## london borough of merton

## annual equalities and diversity in employment report

## 1 aPRIL 2022 TO 31 MARCH 2023

At Merton, our aim is to create an environment where everyone feels comfortable being themselves and bringing their whole self to work. We want Merton to be a place where everyone is treated equally, empowered to thrive, irrespective of their background, age, gender, location, ethnicity/race, religion/belief, marital status, sexual identity or disability. We are committed to creating an organisation which values all our people and their contribution - one that embeds a diverse and inclusive culture and provides an opportunity for all to realise their potential.

Our ED&I approach is to listen and understand the diverse needs of all staff - recognising, valuing and celebrating diversity to make our organisation more accessible and inclusive.

We arepleased to present our third 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 3 years Merton have collaborated with our staff networks to develop an inclusive language guide which allows our staff to understand what terminology is most appropriate when discussing ED&I issues. Better knowledge, skills and awareness are critical to take EDI to the next level at Merton.

We know from our ED&I survey that staff wanted better education on ED&I subjects and there was a call for behavioural and mindset shifts as well as pragmatic tools to both understand the issues and to turn knowledge into action. In response, Merton have appointed two external training providers to deliver a suite of ED&I training focussing on how to lead diverse teams, cultural leadership, an Aspiring Leaders course, racial awareness, disability awareness and anti-bullying and harassment.

We have used the results from the bullying and harassment survey and the ED&I survey to help us shape our Equality, Diversity and Inclusion strategy and action plan. One of the improvements we have identified is to have a zero-tolerance approach to bullying and harassment.

At Merton, we are committed to creating a safe and inclusive workplace for everyone and this means that we have high expectations from our employees to behave professionally, treating each other with respect and always maintaining a high standard of conduct.

Our leadership team remain focussed on building an inclusive organisation that embraces difference, celebrates uniqueness and speaks openly about where we need to develop. Whilst we have improved in some areas, we know we have work to do to put Merton on the ED&I map and embed long lasting change.



Jane McSherry

Executive Director – Children, Lifelong Learning 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. This is the third annual report in the series.

### 1.2 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 Asian and Multi-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.

##  SUMMARY OF FINDINGS

### 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.

### The table below shows the changes since 2020/2021 and 2021/22 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.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **BAME** |  | **Female** |  | **Disabled** |  |
| **Metric** | **2022/ 2023** | **2021/ 2022** | **2020/ 2021** | **% change** | **2022/ 2023** | **2021/ 2022** | **2020/ 2021** | **% change** | **2022/ 2023** | **2021/ 2022** | **2020/ 2021** | **% change** |
| Workforce Profile | 38% | 37% | 35% | 4% | 69% | 68% | 68% | 1% | 5% | 5% | 5% | -2% |
| Top 5% of earners | 18% | 18% | 12% | 0% | 54% | 47% | 47% | 15% | 4% | 5% | 6% | -13% |
| Joiners | 52% | 48% | 42% | 8% | 68% | 70% | 71% | -3% | 1% | 3% | 2% | -77% |
| Leavers | 34% | 31% | 34% | 10% | 66% | 68% | 71% | -3% | 6% | 7% | 6% | -10% |
| Applied | 63% | 63% | 57% | 0% | 66% | 67% | 67% | -1% | 8% | 8% | 6% | 0% |
| Shortlisted | 60% | 60% | 45% | 0% | 69% | 68% | 67% | 1% | 7% | 10% | 8% | -30% |
| Appointed | 47% | 50% | 37% | -6% | 69% | 73% | 68% | -5% | 5% | 6% | 6% | -17% |
| Applied MGA and above | 34% | 41% | 41% | -17% | 52% | 55% | 52% | -5% | 8% | 8% | 8% | 0% |
| Shortlisted MGA and above | 30% | 31% | 43% | -3% | 61% | 50% | 57% | 22% | 10% | 10% | 0% | 0% |
| Appointed MGA and above | 17% | 24% | 29% | -29% | 67% | 43% | 59% | 56% | 8% | 10% | 0% | -20% |
| Overall turnover rate \* | 12% | 9% | 8% | 36% | 11% | 10% | 8% | 15% | 5% | 14% | 9% | -63% |
| Voluntary turnover rate \* | 9% | 6% | 5% | 50% | 8% | 8% | 5% | 9% | 4% | 6% | 5% | -35% |
| % of those "promoted" | 37% | 28% | 34% | 31% | 72% | 74% | 53% | -3% | 4% | 6% | 5% | -39% |
| % of Employee Relation cases | 56% | 58% | 42% | -3% | 73% | 70% | 72% | 4% | 11% | 18% | 10% | -39% |
| Accessing Development | 43% | 51% | 42% | -16% | 75% | 83% | 79% | -10% | 5% | 8% | 9% | -32% |

### **Ethnicity**

### The proportion of Black Asian and Multi-Ethnic staff in the workforce continues to increase, yet there remain a low percentage of Black Asian and Multi-Ethnic staff with salaries over £80k per annum, and Black Asian and Multi-Ethnic staff constitute a low and reduced proportion of our top 5% earners.

### Whilst the Council is able to recruit Black Asian and Multi-Ethnic staff at a higher rate than presently in the workforce, Black Asian and Multi-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 Asian and Multi-Ethnic staff is still increasing is because recruitment outstrips exits

### In previous years, although turnover rates for Black Asian and Multi-Ethnic staff have increased (as they have for all staff groups compared to 2020/2021) they have continued to have lower overall and voluntary resignation rates than White staff. That position was reversed in 2022/23 where overall and voluntary resignation rates were higher than for White staff.

* Although caution is needed due to the low numbers when broken down by case type, it is clear that overall Black Asian and Multi-Ethnic employees were more likely to reach formal stages of our employment procedures and this gap, that was already present, has worsened in 2022/23, compared to 2020/2021 and 2021/22. Casework tends to concentrate in the lower grades, where there is a higher proportion of Black Asian and Multi-Ethnic staff.

### Whilst the proportion has fallen since 2021/22, Black Asian and Multi-Ethnic staff remain more likely to attend Learning and Development events than white staff.

### 2.4 **Gender**

### Female staff continue to make up a lower proportion of staff on higher salaries, although they made a similar proportion of appointments to posts MGA and above in 2022/23 compared to the overall workforce profile.

### In previous years voluntary turnover rates for Females were greater than for Males although stability rates (how long they remain employed) were similar, in 2022/23 this position changed with voluntary turnover rates for Females being lower than for Males.

### Females staff continued to have a higher “promotion” rate than males.

### Female staff were again much more likely to take part in Learning and Development than their male colleagues, and this gap has increased since 2020/2021, and 2021/2022.

### Whilst the proportion has fallen since 2021/22, female staff remain slightly more likely than male staff to access learning and development.

### 2.5 **Disability**

### The proportion of staff who have declared a disability fell for the fourth year in a row, with the percentage of disabled staff amongst leavers being higher than the percentage of disabled staff amongst joiners.

### Disabled staff featured in a higher proportion of casework than their non-Disabled colleagues for the second year running.

### Whilst the proportion has fallen since 2021/22 Disabled staff are as likely to access Learning and Development courses as their non-disabled colleagues.

### 2.6 **Age**

### Whilst the proportion of staff aged 16-24 has changed little over the last 5 years, with a slight recent increase the proportion of staff age over 50 (and over 65) had been increasing, but in 2022/2023 fell.

### The highest overall and voluntary turnover rates were in the 16-24 age band.

### Staff aged 50-64 continue to be much more likely to be involved in casework than the workforce profile. This pattern was similar in 2020/2021 and 2021/2022.

### 2.7 **Religion/Belief**

* 35% of staff have not declared their religion or 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 65% of the workforce and this needs to be considered in reviewing the findings.

### 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.

### Gay Men have higher overall and voluntary turnover rates.

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## DETAILED DATA AND ANALYSIS – ETHNIC ORIGIN

### *Note: The latest London Council’s benchmark information will not be available until later in the year.*

### **4.1** **Percentage of Black Asian and Multi-Ethnic staff in the workforce**

###

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **% ethnic minorities** | **31-Mar-19** | **31-Mar-20** | **31-Mar-21** | **31-Mar-22** | **31-Mar-23** | **Current not known** |
| CHILDREN SCHOOLS & FAMILIES | 31.2% | 33.6% | 35.4% | 38.5% | 38.7% | 9.6% |
| COMMUNITY & HOUSING | 45.4% | 48.1% | 47.5% | 47.2% | 48.9% | 9.5% |
| CORPORATE SERVICES | 27.4% | 28.7% | 29.0% | 32.9% | 35.2% | 10.1% |
| ENVIRONMENT & REGENERATION | 21.6% | 23.1% | 26.3% | 26.8% | 29.1% | 15.5% |
| **Grand Total** | **31.5%** | **33.7%** | **34.7%** | **36.7%** | **38.2%** | **10.9%** |
| *London Councils Median Benchmark* | *40.0%* | *44.0%* | *46.1%* | *46.3%* |  |  |

### The percentage of Black Asian and Multi-Ethnic staff in the workforce increased each year, and overall was 38.2% as at 31st March 2023.

### **4.2. Percentage of Black Asian and Multi-Ethnic staff amongst top 5% of earners**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **% ethnic minorities** | **31-Mar-19** | **31-Mar-20** | **31-Mar-21** | **31-Mar-22** | **31-Mar-23** | **Current not known** |
| CHILDREN SCHOOLS & FAMILIES | 14.3% | 4.6% | 9.5% | 21.1% | 25.0% | 9.1% |
| COMMUNITY & HOUSING | 11.1% | 25.0% | 20.0% | 27.8% | 21.4% | 6.7% |
| CORPORATE SERVICES | 17.1% | 16.7% | 15.4% | 15.4% | 16.0% | 16.7% |
| ENVIRONMENT & REGENERATION | 8.3% | 0.0% | 0.0% | 0.0% | 8.3% | 0.0% |
| **Grand Total** | **14.1%** | **11.4%** | **12.2%** | **17.6%** | **18.1%** | **11.3%** |
| *London Councils Median Benchmark* | *17.0%* | *18.0%* | *18.7%* | *22.7%* |  |  |

### This measure enables us to benchmark with other councils in London. The percentage of Black Asian and Multi-Ethnic staff amongst the top 5% of earners has increased over the period but at 18.1% at 31st March 2023 remains well below the overall workforce percentage of 38.2%, and below the latest available median for London at 22.7%.

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

### **As at 31 March 2023**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Salary Band** | **Asian or Asian British** | **Black or Black British** | **Mixed** | **Other Ethnic Groups** | **White** | **BAME Overall** |
| £20,000 to £39,999 | 10.33% | 25.28% | 4.11% | 1.20% | 59.08% | 40.92% |
| £40,000 to £59,999 | 9.49% | 21.62% | 4.24% | 1.01% | 63.64% | 36.36% |
| £60,000 to £79,999 | 6.25% | 10.94% | 1.56% | 0.00% | 81.25% | 18.75% |
| £80,000 to £99,999 | 10.00% | 5.00% | 0.00% | 5.00% | 80.00% | 20.00% |
| £100,000 and above | 12.50% | 0.00% | 0.00% | 0.00% | 87.50% | 12.50% |
| **Grand Total** | **9.91%** | **23.17%** | **3.98%** | **1.14%** | **61.81%** | **38.19%** |

### Due to national pay increases and increases in the London Living Wage there are no longer any staff earning a full-time equivalent salary below £20,000 per annum. As with last year there remains a large proportion of Black Asian and Multi-Ethnic employees on salaries up to £59,999 per annum and lower levels amongst earners over £60,000 per annum.

### **4.4 Joiners by salary band and ethnic origin**

### **1 April 2022 to 31 March 2023**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Salary Band** | **Asian or Asian British** | **Black or Black British** | **Mixed** | **Other Ethnic Groups** | **White** | **BAME Overall** |
| £20,000 to £39,999 | 15.67% | 29.85% | 5.22% | 2.24% | 47.01% | 52.99% |
| £40,000 to £59,999 | 15.79% | 28.95% | 2.63% | 5.26% | 47.37% | 52.63% |
| £60,000 to £79,999 | 0.00% | 25.00% | 25.00% | 0.00% | 50.00% | 50.00% |
| £80,000 to £99,999 | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% |
| **Grand Total** | **15.17%** | **29.21%** | **5.06%** | **2.81%** | **47.75%** | **52.25%** |

### “Joiners” here includes staff who were new to the borough, as well as agency conversions to perm, but will exclude internal promotions. Black Asian and Multi-Ethnic employees made up a larger proportion (53%) of new starters in the rolling year than the overall workforce profile (38%), and the proportion of Black Asian and Multi-Ethnic starters was greater than in 2020/21 (42%) and in 2021/22 (48%). There were only 2 new starters (excluding internal promotions) in the £80,000 to £99,999 band and none over £100k. Data covers those employees with known ethnicity.

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

### **1 April 2022 to 31 March 2023**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Salary Band** | **Asian or Asian British** | **Black or Black British** | **Mixed** | **Other Ethnic Groups** | **White** | **BAME Overall** |
| £20,000-£39,999 | 4.35% | 32.17% | 5.22% | 2.61% | 55.65% | 38.35% |
| £40,000-£59,999 | 11.76% | 23.53% | 1.96% | 0.00% | 62.75% | 30.65% |
| £60,000-79,999 | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% |
| £80,000-£99,999 | 20.00% | 0.00% | 20.00% | 0.00% | 60.00% | 40.00% |
| Over £100,000 | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% |
| **Grand Total** | **6.67%** | **27.22%** | **4.44%** | **1.67%** | **60.00%** | **34.12%** |

### Black Asian and Multi-Ethnic staff made up 35% of leavers in the rolling year, slightly lower than the percentage of Black Asian and Multi-Ethnic employees in the workforce (38%), a similar pattern to previous years.

### **4.6 Recruitment - overall**

### **1 April 2022 to 31 March 2023**

|  |
| --- |
| **Applied** |
|  | **BAME** | **White** | **Prefer not to say** |
| CSF (1505 applications) | 58% | 42% | 3% |
| C&H (839 applications) | 72% | 28% | 5% |
| CS (839 applications) | 59% | 41% | 3% |
| E&R (618 applications) | 59% | 41% | 5% |
| **Overall** | **62%** | **38%** | **3%** |
|  |
| **Shortlisted** |
|  | **BAME** | **White** | **Prefer not to say** |
| CSF (448 shortlisted) | 56% | 44% | 2% |
| C&H (272 shortlisted) | 66% | 34% | 3% |
| CS (247 shortlisted) | 59% | 41% | 2% |
| E&R (155 shortlisted) | 52% | 48% | 5% |
| Overall | **58%** | **42%** | **3%** |
|  |
| **Appointed** |
|  | **BAME** | **White** | **Prefer not to say** |
| CSF (113 offers) | 44% | 56% | 0% |
| C&H (55 offers) | 53% | 47% | 4% |
| CS (52 offers) | 51% | 49% | 2% |
| E&R (59 offers) | 42% | 58% | 12% |
| **Overall** | **47%** | **53%** | **4%** |

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

### 62% of applicants were Black Asian and Multi-Ethnic, 58% of those shortlisted were Black Asian and Multi-Ethnic and 47% of those offered posts were Black Asian and Multi-Ethnic. This compares to 2021/2022 when 63% of applicants were Black Asian and Multi-Ethnic, 60% of those shortlisted were Black Asian and Multi-Ethnic and 50% of those offered posts were Black Asian and Multi-Ethnic.

### For three consecutive years Black Asian and Multi-Ethnic staff have been under-represented amongst those appointed compared to the proportion of those that applied.

### **Recruitment – positions above grade MGA**

### **1 April 2022 to 31 March 2023**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **BAME** | **White** | **Prefer not to say** |
| **Applied** | 34% | 66% | 3% |
| **Shortlisted** | 30% | 70% | 1% |
| **Appointed** | 17% | 83% | 0% |

### 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.

### 34% of applicants of known ethnicity were Black Asian and Multi-Ethnic, 30% of those shortlisted were Black Asian and Multi-Ethnic and 17% of those appointed were Black Asian and Multi-Ethnic. This compares to 2021/2022 when 41% of applicants of known ethnicity were Black Asian and Multi-Ethnic, 31% of those shortlisted were Black Asian and Multi-Ethnic and 24% of those appointed were Black Asian and Multi-Ethnic.

### For three consecutive years Black Asian and Multi-Ethnic staff have been under-represented amongst those appointed compared to the proportion of those that applied and formed a lower percentage of applicants in 2022/23. The figures are also lower than for recruitment overall.

### **4.7 Overall Turnover rates by year and ethnic origin**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Year** | **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% |
| **01.04.22 to 31.03.23** | 8.08% | 13.41% | 12.90% | 17.65% | 10.94% | 11.87% | 12.14% |

### The table compares overall turnover rates (leavers for all reasons) for the last three rolling years. Black Asian and Multi-Ethnic turnover was lower than for White staff in 2020/21 and 2021/22 but was higher in 2022/23.

### **4.8 Voluntary Turnover rates by year and ethnic origin**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Year** | **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% |
| **01.04.22 to 31.03.23** | 4.71% | 10.67% | 9.68% | 11.76% | 7.50% | 8.10% | 9.11% |

### This table compares Voluntary turnover rates (resignations) for the last three rolling years. Voluntary turnover was higher in 2022/23 for Black Asian and Multi-Ethnic staff.

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

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Asian or Asian British** | **Black or Black British** | **Mixed** | **Not Stated** | **Other Ethnic Groups** | **White** | **(blank)** | **Grand Total** |
| **2021/22** | 85.71% | 86.61% | 85.00% |  | 80.00% | 91.43% |  | 86.06% |
| **2022/23** | 94.29% | 89.01% | 88.52% | 90.91% | 93.75% | 90.95% | 94.31% | 90.99% |

### Stability (retention) of BAME staff i.e., remaining in post after the first year was higher in 2022/23 than 2021/22.

### **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 | 8.77% | 15.79% | 7.02% | 0.00% | 68.42% | 31.58% |
| COMMUNITY & HOUSING | 4.76% | 38.10% | 0.00% | 0.00% | 57.14% | 42.86% |
| CORPORATE SERVICES | 18.57% | 25.71% | 2.86% | 1.43% | 51.43% | 48.57% |
| ENVIRONMENT & REGENERATION | 3.85% | 3.85% | 0.00% | 3.85% | 88.46% | 11.54% |
| **Grand Total** | **11.49%** | **20.69%** | **3.45%** | **1.15%** | **63.22%** | **36.78%** |

### 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.

### Black Asian and Multi-Ethnic staff made up 37% of those “promoted” compared to the workforce profile of 38%. This was an improvement on 2021/22 when only 28% of Black Asian and Multi-Ethnic staff were “promoted”.

### **4.11 Employee Relations Cases by ethnic origin**

### **1 April 2022 to 31 March 2023**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Asian or Asian British** | **Black or Black British** | **Mixed** | **Other Ethnic Groups** | **White** | **BAME Overall** |
| Attendance/Sickness | 9.09% | 42.42% | 6.06% | 0.00% | 42.42% | 57.58% |
| Capability | 0.00% | 57.14% | 14.29% | 0.00% | 28.57% | 71.43% |
| Disciplinary | 11.76% | 41.18% | 0.00% | 0.00% | 47.06% | 52.94% |
| Employment Tribunal | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 100.00% |
| Grievance | 4.00% | 44.00% | 0.00% | 0.00% | 52.00% | 48.00% |
| Probation | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 100.00% |
| **Grand Total** | **7.06%** | **45.85%** | **3.53%** | **0.00%** | **43.53%** | **56.47%** |

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.

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 Asian and Multi-Ethnic employees (56% were BAME compared to 38% in the workforce) were more likely to reach formal stages of our employment procedures. This is a similar pattern to previous years. As with 2020/21 and 2021/22, Black or Black British staff featured disproportionately.

**4.12** **Training/Learning and Development by ethnic origin and year**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Asian or Asian British** | **Black or Black British** | **Mixed** | **Other Ethnic Groups** | **White** | **BAME Overall** |
| **2020/2021** | 13.10% | 25.40% | 2.50% | 1.40% | 57.70% | 42.30% |
| **2021/2022** | 11.59% | 35.72% | 2.52% | 1.09% | 49.08% | 50.92% |
| **2022/2023** | 10.49% | 26.89% | 1.74% | 4.05% | 57.00% | 43.00% |

Overall, Black Asian and Multi-Ethnic staff undertook more Learning and Development courses than White colleagues (43% attended compared to 38% in the workforce), continuing a pattern seen in previous years.

In the previous year participation in corporate induction for Black Asian and Multi-Ethnic staff was notably below the proportion in the workforce at 20%, whilst this improved in 2022/23 to 32%. Black Asian and Multi-Ethnic were more likely to take part in diversity and equality training at 43% (compared to 38% in the workforce), whilst White employee were less likely at 57% (compared to 62% in the workforce).

## DETAILED DATA AND ANALYSIS – GENDER

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **% female** | **31-Mar-19** | **31-Mar-20** | **31-Mar-21** | **31-Mar-22** | **31-Mar-23** | **Current not known** |
| CHILDREN SCHOOLS & FAMILIES | 83.8% | 83.3% | 82.5% | 81.6% | 82.6% | 0.0% |
| COMMUNITY & HOUSING | 78.9% | 79.6% | 80.0% | 80.1% | 79.2% | 0.0% |
| CORPORATE SERVICES | 60.6% | 59.5% | 59.3% | 60.9% | 60.4% | 0.0% |
| ENVIRONMENT & REGENERATION | 45.8% | 46.5% | 45.7% | 45.3% | 46.9% | 0.0% |
| **Grand Total** | **68.2%** | **68.1%** | **67.9%** | **68.3%** | **68.5%** | **0.0%** |
| *London Councils Median Benchmark* | *62.4%* | *61.6%* | *62.4%* | *61.8%* |  |  |

### 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**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **% female** | **31-Mar-19** | **31-Mar-20** | **31-Mar-21** | **31-Mar-22** | **31-Mar-23** | **Current not known** |
| CHILDREN SCHOOLS & FAMILIES | 80.5% | 62.5% | 59.1% | 50.0% | 64.6% | 0.0% |
| COMMUNITY & HOUSING | 53.9% | 52.9% | 55.6% | 52.6% | 53.3% | 0.0% |
| CORPORATE SERVICES | 43.6% | 50.0% | 46.9% | 48.4% | 53.3% | 0.0% |
| ENVIRONMENT & REGENERATION | 37.5% | 21.4% | 21.4% | 25.0% | 33.3% | 0.0% |
| **Grand Total** | **57.3%** | **48.8%** | **47.1%** | **47.0%** | **53.8%** | **0.0%** |
| *London Councils Median Benchmark* | *53.0%* | *50.0%* | *50.4%* | *50.0%* |  |  |

### This measure enables us to benchmark with other councils in London. The percentage of Female staff amongst the top 5% of earners at 54% was just above the latest available all-London figure of 50%.

### **5.3 Current workforce profile by salary band and gender**

### **As at 31 March 2023**

|  |  |  |
| --- | --- | --- |
|  | **Female** | **Male** |
| £20,000 to £39,999 | 71.15% | 28.85% |
| £40,000 to £59,999 | 64.98% | 35.02% |
| £60,000 to £79,999 | 60.87% | 39.13% |
| £80,000 to £99,999 | 59.09% | 40.91% |
| £100,000 and above | 45.45% | 54.55% |
| **Grand Total** | **68.52%** | **31.48%** |

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

### **5.4 Joiners by salary band and gender**

### **1 April 2022 to 31 March 2023**

|  |  |  |
| --- | --- | --- |
| **Salary Band** | **Female** | **Male** |
| £20,000 to £39,999 | 69.54% | 30.46% |
| £40,000 to £59,999 | 63.83% | 36.17% |
| £60,000 to £79,999 | 80.00% | 20.00% |
| £80,000 to £99,999 | 0.00% | 100.00% |
| **Grand Total** | **67.98%** | **32.02%** |

### “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 reflected that in the workforce (68% compared to 68%), a pattern similar to previous years. Internal appointments feature in the “Promotions” section below.

### **5.5 Leavers by Salary Band and gender**

### **1 April 2022 to 31 March 2023**

|  |  |  |
| --- | --- | --- |
| **Salary Band** | **Female** | **Male** |
| £20,000-£39,999 | 68.42% | 31.58% |
| £40,000-£59,999 | 70.49% | 29.51% |
| £60,000-79,999 | 28.57% | 71.43% |
| £80,000-£99,999 | 20.00% | 80.00% |
| Over £100,000 | 50.00% | 50.00% |
| **Grand Total** | **66.19%** | **33.81%** |

### Female staff made up 66% of leavers in the rolling year, similar to the percentage of Female employees in the workforce (68%) and to the position for 2021/22. Leavers above £80,000 total just 3 employees.

### **5.6 Recruitment – overall by Department and Gender**

### **1 April 2022 to 31 March 2023**

|  |
| --- |
| **Applied** |
|  | **Male** | **Female** | **Prefer not to say** |
| CSF (1505 applications) | 21% | 79% | 0% |
| C&H (839 applications) | 32% | 68% | 1% |
| CS (839 applications) | 46% | 54% | 0% |
| E&R (618 applications) | 56% | 44% | 1% |
| **Overall** | **34%** | **66%** | **1%** |
|  |
| **Shortlisted** |
|  | **Male** | **Female** | **Prefer not to say** |
| CSF (448 shortlisted) | 21% | 79% | 0% |
| C&H (272 shortlisted) | 25% | 75% | 1% |
| CS (247 shortlisted) | 42% | 58% | 0% |
| E&R (155 shortlisted) | 54% | 46% | 1% |
| Overall | **31%** | **69%** | **1%** |
|  |
| **Appointed** |
|  | **Male** | **Female** | **Prefer not to say** |
| CSF (113 offers) | 25% | 75% | 0% |
| C&H (55 offers) | 27% | 73% | 0% |
| CS (52 offers) | 37% | 63% | 0% |
| E&R (59 offers) | 44% | 56% | 3% |
| **Overall** | **31%** | **69%** | **1%** |

### 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, a similar pattern to 2021/22. There was no significant difference between the proportions of females at each stage of the appointment process.

### **Recruitment – positions above grade MGA by gender**

### **1 April 2022 to 31 March 2023**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Male** | **Female** | **Prefer not to say** |
| **Applied** | 48% | 52% | 1% |
| **Shortlisted** | 39% | 61% | 0% |
| **Appointed** | 33% | 67% | 0% |

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

### As there are small number of offers at this level, there is a risk individuals could be identified if further broken down by Department. Overall, 52% of applicants were female, 61% of those shortlisted were female and 67% 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% |
| **01.04.22 to 31.03.23** | 11.46% | 12.76% |

### The table compares overall turnover rates (leavers for all reasons) for the last five rolling years. In the first three years, Male employees had a lower turnover rate than Female employees whilst in the last two years Females had a slightly 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% |
| **01.04.22 to 31.03.23** | 8.14% | 9.88% |

### This table compares Voluntary turnover rates (resignations) for the last five rolling years. Voluntary turnover rates for Males have been lower than for Females, but in 2022/23 males had a higher turnover rate. Both rates were low in 2020/21 due to Covid.

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

|  |  |  |
| --- | --- | --- |
|  | **Female** | **Male** |
| **2021/22** | 88.85% | 89.93% |
| **2022/23** | 89.50% | 87.70% |

### Stability measures the number of staff still in post after one year. This provides an indication of our ability to retain staff.

### There is little difference between the stability rates for Male and for Female staff.

### **5.10 Promotions by Department and Gender**

|  |  |  |
| --- | --- | --- |
|  | **Female** | **Male** |
| CHILDREN SCHOOLS & FAMILIES | 78.33% | 21.67% |
| COMMUNITY & HOUSING | 87.50% | 12.50% |
| CORPORATE SERVICES | 66.27% | 33.73% |
| ENVIRONMENT & REGENERATION | 61.29% | 38.71% |
| **Grand Total** | **71.72%** | **28.28%** |

### 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 72% of “promotions” compared to a workforce profile of 68% and were slightly more likely to be “promoted” than male colleagues. This is a similar pattern to previous years.

### **5.11 Employee Relations Cases by Gender**

### **1 April 2022 to 31 March 2023**

|  |  |  |
| --- | --- | --- |
|  | **Female** | **Male** |
| Attendance/Sickness | 81.08% | 18.92% |
| Capability | 71.43% | 28.57% |
| Disciplinary | 50.00% | 50.00% |
| Employment Tribunal | 100.00% | 0.00% |
| Grievance | 78.57% | 21.34% |
| Probation | 75.00% | 25.00% |
| **Grand Total** | **73.68%** | **26.32%** |

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.

Female were slightly more likely to be involved in casework (74% were female, compared to 69% in the workforce overall), and were more likely to be involved in attendance/sickness cases, to feature in probation cases and to bring grievances. Males were more likely to face a Disciplinary. This is a similar pattern to 2021/22, with a slight increase in overall cases involving female staff.

**5.12** **Training/Learning and Development by gender and year**

|  |  |  |
| --- | --- | --- |
|  | **Female** | **Male** |
| **2020/2021** | 78.50% | 21.50% |
| **2021/2022** | 82.76% | 17.24% |
| **2022/2023** | 74.90% | 25.10% |

Overall, Female staff undertook more Learning and Development courses than Male colleagues (75% of attendees compared to 68% in the workforce). However, males were as likely as females to undertake equalities courses and corporate induction.

## DETAILED DATA AND ANALYSIS – DISABILITY

### **6.1 Percentage of Disabled staff in the workforce**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **% disabled** | **31-Mar-19** | **31-Mar-20** | **31-Mar-21** | **31-Mar-22** | **31-Mar-23** | **Current not known** |
| CHILDREN SCHOOLS & FAMILIES | 4.0% | 5.4% | 5.0% | 5.1% | 4.7% | 19.5% |
| COMMUNITY & HOUSING | 4.3% | 4.4% | 4.1% | 4.3% | 4.4% | 16.1% |
| CORPORATE SERVICES | 8.7% | 8.8% | 8.6% | 7.8% | 7.9% | 19.0% |
| ENVIRONMENT & REGENERATION | 3.9% | 3.4% | 3.3% | 3.1% | 3.4% | 15.5% |
| **Grand Total** | **5.3%** | **5.6%** | **5.4%** | **5.2%** | **5.1%** | **17.7%** |
| *London Councils Median Benchmark* | *5.2%* | *5.6%* | *5.5%* | *6.0%* |  |  |

### The percentage of known Disabled staff in the workforce has decreased for the last 4 years, whilst it has increased in London overall. At 5.1% as at 31 March 2023, it was lower than the latest available all London authorities median of 6.0%.

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **% disabled** | **31-Mar-19** | **31-Mar-20** | **31-Mar-21** | **31-Mar-22** | **31-Mar-23** | **Current not known** |
| CHILDREN SCHOOLS & FAMILIES | 3.5% | 5.3% | 0.0% | 0.0% | 0.0% | 22.7% |
| COMMUNITY & HOUSING | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 26.7% |
| CORPORATE SERVICES | 9.7% | 14.3% | 13.6% | 18.2% | 10.0% | 30.0% |
| ENVIRONMENT & REGENERATION | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 8.3% |
| **Grand Total** | **4.8%** | **6.2%** | **4.6%** | **6.2%** | **3.8%** | **23.8%** |
| *London Councils Median Benchmark* | *3.6%* | *4.4%* | *3.9%* | *6.0%* |  |  |

### This measure enables us to benchmark with other councils in London. The percentage of Disabled staff amongst the top 5% of earners at 3.8% was below the latest available all-London median of 6.0%, and below the workforce percentage of 5.1%, however there is also a high percentage of “unknowns”.

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

### **As at 31 March 2023**

|  |  |  |
| --- | --- | --- |
|  | **Not Disabled** | **Disabled** |
| £20,000 to £39,999 | 95.68% | 4.32% |
| £40,000 to £59,999 | 93.42% | 6.58% |
| £60,000 to £79,999 | 91.38% | 8.62% |
| £80,000 to £99,999 | 100.00% | 0.00% |
| £100,000 and above | 100.00% | 0.00% |
| **Grand Total** | **94.88%** | **5.12%** |

### There were no staff known to be disabled in the top salary band, however there are few staff in these bands.

### **6.4 Joiners by salary band and disability**

### **1 April 2021 to 31 March 2022**

|  |  |  |
| --- | --- | --- |
| **Salary Band** | **Not Disabled** | **Disabled** |
| £20,000 to £39,999 | 99.16% | 0.84% |
| £40,000 to £59,999 | 100.00% | 0.00% |
| £60,000 to £79,999 | 100.00% | 0.00% |
| £80,000 to £99,999 | 100.00% | 0.00% |
| **Grand Total** | **99.32%** | **0.68%** |

### “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 0.7% of joiners, and fell from 2.7% in 2021/22, compared to a workforce profile of 5.2%.

### **6.5 Leavers by Salary Band and Disability**

### **1 April 2022 to 31 March 2023**

|  |  |  |
| --- | --- | --- |
|  | **Not Disabled** | **Disabled** |
| £20,000-£39,999 | 97.35% | 2.65% |
| £40,000-£59,999 | 100.00% | 0.00% |
| £60,000-79,999 | 100.00% | 0.00% |
| £80,000-£99,999 | 80.00% | 20.00% |
| Over £100,000 | 100.00% | 0.00% |
| **Grand Total** | **97.71%** | **2.29%** |

### Disabled staff made up 2.3% of leavers in the rolling year, lower than the percentage of disabled employees in the workforce (5.1%) but higher than the percentage of joiners (0.7%). The reduced proportion of joiners and the higher proportion of leavers ties in with the overall reduction in the proportion of disabled staff in the workforce, although the percentage did fall from 6.7% in 2021/22.

### **6.6 Recruitment – overall by Department and disability**

### **1 April 2022 to 31 March 2023**

|  |
| --- |
| **Applied** |
|  | **Disabled** | **Not Disabled** | **Prefer not to say** |
| CSF (1505 applications) | 8% | 92% | 0% |
| C&H (839 applications) | 8% | 92% | 0% |
| CS (839 applications) | 10% | 90% | 0% |
| E&R (618 applications) | 9% | 91% | 0% |
| **Overall** | **8%** | **92%** | **0%** |
|  |
| **Shortlisted** |
|  | **Disabled** | **Not Disabled** | **Prefer not to say** |
| CSF (448 shortlisted) | 9% | 91% | 0% |
| C&H (272 shortlisted) | 7% | 93% | 0% |
| CS (247 shortlisted) | 2% | 98% | 0% |
| E&R (155 shortlisted) | 7% | 93% | 0% |
| Overall | **7%** | **93%** | **0%** |
|  |
| **Appointed** |
|  | **Disabled** | **Not Disabled** | **Prefer not to say** |
| CSF (113 offers) | 7% | 93% | 0% |
| C&H (55 offers) | 5% | 95% | 0% |
| CS (52 offers) | 8% | 92% | 0% |
| E&R (59 offers) | 0% | 100% | 0% |
| **Overall** | **5%** | **95%** | **0%** |

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

### 8% of applicants were Disabled, 7% of those shortlisted were Disabled and 5% of those offered posts were Disabled which is a similar pattern to 2020/2021 and 2021/2022.

### **Recruitment – positions above grade MGA by disability**

### **1 April 2022 to 31 March 2023**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Disabled** | **Not Disabled** | **Prefer not to say** |
| **Applied** | 8% | 92% | 0% |
| **Shortlisted** | 10% | 90% | 0% |
| **Appointed** | 8% | 92% | 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, a similar pattern to 2021/22.

### **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% |
| **01.04.22 to 31.03.23** | 5.19% | 12.24% |

### 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, and in 2022/23 turnover rates were lower.

### **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% |
| **01.04.22 to 31.03.23** | 3.90% | 8.59% |

### 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 five years.

### **6.9 Stability (Retention) by disability**

|  |  |  |
| --- | --- | --- |
|  | **Not Disabled** | **Disabled** |
| **2021/22** | 94.74% | 89.60% |
| **2022/23** | 88.62% | 94.87% |

### Stability measures the number of staff still in post after one year. 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 | 3.77% | 96.23% |
| COMMUNITY & HOUSING | 0.00% | 100.00% |
| CORPORATE SERVICES | 6.06% | 93.94% |
| ENVIRONMENT & REGENERATION | 0.00% | 100.00% |
| **Grand Total** | **3.64%** | **96.36%** |

### 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.

### As in 2021/22, 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 2022 to 31 March 2023**

|  |  |  |
| --- | --- | --- |
|  | **Not Disabled** | **Disabled** |
| Attendance/Sickness | 81.82% | 18.18% |
| Capability | 80.00% | 20.00% |
| Disciplinary | 100.00% | 0.00% |
| Employment Tribunal | 100.00% | 0.00% |
| Grievance | 90.48% | 9.52% |
| Probation | 100.00% | 0.00% |
| **Grand Total** | **88.61%** | **11.39%** |

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 11% of cases but only 5% of the workforce, although the position improved compared to 2021/22 when they constituted 18% of cases.

**6.12** **Training/Learning and Development by disability and year**

|  |  |  |
| --- | --- | --- |
|  | **Disabled** | **Not Disabled** |
| **2020/2021** | 8.90% | 91.10% |
| **2021/2022** | 8.05% | 91.95% |
| **2022/2023** | 5.43% | 94.57% |

Overall, Disabled staff remain slightly more likely to undertake Learning and Development courses than non-Disabled colleagues (5.4% attended compared to 5.1% in the workforce), although this has reduced compared to previous years.

## DETAILED DATA AND ANALYSIS – AGE

### **7.1 Percentages of staff under 24.**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ***% age 16-24 \**** | **31-Mar-19** | **31-Mar-20** | **31-Mar-21** | **31-Mar-22** | **31-Mar-23** | **Current not known** |
| CHILDREN SCHOOLS & FAMILIES | 2.5% | 2.5% | 3.2% | 2.7% | 3.2% | 0.0% |
| COMMUNITY & HOUSING | 2.6% | 1.5% | 1.5% | 2.4% | 1.9% | 0.0% |
| CORPORATE SERVICES | 5.4% | 6.3% | 4.8% | 4.4% | 4.7% | 0.0% |
| ENVIRONMENT & REGENERATION | 1.3% | 1.4% | 0.8% | 0.8% | 1.1% | 0.0% |
| **Grand Total** | **3.1%** | **3.1%** | **2.7%** | **2.7%** | **2.8%** | **0.0%** |
| *London Councils Median Benchmark* | *3.2%* | *3.1%* | *2.8%* | *2.9%* |  |  |
| *\* including apprentices* |  |  |  |  |  |  |

### The percentage of staff age under 24 varies from year-to-year, and with the timing of entry-level apprenticeship assignments. At 2.8% the proportion under 24 is similar to the most recently available figure for all London boroughs (2.9%).

### **7.2 Percentage of staff age over 50**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ***% age 50+***  | **31-Mar-19** | **31-Mar-20** | **31-Mar-21** | **31-Mar-22** | **31-Mar-23** | **Current not known** |
| CHILDREN SCHOOLS & FAMILIES | 41.6% | 43.6% | 43.1% | 43.8% | 42.3% | 0.0% |
| COMMUNITY & HOUSING | 52.1% | 56.1% | 59.6% | 61.1% | 59.9% | 0.0% |
| CORPORATE SERVICES | 51.1% | 51.4% | 52.6% | 52.6% | 53.1% | 0.0% |
| ENVIRONMENT & REGENERATION | 57.7% | 59.8% | 60.6% | 59.1% | 58.6% | 0.0% |
| **Grand Total** | **50.0%** | **52.1%** | **53.1%** | **53.4%** | **52.6%** | **0.0%** |
| *London Councils Median Benchmark* | *46.4%* | *44.7%* | *45.4%* | *45.8%* |  |  |

### The proportion of the workforce aged 50 and above has varied in recent years but remains high compared to the rest of London authorities with possible impacts on future resourcing and succession planning as older staff eventually retire.

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

### **As at 31 March 2023**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **16-24** | **25-39** | **40-49** | **50-64** | **65+** |
| £20,000 to £39,999 | 4.36% | 25.11% | 17.90% | 45.50% | 7.12% |
| £40,000 to £59,999 | 0.18% | 25.81% | 24.01% | 45.31% | 4.69% |
| £60,000 to £79,999 | 0.00% | 10.14% | 24.64% | 57.97% | 7.25% |
| £80,000 to £99,999 | 0.00% | 0.00% | 40.91% | 59.09% | 0.00% |
| £100,000 and above | 0.00% | 9.09% | 0.00% | 90.91% | 0.00% |
| **Grand Total** | **2.81%** | **24.34%** | **20.24%** | **46.37%** | **6.24%** |

### The lowest age band includes entry-level apprentices. Most of the higher earners were aged 40 and above.

### **7.4 Joiners by age band**

### **1 April 2022 to 31 March 2023**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Salary Band** | **16-24** | **25-39** | **40-49** | **50-64** | **65+** |
| £20,000 to £39,999 | 19.54% | 47.70% | 10.92% | 20.69% | 1.15% |
| £40,000 to £59,999 | 0.00% | 55.32% | 21.28% | 21.28% | 2.13% |
| £60,000 to £79,999 | 0.00% | 20.00% | 20.00% | 60.00% | 0.00% |
| £80,000 to £99,999 | 0.00% | 0.00% | 100.00% | 0.00% | 0.00% |
| **Grand Total** | **14.91%** | **48.25%** | **14.04%** | **21.49%** | **1.32%** |

### “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. The proportion of joiners aged under 40 has increased from over last year from 56% to 63%, with the proportion of joiners over age 40 decreasing.

### **7.5 Leavers by age band**

### **1 April 2022 to 31 March 2023**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Salary Band** | **16-24** | **25-39** | **40-49** | **50-64** | **65+** |
| £20,000-£39,999 | 9.02% | 39.10% | 7.52% | 27.82% | 16.54% |
| £40,000-£59,999 | 0.00% | 19.35% | 25.81% | 43.55% | 11.29% |
| £60,000-79,999 | 0.00% | 14.29% | 14.29% | 57.14% | 14.29% |
| £80,000-£99,999 | 0.00% | 20.00% | 20.00% | 60.00% | 0.00% |
| Over £100,000 | 0.00% | 0.00% | 25.00% | 75.00% | 0.00% |
| **Grand Total** | **5.69%** | **31.28%** | **13.74%** | **35.07%** | **14.22%** |

### The proportion of leavers for all reasons over age 50 increased from 47% to 49% between 2021/22 and 2022/23.

### **7.6 Recruitment – overall by Department and Age Band**

### **1 April 2022 to 31 March 2023**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **18-24** | **25-34** | **35-49** | **50-64** | **65+** | **Prefer not to say** |
| **Applied** | 19% | 34% | 32% | 14% | 1% | 4% |
| **Shortlisted** | 15% | 30% | 34% | 20% | 1% | 4% |
| **Appointed** | 11% | 32% | 34% | 23% | 0% | 11% |

### 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.

### Younger applicants are less likely to be appointed, with applicants aged 50-64 more likely to be appointed.

### 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% |
| **01.04.22 to 31.03.23** | 30.61% | 15.90% | 7.00% | 9.44% | 23.08% |

### The table compares overall turnover rates (leavers for all reasons) for the last five rolling years. Turnover rates for staff aged 16-24 increased from 15.22% to 30.61% between 2021/22 and 2022/23.

### **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% |
| **01.04.22 to 31.03.23** | 16.33% | 14.94% | 7.38% | 5.93% | 6.73% |

### This table compares Voluntary turnover rates (resignations) for the last four rolling years. Resignation rates increased for the 16-24 age band and for those aged 50+ between 2021/22 and 2022/23. The fall in all resignations during 2020/21 was due to Covid.

### **7.9 Stability (Retention) by age band**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **16-24** | **25-39** | **40-49** | **50-64** | **65+** | **Overall** |
| **2021/22** | 48.94% | 79.55% | 90.32% | 94.36% | 99.01% | 89.19% |
| **2022/23** | 50.00% | 80.86% | 87.10% | 93.24% | 111.34% | 88.93% |

### Stability measures the number of staff still in post after one year. This provides an indication of our ability to retain staff.

### Younger people had lower stability.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** | **50-64** | **65+** |
| CHILDREN SCHOOLS & FAMILIES | 0.00% | 58.33% | 18.33% | 21.67% | 1.67% |
| COMMUNITY & HOUSING | 0.00% | 29.17% | 29.17% | 41.67% | 0.00% |
| CORPORATE SERVICES | 1.20% | 28.92% | 27.71% | 40.96% | 1.20% |
| ENVIRONMENT & REGENERATION | 0.00% | 41.94% | 32.26% | 25.81% | 0.00% |
| **Grand Total** | **0.51%** | **39.90%** | **25.76%** | **32.83%** | **1.01%** |

### 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. Promotions fell for staff aged 16-24 from 4.12% in 2021/22 to 0.51% in 2022/23.

### **7.11 Employee Relations Cases by age band**

### **1 April 2022 to 31 March 2023**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **16-24** | **25-39** | **40-49** | **50-64** | **65+** |
| Attendance/Sickness | 0.00% | 24.32% | 5.41% | 54.04% | 16.22% |
| Capability | 14.29% | 14.29% | 28.57% | 42.86% | 0.00% |
| Disciplinary | 0.00% | 22.22% | 22.22% | 55.56% | 0.00% |
| Employment Tribunal | 0.00% | 0.00% | 0.00% | 19.00% | 0.00% |
| Grievance | 0.00% | 7.13% | 10.71% | 78.57% | 3.57% |
| Probation | 25.00% | 50.00% | 0.00% | 25.00% | 0.00% |
| **Grand Total** | **2.11%** | **18.95%** | **11.58%** | **60.00%** | **7.37%** |

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 aged 50-64 were more likely to be involved in casework than the workforce profile (60% compared to a profile of 45%), a similar pattern to 2021/22. This pattern is similar for Attendance Sickness, Capability, and Grievance.

**7.12** **Training/Learning and Development by age band and year**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **16-24** | **25-39** | **40-49** | **50-64** | **65+** |
| **2021/2022** | 1.94% | 19.63% | 21.92% | 51.94% | 4.57% |
| **2022/2023** | 3.38% | 25.11% | 23.37% | 43.05% | 5.08% |

Young people aged 16 to 24 were slightly more likely to undertake learning and development, perhaps linked to a higher proportion of this group being apprentices.

## 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** |
| 26 March 2017 | 3.64% | 0.79% | 60.43% | 2.17% | 0.00% | 4.13% | 28.84% | 0.00% |
| 27 March 2018 | 3.76% | 0.71% | 59.96% | 2.24% | 0.00% | 4.88% | 27.54% | 0.91% |
| 28 March 2019 | 3.62% | 0.78% | 59.94% | 2.64% | 0.10% | 5.39% | 26.74% | 0.78% |
| 29 March 2020 | 3.61% | 0.76% | 59.30% | 2.66% | 0.19% | 5.69% | 26.94% | 0.85% |
| 30 March 2021 | 3.72% | 0.76% | 59.16% | 2.39% | 0.19% | 5.82% | 27.19% | 0.76% |
| 31 March 2022 | 3.48% | 0.71% | 58.79% | 2.68% | 0.18% | 6.16% | 27.03% | 0.98% |
| 31 March 2023 | 3.40% | 0.70% | 57.67% | 3.22% | 0.26% | 6.53% | 27.35% | 0.87% |

### Religion/Belief when broken down by department results in low numbers for some categories, noting religion/belief is unknown for 35% of staff (25% 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 seven 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 2023**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Any other religion / belief** | **Buddhist** | **Christian** | **Hindu** | **Jewish** | **Muslim** | **No religion / belief** | **Sikh** |
| £20,000 to £39,999 | 3.97% | 0.68% | 58.41% | 3.28% | 0.27% | 7.80% | 25.03% | 0.55% |
| £40,000 to £59,999 | 2.27% | 0.57% | 56.25% | 3.41% | 0.28% | 4.83% | 30.68% | 1.70% |
| £60,000 to £79,999 | 2.13% | 2.13% | 61.70% | 0.00% | 0.00% | 2.13% | 31.91% | 0.00% |
| £80,000 to £99,999 | 7.69% | 0.00% | 38.46% | 0.00% | 0.00% | 0.00% | 53.85% | 0.00% |
| £100,000 and above | 0.00% | 0.00% | 60.00% | 20.00% | 0.00% | 0.00% | 20.00% | 0.00% |
| **Grand Total** | **3.40%** | **0.70%** | **57.67%** | **3.22%** | **0.26%** | **6.53%** | **27.35%** | **0.87%** |

### 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 2022 to 31 March 2023**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Salary Band** | **Any other religion / belief** | **Buddhist** | **Christian** | **Hindu** | **Jewish** | **Muslim** | **No religion / belief** | **Sikh** |
| £20,000 to £39,999 | 3.15% | 1.57% | 49.61% | 3.94% | 0.00% | 9.45% | 32.28% | 0.00% |
| £40,000 to £59,999 | 3.33% | 0.00% | 56.67% | 0.00% | 3.33% | 3.33% | 30.00% | 3.33% |
| £60,000 to £79,999 | 0.00% | 0.00% | 75.00% | 0.00% | 0.00% | 0.00% | 25.00% | 0.00% |
| £80,000 to £99,999 | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% |
| **Grand Total** | **3.07%** | **1.23%** | **50.92%** | **3.07%** | **0.61%** | **7.98%** | **32.52%** | **0.61%** |

### “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.

### The overall totals by religion/belief broadly reflect the workforce profile, as with previous years.

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

### **1 April 2022 to 31 March 2023**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Salary Band** | **Any other religion / belief** | **Buddhist** | **Christian** | **Muslim** | **No religion / belief** | **Sikh** |
| £20,000-£39,999 | 4.40% | 1.10% | 59.34% | 7.69% | 26.37% | 1.10% |
| £40,000-£59,999 | 2.44% | 2.44% | 63.41% | 0.00% | 31.71% | 0.00% |
| £60,000-79,999 | 0.00% | 0.00% | 75.00% | 0.00% | 25.00% | 0.00% |
| £80,000-£99,999 | 0.00% | 0.00% | 50.00% | 0.00% | 0.00% | 50.00% |
| Over £100,000 | 0.00% | 0.00% | 33.33% | 0.00% | 66.67% | 0.00% |
| **Grand Total** | **3.55%** | **1.42%** | **60.28%** | **4.96%** | **28.37%** | **1.42%** |

### The proportion of staff leaving from each religion/belief broadly reflected the workforce profile, whilst noting that this is a small dataset.

### **8.5 Recruitment – overall by Religion/Belief**

### **1 April 2022 to 31 March 2023**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Buddhist** | **Christian** | **Hindu** | **Jewish** | **Muslim** | **No religion** | **Other** | **Prefer not to say** | **Sikh** |
| **Applied** | 1% | 50% | 6% | 0% | 13% | 26% | 3% | 8% | 1% |
| **Shortlisted** | 1% | 52% | 3% | 0% | 11% | 28% | 3% | 8% | 1% |
| **Appointed** | 1% | 47% | 4% | 0% | 10% | 33% | 2% | 10% | 1% |

### 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 and 2021/2022.

### 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% |
| **01.04.22 to 31.03.23** | 12.50% | 25.00% | 12.87% | 0.00% | 0.00% | 9.72% | 13.03% | 0.00% | 12.43% |

### 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.

### **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% |
| **01.04.22 to 31.03.23** | 10.00% | 25.00% | 8.78% | 0.00% | 0.00% | 8.33% | 11.07% | 0.00% | 10.67% |

### 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.

### **8.8 Stability (Retention) by Religion/Belief**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Any other religion / belief** | **Buddhist** | **Christian** | **Hindu** | **Jewish** | **Muslim** | **No religion / belief** | **Sikh** | **Overall** |
| **2021/22** | 92.31% | 75.00% | 89.07% | 86.67% | 50.00% | 76.47% | 83.83% | 72.73% | 86.61% |
| **2022/23** | 85.00% | 75.00% | 88.30% | 100.00% | 100.00% | 92.75% | 88.33% | 81.82% | 88.64% |

### Stability measures the number of staff still in post after one year. This provides an indication of our ability to retain staff.

### **8.9 Promotions by religion/belief**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Any other religion / belief | Buddhist | Christian | Hindu | Jewish | Muslim | No religion / belief | Sikh |
| **Overall** | **1.59%** | **0.00%** | **50.79%** | **3.17%** | **0.00%** | **7.14%** | **35.71%** | **1.59%** |

### 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 staff with known religion/belief status who were “promoted” still makes meaningful analysis difficult.

### **8.10 Employee Relations Cases by Religion/Belief**

### **1 April 2022 to 31 March 2023**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Any other religion / belief** | **Buddhist** | **Christian** | **Hindu** | **Muslim** | **No religion** | **Sikh** |
| Attendance/Sickness | 4.35% | 0.00% | 73.91% | 0.00% | 4.35% | 17.39% | 0.00% |
| Capability | 0.00% | 20.00% | 40.00% | 0.00% | 0.00% | 40.00% | 0.00% |
| Disciplinary | 0.00% | 0.00% | 50.00% | 14.29% | 0.00% | 35.71% | 0.00% |
| Employment Tribunal | 0.00% | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Grievance | 5.00% | 0.00% | 80.00% | 0.00% | 5.00% | 5.00% | 5.00% |
| Probation | 0.00% | 0.00% | 50.00% | 0.00% | 0.00% | 50.00% | 0.00% |
| **Grand Total** | **3.08%** | **1.54%** | **67.69%** | **3.08%** | **3.08%** | **20.00%** | **1.54%** |

### 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 is still small 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. Christian staff were more likely to be involved in casework.

**8.11** **Training/Learning and Development by religion/belief and year**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Any other religion / belief** | **Buddhist** | **Christian** | **Hindu** | **Jewish** | **Muslim** | **Sikh** | **No religion / belief** |
| **2020/2021** | 3.55% | 0.29% | 58.79% | 3.55% | 0.00% | 6.24% | 1.44% | 26.13% |
| **2021/2022** | 3.46% | 0.42% | 59.23% | 3.08% | 0.00% | 6.99% | 0.00% | 15.66% |
| **2022/2023** | 4.51% | 0.61% | 57.93% | 3.59% | 0.13% | 5.57% | 0.77% | 26.99% |

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, however as the number who have declared their religion/belief is relatively low some caution is needed in interpreting the data.

## DETAILED DATA AND ANALYSIS – SEXUAL ORIENTATION

### **9.1 Percentages of staff by sexual orientation as 31 March 2023**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **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% |
| **31 March 2023** | 0.89% | 1.46% | 0.98% | 96.50% | 0.16% | 30.86% |

### Sexual orientation when broken down by department results in low numbers for some categories, noting sexual orientation is unknown for 31% of staff (20% 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 other than the percentage of Gay men and the percentage of Gay Women is lower than in 2017.

### 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 2023**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Bisexual** | **Gay Man** | **Gay woman / Lesbian** | **Heterosexual / Straight** | **Other** |
| £20,000 to £39,999 | 1.19% | 1.19% | 0.66% | 96.82% | 0.13% |
| £40,000 to £59,999 | 0.50% | 1.00% | 1.50% | 96.76% | 0.25% |
| £60,000 to £79,999 | 0.00% | 3.70% | 1.85% | 94.44% | 0.00% |
| £80,000 to £99,999 | 0.00% | 20.00% | 0.00% | 80.00% | 0.00% |
| £100,000 and above | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% |
| **Grand Total** | **0.89%** | **1.46%** | **0.98%** | **96.50%** | **0.16%** |

### 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 2022 to 31 March 2023**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Salary Band** | **Bisexual** | **Gay Man** | **Gay woman / Lesbian** | **Heterosexual / Straight** |
| £20,000 to £39,999 | 1.63% | 1.63% | 0.81% | 95.93% |
| £40,000 to £59,999 | 5.71% | 2.86% | 0.00% | 91.43% |
| £60,000 to £79,999 | 0.00% | 0.00% | 0.00% | 100.00% |
| £80,000 to £99,999 | 0.00% | 0.00% | 0.00% | 100.00% |
| **Grand Total** | **2.44%** | **1.83%** | **0.61%** | **95.12%** |

### “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 2022 to 31 March 2023**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Salary Band** | **Bisexual** | **Gay Man** | **Gay woman / Lesbian** | **Heterosexual / Straight** | **Other** |
| £20,000-£39,999 | 1.02% | 2.04% | 0.00% | 95.92% | 1.02% |
| £40,000-£59,999 | 0.00% | 4.88% | 2.44% | 90.24% | 2.44% |
| £60,000-79,999 | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% |
| £80,000-£99,999 | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% |
| Over £100,000 | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% |
| **Grand Total** | **0.67%** | **2.68%** | **0.67%** | **94.63%** | **1.34%** |

### There have not been any significant changes over the last year, numbers in some categories are small.

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

### **1 April 2021 to 31 March 2022**

|  |
| --- |
| **Applied** |
|  | **LGBT** | **Heterosexual** | **Prefer not to say** |
| CSF (1505 applications) | 6% | 94% | 7% |
| C&H (839 applications) | 7% | 93% | 9% |
| CS (839 applications) | 9% | 91% | 7% |
| E&R (618 applications) | 7% | 93% | 7% |
| **Overall** | **7%** | **93%** | **7%** |
|  |
| **Shortlisted** |
|  | **LGBT** | **Heterosexual** | **Prefer not to say** |
| CSF (448 shortlisted) | 6% | 94% | 7% |
| C&H (272 shortlisted) | 9% | 91% | 10% |
| CS (247 shortlisted) | 13% | 87% | 8% |
| E&R (155 shortlisted) | 8% | 92% | 9% |
| Overall | **9%** | **91%** | **8%** |
|  |
| **Appointed** |
|  | **LGBT** | **Heterosexual** | **Prefer not to say** |
| CSF (113 offers) | 6% | 94% | 7% |
| C&H (55 offers) | 4% | 96% | 9% |
| CS (52 offers) | 13% | 87% | 12% |
| E&R (59 offers) | 8% | 92% | 12% |
| **Overall** | **7%** | **93%** | **9%** |

### 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. 7% of those applied were LGBT and 7% 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% |
| **01.04.21 to 31.03.22** | 42.86% | 15.00% | 16.00% | 11.76% | 0.00% | 12.01% |
| **01.04.22 to 31.03.23** | 11.11% | 21.62% | 8.33% | 11.98% | 66.67% | 12.22% |

### 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, The turnover rates in 2022/23 for Gay Men were higher than the corporate average and were an increase over 2021/22, however it should be noted that this is a relatively small set of data.

### **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% |
| **01.04.22 to 31.03.23** | 11.11% | 21.62% | 8.33% | 8.84% | 66.67% | 10.82% |

### 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 for some categories care needs to be taken. Resignation rates for Gay Men were higher than for the workforce as a whole and increased in both 2021/22 and 2022/23.

### **9.8 Stability (Retention) by Sexual Orientation**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Bisexual** | **Gay Man** | **Gay woman / Lesbian** | **Heterosexual / Straight** | **Other** | **Overall** |
| **2021/22** | 57.14% | 94.74% | 91.67% | 87.14% | 100.00% | 87.17% |
| **2022/23** | 100.00% | 78.95% | 91.67% | 88.93% | 50.00% | 88.73% |

### Stability measures the number of staff still in post after one year. This provides an indication of our ability to retain staff.

###  Bisexual staff had the lowest stability rates in 2021/22 and the highest in 2022/23; however, this represents just 3 staff.

### **9.9 Promotions by sexual orientation**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Bisexual** | **Gay Man** | **Gay woman / Lesbian** | **Heterosexual / Straight** | **Other** |
| **Grand Total** | 0.58% | 0.58% | 0.58% | 79.65% | 18.60% |

### 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. There was an increase in promotions for LGBT staff compared to 2021/22.

### **9.10 Employee Relations Cases by sexual orientation**

### **1 April 2022 to 31 March 2023**

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

**9.11** **Training/Learning and Development by sexual orientation and year**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Bisexual** | **Gay Man** | **Gay woman / Lesbian** | **Heterosexual / Straight** | **Other** |
| **2020/2021** | 0.99% | 1.38% | 0.89% | 95.95% | 0.79% |
| **2021/2022** | 0.09% | 1.99% | 0.66% | 96.49% | 0.76% |
| **2022/2023** | 0.56% | 1.49% | 0.47% | 97.39% | 0.19% |

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, heterosexual staff were slightly more likely to access learning and development, but caution is needing in interpreting the figures due to the relatively high proportion of staff who have not declared their sexual orientation.

**Human Resources**

**May 2023**