluated and regraded, and staff who were assimilated to higher graded posts in reorganisations.

Female staff made up 54% of those “promoted” compared to the workforce profile of 68%.

5.11 Employee Relations Cases by Gender

1 April 2020 to 31 March 2021

| | Female | Male |
|---------------------|---------------|---------------|
| Attendance/Sickness | 75.00% | 25.00% |
| Capability | 100.00% | 0.00% |
| Disciplinary | 66.67% | 33.33% |
| Grievance | 61.90% | 38.10% |
| Grand Total | 71.67% | 26.67% |

Casework is shown where cases had reached a formal stage. Monitoring data is not available for cases resolved at an informal stage as line managers resolve these locally. Grievance includes employees raising dignity at work/discrimination issues.

Due to the small dataset staff could be identified if broken down by Department therefore an overall summary is provided.

The proportions of male and female staff undergoing casework broadly reflect the workforce profile, although overall females are slightly higher at 72% compared to a profile of 68%. The exception is Capability where all staff were female.

5.12 Training/Learning and Development by Department, Course Type and Gender

1 April 2020 to 31 March 2021

| Department | Gender | |
|--|--------------|--------------|
| | Female | Male |
| Course Type | | |
| Adults social care | 78.6% | 21.4% |
| Diversity | 84.6% | 15.4% |
| Essential Skills | 80.0% | 20.0% |
| Health and Safety | 86.8% | 13.2% |
| Induction | 70.0% | 30.0% |
| IT | 80.0% | 20.0% |
| Leadership and Management | 77.3% | 22.7% |
| Supporting Staff | 89.4% | 10.6% |
| CHILDREN SCHOOLS & FAMILIES | 83.6% | 16.4% |
| Adults social care | 87.3% | 12.7% |
| Diversity | 83.7% | 16.3% |
| Essential Skills | 90.3% | 9.7% |
| Health and Safety | 81.6% | 18.4% |
| Induction | 50.0% | 50.0% |
| IT | 76.9% | 23.1% |
| Leadership and Management | 65.1% | 34.9% |

| | | |
|---------------------------------------|--------------|--------------|
| Supporting Staff | 84.5% | 15.5% |
| COMMUNITY & HOUSING | 84.2% | 15.8% |
| Adults social care | 0.0% | 100.0% |
| Diversity | 80.8% | 19.2% |
| Essential Skills | 76.5% | 23.5% |
| Health and Safety | 56.0% | 44.0% |
| Induction | 55.6% | 44.4% |
| IT | 75.0% | 25.0% |
| Leadership and Management | 68.5% | 31.5% |
| Supporting Staff | 72.4% | 27.6% |
| CORPORATE SERVICES | 70.7% | 29.3% |
| Adults social care | 50.0% | 50.0% |
| Diversity | 72.7% | 27.3% |
| Essential Skills | 100.0% | 0.0% |
| Health and Safety | 55.0% | 45.0% |
| Induction | 100.0% | 0.0% |
| IT | 87.5% | 12.5% |
| Leadership and Management | 44.4% | 55.6% |
| Supporting Staff | 87.2% | 12.8% |
| ENVIRONMENT & REGENERATION | 67.6% | 32.4% |
| Adults social care | 85.8% | 14.2% |
| Diversity | 82.3% | 17.7% |
| Essential Skills | 83.3% | 16.7% |
| Health and Safety | 75.5% | 24.5% |
| Induction | 64.3% | 35.7% |
| IT | 78.9% | 21.1% |
| Leadership and Management | 65.2% | 34.8% |
| Supporting Staff | 79.8% | 20.2% |
| Grand Total | 78.5% | 21.5% |

Overall, Female staff undertook more Learning and Development courses than Male colleagues (79% attended compared to 68% in the workforce). The proportion of female staff attending Leadership and Management development broadly reflects the workforce profile (65% compared to 68%). Male staff were less likely to attend a Diversity course (18% compared to 32% in the workforce).

6. DETAILED DATA AND ANALYSIS – DISABILITY

6.1 Percentage of Disabled staff in the workforce

| % disabled | 31-Mar-17 | 31-Mar-18 | 31-Mar-19 | 31-Mar-20 | 31-Mar-21 | Current not known |
|---|-------------|-------------|-------------|-------------|-------------|-------------------|
| CHILDREN SCHOOLS & FAMILIES | 4.5% | 4.9% | 4.0% | 5.4% | 5.0% | 13.3% |
| COMMUNITY & HOUSING | 5.3% | 4.7% | 4.3% | 4.4% | 4.1% | 15.0% |
| CORPORATE SERVICES | 9.6% | 9.3% | 8.7% | 8.8% | 8.6% | 16.5% |
| ENVIRONMENT & REGENERATION | 7.6% | 4.2% | 3.9% | 3.4% | 3.3% | 10.6% |
| Grand Total | 6.8% | 5.9% | 5.3% | 5.6% | 5.4% | 14.0% |
| <i>London Councils Median Benchmark</i> | <i>4.7%</i> | <i>4.8%</i> | <i>5.2%</i> | <i>5.6%</i> | | |

The percentage of known Disabled staff in the workforce has varied from year to year. At 5.4% as at 31 March 2020, it was slightly below the latest available all London authorities median of 5.6%.

6.2 Percentage of Disabled staff amongst top 5% of earners

| % disabled | 31-Mar-17 | 31-Mar-18 | 31-Mar-19 | 31-Mar-20 | 31-Mar-21 | Current not known |
|---|-------------|-------------|-------------|-------------|-------------|-------------------|
| CHILDREN SCHOOLS & FAMILIES | 4.6% | 7.1% | 3.5% | 5.3% | 0.0% | 18.2% |
| COMMUNITY & HOUSING | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 27.8% |
| CORPORATE SERVICES | 11.1% | 13.6% | 9.7% | 14.3% | 13.6% | 31.3% |
| ENVIRONMENT & REGENERATION | 5.6% | 6.7% | 0.0% | 0.0% | 0.0% | 14.3% |
| Grand Total | 6.3% | 8.6% | 4.8% | 6.2% | 4.6% | 24.1% |
| <i>London Councils Median Benchmark</i> | <i>3.2%</i> | <i>4.0%</i> | <i>3.6%</i> | <i>4.4%</i> | | |

This measure enables us to benchmark with other councils in London. The percentage of Disabled staff amongst the top 5% of earners at 4.6% was just above the all-London median of 4.4%.

6.3 Current workforce profile by salary band and disability

As at 31 March 2021

| Basic salary band | Not Disabled | Disabled | % unknown |
|------------------------------|---------------|--------------|---------------|
| Up to £19,999 per annum | 100.00% | 0.00% | 0.00% |
| £20,000 to £39,999 per annum | 95.00% | 5.00% | 13.05% |
| £40,000 to £59,999 per annum | 93.61% | 6.39% | 14.50% |
| £60,000 to £79,999 per annum | 94.23% | 5.77% | 16.13% |
| £80,000 to £99,999 per annum | 100.00% | 0.00% | 14.29% |
| Over £100,000 per annum | 100.00% | 0.00% | 72.73% |
| Grand Total | 94.65% | 5.35% | 13.89% |

There were no staff known to be disabled in the top two salary bands.

6.4 Joiners by salary band and disability

1 April 2020 to 31 March 2021

| Basic Salary Band | No | Yes | % unknown |
|------------------------------|---------------|--------------|--------------|
| Up to £19,999 per annum | 100.00% | 0.00% | 0.00% |
| £20,000 to £39,999 per annum | 98.00% | 2.00% | 11.50% |
| £40,000 to £59,999 per annum | 97.30% | 2.70% | 0.00% |
| £60,000 to £79,999 per annum | 100.00% | 0.00% | 0.00% |
| Over £100,000 per annum | 0.00% | 0.00% | 100.00% |
| Grand Total | 97.92% | 2.08% | 8.86% |

“Joiners” here includes staff who were new to the borough, as well as agency conversions to perm, but will exclude internal promotions. Disabled staff made up only 2.1% of joiners, compared to a workforce profile of 5.4%.

6.5 Leavers by Salary Band and Disability

1 April 2020 to 31 March 2021

| Basic Salary Band | Not Disabled | Disabled | % unknown |
|------------------------------|---------------|--------------|---------------|
| Up to £19,999 per annum | 75.00% | 25.00% | 33.33% |
| £20,000 to £39,999 per annum | 94.12% | 5.88% | 8.11% |
| £40,000 to £59,999 per annum | 97.67% | 2.33% | 17.31% |
| £60,000 to £79,999 per annum | 87.50% | 12.50% | 11.11% |
| £80,000 to £99,999 per annum | 100.00% | 0.00% | 0.00% |
| Over £100,000 per annum | 0.00% | 0.00% | 100.00% |
| Grand Total | 94.35% | 5.65% | 13.89% |

Disabled staff made up 5.7% of leavers in the rolling year, slightly higher than the percentage of disabled employees in the workforce (5.4%). There were only 4 leavers below £20,000

6.6 Recruitment – overall by Department and disability

1 April 2020 to 31 March 2021

3,355 applications were received during this period, of which:-

| | Disabled | Not disabled |
|---------------------------|-----------|--------------|
| CSF (34% of applications) | 8% | 92% |
| C&H (14% of applications) | 6% | 94% |
| CS (46% of applications) | 6% | 94% |
| E&R (6% of applications) | 4% | 96% |
| Overall | 6% | 94% |

602 applications were shortlisted during this period, of which:-

| | Disabled | Not disabled |
|--------------------------------|-----------------|---------------------|
| CSF (46% of those shortlisted) | 8% | 92% |
| C&H (13% of those shortlisted) | 8% | 92% |
| CS (29% of those shortlisted) | 9% | 91% |
| E&R (12% of those shortlisted) | 3% | 97% |
| Overall | 8% | 92% |

176 offers were made during this period, of which:

| | Disabled | Not disabled |
|---------------------|-----------------|---------------------|
| CSF (48% of offers) | 8% | 92% |
| C&H (18% of offers) | 6% | 94% |
| CS (20% of offers) | 3% | 97% |
| E&R (13% of offers) | 0% | 100% |
| Overall | 6% | 94% |

Recruitment will include internal staff who applied for and secured jobs, but not agency conversions or reorganisation direct assimilations.

6% of applicants were Disabled, 8% of those shortlisted were Disabled and 6% of those offered posts were Disabled. Overall, there was no significant difference between the proportions of disabled candidates at each stage of the appointment process.

Recruitment – positions above grade MGA by disability

1 April 2020 to 31 March 2021

| | Disabled | Not Disabled |
|------------------|-----------------|---------------------|
| 110 applications | 8% | 92% |
| 49 shortlisted | 0% | 100% |
| 17 offers | 0% | 100% |

The table provides a further analysis focussing on recruitment for posts graded MGA and above

8% of applicants were disabled but none were shortlisted or received an offer.

6.7 Overall Turnover rates by disability

| | Disabled | Not Disabled | Overall |
|-----------------------------|----------|--------------|---------|
| 01.04.18 to 31.03.19 | 8.79% | 10.14% | 10.35% |
| 01.04.19 to 31.03.20 | 8.05% | 12.42% | 12.87% |
| 01.04.20 to 31.03.21 | 8.54% | 8.33% | 8.52% |

The table compares overall turnover rates (leavers for all reasons) for the last three rolling years. In the first two years, overall turnover rates were lower for Disabled staff. In the last year they had been close to (marginally higher than) non-disabled staff although this seems to be due to a decrease in non-disabled turnover rates with disabled turnover rates varying only slightly.

6.8 Voluntary Turnover rates by disability

| | Disabled | Not Disabled | Overall |
|-----------------------------|----------|--------------|---------|
| 01.04.18 to 31.03.19 | 7.69% | 7.47% | 7.72% |
| 01.04.19 to 31.03.20 | 3.45% | 8.80% | 9.15% |
| 01.04.20 to 31.03.21 | 4.88% | 5.34% | 5.36% |

This table compares Voluntary turnover rates (resignations) for the last three rolling years. Voluntary turnover rates for Disabled staff have been lower than for Non-Disabled staff in the last two years.

6.9 Stability (Retention) by disability

| | Not Disabled | Disabled | Grand Total |
|---------------------------------|--------------|----------|-------------|
| Over one years service | 91.16% | 97.50% | 92.16% |
| Over two years service | 82.67% | 95.00% | 84.09% |
| Over three years service | 74.47% | 88.75% | 76.31% |
| Over five years service | 58.56% | 75.00% | 61.33% |

Stability measures the number of staff still in post after a period, in this case after 1 year, 2 years, 3 years and 5 years. This provides an indication of our ability to retain staff.

Stability is higher for Disabled staff.

6.10 Promotions by Department and Disability

| | Disabled | Not disabled |
|-----------------------------|--------------|---------------|
| CHILDREN SCHOOLS & FAMILIES | 0.00% | 100.00% |
| COMMUNITY & HOUSING | 0.00% | 100.00% |
| CORPORATE SERVICES | 7.41% | 92.59% |
| ENVIRONMENT & REGENERATION | 6.67% | 93.33% |
| Grand Total | 4.65% | 95.35% |

The Council does not have the ability in the HR system to formal record succession arrangements or promotions as such, so this metric covers existing staff who moved to a higher graded post (a post with a higher maximum salary) in the course of the year. This includes staff who applied for and secured a higher graded post, the re-evaluation

and regrading of occupied posts, and staff assimilated to higher graded posts in reorganisations.

Disabled staff were less likely to be promoted, although percentages need to be treated with caution due to the low cohort of staff.

6.11 Employee Relations Cases by Disability

1 April 2020 to 31 March 2021

| | Disabled | Not Disabled |
|---------------------|--------------|---------------|
| Attendance/Sickness | 9.09% | 90.91% |
| Capability | 0.00% | 100.00% |
| Disciplinary | 0.00% | 100.00% |
| Grievance | 16.67% | 83.33% |
| Overall | 9.62% | 90.38% |

Casework is shown where cases had reached a formal stage. Monitoring data is not available for cases resolved at an informal stage as line managers resolve these locally. Grievance includes employees raising dignity at work/discrimination issues.

Due to the small dataset staff could be identified if broken down by Department therefore an overall summary is provided.

Disabled staff constituted 9% of sickness cases, 17% of Grievance cases and 10% of overall cases compared to a workforce profile of 5%.

4 Industrial Tribunal cases involved an employee who declared themselves disabled.

6.12 Training/Learning and Development by Department, course type and disability

1 April 2020 to 31 March 2021

| Department | Consider Disabled | |
|--|-------------------|--------------|
| | No | Yes |
| Course Type | | |
| Adults social care | 87.5% | 12.5% |
| Diversity | 87.5% | 12.5% |
| Essential Skills | 92.7% | 7.3% |
| Health and Safety | 87.2% | 12.8% |
| Induction | 88.9% | 11.1% |
| IT | 72.2% | 27.8% |
| Leadership and Management | 87.5% | 12.5% |
| Supporting Staff | 91.2% | 8.8% |
| CHILDREN SCHOOLS & FAMILIES | 88.2% | 11.8% |
| Adults social care | 90.0% | 10.0% |
| Diversity | 94.9% | 5.1% |
| Essential Skills | 100.0% | 0.0% |
| Health and Safety | 85.7% | 14.3% |
| Induction | 100.0% | 0.0% |
| IT | 100.0% | 0.0% |

| | | |
|---------------------------------------|--------------|-------------|
| Leadership and Management | 90.3% | 9.7% |
| Supporting Staff | 94.2% | 5.8% |
| COMMUNITY & HOUSING | 91.5% | 8.5% |
| Adults social care | 100.0% | 0.0% |
| Diversity | 83.8% | 16.2% |
| Essential Skills | 88.2% | 11.8% |
| Health and Safety | 89.5% | 10.5% |
| Induction | 100.0% | 0.0% |
| IT | 100.0% | 0.0% |
| Leadership and Management | 92.3% | 7.7% |
| Supporting Staff | 93.2% | 6.8% |
| CORPORATE SERVICES | 91.9% | 8.1% |
| Adults social care | 50.0% | 50.0% |
| Diversity | 90.9% | 9.1% |
| Essential Skills | 100.0% | 0.0% |
| Health and Safety | 86.7% | 13.3% |
| Induction | 100.0% | 0.0% |
| IT | 100.0% | 0.0% |
| Leadership and Management | 95.1% | 4.9% |
| Supporting Staff | 95.7% | 4.3% |
| ENVIRONMENT & REGENERATION | 93.8% | 6.2% |
| Adults social care | 89.8% | 10.2% |
| Diversity | 88.9% | 11.1% |
| Essential Skills | 94.2% | 5.8% |
| Health and Safety | 87.0% | 13.0% |
| Induction | 96.0% | 4.0% |
| IT | 89.4% | 10.6% |
| Leadership and Management | 91.6% | 8.4% |
| Supporting Staff | 93.4% | 6.6% |
| Grand Total | 91.1% | 8.9% |

Overall, Disabled staff were more likely to undertake Learning and Development courses than Non-Disabled colleagues (9% attended compared to 5% in the workforce).

7. DETAILED DATA AND ANALYSIS – AGE

7.1 Percentages of staff under 24.

| % age 16-24 * | 31-Mar-17 | 31-Mar-18 | 31-Mar-19 | 31-Mar-20 | 31-Mar-21 | Current not known |
|---|-------------|-------------|-------------|-------------|-------------|-------------------|
| CHILDREN SCHOOLS & FAMILIES | 2.8% | 2.2% | 2.5% | 2.5% | 3.2% | |
| COMMUNITY & HOUSING | 0.5% | 2.6% | 2.6% | 1.5% | 1.5% | 0.0% |
| CORPORATE SERVICES | 5.1% | 4.7% | 5.4% | 6.3% | 4.8% | 0.0% |
| ENVIRONMENT & REGENERATION | 1.9% | 0.8% | 1.3% | 1.4% | 0.8% | 0.0% |
| Grand Total | 2.7% | 2.7% | 3.1% | 3.1% | 2.7% | 0.0% |
| <i>London Councils Median Benchmark</i> | 2.6% | 3.0% | 3.2% | 3.1% | | |
| <i>* including apprentices</i> | | | | | | |

The percentage of staff age under 24 varies from year-to-year, and with the timing of entry-level apprenticeship assignments. The proportion of the workforce age 50 and above has increased year on year with possible impacts on future resourcing and succession planning as older staff eventually retire.

7.2 Percentage of staff age over 50

| % age 50+ | 31-Mar-17 | 31-Mar-18 | 31-Mar-19 | 31-Mar-20 | 31-Mar-21 | Current not known |
|---|--------------|--------------|--------------|--------------|--------------|-------------------|
| CHILDREN SCHOOLS & FAMILIES | 36.7% | 38.3% | 41.6% | 43.6% | 43.1% | 0.0% |
| COMMUNITY & HOUSING | 48.9% | 48.8% | 52.1% | 56.1% | 59.6% | 0.0% |
| CORPORATE SERVICES | 48.2% | 49.5% | 51.1% | 51.4% | 52.6% | 0.0% |
| ENVIRONMENT & REGENERATION | 57.5% | 57.8% | 57.7% | 59.8% | 60.6% | 0.0% |
| Grand Total | 47.8% | 47.9% | 50.0% | 52.1% | 53.1% | 0.0% |
| <i>London Councils Median Benchmark</i> | 48.1% | 43.7% | 46.4% | 44.7% | | |

The proportion of the workforce age 50 and above has increased year on year with possible impacts on future resourcing and succession planning as older staff eventually retire. The data set of top 5% earners is too small for a meaningful breakdown by age and department though they will predominantly be over 40 (section 4.3 provides a breakdown by salary band).

**7.3 Current workforce profile by salary band and age band
As at 31 March 2021**

| Basic Salary Band | 16-24 | 25-39 | 40-49 | 50-64 | 65+ |
|------------------------------|--------------|---------------|---------------|---------------|--------------|
| Up to £19,999 per annum | 57.14% | 42.86% | 0.00% | 0.00% | 0.00% |
| £20,000 to £39,999 per annum | 3.67% | 22.53% | 19.80% | 47.95% | 6.06% |
| £40,000 to £59,999 per annum | 0.00% | 22.06% | 29.20% | 44.75% | 3.99% |
| £60,000 to £79,999 per annum | 0.00% | 8.06% | 22.58% | 64.52% | 4.84% |
| £80,000 to £99,999 per annum | 0.00% | 0.00% | 57.14% | 42.86% | 0.00% |
| Over £100,000 per annum | 0.00% | 9.09% | 0.00% | 90.91% | 0.00% |
| Grand Total | 2.71% | 21.79% | 22.42% | 47.72% | 5.36% |

Most 16-24 year olds were in the “up to £19,999” pay band; these mainly being entry-level apprentices paid the National Living Wage. Most of the higher earners were aged 40 and above. 5% of the workforce is aged over 65.

7.4 Joiners by age band

1 April 2020 to 31 March 2021

| Salary Band | 16-24 | 25-39 | 40-49 | 50-64 | 65+ |
|------------------------------|--------------|---------------|---------------|---------------|--------------|
| Up to £19,999 per annum | 100.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| £20,000 to £39,999 per annum | 8.85% | 48.67% | 20.35% | 20.35% | 1.77% |
| £40,000 to £59,999 per annum | 0.00% | 32.43% | 29.73% | 35.14% | 2.70% |
| £60,000 to £79,999 per annum | 0.00% | 33.33% | 16.67% | 50.00% | 0.00% |
| Over £100,000 per annum | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% |
| Grand Total | 6.96% | 43.67% | 22.15% | 25.32% | 1.90% |

“Joiners” here includes staff who were new to the borough, as well as agency conversions to perm, but will exclude internal promotions. The number of joiners is low when broken down by salary and age band so some caution is needed in interpreting the figures – for example the 100% joiners age 16-24 below £20,000 per annum represents just one person.

7.5 Leavers by age band

1 April 2020 to 31 March 2021

| 16-24 | 25-39 | 40-49 | 50-64 | 65+ |
|-------|--------|--------|--------|--------|
| 4.17% | 29.17% | 21.53% | 30.56% | 14.58% |

The number of leavers is too low for a meaningful breakdown by both salary band and age band so an overall breakdown is provided. Staff under age 40 make up a greater proportion of leavers than those age 40 to 64.

**7.6 Recruitment – overall by Department and Age Band
1 April 2020 to 31 March 2021**

3,355 applications were received during this period, of which:-

| Total applications | 18-24 | 25-34 | 35-49 | 50-64 | 65+ | Prefer not to say |
|---------------------------|--------------|--------------|--------------|--------------|------------|--------------------------|
| 3355 | 24.49% | 36.73% | 26.53% | 12.24% | 0.00% | 2% |

602 applications were shortlisted during this period, of which:-

| Shortlisted | 18-24 | 25-34 | 35-49 | 50-64 | 65+ | Prefer not to say |
|--------------------|--------------|--------------|--------------|--------------|------------|--------------------------|
| 602 | 16.16% | 38.38% | 29.29% | 16.16% | 0.00% | 1% |

176 offers were made during this period, of which:

| Offered | 18-24 | 25-34 | 35-49 | 50-64 | 65+ | Prefer not to say |
|----------------|--------------|--------------|--------------|--------------|------------|--------------------------|
| 176 | 13.13% | 37.37% | 34.34% | 15.15% | 0.00% | 1% |

Recruitment will include internal staff who applied for and secured jobs, but not agency conversions or reorganisation direct assimilations.

The age bands used in these tables are those available from our recruitment system, and differ slightly from the age bands used for other measures. Numbers were too small at the shortlisted and offered stages to break down by department so overall totals are shown.

Candidates aged 16-24 make up 25% of applicants, but only 16% of those shortlisted and 13% of those offered a job. Candidates age 35-49 make up 26% of applicants, 29% of those shortlisted and 34% of those offered a job.

Numbers were too small when refined to MGA and above and then broken down by age group to provide a meaningful analysis.

7.7 Overall Turnover rates by year and age band

| | 16-24 | 25-39 | 40-49 | 50-64 | 65+ | Overall |
|----------------------|--------|--------|--------|-------|--------|---------|
| 01.04.18 to 31.03.19 | 29.09% | 18.23% | 10.11% | 5.94% | 14.81% | 10.36% |
| 01.04.19 to 31.03.20 | 16.44% | 23.18% | 11.01% | 8.48% | 17.96% | 12.87% |
| 01.04.20 to 31.03.21 | 14.29% | 11.54% | 8.01% | 5.28% | 19.91% | 8.32% |

The table compares overall turnover rates (leavers for all reasons) for the last three rolling years. Turnover rates were higher below age 40, and above age 65 (noting the latter will include retirements).

7.8 Voluntary Turnover rates by year and age band

| | 16-24 | 25-39 | 40-49 | 50-64 | 65+ | Overall |
|----------------------|--------|--------|-------|-------|-------|---------|
| 01.04.18 to 31.03.19 | 18.18% | 16.52% | 8.78% | 3.85% | 4.44% | 7.73% |
| 01.04.19 to 31.03.20 | 8.22% | 19.27% | 9.96% | 5.18% | 4.90% | 9.15% |
| 01.04.20 to 31.03.21 | 2.38% | 10.16% | 7.49% | 2.40% | 3.79% | 5.26% |

This table compares Voluntary turnover rates (resignations) for the last three rolling years. Resignation rates were highest for the 25-39 age band.

7.9 Stability (Retention) by age band

| | 16-24 | 25-39 | 40-49 | 50-64 | 65+ | Overall |
|--------------------------|--------|--------|--------|--------|--------|---------|
| Over one years service | 76.60% | 84.66% | 91.26% | 96.14% | 98.92% | 92.16% |
| Over two years service | 51.06% | 71.16% | 83.29% | 91.30% | 92.47% | 84.09% |
| Over three years service | 29.79% | 58.73% | 73.78% | 86.84% | 88.17% | 76.31% |
| Over five years service | 29.79% | 58.73% | 73.78% | 86.84% | 88.17% | 76.31% |

Stability measures the number of staff still in post after a period, in this case after 1 year, 2 years, 3 years and 5 years. This provides an indication of our ability to retain staff.

Younger people had lower stability, linked of course to the fact it is less likely they will have acquired as three of five years' service. The 25-39 age band has lower stability than older age bands, the strongest stability being over the age of 50.

7.10 Promotions by Department and age band

| Department | 16-24 | 25-39 | 40-49 | 50-64 | 65+ |
|-----------------------------|--------------|---------------|---------------|---------------|--------------|
| CHILDREN SCHOOLS & FAMILIES | 0.00% | 66.67% | 19.05% | 14.29% | 0.00% |
| COMMUNITY & HOUSING | 0.00% | 35.71% | 14.29% | 50.00% | 0.00% |
| CORPORATE SERVICES | 20.59% | 47.06% | 8.82% | 23.53% | 0.00% |
| ENVIRONMENT & REGENERATION | 3.13% | 15.63% | 31.25% | 50.00% | 0.00% |
| Grand Total | 7.92% | 39.60% | 18.81% | 33.66% | 0.00% |

The Council does not have the ability in the HR system to formally record succession arrangements or promotions as such, so this metric covers existing staff who moved to a higher graded post (a post with a higher maximum salary) in the course of the year. This includes staff who applied for and secured a higher graded post, the

re-evaluation and regrading of occupied posts, and staff assimilated to higher graded posts in reorganisations.

There was no correlation between promotions and the proportions of staff by age band in the workforce as a whole. Staff in aged 16-39 saw a higher proportion of promotions than their workforce profile; those aged 50 and above had less.

7.11 Employee Relations Cases by age band

1 April 2020 to 31 March 2021

| | 16-24 | 25 to 39 | 40-49 | 50-64 | 65+ |
|---------------------|--------------|---------------|---------------|---------------|--------------|
| Attendance/Sickness | 4.17% | 12.50% | 12.50% | 66.67% | 4.17% |
| Capability | 0.00% | 0.00% | 0.00% | 75.00% | 25.00% |
| Disciplinary | 0.00% | 16.67% | 16.67% | 66.67% | 0.00% |
| Grievance | 4.76% | 9.52% | 23.81% | 52.38% | 9.52% |
| Overall | 3.39% | 10.17% | 15.25% | 62.71% | 8.47% |

Casework is shown where cases had reached a formal stage. Monitoring data is not available for cases resolved at an informal stage as line managers resolve these locally. Grievance includes employees raising dignity at work/discrimination issues.

Due to the small dataset, staff could be identified if broken down by Department therefore, an overall summary is provided.

Staff between 25 and 49 are less likely to be involved in casework. Staff aged 50-64 are much more likely to be involved in casework than the workforce profile (63% compared to a profile of 48%). This pattern is similar for Attendance Sickness, Capability, Disciplinary and Grievance.

7.12 Training/Learning and Development by age band

1 April 2020 to 31 March 2021

| Department | Age | | | | | |
|--|-------------|--------------|--------------|--------------|--------------|-------------|
| | 16-24 | 25-34 | 35-44 | 45-54 | 55-64 | 65+ |
| Course Type | | | | | | |
| Adults social care | 0.0% | 50.0% | 28.6% | 14.3% | 7.1% | 0.0% |
| Diversity | 3.8% | 19.2% | 15.4% | 28.8% | 32.7% | 0.0% |
| Essential Skills | 8.9% | 20.0% | 6.7% | 28.9% | 33.3% | 2.2% |
| Health and Safety | 1.9% | 15.1% | 17.0% | 49.1% | 15.1% | 1.9% |
| Induction | 0.0% | 20.0% | 10.0% | 30.0% | 40.0% | 0.0% |
| IT | 10.0% | 0.0% | 10.0% | 55.0% | 20.0% | 5.0% |
| Leadership and Management | 0.0% | 9.1% | 13.6% | 56.8% | 20.5% | 0.0% |
| Supporting Staff | 3.5% | 17.6% | 17.6% | 35.3% | 25.9% | 0.0% |
| CHILDREN SCHOOLS & FAMILIES Total | 3.7% | 17.0% | 14.9% | 38.7% | 24.8% | 0.9% |
| Adults social care | 4.1% | 14.4% | 13.2% | 38.2% | 28.5% | 1.5% |
| Diversity | 2.0% | 10.2% | 20.4% | 44.9% | 22.4% | 0.0% |
| Essential Skills | 6.5% | 6.5% | 11.8% | 32.3% | 35.5% | 9.7% |
| Health and Safety | 4.1% | 14.3% | 10.2% | 38.8% | 30.6% | 2.0% |
| Induction | 0.0% | 16.7% | 66.7% | 0.0% | 16.7% | 0.0% |
| IT | 0.0% | 0.0% | 15.4% | 38.5% | 46.2% | 0.0% |
| Leadership and Management | 0.0% | 14.0% | 23.3% | 39.5% | 23.3% | 0.0% |
| Supporting Staff | 4.8% | 13.1% | 23.8% | 23.8% | 33.3% | 1.2% |

| | | | | | | |
|---|-------------|--------------|--------------|--------------|--------------|-------------|
| COMMUNITY & HOUSING Total | 3.7% | 13.2% | 16.1% | 36.3% | 29.1% | 1.6% |
| Adults social care | 0.0% | 25.0% | 25.0% | 50.0% | 0.0% | 0.0% |
| Diversity | 1.9% | 19.2% | 23.1% | 32.7% | 21.2% | 1.9% |
| Essential Skills | 0.0% | 35.3% | 11.8% | 35.3% | 17.6% | 0.0% |
| Health and Safety | 0.0% | 12.0% | 16.0% | 44.0% | 28.0% | 0.0% |
| Induction | 0.0% | 11.1% | 44.4% | 11.1% | 33.3% | 0.0% |
| IT | 0.0% | 37.5% | 18.8% | 6.3% | 37.5% | 0.0% |
| Leadership and Management | 0.8% | 15.3% | 29.0% | 20.2% | 34.7% | 0.0% |
| Supporting Staff | 7.6% | 16.7% | 22.4% | 25.2% | 24.8% | 3.3% |
| CORPORATE SERVICES Total | 3.9% | 17.7% | 23.9% | 25.4% | 27.4% | 1.8% |
| Adults social care | 0.0% | 0.0% | 0.0% | 100.0% | 0.0% | 0.0% |
| Diversity | 0.0% | 18.2% | 18.2% | 45.5% | 18.2% | 0.0% |
| Essential Skills | 0.0% | 0.0% | 33.3% | 0.0% | 66.7% | 0.0% |
| Health and Safety | 0.0% | 25.0% | 25.0% | 15.0% | 25.0% | 10.0% |
| Induction | 0.0% | 0.0% | 0.0% | 66.7% | 33.3% | 0.0% |
| IT | 0.0% | 0.0% | 37.5% | 12.5% | 50.0% | 0.0% |
| Leadership and Management | 0.0% | 4.4% | 37.8% | 37.8% | 20.0% | 0.0% |
| Supporting Staff | 0.0% | 10.6% | 23.4% | 27.7% | 38.3% | 0.0% |
| ENVIRONMENT & REGENERATION Total | 0.0% | 10.1% | 28.1% | 30.9% | 29.5% | 1.4% |
| Adults social care | 3.9% | 15.8% | 13.9% | 37.8% | 27.2% | 1.4% |
| Diversity | 2.4% | 16.5% | 19.5% | 36.0% | 25.0% | 0.6% |
| Essential Skills | 6.3% | 17.7% | 9.4% | 30.2% | 32.3% | 4.2% |
| Health and Safety | 2.0% | 15.6% | 15.6% | 40.1% | 23.8% | 2.7% |
| Induction | 0.0% | 14.3% | 32.1% | 21.4% | 32.1% | 0.0% |
| IT | 3.5% | 10.5% | 17.5% | 31.6% | 35.1% | 1.8% |
| Leadership and Management | 0.4% | 12.1% | 27.0% | 32.8% | 27.7% | 0.0% |
| Supporting Staff | 5.4% | 15.5% | 21.8% | 27.2% | 28.2% | 1.9% |
| Grand Total | 3.5% | 15.1% | 19.2% | 33.1% | 27.7% | 1.5% |

Young People age 16-24 were more likely to take part in Learning and Development; this is consistent with the high proportion of apprentices in that age band.

8. DETAILED DATA AND ANALYSIS – RELIGION AND BELIEF

8.1 Percentages of staff by department and religion/belief

| | Any other religion / belief | Buddhist | Christian | Hindu | Jewish | Muslim | No religion / belief | Sikh | Not known |
|---------------|-----------------------------|----------|-----------|-------|--------|--------|----------------------|-------|-----------|
| 31 March 2017 | 3.64% | 0.79% | 60.43% | 2.17% | 0.00% | 4.13% | 28.84% | 0.00% | 45.32% |
| 31 March 2018 | 3.76% | 0.71% | 59.96% | 2.24% | 0.00% | 4.88% | 27.54% | 0.91% | 43.22% |
| 31 March 2019 | 3.62% | 0.78% | 59.94% | 2.64% | 0.10% | 5.39% | 26.74% | 0.78% | 41.41% |
| 31 March 2020 | 3.61% | 0.76% | 59.30% | 2.66% | 0.19% | 5.69% | 26.94% | 0.85% | 39.29% |
| 31 March 2021 | 3.72% | 0.76% | 59.16% | 2.39% | 0.19% | 5.82% | 27.19% | 0.76% | 39.59% |

Religion/Belief when broken down by department results in low numbers for some categories, noting religion/belief is unknown for 40% of staff (30% preferred not to say); therefore, a corporate breakdown is provided. There has been a small change in the proportion of staff of each religion/belief over the last five years with a gradual small increase in the percentage of Muslim staff and small decrease in Christian staff.

8.2 Current workforce profile by salary band and religion/belief

As at 31 March 2021

| Basic Salary Band | Any other religion / belief | Buddhist | Christian | Hindu | Jewish | Muslim | No religion / belief | Sikh |
|------------------------------|-----------------------------|--------------|---------------|--------------|--------------|--------------|----------------------|--------------|
| Up to £19,999 per annum | 0.00% | 0.00% | 16.67% | 0.00% | 0.00% | 16.67% | 66.67% | 0.00% |
| £20,000 to £39,999 per annum | 4.07% | 0.56% | 60.45% | 2.38% | 0.28% | 6.45% | 25.25% | 0.56% |
| £40,000 to £59,999 per annum | 2.82% | 1.41% | 58.45% | 2.82% | 0.00% | 4.58% | 28.87% | 1.06% |
| £60,000 to £79,999 per annum | 5.41% | 0.00% | 45.95% | 2.70% | 0.00% | 2.70% | 40.54% | 2.70% |
| £80,000 to £99,999 per annum | 0.00% | 0.00% | 75.00% | 0.00% | 0.00% | 0.00% | 25.00% | 0.00% |
| Over £100,000 per annum | 0.00% | 0.00% | 40.00% | 0.00% | 0.00% | 0.00% | 60.00% | 0.00% |
| Grand Total | 3.72% | 0.76% | 59.10% | 2.48% | 0.19% | 5.82% | 27.17% | 0.76% |

There were no known religions/beliefs for staff over £80,000 per annum other than Christian and “no religion/belief”.

8.3 Joiners by salary band and religion/belief

1 April 2020 to 31 March 2021

| Basic Salary Band | Any other religion / belief | Buddhist | Christian | Hindu | Jewish | Muslim | No religion / belief |
|------------------------------|-----------------------------|--------------|---------------|--------------|--------------|--------------|----------------------|
| Up to £19,999 per annum | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% |
| £20,000 to £39,999 per annum | 2.67% | 0.00% | 57.33% | 0.00% | 0.00% | 5.33% | 34.67% |
| £40,000 to £59,999 per annum | 4.55% | 0.00% | 63.64% | 0.00% | 0.00% | 4.55% | 27.27% |
| £60,000 to £79,999 per annum | 33.33% | 0.00% | 33.33% | 0.00% | 0.00% | 0.00% | 33.33% |
| Over £100,000 per annum | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Grand Total | 3.96% | 0.00% | 57.43% | 0.00% | 0.00% | 4.95% | 33.66% |

“Joiners” here includes staff who were new to the borough, as well as agency conversions to perm, but will exclude internal promotions. The number of joiners was

low when broken down by salary and religion/belief so some caution is needed in interpreting the figures – for example the 100% joiners with no religion/belief below £20,000 per annum represents just one person.

8.4 Leavers by salary band and religion/belief

1 April 2020 to 31 March 2021

| Basic Salary Band | Any other religion / belief | Buddhist | Christian | Hindu | Jewish | Muslim | No religion / belief | Sikh |
|------------------------------|-----------------------------|--------------|---------------|--------------|--------------|--------------|----------------------|--------------|
| Up to £19,999 per annum | 0.00% | 0.00% | 75.00% | 0.00% | 0.00% | 0.00% | 25.00% | 0.00% |
| £20,000 to £39,999 per annum | 2.22% | 0.00% | 53.33% | 4.44% | 0.00% | 6.67% | 33.33% | 0.00% |
| £40,000 to £59,999 per annum | 0.00% | 0.00% | 57.58% | 0.00% | 0.00% | 6.06% | 33.33% | 3.03% |
| £60,000 to £79,999 per annum | 0.00% | 0.00% | 57.14% | 14.29% | 0.00% | 0.00% | 28.57% | 0.00% |
| £80,000 to £99,999 per annum | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% |
| Over £100,000 per annum | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Grand Total | 1.11% | 0.00% | 55.56% | 3.33% | 0.00% | 5.56% | 33.33% | 1.11% |

The proportion of staff leaving from each religion/belief broadly reflected the workforce profile, whilst noting that this is a smaller dataset of 90 leavers for with known religion/belief.

8.5 Recruitment – overall by Religion/Belief

1 April 2020 to 31 March 2021 * part year

3,355 applications were received during this period, of which 2,483 had religion/belief recorded:-

| Total applications | Buddhist | Christian | Hindu | Jewish | Muslim | No religion | Other | Sikh | Not known |
|--------------------|----------|-----------|-------|--------|--------|-------------|-------|------|-----------|
| 2483 | 1% | 41% | 7% | 1% | 9% | 34% | 5% | 1% | 13% |

602 applications were shortlisted during this period, of which 511 had religion/belief recorded:-

| Shortlisted | Buddhist | Christian | Hindu | Jewish | Muslim | No religion | Other | Sikh | Not known |
|-------------|----------|-----------|-------|--------|--------|-------------|-------|------|-----------|
| 511 | 1% | 39% | 5% | 1% | 7% | 40% | 6% | 1% | 13% |

176 offers were made during this period, of which 137 had religion/belief recorded:

| Offered | Buddhist | Christian | Hindu | Jewish | Muslim | No religion | Other | Sikh | Not known |
|---------|----------|-----------|-------|--------|--------|-------------|-------|------|-----------|
| 137 | 0% | 41% | 2% | 1% | 2% | 47% | 6% | 1% | 12% |

Recruitment will include internal staff who applied for and secured jobs, but not agency conversions or reorganisation direct assimilations.

Data is not for a full year due to a change in recording religion/belief during the year. Numbers were too small at the shortlisted and offered stages to break down by department so overall totals are shown. Due to the small numbers, care is needed when considering percentage variations, however Hindu and Muslim applicants show decreasing representation at the shortlisted and offered stages.

Numbers were too small when refined to MGA and above and then broken down by religion/belief to provide a meaningful analysis.

8.6 Overall Turnover rates by year and religion/belief

| Year | Any other religion / belief | Buddhist | Christian | Hindu | Jewish | Muslim | No religion / belief | Sikh | Overall |
|----------------------|-----------------------------|----------|-----------|--------|--------|--------|----------------------|--------|---------|
| 01.04.18 to 31.03.19 | 2.70% | 0.00% | 7.36% | 4.08% | 0.00% | 17.48% | 12.52% | 23.53% | 9.11% |
| 01.04.19 to 31.03.20 | 10.67% | 12.50% | 10.57% | 14.81% | 0.00% | 8.70% | 13.38% | 0.00% | 11.25% |
| 01.04.20 to 31.03.21 | 2.60% | 0.00% | 8.09% | 11.11% | 0.00% | 8.26% | 10.58% | 11.76% | 8.60% |

The table compares overall turnover rates (leavers for all reasons) for the last three rolling years where religion/belief is known. Turnover rates were higher for those with no religion/belief. Due to the small size of the data set care needs to be taken, for example, the 23.53% turnover rate for Sikh staff in 2018/19 represents just one employee.

8.7 Voluntary Turnover rates by year and religion/belief

| Year | Any other religion / belief | Buddhist | Christian | Hindu | Jewish | Muslim | No religion / belief | Sikh | Overall |
|----------------------|-----------------------------|----------|-----------|--------|--------|--------|----------------------|--------|---------|
| 01.04.18 to 31.03.19 | 2.70% | 0.00% | 4.85% | 4.08% | 0.00% | 9.71% | 9.94% | 23.53% | 6.51% |
| 01.04.19 to 31.03.20 | 10.67% | 0.00% | 6.83% | 14.81% | 0.00% | 5.22% | 10.49% | 0.00% | 7.95% |
| 01.04.20 to 31.03.21 | 2.60% | 0.00% | 4.69% | 7.41% | 0.00% | 6.61% | 7.76% | 11.76% | 5.64% |

This table compares Voluntary turnover rates (resignations) for the last three rolling years where religion/belief is known. Resignation rates were higher for non-Christian religions/beliefs in two of the three years, although caution is needed due to the small size of the data set.

8.8 Stability (Retention) by Religion/Belief

| | Any other religion / belief | Buddhist | Christian | Hindu | Jewish | Muslim | No religion / belief | Sikh | Overall |
|--------------------------|-----------------------------|----------|-----------|--------|---------|--------|----------------------|---------|---------|
| Over one years service | 89.74% | 100.00% | 92.26% | 96.15% | 100.00% | 91.80% | 90.18% | 100.00% | 92.16% |
| Over two years service | 82.05% | 87.50% | 83.39% | 80.77% | 50.00% | 78.69% | 76.84% | 100.00% | 84.09% |
| Over three years service | 82.05% | 75.00% | 74.84% | 73.08% | 0.00% | 63.93% | 69.47% | 87.50% | 76.31% |
| Over five years service | 61.54% | 75.00% | 61.77% | 61.54% | 0.00% | 52.46% | 55.09% | 75.00% | 61.33% |

Stability measures the number of staff still in post after a period, in this case after 1 year, 2 years, 3 years and 5 years. This provides an indication of our ability to retain staff.

Muslim staff had a lower stability than staff of other religions/beliefs.

8.9 Promotions by religion/belief

| Any other religion / belief | Buddhist | Christian | Hindu | Jewish | Muslim | No religion / belief |
|-----------------------------|----------|-----------|-------|--------|--------|----------------------|
| 6.12% | 0.00% | 46.94% | 4.08% | 0.00% | 6.12% | 36.73% |

The Council does not have formal succession arrangements or promotions as such, so this metric covers existing staff who moved to a higher graded post (a post with a higher maximum salary) in the course of the year. This includes staff who applied for and secured a higher graded post, the re-evaluation and regrading of occupied posts, and staff assimilated to higher graded posts in reorganisations.

Due to the small size of this data set, the data when broken down by department results in small numbers (often less than 5) so an overall corporate summary is provided. A higher proportion of staff with no religion of belief were promoted compared to their workforce profile (37% compared to workforce profile of 27%) with all other religions/beliefs being below workforce profile.

8.10 Employee Relations Cases by Religion/Belief

1 April 2020 to 31 March 2021

| | Any other religion / belief | Buddhist | Christian | Hindu | Jewish | Muslim | Sikh | No religion / belief |
|---------------------|-----------------------------|--------------|---------------|--------------|--------------|--------------|--------------|----------------------|
| Attendance/Sickness | 0.00% | 0.00% | 58.33% | 0.00% | 0.00% | 16.67% | 0.00% | 25.00% |
| Capability | 0.00% | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Disciplinary | 33.33% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 66.67% |
| Grievance | 8.33% | 0.00% | 66.67% | 0.00% | 0.00% | 0.00% | 0.00% | 25.00% |
| Overall | 6.67% | 0.00% | 60.00% | 0.00% | 0.00% | 6.67% | 0.00% | 26.67% |

Casework is shown where cases had reached a formal stage. Monitoring data is not available for cases resolved at an informal stage as line managers resolve these locally. Grievance includes employees raising dignity at work/discrimination issues.

The figures represent cases where the Religion/Belief was known. Due to the small dataset staff could be identified if broken down by Department therefore an overall summary is provided.

The proportions of staff who underwent casework overall are broadly consistent with the workforce profile, however Muslim staff represent 17% of attendance/sickness casework compared to a workforce profile of 6% and those with "Any other religion/belief" represent 33% of those in disciplinary cases compared to a profile of 4%.

One Employment Tribunal case involved employee of Any other religion / belief.

**8.11 Training/Learning and Development by religion/belief
1 April 2020 to 31 March 2021**

| Department/ Course Type | Any other religion / belief | Buddhist | Christian | Hindu | Jewish | Muslim | No religion / belief | Sikh |
|------------------------------|--------------------------------------|--------------|---------------|--------------|--------------|--------------|----------------------------|--------------|
| Adults social care | 3.88% | 0.00% | 75.24% | 1.94% | 0.00% | 7.28% | 11.65% | 0.00% |
| Diversity | 4.03% | 0.00% | 47.58% | 1.61% | 0.00% | 3.23% | 42.74% | 0.81% |
| e-learning | 1.49% | 0.00% | 59.48% | 4.46% | 0.00% | 6.69% | 26.02% | 1.86% |
| Essential Skills | 2.70% | 0.00% | 51.35% | 10.81% | 0.00% | 9.46% | 20.27% | 5.41% |
| Health and Safety | 3.85% | 0.00% | 56.73% | 0.96% | 0.00% | 9.62% | 26.92% | 1.92% |
| Induction | 16.67% | 0.00% | 50.00% | 0.00% | 0.00% | 5.56% | 27.78% | 0.00% |
| IT | 2.27% | 4.55% | 45.45% | 11.36% | 0.00% | 4.55% | 31.82% | 0.00% |
| Leadership and Management | 4.44% | 0.56% | 58.33% | 1.67% | 0.00% | 3.89% | 30.00% | 1.11% |
| Grand Total | 3.55% | 0.29% | 58.79% | 3.55% | 0.00% | 6.24% | 26.13% | 1.44% |

This table provides an overall corporate summary as, when broken down by Department and religion belief, the numbers become small (less than 5) and individuals could potentially be identified. There was no significant variation between the religion/belief workforce profile and the profile of those undertaking training and development.

9. DETAILED DATA AND ANALYSIS – SEXUAL ORIENTATION

9.1 Percentages of staff by department and sexual orientation

| | Bisexual | Gay Man | Gay woman/ Lesbian | Heterosexual/ Straight | Other | Not known |
|---------------|----------|---------|-----------------------|---------------------------|-------|--------------|
| 31 March 2017 | 0.54% | 2.42% | 1.35% | 95.61% | 0.09% | 40.47% |
| 31 March 2018 | 0.47% | 1.69% | 1.03% | 96.62% | 0.19% | 38.60% |
| 31 March 2019 | 0.52% | 1.57% | 0.96% | 96.77% | 0.17% | 35.31% |
| 31 March 2020 | 0.69% | 1.39% | 1.04% | 96.61% | 0.26% | 33.64% |
| 31 March 2021 | 0.68% | 1.79% | 1.02% | 96.25% | 0.26% | 32.45% |

Sexual orientation when broken down by department results in low numbers for some categories, noting religion/belief is unknown for 32% of staff (23% preferred not to say); therefore, a corporate breakdown is provided. There have been small changes in the proportion of staff in each category from year to year but no clear pattern or trend.

9.2 Current workforce profile by salary band and sexual orientation

As at 31 March 2021

| Basic Salary Band | Bisexual | Gay Man | Gay woman/ Lesbian | Heterosexual/ Straight | Other |
|------------------------------|--------------|--------------|-----------------------|---------------------------|--------------|
| Up to £19,999 per annum | 14.29% | 0.00% | 0.00% | 85.71% | 0.00% |
| £20,000 to £39,999 per annum | 0.77% | 1.67% | 0.39% | 96.79% | 0.39% |
| £40,000 to £59,999 per annum | 0.30% | 0.90% | 2.39% | 96.42% | 0.00% |
| £60,000 to £79,999 per annum | 0.00% | 9.09% | 2.27% | 88.64% | 0.00% |
| £80,000 to £99,999 per annum | 0.00% | 20.00% | 0.00% | 80.00% | 0.00% |
| Over £100,000 per annum | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% |
| Grand Total | 0.68% | 1.79% | 1.02% | 96.25% | 0.26% |

There was a higher proportion of Gay and Lesbian staff in the middle salary bands.

9.3 Joiners by salary band and sexual orientation

1 April 2020 to 31 March 2021

| Basic Salary Band | Bisexual | Gay Man | Gay woman/ Lesbian | Heterosexual/ Straight | Other |
|------------------------------|--------------|--------------|-----------------------|---------------------------|--------------|
| Up to £19,999 per annum | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% |
| £20,000 to £39,999 per annum | 1.00% | 5.00% | 0.00% | 94.00% | 0.00% |
| £40,000 to £59,999 per annum | 0.00% | 2.86% | 2.86% | 94.29% | 0.00% |
| £60,000 to £79,999 per annum | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% |
| Over £100,000 per annum | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% |
| Grand Total | 0.70% | 4.20% | 0.70% | 94.41% | 0.00% |

“Joiners” here includes staff who were new to the borough, as well as agency conversions to perm, but will exclude internal promotions. The number of joiners is low when broken down by salary and religion/belief so some caution is needed in interpreting the figures.

9.4 Leavers by salary band and sexual orientation

1 April 2020 to 31 March 2021

| Basic salary band | Bisexual | Gay Man | Heterosexual/ Straight | Gay Woman/ Lesbian | Other |
|------------------------------|--------------|--------------|---------------------------|-----------------------|--------------|
| Up to £19,999 per annum | 0.00% | 0.00% | 100.00% | 0.00% | 0.00% |
| £20,000 to £39,999 per annum | 1.75% | 1.75% | 96.49% | 0.00% | 0.00% |
| £40,000 to £59,999 per annum | 0.00% | 0.00% | 100.00% | 0.00% | 0.00% |
| £60,000 to £79,999 per annum | 0.00% | 0.00% | 100.00% | 0.00% | 0.00% |
| £80,000 to £99,999 per annum | 0.00% | 0.00% | 100.00% | 0.00% | 0.00% |
| Over £100,000 per annum | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Grand Total | 0.93% | 0.93% | 98.15% | 0.00% | 0.00% |

Heterosexual/straight staff were slightly more likely to leave (98% of leavers compared to 96% of the workforce with known sexual orientation, whilst noting that this is a small dataset of 108 leavers with known sexual orientation.

**9.5 Recruitment – overall by Department and Sexual Orientation
1 April 2020 to 31 March 2021**

3,355 applications were received during this period, of which:-

| | LGBT | Heterosexual | Prefer not to say |
|---------------------------|-----------|--------------|-------------------|
| CSF (34% of applications) | 5% | 95% | 7% |
| C&H (14% of applications) | 5% | 95% | 6% |
| CS (46% of applications) | 4% | 96% | 8% |
| E&R (6% of applications) | 3% | 97% | 9% |
| Overall | 8% | 92% | 7% |

602 applications were shortlisted during this period, of which:-

| | LGBT | Heterosexual | Prefer not to say |
|--------------------------------|-----------|--------------|-------------------|
| CSF (46% of those shortlisted) | 7% | 93% | 8% |
| C&H (13% of those shortlisted) | 9% | 91% | 20% |
| CS (29% of those shortlisted) | 5% | 95% | 9% |
| E&R (12% of those shortlisted) | 0% | 100% | 9% |
| Overall | 6% | 94% | 10% |

176 offers were made during this period, of which:

| | LGBT | Heterosexual | Prefer not to say |
|---------------------|-----------|--------------|-------------------|
| CSF (48% of offers) | 8% | 92% | 4% |
| C&H (18% of offers) | 6% | 94% | 3% |
| CS (20% of offers) | 8% | 92% | 6% |
| E&R (13% of offers) | 0% | 100% | 13% |
| Overall | 8% | 92% | 5% |

Recruitment will include internal staff who applied for and secured jobs, but not agency conversions or reorganisation direct assimilations.

Numbers were too small at the shortlisted and offered stages to break down by department so overall totals are shown. 8% of those applied were LGBT and 8% of those offered a job were LGBT.

9.6 Overall Turnover rates by year and sexual orientation

| | Bisexual | Gay Man | Gay woman/ Lesbian | Heterosexual / Straight | Other | Overall |
|----------------------|----------|---------|-----------------------|----------------------------|-------|---------|
| 01.04.18 to 31.03.19 | 0.00% | 5.56% | 0.00% | 11.01% | 0.00% | 10.23% |
| 01.04.19 to 31.03.20 | 14.29% | 23.53% | 17.39% | 13.56% | 0.00% | 12.87% |
| 01.04.20 to 31.03.21 | 12.50% | 5.41% | 0.00% | 9.49% | 0.00% | 8.32% |

The table compares overall turnover rates (leavers for all reasons) for the last three rolling years where sexual orientation is known. Due to the small size of the data set care needs to be taken, 14.29% turnover for Bisexuals in 2019/2020 represents just one person and the turnover rates in 2019/20 for Gay men and Gay Women/Lesbians represent just 4 and 2 staff respectively.

9.7 Voluntary Turnover rates by year and sexual orientation

| | Bisexual | Gay Man | Gay woman/ Lesbian | Heterosexual / Straight | Other | Overall |
|----------------------|----------|---------|-----------------------|----------------------------|-------|---------|
| 01.04.18 to 31.03.19 | 0.00% | 0.00% | 0.00% | 8.30% | 0.00% | 7.63% |
| 01.04.19 to 31.03.20 | 14.29% | 17.65% | 8.70% | 10.12% | 0.00% | 9.15% |
| 01.04.20 to 31.03.21 | 12.50% | 5.41% | 0.00% | 6.27% | 0.00% | 5.26% |

The table compares voluntary turnover rates (resignations) for the last three rolling years where sexual orientation is known. Due to the small size of the data set care needs to be taken, 14.29% turnover for Bisexuals in 2019/2020 represents just one person and the turnover rates in 2019/20 for Gay men and Gay Women/Lesbians represent just 4 and 2 staff respectively..

9.8 Stability (Retention) by Sexual Orientation

| | Bisexual | Gay Man | Gay woman/ Lesbian | Heterosexual/ Straight | Other | Overall |
|---------------------------------|----------|---------|-----------------------|---------------------------|---------|---------|
| Over one years service | 100.00% | 76.19% | 91.67% | 89.55% | 100.00% | 92.16% |
| Over two years service | 75.00% | 71.43% | 83.33% | 79.01% | 66.67% | 84.09% |
| Over three years service | 62.50% | 61.90% | 83.33% | 68.29% | 66.67% | 76.31% |
| Over five years service | 50.00% | 47.62% | 83.33% | 51.64% | 33.33% | 61.33% |

Stability measures the number of staff still in post after a period, in this case after 1 year, 2 years, 3 years and 5 years. This provides an indication of our ability to retain staff.

Gay men had lower stability rates, followed by Bisexuals.

9.9 Promotions by sexual orientation

| Bisexual | Gay Man | Gay woman/ Lesbian | Heterosexual/ Straight | Other |
|----------|---------|-----------------------|---------------------------|-------|
| 2.90% | 5.80% | | 89.86% | 1.45% |

The Council does not have formal succession arrangements or promotions as such, so this metric covers existing staff who moved to a higher graded post (a post with a higher maximum salary) in the course of the year. This includes staff who applied for and secured a higher graded post, the re-evaluation and regrading of occupied posts, and staff assimilated to higher graded posts in reorganisations.

Due to the small size of this data set, the data when broken down by department results in small numbers (often less than 5) so an overall corporate summary is provided. Other than Gay Women/Lesbians where there no promotions (compared to 1% in the workforce), staff with non-Heterosexual orientations had a higher promotion rate.

9.10 Employee Relations Cases

1 April 2020 to 31 March 2021

Just one Gay Man and one Gay Woman/Lesbian were involved in casework with all others involved (where sexual orientation was known) being Heterosexual. A data table is therefore not provided as the numbers are too small for meaningful statistical analysis.

One Employment Tribunal case involved a Bisexual employee.

9.11 Training/Learning and Development by sexual orientation

1 April 2020 to 31 March 2021

| Course Type | Bisexual | Gay Man | Gay woman/ Lesbian | Heterosexual/ Straight | Other |
|---------------------------|--------------|--------------|-----------------------|---------------------------|--------------|
| Adults social care | 0.00% | 0.53% | 0.00% | 99.47% | 0.00% |
| Diversity | 1.82% | 0.91% | 0.91% | 94.55% | 1.82% |
| e-learning | 0.00% | 1.93% | 1.16% | 96.14% | 0.77% |
| Essential Skills | 4.82% | 0.00% | 0.00% | 92.77% | 2.41% |
| Health and Safety | 0.91% | 1.82% | 0.91% | 96.36% | 0.00% |
| Induction | 0.00% | 5.00% | 0.00% | 95.00% | 0.00% |
| IT | 0.00% | 0.00% | 0.00% | 95.45% | 4.55% |
| Leadership and Management | 1.11% | 2.22% | 2.22% | 94.44% | 0.00% |
| (blank) | 5.26% | 0.00% | 0.00% | 94.74% | 0.00% |
| All Course Types | 0.99% | 1.38% | 0.89% | 95.95% | 0.79% |

This table provides an overall corporate summary as, when broken down by Department and religion belief, the numbers become small (less than 5) and individuals could potentially be identified. There was no significant variation between the sexual orientation workforce profile and the profile of those undertaking working and development.

Human Resources

May 2021