

## **LONDON BOROUGH OF MERTON**

### **ANNUAL EQUALITIES AND DIVERSITY IN EMPLOYMENT REPORT**

**1 APRIL 2021 TO 31 MARCH 2022**

Merton are committed to having a culture that drives systemic change; we want to ensure that we bring to life our pledges, remain committed to our values, and embed a diverse and inclusive culture that provides an opportunity for all to realise their potential.

Our ED&I approach will include fair recruitment, continuous awareness of ED&I, make everyone feel their uniqueness is valued and seek to ensure that all staff are comfortable in the workplace.

We are pleased to present our second in-depth Annual Equalities in Employment report. This report takes a comprehensive look across the protected characteristics on a number of key indicators.

In the last 2 years Merton have promoted and encouraged staff to meet and engage through Staff Network groups with regular feedback to our Senior Management team on progress. These network groups have been instrumental in working with HR to put meaningful tools and solutions in place.

Merton have committed a significant budget to ED&I training which is currently being procured and which will enable Merton to provide Managers and Staff with essential education around cultural competence, bystander training, anti-racism, anti-bullying, cultural agility and an ED&I Aspiring Leaders programme. The selection of this training has and continues to be supported by our Race Equality Network.

We are currently piloting a mutual mentoring programme with 10 pairs of managers and staff with the intention to roll out to a wider group. Black, Asian and minority ethnic staff have been trained to enable them to play an active role on recruitment panels for appointments of £50k and above. We also welcome to Merton in August our Workforce ED&I lead who will support the updating of our equality action plan, which will utilise valuable feedback obtained through our recent ED&I survey and our Bullying and Harassment survey.

Our new People and Culture plan has ED&I as an important workstream, alongside health and wellbeing, and a review of Merton's culture vision and values. The pandemic has taught us many things, one of which is that inclusivity and the ability to be one's true self in the workplace is critical to the overall wellbeing of our workforce.

As this is our second Annual Equalities in Employment report, we are able to look back and compare with the previous year. Many indicators have improved, and some have highlighted where we have further work to do, which is something Merton remains committed to take forward.



Jane McSherry

Director of Children Schools and Families and Equality Lead

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 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
- 1.2 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.
- 1.3 Information on the gender pay gap is published each year on the Council's website here <https://www.merton.gov.uk/council-and-local-democracy/data-protection-and-freedom-of-information/open-data/gender-pay-gap-reporting>.
- 1.4 Wherever possible in this report Black and Minority Ethnic is spelt out in full, rather than use an acronym. The acronym "BAME" is only used for reasons of space in table column headings, and never in the accompanying narrative text sections.

## 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 The table below shows the changes since 2020/2021 for those protected characteristics and metrics which most readily lend themselves to a summary table format. Some metrics and protected characteristics have too much detail or too small a dataset to show in a summary format – where this is the case see the relevant detailed data sections below. Where the change was 5% or more it is red//green rated.

Metric	BAME			Female			Disabled		
	2021/2022	2020/2021	% change	2021/2022	2020/2021	% change	2021/2022	2020/2021	% change
Workforce Profile	37%	35%	6%	68%	68%	0%	5%	5%	4%
Top 5% of earners	18%	12%	50%	47%	47%	0%	5%	6%	-26%
Joiners	48%	42%	14%	70%	71%	-1%	3%	2%	50%
Leavers	31%	34%	-9%	68%	71%	-4%	7%	6%	17%
Applied	63%	57%	11%	67%	67%	0%	8%	6%	33%
Shortlisted	60%	45%	33%	68%	67%	1%	10%	8%	25%
Appointed	50%	37%	35%	73%	68%	7%	6%	6%	0%
Applied MGA and above	41%	41%	0%	55%	52%	6%	8%	8%	0%
Shortlisted MGA and above	31%	43%	-28%	50%	57%	-12%	10%	0%	
Appointed MGA and above	24%	29%	-17%	43%	59%	-27%	10%	0%	
Overall turnover rate *	9%	8%	10%	10%	8%	25%	14%	9%	56%
Voluntary turnover rate *	6%	5%	20%	8%	5%	50%	6%	5%	20%
% of those "promoted"	28%	34%	-18%	74%	53%	40%	6%	5%	20%
% of Employee Relation cases	58%	42%	38%	70%	72%	-3%	18%	10%	80%
Accessing Development	51%	42%	21%	83%	79%	5%	8%	9%	-11%

## 2.3

### **Ethnicity**

- The proportion of Black and Minority Ethnic staff in the workforce continues to increase, yet there remain a low percentage of Black and Minority Ethnic staff with salaries over £80k per annum, and Black and Minority Ethnic staff constitute a low and reduced proportion of our top 5% earners.
- Whilst the Council is able to recruit Black and Minority Ethnic staff at a higher rate than presently in the workforce, Black and Minority Ethnic staff were less likely to remain over time than their white colleagues i.e., their retention rates were consistently lower – a pattern repeated from the previous year. The reason the overall proportion of Black and Minority Ethnic staff is still increasing is because recruitment outstrips exits
- Black and Minority Ethnic staff are less likely to be promoted (regraded or appointed to higher graded posts) than white staff in 2021/2022 whereas in 2020/21 they were as likely to be promoted (noting these are small datasets).
- Although turnover rates for Black and Minority Ethnic staff have increased (as they have for all staff groups compared to 2020/2021) they continue to have lower overall and voluntary resignation rates than White staff.
- Although caution is needed due to the low numbers when broken down by case type, it is clear that overall Black and Minority Ethnic employees were more likely to reach formal stages of our employment procedures and this gap has worsened compared to 2020/2021. Casework tends to concentrate in the lower grades, where there is a higher proportion of Black and Minority Ethnic staff.
- BAME staff were more likely to attend Learning and Development events than white staff. White staff were less likely to attend Diversity training.
- In a London-wide survey of local authorities undertaken by London Councils earlier in 2022, Merton was shown to have Black and Minority Ethnic Workforce that overall broadly matched the local population (32.1% in the workforce, compared to Census population figure of 32.2%). However along with many other local authorities, Black and Minority Ethnic representation in jobs over £60,000 per annum was 53% lower compared to both the local population and the overall workforce, compared to 39% lower for London overall.

## 2.4

### **Gender**

- Female staff make up a lower percentage of new appointments at MGA and above, a reverse of the position in 2020/2021.
- Voluntary turnover rates for Females were greater than for Males although stability rates (how long they remain employed) were similar.
- Females had a higher “promotion” rate than males, a reverse of the position in 2020/2021 but noting that this will be influenced by factors such as the staff profile in areas where reorganisations have taken place in a given year.
- Female staff were more likely to take part in Learning and Development than their male colleagues, and this gap has increased since 2020/2021.

## 2.5 Disability

- Disabled staff had a higher overall turnover rate than non-Disabled colleagues however their voluntary turnover rate was lower.
- Disabled staff featured in a higher proportion of casework than their non-Disabled colleagues.
- Disabled staff continue to be more likely to undertake Learning and Development courses than non-disabled colleagues.

## 2.6 Age

- Whilst the proportion of staff aged 16-24 has changed little over the last 5 years, the proportion of staff age over 50 (and over 65) continues to increase with possible impacts on future resourcing and succession planning as older staff eventually retire.
- Resignation rates remain highest for the 25-39 age band.
- Staff aged 16-39 continue to have 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. This pattern was similar in 2020/2021.
- Young People aged 16-24 were less likely to take part in Learning and Development, the opposite to the pattern in 2020/2021. This may be due to a lower proportion of entry level apprentices in 2021/2022.

## 2.7 Religion/Belief

- 36% of staff have not declared their religion belief. Although the percentage of these unknowns has decreased year on year, and staff are reminded to update their protected characteristic details, it still means that analysis only covers 64% of the workforce and this needs to be considered in reviewing the findings.
- Muslim staff constituted 10% of starters, but also 9% of leavers.
- Due to the small numbers, care is needed when considering percentage variations, however Muslim applicants show decreasing representation at the shortlisted and offered stages.
- Muslim staff had the highest overall and voluntary turnover rates of the faith groups, a similar pattern to 2020/2021.
- Muslim staff continue to have lower stability compared to staff of other religions or beliefs

## 2.8 Sexual Orientation

- 31% of staff have not provided details of their sexual orientation. Although the percentage of these unknowns has decreased year on year, and staff are

reminded to update their protected characteristic details, it still means that analysis only covers 69% 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.
- Heterosexual staff have lower overall and voluntary turnover.
- Just one Gay Man and one Gay Woman/Lesbian were involved in casework with all others involved (where sexual orientation was known) being Heterosexual.

## 1. DETAILED DATA AND ANALYSIS – CONTENTS

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## 2. DETAILED DATA AND ANALYSIS – ETHNIC ORIGIN

### 4.1 Percentage of Black and Minority Ethnic staff in the workforce

% ethnic minorities	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-22	Current not known
CHILDREN SCHOOLS & FAMILIES	31.0%	31.2%	33.6%	35.4%	38.5%	6.9%
COMMUNITY & HOUSING	44.0%	45.4%	48.1%	47.5%	47.2%	8.3%
CORPORATE SERVICES	28.3%	27.4%	28.7%	29.0%	32.9%	9.4%
ENVIRONMENT & REGENERATION	22.0%	21.6%	23.1%	26.3%	26.8%	14.0%
<b>Grand Total</b>	<b>31.5%</b>	<b>31.5%</b>	<b>33.7%</b>	<b>34.7%</b>	<b>36.7%</b>	<b>9.3%</b>
<i>London Councils Median</i>	<i>38.8%</i>	<i>40.0%</i>	<i>44.00%</i>	<i>45.50%</i>		

The percentage of Black and Minority Ethnic staff in the workforce increased each year, and overall was 36.7% as at 31<sup>st</sup> March 2022.

### 4.2. Percentage of Black and Minority Ethnic staff amongst top 5% of earners

% ethnic minorities	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-22	Current not known
CHILDREN SCHOOLS & FAMILIES	5.9%	14.3%	4.6%	9.5%	21.1%	5.0%
COMMUNITY & HOUSING	11.1%	11.1%	25.0%	20.0%	27.8%	5.3%
CORPORATE SERVICES	18.5%	17.1%	16.7%	15.4%	15.4%	16.1%
ENVIRONMENT & REGENERATION	0.0%	8.3%	0.0%	0.0%	0.0%	16.7%
<b>Grand Total</b>	<b>10.1%</b>	<b>14.1%</b>	<b>11.4%</b>	<b>12.2%</b>	<b>17.6%</b>	<b>10.8%</b>
<i>London Councils Median Benchmark</i>	<i>17.0%</i>	<i>17.0%</i>	<i>18.0%</i>	<i>19.00%</i>		

This measure enables us to benchmark with other councils in London. The percentage of Black and Minority Ethnic staff amongst the top 5% of earners has varied over the period but at 17.6% at 31<sup>st</sup> March 2022 remains well below the overall workforce percentage of 36.7%, and below the latest available median for London.

### 4.3 Current workforce profile by salary band and ethnic origin

As at 31 March 2022

Basic Salary Band	Asian or Asian British	Black or Black British	Mixed	Other Ethnic Groups	White	BAME Overall
Up to £19,999	0.00%	0.00%	50.00%	0.00%	50.00%	50.00%
£20,000 to £39,999	9.03%	25.12%	4.05%	1.13%	60.68%	39.32%
£40,000 to £59,999	8.39%	21.54%	3.17%	0.45%	66.44%	33.56%
£60,000 to £79,999	8.33%	8.33%	1.67%	1.67%	80.00%	20.00%
£80,000 to £99,999	11.11%	0.00%	11.11%	0.00%	77.78%	22.22%
£100,000 and above	9.09%	0.00%	0.00%	0.00%	90.91%	9.09%
<b>Grand Total</b>	<b>8.83%</b>	<b>23.14%</b>	<b>3.78%</b>	<b>0.95%</b>	<b>63.30%</b>	<b>36.70%</b>

There is a larger proportion of Black and Minority Ethnic employees on salaries up to £59,999 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 2021 to 31 March 2022

Basic Salary Band	Asian or Asian British	Black or Black British	Mixed	Other Ethnic Groups	White	BAME Overall
Up to £19,999	0.00%	0.00%	50.00%	0.00%	50.00%	50.00%
£20,000 to £39,999	12.61%	31.53%	4.50%	0.90%	50.45%	49.55%
£40,000 to £59,999	4.44%	33.33%	2.22%	2.22%	57.78%	42.22%
£60,000 to £79,999	25.00%	25.00%	25.00%	0.00%	25.00%	75.00%
£80,000 to £99,999	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Over £100,000 per annum	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%
<b>Grand Total</b>	<b>11.04%</b>	<b>31.29%</b>	<b>4.91%</b>	<b>1.23%</b>	<b>51.53%</b>	<b>48.47%</b>

“Joiners” here includes staff who were new to the borough, as well as agency conversions to perm, but will exclude internal promotions. Black and Minority Ethnic employees made up a larger proportion (48%) of new starters in the rolling year than the overall workforce profile (37%), and the proportion of Black and Minority Ethnic starters was greater than in 2020/21 (42%). Data covers those employees with known ethnicity.

#### 4.5 Leavers by Salary Band and ethnic origin

1 April 2021 to 31 March 2022

Salary Band	Asian or Asian British	Black or Black British	Mixed	Other Ethnic Groups	White	BAME Overall
Up to £19,999 per annum	25.00%	25.00%	25.00%	0.00%	25.00%	75.00%
£20,000 to £39,999 per annum	8.05%	18.39%	2.30%	2.30%	68.97%	31.03%
£40,000 to £59,999 per annum	4.84%	22.58%	1.61%	1.61%	69.35%	30.65%
£60,000 to £79,999 per annum	14.29%	0.00%	0.00%	0.00%	85.71%	14.29%
£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%
<b>Grand Total</b>	<b>7.36%</b>	<b>19.02%</b>	<b>2.45%</b>	<b>1.84%</b>	<b>69.33%</b>	<b>30.67%</b>

Black and Minority Ethnic staff made up 31% of leavers in the rolling year, slightly lower than the percentage of Black and Minority Ethnic employees in the workforce (37%) and lower than the percentage of those that left in 2020/21 (34%).



**4.6 Recruitment - overall**  
**1 April 2021 to 31 March 2022**

<b>Applied</b>			
	<b>BAME</b>	<b>White</b>	<b>Prefer not to say</b>
CSF (39% of applications)	64%	36%	3%
C&H (27% of applications)	70%	30%	3%
CS (21% of applications)	61%	39%	4%
E&R (13% of applications)	48%	52%	3%
<b>Overall</b>	<b>63%</b>	<b>37%</b>	<b>3%</b>
<b>Shortlisted</b>			
	<b>BAME</b>	<b>White</b>	<b>Prefer not to say</b>
CSF (39% of those shortlisted)	63%	37%	2%
C&H (27% of those shortlisted)	62%	38%	2%
CS (20% of those shortlisted)	56%	44%	4%
E&R (14% of those shortlisted)	48%	52%	6%
<b>Overall</b>	<b>60%</b>	<b>40%</b>	<b>3%</b>
<b>Appointed</b>			
	<b>BAME</b>	<b>White</b>	<b>Prefer not to say</b>
CSF (39% of offers)	53%	47%	1%
C&H (20% of offers)	56%	44%	5%
CS (21% of offers)	56%	44%	2%
E&R (20% of offers)	30%	70%	4%
<b>Overall</b>	<b>50%</b>	<b>50%</b>	<b>3%</b>

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

63% of applicants were Black and Minority Ethnic, 60% of those shortlisted were Black and Minority Ethnic and 50% of those offered posts were Black and Minority Ethnic. This compares to 2020/2021 when 57% of applicants were Black and Minority Ethnic, 45% of those shortlisted were Black and Minority Ethnic and 37% of those offered posts were Black and Minority Ethnic.

For two consecutive years Black and Minority Ethnic staff were under-represented amongst those appointed compared to the proportion of those that applied.

## Recruitment – positions above grade MGA

1 April 2020 to 31 March 2021

	BAME	White background	Prefer not to say	Prefer not to say
Applied	41%	55%	4%	4%
Shortlisted	31%	67%	2%	2%
Appointed	24%	71%	5%	5%

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

As this is a small dataset, there is a risk individuals could be identified if further broken down by Department.

41% of applicants of known ethnicity were Black and Minority Ethnic, 31% of those shortlisted were Black and Minority Ethnic and 24% of those appointed were Black and Minority Ethnic. This compares to 2020/2021 when 41% of applicants of known ethnicity were Black and Minority Ethnic, 43% of those shortlisted were Black and Minority Ethnic and 29% of those appointed were Black and Minority Ethnic.

For two consecutive years Black and Minority Ethnic staff were under-represented amongst those appointed compared to the proportion of those that applied.

### 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%	12.98%	11.58%
01.04.20 to 31.03.21	6.82%	8.36%	11.11%	6.90%	8.32%	8.32%	8.22%
01.04.21 to 31.03.22	8.76%	8.72%	6.00%	20.00%	11.23%	10.37%	8.84%

The table compares overall turnover rates (leavers for all reasons) for the last three rolling years. Black and Minority Ethnic turnover has been lower than for White staff for the last three years. The 20% turnover rate for Other Ethnic Groups in 2021/22 represents 3 leavers out of 15 staff.

### 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%
01.04.21 to 31.03.22	7.30%	5.06%	3.45%	20.00%	7.68%	7.02%	5.84%

This table compares Voluntary turnover rates (resignations) for the last three rolling years. Voluntary turnover was lower for Black and Minority Ethnic staff in 2021/22 than it was for White staff.

#### 4.9 Stability (Retention) by ethnic origin

	Asian or Asian British	Black or Black British	Mixed	Other Ethnic Groups	White	BAME Overall
Over one years service	85.71%	86.61%	85.00%	80.00%	91.43%	86.06%
Over two years service	82.14%	75.41%	73.33%	80.00%	85.36%	76.94%
Over three years service	73.57%	65.30%	70.00%	80.00%	78.29%	68.16%
Over five years service	58.57%	51.09%	51.67%	60.00%	63.65%	53.18%

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.

- 92% of White staff remain after 1 year, Black and Minority Ethnic staff were lower at 86%
- 85% of White staff remain after 2 years, Black and Minority Ethnic staff were lower at 77%
- 78% of White staff remain after 3 years, Black and Minority Ethnic staff were lower at 68%
- 64% of White staff remain after 5 years, Black and Minority Ethnic staff were lower at 53%

#### 4.10 Promotions by Department and ethnic origin

	Asian or Asian British	Black or Black British	Mixed	Other Ethnic Groups	White	BAME Overall
CHILDREN SCHOOLS & FAMILIES	2.78%	13.89%	22.22%	0.00%	61.11%	38.89%
COMMUNITY & HOUSING	5.88%	23.53%	0.00%	0.00%	70.59%	29.41%
CORPORATE SERVICES	5.88%	23.53%	0.00%	0.00%	70.59%	29.41%
ENVIRONMENT & REGENERATION	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
<b>Grand Total</b>	<b>3.45%</b>	<b>14.94%</b>	<b>9.20%</b>	<b>0.00%</b>	<b>72.41%</b>	<b>27.59%</b>

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.

In total 87 staff with known ethnicity were “promoted”. Black and Minority Ethnic staff made up 28% of those “promoted” compared to the workforce profile of 37%. This

was a reduction from 2020/21 when 34% of those “promoted” were Black and Minority Ethnic Staff.

#### 4.11 Employee Relations Cases by ethnic origin

1 April 2021 to 31 March 2022

	Asian or Asian British	Black or Black British	Mixed	Other Ethnic Groups	White	BAME Overall
Attendance/Sickness	12.50%	12.50%	18.75%	0.00%	56.25%	43.75%
Capability	0.00%	85.71%	0.00%	0.00%	14.29%	85.71%
Disciplinary	10.00%	50.00%	10.00%	0.00%	30.00%	70.00%
Grievance	7.14%	42.86%	3.57%	0.00%	46.43%	53.57%
Probation	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
<b>Grand Total</b>	<b>8.06%</b>	<b>41.94%</b>	<b>8.06%</b>	<b>0.00%</b>	<b>41.94%</b>	<b>58.06%</b>

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 Black and Minority Ethnic employees (58% were BAME compared to 37% in the workforce) were more likely to reach formal stages of our employment procedures, compared to 42% in 2020/21. As with 2020/21 Black or Black British staff featured disproportionately.

69% of Employment Tribunal cases involved Black and Minority Ethnic staff, all of whom were Black/Black British (noting some employees brought more than one case), compared to 56% in 2020/21.

#### 4.12 Training/Learning and Development Course Type and ethnic origin 1 April 2021 to 31 March 2022

	Asian or Asian British	Black or Black British	Mixed	Other Ethnic Groups	White	BAME Overall
Adults social care	13.10%	48.81%	1.36%	1.87%	34.86%	65.14%
Diversity	7.69%	46.15%	0.00%	0.00%	46.15%	53.85%
e-learning	2.44%	65.85%	0.00%	2.44%	29.27%	70.73%
Essential Skills	13.33%	24.76%	2.86%	0.00%	59.05%	40.95%
Health and Safety	4.55%	35.23%	4.55%	0.00%	55.68%	44.32%
Induction	8.11%	13.51%	5.41%	0.00%	72.97%	27.03%
IT	9.17%	29.69%	1.75%	0.00%	59.39%	40.61%
Leadership and Management	7.84%	19.61%	7.84%	0.00%	64.71%	35.29%
Supporting staff	15.65%	16.33%	4.76%	1.36%	61.90%	38.10%
Other	13.10%	23.81%	2.98%	1.19%	58.93%	41.07%
<b>Grand Total</b>	<b>11.59%</b>	<b>35.72%</b>	<b>2.52%</b>	<b>1.09%</b>	<b>49.08%</b>	<b>50.92%</b>

Overall, Black and Minority Ethnic staff undertook more Learning and Development courses than White colleagues (51% attended compared to 37% in the workforce), this was an improvement over 2020/2021 when 42% undertook Learning and Development courses. The only course type where attendance of Black and Minority Ethnic staff was notably below the proportion in the workforce was Induction at 27%.

For the second year running White staff attended less Diversity courses (46% compared to 63% in the workforce).

### 3. DETAILED DATA AND ANALYSIS – GENDER

#### 5.1 Percentage of Female staff in the workforce

	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-22	Current not known
<b>% female</b>						
CHILDREN SCHOOLS & FAMILIES	84.3%	83.8%	83.3%	82.5%	81.6%	0.0%
COMMUNITY & HOUSING	78.9%	78.9%	79.6%	80.0%	80.1%	0.0%
CORPORATE SERVICES	62.6%	60.6%	59.5%	59.3%	60.9%	0.0%
ENVIRONMENT & REGENERATION	44.7%	45.8%	46.5%	45.7%	45.3%	0.0%
<b>Grand Total</b>	<b>68.7%</b>	<b>68.2%</b>	<b>68.1%</b>	<b>67.9%</b>	<b>68.3%</b>	<b>0.0%</b>
<i>London Councils Median Benchmark</i>	63.1%	62.4%	61.6%	62.10%		

The percentage of Female staff in the workforce varies from year to year but is typically around 68% and is higher than the average (median) for London boroughs.

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

	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-22	Current not known
<b>% female</b>						
CHILDREN SCHOOLS & FAMILIES	68.2%	80.5%	62.5%	59.1%	50.0%	0.0%
COMMUNITY & HOUSING	53.8%	53.9%	52.9%	55.6%	52.6%	0.0%
CORPORATE SERVICES	53.3%	43.6%	50.0%	46.9%	48.4%	0.0%
ENVIRONMENT & REGENERATION	11.1%	37.5%	21.4%	21.4%	25.0%	0.0%
<b>Grand Total</b>	<b>48.2%</b>	<b>57.3%</b>	<b>48.8%</b>	<b>47.1%</b>	<b>47.0%</b>	<b>0.0%</b>
<i>London Councils Median Benchmark</i>	51.0%	53.0%	50.0%	50.00%		

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 31 March 2022

Salary Band	Female	Male
Up to £19,999	100.00%	0.00%
£20,000 to £39,999	70.49%	29.51%
£40,000 to £59,999	66.26%	33.74%
£60,000 to £79,999	50.00%	50.00%
£80,000 to £99,999	50.00%	50.00%
£100,000 and above	46.67%	53.33%
<b>Grand Total</b>	<b>68.27%</b>	<b>31.73%</b>

There was a lower proportion of female staff in the higher salary bands.

## 5.4 Joiners by salary band and gender

1 April 2021 to 31 March 2022

Salary Band	Female	Male
Up to £19,999	100.00%	0.00%
£20,000 to £39,999	72.09%	27.91%
£40,000 to £59,999	64.58%	35.42%
£60,000 to £79,999	50.00%	50.00%
£80,000 to £99,999	0.00%	0.00%
Over £100,000 per annum	0.00%	100.00%
<b>Grand Total</b>	<b>69.57%</b>	<b>30.43%</b>

“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 (70% compared to 68%). Internal appointments feature in the “Promotions” section below.

## 5.5 Leavers by Salary Band and gender

1 April 2020 to 31 March 2021

Salary Band	Female	Male
Up to £19,999 per annum	50.00%	50.00%
£20,000 to £39,999 per annum	65.98%	34.02%
£40,000 to £59,999 per annum	75.76%	24.24%
£60,000 to £79,999 per annum	44.44%	55.56%
£80,000 to £99,999 per annum	50.00%	50.00%
Over £100,000 per annum	0.00%	100.00%
<b>Grand Total</b>	<b>67.60%</b>	<b>32.40%</b>

Female staff made up 67% of leavers in the rolling year, similar to 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 2021 to 31 March 2022**

<b>Applied</b>			
	<b>Male</b>	<b>Female</b>	<b>Prefer not to say</b>
CSF (39% of applications)	23%	77%	1%
C&H (27% of applications)	32%	68%	1%
CS (21% of applications)	45%	55%	0%
E&R (13% of applications)	47%	53%	0%
<b>Overall</b>	<b>33%</b>	<b>67%</b>	<b>1%</b>
<b>Shortlisted</b>			
	<b>Male</b>	<b>Female</b>	<b>Prefer not to say</b>
CSF (39% of those shortlisted)	25%	75%	0%
C&H (27% of those shortlisted)	29%	71%	0%
CS (20% of those shortlisted)	38%	62%	0%
E&R (14% of those shortlisted)	47%	53%	0%
<b>Overall</b>	<b>32%</b>	<b>68%</b>	<b>0%</b>
<b>Appointed</b>			
	<b>Male</b>	<b>Female</b>	<b>Prefer not to say</b>
CSF (39% of offers)	16%	84%	2%
C&H (20% of offers)	22%	78%	3%
CS (21% of offers)	26%	74%	2%
E&R (20% of offers)	55%	45%	0%
<b>Overall</b>	<b>27%</b>	<b>73%</b>	<b>2%</b>

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

Females were slightly more likely than males to be appointed in proportion to the profile of applicants. In 2021/2022 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 2021 to 31 March 2022**

	<b>Male</b>	<b>Female</b>	<b>Prefer not to say</b>
Applied	45%	55%	0%
Shortlisted	49%	50%	1%
Appointed	52%	43%	5%



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

As there were only 21 offers, there is a risk individuals could be identified if further broken down by Department. Overall, 55% of applicants were female, 50% of those shortlisted were female and 43% of those appointed were female.

### 5.7 Overall Turnover rates by year and gender

	Female	Male
01.04.18 to 31.03.19	10.45%	10.14%
01.04.19 to 31.03.20	13.44%	11.65%
01.04.20 to 31.03.21	8.66%	7.58%
01.04.21 to 31.03.22	10.28%	10.46%

The table compares overall turnover rates (leavers for all reasons) for the last three rolling years. In the first three years, Male employees had a lower turnover rate than Female employees whilst in 2021/22 Females had a slightly higher lower turnover rate than Males.

Turnover rates were lower in 2020/21 due to Covid.

### 5.8 Voluntary Turnover rates by year and gender

	Female	Male
01.04.18 to 31.03.19	7.78%	7.60%
01.04.19 to 31.03.20	9.83%	7.71%
01.04.20 to 31.03.21	5.86%	3.97%
01.04.21 to 31.03.22	7.50%	5.41%

This table compares Voluntary turnover rates (resignations) for the last three rolling years. Voluntary turnover rates for Males are lower than for Females and both rates were low in 2020/21 due to Covid.

### 5.9 Stability (Retention) by Department and gender

	Female	Male
Over one years service	88.85%	89.93%
Over two years service	81.48%	83.09%
Over three years service	74.02%	75.54%
Over five years service	60.10%	55.58%

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 is little difference in stability rates for Male and for Female staff, the one discrepancy being that Males having lower stability after 5 years' service.

## 5.10 Promotions by Department and Gender

	Female	Male
CHILDREN SCHOOLS & FAMILIES	92.68%	7.32%
COMMUNITY & HOUSING	77.78%	22.22%
CORPORATE SERVICES	55.56%	44.44%
ENVIRONMENT & REGENERATION	47.37%	52.63%
<b>Grand Total</b>	<b>74.23%</b>	<b>25.77%</b>

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.

Overall Female staff represented 74% of “promotions” compared to a workforce profile of 68% and were more likely to be “promoted” than male colleagues in all departments i.e., the percentage promoted was higher than the overall workforce percentage.

## 5.11 Employee Relations Cases by Gender

1 April 2021 to 31 March 2022

	Female	Male
Attendance/Sickness	84.00%	16.00%
Capability	66.67%	33.33%
Disciplinary	53.33%	46.67%
Grievance	66.67%	33.33%
Probation	66.67%	33.33%
<b>Grand Total</b>	<b>70.27%</b>	<b>29.73%</b>

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 (70% were female, compared to 68% in the workforce overall). Males were more likely to face a Disciplinary.

**5.12 Training/Learning and Development by Department, Course Type and Gender  
1 April 2021 to 31 March 2022**

	<b>Female</b>	<b>Male</b>
Adults social care	88.53%	11.47%
Diversity	85.71%	14.29%
e-learning	95.92%	4.08%
Essential Skills	69.57%	30.43%
Health and Safety	78.79%	21.21%
Induction	63.64%	36.36%
IT	84.59%	15.41%
Leadership and Management	73.44%	26.56%
Supporting staff	73.53%	26.47%
Other	80.00%	20.00%
<b>Grand Total</b>	<b>82.76%</b>	<b>17.24%</b>

Overall, Female staff undertook more Learning and Development courses than Male colleagues (83% attended compared to 17% in the workforce). The proportion of female staff attending Leadership and Management development broadly reflects the workforce profile (73% compared to 68%). Male staff were less likely to attend a Diversity course (14% compared to 32% in the workforce).

## 4. DETAILED DATA AND ANALYSIS – DISABILITY

### 6.1 Percentage of Disabled staff in the workforce

	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-22	Current not known
<b>% disabled</b>						
CHILDREN SCHOOLS & FAMILIES	4.9%	4.0%	5.4%	5.0%	5.1%	15.3%
COMMUNITY & HOUSING	4.7%	4.3%	4.4%	4.1%	4.3%	15.6%
CORPORATE SERVICES	9.3%	8.7%	8.8%	8.6%	7.8%	16.3%
ENVIRONMENT & REGENERATION	4.2%	3.9%	3.4%	3.3%	3.1%	11.5%
<b>Grand Total</b>	<b>5.9%</b>	<b>5.3%</b>	<b>5.6%</b>	<b>5.4%</b>	<b>5.2%</b>	<b>14.8%</b>
<i>London Councils Median Benchmark</i>	4.8%	5.2%	5.6%	5.5%		

The percentage of known Disabled staff in the workforce has varied from year to year. At 5.2% as at 31 March 2022, it was lower than the latest available all London authorities median of 5.5%.

### 6.2 Percentage of Disabled staff amongst top 5% of earners

	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-22	Current not known
<b>% disabled</b>						
CHILDREN SCHOOLS & FAMILIES	7.1%	3.5%	5.3%	0.0%	0.0%	15.0%
COMMUNITY & HOUSING	0.0%	0.0%	0.0%	0.0%	0.0%	21.1%
CORPORATE SERVICES	13.6%	9.7%	14.3%	13.6%	18.2%	29.0%
ENVIRONMENT & REGENERATION	6.7%	0.0%	0.0%	0.0%	0.0%	16.7%
<b>Grand Total</b>	<b>8.6%</b>	<b>4.8%</b>	<b>6.2%</b>	<b>4.6%</b>	<b>6.2%</b>	<b>21.7%</b>
<i>London Councils Median Benchmark</i>	4.0%	3.6%	4.4%	4.3%		

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 4.3%.

### 6.3 Current workforce profile by salary band and disability

As at 31 March 2022

	Not Disabled	Disabled
Up to £19,999	100.00%	0.00%
£20,000 to £39,999	95.40%	4.60%
£40,000 to £59,999	93.57%	6.43%
£60,000 to £79,999	94.12%	5.88%
£80,000 to £99,999	87.50%	12.50%
£100,000 and above	100.00%	0.00%
<b>Grand Total</b>	<b>94.83%</b>	<b>5.17%</b>

There were no staff known to be disabled in the top salary band, however there are only 9 staff in this band.

## 6.4 Joiners by salary band and disability

1 April 2020 to 31 March 2021

	Not Disabled	Disabled
Up to £19,999	100.00%	0.00%
£20,000 to £39,999	98.04%	1.96%
£40,000 to £59,999	95.00%	5.00%
£60,000 to £79,999	100.00%	0.00%
Over £100,000 per annum	100.00%	0.00%
<b>Overall</b>	<b>97.32%</b>	<b>2.68%</b>

“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 2.7% of joiners, compared to a workforce profile of 5.2%.

## 6.5 Leavers by Salary Band and Disability

1 April 2020 to 31 March 2021

	Not Disabled	Disabled
Up to £19,999 per annum	100.00%	0.00%
£20,000 to £39,999 per annum	91.95%	8.05%
£40,000 to £59,999 per annum	93.55%	6.45%
£60,000 to £79,999 per annum	100.00%	0.00%
£80,000 to £99,999 per annum	100.00%	0.00%
Over £100,000 per annum	100.00%	0.00%
<b>Grand Total</b>	<b>93.29%</b>	<b>6.71%</b>

Disabled staff made up 6.7% of leavers in the rolling year, higher than the percentage of disabled employees in the workforce (5.2%) and higher than the percentage of Joiners (2.7%). There were only 4 leavers below £20,000

**6.6 Recruitment – overall by Department and disability  
1 April 2021 to 31 March 2022**

<b>Applied</b>			
	<b>Disabled</b>	<b>Not disabled</b>	<b>Prefer not to say</b>
CSF (39% of applications)	7%	93%	0%
C&H (27% of applications)	9%	91%	0%
CS (21% of applications)	8%	92%	0%
E&R (13% of applications)	8%	92%	0%
<b>Overall</b>	<b>8%</b>	<b>92%</b>	<b>0%</b>
<b>Shortlisted</b>			
	<b>Disabled</b>	<b>Not disabled</b>	<b>Prefer not to say</b>
CSF (39% of those shortlisted)	8%	92%	0%
C&H (27% of those shortlisted)	13%	87%	0%
CS (20% of those shortlisted)	10%	90%	0%
E&R (14% of those shortlisted)	7%	93%	0%
<b>Overall</b>	<b>10%</b>	<b>90%</b>	<b>0%</b>
<b>Appointed</b>			
	<b>Disabled</b>	<b>Not disabled</b>	<b>Prefer not to say</b>
CSF (39% of offers)	5%	95%	0%
C&H (20% of offers)	12%	88%	0%
CS (21% of offers)	7%	93%	0%
E&R (20% of offers)	2%	98%	0%
<b>Overall</b>	<b>6%</b>	<b>94%</b>	<b>0%</b>

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

6% of applicants were Disabled, 10% of those shortlisted were Disabled and 6% of those offered posts were Disabled which is a similar pattern to 2020/2021. 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**

	<b>Disabled</b>	<b>Not disabled</b>	<b>Prefer not to say</b>
Applied	8%	92%	0%
Shortlisted	10%	90%	0%
Appointed	10%	90%	0%

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

There was no significant variation between the proportions of disabled candidates at each stage of the appointments process, which is an improvement on 2020/2021 when 8% of applicants were disabled but none were shortlisted or received an offer.

### 6.7 Overall Turnover rates by disability

	Disabled	Not Disabled
01.04.18 to 31.03.19	8.79%	10.14%
01.04.19 to 31.03.20	8.05%	12.42%
01.04.20 to 31.03.21	8.54%	8.33%
01.04.21 to 31.03.22	13.66%	10.90%

This is a very small dataset, for example just 11 staff with a known disability left in 2021/22.

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 2020/21 they had been close to (marginally higher than) non-disabled staff whilst in 2021/22 turnover rates were higher than for non-disabled staff.

### 6.8 Voluntary Turnover rates by disability

	Disabled	Not Disabled
01.04.18 to 31.03.19	7.69%	7.47%
01.04.19 to 31.03.20	3.45%	8.80%
01.04.20 to 31.03.21	4.88%	5.34%
01.04.21 to 31.03.22	6.21%	7.36%

This is a very small dataset, for example just 5 staff with a known disability left in 2021/22.

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 three years.

### 6.9 Stability (Retention) by disability

	Disabled	Not Disabled
<b>Over one years service</b>	94.74%	89.60%
<b>Over two years service</b>	92.11%	81.97%
<b>Over three years service</b>	88.16%	74.40%
<b>Over five years service</b>	80.26%	57.00%

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	6.06%	93.94%
COMMUNITY & HOUSING	5.88%	94.12%
CORPORATE SERVICES	11.76%	88.24%
ENVIRONMENT & REGENERATION	0.00%	100.00%
<b>Grand Total</b>	<b>5.88%</b>	<b>94.12%</b>

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 in this data sub-set.

## 6.11 Employee Relations Cases by Disability

1 April 2021 to 31 March 2022

	Disabled	Not Disabled
Attendance/Sickness	33.33%	66.67%
Capability	25.00%	75.00%
Disciplinary	0.00%	100.00%
Grievance	16.00%	84.00%
<b>Grand Total</b>	<b>18.37%</b>	<b>81.63%</b>

Caution is needed with this small data sub-set as it covers just 9 cases involving disabled staff.

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 33% of sickness cases, 25% of Capability cases and 16% of Grievance cases. They constituted 18% of overall cases compared to a workforce profile of 5%.

1 Employment Tribunal case involved an employee who declared themselves disabled.



## 6.12

**Training/Learning and Development by Department, course type and disability**  
**1 April 2021 to 31 March 2022**

	<b>Disabled</b>	<b>Not Disabled</b>
Adults social care	9.54%	90.46%
Diversity	8.33%	91.67%
e-learning	2.63%	97.37%
Essential Skills	6.06%	93.94%
Health and Safety	6.17%	93.83%
Induction	5.41%	94.59%
IT	5.80%	94.20%
Leadership and Management	6.25%	93.75%
Supporting staff	8.45%	91.55%
Other	10.24%	89.76%
<b>Grand Total</b>	<b>8.05%</b>	<b>91.95%</b>

Overall, Disabled staff were more likely to undertake Learning and Development courses than non-Disabled colleagues (8% attended compared to 5% in the workforce).

## 5. DETAILED DATA AND ANALYSIS – AGE

### 7.1 Percentages of staff under 24.

	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-22	Current not known
<b>% age 16-24 *</b>						
CHILDREN SCHOOLS & FAMILIES	2.2%	2.5%	2.5%	3.2%	2.7%	0.0%
COMMUNITY & HOUSING	2.6%	2.6%	1.5%	1.5%	2.4%	0.0%
CORPORATE SERVICES	4.7%	5.4%	6.3%	4.8%	4.4%	0.0%
ENVIRONMENT & REGENERATION	0.8%	1.3%	1.4%	0.8%	0.8%	0.0%
<b>Grand Total</b>	<b>2.7%</b>	<b>3.1%</b>	<b>3.1%</b>	<b>2.7%</b>	<b>2.7%</b>	<b>0.0%</b>
<i>London Councils Median Benchmark</i>	3.0%	3.2%	3.1%	2.9%		
<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. At 2.7% the proportion under 24 is lower than that for all London boroughs (2.9%).

### 7.2 Percentage of staff age over 50

	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-22	Current not known
<b>% age 50+</b>						
CHILDREN SCHOOLS & FAMILIES	38.3%	41.6%	43.6%	43.1%	43.8%	0.0%
COMMUNITY & HOUSING	48.8%	52.1%	56.1%	59.6%	61.1%	0.0%
CORPORATE SERVICES	49.5%	51.1%	51.4%	52.6%	52.6%	0.0%
ENVIRONMENT & REGENERATION	57.8%	57.7%	59.8%	60.6%	59.1%	0.0%
<b>Grand Total</b>	<b>47.9%</b>	<b>50.0%</b>	<b>52.1%</b>	<b>53.1%</b>	<b>53.4%</b>	<b>0.0%</b>
<i>London Councils Median Benchmark</i>	43.7%	46.4%	44.7%	46.08%		

The proportion of the workforce aged 50 and above has increased year on year with possible impacts on future resourcing and succession planning as older staff eventually retire. In 2021 Merton had the highest proportion of staff aged over 50 in London.

### 7.3 Current workforce profile by salary band and age band

As at 31 March 2022

Salary Band	16-24	25-39	40-49	50-64	65+
Up to £19,999	100.00%	0.00%	0.00%	0.00%	0.00%
£20,000 to £39,999	3.85%	23.35%	18.65%	47.31%	6.84%
£40,000 to £59,999	0.00%	23.52%	27.40%	45.60%	3.48%
£60,000 to £79,999	0.00%	6.25%	28.13%	59.38%	6.25%
£80,000 to £99,999	0.00%	20.00%	20.00%	60.00%	0.00%
£100,000 and above	0.00%	13.33%	0.00%	86.67%	0.00%
<b>Grand Total</b>	<b>2.69%</b>	<b>22.64%</b>	<b>21.27%</b>	<b>47.63%</b>	<b>5.77%</b>

Those in the “up to £19,999” pay band were two entry-level apprentices paid the National Living Wage. Most of the higher earners were aged 40 and above.

## 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	100.00%	0.00%	0.00%	0.00%	0.00%
£20,000 to £39,999	19.38%	41.86%	16.28%	21.71%	0.78%
£40,000 to £59,999	0.00%	41.67%	27.08%	31.25%	0.00%
£60,000 to £79,999	0.00%	25.00%	50.00%	25.00%	0.00%
Over £100,000 per annum	0.00%	100.00%	0.00%	0.00%	0.00%
<b>Grand Total</b>	<b>14.67%</b>	<b>41.30%</b>	<b>19.57%</b>	<b>23.91%</b>	<b>0.54%</b>

“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 aged 16-24 below £20,000 per annum represents just two people.

## 7.5 Leavers by age band

1 April 2021 to 31 March 2022

Salary Band	16-24	25-39	40-49	50-64	65+
Up to £19,999 per annum	50.00%	50.00%	0.00%	0.00%	0.00%
£20,000 to £39,999 per annum	3.09%	37.11%	17.53%	28.87%	13.40%
£40,000 to £59,999 per annum	0.00%	19.70%	33.33%	36.36%	10.61%
£60,000 to £79,999 per annum	0.00%	0.00%	22.22%	55.56%	22.22%
£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%	100.00%	0.00%
<b>Grand Total</b>	<b>2.79%</b>	<b>28.49%</b>	<b>24.02%</b>	<b>32.40%</b>	<b>12.29%</b>

**7.6 Recruitment – overall by Department and Age Band  
1 April 2021 to 31 March 2022**

	18-24	25-34	35-49	50-64	65+	Prefer not to say
Applied	22%	31%	30%	16%	1%	3%
Shortlisted	23%	28%	30%	18%	1%	2%
Offered	17%	31%	33%	19%	0%	2%

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 percentages are shown.

Candidates aged 16-24 made up 22% of applicants, but only 17% of those offered a job, this was a similar pattern to 2020/2021 when they made up 25% of applicants and 13% of offers. Candidates aged 35-49 made up 30% of applicants, 30% of those shortlisted and 33% of those offered a job, again similar to 2020/2021 when they made up 26% of applicants, 29% of those shortlisted and 34% of those offered a job.

Numbers were too small when refined to grade 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+
01.04.18 to 31.03.19	29.09%	18.23%	10.11%	5.94%	14.81%
01.04.19 to 31.03.20	16.44%	23.18%	11.01%	8.48%	17.96%
01.04.20 to 31.03.21	14.29%	11.54%	8.01%	5.28%	19.91%
01.04.21 to 31.03.22	15.22%	14.89%	10.09%	6.97%	25.85%

The table compares overall turnover rates (leavers for all reasons) for the last four rolling years. Turnover rates over age 65 have increased year on year (mainly due to retirements).

**7.8 Voluntary Turnover rates by year and age band**

	16-24	25-39	40-49	50-64	65+
01.04.18 to 31.03.19	18.18%	16.52%	8.78%	3.85%	4.44%
01.04.19 to 31.03.20	8.22%	19.27%	9.96%	5.18%	4.90%
01.04.20 to 31.03.21	2.38%	10.16%	7.49%	2.40%	3.79%
01.04.21 to 31.03.22	6.52%	13.30%	8.28%	3.78%	2.72%

This table compares Voluntary turnover rates (resignations) for the last four rolling years. Resignation rates were highest for the 25-39 age band, with the fall in all resignations during 2020/21 being due to Covid.

## 7.9 Stability (Retention) by age band

	16-24	25-39	40-49	50-65	65+	Overall
Over one years service	48.94%	79.55%	90.32%	94.36%	99.01%	89.19%
Over two years service	34.04%	66.67%	81.45%	90.52%	96.04%	81.99%
Over three years service	21.28%	55.30%	73.39%	85.23%	90.10%	74.50%
Over five years service	6.38%	33.08%	57.80%	71.55%	80.20%	58.66%

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 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

	16-24	25-39	40-49	50-65	65+
CHIEF EXECUTIVE'S	0.00%	0.00%	0.00%	100.00%	0.00%
CHILDREN SCHOOLS & FAMILIES	7.32%	51.22%	9.76%	29.27%	2.44%
COMMUNITY & HOUSING	0.00%	22.22%	22.22%	55.56%	0.00%
CORPORATE SERVICES	5.56%	50.00%	22.22%	22.22%	0.00%
ENVIRONMENT & REGENERATION	0.00%	36.84%	21.05%	36.84%	5.26%
<b>Grand Total</b>	<b>4.12%</b>	<b>42.27%</b>	<b>16.49%</b>	<b>35.05%</b>	<b>2.06%</b>

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 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 2021 to 31 March 2022

	16-24	25-39	40-49	50-64	65+
Attendance/Sickness	0.00%	18.75%	6.25%	62.50%	12.50%
Capability	0.00%	12.50%	12.50%	75.00%	0.00%
Disciplinary	0.00%	30.77%	30.77%	38.46%	0.00%
Grievance	3.03%	12.12%	24.24%	54.55%	6.06%
Probation	0.00%	0.00%	100.00%	0.00%	0.00%
<b>Overall</b>	<b>1.41%</b>	<b>16.90%</b>	<b>21.13%</b>	<b>54.93%</b>	<b>5.63%</b>

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 16 and 39 were less likely to be involved in casework. Staff aged 50-64 were more likely to be involved in casework than the workforce profile (55% compared to a profile of 47%). This pattern is similar for Attendance Sickness, Capability, and Grievance.

## 7.12 Training/Learning and Development by age band

1 April 2021 to 31 March 2022

	16 to 24	25 to 39	40 to 49	50 to 64	65+
Adults social care	2.83%	17.41%	22.13%	52.09%	5.53%
Diversity	7.14%	14.29%	35.71%	42.86%	0.00%
e-learning	0.00%	14.29%	22.45%	53.06%	10.20%
Essential Skills	2.61%	29.57%	19.13%	46.09%	2.61%
Health and Safety	1.01%	20.20%	24.24%	48.48%	6.06%
Induction	0.00%	47.73%	25.00%	27.27%	0.00%
IT	1.13%	13.16%	21.43%	59.02%	5.26%
Leadership and Management	0.00%	21.88%	23.44%	53.13%	1.56%
Supporting staff	1.76%	27.65%	23.53%	44.71%	2.35%
Other	1.05%	18.42%	18.42%	58.95%	3.16%
<b>Overall</b>	<b>1.94%</b>	<b>19.63%</b>	<b>21.92%</b>	<b>51.94%</b>	<b>4.57%</b>

## 6. DETAILED DATA AND ANALYSIS – RELIGION AND BELIEF

### 8.1 Percentages of staff by religion/belief

	Any other religion / belief	Buddhist	Christian	Hindu	Jewish	Muslim	No religion / belief	Sikh	Not known
26 March 2017	3.64%	0.79%	60.43%	2.17%	0.00%	4.13%	28.84%	0.00%	45.32%
27 March 2018	3.76%	0.71%	59.96%	2.24%	0.00%	4.88%	27.54%	0.91%	43.22%
28 March 2019	3.62%	0.78%	59.94%	2.64%	0.10%	5.39%	26.74%	0.78%	41.41%
29 March 2020	3.61%	0.76%	59.30%	2.66%	0.19%	5.69%	26.94%	0.85%	39.29%
30 March 2021	3.72%	0.76%	59.16%	2.39%	0.19%	5.82%	27.19%	0.76%	39.59%
31 March 2022	3.48%	0.71%	58.79%	2.68%	0.18%	6.16%	27.03%	0.98%	35.91%

Religion/Belief when broken down by department results in low numbers for some categories, noting religion/belief is unknown for 36% of staff (27% preferred not to say); therefore, a corporate breakdown is provided. The proportion of staff for whom religion/belief is unknown remains high, although it has decreased year on year.

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 2022

	Any other religion / belief	Buddhist	Christian	Hindu	Jewish	Muslim	No religion / belief	Sikh
Up to £19,999 per annum	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%
£20,000 to £39,999 per annum	3.83%	0.53%	59.05%	2.64%	0.26%	7.13%	25.89%	0.66%
£40,000 to £59,999 per annum	2.60%	1.30%	59.09%	2.92%	0.00%	4.55%	28.25%	1.30%
£60,000 to £79,999 per annum	4.88%	0.00%	56.10%	0.00%	0.00%	2.44%	36.59%	0.00%
£80,000 to £99,999 per annum	0.00%	0.00%	40.00%	0.00%	0.00%	0.00%	40.00%	20.00%
£100,000 and above per annum	0.00%	0.00%	62.50%	12.50%	0.00%	0.00%	25.00%	0.00%
<b>Overall</b>	<b>3.48%</b>	<b>0.71%</b>	<b>58.79%</b>	<b>2.68%</b>	<b>0.18%</b>	<b>6.16%</b>	<b>27.03%</b>	<b>0.98%</b>

There are relatively few staff in salary bands over £80,000 per annum and therefore any variations in percentages should be interpreted with caution.

### 8.3 Joiners by salary band and religion/belief

1 April 2021 to 31 March 2022

	Any other religion / belief	Buddhist	Christian	Hindu	Jewish	Muslim	No religion / belief	Sikh
Up to £19,999 per annum	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%
£20,000 to £39,999 per annum	4.81%	1.92%	44.23%	1.92%	0.96%	10.58%	34.62%	0.96%
£40,000 to £59,999 per annum	0.00%	0.00%	62.50%	0.00%	0.00%	10.00%	25.00%	2.50%
£60,000 to £79,999 per annum	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
£80,000 to £99,999 per annum	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Over £100,000 per annum	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
<b>Overall</b>	<b>3.33%</b>	<b>1.33%</b>	<b>49.33%</b>	<b>2.00%</b>	<b>0.67%</b>	<b>10.00%</b>	<b>31.33%</b>	<b>2.00%</b>

“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.

### 8.4 Leavers by salary band and religion/belief

1 April 2021 to 31 March 2022

	Any other religion / belief	Buddhist	Christian	Hindu	Jewish	Muslim	No religion / belief	Sikh
Up to £19,999 per annum	0.00%	0.00%	0.00%	0.00%	0.00%	25.00%	75.00%	0.00%
£20,000 to £39,999 per annum	6.90%	0.00%	56.90%	0.00%	1.72%	10.34%	24.14%	0.00%
£40,000 to £59,999 per annum	2.38%	0.00%	52.38%	0.00%	0.00%	7.14%	38.10%	0.00%
£60,000 to £79,999 per annum	25.00%	0.00%	25.00%	25.00%	0.00%	0.00%	25.00%	0.00%
£80,000 to £99,999 per annum	0.00%	0.00%	100.00%	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%	100.00%	0.00%
<b>Overall</b>	<b>5.45%</b>	<b>0.00%</b>	<b>51.82%</b>	<b>0.91%</b>	<b>0.91%</b>	<b>9.09%</b>	<b>31.82%</b>	<b>0.00%</b>

The proportion of staff leaving from each religion/belief broadly reflected the workforce profile, whilst noting that this is a smaller dataset of 110 leavers of just those with known religion/belief.

### 8.5 Recruitment – overall by Religion/Belief

1 April 2021 to 31 March 2022

	Buddhist	Christian	Hindu	Jewish	Muslim	No religion	Other	Sikh	Prefer not to say
Applied	1%	52%	4%	1%	13%	25%	3%	1%	9%
Shortlisted	1%	39%	5%	1%	7%	40%	6%	1%	13%
Appointed	1%	51%	3%	1%	9%	29%	3%	3%	11%



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. Due to the small numbers, care is needed when considering percentage variations, however Muslim applicants show slightly decreased representation at the offered stage, a similar pattern to 2020/2021.

Numbers were too small when refined to MGA and above and then broken down by religion/belief to provide a meaningful analysis without a risk of individuals becoming identifiable.

## 8.6 Overall Turnover rates by year and religion/belief

	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%
01.04.21 to 31.03.22	15.19%	0.00%	8.94%	3.51%	50.00%	15.38%	11.80%	0.00%	10.11%

The table compares overall turnover rates (leavers for all reasons) for the last three rolling years where religion/belief is known. Due to the small size of the data set care needs to be taken, for example, the 50.00% turnover rate for Jewish staff in 2021/22 represents just one employee. Muslim staff had the highest overall turnover rate of the faith groups.

## 8.7 Voluntary Turnover rates by year and religion/belief

	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%
01.04.21 to 31.03.22	10.13%	0.00%	6.16%	3.51%	50.00%	12.31%	7.42%	0.00%	6.92%

This table compares Voluntary turnover rates (resignations) for the last three rolling years where religion/belief is known. Caution is needed due to the small size of the data set. The 12.31% resignation rate for Muslim staff, whilst the highest amongst the faith groups, represents 8 staff.

## 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	92.31%	75.00%	89.07%	86.67%	50.00%	76.47%	83.83%	72.73%	86.61%
Over two years service	84.62%	75.00%	81.94%	86.67%	50.00%	69.12%	75.25%	72.73%	79.38%
Over three years service	76.92%	62.50%	73.29%	73.33%	0.00%	61.76%	64.36%	72.73%	70.09%
Over five years service	64.10%	50.00%	57.97%	56.67%	0.00%	42.65%	49.17%	63.64%	54.73%

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 lower longer-term 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	Sikh
<b>Overall</b>	1.56%	0.00%	65.63%	1.56%	0.00%	3.13%	28.13%	0.00%

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. The small data set of 97 staff with known religion/belief status “promoted” still makes meaningful analysis difficult.

## 8.10 Employee Relations Cases by Religion/Belief

1 April 2020 to 31 March 2021

	Any other religion / belief	Buddhist	Christian	Hindu	Jewish	Muslim	No religion / belief	Sikh
Attendance/Sickness	0.00%	0.00%	66.67%	0.00%	0.00%	0.00%	33.33%	0.00%
Capability	0.00%	0.00%	50.00%	0.00%	0.00%	50.00%	0.00%	0.00%
Disciplinary	0.00%	0.00%	37.50%	0.00%	0.00%	0.00%	62.50%	0.00%
Grievance	0.00%	0.00%	87.50%	0.00%	0.00%	12.50%	0.00%	0.00%
<b>Grand Total</b>	<b>0.00%</b>	<b>0.00%</b>	<b>63.33%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>6.67%</b>	<b>30.00%</b>	<b>0.00%</b>

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, though as the dataset includes only the 67 cases where religion/belief status was known some caution still needs to be taken in interpreting the figures.

The proportions of Muslim staff who underwent casework overall is slightly higher than the percentage in the workforce, although this represents just 2 staff.

Those at Employment Tribunal were either Christian or had no recorded religion/belief status.

**8.11 Training/Learning and Development by religion/belief**  
**1 April 2021 to 31 March 2022**

	<b>Any other religion / belief</b>	<b>Buddhist</b>	<b>Christian</b>	<b>Hindu</b>	<b>Jewish</b>	<b>Muslim</b>	<b>No religion / belief</b>	<b>Sikh</b>
Adults social care	3.73%	0.00%	75.22%	5.70%	0.00%	4.61%	10.75%	0.00%
Diversity	0.00%	0.00%	63.64%	9.09%	0.00%	0.00%	27.27%	0.00%
e-learning	0.00%	0.00%	86.21%	0.00%	0.00%	6.90%	6.90%	0.00%
Essential Skills	1.19%	0.00%	63.10%	4.76%	1.19%	7.14%	21.43%	1.19%
Health and Safety	1.43%	1.43%	64.29%	2.86%	0.00%	2.86%	27.14%	0.00%
Induction	3.33%	0.00%	66.67%	3.33%	0.00%	0.00%	23.33%	3.33%
IT	3.89%	1.11%	57.22%	1.67%	0.00%	6.11%	28.89%	1.11%
Leadership and Management	5.13%	0.00%	48.72%	5.13%	0.00%	5.13%	35.90%	0.00%
Supporting staff	4.24%	0.00%	52.54%	8.47%	0.00%	5.93%	27.97%	0.85%
Other	4.35%	0.72%	63.04%	4.35%	0.00%	6.52%	18.84%	2.17%
<b>Overall</b>	<b>3.46%</b>	<b>0.35%</b>	<b>66.15%</b>	<b>4.76%</b>	<b>0.09%</b>	<b>5.19%</b>	<b>19.31%</b>	<b>0.69%</b>

This table provides an overall corporate summary of in-person and virtual learning. When broken down by Department and religion belief, the numbers become small (less than 5), and individuals could potentially be identified. There were some variations from the workforce profile, with Christian staff more likely to have attended events.

## 7. DETAILED DATA AND ANALYSIS – SEXUAL ORIENTATION

### 9.1 Percentages of staff by sexual orientation as 31 March 2022

	Bisexual	Gay Man	Gay woman / Lesbian	Heterosexual / Straight	Other	not known %
29 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%
30 March 2019	0.52%	1.57%	0.96%	96.77%	0.17%	35.31%
30 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%
31 March 2022	0.58%	1.57%	0.99%	96.53%	0.33%	30.87%

Sexual orientation when broken down by department results in low numbers for some categories, noting sexual orientation is unknown for 31% of staff (22% 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.

Whilst the percentage not known remains high it has reduced year on year.

### 9.2 Current workforce profile by salary band and sexual orientation

As at 31 March 2022

	Bisexual	Gay Man	Gay woman / Lesbian	Heterosexual / Straight	Other
Up to £19,999	0.00%	0.00%	0.00%	100.00%	0.00%
£20,000 to £39,999	0.88%	1.14%	0.51%	97.09%	0.38%
£40,000 to £59,999	0.00%	1.41%	1.97%	96.34%	0.28%
£60,000 to £79,999	0.00%	4.35%	2.17%	93.48%	0.00%
£80,000 to £99,999	0.00%	28.57%	0.00%	71.43%	0.00%
£100,000 and above	0.00%	12.50%	0.00%	87.50%	0.00%

There was a higher proportion of Gay and Lesbian staff in the middle salary bands, noting those at £80,000 and above consist of just 3 staff.

### 9.3 Joiners by salary band and sexual orientation

1 April 2021 to 31 March 2022

	Bisexual	Gay Man	Gay woman / Lesbian	Heterosexual / Straight	Other
Up to £19,999	0.00%	0.00%	0.00%	100.00%	0.00%
£20,000 to £39,999	2.70%	0.00%	0.90%	96.40%	0.00%
£40,000 to £59,999	0.00%	2.50%	0.00%	97.50%	0.00%
£60,000 to £79,999	0.00%	0.00%	0.00%	100.00%	0.00%
Over £100,000	0.00%	0.00%	0.00%	100.00%	0.00%
<b>Overall</b>	<b>1.91%</b>	<b>0.64%</b>	<b>0.64%</b>	<b>96.82%</b>	<b>0.00%</b>

“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. There were 3 Bisexual starters, 1 Gay Men, and 1 Gay Woman/Lesbian.

#### 9.4 Leavers by salary band and sexual orientation

1 April 2021 to 31 March 2022

	Bisexual	Gay Man	Gay woman / Lesbian	Heterosexual / Straight
Up to £19,999 per annum	25.00%	0.00%	0.00%	75.00%
£20,000 to £39,999 per annum	1.33%	4.00%	0.00%	94.67%
£40,000 to £59,999 per annum	1.82%	0.00%	3.64%	94.55%
£60,000 to £79,999 per annum	0.00%	0.00%	0.00%	100.00%
£80,000 to £99,999 per annum	0.00%	0.00%	0.00%	100.00%
Over £100,000 per annum	0.00%	0.00%	0.00%	100.00%
<b>Grand Total</b>	<b>2.10%</b>	<b>2.10%</b>	<b>1.40%</b>	<b>94.41%</b>

Heterosexual/straight staff were less slightly less likely to leave, a reverse of the position in 2020/21.

#### 9.5 Recruitment – overall by Department and Sexual Orientation

1 April 2021 to 31 March 2022

<b>Applied</b>			
	<b>LGBT</b>	<b>Heterosexual</b>	<b>Prefer not to say</b>
CSF (39% of applications)	4%	96%	9%
C&H (27% of applications)	7%	93%	8%
CS (21% of applications)	4%	96%	10%
E&R (13% of applications)	8%	92%	11%
<b>Overall</b>	<b>5%</b>	<b>95%</b>	<b>9%</b>
<b>Shortlisted</b>			
	<b>LGBT</b>	<b>Heterosexual</b>	<b>Prefer not to say</b>
CSF (39% of those shortlisted)	7%	93%	10%
C&H (27% of those shortlisted)	7%	93%	11%
CS (20% of those shortlisted)	7%	93%	12%
E&R (14% of those shortlisted)	11%	89%	15%
<b>Overall</b>	<b>7%</b>	<b>93%</b>	<b>11%</b>
<b>Appointed</b>			
	<b>LGBT</b>	<b>Heterosexual</b>	<b>Prefer not to say</b>
CSF (39% of offers)	4%	96%	7%
C&H (20% of offers)	0%	100%	9%
CS (21% of offers)	2%	98%	16%
E&R (20% of offers)	6%	94%	14%
<b>Overall</b>	<b>3%</b>	<b>97%</b>	<b>11%</b>

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. 5% of those applied were LGBT and 3% of those offered a job were LGBT.

## 9.6 Overall Turnover rates by year and sexual orientation

	<b>Bisexual</b>	<b>Gay Man</b>	<b>Gay woman / Lesbian</b>	<b>Heterosexual / Straight</b>	<b>Other</b>	<b>Overall</b>
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%
01.04.21 to 31.03.22	42.86%	15.00%	16.00%	11.76%	0.00%	12.01%

The table compares overall turnover rates (leavers for all reasons) for the last three rolling years where sexual orientation is known. Heterosexual staff seem to have lower overall turnover, however due to the small size of the data set care needs to be taken, 42.86% turnover for Bisexuals in 2021/22 represents three staff and the turnover rates in 2021/22 for Gay men and Gay Women/Lesbians represent 3 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%
01.04.21 to 31.03.22	28.57%	15.00%	16.00%	8.22%	0.00%	8.50%

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, 28.57% turnover for Bisexuals in 2021/2022 represents two staff and the turnover rates in 2021/22 for Gay men and Gay Women/Lesbians represent 3 and 2 staff respectively. It remains the case the resignation rates for Heterosexual staff was lower than for other groups.

## 9.8 Stability (Retention) by Sexual Orientation

	Bisexual	Gay Man	Gay woman / Lesbian	Heterosexual / Straight	Other	Overall
Over one years service	57.14%	94.74%	91.67%	87.14%	100.00%	87.17%
Over two years service	57.14%	78.95%	83.33%	78.13%	100.00%	78.15%
Over three years service	42.86%	73.68%	75.00%	69.04%	75.00%	69.04%
Over five years service	42.86%	68.42%	75.00%	50.51%	50.00%	50.99%

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.

Bisexual staff had the lowest stability rates; however, this represents just 3 staff.

## 9.9 Promotions by sexual orientation

Bisexual	Gay man	Gay woman / Lesbian	Heterosexual / Straight	Other
0.00%	0.00%	1.30%	96.10%	2.60%

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.

## 9.10 Employee Relations Cases by sexual orientation

1 April 2021 to 31 March 2022



Just one Gay Man and one person declaring they were Bisexual 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.

All Employment Tribunal cases, where sexual orientation is known involved Heterosexual staff.

## 9.11 Training/Learning and Development by sexual orientation

1 April 2021 to 31 March 2022

	Bisexual	Gay Man	Gay woman / Lesbian	Heterosexual / Straight	Other
Adults social care	0.00%	1.32%	0.53%	98.15%	0.00%
Diversity	0.00%	0.00%	0.00%	100.00%	0.00%
e-learning	0.00%	0.00%	0.00%	100.00%	0.00%
Essential Skills	0.00%	2.30%	0.00%	96.55%	1.15%
Health and Safety	0.00%	1.49%	0.00%	98.51%	0.00%
Induction	0.00%	2.94%	0.00%	94.12%	2.94%
IT	0.00%	0.63%	1.26%	96.23%	1.89%
Leadership and Management	0.00%	2.56%	0.00%	97.44%	0.00%
Supporting staff	0.00%	6.84%	0.85%	90.60%	1.71%
Other	0.74%	1.47%	1.47%	95.59%	0.74%
<b>Overall</b>	<b>0.09%</b>	<b>1.99%</b>	<b>0.66%</b>	<b>96.49%</b>	<b>0.76%</b>

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. Overall, there was no significant variation between the sexual orientation workforce profile and the profile of those undertaking working and development.

## Human Resources

May 2022