

# Croydon Workforce Profile

Reporting period: 01/04/2015 to 31/03/2016  
Headcount in report: 2705

Version 0.2 06/09/2016

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# 1. Executive summary

## 1.1 Introduction and purpose

The workforce profile provides a valuable source of data about the Croydon Council workforce, that:

- Provides evidence the Council is meeting its general equalities duty to: eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity; and foster good relations.
- Supports delivery of some of the Council's key workforce objectives and values, most notably: a modern, diverse and inclusive workforce that is reflective of the borough's community; and the attraction, recruitment and retention of talented staff and leaders.
- Alongside other sources such as staff survey results and organisational health monitoring, informs and delivery of workforce priorities such as: the Council's HR delivery action plans; and the corporate learning and development plan.
- Is a resource to help monitor workforce performance and provide benchmarking information to assist workforce planning and equality impact analysis.

## 1.2 Subject matter and data limitations

The report provides an analysis of the Council's directly employed workforce over the 12 month period 1 April 2015 to 31 March 2016. The data set includes all employees of Croydon Council except school-based employees and casual employees. Agency workers, volunteers, interims and consultants are not employees and are excluded from the profile.

The data used in this report has been taken from the Council's human resources and information system (CHRIS) and ORACLE except for applicants for recruitment data has been taken from stand-alone systems managed by the recruitment team. Residential demographic data has been taken from the Office for National Statistics (ONS) 2011 Census data

<http://www.ons.gov.uk/ons/index.html>.

The protected characteristics of pregnancy and maternity and marital status were included for the first time in the 2012 workforce profile so comparative data is more limited.

The following limitations are identified:

- The continual nature and rapid pace of organisational change means that the data and subsequent analysis quickly becomes dated and less valuable at departmental level.
- The generally low number of employees involved in employee relation activities over the monitoring period does not present a large enough data set to draw significant conclusions.
- Owing to system limitations: learning activity descriptions lack some accuracy; not all activities were recorded; and management development and leadership development amongst others are not distinct within the report.
- Reporting on pregnancy that is separate to maternity is not possible. The data is not available and requesting it is regarded as overly intrusive.
- Data relating to the gender reassignment is not collected as doing so is regarded as overly intrusive.
- Although an employee data audit is conducted annually, non-disclosure rates for religion and sexuality remain high and with that the reliability of any statistical analysis is compromised.
- Where no data is available, because an employee has not made a selection from one of the options available for a particular characteristic, this has been included as “prefer not to say”.

This workforce profile compares the current organisational data with the data from the previous version of this report. For 2015/16, the data is at 31 March and for 2014, 2013 or 2012 the effective date for data is 30 September.

The following colour scheme is also used throughout this report to identify the data periods:

Year	Colour scheme						
2015/16	Purple						
2014	Orange						
2013	Blue						
2012	Turquoise						

### 1.3 Croydon – the local population (2011 Census)

The composition of the residential population provides important context alongside the workforce profile. Any comparison of the workforce to the local community should consider that the extent to which the Council can reflect the composition of the community in its workforce contrasts with the rapid population change in the borough, especially during times when the workforce is shrinking and job opportunities are reducing.

#### Gender

Males	48.50%
Females	51.50%

#### Religion

Christian	56.42%
Buddhist	0.66%
Hindu	5.98%
Jewish	0.20%
Muslim	8.12%
Sikh	0.40%
Other religion	0.59%
No religion	19.99%
Religion not stated	7.64%

#### Ethnicity

<b>BME</b>	Bangladeshi	0.71%
	Black African	7.98%
	Black Caribbean	8.62%
	Chinese	1.08%
	Indian	6.79%
	Mixed White and Asian	1.41%
	Mixed White and Black African	0.90%
	Mixed White and Black Caribbean	2.66%
	Other	1.76%
	Other Asian	4.85%
	Other Black	3.57%
	Other Mixed	1.60%
Pakistani	2.99%	
<b>BME Totals:</b>	<b>44.91%</b>	

<b>White</b>	White British	47.26%
	White Gypsy or Irish Traveller	0.06%
	White Irish	1.48%
	White Other	6.29%
<b>White Totals:</b>	<b>55.09%</b>	

#### Disability

Registered as disabled	16.80%
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#### Marriage & Civil Partnership

Married or Civil Partner	46.66%
Not Married or Not Civil Partner	53.34%

#### Employment type

Employee: Part-time	23.87%
Employee: Full-time	76.13%

## 2. Employee profile

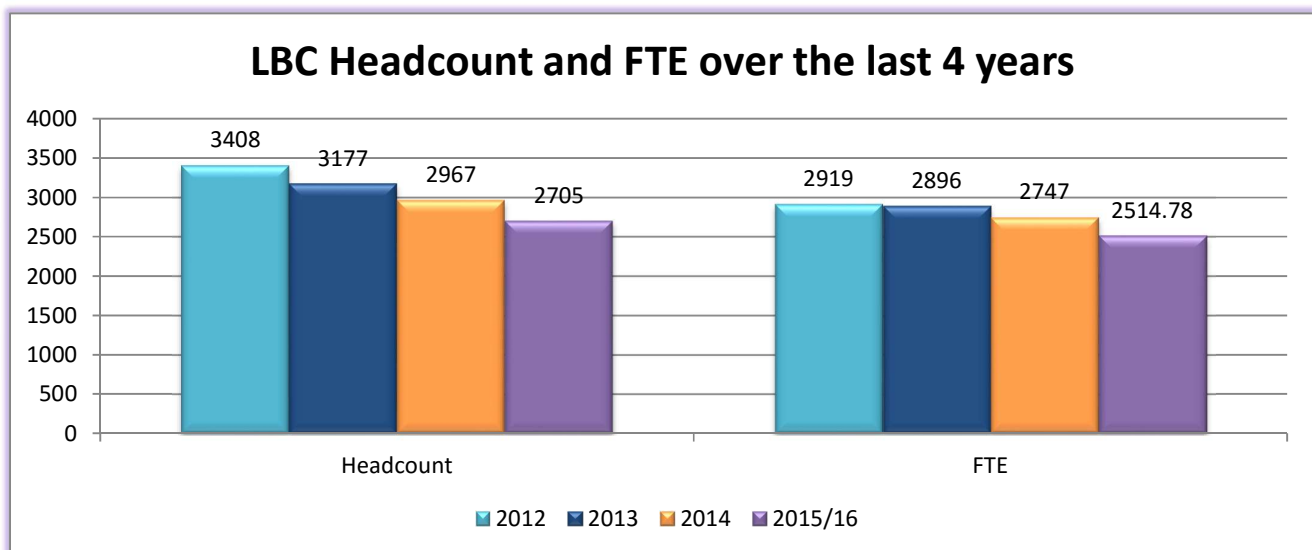
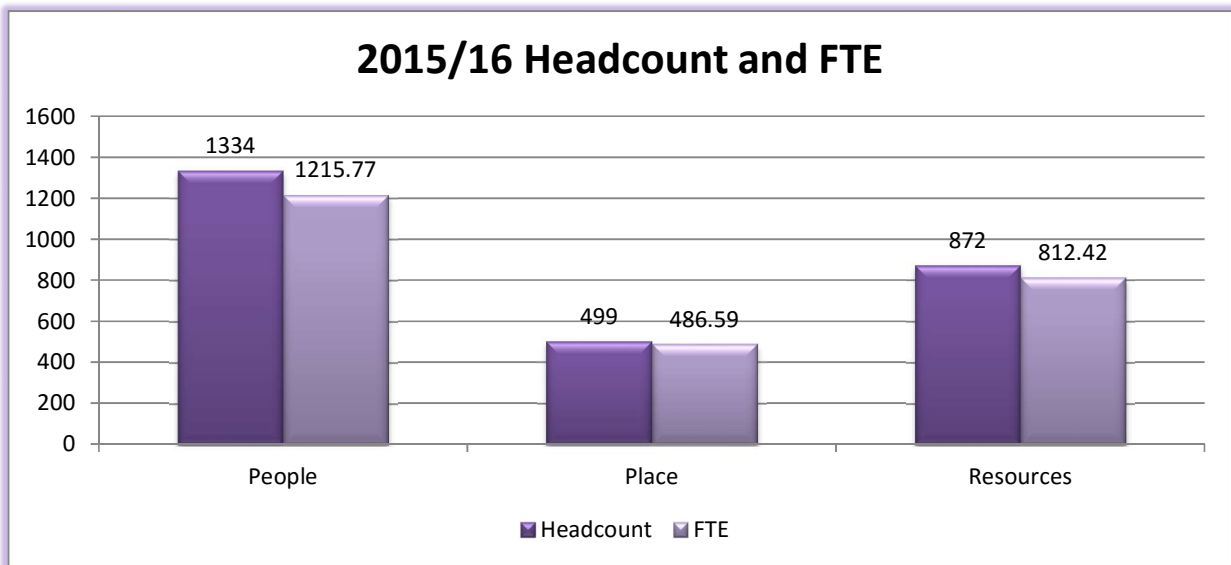
### 2.1 Headcount and FTE profile



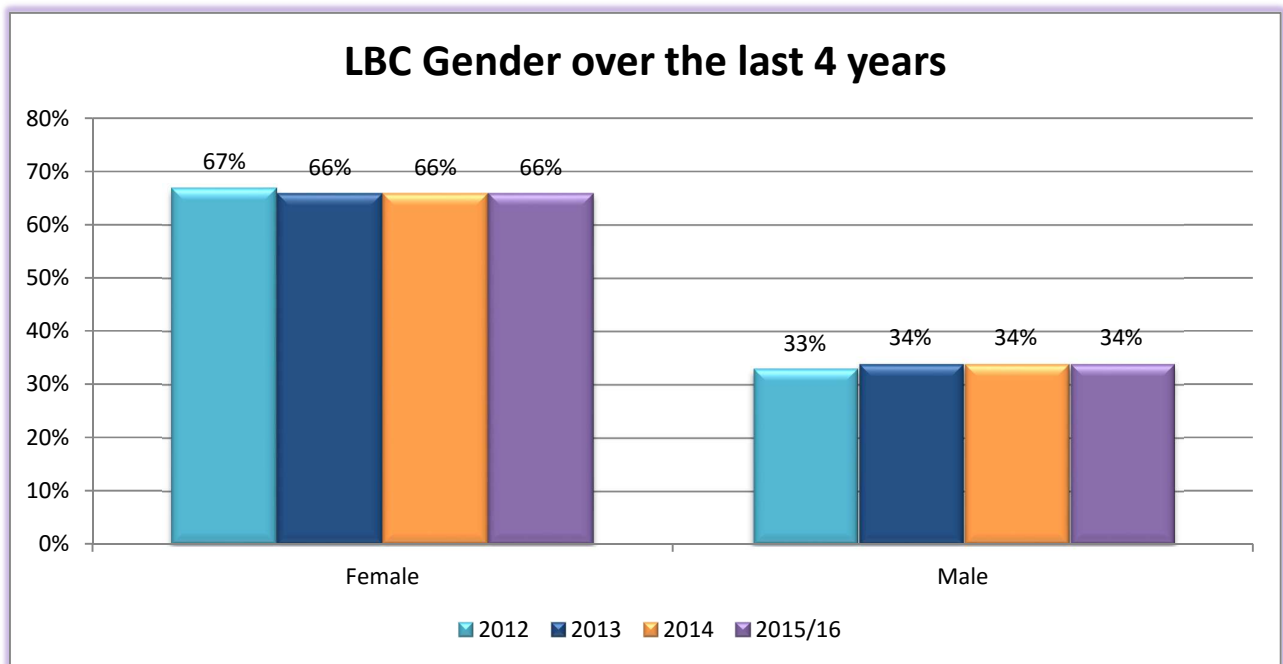
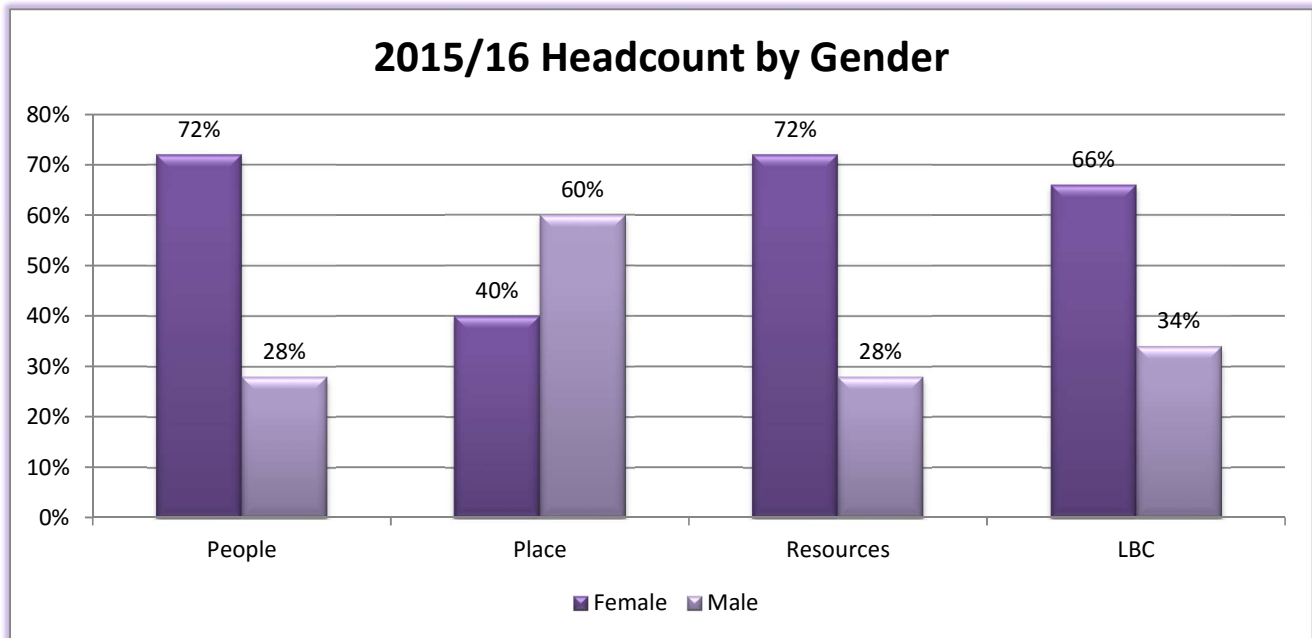
**Definition:** headcount is the number of employees working within the council. If an employee works in more than one department, they will be counted in all departments they work.

**Definition:** full time equivalents (FTE), is calculated by dividing the number of contractual hours an employee works each week by the full time hours (36hrs).

#### Total headcount and FTE by department:



## 2.1.1 Headcount by gender



## 2.1.2 Headcount by ethnicity

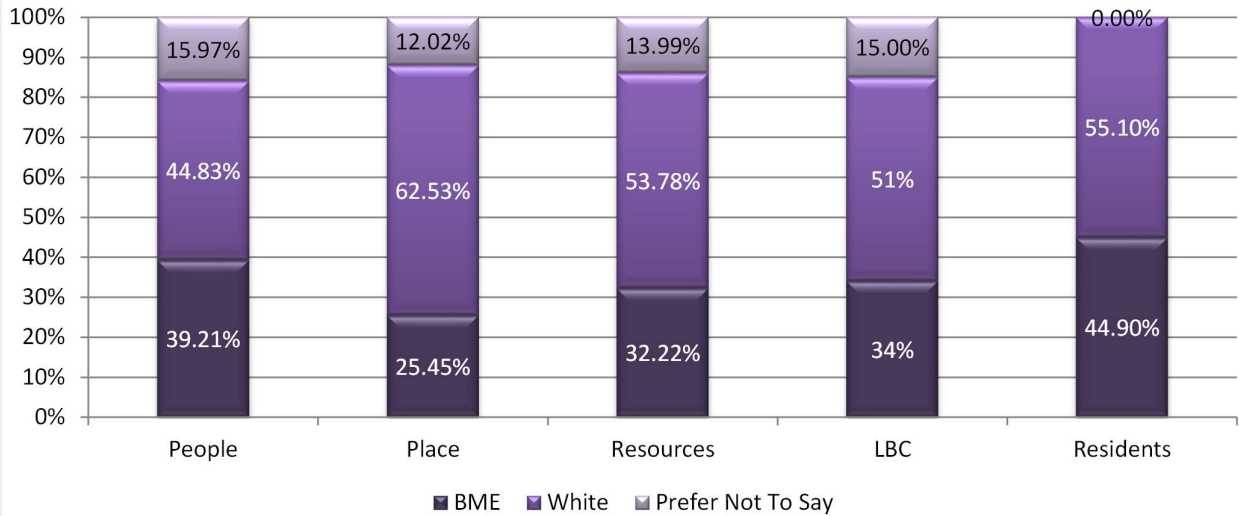


**Definition:** Black or minority ethnicity (BME) is the total non-white population, this comprises of, but is not limited to, employees with the following ethnic backgrounds: Bangladeshi, Black African, Black Caribbean, Chinese, Indian, Mixed White and Asian, Mixed White and Black African, Mixed White and Black Caribbean, Other Asian, Other Black, Other Mixed, and Pakistani.

	2012	2013	2014	2015/16		Croydon Pop	London Pop
	%	%	%	HC	%	%	%
Bangladeshi	0.40%	0.40%	0.40%	13	0.48%	0.70%	2.72%
Black African	7.10%	7.70%	8.50%	223	8.24%	8.00%	7.02%
Black Caribbean	10.90%	11.30%	11.10%	295	10.91%	8.60%	4.22%
Chinese	0.40%	0.50%	0.40%	11	0.41%	1.10%	1.52%
Indian	3.00%	3.10%	3.10%	81	2.99%	6.80%	6.64%
Mixed White and Asian	0.80%	0.90%	0.90%	26	0.96%	1.40%	1.24%
Mixed White and Black African	0.30%	0.30%	0.30%	11	0.41%	0.90%	0.80%
Mixed White and Black Caribbean	1.50%	1.40%	1.50%	37	1.37%	2.70%	1.46%
Other	5.40%	4.60%	4.10%	98	3.62%	1.80%	3.44%
Other Asian	1.50%	1.50%	1.50%	39	1.44%	4.80%	4.88%
Other Black	1.70%	1.80%	1.80%	50	1.85%	3.60%	2.08%
Other Mixed	1.20%	1.20%	1.00%	29	1.07%	1.60%	1.45%
Pakistani	0.60%	0.70%	0.50%	18	0.67%	3.00%	2.74%
<b>BME Totals:</b>	<b>34.90%</b>	<b>35.30%</b>	<b>35.30%</b>	<b>931</b>	<b>34.42%</b>	<b>44.90%</b>	<b>40.21%</b>
White British	52.50%	52.00%	49.90%	1,231	45.51%	47.70%	44.89%
White Gypsy or Traveller	0.10%	0.10%	0.10%	1	0.04%	0.10%	0.10%
White Irish	2.50%	2.00%	2.10%	49	1.81%	1.50%	2.15%
White Other	4.70%	4.40%	4.10%	98	3.62%	6.30%	12.65%
<b>White Totals:</b>	<b>59.70%</b>	<b>58.50%</b>	<b>56.00%</b>	<b>1,379</b>	<b>50.98%</b>	<b>55.10%</b>	<b>59.79%</b>
Prefer Not to Say	5.40%	6.20%	8.70%	395	14.60%	-	-



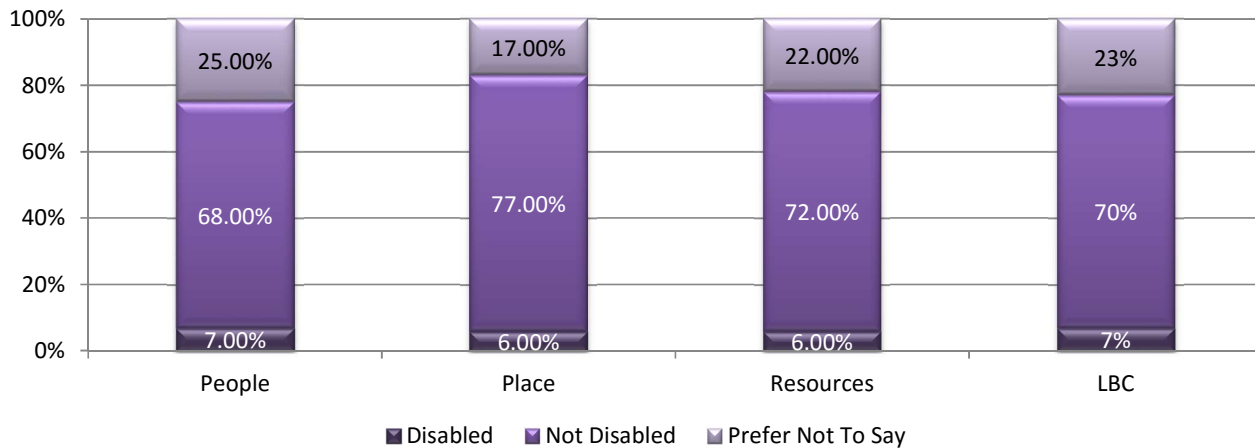
## 2015/16 Total headcount by BME as percentage



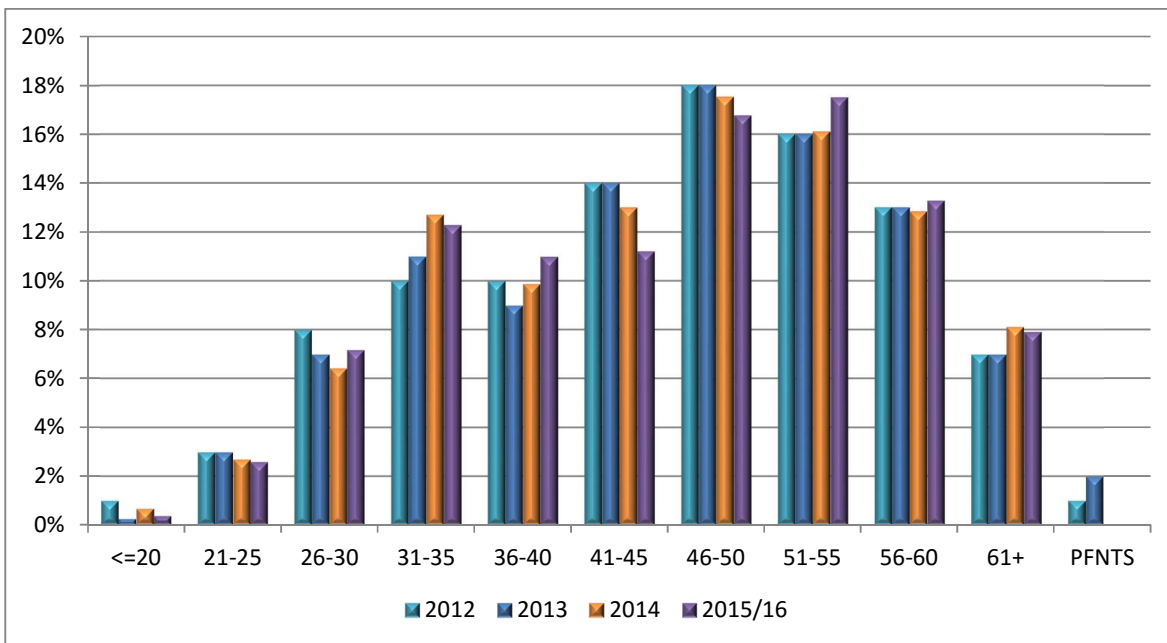
### 2.1.3 Headcount by disability

	Disabled	Not Disabled	Prefer Not to Say
People	7%	68%	25%
Place	6%	77%	17%
Resources	6%	72%	22%
LBC 2012	9%	84%	7%
LBC 2013	8%	83%	9%
LBC 2014	7%	80%	13%
LBC 2015/16	7%	70%	23%

### 2015/16 Total headcount by Disability as percentage



### 2.1.4 Headcount by age



	LBC 2012		LBC 2013		LBC 2014		LBC 2015/16	
<b>&lt;=20</b>	20	1%	8	0%	20	0.67%	10	0.37%
<b>21 – 25</b>	107	3%	91	3%	80	3%	70	3%
<b>26 – 30</b>	261	8%	216	7%	191	6%	194	7%
<b>31 – 35</b>	347	10%	361	11%	377	13%	332	12%
<b>36 – 40</b>	327	10%	281	9%	293	10%	297	11%
<b>41 – 45</b>	474	14%	441	14%	386	13%	303	11%
<b>46 – 50</b>	607	18%	558	18%	520	18%	453	17%
<b>51 – 55</b>	531	16%	502	16%	478	16%	473	17%
<b>56 – 60</b>	455	13%	427	13%	381	13%	359	13%
<b>61+</b>	244	7%	236	7%	241	8%	214	8%
<b>PFTS</b>	35	1%	56	2%	0	0	0	0%

### 2015/16 Age breakdown by department

	People		Place		Resources	
<b>&lt;=20</b>	4	0.30%	1	0.20%	5	0.57%
<b>21 – 25</b>	29	2.17%	12	2.40%	29	3.33%
<b>26 – 30</b>	100	7.50%	25	5.01%	69	7.91%
<b>31 – 35</b>	156	11.69%	49	9.82%	127	14.56%
<b>36 – 40</b>	146	10.94%	43	8.62%	108	12.39%
<b>41 – 45</b>	147	11.02%	59	11.82%	97	11.12%
<b>46 – 50</b>	222	16.64%	88	17.64%	143	16.40%
<b>51 – 55</b>	246	18.44%	96	19.24%	131	15.02%
<b>56 – 60</b>	179	13.42%	74	14.83%	106	12.16%
<b>61+</b>	105	7.87%	52	10.42%	57	6.54%
<b>PFNTS</b>	0	0.00%	0	0.00%	0	0.00%

## 2015/16 Sexuality by department

	People		Place		Resources	
<b>Bi-sexual</b>	2	0.15%	1	0.20%	1	0.11%
<b>Heterosexual</b>	803	60.19%	327	65.53%	584	66.97%
<b>Homosexual</b>	18	1.35%	6	1.20%	4	0.46%
<b>Other</b>	51	3.82%	10	0.35%	24	2.75%
<b>Prefer Not to Say</b>	460	34.48%	155	31.06%	259	29.70%

### 2.1.5 Headcount by sexuality

	LBC 2012		LBC 2013		LBC 2014		LBC 2015/16	
<b>Bisexual</b>	11	0.30%	8	0.30%	9	0.30%	4	0.15%
<b>Heterosexual</b>	2,368	69.50%	2,270	71.50%	2,117	71.40%	1714	63.36%
<b>Homosexual</b>	39	1.10%	45	1.40%	38	1.30%	28	1.04%
<b>Other</b>	0	0.0%	0	0.0%	0	0.0%	85	3.14%
<b>Prefer Not To Say</b>	990	29.00%	854	26.90%	803	27.00%	874	32.31%

## 2.1.6 Headcount by religion

	LBC 2012		LBC 2013		LBC 2014		LBC 2015/16	
<b>Buddhist</b>	13	0.00%	13	0.00%	14	0.47%	14	0.5%
<b>Christian</b>	1695	50.00%	1,613	51.00%	1,477	49.78%	1,192	44.1%
<b>Hindu</b>	64	2.00%	58	2.00%	55	1.85%	46	1.7%
<b>Jewish</b>	12	0.00%	9	0.00%	5	0.17%	4	0.2%
<b>Muslim</b>	69	2.00%	63	2.00%	57	1.92%	48	1.8%
<b>None</b>	690	20.00%	649	20.00%	621	20.93%	499	18.5%
<b>Sikh</b>	7	0.00%	8	0.00%	5	0.17%	6	0.2%
<b>Other</b>	115	3.00%	108	3.00%	99	3.34%	79	2.9%
<b>Prefer not to say</b>	743	22.00%	656	21.00%	634	21.55%	817	30.2%

## 2015/16 Religion by department

	People		Place		Resources	
<b>Buddhist</b>	9	0.67%	2	0.4%	3	0.3%
<b>Christian</b>	623	46.70%	206	41.3%	363	41.6%
<b>Hindu</b>	14	1.05%	8	1.6%	24	2.8%
<b>Jewish</b>	2	0.15%	1	0.2%	1	0.1%
<b>Muslim</b>	19	1.42%	8	1.6%	21	2.4%
<b>None</b>	206	15.44%	119	23.8%	174	20.0%
<b>Sikh</b>	2	0.15%	1	0.2%	3	0.3%
<b>Other</b>	35	2.62%	16	3.2%	28	3.2%
<b>Prefer not to say</b>	424	31.78%	138	27.7%	255	29.2%

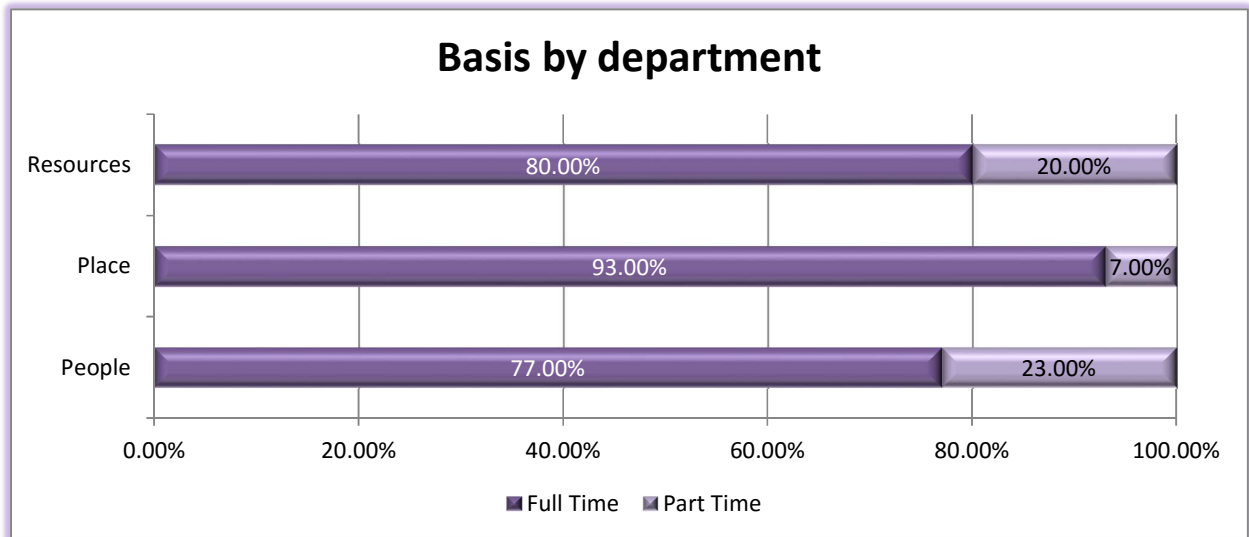
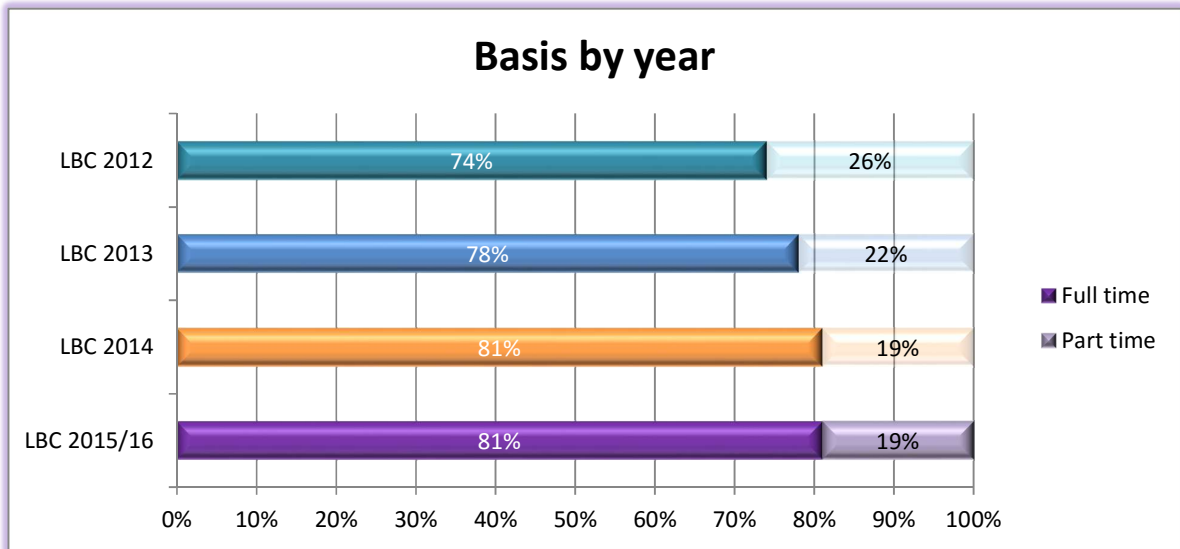
## 2.2 Working hours profile

This section evaluates the employee population by full time and part time contractual hours.



**Definition:** a full time employee is one who works 36hrs per week, any employee working less than this is considered part time. Employees can only have the basis of either full or part time.

### 2.2.1 Basis by headcount



## 2.2.2 Basis by gender

	Full time		Part time	
	Female	Male	Female	Male
<b>LBC 2012</b>	45%	30%	22%	4%
<b>LBC 2013</b>	47%	31%	19%	3%
<b>LBC 2014</b>	49%	32%	17%	3%
<b>LBC 2015</b>	50%	31%	17%	2%

## 2015 Basis by Gender by department

	Full time		Part time	
	Female	Male	Female	Male
People	53%	24%	20%	3%
Place	35%	58%	5%	2%
Resources	53%	27%	19%	1%

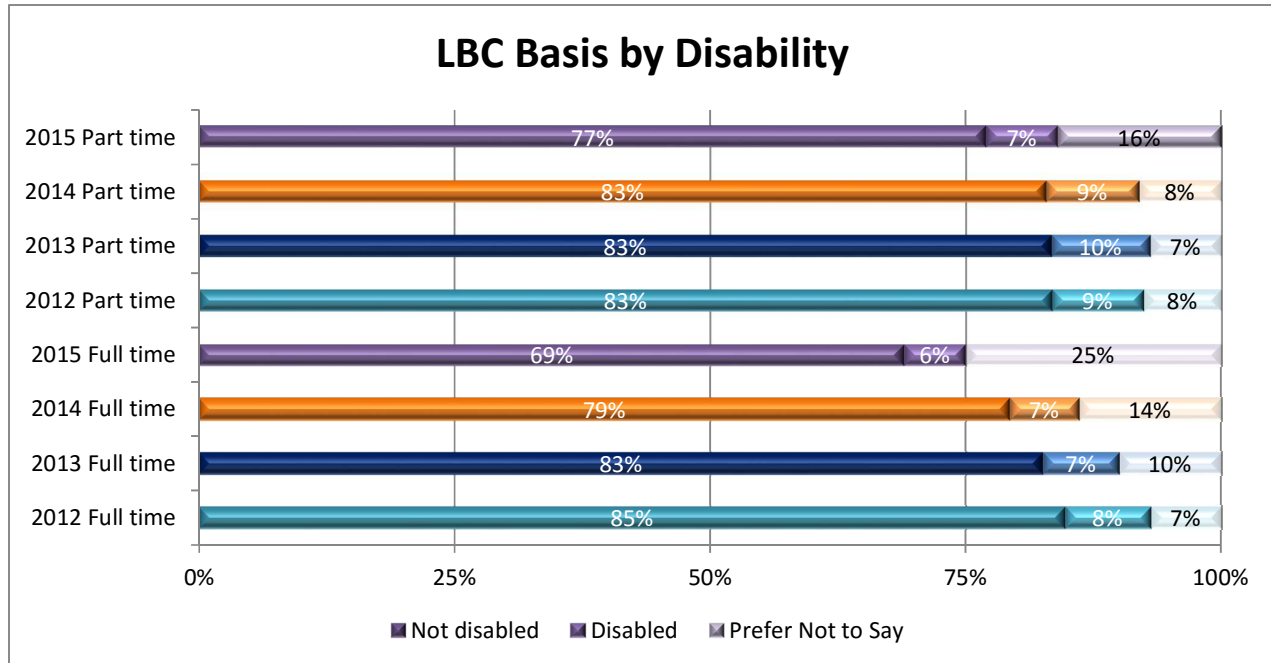
## 2.2.3 Basis by ethnicity

	2012		2013		2014		2015/16		
	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	
<b>BME</b>	<b>Bangladeshi</b>	0%	1%	0%	1%	0%	0%	0%	1%
	<b>Black African</b>	9%	3%	9%	3%	9%	4%	9%	4%
	<b>Black Caribbean</b>	11%	9%	12%	10%	11%	10%	12%	8%
	<b>Chinese</b>	1%	0%	1%	0%	0%	0%	0%	1%
	<b>Indian</b>	3%	3%	3%	3%	3%	3%	3%	3%
	<b>Mixed White and Asian</b>	1%	1%	1%	1%	1%	1%	1%	1%

		2012		2013		2014		2015/16	
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time
	Mixed White and Black African	0%	0%	0%	0%	0%	0%	0%	0%
	Mixed White and Black Caribbean	1%	2%	1%	2%	1%	2%	1%	2%
	Other	5%	7%	4%	5%	4%	4%	4%	4%
	Other Asian	1%	1%	2%	1%	1%	2%	1%	2%
	Other Black	2%	1%	2%	2%	2%	2%	2%	2%
	Other Mixed	1%	1%	1%	1%	1%	1%	1%	1%
	Pakistani	0%	1%	0%	2%	0%	1%	1%	1%
<b>BME Total:</b>		<b>37%</b>	<b>30%</b>	<b>37%</b>	<b>31%</b>	<b>37%</b>	<b>31%</b>	<b>36%</b>	<b>30%</b>
<b>White</b>	White British	51%	56%	51%	57%	48%	57%	43%	55%
	White Gypsy or Traveller	0%	0%	0%	0%	0%	0%	0%	0%
	White Irish	2%	3%	2%	2%	2%	2%	2%	2%
	White Other	5%	5%	5%	4%	4%	4%	4%	4%
<b>White Total:</b>		<b>58%</b>	<b>63%</b>	<b>57%</b>	<b>63%</b>	<b>54%</b>	<b>63%</b>	<b>49%</b>	<b>60%</b>
<b>Prefer Not to Say</b>		<b>5%</b>	<b>7%</b>	<b>6%</b>	<b>6%</b>	<b>9%</b>	<b>6%</b>	<b>15%</b>	<b>10%</b>



## 2.2.4 Basis by disability

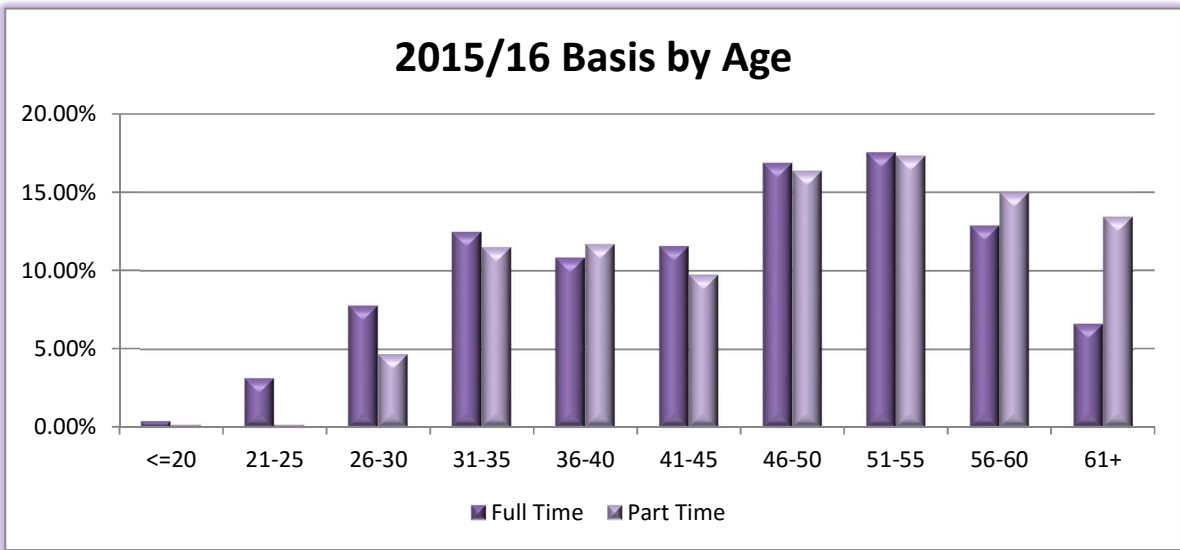


	Full time				Part time			
	Not disabled	Disabled	Prefer Not to Say	Total	Not disabled	Disabled	Prefer Not to Say	Total
<b>LBC 2012</b>	85%	8%	7%	100%	83%	9%	8%	100%
<b>LBC 2013</b>	83%	7%	10%	100%	83%	10%	7%	100%
<b>LBC 2014</b>	79%	7%	14%	100%	83%	9%	8%	100%
<b>LBC 2015</b>	69%	6%	25%	100%	77%	7%	16%	100%

## Basis by disability and department

	Full time				Part time			
	Not disabled	Disabled	Prefer not to say	Total	Not disabled	Disabled	Prefer not to say	Total
<b>People</b>	66%	7%	27%	100%	73%	8%	19%	100%
<b>Place</b>	76%	6%	17%	100%	83%	6%	11%	100%
<b>Resources</b>	69%	6%	25%	100%	82%	6%	12%	100%

## 2.2.5 Basis by age



	Full time				Part time			
	2012	2013	2014	2015/16	2012	2013	2014	2015/16
<b>&lt;= 20</b>	0.51%	0.16%	0.84%	0.41%	0.80%	0.57%	0.00%	0.19%
<b>21 – 25</b>	3.03%	2.75%	2.96%	3.15%	3.45%	3.27%	1.57%	0.19%
<b>26 – 30</b>	8.79%	7.56%	7.14%	7.76%	4.37%	4.12%	3.50%	4.67%
<b>31 – 35</b>	10.80%	11.40%	13.24%	12.46%	8.39%	11.22%	10.49%	11.48%
<b>36 – 40</b>	9.61%	9.02%	9.90%	10.82%	9.54%	8.24%	9.79%	11.67%
<b>41 – 45</b>	13.79%	13.79%	12.90%	11.55%	14.25%	14.20%	13.46%	9.73%
<b>46 – 50</b>	18.01%	17.67%	17.58%	16.84%	17.24%	17.19%	17.31%	16.34%
<b>51 – 55</b>	16.31%	16.74%	16.49%	17.53%	13.45%	12.50%	14.51%	17.32%
<b>56 – 60</b>	12.92%	12.98%	12.57%	12.87%	14.60%	15.06%	13.99%	14.98%
<b>61 +</b>	4.89%	7.93%	6.39%	6.62%	13.79%	13.64%	15.38%	13.42%
<b>Totals</b>	100%	100%	100%	100%	100%	100%	100%	100%

## 2.2.6 Basis by sexuality

	Full time				Part time			
	2012	2013	2014	2015/16	2012	2013	2014	2015/16
<b>Bisexual</b>	0.28%	0.20%	0.29%	0.18%	0.46%	0.43%	0.35%	0.00%
<b>Heterosexual</b>	71.99%	72.91%	72.36%	63.53%	62.18%	66.34%	67.13%	62.65%

	Full time				Part time			
	2012	2013	2014	2015/16	2012	2013	2014	2015/16
<b>Homosexual</b>	1.42%	1.62%	1.50%	1.14%	0.34%	0.71%	0.35%	3.11%
<b>Prefer not to say</b>	26.32%	25.27%	25.85%	31.86%	37.01%	32.53%	32.17%	34.24%
<b>Other</b>	0.00%	0.00%	0.00%	3.29%	0.00%	0.00%	0.00%	2.53%
<b>Totals</b>	100%	100%	100%	100%	100%	100%	100%	100%

## 2.2.7 Basis by religion

	Full time				Part time			
	2012	2013	2014	2015/16	2012	2013	2014	2015/16
<b>Buddhist</b>	0.47%	0.49%	0.58%	0.59%	0.11%	0.14%	0.00%	0.19%
<b>Christian</b>	49.57%	49.90%	48.48%	42.26%	50.23%	53.84%	55.24%	51.75%
<b>Hindu</b>	1.62%	1.62%	1.71%	1.60%	2.64%	2.56%	2.45%	2.14%
<b>Jewish</b>	0.28%	0.20%	0.17%	0.18%	0.57%	0.57%	0.17%	0.00%
<b>Muslim</b>	2.09%	2.02%	2.05%	1.92%	1.84%	1.85%	1.40%	1.17%
<b>None</b>	20.61%	20.95%	21.67%	18.62%	19.20%	18.61%	17.83%	17.70%
<b>Other</b>	3.47%	3.52%	3.30%	2.92%	3.10%	2.98%	3.50%	2.92%
<b>Sikh</b>	0.28%	0.32%	0.17%	0.23%	0.00%	0.14%	0.17%	0.19%
<b>Prefer not to say</b>	21.63%	20.99%	21.88%	31.68%	22.30%	19.46%	19.23%	23.93%
<b>Totals</b>	100%	100%	100%	100%	100%	100%	100%	100%

## 2.3 Salary profile

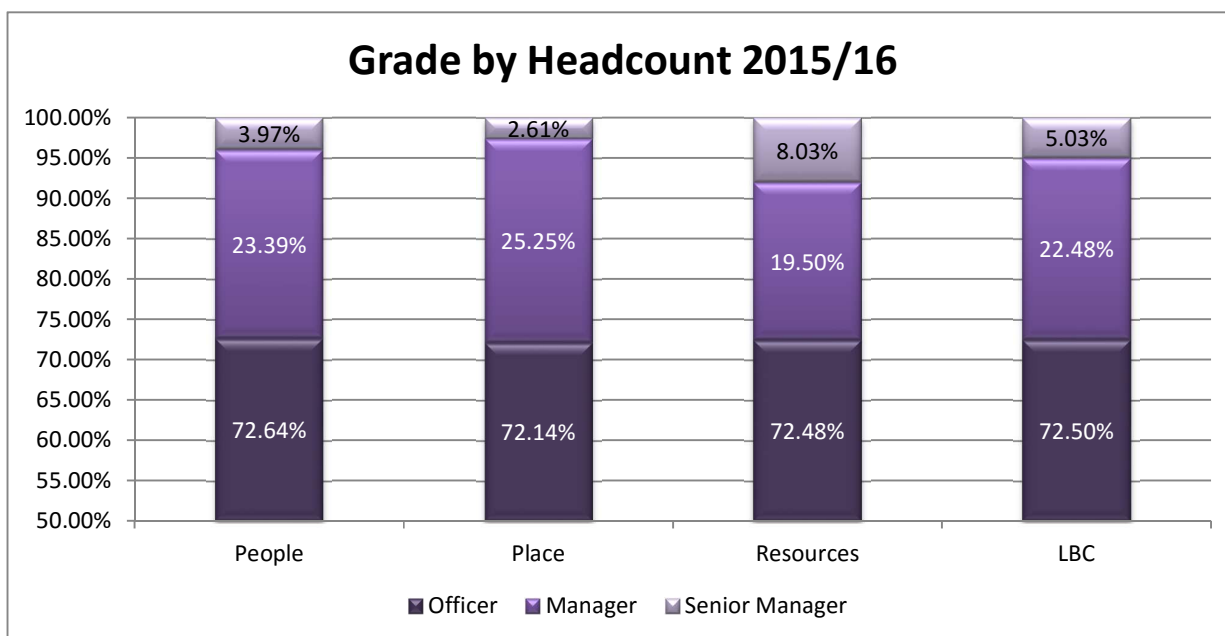
This section analyses the broad distribution of basic pay across the workforce and the gender gap in basic pay.



**Definition:** grades; the council uses a wide array of salary bands to grade its positions. To make analysis more meaningful for this profile, we have used the following grade categories based on the salary ranges indicated:

Grade category	Grade range	Salary range
Officer	Grade 1 to 11	£14,961 - £36,669
Manager	Grade 12 to 17	£37,551 - £53,232
Senior Manager	Tier 1 to 2 (Head of Service and above)	

### 2.3.1 Grade by headcount



	People		Place		Resources		LBC 2015/16		LBC 2014	LBC 2013	LBC 2012
<b>Officer</b>	969	72.64%	360	72.14%	632	72.48%	1,961	72.50%	76%	79%	80%
<b>Manager</b>	312	23.39%	126	25.25%	170	72.48%	608	22.48%	20%	18%	17%
<b>Senior manager</b>	53	3.97%	13	2.61%	70	8.03%	136	5.03%	4%	3%	3%

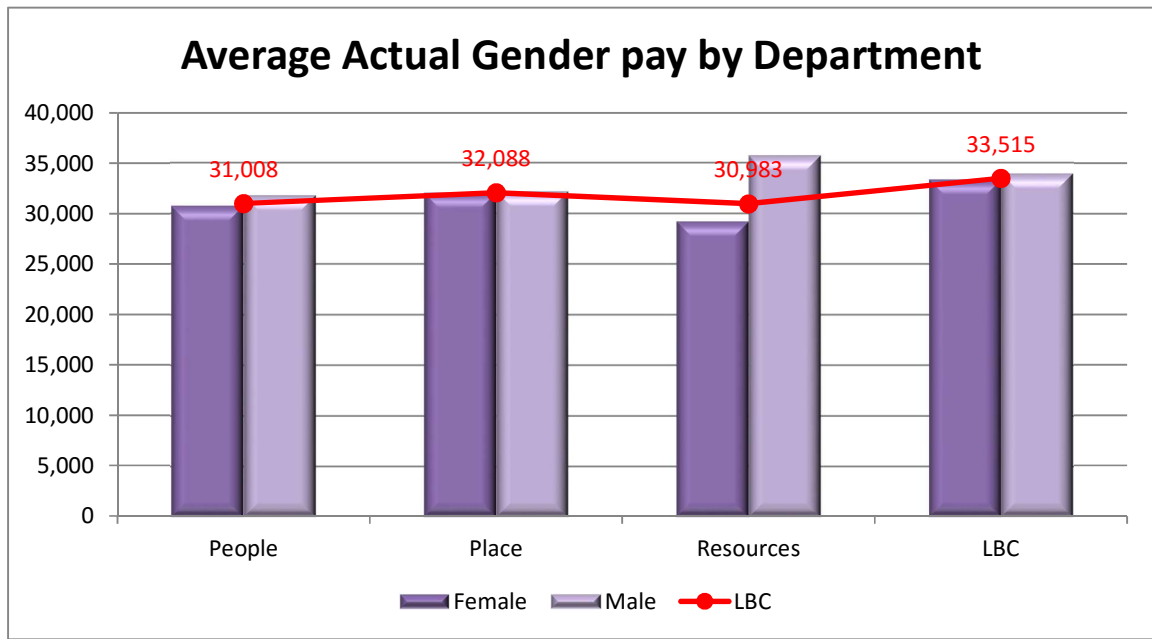
### 2.3.2 Gender Pay Gap (Basic Pay Only)

#### Average Actual Spine Point Value (£)

Dept	Female	Male	LBC	Female as % of Male
People	30,718	31,767	31,008	96.69%
Place	31,987	32,155	32,088	99.47%
Resources	29,172	35,698	30,983	81.71%
LBC	30,316	32,940	31,199	92.03%

#### Average FTE Spine Point Value (£)

Dept	Female	Male	LBC	Female as % of Male
People	33,908	32,968	33,650	102.85%
Place	33,381	33,545	33,479	99.51%
Resources	32,374	35,853	33,325	90.29%
LBC	33,316	33,913	33,515	98.23%



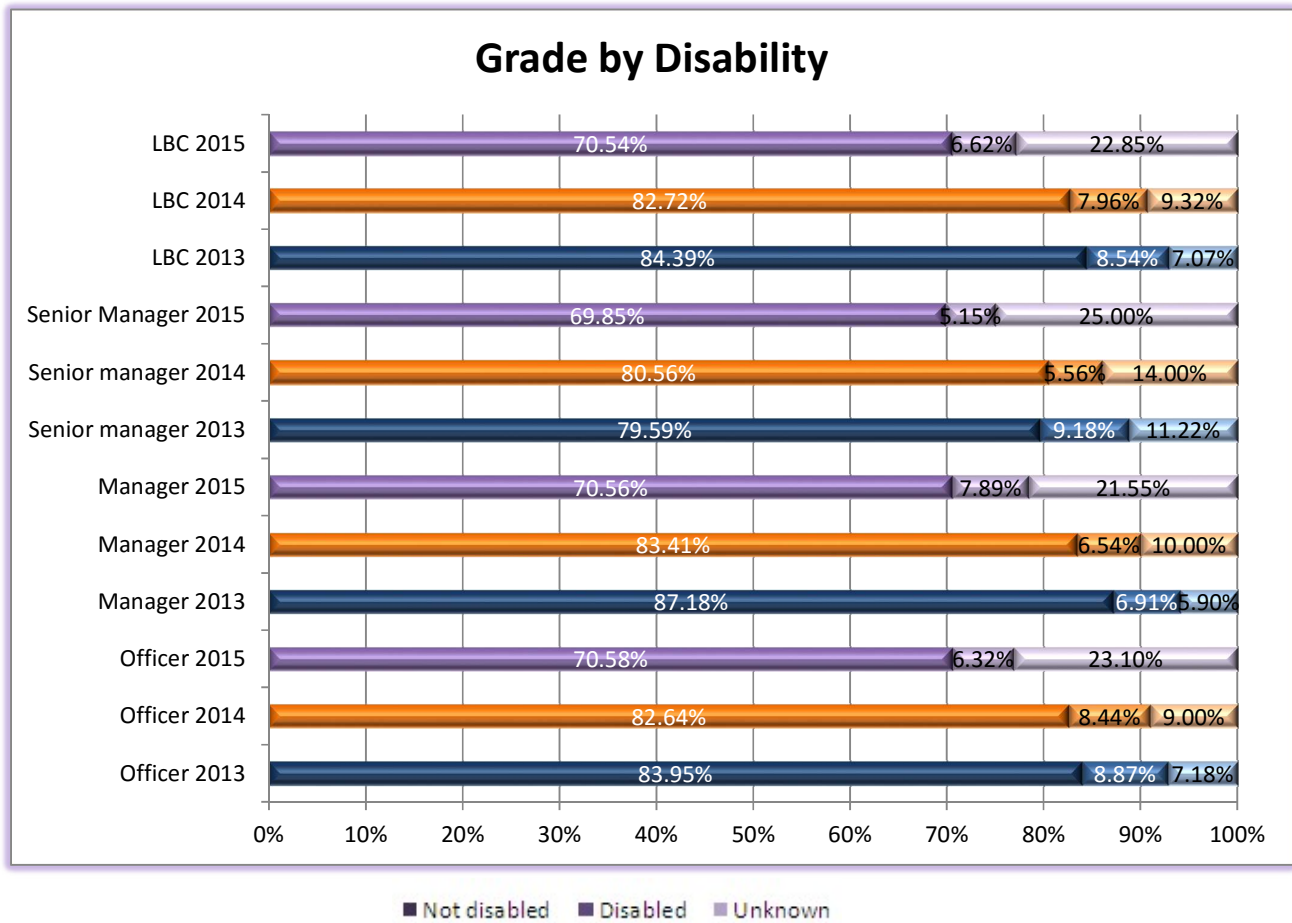
### 2.3.3 Grade by Gender

	LBC 2013		LBC 2014		LBC 2015		People		Place		Resources	
	F	M	F	M	F	M	F	M	F	M	F	M
Officer	80%	72%	78%	71%	74%	69%	72%	73%	75%	70%	77%	60%
Manager	18%	23%	19%	23%	21%	25%	24%	21%	23%	27%	17%	27%
Senior manager	2%	5%	4%	6%	4%	7%	3%	6%	3%	3%	6%	13%

### 2.3.4 Grade by ethnicity

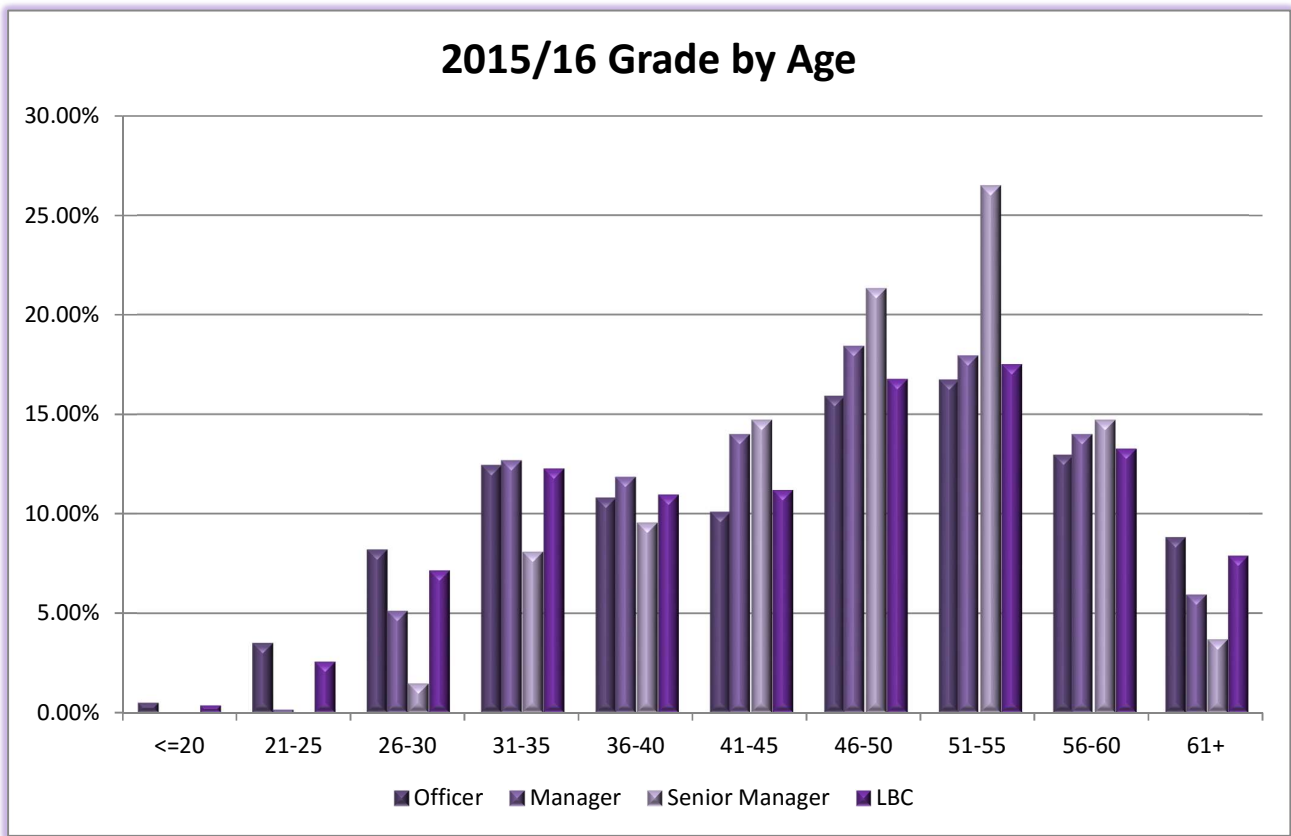
	Officer			Manager			Senior manager			LBC		
	2013	2014	2015/16	2013	2014	2015/16	2013	2014	2015/16	2013	2014	2015/16
<b>BME</b>												
Bangladeshi	0.40%	0.40%	0.56%	0.50%	0.30%	0.33%	0.90%	0.80%	0.00%	0.40%	0.40%	0.48%
Black African	8.20%	9.10%	8.41%	7.00%	7.20%	8.88%	1.80%	2.40%	2.94%	7.70%	8.50%	8.24%
Black Caribbean	12.10%	12.40%	11.58%	9.40%	8.00%	10.36%	2.80%	2.40%	3.68%	11.30%	11.10%	10.91%
Chinese	0.50%	0.50%	0.46%	0.50%	0.30%	0.33%	0.00%	0.00%	0.00%	0.50%	0.40%	0.41%
Indian	3.00%	3.00%	2.50%	3.80%	4.20%	4.77%	0.00%	0.00%	2.21%	3.10%	3.10%	2.99%
Mixed White and Asian	1.10%	1.00%	1.07%	0.50%	0.70%	0.82%	0.00%	0.80%	0.00%	0.90%	1.00%	0.96%
Mixed White and Black African	0.40%	0.30%	0.41%	0.20%	0.00%	0.33%	0.90%	0.80%	0.74%	0.30%	0.30%	0.41%
Mixed White and Black Caribbean	1.70%	2.00%	1.84%	0.60%	0.30%	0.16%	0.00%	0.00%	0.00%	1.40%	1.50%	1.37%
Other	5.00%	4.50%	3.82%	3.20%	2.90%	3.45%	2.80%	3.20%	1.47%	4.60%	4.10%	3.62%
Other Asian	1.60%	1.50%	1.27%	1.30%	1.70%	2.14%	0.00%	0.00%	0.74%	1.50%	1.50%	1.44%
Other Black	1.80%	1.80%	1.94%	2.10%	2.20%	1.64%	0.00%	0.00%	1.47%	1.80%	1.80%	1.85%
Other Mixed	1.30%	1.10%	1.07%	1.00%	1.00%	1.15%	0.00%	0.80%	0.74%	1.20%	1.00%	1.07%
Pakistani	0.60%	0.50%	0.71%	0.80%	1.00%	0.66%	0.90%	0.00%	0.00%	0.70%	0.60%	0.67%
<b>BME Totals:</b>	<b>37.60%</b>	<b>38.10%</b>	<b>35.65%</b>	<b>30.80%</b>	<b>29.80%</b>	<b>35.03%</b>	<b>10.20%</b>	<b>11.20%</b>	<b>13.97%</b>	<b>35.30%</b>	<b>35.30%</b>	<b>34.42%</b>
<b>White</b>												
White British	50.00%	48.20%	45.18%	56.90%	53.40%	43.26%	68.50%	62.60%	60.29%	52.00%	49.80%	45.51%
White Gypsy or Traveller	0.10%	0.00%	0.00%	0.00%	0.00%	0.16%	0.00%	0.00%	0.00%	0.10%	0.00%	0.04%
White Irish	1.70%	1.60%	1.22%	2.20%	2.70%	3.13%	7.40%	7.10%	4.41%	2.00%	2.10%	1.81%
White Other	4.30%	3.90%	3.11%	4.60%	4.50%	4.77%	6.50%	4.80%	5.88%	4.40%	4.10%	3.62%
<b>White Totals:</b>	<b>56.10%</b>	<b>53.70%</b>	<b>49.52%</b>	<b>63.80%</b>	<b>60.60%</b>	<b>51.32%</b>	<b>82.40%</b>	<b>74.50%</b>	<b>70.59%</b>	<b>58.50%</b>	<b>56.00%</b>	<b>50.98%</b>
Prefer Not to Say	6.30%	8.20%	14.84%	5.40%	9.60%	13.65%	7.40%	14.30%	15.44%	6.20%	8.70%	14.60%

### 2.3.5 Grade by disability



	Officer			Manager			Senior manager			LBC		
	2013	2014	2015 /16	2013	2014	2015 /16	2013	2014	2015 /16	2013	2014	2015 /16
Not disabled	82.64 %	80.88 %	70.58 %	83.41 %	77.89 %	70.56 %	80.56 %	73.81 %	69.85 %	82.72 %	79.98 %	70.54 %
Disabled	8.44%	7.35%	6.32%	6.54%	7.20%	7.89%	5.56%	5.56%	5.15%	7.96%	7.25%	6.62%
Prefer not to say	9.00%	11.76 %	23.10 %	10.00 %	14.91 %	21.55 %	14.00 %	20.63 %	25.00 %	9.32%	12.77 %	22.85 %
Totals	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

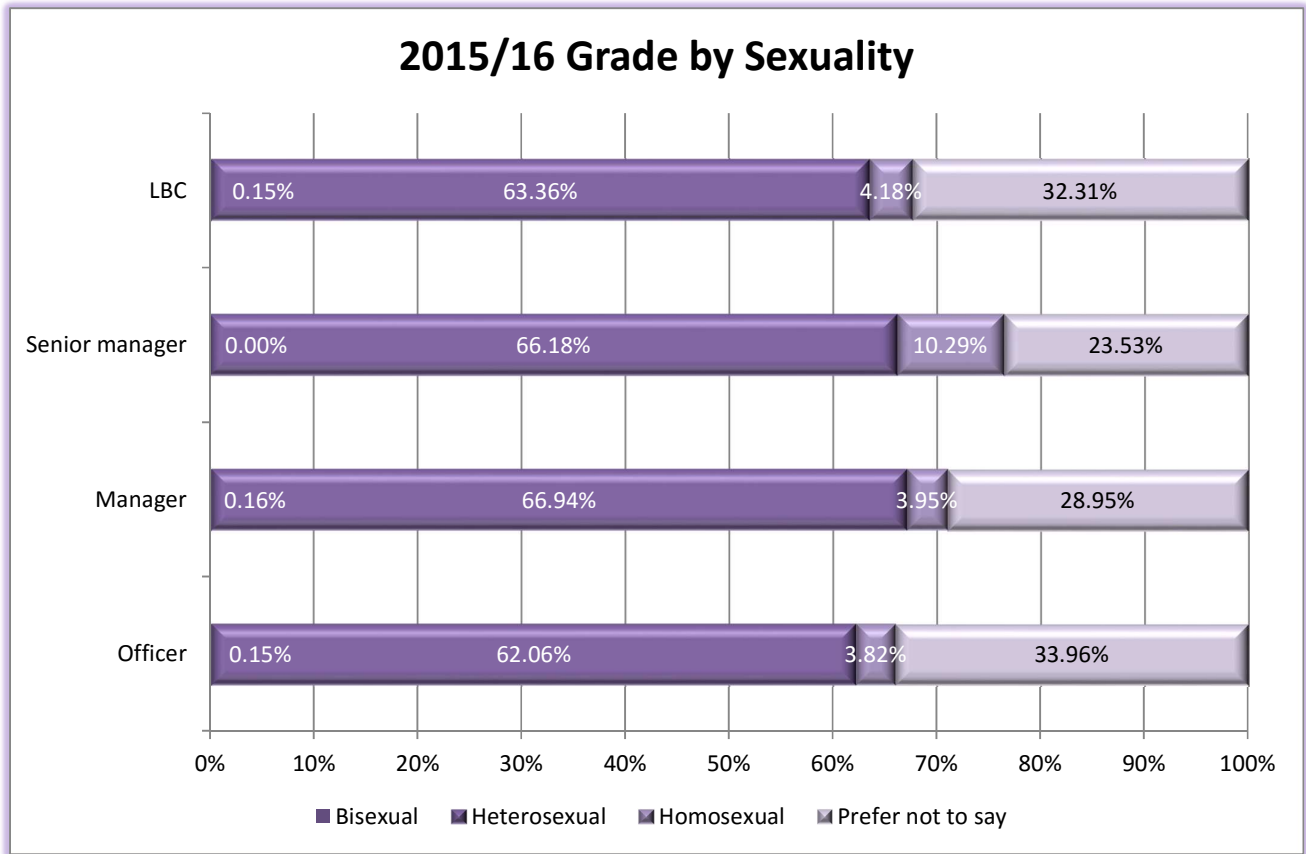
### 2.3.6 Grade by age



	Officer			Manager			Senior manager			LBC		
	2013	2014	2015 /16	2013	2014	2015 /16	2013	2014	2015 /16	2013	2014	2015 /16
<= 20	0.7%	0.8%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.00%	0.5%	0.6%	0.3%
21 – 25	3.9%	3.5%	3.5%	0.0%	0.1%	0.1%	0.0%	0.0%	0.00%	3.1%	2.7%	2.5%
26 – 30	9.0%	7.7%	8.2%	2.8%	2.8%	5.1%	1.0%	0.7%	1.47%	7.7%	6.4%	7.1%
31 – 35	10.4%	13.1%	12.4 %	10.3%	12.2%	12.6%	4.2%	7.9%	8.09%	10.2%	12.7%	12.2%
36 – 40	9.5%	9.4%	10.8 %	10.3%	11.3%	11.8%	10.5%	9.5%	9.56%	9.6%	9.8%	10.9%
41 – 45	13.8%	12.7%	10.1 %	14.9%	13.7%	13.9%	13.6%	15.08%	14.71%	14.0%	13.0%	11.2%
46 – 50	16.8%	16.8%	15.9 %	22.4%	19.6%	18.4%	24.2%	20.63%	21.32%	18.0%	17.5%	16.7%
51 – 55	14.3%	14.9%	16.7 %	20.2%	18.7%	17.9%	27.3%	23.81%	26.47%	15.7%	16.1%	17.4%
56 – 60	13.3%	11.9%	12.9 %	14.0%	15.0%	13.9%	14.7%	18.25%	14.71%	13.4%	12.8%	13.2%
61 +	7.8%	8.8%	8.8%	4.7%	6.2%	5.9%	4.2%	3.97%	3.68%	7.2%	8.1%	7.9%
Totals	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%



### 2.3.7 Grade by sexuality



	Officer			Manager			Senior manager			LBC		
	2013	2014	2015/16	2013	2014	2015/16	2013	2014	2015/16	2013	2014	2015/16
Bisexual	0.29%	0.36%	0.15%	0.16%	0.17%	0.16%	0.00%	0.00%	0.00%	0.25%	0.30%	0.15%
Heterosexual	70.93%	71.97%	62.06%	72.25%	69.35%	66.94%	78.70%	69.84%	66.18%	71.45%	71.35%	63.36%
Homosexual	0.94%	0.94%	3.82%	3.35%	2.18%	3.95%	0.93%	3.17%	10.29%	1.42%	1.28%	4.18%
Prefer not to say	27.85%	26.74%	33.96%	24.24%	28.31%	28.95%	20.37%	26.98%	23.53%	26.88%	27.06%	32.31%
Totals	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

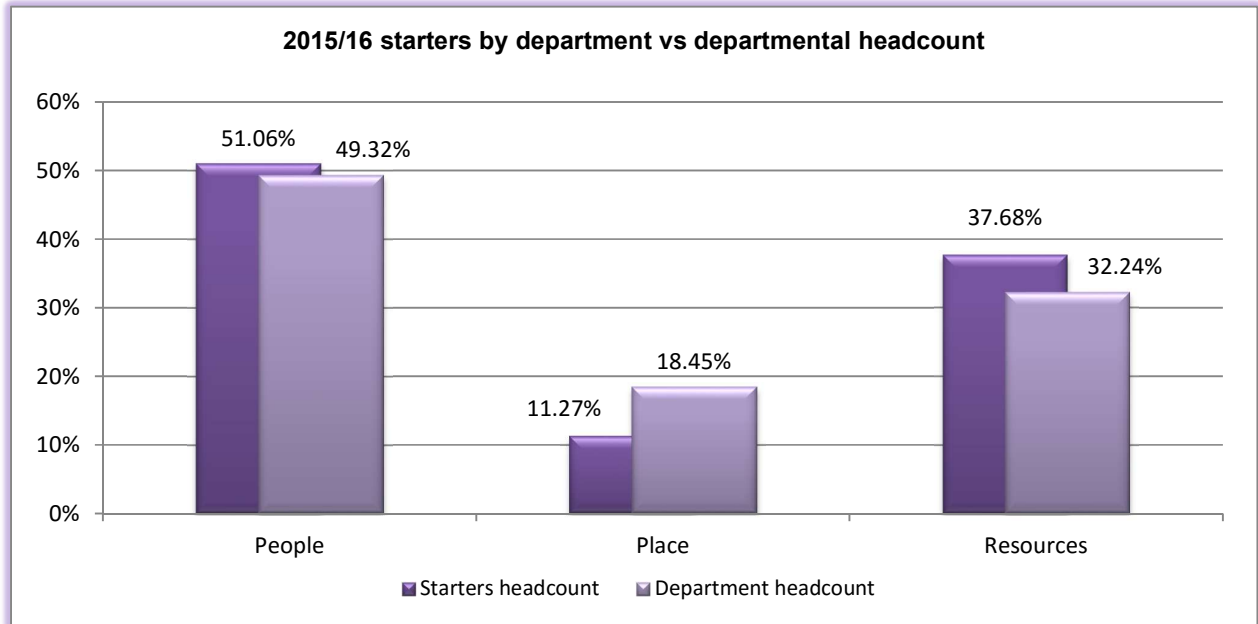
### 2.3.8 Grade by religion

	Officer			Manager			Senior manager			LBC		
	2013	2014	2015 /16	2013	2014	2015 /16	2013	2014	2015 /16	2013	2014	2015 /16
<b>Buddhist</b>	0.49%	0.49%	0.41%	0.16%	0.34%	0.66%	0.00%	0.79%	1.47%	0.41%	0.47%	0.52%
<b>Christian</b>	51.88%	51.38%	44.52%	47.21%	45.56%	44.74%	46.30%	41.27%	34.56%	50.77%	49.78%	44.07%
<b>Hindu</b>	1.68%	1.69%	1.53%	2.55%	2.68%	2.47%	0.93%	0.79%	0.74%	1.83%	1.85%	1.70%
<b>Jewish</b>	0.29%	0.13%	0.05%	0.32%	0.34%	0.49%	0.00%	0.00%	0.00%	0.28%	0.17%	0.15%
<b>Muslim</b>	1.84%	1.87%	1.63%	2.55%	2.35%	2.30%	1.85%	0.79%	1.47%	1.98%	1.92%	1.77%
<b>None</b>	19.25%	19.96%	17.64%	23.92%	22.61%	18.75%	26.85%	30.16%	28.68%	20.43%	20.93%	18.45%
<b>Other</b>	3.77%	3.70%	3.06%	2.39%	2.51%	2.80%	0.93%	0.79%	1.47%	3.40%	3.34%	2.92%
<b>Prefer not to say</b>	20.56%	20.59%	30.95%	20.73%	23.45%	27.47%	22.22%	25.40%	31.62%	20.65%	21.37%	30.20%
<b>Sikh</b>	0.25%	0.18%	0.20%	0.16%	0.17%	0.33%	0.93%	0.00%	0.00%	0.25%	0.17%	0.22%
<b>Totals</b>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

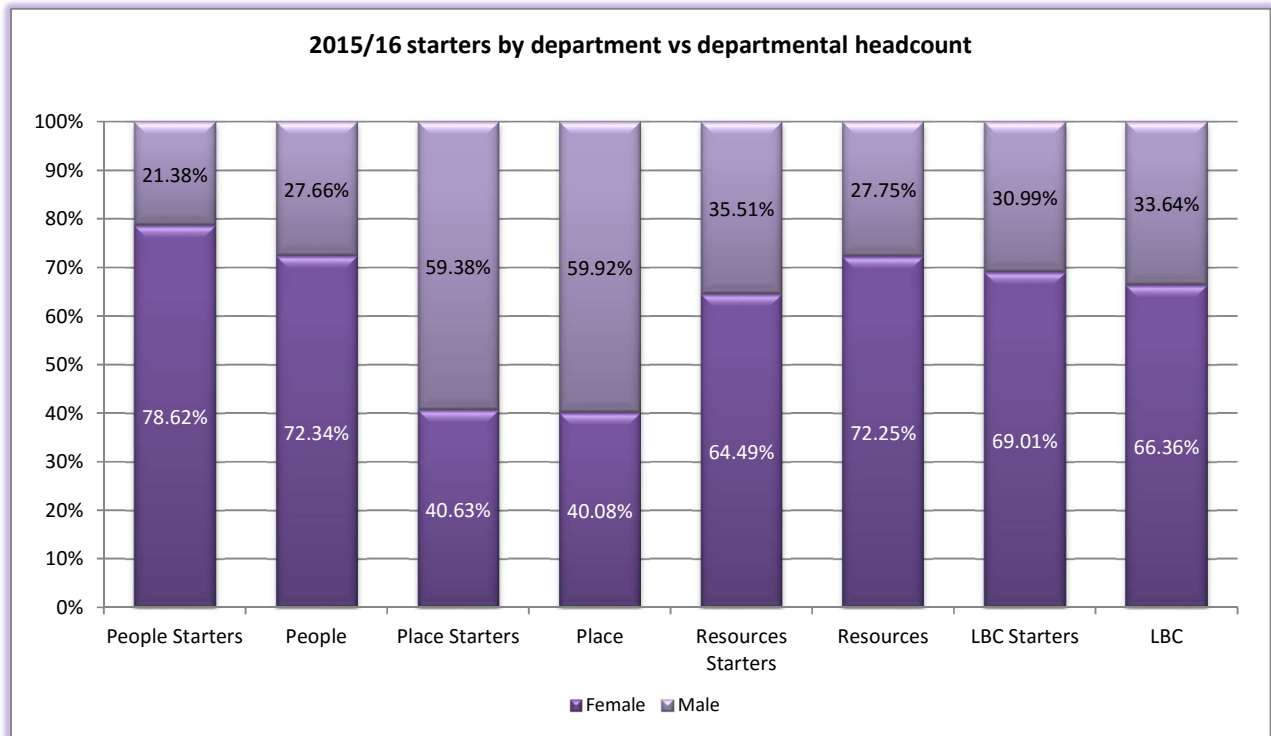
## 2.4 New starters profile

This section shows the breakdowns for new employees at the council between the first of April 2015 and the end of March 2016. Comparisons show the difference between the total LBC population and that of the new starters in this period.

### 2.4.1 New starters by department

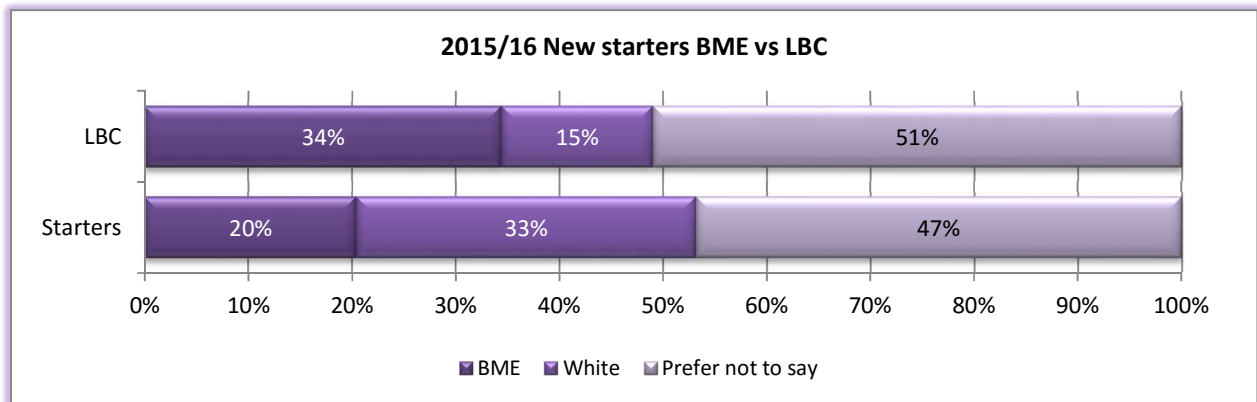


### 2.4.2 New starters by gender



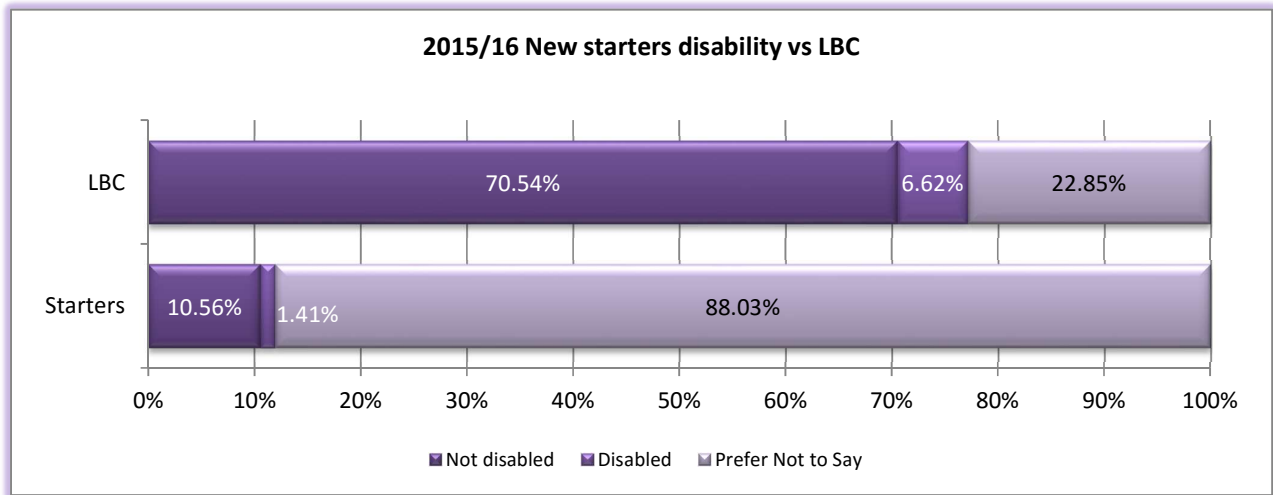
	LBC		People		Place		Resources	
	F	M	F	M	F	M	F	M
2015/16 Starters	69%	31%	79%	21%	41%	59%	64%	36%
2015/16 Total headcount by department	66%	34%	72%	28%	40%	60%	72%	28%

### 2.4.3 New starters by ethnicity



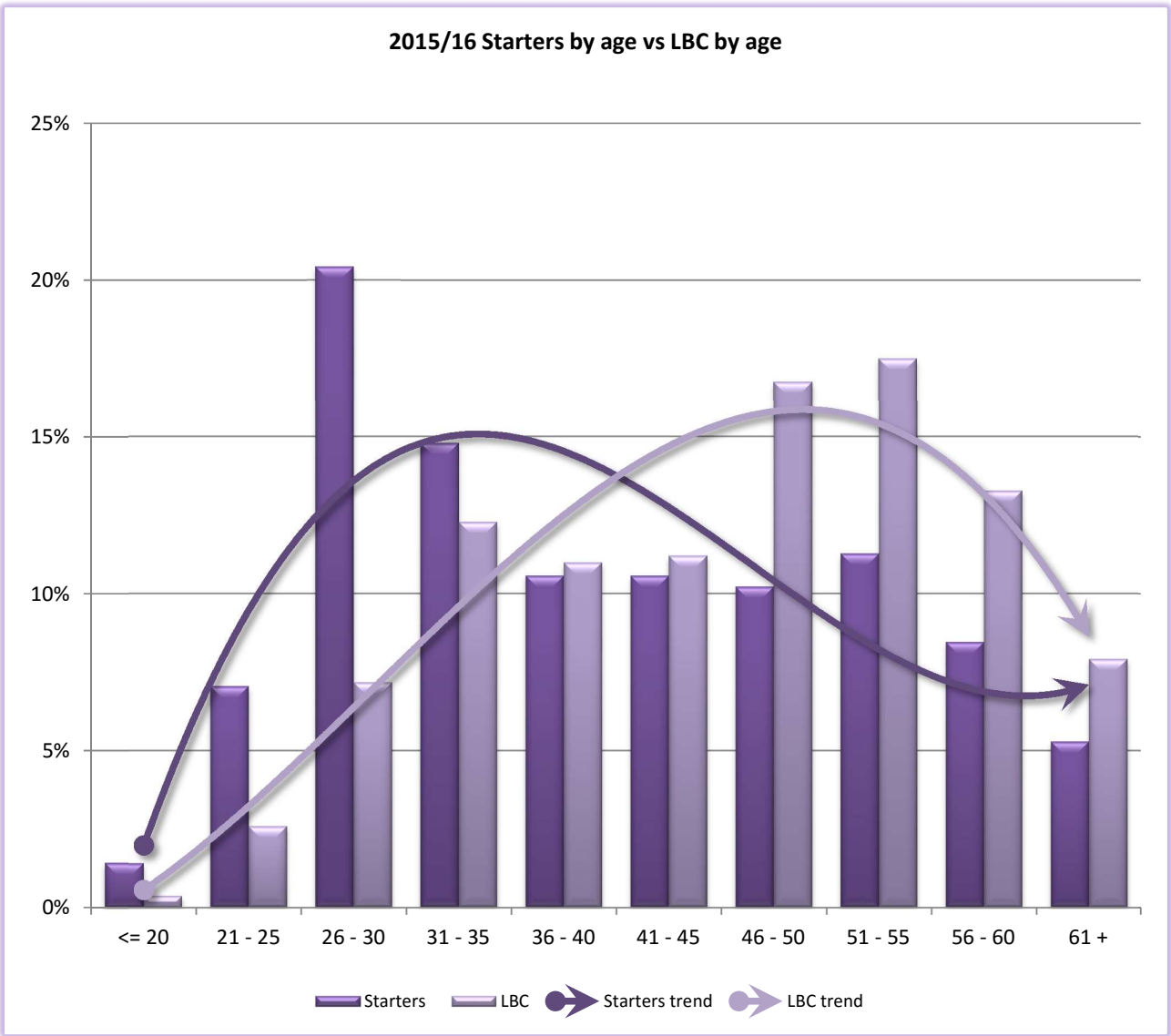
	BME		White		Prefer not to say	
	Count	Percentage	Count	Percentage	Count	Percentage
2015/16 Starters	58	20.42%	133	32.75%	93	46.83%
2015/16 LBC	931	34.42%	1,379	50.98%	395	14.60%
2014 Starters	124	38.15%	111	34.15%	90	27.69%
2014 LBC	1,204	35.30%	1443	48.65%	319	10.76%
2013 Starters	98	36.70%	123	46.07%	46	17.23%
2013 LBC	1,122	35.32%	1,858	58.48%	197	6.20%
2012 Starters	99	36.67%	128	47.41%	43	15.93%
2012 LBC	1,188	34.86%	2,036	59.74%	184	5.40%

## 2.4.4 New starters by disability



	Not disabled		Disabled		Prefer not to say	
2015/16 Starters	30	10.56%	4	1.41%	250	88.03%
2015/16 LBC	1,908	70.54%	179	6.62%	618	22.85%
2014 Starters	237	70.96%	3	0.90%	94	28.14%
2014 LBC	2,664	89.82%	209	7.05%	93	3.14%
2013 Starters	159	59.55%	11	4.00%	97	36.3%
2013 LBC	2,628	82.72%	253	7.96%	296	9.3%
2012 Starters	205	75.93%	8	2.96%	57	21.11%
2012 LBC	2,876	84.39%	291	8.54%	241	7.07%

2015/16 Starters by age vs LBC by age



## 2.4.5 New starters by age

		2012		2013		2014		2015/16	
		Starters	LBC	Starters	LBC	Starters	LBC	Starters	LBC
Age bands	<=20	7%	1%	3%	0.25%	3%	1%	1%	0.37%
	21 – 25	12%	3%	10%	3%	7%	2%	7%	3%
	26 – 30	15%	8%	13%	7%	12%	6%	20%	7%
	31 – 35	13%	10%	15%	11%	19%	12%	15%	12%
	36 – 40	9%	10%	9%	9%	15%	10%	11%	11%
	41 – 45	13%	14%	13%	14%	12%	13%	11%	11%
	46 – 50	10%	18%	16%	18%	14%	17%	10%	17%
	51 – 55	11%	16%	12%	16%	11%	17%	11%	17%
	56 – 60	6%	13%	7%	13%	6%	13%	8%	13%
	61+	1%	7%	2%	7%	2%	10%	5%	18%
	Prefer not to say	4%	1%	0%	2%	0%	0.07%	0%	0%
Totals	100%	100%	100%	100%	100%	100%	100%	100%	

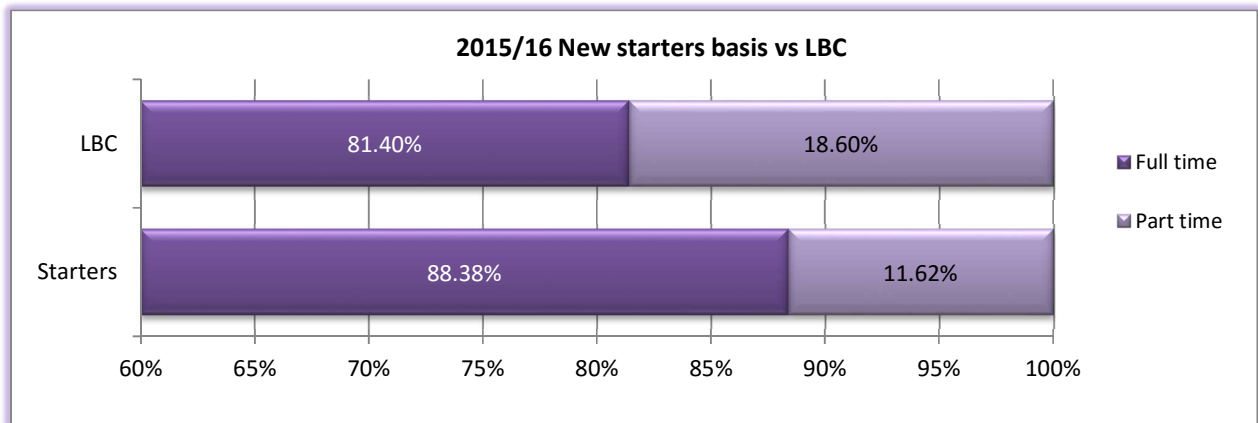
## 2.4.6 New starters by sexuality

	2013		2014		2015/16	
	Starters	LBC	Starters	LBC	Starters	LBC
Bisexual	0%	0.25%	0.40%	0.20%	0%	0.15%
Heterosexual	74.90%	71.45%	71.49%	67.03%	10.92%	63.36%
Homosexual	0%	1.42%	2.81%	1.25%	0.35%	1.04%
Prefer not to say	25.09%	22.73%	25.30%	31.52%	88.38%	32.31%
Other	0%	0%	0%	0%	0.35%	3.14%
Totals	100%	100%	100%	100%	100%	100%

## 2.4.7 New starters by religion

	2013		2014		2015/16	
	Starters	LBC	Starters	LBC	Starters	LBC
Buddhist	0.00%	0.00%	0.60%	0.40%	0.00%	0.52%
Christian	41.57%	50.77%	29.94%	47.47%	6.34%	44.07%
Hindu	1.50%	1.83%	1.80%	1.69%	0.35%	1.70%
Jewish	0.37%	0.28%	0%	0.17%	0.00%	0.00%
Muslim	3.37%	1.98%	1.50%	1.96%	0.00%	0.00%
None	22.10%	20.43%	16.17%	19.49%	4.23%	18.45%
Other	4.49%	3.40%	1.20%	3.24%	0.00%	2.92%
Prefer not to say	26.22%	20.65%	48.80%	25.42%	89.08%	30.20%
Sikh	0.37%	0.25%	0%	0.17%	0.00%	0.22%
<b>Totals</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100.00%</b>	<b>100.00%</b>

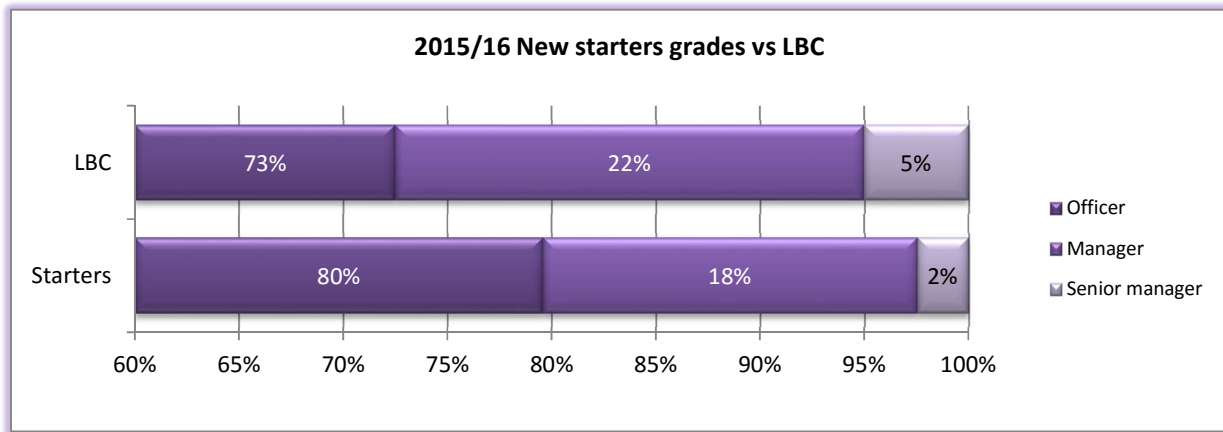
## 2.4.8 New starters by basis



		Full time		Part time	
		Count	Percentage	Count	Percentage
2015/16 Starters	251	88.38%	33	11.62%	
2015/16 LBC	2,202	81.40%	503	18.60%	
2014 Starters	301	90.12%	33	9.88%	
2014 LBC	2,335	78.73%	631	21.27%	
2013 Starters	210	78.65%	57	21.4%	
2013 LBC	2,473	77.84%	704	22.2%	
2012 Starters	219	81.1%	51	18.9%	
2012 LBC	2,538	74.5%	870	25.5%	



## 2.4.9 New starters by grade



	2013		2014		2015/16	
	Starters	LBC	Starters	LBC	Starters	LBC
Officer	73%	79%	60%	76%	79.58%	72.5%
Manager	24%	18%	39%	20%	2.46%	22.47%
Senior manager	4%	3%	1%	4%	17.96%	5.03%

## 2.5 Turnover profile

This section shows the turnover of employees leaving employment at the council between the first of April 2015 and the end of March 2016. Turnover represented by the number of leavers as a percentage of the average headcount over the reporting period.

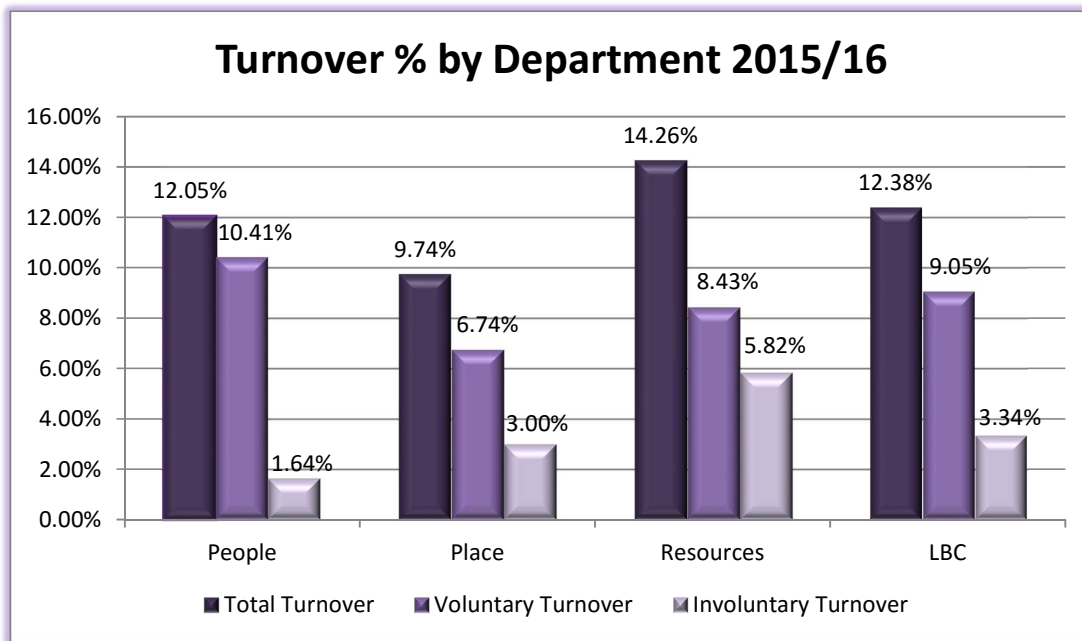
The voluntary leavers figures contain; resignations, retirements (excluding early retirement through redundancy), deaths and fixed-term contract staff who resign prior to the end of their contract. All other reasons for leaving are classed as involuntary.

### 2.5.1 Organisation Turnover

LBC	
Begin Headcount	3007
End Headcount	2742
Total Leavers	356
Voluntary Leavers	260
Involuntary Leavers	96
Total Turnover	12.38%
Voluntary Turnover	9.05%
Involuntary Turnover	3.34%

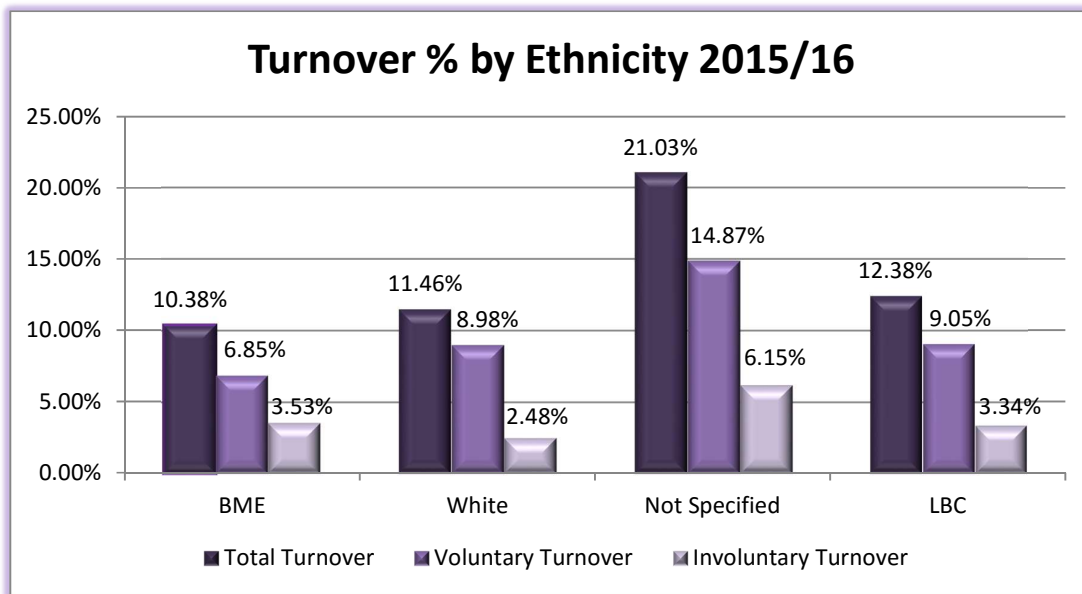
### 2.5.2 Turnover by Department

Department				
	People	Place	Resources	LBC
Begin Headcount	1340	566	1101	3007
End Headcount	1349	502	891	2742
Total Leavers	162	52	142	356
Voluntary Leavers	140	36	84	260
Involuntary Leavers	22	16	58	96
Total Turnover	12.05%	9.74%	14.26%	12.38%
Voluntary Turnover	10.41%	6.74%	8.43%	9.05%
Involuntary Turnover	1.64%	3.00%	5.82%	3.34%



### 2.5.3 Turnover by Ethnicity

Ethnic Origin				
	BME	White	Not Specified	LBC
<b>Begin Headcount</b>	1046	1590	371	3007
<b>End Headcount</b>	939	1394	409	2742
<b>Total Leavers</b>	103	171	82	356
<b>Voluntary Leavers</b>	68	134	58	260
<b>Involuntary Leavers</b>	35	37	24	96
<b>Total Turnover</b>	10.38%	11.46%	21.03%	12.38%
<b>Voluntary Turnover</b>	6.85%	8.98%	14.87%	9.05%
<b>Involuntary Turnover</b>	3.53%	2.48%	6.15%	3.34%

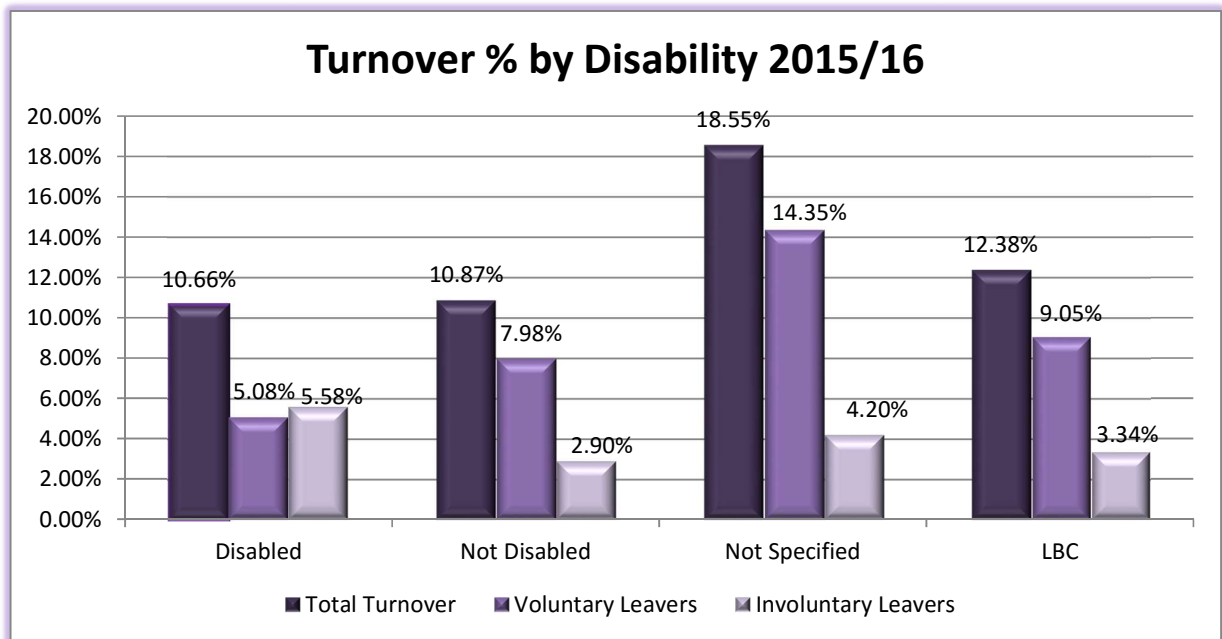


### 2.5.4 Turnover by gender

	Ethnic Origin		
	Female	Male	LBC
<b>Begin Headcount</b>	1982	1025	3007
<b>End Headcount</b>	1818	924	2742
<b>Total Leavers</b>	234	122	356
<b>Voluntary Leavers</b>	166	94	260
<b>Involuntary Leavers</b>	68	32	96
<b>Total Turnover</b>	12.32%	12.52%	12.38%
<b>Voluntary Turnover</b>	8.74%	9.65%	9.05%
<b>Involuntary Turnover</b>	3.58%	3.28%	3.34%

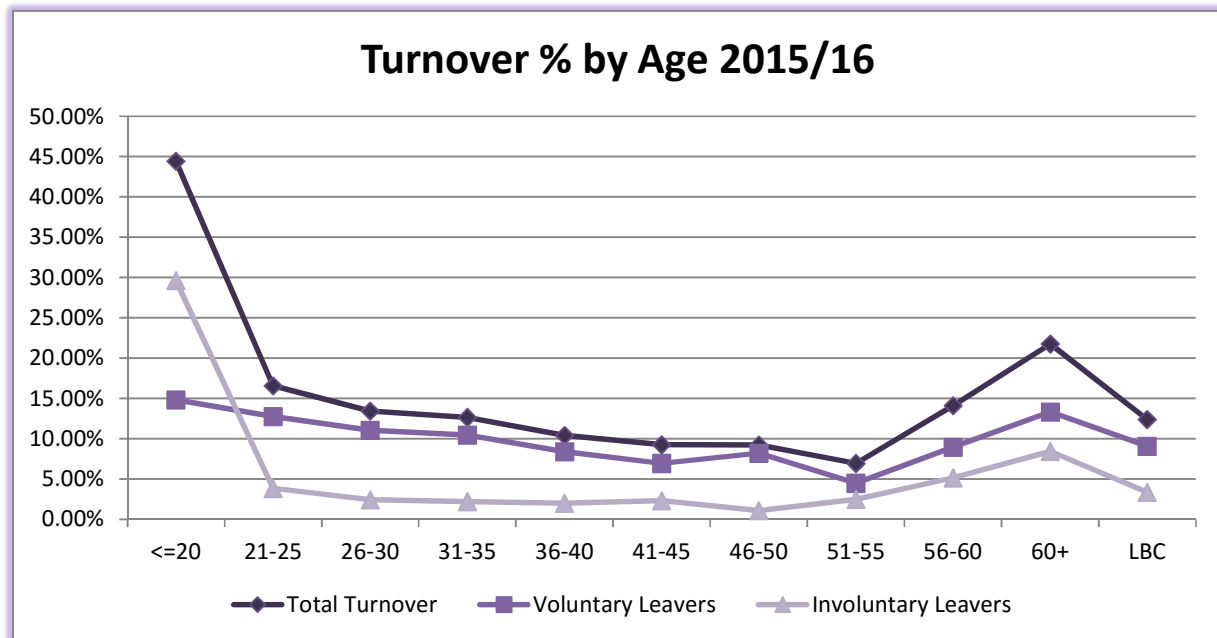
## 2.5.5 Turnover by Disability

Disability				
	Disabled	Not Disabled	Not Specified	LBC
Begin Headcount	216	2286	505	3007
End Headcount	178	1926	638	2742
Total Leavers	21	229	106	356
Voluntary Leavers	10	168	82	260
Involuntary Leavers	11	61	24	96
Total Turnover	10.66%	10.87%	18.55%	12.38%
Voluntary Turnover	5.08%	7.98%	14.35%	9.05%
Involuntary Turnover	5.58%	2.90%	4.20%	3.34%



## 2.5.6 Turnover by Age

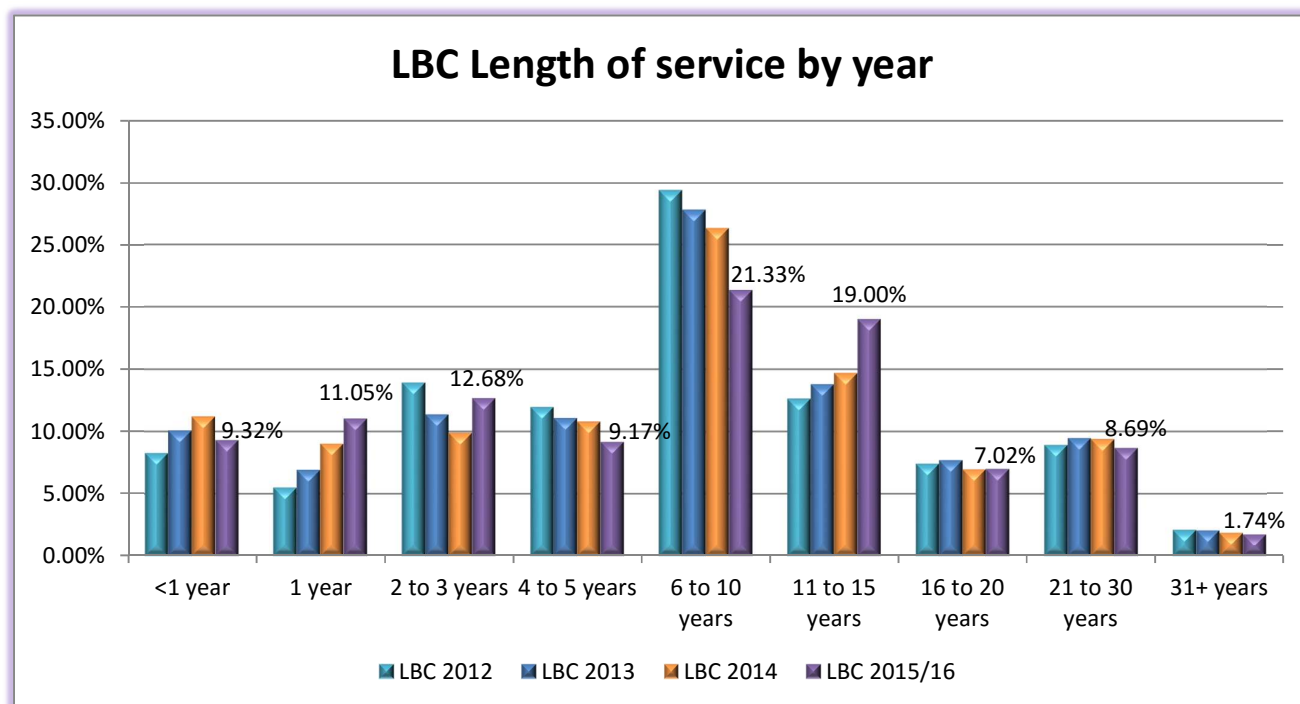
Age											
	<=20	21-25	26-30	31-35	36-40	41-45	46-50	51-55	56-60	61+	LBC
<b>Begin Headcount</b>	17	86	214	396	301	382	493	504	380	232	3007
<b>End Headcount</b>	10	71	203	333	295	310	461	480	358	219	2742
<b>Total Leavers</b>	6	13	28	46	31	32	44	34	52	49	356
<b>Voluntary Leavers</b>	2	10	23	38	25	24	39	22	33	30	260
<b>Involuntary Leavers</b>	4	3	5	8	6	8	5	12	19	19	96
<b>Total Turnover</b>	44.44%	16.56%	13.43%	12.62%	10.40%	9.25%	9.22%	6.91%	14.09%	21.73%	12.38%
<b>Voluntary Turnover</b>	14.81%	12.74%	11.03%	10.43%	8.39%	6.94%	8.18%	4.47%	8.94%	13.30%	9.05%
<b>Involuntary Turnover</b>	29.63%	3.82%	2.40%	2.19%	2.01%	2.31%	1.05%	2.44%	5.15%	8.43%	3.34%



## 2.6 Service length profile

This section shows the breakdowns against the length of service employees have had with Croydon Council.

### 2.6.1 Service length by department



### Departmental length of service profile by percentage

		LBC 2012	LBC 2013	LBC 2014	LBC 2015/16	People	Place	Resources
Length of service	<1 year	8.25%	10.04%	11.19%	9.32%	9.67%	7.01%	10.09%
	1 year	5.49%	6.89%	9.00%	11.05%	11.47%	9.02%	11.58%
	2 to 3 years	13.91%	11.33%	9.88%	12.68%	13.04%	11.62%	12.73%
	4 to 5 years	11.94%	11.05%	10.79%	9.17%	10.87%	4.41%	9.29%
	6 to 10 years	29.34%	27.76%	26.29%	21.33%	21.06%	21.04%	21.90%
	11 to 15 years	12.62%	13.76%	14.69%	19.00%	16.72%	17.64%	23.28%
	16 to 20 years	7.42%	7.68%	6.94%	7.02%	6.75%	11.82%	4.70%
	21 to 30 years	8.92%	9.44%	9.37%	8.69%	9.07%	13.83%	5.16%
	31+ years	2.11%	2.05%	1.85%	1.74%	1.35%	3.61%	1.26%

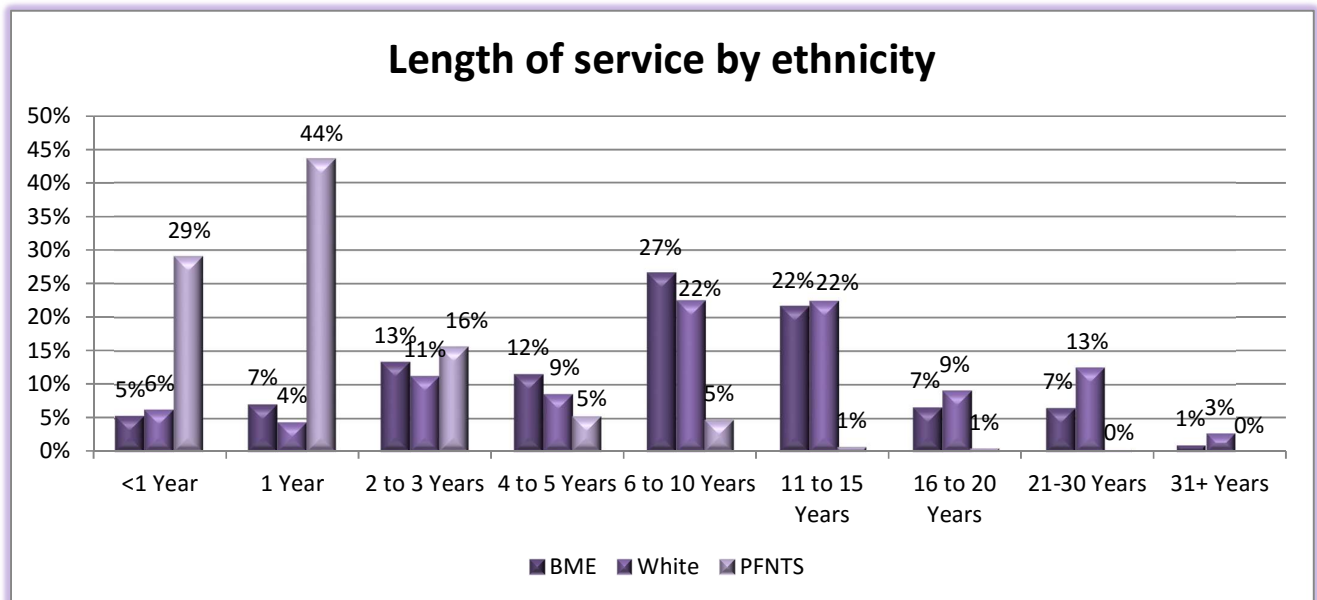
## 2.6.2 Service length by gender

		LBC 2012		LBC 2013		LBC 2014		LBC 2015/16		People		Place		Resources	
		F	M	F	M	F	M	F	M	F	M	F	M	F	M
		Length of service in years													
Length of service in years	<1 year	7%	9%	10%	9%	12%	10%	10%	9%	7%	2%	3%	4%	7%	4%
	1 year	6%	5%	6%	8%	9%	9%	12%	9%	9%	3%	4%	5%	9%	3%
	2 to 3	14%	15%	11%	11%	10%	10%	12%	14%	9%	4%	4%	8%	9%	3%
	4 to 5	12%	12%	11%	12%	10%	12%	9%	9%	8%	3%	2%	3%	6%	4%
	6 to 10	30%	28%	29%	27%	27%	25%	21%	23%	14%	7%	9%	12%	16%	6%
	11 to 15	13%	11%	15%	13%	15%	15%	19%	18%	12%	4%	7%	11%	17%	6%
	16 to 20	7%	8%	8%	8%	7%	7%	7%	7%	5%	2%	6%	6%	4%	1%
	21 to 30	9%	9%	9%	10%	9%	9%	9%	8%	7%	2%	5%	9%	4%	1%
	31+	2%	3%	2%	3%	2%	2%	2%	2%	1%	1%	1%	2%	1%	0%



### 2.6.3 Service length by ethnicity

		2012			2013			2014			2015/16		
		BME	White	Prefer Not to Say	BME	White	Prefer Not to Say	BME	White	Prefer Not to Say	BME	White	Prefer Not to Say
Length of service in years	<1	7.66%	6.09%	35.87%	9.18%	7.00%	42.64%	7.83%	6.44%	55.43%	5.37%	6.31%	29.11%
	1	6.65%	4.17%	12.50%	6.68%	5.54%	20.81%	9.36%	7.70%	15.89%	7.09%	4.42%	43.54%
	2 to 3	16.50%	12.92%	8.15%	13.64%	9.80%	12.69%	11.17%	8.30%	14.73%	13.43%	11.31%	15.70%
	4 to 5	14.90%	10.12%	13.04%	13.73%	10.39%	2.03%	13.37%	10.59%	1.55%	11.60%	8.63%	5.32%
	6 to 10	30.98%	28.78%	25.00%	30.39%	27.18%	18.27%	29.80%	26.53%	10.47%	26.64%	22.48%	4.81%
	11 to 15	11.36%	14.24%	2.72%	13.73%	15.02%	2.03%	15.57%	16.19%	1.55%	21.70%	22.41%	0.76%
	16 to 20	5.89%	8.94%	0.54%	6.06%	9.47%	0.00%	5.64%	8.84%	0.00%	6.66%	9.14%	0.51%
	21 to 30	5.13%	11.79%	1.63%	5.61%	12.70%	0.51%	6.02%	12.88%	0.39%	6.55%	12.55%	0.25%
	31+	0.93%	2.95%	0.54%	0.98%	2.91%	1.02%	1.24%	2.53%	0.00%	0.97%	2.76%	0.00%



## 2.6.4 Service length by disability

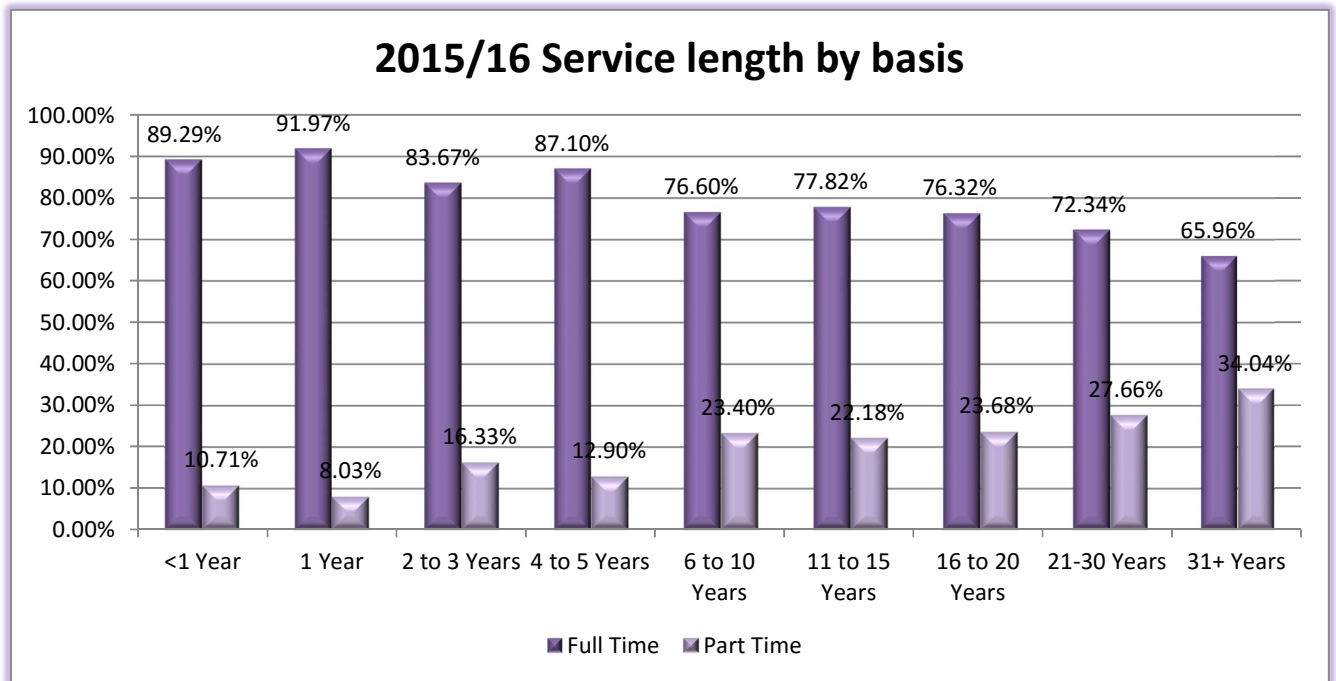
		2012			2013			2014			2015/16		
		Not disabled	Disabled	Prefer not to say	Not disabled	Disabled	Prefer not to say	Not disabled	Disabled	Prefer not to say	Not disabled	Disabled	Prefer not to say
Length of service	<1	6.40%	2.75%	36.93%	6.47%	3.95%	46.28%	6.28%	0.93%	47.76%	1.47%	2.23%	35.60%
	1	4.52%	3.78%	19.09%	5.90%	2.37%	19.59%	7.29%	6.05%	21.37%	3.98%	2.79%	35.28%
	2 to 3	14.26%	8.25%	16.60%	11.00%	9.49%	15.88%	9.06%	7.44%	16.36%	11.84%	8.38%	16.50%
	4 to 5	11.93%	6.19%	19.09%	11.99%	7.91%	5.41%	11.97%	10.23%	3.69%	10.17%	10.61%	5.66%
	6 to 10	31.19%	32.99%	2.90%	30.06%	27.27%	7.77%	29.62%	24.19%	6.60%	27.04%	18.44%	4.53%
	11 to 15	13.00%	17.87%	1.66%	14.84%	17.39%	1.01%	16.39%	20.93%	0.53%	24.27%	26.82%	0.49%
	16 to 20	7.55%	11.68%	0.83%	7.72%	15.02%	1.01%	7.21%	13.95%	1.32%	8.39%	13.97%	0.81%
	21 to 30	9.04%	13.06%	2.49%	9.93%	12.65%	2.36%	10.24%	12.56%	2.11%	10.80%	12.85%	0.97%
	31+	2.12%	3.44%	0.41%	2.09%	3.95%	0.00%	1.94%	3.72%	0.26%	2.04%	3.91%	0.16%

## 2.6.5 Service length by age

			Length of service (years)									
			<1	1	2to3	4to5	6to10	11to15	16to20	21to30	31+	
Age	<= 20	2015 /16	1.98%	1.34%	0.29%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		2014	3.61%	1.87%	1.02%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		2013	0.32%	2.74%	0.28%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		2012	6.75%	1.08%	0.21%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	21-25	2015 /16	6.75%	5.69%	7.58%	4.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		2014	6.63%	9.74%	7.51%	2.19%	0.38%	0.00%	0.00%	0.00%	0.00%	0.00%
		2013	9.15%	11.87%	5.56%	2.28%	0.91%	0.00%	0.00%	0.00%	0.00%	0.00%
		2012	12.70%	10.81%	7.02%	3.19%	0.90%	0.00%	0.00%	0.00%	0.00%	0.00%
	26-30	2015 /16	22.22%	13.71%	11.08%	12.10%	4.16%	0.97%	0.00%	0.00%	0.00%	0.00%
		2014	11.75%	13.11%	14.33%	13.13%	4.10%	0.23%	0.00%	0.00%	0.00%	0.00%
		2013	11.04%	14.61%	14.44%	13.68%	5.10%	0.00%	0.00%	0.00%	0.00%	0.00%
		2012	15.87%	17.84%	16.81%	13.02%	5.40%	0.47%	0.00%	0.00%	0.00%	0.00%
	31-35	2015 /16	15.08%	20.07%	13.99%	16.53%	19.41%	6.23%	0.53%	0.00%	0.00%	0.00%
		2014	19.28%	14.98%	18.09%	22.81%	15.13%	5.73%	1.94%	0.00%	0.00%	0.00%
		2013	13.56%	12.79%	21.67%	19.94%	13.15%	5.08%	1.64%	0.00%	0.00%	0.00%
		2012	11.90%	17.84%	18.72%	13.02%	12.30%	4.65%	0.00%	0.00%	0.00%	0.00%
	36-40	2015 /16	10.32%	15.05%	11.66%	15.73%	13.86%	11.09%	5.26%	0.00%	0.00%	0.00%
		2014	15.66%	8.99%	10.24%	13.44%	12.18%	10.09%	2.43%	0.00%	0.00%	0.00%
		2013	7.89%	8.68%	9.72%	11.97%	12.36%	9.70%	2.87%	0.67%	0.00%	0.00%
		2012	8.33%	9.19%	11.28%	13.76%	12.00%	10.93%	3.95%	0.99%	0.00%	0.00%
	41-45	2015 /16	10.32%	11.71%	9.91%	8.87%	14.56%	14.20%	12.11%	2.55%	0.00%	0.00%
		2014	12.95%	11.99%	10.24%	13.13%	16.03%	15.14%	12.62%	7.91%	0.00%	0.00%
		2013	12.62%	10.96%	10.28%	17.66%	18.03%	12.70%	14.34%	9.67%	0.00%	0.00%
		2012	13.89%	9.73%	14.47%	14.50%	16.60%	14.19%	13.83%	10.53%	0.00%	0.00%
	46-50	2015 /16	9.52%	13.71%	19.53%	12.50%	16.81%	21.40%	17.37%	20.85%	0.43%	0.00%
		2014	14.16%	17.60%	13.31%	13.13%	17.31%	24.77%	18.93%	20.50%	10.91%	0.00%
		2013	15.46%	12.79%	12.78%	16.24%	17.12%	23.33%	22.13%	22.00%	9.23%	0.00%
		2012	11.51%	15.68%	13.40%	16.46%	19.20%	21.16%	21.34%	23.03%	16.67%	0.00%
51-55	2015 /16	11.10%	9.70%	13.99%	17.34%	14.73%	20.62%	25.26%	28.51%	8.09%	0.00%	
	2014	9.94%	11.24%	14.33%	10.63%	15.51%	19.72%	21.36%	26.98%	23.64%	0.00%	
	2013	9.78%	10.96%	13.33%	7.98%	14.51%	19.86%	24.18%	27.00%	26.15%	0.00%	
	2012	12.70%	9.19%	7.87%	14.50%	14.80%	18.37%	26.09%	24.34%	26.39%	0.00%	
56-60	2015 /16	7.94%	6.69%	8.16%	8.87%	10.23%	14.79%	25.26%	29.36%	7.23%	0.00%	
	2014	3.92%	8.24%	7.51%	6.88%	11.67%	14.45%	21.36%	29.86%	38.18%	0.00%	

61+	2013	6.94%	7.31%	8.06%	7.41%	11.45%	17.55%	18.44%	27.67%	44.62%
	2012	5.16%	5.95%	7.87%	8.11%	11.70%	17.44%	20.55%	29.61%	37.50%
	2015 /16	4.76%	2.34%	3.79%	4.03%	6.24%	10.70%	14.21%	18.72%	4.26%
	2014	2.11%	2.25%	3.41%	4.69%	7.69%	9.86%	21.36%	14.75%	27.27%
	2013	13.25%	7.31%	3.89%	2.85%	7.37%	11.78%	16.39%	13.00%	20.00%
	2012	1.19%	2.70%	2.34%	3.44%	7.10%	12.79%	14.23%	11.51%	19.44%

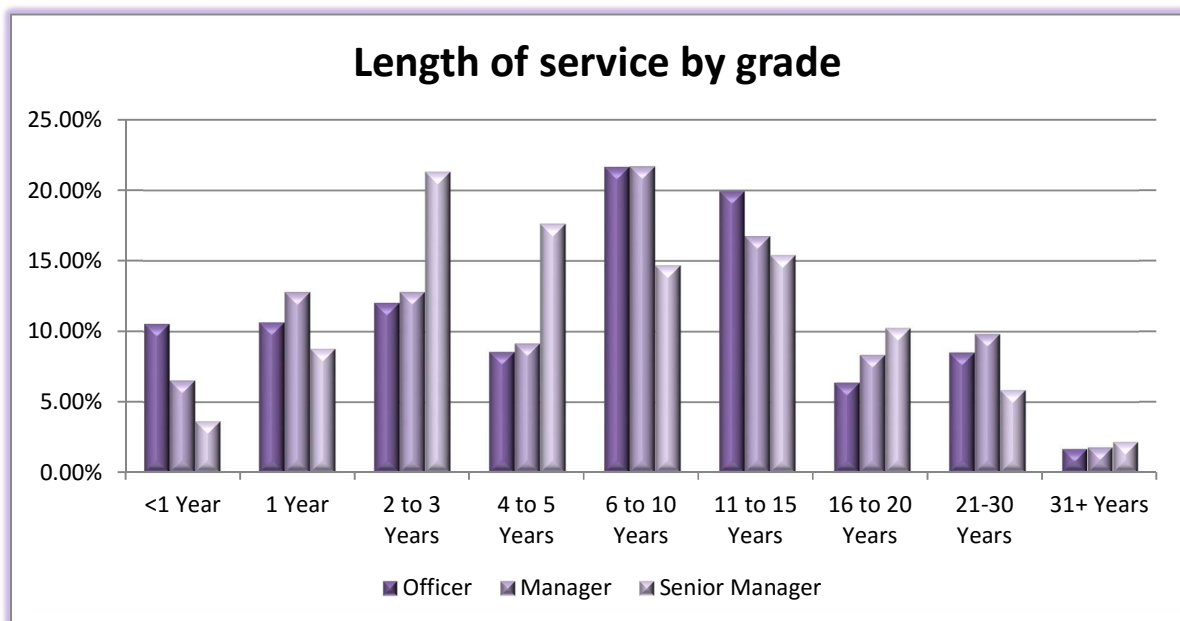
### 2.6.6 Service length by basis



		2012		2013		2014		2015/16	
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time
Length of service	<1 year	8.90%	6.32%	10.63%	7.67%	12.78%	4.55%	10.27%	5.25%
	1 year	6.11%	3.68%	7.40%	5.11%	9.19%	8.22%	12.55%	4.67%
	2 to 3 years	15.21%	10.11%	12.45%	7.39%	10.52%	7.17%	13.10%	10.89%
	4 to 5 years	12.25%	11.03%	11.36%	9.94%	10.98%	9.97%	9.86%	6.23%
	6 to 10 years	27.94%	33.45%	26.53%	32.10%	25.34%	30.24%	20.17%	26.26%
	11 to 15 years	11.58%	15.63%	13.02%	16.34%	14.32%	16.26%	18.26%	22.18%
	16 to 20 years	7.09%	8.39%	7.56%	8.10%	6.76%	7.69%	6.62%	8.75%
	21 to 30 years	8.83%	9.20%	8.98%	11.08%	8.39%	13.46%	7.76%	12.65%
	31+ years	2.09%	2.18%	2.02%	2.13%	1.71%	2.45%	1.41%	3.11%
Totals		100%	100%	100%	100%	100%	100%	100.00%	100.00%

## 2.6.7 Service length by grade

	Officer						Manager						Senior manager					
	2013		2014		2015/16		2013		2014		2015/16		2013		2014		2015/16	
<1	202	8%	240	11%	207	11%	67	11%	78	13%	40	7%	8	7%	14	11%	5	4%
1	151	6%	204	9%	209	11%	50	8%	55	9%	78	13%	10	9%	8	6%	12	9%
2 to 3	245	10%	211	9%	236	12%	88	14%	63	11%	78	13%	18	17%	19	15%	29	21%
4 to 5	271	11%	244	11%	168	9%	70	11%	64	11%	56	9%	7	6%	12	10%	24	18%
6 to 10	717	30%	631	28%	425	22%	135	21%	122	20%	132	22%	25	23%	27	21%	20	15%
11 to 15	334	14%	330	15%	391	20%	81	13%	85	14%	102	17%	20	18%	21	17%	21	15%
16 to 20	196	8%	151	7%	125	6%	39	6%	42	7%	51	8%	9	8%	13	10%	14	10%
21 to 30	204	9%	193	9%	167	9%	86	14%	76	13%	60	10%	9	8%	9	7%	8	6%
31+	51	2%	40	2%	33	2%	11	2%	12	2%	11	2%	2	2%	3	2%	3	2%
<b>Totals</b>	<b>2,371</b>	<b>100%</b>	<b>2,244</b>	<b>100%</b>	<b>1961</b>	<b>100%</b>	<b>627</b>	<b>100%</b>	<b>597</b>	<b>100%</b>	<b>608</b>	<b>100%</b>	<b>108</b>	<b>100%</b>	<b>126</b>	<b>100%</b>	<b>136</b>	<b>100%</b>



### 3. Recruitment profile

This section details the profile of applications for positions advertised at the council between April 2015 and March 2016.

#### 3.1 Applicant profile

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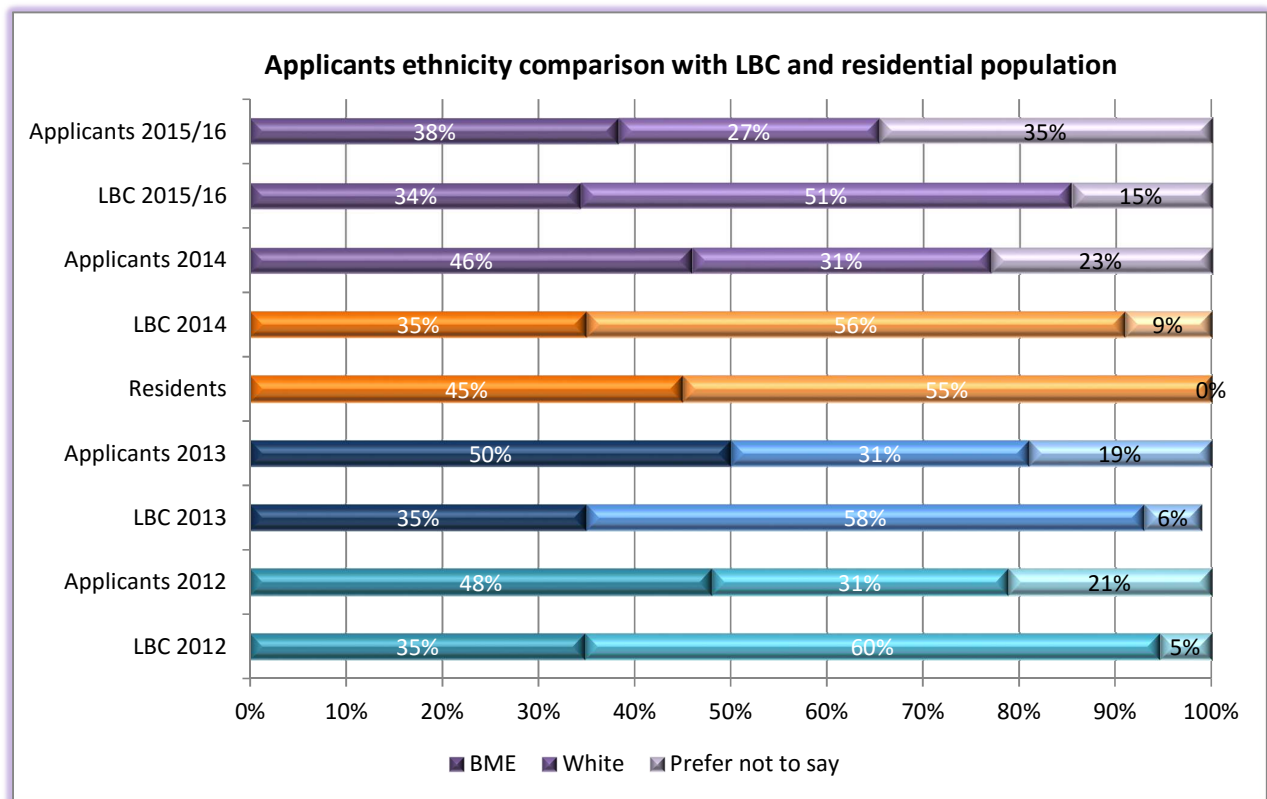
##### 3.1.1 Applicants by gender

	2012				2013				2014				2015/16			
	Applicants		LBC		Applicants		LBC		Applicants		LBC		Applicants		LBC	
Female	5,833	52%	2,241	66%	7,323	49%	2,066	65%	3,229	48%	1,958	66%	2,358	42%	1,795	66%
Male	3,036	27%	1,148	33%	4,707	32%	1,084	34%	2,064	30%	1,009	34%	1,382	24%	910	33%
Prefer Not to Say	2,223	20%	0	0%	2,659	18%	0	0%	1,420	21%	0	0%	1,830	32%	0	0%

##### 3.1.2 Applicants by ethnicity

		2012		2013		2014		2015/16	
		Applicants	LBC	Applicants	LBC	Applicants	LBC	Applicants	LBC
BME	Arab	0.18%	0.00%	0.19%	0.00%	0.15%	0%	0.13%	0.00%
	Bangladeshi	1.26%	0.38%	1.33%	0.41%	1.18%	0.40%	1.02%	0.48%
	Black African	13.34%	7.13%	14.64%	7.74%	13.67%	8.50%	13.14%	8.24%
	Black Caribbean	15.35%	10.83%	15.57%	11.27%	14.23%	11.10%	10.45%	10.91%
	Chinese	0.22%	0.41%	0.40%	0.47%	0.48%	0.40%	0.43%	0.41%
	Indian	4.72%	3.05%	5.13%	3.08%	4.53%	3.10%	2.80%	2.99%
	Mixed White and Asian	1.03%	0.82%	0.83%	0.91%	1.25%	0.90%	0.88%	0.96%
	Mixed White and Black African	0.71%	0.26%	0.72%	0.35%	0.76%	0.30%	0.65%	0.41%

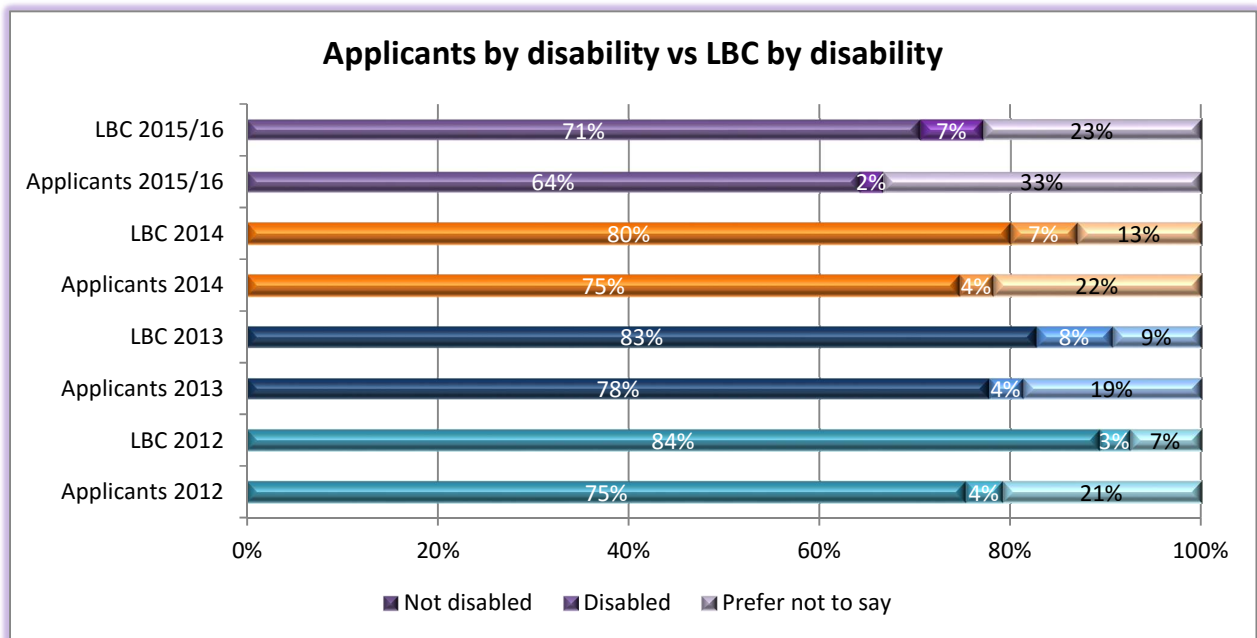
		2012		2013		2014		2015/16	
		Applicants	LBC	Applicants	LBC	Applicants	LBC	Applicants	LBC
	Mixed White and Black Caribbean	2.51%	1.53%	2.10%	1.42%	1.62%	1.50%	1.99%	1.37%
	Other	2.44%	5.43%	2.29%	4.56%	2.46%	4.10%	1.74%	3.62%
	Other Asian	1.97%	1.47%	2.23%	1.51%	2.04%	1.50%	1.58%	1.44%
	Other Black	1.57%	1.67%	1.56%	1.76%	1.62%	1.80%	1.26%	1.85%
	Other Mixed	1.01%	1.23%	1.33%	1.16%	0.82%	1.00%	0.84%	1.07%
	Pakistani	1.74%	0.65%	1.53%	0.66%	1.42%	0.50%	1.44%	0.67%
<b>BME Total:</b>		<b>48.05%</b>	<b>34.86%</b>	<b>49.85%</b>	<b>34.91%</b>	<b>46.22%</b>	<b>35.30%</b>	<b>38.35%</b>	<b>34.42%</b>
<b>White</b>	White British	25.24%	52.52%	25.16%	52.00%	24.73%	49.90%	20.66%	45.51%
	White Gypsy or Traveler	0.01%	0.03%	0.01%	0.06%	0.00%	0.10%	0.02%	0.04%
	White Irish	1.06%	2.46%	0.93%	1.98%	1.15%	2.10%	0.92%	1.81%
	White Other	4.46%	4.72%	4.53%	4.44%	5.12%	4.10%	5.49%	3.62%
<b>White Total:</b>		<b>30.78%</b>	<b>59.74%</b>	<b>30.79%</b>	<b>58.48%</b>	<b>31.00%</b>	<b>56.00%</b>	<b>27.09%</b>	<b>50.98%</b>
Prefer not to say		21.17%	5.40%	19.52%	6.20%	22.78%	8.70%	34.56%	14.60%





### 3.1.3 Applicants by disability

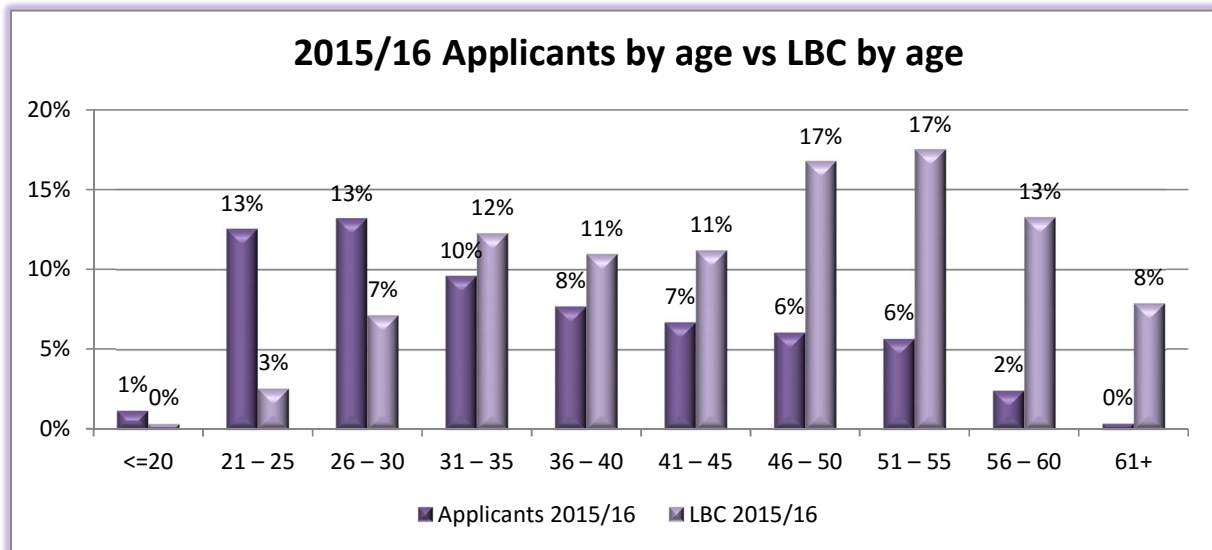
	2012		2013		2014		2015/16	
	Applicants	LBC	Applicants	LBC	Applicants	LBC	Applicants	LBC
Not disabled	75.30%	84.39%	77.76%	82.72%	74.66%	79.98%	64.18%	70.54%
Disabled	3.88%	8.54%	3.55%	7.96%	3.55%	7.25%	2.48%	6.62%
Prefer not to say	20.83%	7.07%	18.69%	9.32%	21.79%	12.77%	33.34%	22.85%



### 3.1.4 Applicants by age

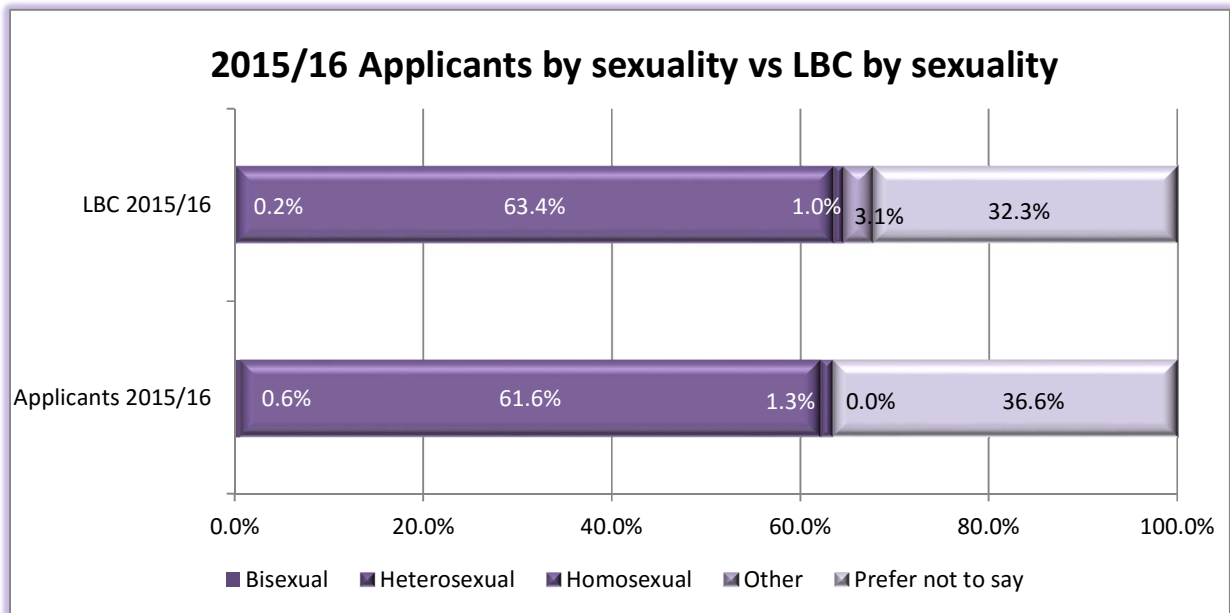
	Age bands	2012		2013		2014		2015/16		
		Applicants	LBC	Applicants	LBC	Applicants	LBC	Applicants	LBC	
	<=20	167	1.5%	106	0.7%	41	0.6%	67	1.20%	0.37%
	21 - 25	1,527	13.7%	2,007	13.6%	968	14.4%	698	12.53%	2.59%
	26 - 30	1,642	14.8%	2,088	14.2%	876	13.0%	734	13.18%	7.17%

	2012			2013			2014			2015/16		
	Applicants		LBC	Applicants		LBC	Applicants		LBC	Applicants		LBC
31 - 35	1310	11.8%	10.1%	1,869	12.7%	11.3%	884	13.1%	12.7%	535	9.61%	12.27%
36 - 40	1029	9.2%	9.6%	1,434	9.7%	8.8%	593	8.8%	9.8%	429	7.70%	10.98%
41 - 45	1097	9.8%	13.9%	1,462	9.9%	13.8%	609	9.0%	13.0%	374	6.71%	11.20%
46 - 50	944	8.5%	17.8%	1281	8.7%	17.5%	540	8.0%	17.5%	338	6.07%	16.75%
51 - 55	633	5.7%	15.5%	994	6.7%	15.8%	374	5.5%	16.1%	316	5.67%	17.49%
56 - 60	261	2.3%	13.3%	416	2.8%	13.4%	222	3.3%	12.8%	137	2.46%	13.27%
61+	50	0.4%	7.1%	117	0.8%	7.4%	47	0.7%	8.1%	22	0.39%	7.91%
Prefer not to say	8	0.1%	1%	2915	19.8%	2.0%	1,559	23.2%	0.0%	1,920	34.47%	0.00%



### 3.1.5 Applicants by sexuality

	2012			2013			2014			2015/16		
	Applicants		LBC	Applicants		LBC	Applicants		LBC	Applicants		LBC
Bisexual	74	0.67%	0.32%	59	0.40%	0.25%	69	1.03%	0.30%	31	0.56%	0.15%
Heterosexual	8,108	73.10%	69.48%	11,151	75.91%	71.45%	4,838	72.07%	71.40%	3,431	61.60%	63.36%
Homosexual	181	1.63%	1.14%	195	1.33%	1.42%	87	1.30%	1.30%	71	1.27%	1.04%
Other	0	0.00%	0.00%	0	0.00%	0.00%	0	0.00%	0.00%	0	0.00%	3.14%
Prefer Not to Say	2,729	24.60%	29.05%	3,284	22.36%	26.88%	1,719	25.61%	27.00%	2,037	36.57%	32.30%



### 3.1.6 Applicants by religion

	2012			2013			2014			2015/16		
	Applicants		LBC	Applicants		LBC	Applicants		LBC	Applicants		LBC
Buddhist	48	0.43%	0.38%	48	0.33%	0.43%	40	0.60%	0.47%	33	0.59%	0.52%
Christian	5,144	46.38%	49.74%	6,884	46.87%	50.84%	2,969	44.23%	49.78%	2,039	36.61%	44.07%
Hindu	316	2.85%	1.88%	457	3.11%	1.84%	215	3.20%	1.85%	118	2.12%	1.70%
Jewish	21	0.19%	0.35%	38	0.26%	0.33%	4	0.06%	0.17%	9	0.16%	0.15%
Muslim	593	5.35%	2.02%	851	5.79%	2.05%	354	5.27%	1.92%	249	4.47%	1.77%
None	1,835	16.54%	20.25%	2,540	17.29%	20.45%	1,172	17.46%	20.93%	908	16.30%	18.45%
Other	322	2.90%	3.37%	518	3.53%	3.42%	225	3.35%	0.17%	124	2.23%	2.92%
Prefer not to say	2,757	24.86%	21.80%	3,102	22.47%	20.63%	1,711	25.49%	3.34%	2,069	37.15%	30.20%
Sikh	56	0.50%	0.21%	52	0.35%	0.36%	23	0.34%	21.55%	21	0.38%	0.22%

### 3.1.7 Applicants by on maternity leave

	Applicants			
	2014		2015/16	
Pregnant or on maternity leave when submitting application	31	0.46%	25	0.45%
Not pregnant or on maternity leave when submitting application*	5238	78.03%	3699	66.41%
Prefer not to say*	1444	21.51%	1846	33.14%

## 4. Employee relations profile

This section details the new employee relations activity between the reporting period of 1 April 2015 and 31 March 2016. The data in this section is taken from CHRIS & Oracle, but is reported differently owing to: the sensitive nature of the data and to limit the risk of individuals being identified; and the relatively small data sample sizes.

The small sample size also means that percentages can change considerably with very small adjustments in actual numbers and consequently comparisons with the workforce is unlikely to be statistically significant.

Although detailed data across the protected characteristics is available, the most meaningful have been extracted and reported below.

### 4.1 Disciplinary profile

The figures below show the number of employees whose conduct has been the subject of formal disciplinary investigation and/or a disciplinary hearing.

	Employees subject to a disciplinary investigation				LBC			
	2012	2013	2014	2015/16	2012	2013	2014	2015/16
<b>Female</b>	54%	49%	47%	47%	67%	66%	66%	67%
<b>Disabled</b>	0%	7%	11%	9%	Unknown	8%	7%	6%
<b>BME</b>	38%	52%	58%	32%	9%	35%	35%	34%
<b>Age over 50</b>	47%	52%	47%	38%	35%	37%	40%	35%
<b>Total Headcount</b>	<b>71</b>	<b>61</b>	<b>19</b>	<b>34</b>	<b>3408</b>	<b>3177</b>	<b>2966</b>	<b>2730</b>

		Employees subject to a disciplinary hearing	Hearing outcome - No case to answer	Hearing outcome - written or final written warning	Hearing outcome - dismissed	LBC
Female	2013	55%	0%	67%	50%	66%
	2014	29%	0%	100%	0%	66%
	2015/16	47%	0%	33%	50%	67%
Disabled	2013	0%	0%	0%	0%	8%
	2014	0%	0%	0%	0%	7%
	2015/16	18%	0%	17%	20%	6%
BME	2013	32%	0%	17%	63%	35%
	2014	43%	0%	0%	0%	35%
	2015/16	23%	0%	17%	60%	34%
Age over 50	2013	45%	100%	20%	38%	37%
	2014	29%	100%	0%	0%	40%
	2015/16	29%	0%	50%	40%	35%
Total Headcount	2013	22	8	10	8	3177
	2014	8	1	2	0	2966
	2015	17	0	6	10	2730

## 4.2 Capability profile

This section details the employee profiles for those employees whose performance has been formally addressed under the relevant procedure within the reporting period.

### 4.2.1 Performance capability

		Employees subject to a first formal meeting	Employees subject to a final formal meeting	LBC
Female	2012	43%	60%	65%
	2013	60%	55%	66%
	2014	25%	0%	66%
	2015/16	56%	0%	67%
Disabled	2012	14%	0%	9%
	2013	30%	0%	8%
	2014	0%	0%	7%
	2015/16	0%	0%	6%
BME	2012	43%	80%	35%
	2013	90%	81%	35%
	2014	0%	0%	35%
	2015/16	56%	0%	34%
Age over 50	2012	33%	20%	35%
	2013	0%	0%	37%
	2014	25%	0%	40%
	2015/16	22%	0%	35%
Total Headcount	2012	7	5	3408
	2013	7	6	3177
	2014	4	0	2966
	2015/16	9	0	2730

## 4.2.2 Sickness capability

		Employees subject to a first formal meeting	Employees subject to a final formal meeting	Employees who were dismissed	LBC
Female	2012	74%	66%	50%	67%
	2013	64%	39%	0%	66%
	2014	80%	67%	50%	66%
	2015/16	64%	36%	50%	67%
Disabled	2012	13%	0%	0%	9%
	2013	9%	31%	0%	8%
	2014	13%	50%	0%	7%
	2015/16	0%	0%	0%	6%
BME	2012	36%	33%	25%	35%
	2013	47%	38%	50%	36%
	2014	43%	83%	100%	35%
	2015/16	18%	18%	0%	34%
Age over 50	2012	45%	33%	50%	36%
	2013	38%	54%	50%	37%
	2014	43%	67%	50%	40%
	2015/16	36%	27%	0%	35%
Total Headcount	2012	7	5	4	3408
	2013	7	6	2	3177
	2014	4	0	2	2966
	2015/16	11	11	2	2730

### 4.3 Complaints profile

The section deals with the employees who have raised formal complaints (grievances) under the relevant procedure.

		Employees who raised a first formal complaint	Complaints that were upheld at first formal stage	Complaints that were not upheld at first formal stage	LBC
Female	2012	82%	100%	79%	67%
	2013	61%	75%	38%	66%
	2014	70%	67%	71%	66%
	2015/16	59%	0%	15%	67%
Disabled	2012	15%	0%	7%	9%
	2013	16%	25%	25%	8%
	2014	7%	8%	0%	7%
	2015/16	5%	0%	100%	6%
BME	2012	62%	100%	64%	35%
	2013	55%	50%	38%	36%
	2014	47%	42%	43%	35%
	2015/16	45%	0%	0%	34%
Age over 50	2012	11%	0%	43%	36%
	2013	39%	25%	63%	37%
	2014	40%	42%	29%	40%
	2015/16	36%	0%	0%	35%
Total Headcount	2012	39	1	14	3408
	2013	31	7	8	3177
	2014	30	12	7	2966
	2015/16	22	0	3	2710



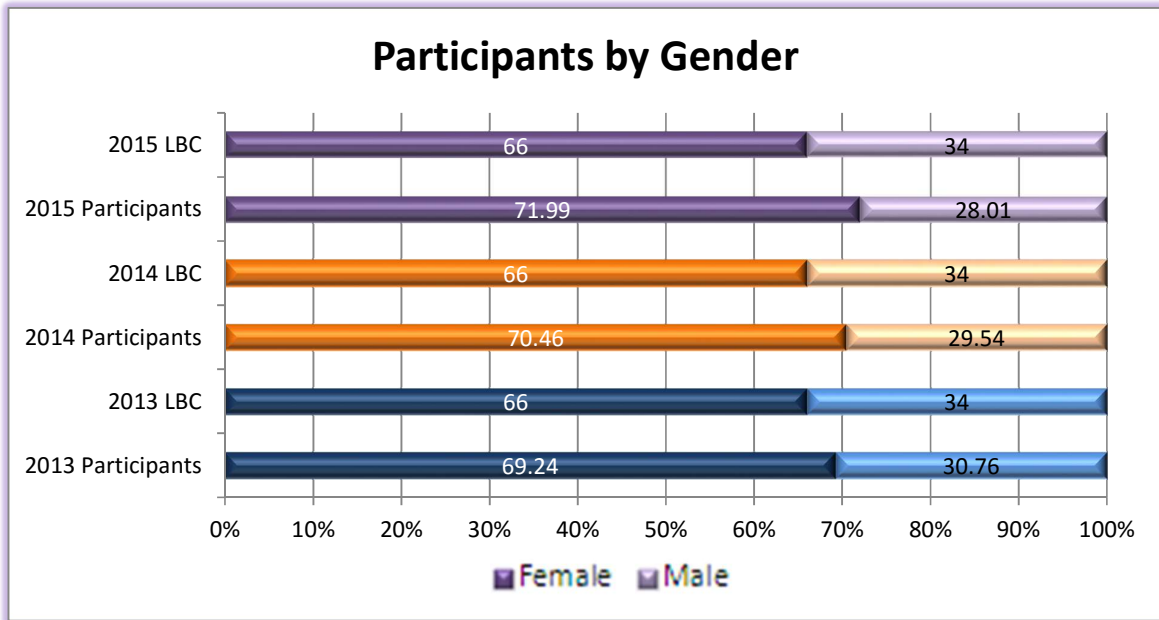
## 5 Learning and development profile

### 5.1 Learning event participants profile

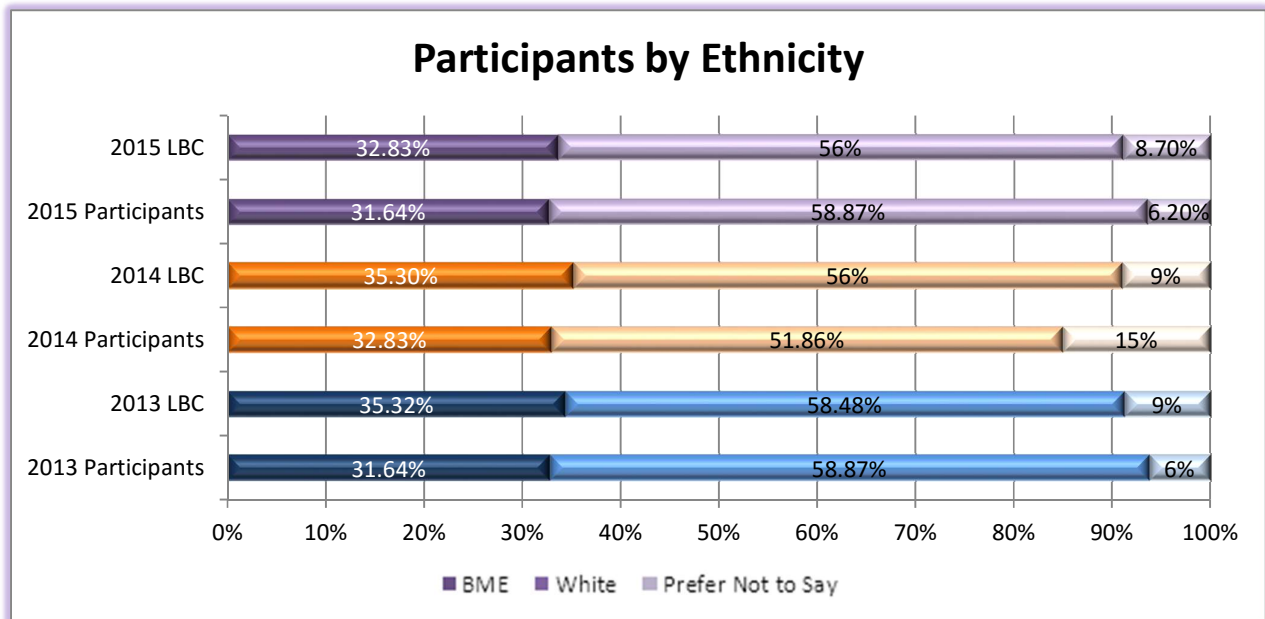
This section details the breakdowns for employees attending a centrally organised learning events and courses

	2013		2014		2015	
	Participants	LBC	Participants	LBC	Participants	LBC
<b>Bangladeshi</b>	0.41%	0.24%	0.77%	0.40%	0.25%	0.48%
<b>Black African</b>	7.74%	7.61%	8.93%	8.50%	6.84%	8.24%
<b>Black Caribbean</b>	11.27%	10.65%	10.48%	11.10%	12.41%	10.91%
<b>Chinese</b>	0.47%	0.52%	0.27%	0.40%	0.25%	0.41%
<b>Indian</b>	3.08%	2.92%	2.67%	3.10%	1.77%	2.99%
<b>Mixed White and Asian</b>	0.91%	0.55%	0.39%	0.90%	1.01%	0.96%
<b>Mixed White and Black African</b>	0.35%	0.76%	0.31%	0.30%	0.51%	0.41%
<b>Mixed White and Black Caribbean</b>	1.42%	1.19%	1.12%	1.50%	1.52%	1.37%
<b>BME Other</b>	4.56%	2.74%	3.09%	4.10%	3.29%	3.62%
<b>Other Asian</b>	1.51%	1.10%	1.35%	1.50%	0.51%	1.44%
<b>Other Black</b>	1.76%	1.92%	2.05%	1.80%	0.76%	1.85%
<b>Other Mixed</b>	1.16%	1.06%	0.89%	1.00%	0.51%	1.07%
<b>Pakistani</b>	0.66%	0.40%	0.50%	0.50%	0.76%	0.67%
<b>BME Total:</b>	<b>31.64%</b>	<b>35.32%</b>	<b>32.83%</b>	<b>35.30%</b>	<b>30.38%</b>	<b>34.42%</b>
<b>White British</b>	52.00%	53.00%	45.55%	49.90%	37.72%	45.51%
<b>White Gypsy or Traveler</b>	0.06%	0.06%	0.08%	0.10%	0.00%	0.04%
<b>White Irish</b>	1.98%	1.61%	2.17%	2.10%	1.52%	1.81%
<b>White Other</b>	4.44%	4.20%	4.06%	4.10%	3.54%	3.62%
<b>White Total:</b>	<b>58.87%</b>	<b>58.48%</b>	<b>51.86%</b>	<b>56.00%</b>	<b>42.78%</b>	<b>50.98%</b>
<b>Prefer Not to Say</b>	6.20%	9.49%	15.31%	8.70%	26.84%	14.60%

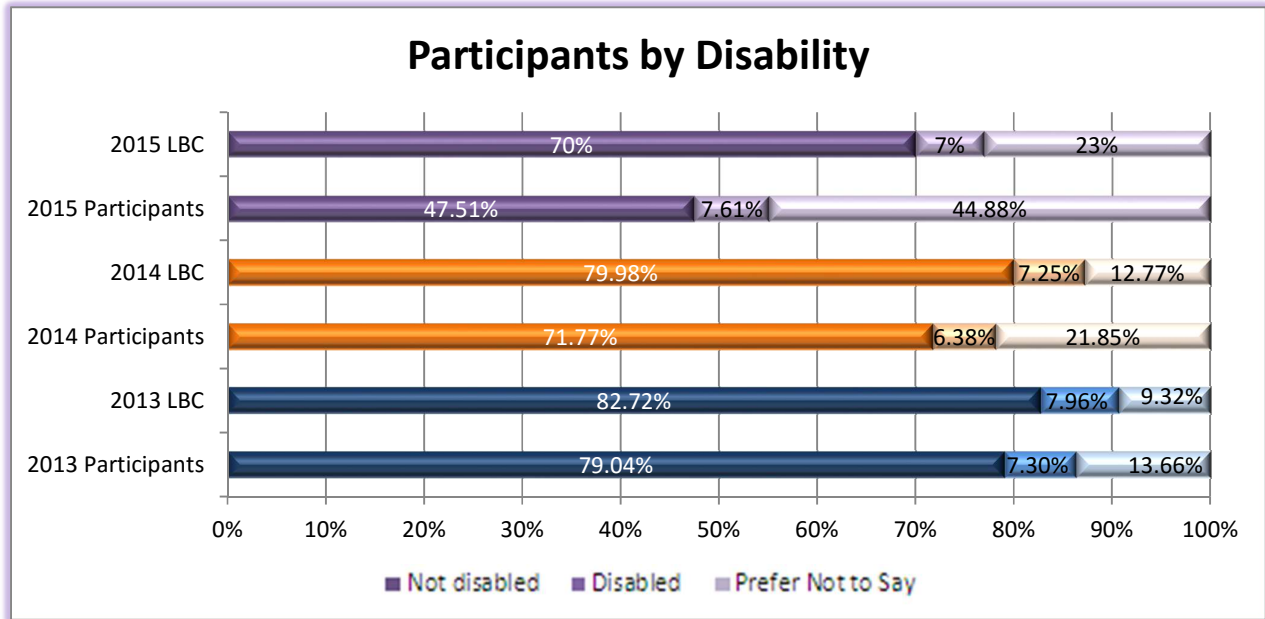
### 5.2.1 Learning event participants by gender



### 5.2.2 Learning event participants by ethnicity



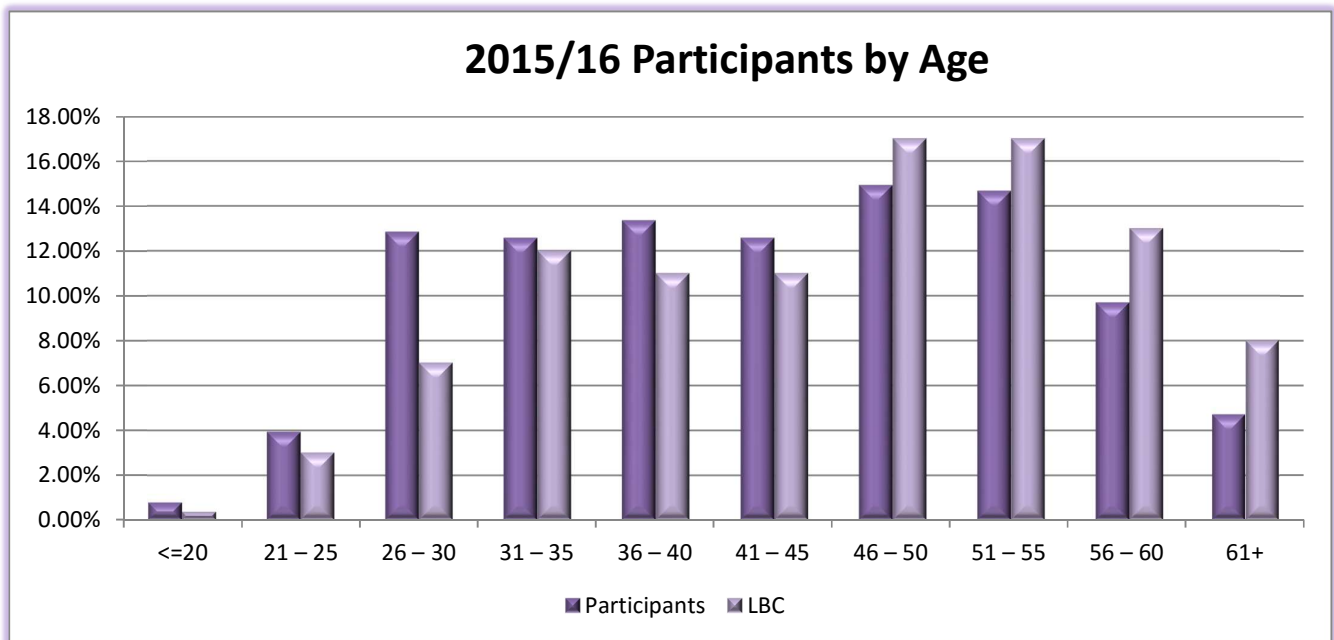
### 5.2.3 Learning event participants by disability



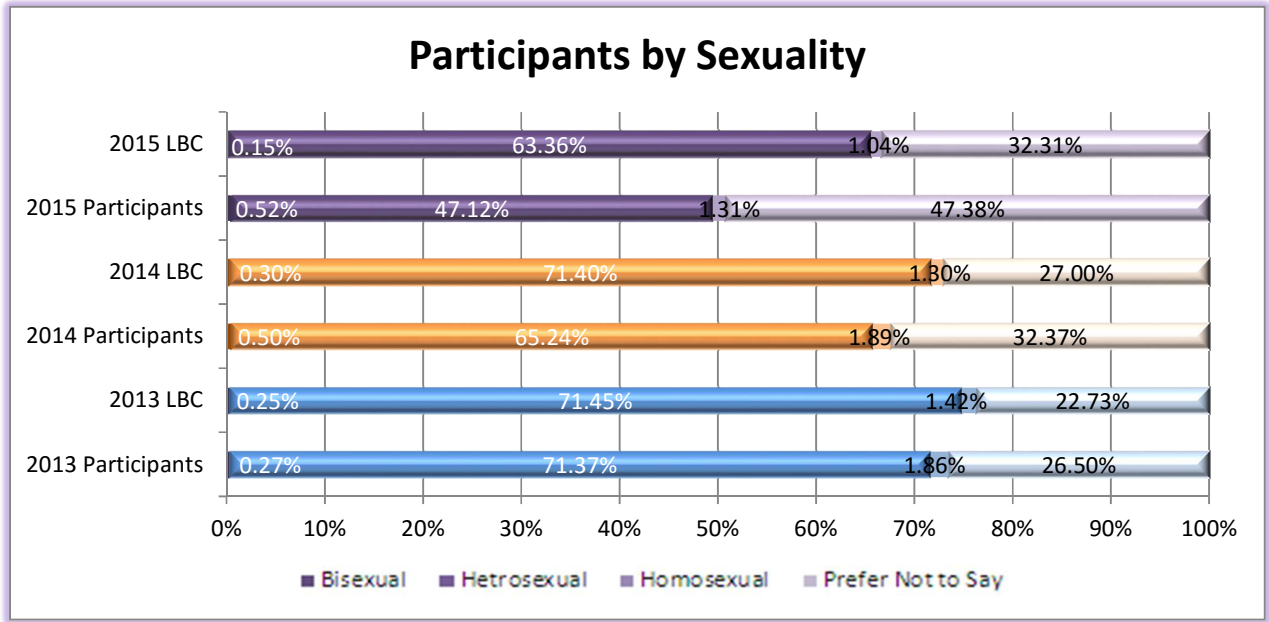
### 5.2.4 Learning event participants by age

		2013				2014				2015/16			
		Participants		LBC		Participants		LBC		Participants		LBC	
Age bands	<=20	19	0.58%	8	0.25%	18	0.70%	20	0.67%	3	0.79%	10	0.37%
	21 - 25	70	2.13%	91	2.86%	52	2.01%	80	3%	15	3.93%	70	3%
	26 - 30	185	5.63%	216	6.80%	134	5.18%	191	6%	49	12.83%	194	7%
	31 - 35	320	9.74%	361	11.36%	243	9.40%	377	13%	48	12.57%	332	12%
	36 - 40	299	9.10%	281	8.84%	230	8.89%	293	10%	51	13.35%	297	11%
	41 - 45	421	12.81%	441	13.88%	325	12.57%	386	13%	48	12.57%	303	11%

		2013				2014				2015/16			
		Participants		LBC		Participants		LBC		Participants		LBC	
	46 - 50	640	19.47%	558	17.56%	456	17.63%	520	18%	57	14.92%	453	17%
	51 - 55	602	18.31%	502	15.80%	460	17.79%	478	16%	56	14.66%	473	17%
	56 - 60	443	13.48%	427	13.44%	341	13.19%	381	13%	37	9.69%	359	13%
	61 +	288	8.76%	292	9.43%	139	5.38%	241	8%	18	4.71%	214	8%



## 5.2.5 Learning event participants by sexuality



	2013				2014				2015/16			
	Participants		LBC		Participants		LBC		Participants		LBC	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Bisexual	9	0.27%	8	0.25%	13	0.50%	9	0.30%	2	0.52%	4	0.15%
Heterosexual	2,346	71.37%	2,270	71.45%	1,687	65.24%	2,117	71.40%	180	47.12%	1,714	63.36%
Homosexual	61	1.86%	45	1.42%	49	1.89%	38	1.30%	5	1.31%	28	1.04%
Prefer Not to	871	26.50%	722	22.73%	837	32.37%	803	27.00%	181	47.38%	874	32.31%

## 5.2.6 Learning event participants by religion

	2013				2014				2015/16			
	Participants		LBC		Participants		LBC		Participants		LBC	
<b>Buddhist</b>	13	0.40%	13	0.41%	18	0.70%	14	0%	2	0.52%	14	0.5%
<b>Christian</b>	1,653	50.29%	1,613	50.82%	1229	47.53%	1,477	50%	119	31.15%	1,192	44.1%
<b>Hindu</b>	46	1.40%	58	1.83%	40	1.55%	55	2%	4	1.05%	46	1.7%
<b>Jewish</b>	2	0.06%	9	0.33%	6	0.23%	5	0%	0	0.00%	4	0.2%
<b>Muslim</b>	49	1.49%	63	2.02%	50	1.93%	57	2%	3	0.79%	48	1.8%
<b>None</b>	713	21.69%	649	20.44%	461	17.83%	621	21%	52	13.61%	499	18.5%
<b>Sikh</b>	78	2.37%	108	3.44%	89	3.44%	99	3%	0	0.00%	6	0.2%
<b>Other</b>	724	22.03%	656	20.63%	689	26.64%	634	22%	9	2.36%	79	2.9%
<b>Prefer Not To Say</b>	9	0.27%	8	0.63%	4	0.15%	5	0.17%	32	50.52%	817	30.2%

## 6 Absence profile

This section shows the breakdowns for employees with sickness absence and maternity absence.

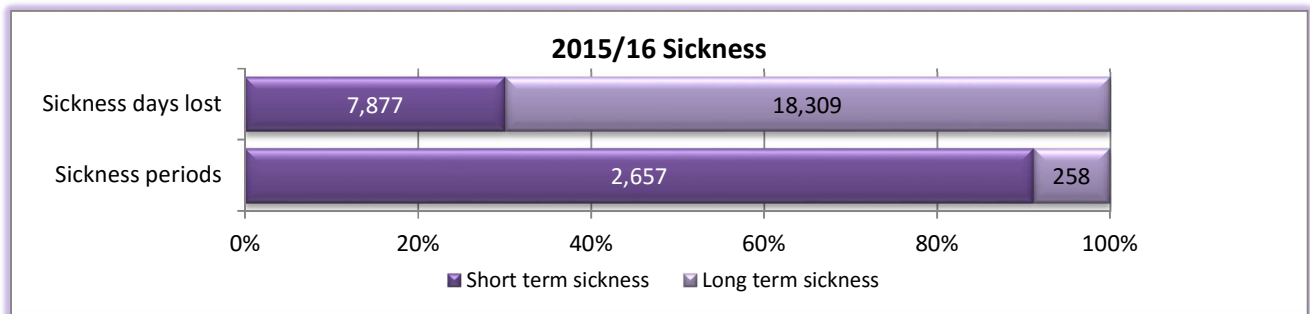
### 6.1 All sickness and long term sickness profile

This section details the profile for all employees absent due to sickness between April 2015 and March 2016.



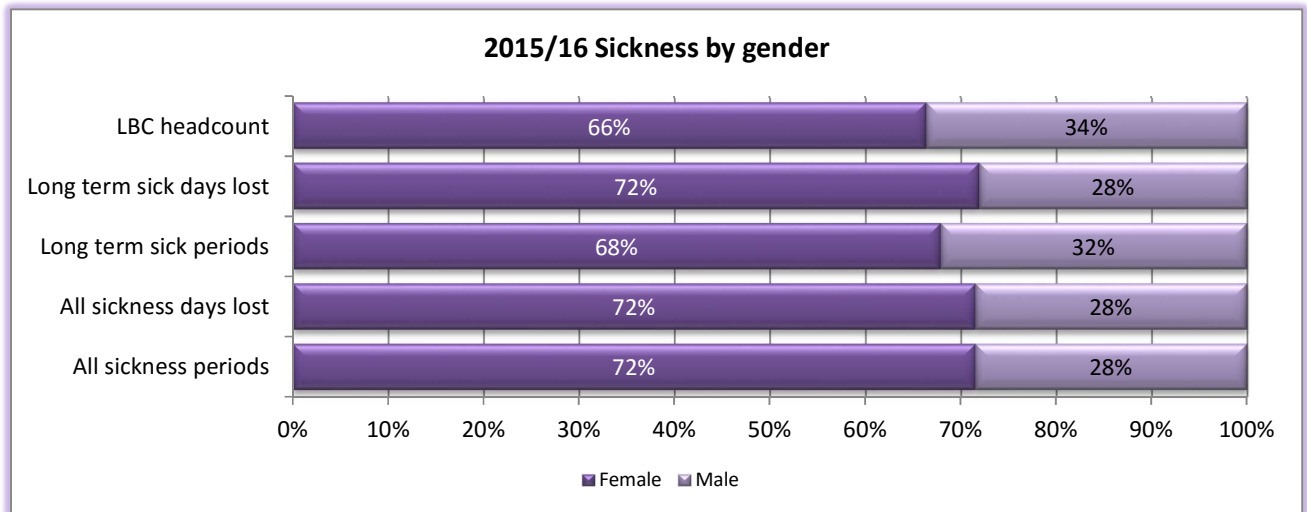
**Definition:** long term sickness absence is defined as a period of absence which continues for 20 or more working days. Any periods shorter than this are therefore considered to be short term.

#### 6.1.1 Total sickness



	All sickness periods	All sickness days lost	Long term sick periods	Long term sick days lost	Average sickness days
<b>2015/16</b>	2,739	19,755	221	11,908	7.3
<b>2014</b>	2,915	26,186	258	18,309	8.8
<b>2013</b>	3,214	26,038	270	16,432	8.2
<b>2012</b>	3,394	27,463	285	17,455	8.1

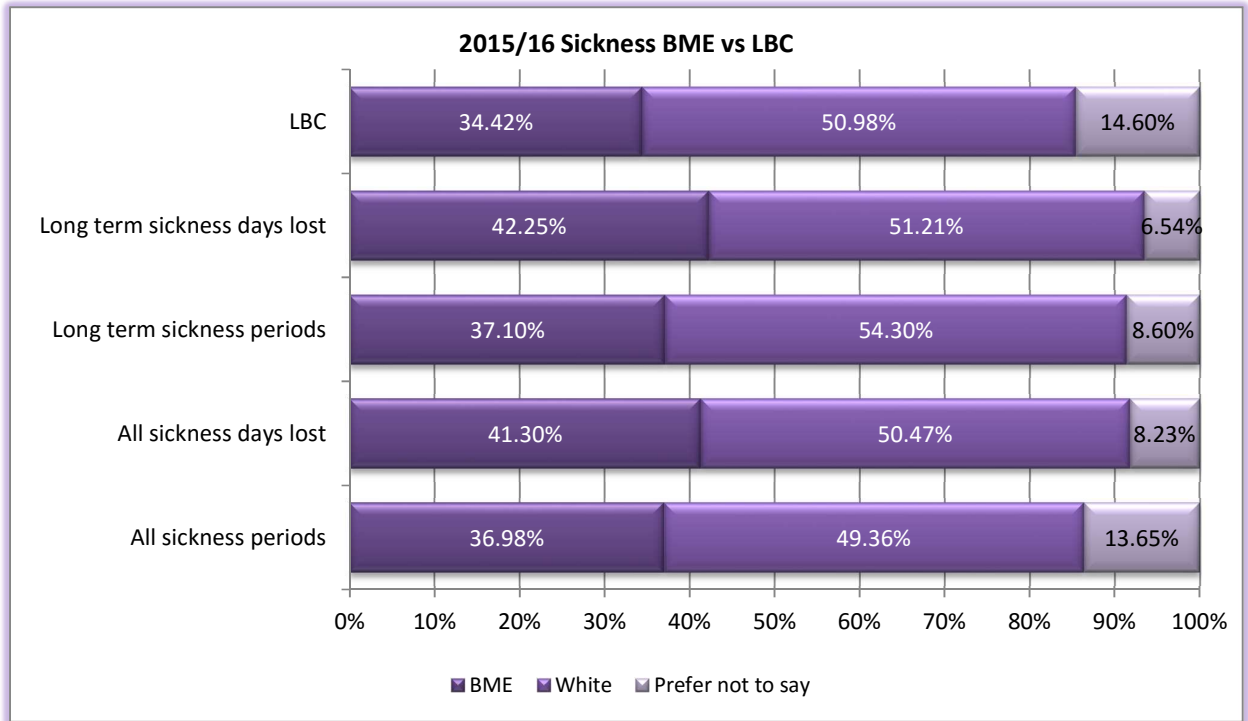
## 6.1.2 Sickness by gender



		All sickness periods		All sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount	
Female	2015/16	1,959	71.52%	14,129	71.52%	150	67.87%	8,564	71.92%	1,795	66.36%
	2014	2,049	70.29%	18,552	70.85%	187	72.48%	12,922	70.58%	1,944	65.54%
	2013	2,274	70.75%	17,907	68.77%	183	67.78%	10,970	66.76%	2,081	66.15%
	2012	2,415	71.20%	18,821	68.54%	198	69.47%	11,664	66.82%	2,241	66.13%
Male	2015/16	780	28.48%	5,626	28.48%	71	32.13%	3,344	28.08%	910	33.64%
	2014	866	29.71%	7,634	29.15%	71	27.52%	5,387	29.42%	1,022	34.46%
	2013	938	29.18%	8,126	31.21%	87	32.22%	5,462	33.24%	1,096	34.41%
	2012	977	28.80%	8,637	31.46%	87	30.53%	5,791	33.18%	1,148	33.87%

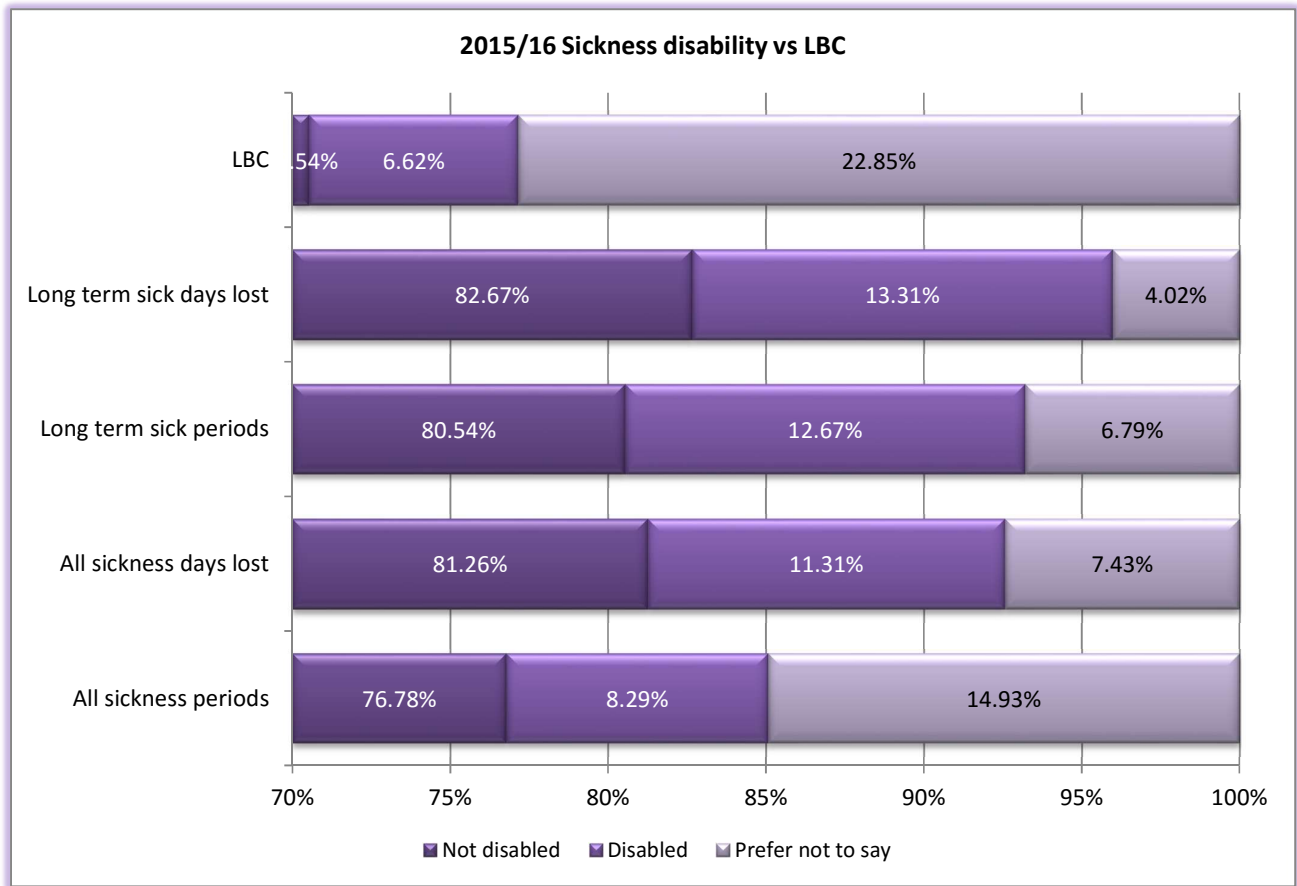


### 6.1.3 Sickness by ethnicity



		Sickness periods		Sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount	
BME	2015/16	1,013	36.98%	8,159	41.30%	82	37.10%	5,031	42.25%	931	34.42%
	2014	1,333	45.73%	11,623	44.39%	118	45.74%	8,008	43.74%	1,204	40.59%
	2013	1,209	37.62%	10,189	39.13%	109	40.37%	6,394	38.91%	1,122	35.32%
	2012	1,306	38.48%	11,062	40.28%	117	41.05%	7,137	40.89%	1,188	34.86%
White	2015/16	1,352	49.36%	9,971	50.47%	120	54.30%	6,098	51.21%	1,379	50.98%
	2014	1,430	49.06%	13,398	51.16%	134	51.94%	9,529	52.05%	1,443	48.65%
	2013	1,857	57.78%	14,531	55.81%	151	55.93%	9,084	55.28%	1,858	58.48%
	2012	1,962	57.81%	15,547	56.61%	157	55.09%	9,772	55.98%	2,036	59.74%
Prefer not to say	2015/16	374	13.65%	1,625	8.23%	19	8.60%	779	6.54%	395	14.60%
	2014	152	5.21%	1,165	4.45%	6	2.33%	772	4.22%	319	10.76%
	2013	148	4.60%	1,317	5.06%	10	3.70%	954	5.81%	197	6.2%
	2012	126	3.71%	853	3.11%	11	3.86%	546	3.13%	184	5.40%

### 6.1.4 Sickness by disability



		Sickness periods		Sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount	
Not disabled	2015/16	2,103	76.78%	16,053	81.26%	178	80.54%	9,844	82.67%	1,908	70.54%
	2014	2,579	88.47%	21,493	82.08%	214	82.95%	14,533	79.38%	2,664	89.82%
	2013	2,577	80.18%	20,119	77.27%	208	77.04%	12,460	75.83%	2,628	82.72%
	2012	2,780	81.91%	21,690	78.98%	229	80.35%	13,521	77.46%	2,876	84.39%
Disabled	2015/16	227	8.29%	2,234	11.31%	28	12.67%	1,585	13.31%	179	6.62%
	2014	328	11.25%	4,666	17.82%	44	17.05%	3,776	20.62%	209	7.05%
	2013	410	12.76%	4,448	17.08%	46	17.04%	3,124	19.01%	253	7.96%
	2012	441	12.99%	4,414	16.07%	40	14.04%	3,086	17.68%	291	8.54%
Prefer not to say	2015/16	409	14.93%	1,468	7.43%	15	6.79%	479	4.02%	618	22.85%
	2014	46	1.56%	306	1.16%	0	0%	0	0%	93	3.14%
	2013	227	7.06%	1,471	5.65%	16	5.93%	848	5.16%	296	9.32%
	2012	173	5.10%	1,358	4.94%	16	5.61%	848	4.86%	241	7.07%

## 6.1.5 Sickness by age

		Sickness periods		Sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount		
Age bands	<=20	2015/16	27	0.99%	61	0.31%	0	0.00%	0	0.00%	10	0.37%
		2014	29	0.99%	50.5	0.19%	0	0.00%	0	0.00%	18	0.61%
		2013	35	1.09%	51	0.20%	0	0.00%	0	0.00%	8	0.25%
		2012	28	0.82%	120	0.44%	2	0.70%	59	0.34%	20	0.59%
	21 – 25	2015/16	70	2.56%	150	0.76%	1	0.45%	22	0.18%	70	2.59%
		2014	91	3.12%	425.5	1.62%	4	1.55%	192	1.05%	72	2.43%
		2013	102	3.17%	454	1.74%	3	1.11%	187	1.14%	91	2.86%
		2012	134	3.95%	354	1.29%	1	0.35%	20	0.11%	107	3.14%
	26 – 30	2015/16	236	8.62%	855	4.33%	10	4.52%	295	2.48%	194	7.17%
		2014	187	6.42%	654.2	2.50%	7	2.71%	249	1.36%	178	6.00%
		2013	243	7.56%	1,670	6.41%	17	6.30%	1,032	6.28%	216	6.80%
		2012	310	9.13%	1,197	4.36%	11	3.86%	340	1.95%	261	7.66%
	31 – 35	2015/16	376	13.73%	2,427	12.29%	23	10.41%	1,518	12.75%	332	12.27%
		2014	385	13.21%	1,956.5	7.47%	23	8.91%	994	5.43%	351	11.83%
		2013	388	12.07%	2,280	8.76%	27	10.00%	1,236	7.52%	361	11.36%
		2012	414	12.20%	2,355	8.58%	25	8.77%	1,195	6.85%	347	10.18%
	36 – 40	2015/16	315	11.50%	1,695	8.58%	17	7.69%	828	6.95%	297	10.98%
		2014	319	10.94%	2,534.7	9.68%	21	8.14%	1,651	9.02%	303	10.22%
		2013	330	10.27%	2,182	8.38%	28	10.37%	1,150	7.00%	281	8.84%
		2012	347	10.22%	3,447	12.55%	34	11.93%	2,441	13.99%	327	9.60%
41 – 45	2015/16	312	11.39%	2,098	10.62%	21	9.50%	1,198	10.06%	303	11.20%	
	2014	383	13.14%	2,605.5	9.95%	29	11.24%	1,699	9.28%	371	12.51%	
	2013	442	13.75%	4,055	15.57%	41	15.19%	2,671	16.25%	441	13.88%	
	2012	511	15.06%	3,723	13.56%	42	14.74%	2,309	13.23%	474	13.91%	
46 – 50	2015/16	421	15.37%	3,186	16.13%	39	17.65%	1,892	15.89%	453	16.75%	
	2014	447	15.33%	5,034	19.22%	47	18.22%	3,733	20.39%	495	16.69%	
	2013	540	16.80%	3,629	13.94%	40	14.81%	1,963	11.95%	558	17.56%	
	2012	511	15.06%	4,742	17.27%	52	18.25%	3,331	19.08%	607	17.81%	
51 – 55	2015/16	439	16.03%	3,759	19.03%	40	18.10%	2,427	20.38%	473	17.49%	
	2014	455	15.61%	4,121.5	15.74%	44	17.05%	2,782	15.19%	491	16.55%	
	2013	500	15.56%	3,669	14.09%	35	12.96%	1,998	12.16%	502	15.80%	
	2012	527	15.53%	4,361	15.88%	49	17.19%	2,684	15.38%	531	15.58%	
56 – 60	2015/16	342	12.49%	3,107	15.73%	38	17.19%	2,019	16.95%	359	13.27%	
	2014	388	13.31%	4,050	15.47%	44	17.05%	2,907	15.88%	394	13.28%	
	2013	422	13.13%	4,631	17.79%	41	15.19%	3,401	20.70%	427	13.44%	

		Sickness periods		Sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount		
61+	2012	387	11.40%	4,958	18.05%	43	15.09%	3,704	21.22%	455	13.35%	
	2015/16	201	7.34%	2,417	12.23%	32	14.48%	1,709	14.35%	214	7.91%	
	2014	231	9.81%	4,754	22.40%	39	15.12%	4,102	18.15%	291	7.92%	
	2013	210	6.53%	3,411	13.10%	38	14.07%	2,794	17.00%	236	7.43%	
	2012	223	6.57%	2,199	8.01%	26	9.12%	1,371	7.85%	244	7.16%	
	Prefer Not to say	2015/16	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
		2014	2	0.07%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
		2013	2	0.06%	5	0.02%	0	0.00%	0	0.00%	56	1.76%
2012		2	0.06%	5	0.02%	0	0.00%	0	0.00%	35	1.03%	

### 6.1.6 Sickness by sexuality

		Sickness periods		Sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount	
Bisexual	2015/16	4	0.1%	21	0.1%	0	0.0%	0	0.0%	4	0.1%
	2014	6	0.2%	9	0.1%	0	0.0%	0	0.0%	6	0.2%
	2013	6	0.2%	17	0.1%	0	0.0%	0	0.0%	8	0.2%
	2012	16	0.4%	30	0.1%	0	0.0%	0	0.0%	11	0.3%
Hetero sexual	2015/16	1,770	64.6%	13,057	66.0%	145	65.6%	7,828	65.7%	1,714	63.4%
	2014	2,128	75.9%	17,791	69.3%	129	0.5%	11,947	66.1%	1,986	75.3%
	2013	2,353	73.2%	18,588	71.3%	189	70.0%	11,430	69.6%	2,270	71.4%
	2012	2,441	71.9%	20,274	73.8%	212	74.4%	13,025	74.6%	2,368	69.5%
Homo sexual	2015/16	46	1.6%	422	2.1%	6	2.7%	309	2.6%	28	1.0%
	2014	46	1.6%	126	0.5%	1	0.4%	29	0.2%	37	1.4%
	2013	50	1.5%	452	1.7%	7	2.6%	313	2.0%	45	1.4%
	2012	54	1.6%	391	1.4%	2	0.7%	176	1.0%	39	1.1%
Other	2015/16	103	3.8%	653	3.3%	5	2.3%	395	3.3%	85	3.1%
	2014	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	2013	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	2012	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Prefer not to say	2015/16	816	29.8%	5,602	28.4%	65	29.4%	3,376	28.3%	874	32.3%
	2014	621	22.2%	7,716	30.1%	73	28.6%	6,086	33.7%	608	23.1%
	2013	805	25.1%	6,980	26.8%	74	27.4%	4,689	28.5%	0	0.0%
	2012	883	26.0%	6,767	24.6%	71	24.9%	4,254	24.4%	990	29.0%

## 6.1.7 Sickness by religion

		Sickness periods		Sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount	
Buddhist	2015/16	18	0.66%	130	0.66%	2	0.90%	75	0.63%	14	0.52%
	2014	18	0.62%	65	0.25%	1	0.39%	20	0.11%	12	0.40%
	2013	24	0.75%	68.5	0.26%	0	0.00%	0	0.00%	13	0.42%
	2012	10	0.29%	168	0.61%	3	1.05%	155	0.89%	13	0.00%
Christian	2015/16	1,205	43.99%	9,636	48.78%	108	48.87%	5,944	49.92%	1,192	44.07%
	2014	1,463	50.19%	15,016	57.21%	149	57.53%	10,778	58.67%	1,408	47.47%
	2013	1,652	51.40%	12,900	49.54%	138	51.11%	7,536	45.86%	1,613	50.8%
	2012	1,640	48.32%	14,453	52.63%	152	53.33%	9,470	54.25%	1,695	50%
Hindu	2015/16	38	1.39%	253	1.28%	3	1.36%	157	1.32%	46	1.70%
	2014	51	1.75%	376	1.43%	4	1.54%	243	1.32%	50	1.69%
	2013	43	1.34%	651	2.50%	3	1.11%	524	3.19%	58	1.8%
	2012	75	2.21%	301	1.10%	2	0.70%	47	0.27%	64	2%
Jewish	2015/16	2	0.07%	7	0.04%	0	0.00%	0	0.00%	4	0.15%
	2014	7	0.24%	13	0.05%	0	0.00%	0	0.00%	5	0.17%
	2013	12	0.38%	106.5	0.34%	2	0.68%	64	0.29%	9	0.3%
	2012	8	0.24%	87	0.32%	1	0.35%	53	0.30%	12	0%
Muslim	2015/16	45	1.64%	464	2.35%	7	3.17%	313	2.63%	48	1.77%
	2014	57	1.96%	531	2.02%	7	2.70%	403	2.19%	58	1.96%
	2013	64	2.02%	480	1.52%	5	1.69%	322	1.45%	63	2.0%
	2012	72	2.12%	534	1.94%	4	1.40%	384	2.20%	69	2%
None	2015/16	543	19.82%	2,994	15.16%	35	15.84%	1,473	12.37%	499	18.45%
	2014	629	21.58%	4,362.7	16.62%	37	14.29%	2,887	15.71%	578	19.49%
	2013	679	21.13%	4,779.5	18.36%	52	19.26%	2,985	18.17%	649	20.4%
	2012	785	23.13%	4,977	18.12%	51	17.89%	2,710	15.53%	690	20%
Other	2015/16	80	2.92%	691	3.50%	12	5.43%	456	3.83%	79	2.92%
	2014	138	4.73%	1,355	5.16%	18	6.95%	955	5.20%	96	3.24%
	2013	133	4.14%	1,462.5	5.62%	15	5.56%	1,029	6.26%	108	3.4%
	2012	140	4.12%	1,894	6.90%	15	5.26%	1,429	8.19%	115	3%
Prefer not to say	2015/16	792	28.92%	5,527	27.98%	53	23.98%	3,465	29.10%	817	30.20%
	2014	544	18.66%	4,508.7	17.18%	43	16.60%	3,086	16.80%	754	25.42%
	2013	595	18.51%	5,551	21.32%	54	20.00%	3,971	24.17%	656	20.65%
	2012	646	19.03%	4,960	18.06%	56	19.65%	3,187	18.26%	743	22%
Sikh	2015/16	16	0.58%	53	0.27%	1	0.45%	25	0.21%	6	0.22%
	2014	8	0.27%	20	0.08%	0	0.00%	0	0.00%	5	0.17%
	2013	12	0.37%	134	0.51%	1	0.37%	96	0.58%	8	0.3%
	2012	18	0.53%	87	0.32%	1	0.35%	20	0.11%	7	0%

## 6.2 Maternity absence profile

This profile details employees who have taken maternity absence. To enable an appropriate comparison to the LBC population, for this profile only, the LBC population is limited to show only the female population.

### 6.2.1 Maternity by department

	Maternity Headcount	Maternity Percentage	LBC (Women only)
2015/16			
<b>People</b>	58	51.79%	53.76%
<b>Place</b>	7	6.25%	11.14%
<b>Resources</b>	47	41.96%	35.10%
<b>LBC</b>	113	100%	100%

### 6.2.2 Maternity followed by leaving

	Maternity Percentage
2015/16	
<b>Career Break</b>	12.50%
<b>Other</b>	25.00%
<b>Redundancy</b>	25.00%
<b>Resignation</b>	37.50%
<b>TUPE</b>	0.00%
<b>Total</b>	100%

### 6.2.3 Maternity by grade

	Maternity Headcount	Maternity Percentage	LBC (Women only)
2015/16			
Officer	82	73.21%	74.37%
Manager	26	23.21%	21.45%
Senior Manager	4	3.57%	4.18%

### 6.2.4 Maternity by basis

	Maternity Headcount	Maternity Percentage	LBC (Women only)
2015/16			
Full time	78	69.64%	75.10%
Part time	34	30.36%	24.90%