

Croydon Workforce Profile

Reporting period: 01/10/2013 to 30/09/2014
Headcount in report: 2967

Version 1.0 02/12/2014

2013 Q3 & Q4
2014 Q1 & Q2

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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 and diverse 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 workforce strategy; corporate equality action plan; and the corporate learning and development plan.

Not only is production of the workforce profile an outcome of the workforce and equalities strategies itself, it is a resource to help monitor workforce performance and provides 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 October 2013 to 30 September 2014. 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>.

Due to the switchover between the CHRIS and ORACLE system, information for this report has been drawn together from both systems resulting in a more complex collection method and increasing the chance of errors.

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.

This workforce profile compares the current organisational data with the data from the previous version of this report. The data is identified as 2014, 2013, 2012 or 2011 and is effective as at the 30th September for each year, unless otherwise stated.

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

| Year | Colour scheme |
|------|---------------|
| 2014 | Purple |
| 2013 | Orange |
| 2012 | Blue |
| 2011 | 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 at a time 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 | |
|---------------------------------|---------------|
| 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% |
| BME Totals: | 44.91% |

| White | |
|--------------------------------|---------------|
| White British | 47.26% |
| White Gypsy or Irish Traveller | 0.06% |
| White Irish | 1.48% |
| White Other | 6.29% |
| White Totals: | 55.09% |

| Disability | |
|------------------------|--------|
| Registered as disabled | 16.80% |

| 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% |

1.4 Terms used within this document

Abbreviated department names:

| | Full department name |
|-------|---|
| LBC | Full council (excluding schools) – entirety of departments listed below |
| CED | Chief Executives Department |
| CFL | Children, Families and Learners |
| DASHH | Adult Services, Housing and Housing |
| D&E | Development and Environment |

2. Employee profile

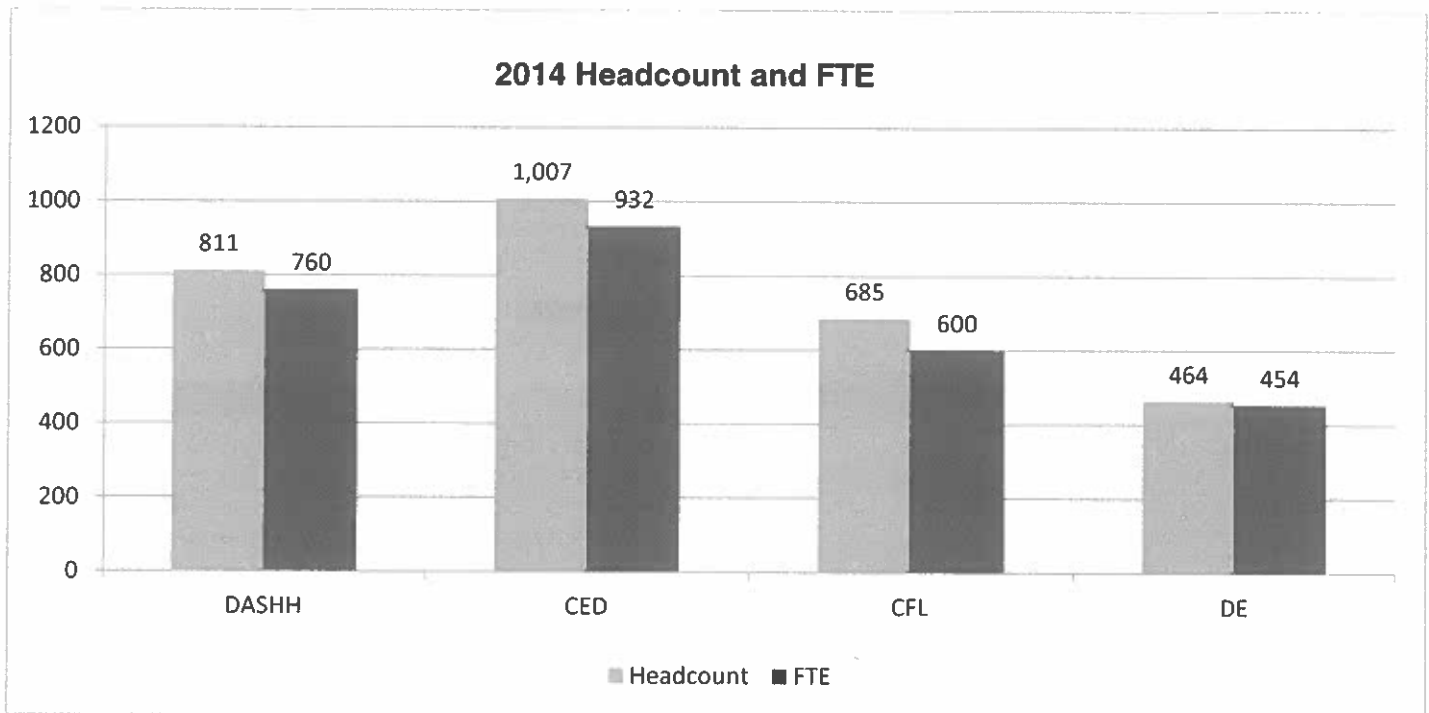
2.1 Headcount and FTE profile

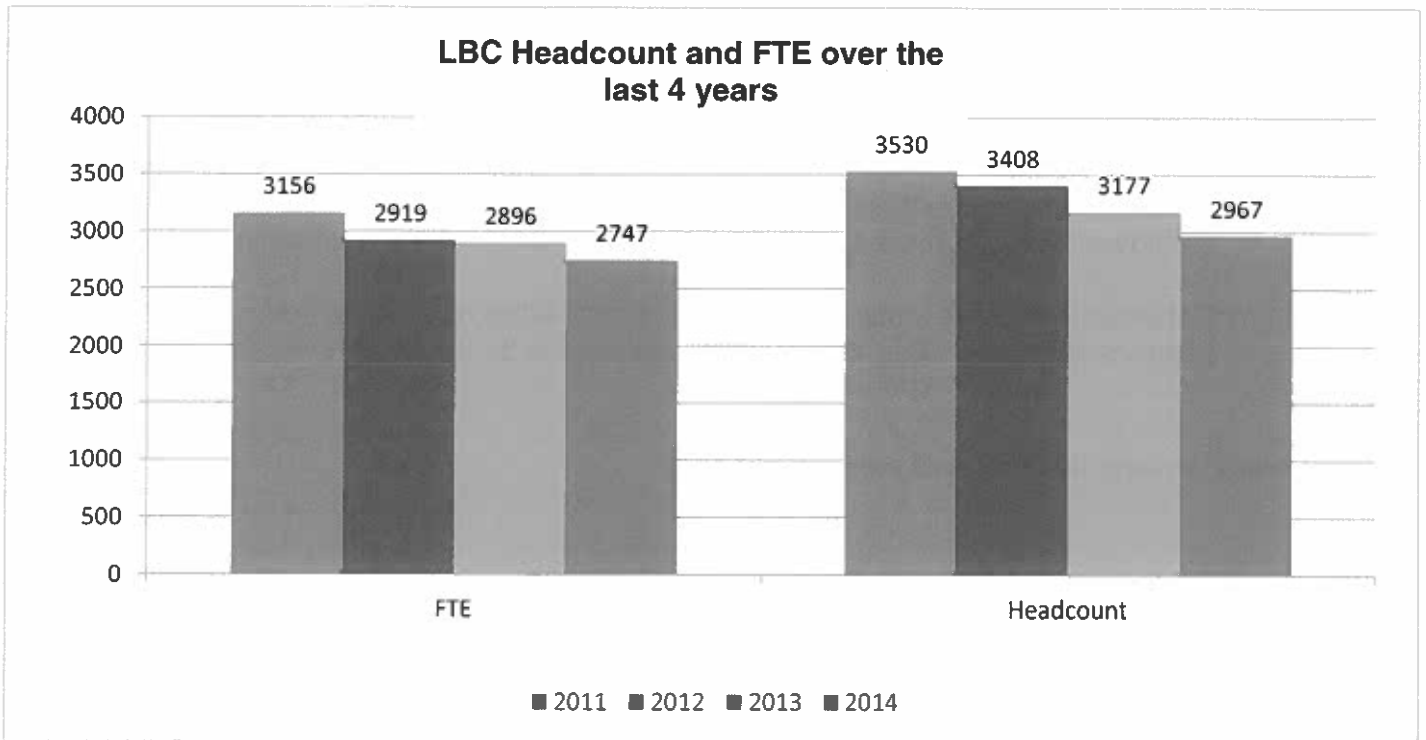


Definition: headcount is the number of employees working within the council. If an employee works in more than one department, they will be counted in all departments they work.

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:

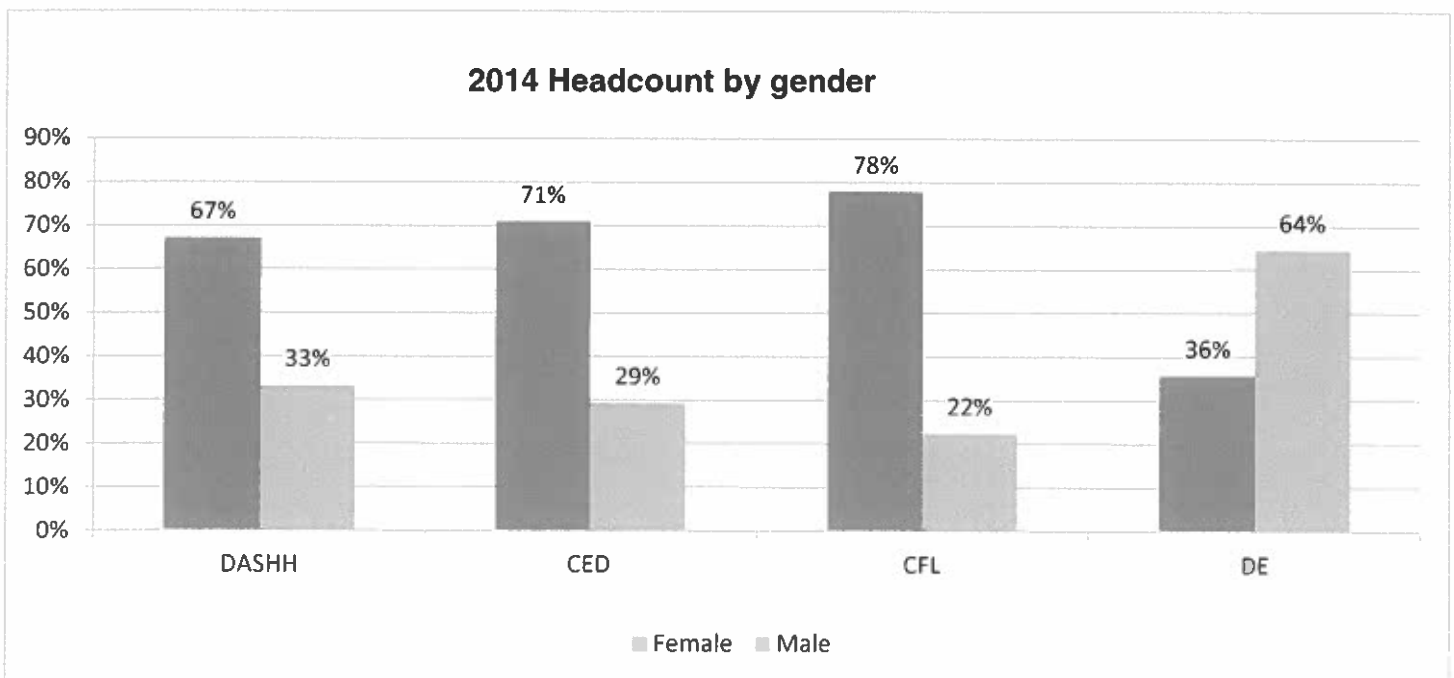


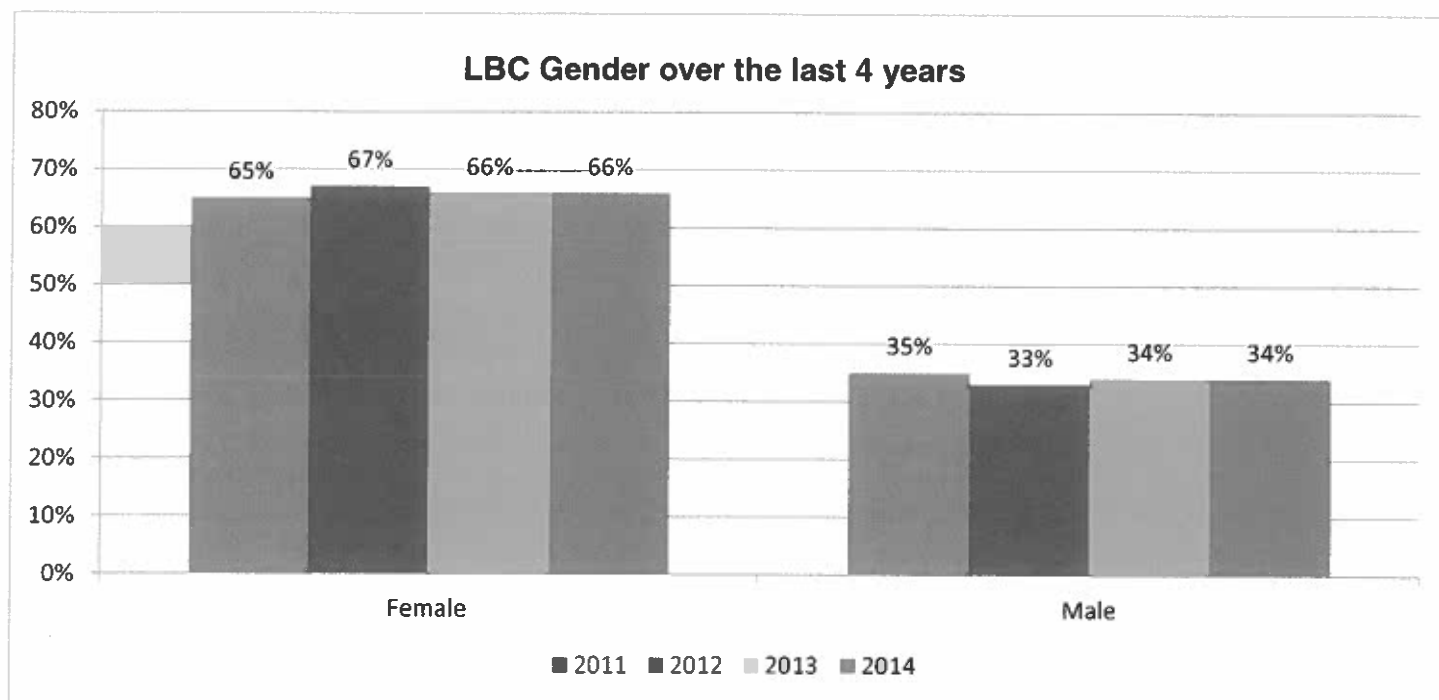


2.1.1 Headcount by gender

| | Female | Male |
|-------|--------|------|
| DASHH | 67% | 33% |
| CED | 71% | 29% |
| CFL | 78% | 22% |
| DE | 36% | 64% |

| | Female | Male |
|----------|--------|------|
| LBC 2011 | 65% | 35% |
| LBC 2012 | 67% | 33% |
| LBC 2013 | 66% | 34% |
| LBC 2014 | 66% | 34% |





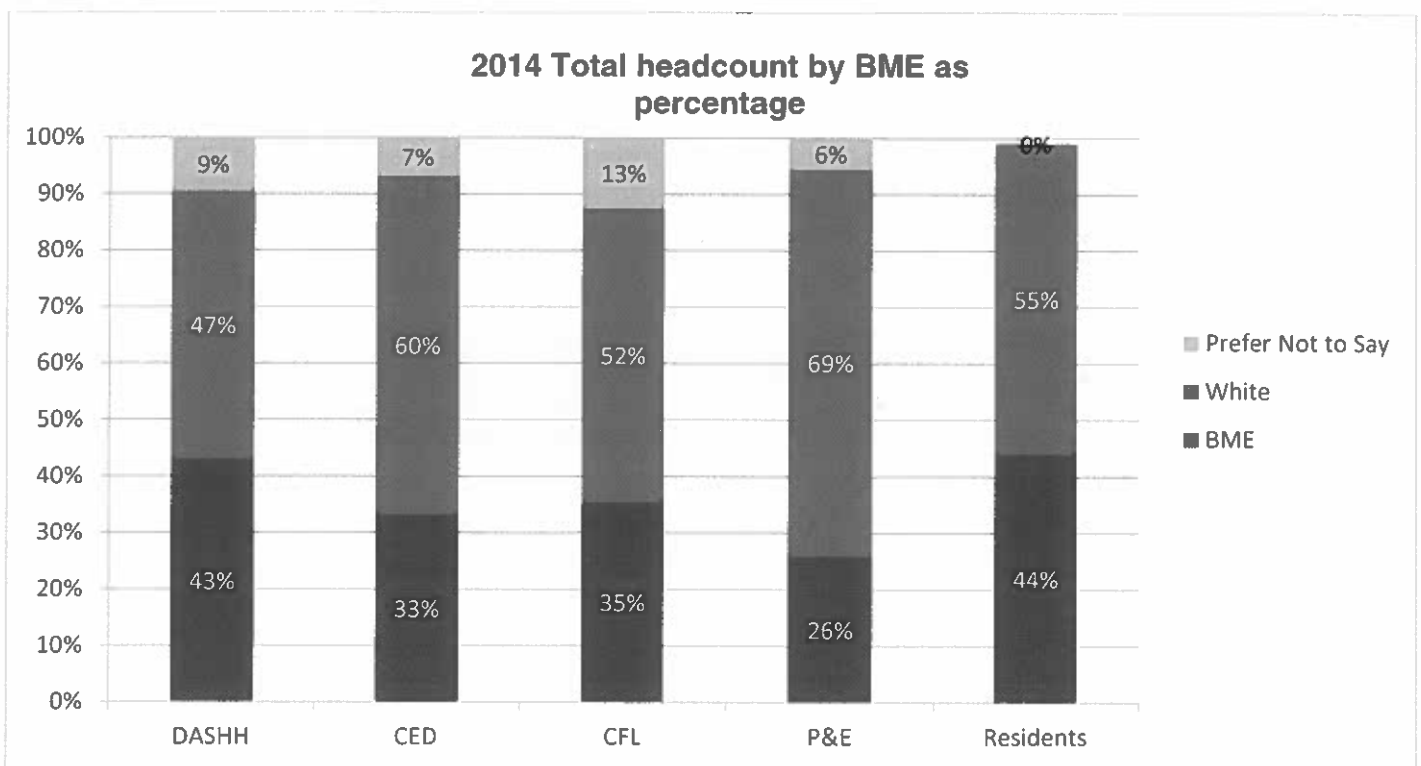
2.1.2 Headcount by ethnicity



Definition: Black or minority ethnicity (BME) is the total non-white population, this comprises of, but it 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.

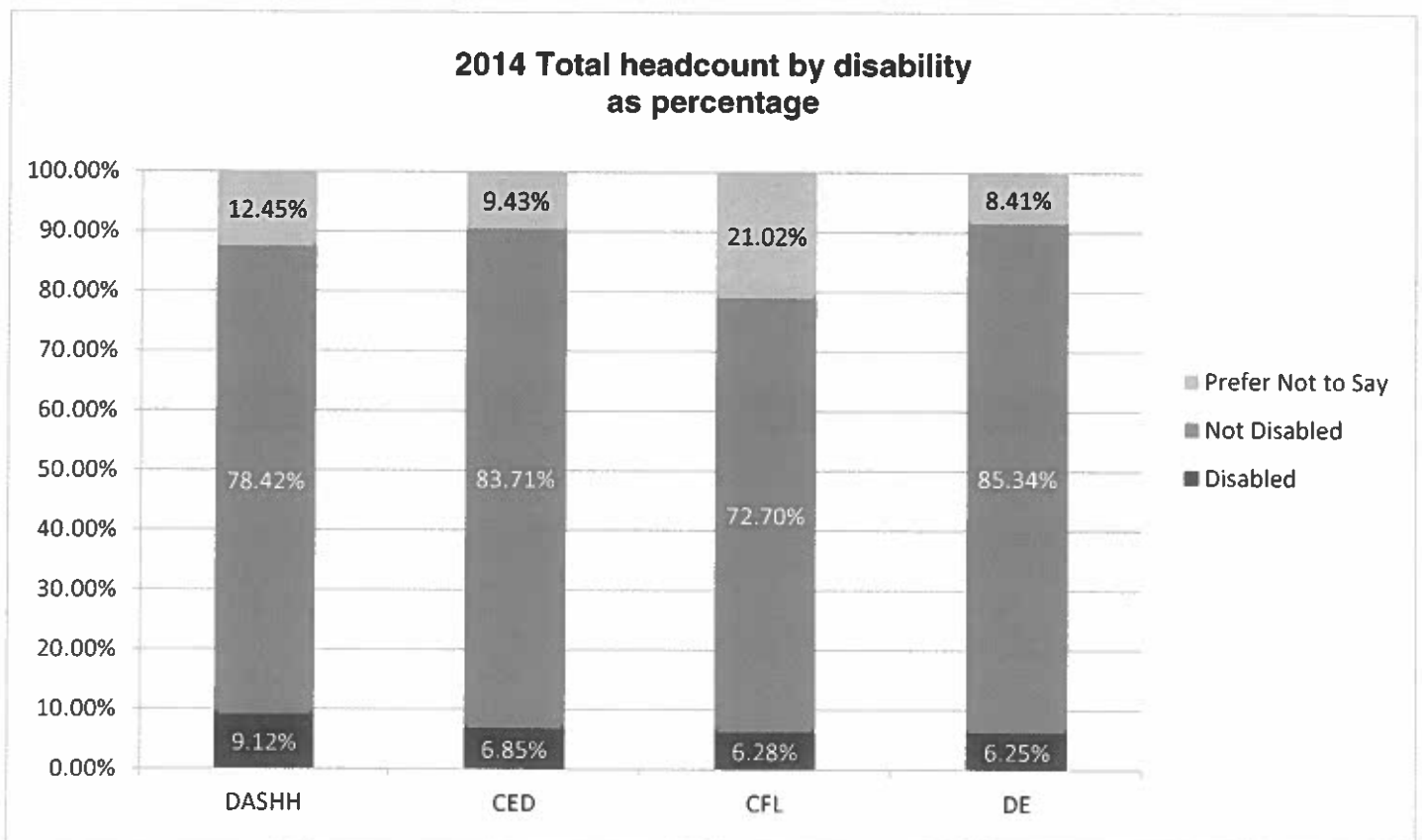
| | | 2011 | | 2012 | | 2013 | | 2014 | | LBC Pop | London Pop |
|------------|--|------|--------|------|--------|------|--------|------|--------|---------|------------|
| | | HC | % | HC | % | HC | % | HC | % | % | % |
| BME | Bangladeshi | 8 | 0.20% | 13 | 0.40% | 13 | 0.40% | 13 | 0.40% | 0.70% | 2.72% |
| | Black African | 250 | 7.10% | 243 | 7.10% | 246 | 7.70% | 251 | 8.50% | 8.00% | 7.02% |
| | Black Caribbean | 386 | 11.00% | 369 | 10.90% | 358 | 11.30% | 329 | 11.10% | 8.60% | 4.22% |
| | Chinese | 13 | 0.40% | 14 | 0.40% | 15 | 0.50% | 13 | 0.40% | 1.10% | 1.52% |
| | Indian | 105 | 3.00% | 104 | 3.00% | 98 | 3.10% | 93 | 3.10% | 6.80% | 6.64% |
| | Mixed White and Asian | 35 | 1.00% | 28 | 0.80% | 29 | 0.90% | 28 | 0.90% | 1.40% | 1.24% |
| | Mixed White and Black African | 11 | 0.30% | 9 | 0.30% | 11 | 0.30% | 8 | 0.30% | 0.90% | 0.80% |
| | Mixed White and Black Caribbean | 53 | 1.50% | 52 | 1.50% | 45 | 1.40% | 44 | 1.50% | 2.70% | 1.46% |

| | | | | | | | | | | | |
|-------|--------------------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------|---------------|---------------|---------------|
| | Other | 200 | 5.70% | 185 | 5.40% | 145 | 4.60% | 122 | 4.10% | 1.80% | 3.44% |
| | Other Asian | 54 | 1.50% | 50 | 1.50% | 48 | 1.50% | 45 | 1.50% | 4.80% | 4.88% |
| | Other Black | 53 | 1.50% | 57 | 1.70% | 56 | 1.80% | 54 | 1.80% | 3.60% | 2.08% |
| | Other Mixed | 44 | 1.20% | 42 | 1.20% | 37 | 1.20% | 31 | 1.00% | 1.60% | 1.45% |
| | Pakistani | 19 | 0.50% | 22 | 0.60% | 21 | 0.70% | 16 | 0.50% | 3.00% | 2.74% |
| | BME Totals: | 1,231 | 34.90% | 1,188 | 34.90% | 1,122 | 35.30% | 1,047 | 35.30% | 44.90% | 40.21% |
| White | White British | 1853 | 52.50% | 1790 | 52.50% | 1,652 | 52.00% | 1,479 | 49.90% | 47.70% | 44.89% |
| | White Gypsy or Traveller | 0 | 0% | 1 | 0.10% | 2 | 0.10% | 1 | 0.10% | 0.10% | 0.10% |
| | White Irish | 88 | 2.50% | 84 | 2.50% | 63 | 2.00% | 61 | 2.10% | 1.50% | 2.15% |
| | White Other | 159 | 4.50% | 161 | 4.70% | 141 | 4.40% | 121 | 4.10% | 6.30% | 12.65% |
| | White Totals: | 2,100 | 59.50% | 2,036 | 59.70% | 1,858 | 58.50% | 1,662 | 56.00% | 55.10% | 59.79% |
| | Prefer Not to Say | 199 | 5.60% | 184 | 5.40% | 197 | 6.20% | 258 | 8.70% | - | - |

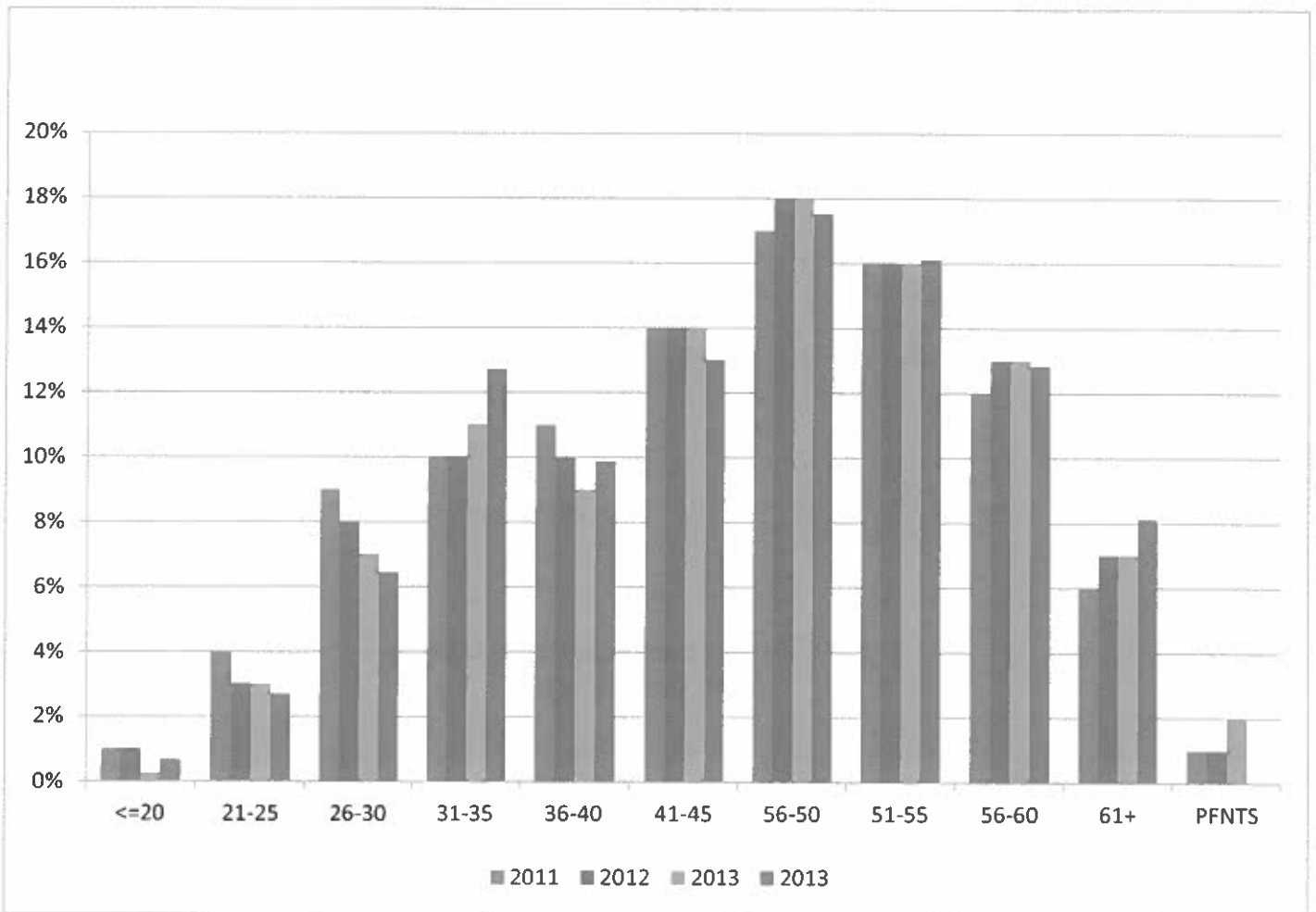


2.1.3 Headcount by disability

| | Disabled | Not Disabled | Prefer Not to Say |
|----------|----------|--------------|-------------------|
| DASHH | 9.12% | 78.42% | 12.45% |
| CED | 6.85% | 83.71% | 9.43% |
| CFL | 6.28% | 72.70% | 21.02% |
| DE | 6.25% | 85.34% | 8.41% |
| LBC 2011 | 9% | 85% | 6% |
| LBC 2012 | 9% | 84% | 7% |
| LBC 2013 | 8% | 83% | 9% |
| LBC 2014 | 7% | 80% | 13% |



2.1.4 Headcount by age



| | LBC 2011 | | LBC 2012 | | LBC 2013 | | LBC 2014 | |
|--------------------------|----------|-----|----------|-----|----------|-------|----------|-------|
| <=20 | 30 | 1% | 20 | 1% | 8 | 0.25% | 20 | 0.67% |
| 21 – 25 | 127 | 4% | 107 | 3% | 91 | 3% | 80 | 3% |
| 26 – 30 | 304 | 9% | 261 | 8% | 216 | 7% | 191 | 6% |
| 31 – 35 | 354 | 10% | 347 | 10% | 361 | 11% | 377 | 13% |
| 36 – 40 | 372 | 11% | 327 | 10% | 281 | 9% | 293 | 10% |
| 41 – 45 | 511 | 14% | 474 | 14% | 441 | 14% | 386 | 13% |
| 46 – 50 | 585 | 17% | 607 | 18% | 558 | 18% | 520 | 18% |
| 51 – 55 | 558 | 16% | 531 | 16% | 502 | 16% | 478 | 16% |
| 56 – 60 | 440 | 12% | 455 | 13% | 427 | 13% | 381 | 13% |
| 61+ | 222 | 6% | 244 | 7% | 236 | 7% | 241 | 8% |
| Prefer Not to Say | 27 | 1% | 35 | 1% | 56 | 2% | 0 | 0% |

2014 Age breakdown by department

| | DASHH | | CED | | CFL | | D&E | |
|-------------------|-------|--------|-----|--------|-----|--------|-----|--------|
| <=20 | 3 | 0.37% | 11 | 1.09% | 3 | 0.44% | 3 | 0.65% |
| 21 – 25 | 9 | 1.11% | 37 | 3.67% | 27 | 3.94% | 7 | 1.51% |
| 26 – 30 | 43 | 5.30% | 73 | 7.25% | 47 | 6.86% | 28 | 6.03% |
| 31 – 35 | 78 | 9.62% | 162 | 16.09% | 88 | 12.85% | 49 | 10.56% |
| 36 – 40 | 67 | 8.26% | 106 | 10.53% | 70 | 10.22% | 50 | 10.78% |
| 41 – 45 | 106 | 13.07% | 124 | 12.31% | 90 | 13.14% | 66 | 14.22% |
| 46 – 50 | 153 | 18.87% | 159 | 15.79% | 126 | 18.39% | 82 | 17.67% |
| 51 – 55 | 145 | 17.88% | 144 | 14.30% | 109 | 15.91% | 80 | 17.24% |
| 56 – 60 | 120 | 14.80% | 121 | 12.02% | 87 | 12.70% | 53 | 11.42% |
| 61+ | 87 | 10.73% | 70 | 6.95% | 38 | 5.55% | 46 | 9.91% |
| Prefer Not to Say | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |

2.1.5 Headcount by sexuality

| | LBC 2011 | | LBC 2012 | | LBC 2013 | | LBC 2014 | |
|-------------------|----------|--------|----------|--------|----------|--------|----------|--------|
| Bisexual | 9 | 0.30% | 11 | 0.30% | 8 | 0.30% | 9 | 0.30% |
| Heterosexual | 2,394 | 67.80% | 2,368 | 69.50% | 2,270 | 71.50% | 2,117 | 71.40% |
| Homosexual | 44 | 1.20% | 39 | 1.10% | 45 | 1.40% | 38 | 1.30% |
| Prefer Not To Say | 1,083 | 30.70% | 990 | 29.00% | 854 | 26.90% | 803 | 27.00% |

2014 sexuality by department

| | DASHH | | CED | | CFL | | D&E | |
|-----------|-------|------|------|------|------|------|------|------|
| Bi-sexual | 2.00 | 0.3% | 4.00 | 0.4% | 2.00 | 0.3% | 1.00 | 0.2% |

| | | | | | | | | |
|--------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| Heterosexual | 591.0 | 72.9% | 759.0 | 75.4% | 438.0 | 63.9% | 329.0 | 70.9% |
| Homosexual | 10.00 | 1.2% | 9.00 | 0.9% | 14.00 | 2.0% | 5.00 | 1.1% |
| Prefer Not to Say | 208 | 25.7% | 235 | 23.3% | 231 | 33.7% | 129 | 27.8% |

2.1.6 Headcount by religion

| | LBC 2011 | | LBC 2012 | | LBC 2013 | | LBC 2014 | |
|--------------------------|-----------------|-----|-----------------|-----|-----------------|-----|-----------------|-----|
| Buddhist | 10 | 0% | 13 | 0% | 13 | 0% | 14 | 0% |
| Christian | 1733 | 49% | 1,695 | 50% | 1,613 | 51% | 1,477 | 50% |
| Hindu | 65 | 2% | 64 | 2% | 58 | 2% | 55 | 2% |
| Jewish | 13 | 0% | 12 | 0% | 9 | 0% | 5 | 0% |
| Muslim | 67 | 2% | 69 | 2% | 63 | 2% | 57 | 2% |
| None | 705 | 20% | 690 | 20% | 649 | 20% | 621 | 21% |
| Sikh | 10 | 0% | 7 | 0% | 8 | 0% | 5 | 0% |
| Other | 111 | 3% | 115 | 3% | 108 | 3% | 99 | 3% |
| Prefer not to say | 816 | 23% | 743 | 22% | 656 | 21% | 634 | 22% |

2014 Religion by department

| | DASHH | | CED | | CFL | | D&E | |
|--------------------------|--------------|-------|------------|-------|------------|-------|----------------|-------|
| Buddhist | 2 | 0.3% | 3 | 0.3% | 7 | 1.0% | 2 | 0.4% |
| Christian | 450 | 55.5% | 499 | 49.6% | 327 | 47.7% | 201 | 43.3% |
| Hindu | 15 | 1.9% | 21 | 2.1% | 12 | 1.8% | 7 | 1.5% |
| Jewish | 2 | 0.3% | 1 | 0.1% | 1 | 0.2% | 1 | 0.2% |
| Muslim | 11 | 1.4% | 25 | 2.5% | 10 | 1.5% | 11 | 2.4% |
| None | 127 | 15.7% | 233 | 23.1% | 137 | 20.0% | 124 | 26.7% |
| Sikh | 1 | 0.1% | 2 | 0.2% | 1 | 0.2% | 1 | 0.2% |
| Other | 25 | 3.1% | 36 | 3.6% | 18 | 2.6% | 20 | 4.3% |
| Prefer not to say | 178 | 22.0% | 187 | 18.6% | 172 | 25.1% | 97 | 20.9% |

2.1.7 Headcount by marital status

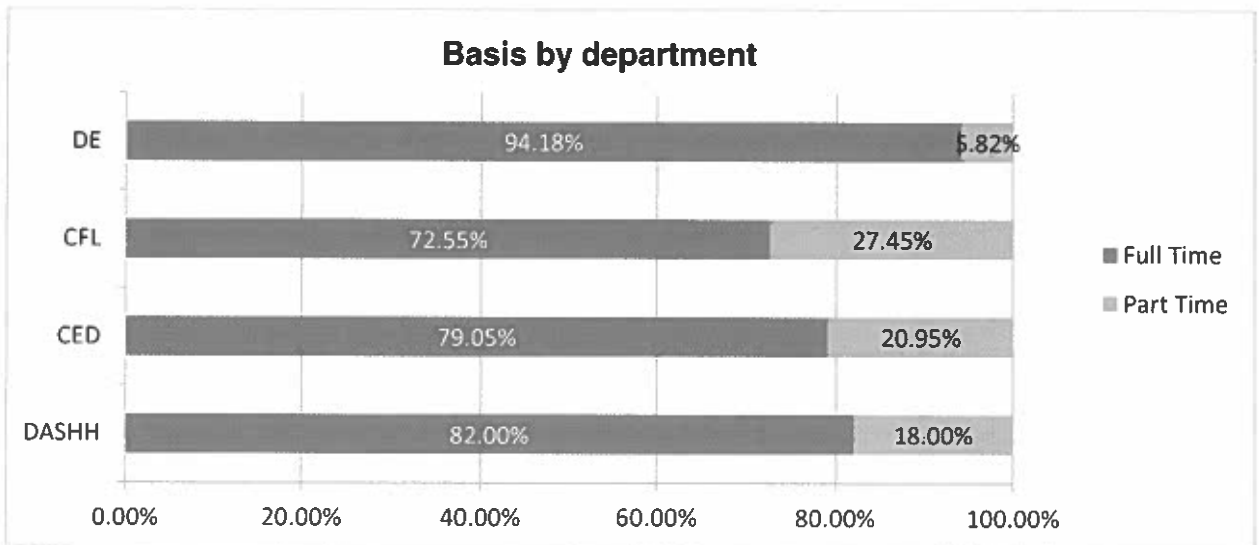
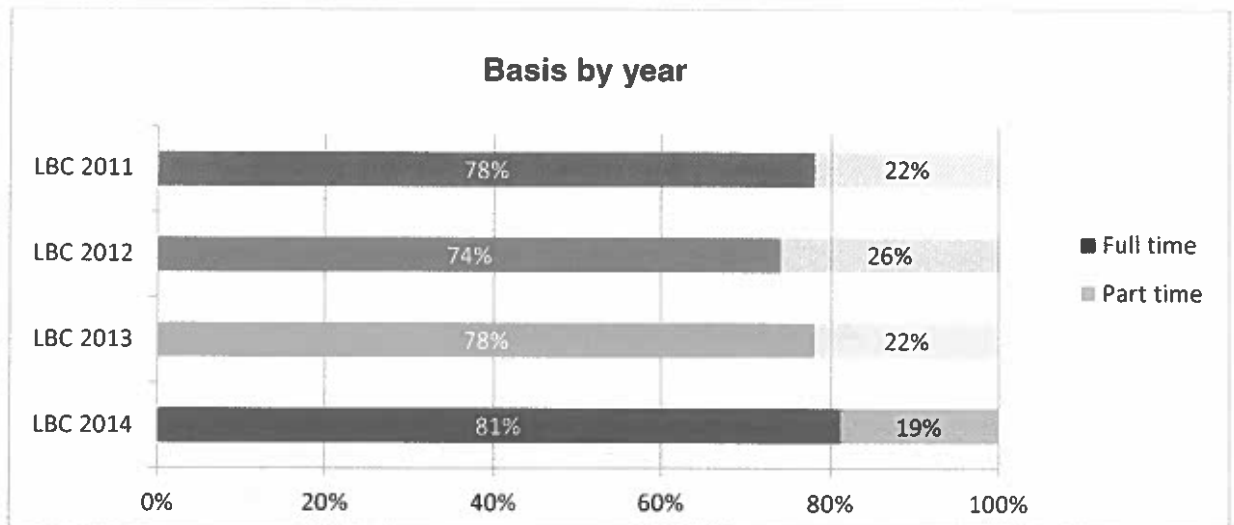
2.2 Working hours profile

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 |
| LBC 2011 | 46% | 32% | 19% | 3% |

| | | | | |
|-----------------|-----|-----|-----|----|
| LBC 2012 | 45% | 30% | 22% | 4% |
| LBC 2013 | 47% | 31% | 19% | 3% |
| LBC 2014 | 49% | 32% | 17% | 3% |

2014 Gender by department

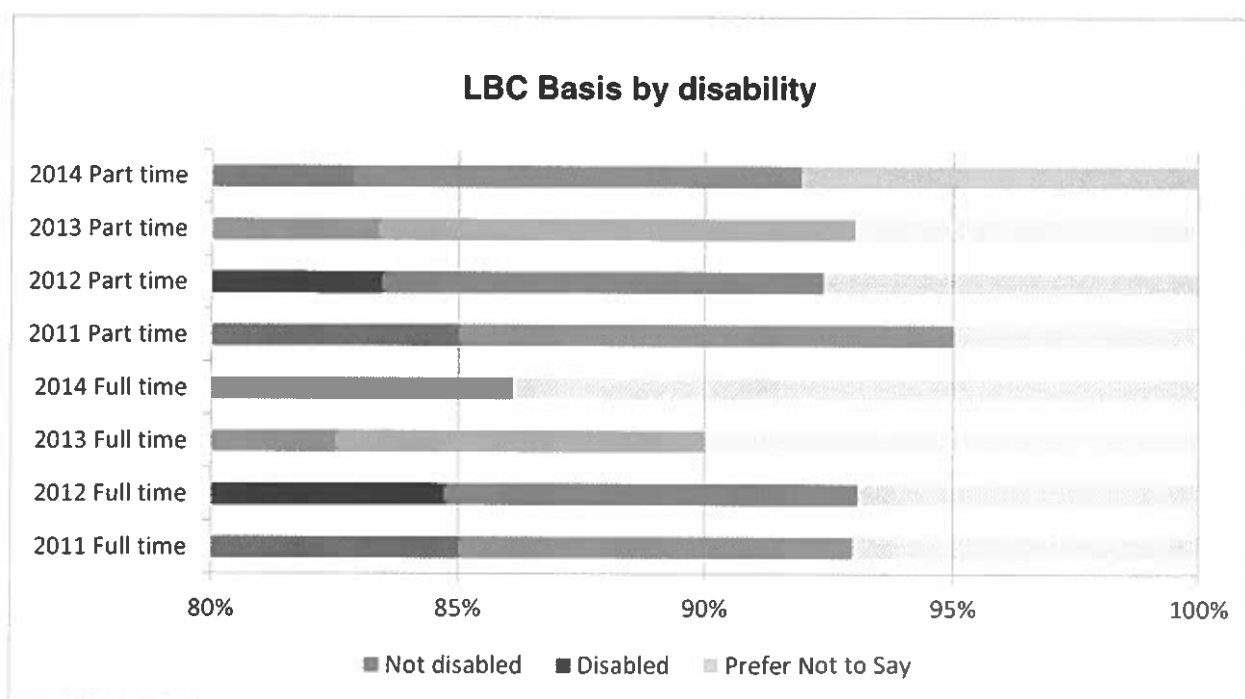
| | Full time | | Part time | |
|----------------|-----------|--------|-----------|-------|
| | Female | Male | Female | Male |
| DASHH | 51.66% | 30.33% | 15.29% | 2.71% |
| CED | 51.34% | 27.71% | 19.56% | 1.39% |
| CFL | 54.89% | 17.66% | 22.92% | 4.53% |
| D&E | 31.47% | 62.72% | 4.09% | 1.72% |

2.2.3 Basis by ethnicity

| | 2011 | | 2012 | | 2013 | | 2014 | |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | Full time | Part time | Full time | Part time | Full time | Part time | Full time | Part time |
| Bangladeshi | 0% | 0% | 0% | 1% | 0% | 1% | 0% | 0% |
| Black African | 8% | 4% | 9% | 3% | 9% | 3% | 9% | 4% |
| Black Caribbean | 11% | 10% | 11% | 9% | 12% | 10% | 11% | 10% |
| Chinese | 0% | 0% | 1% | 0% | 1% | 0% | 0% | 0% |
| Indian | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% |
| Mixed White and Asian | 1% | 1% | 1% | 1% | 1% | 1% | 1% | 1% |
| 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% | 5% | 7% | 4% | 5% | 4% | 4% |
| Other Asian | 2% | 1% | 1% | 1% | 2% | 1% | 1% | 2% |
| Other Black | 2% | 1% | 2% | 1% | 2% | 2% | 2% | 2% |

| | | | | | | | | |
|---------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Other Mixed | 1% | 1% | 1% | 1% | 1% | 1% | 1% | 1% |
| Pakistani | 0% | 1% | 0% | 1% | 0% | 2% | 0% | 1% |
| BME Total: | 34% | 31% | 37% | 30% | 37% | 31% | 37% | 31% |
| White British | 52% | 56% | 51% | 56% | 51% | 57% | 48% | 57% |
| White Gypsy or Traveller | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| White Irish | 3% | 2% | 2% | 3% | 2% | 2% | 2% | 2% |
| White Other | 5% | 4% | 5% | 5% | 5% | 4% | 4% | 4% |
| White Total: | 60% | 62% | 58% | 63% | 57% | 63% | 54% | 63% |
| Prefer Not to Say | 6% | 6% | 5% | 7% | 6% | 6% | 9% | 6% |

2.2.4 Basis by disability



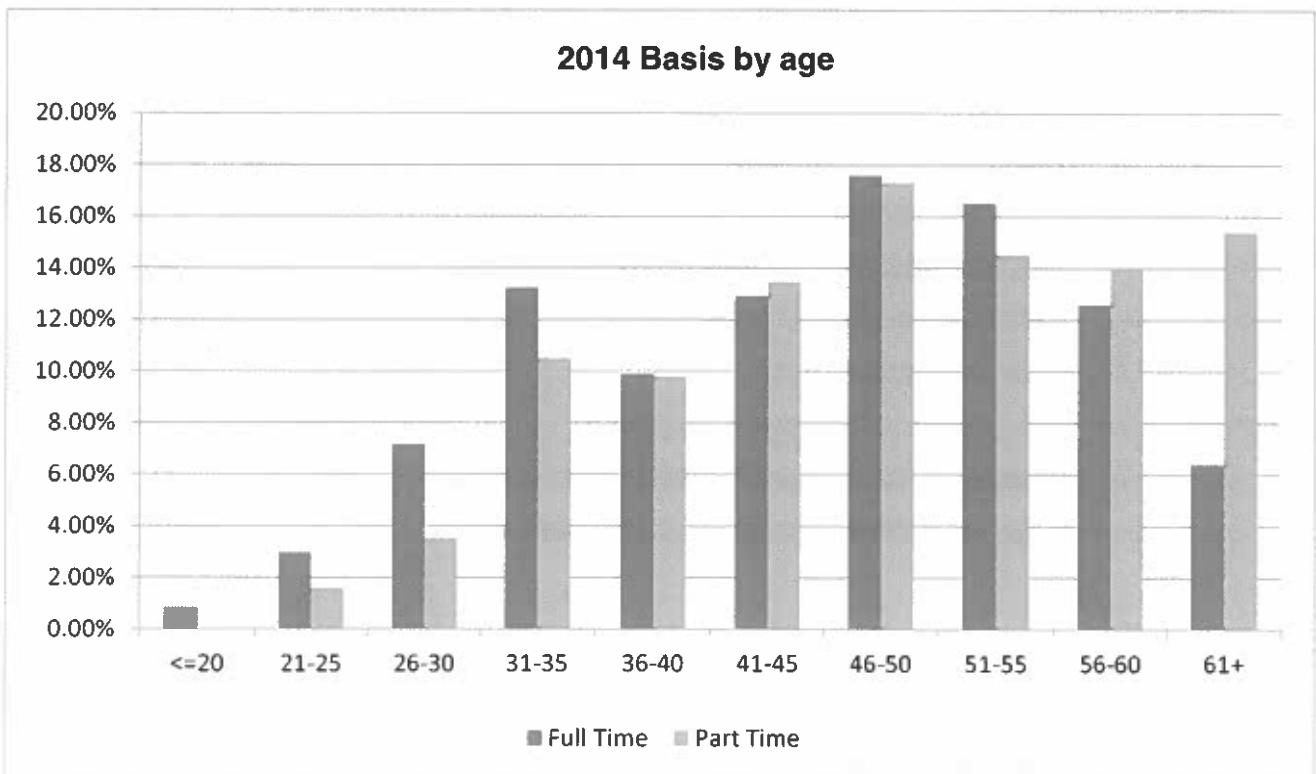
| | Full time | | | | Part time | | | |
|-----------------|--------------|----------|-------------------|-------|--------------|----------|-------------------|-------|
| | Not disabled | Disabled | Prefer Not to Say | Total | Not disabled | Disabled | Prefer Not to Say | Total |
| LBC 2011 | 85% | 11% | 4% | 100% | 87% | 10% | 3% | 100% |
| LBC 2012 | 85% | 8% | 7% | 100% | 83% | 9% | 8% | 100% |

| | | | | | | | | |
|-----------------|-----|----|-----|------|-----|-----|----|------|
| LBC 2013 | 83% | 7% | 10% | 100% | 83% | 10% | 7% | 100% |
| LBC 2014 | 79% | 7% | 14% | 100% | 83% | 9% | 8% | 100% |

Basis by disability and department

| | Full time | | | | Part time | | | |
|--------------|--------------|----------|---------|-------|--------------|----------|---------|-------|
| | Not disabled | Disabled | Unknown | Total | Not disabled | Disabled | Unknown | Total |
| DASHH | 78% | 9% | 13% | 100% | 79% | 12% | 9% | 100% |
| CED | 83% | 7% | 11% | 100% | 87% | 8% | 5% | 100% |
| CFL | 70% | 5% | 25% | 100% | 80% | 9% | 11% | 100% |
| DE | 85% | 6% | 9% | 100% | 85% | 11% | 4% | 100% |

2.2.5 Basis by age



| | Full time | | | | Part time | | | |
|-----------------|-----------|--------|--------|--------|-----------|-------|--------|--------|
| | 2011 | 2012 | 2013 | 2014 | 2011 | 2012 | 2013 | 2014 |
| <= 20 | 0.98% | 0.51% | 0.16% | 0.84% | 0.39% | 0.80% | 0.57% | 0.00% |
| 21 - 25 | 3.53% | 3.03% | 2.75% | 2.96% | 3.85% | 3.45% | 3.27% | 1.57% |
| 26 - 30 | 9.52% | 8.79% | 7.56% | 7.14% | 5.39% | 4.37% | 4.12% | 3.50% |
| 31 - 35 | 10.07% | 10.80% | 11.40% | 13.24% | 9.88% | 8.39% | 11.22% | 10.49% |

2014 - FINAL

| | | | | | | | | |
|----------------|--------|--------|--------|--------|--------|--------|--------|--------|
| 36 – 40 | 10.29% | 9.61% | 9.02% | 9.90% | 11.42% | 9.54% | 8.24% | 9.79% |
| 41 – 45 | 13.70% | 13.79% | 13.79% | 12.90% | 17.20% | 14.25% | 14.20% | 13.46% |
| 46 – 50 | 17.12% | 18.01% | 17.67% | 17.58% | 14.63% | 17.24% | 17.19% | 17.31% |
| 51 – 55 | 16.28% | 16.31% | 16.74% | 16.49% | 14.12% | 13.45% | 12.50% | 14.51% |
| 56 – 60 | 12.72% | 12.92% | 12.98% | 12.57% | 11.55% | 14.60% | 15.06% | 13.99% |
| 61 + | 4.80% | 4.89% | 7.93% | 6.39% | 11.55% | 13.79% | 13.64% | 15.38% |
| Totals | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

2.2.6 Basis by sexuality

| | Full time | | | | Part time | | | |
|--------------------------|-----------|--------|--------|--------|-----------|--------|--------|--------|
| | 2011 | 2012 | 2013 | 2014 | 2011 | 2012 | 2013 | 2014 |
| Bisexual | 0.22% | 0.28% | 0.20% | 0.29% | 0.39% | 0.46% | 0.43% | 0.35% |
| Heterosexual | 69.57% | 71.99% | 72.91% | 72.36% | 61.62% | 62.18% | 66.34% | 67.13% |
| Homosexual | 1.42% | 1.42% | 1.62% | 1.50% | 0.64% | 0.34% | 0.71% | 0.35% |
| Prefer not to say | 28.79% | 26.32% | 25.27% | 25.85% | 37.36% | 37.01% | 32.53% | 32.17% |
| Totals | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

2.2.7 Basis by religion

| | Full time | | | | Part time | | | |
|--------------------------|-----------|--------|--------|--------|-----------|--------|--------|--------|
| | 2011 | 2012 | 2013 | 2014 | 2011 | 2012 | 2013 | 2014 |
| Buddhist | 0.36% | 0.47% | 0.49% | 0.58% | 0.00% | 0.11% | 0.14% | 0.00% |
| Christian | 48.71% | 49.57% | 49.90% | 48.48% | 50.45% | 50.23% | 53.84% | 55.24% |
| Hindu | 1.56% | 1.62% | 1.62% | 1.71% | 2.82% | 2.64% | 2.56% | 2.45% |
| Jewish | 0.29% | 0.28% | 0.20% | 0.17% | 0.64% | 0.57% | 0.57% | 0.17% |
| Muslim | 1.96% | 2.09% | 2.02% | 2.05% | 1.67% | 1.84% | 1.85% | 1.40% |
| None | 20.25% | 20.61% | 20.95% | 21.67% | 19.00% | 19.20% | 18.61% | 17.83% |
| Other | 3.05% | 3.47% | 3.52% | 3.30% | 3.47% | 3.10% | 2.98% | 3.50% |
| Prefer not to say | 23.45% | 21.63% | 20.99% | 21.88% | 21.95% | 22.30% | 19.46% | 19.23% |
| Sikh | 0.36% | 0.28% | 0.32% | 0.17% | 0.00% | 0.00% | 0.14% | 0.17% |
| Totals | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

2.3 Salary profile

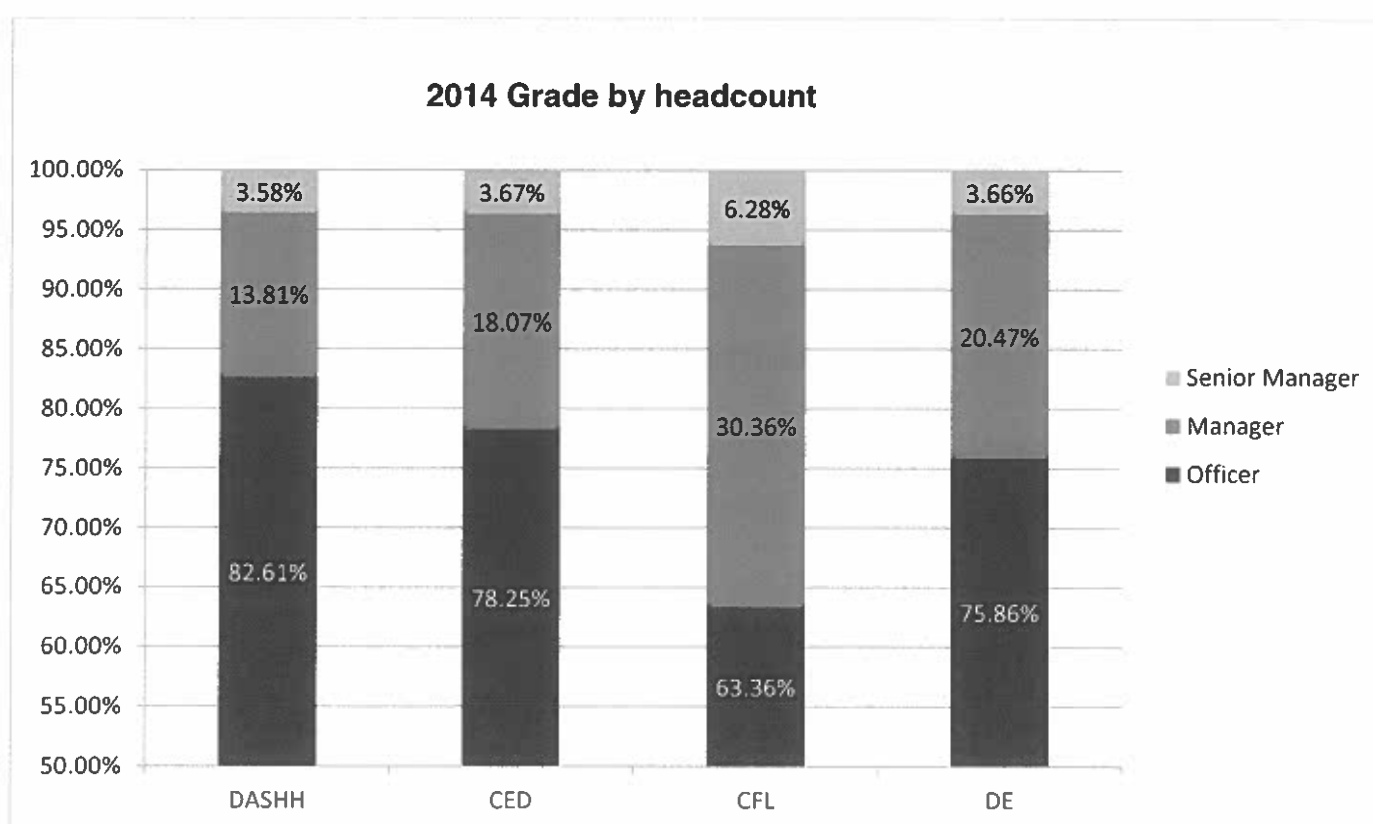
This section analyses the council's salary budget, the grade distribution and additional payments paid to employees.



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 and above | £37,551 - £53,232 |
| Senior Manager | Tier 1 to 3 Manager (Head of Service and above) | |

2.3.1 Grade by headcount



| | DASHH | | CED | | CFL | | DE | | LBC 2014 | | LBC 2013 | | LBC 2012 | |
|-----------------------|-------|-----|-----|-----|-----|-----|-----|-----|----------|-----|----------|-----|----------|-----|
| Officer | 670 | 83% | 788 | 78% | 434 | 63% | 352 | 76% | 2,244 | 76% | 2,495 | 79% | 2,717 | 80% |
| Manager | 112 | 14% | 182 | 18% | 208 | 30% | 95 | 20% | 597 | 20% | 574 | 18% | 593 | 17% |
| Senior manager | 29 | 4% | 37 | 4% | 43 | 6% | 17 | 4% | 126 | 4% | 108 | 3% | 98 | 3% |

Top 5% earners (formerly BVPI)

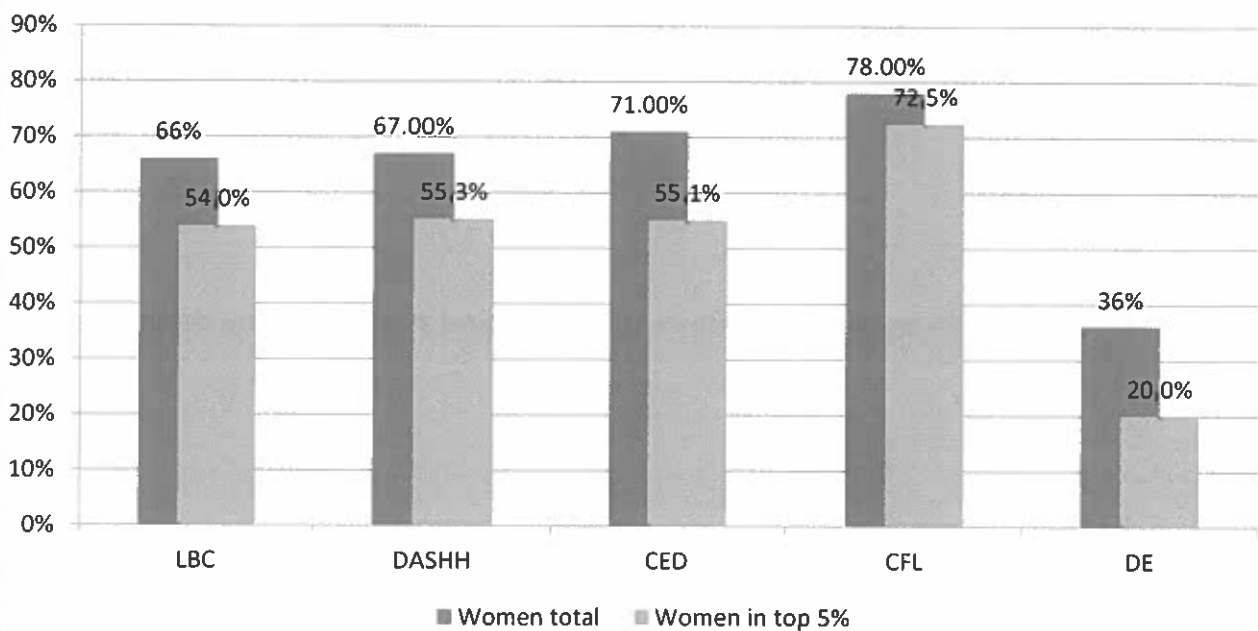


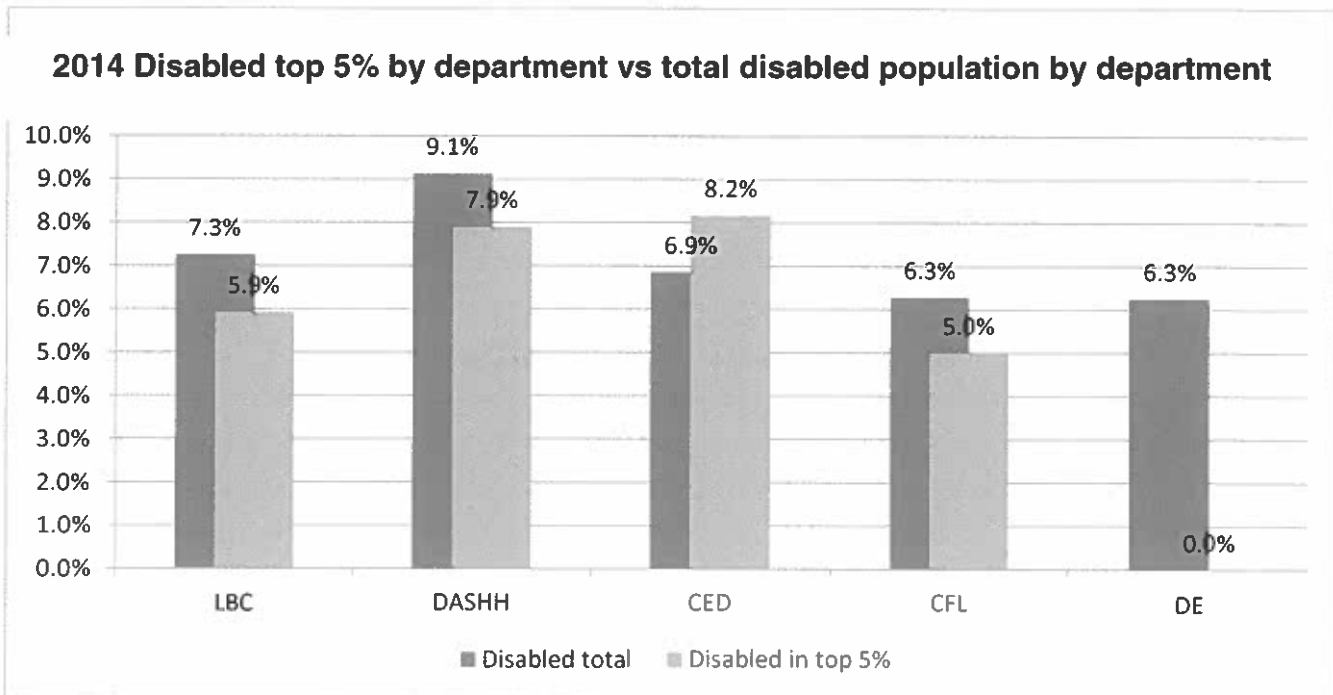
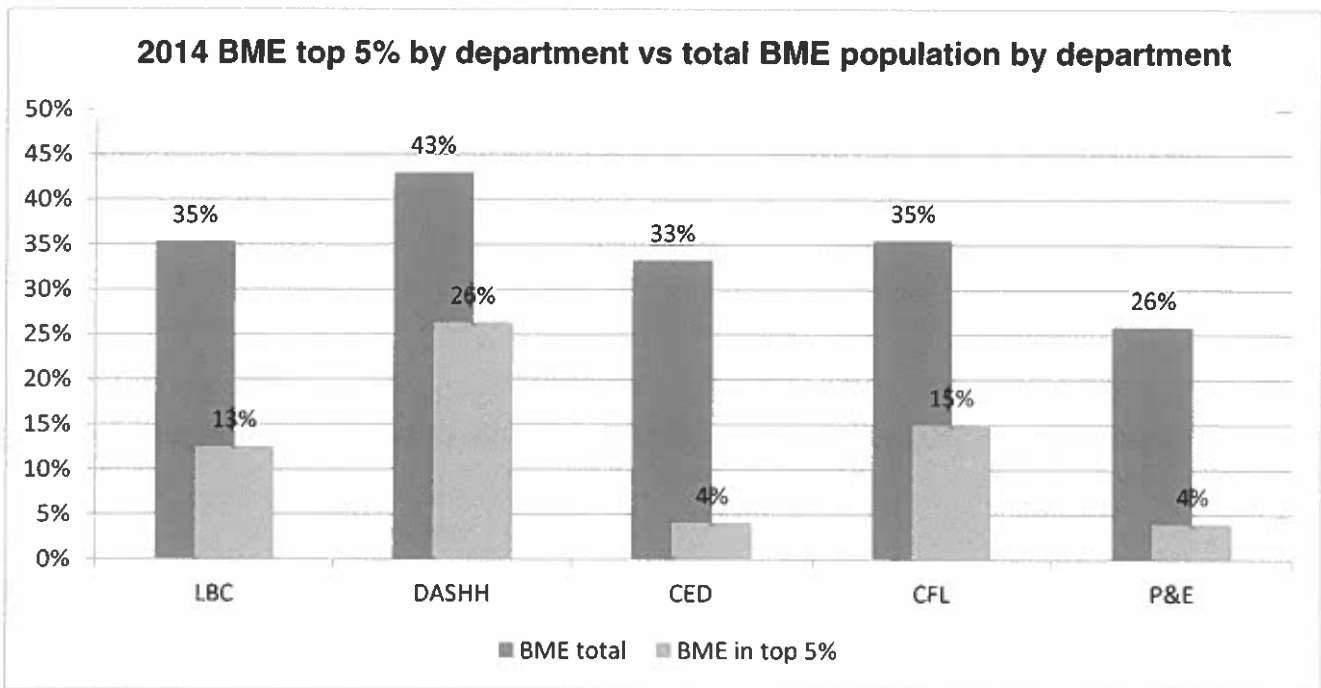
Definition: top 5% earners are those employees whose gross pay is in the highest 5%. Within the subgroup of those paid the top 5%, the gender, ethnicity and disabled status is profiled to indicate the variation between the general employee population and the senior management teams.

Formerly these indicators were part of the Best Value Performance Indicators (BVPI) reported to the Audit Commission, they consist of:

- BV11a – percentage of women in highest paid 5%
- BV11b – percentage of BME in highest paid 5%
- BV11c – percentage of disabled employees in highest paid 5%

2014 Female top 5% by department vs total female population by department





Top 5% earners by department

| | LBC 2011 | LBC 2012 | LBC 2013 | LBC 2014 | DASHH | CED | CFL | DE |
|-----------------|----------|----------|----------|----------|--------|--------|--------|--------|
| Women | 52% | 50.90% | 49.10% | 54.00% | 55.30% | 55.10% | 72.50% | 20.00% |
| BME | 19% | 14.60% | 11.60% | 12.50% | 26.30% | 4.10% | 15.00% | 4.00% |
| Disabled | 7% | 9.90% | 6.50% | 5.90% | 7.90% | 8.20% | 5.00% | 0.00% |

2.3.2 Grade by gender

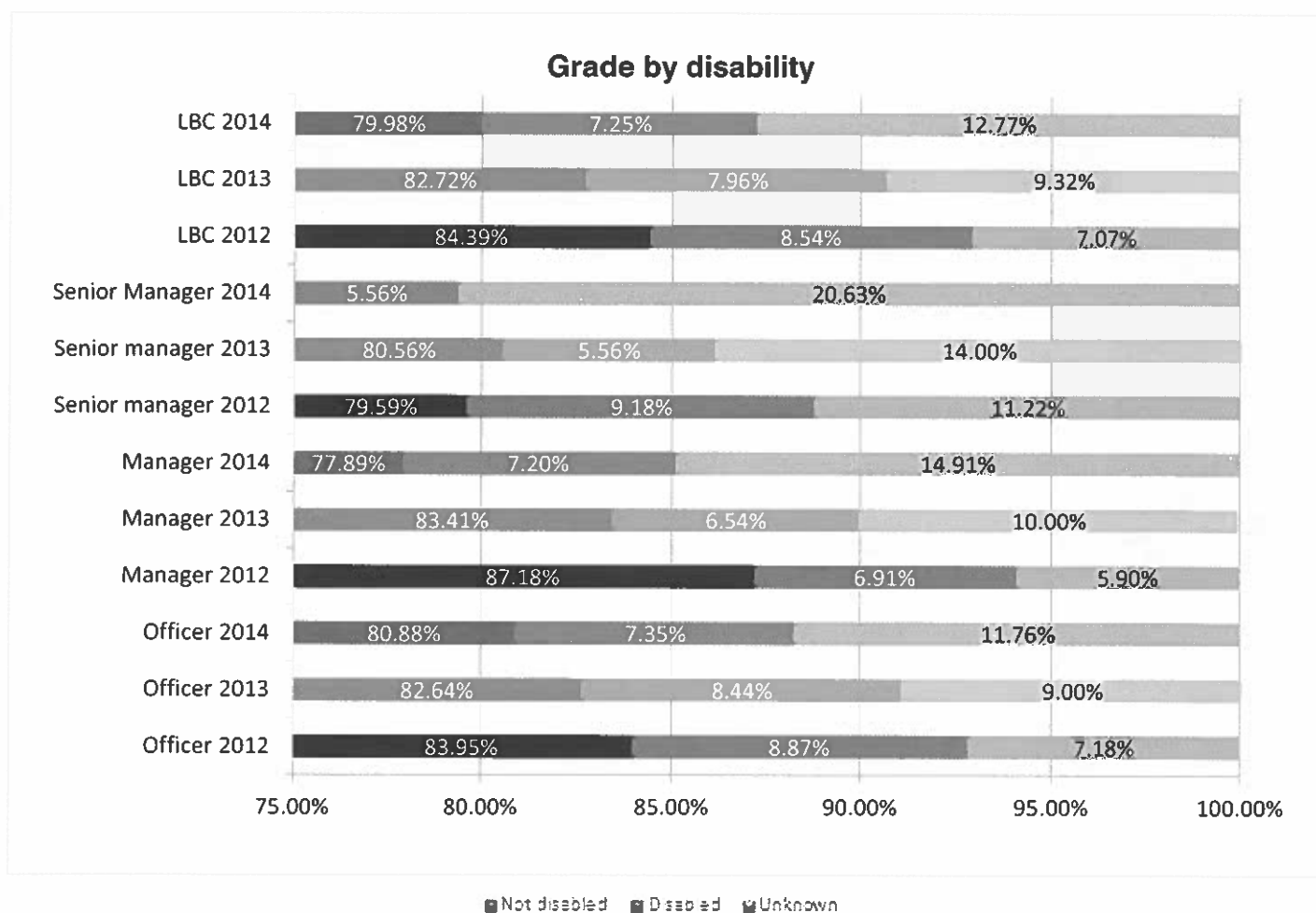
| | LBC 2012 | | LBC 2013 | | LBC 2014 | | DASHH | | CED | | CFL | | DE | |
|-----------------------|----------|-----|----------|-----|----------|-----|-------|-----|-----|-----|-----|-----|-----|-----|
| | F | M | F | M | | | | | | | | | | |
| Officer | 82% | 75% | 80% | 72% | 78% | 71% | 83% | 81% | 83% | 66% | 63% | 64% | 84% | 72% |
| Manager | 16% | 21% | 18% | 23% | 19% | 23% | 14% | 13% | 14% | 28% | 31% | 30% | 14% | 24% |
| Senior manager | 2% | 4% | 2% | 5% | 4% | 6% | 2% | 6% | 3% | 6% | 6% | 7% | 2% | 4% |

2.3.3 Grade by ethnicity

| | Officer | | | Manager | | | Senior manager | | | LBC | | | |
|--------------------|---------------------------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|---------------|--------|
| | 2012 | 2013 | 2014 | 2012 | 2013 | 2014 | 2012 | 2013 | 2014 | 2012 | 2013 | 2014 | |
| BME | Bangladeshi | 0.40% | 0.40% | 0.40% | 0.30% | 0.50% | 0.30% | 1.00% | 0.90% | 0.80% | 0.40% | 0.40% | 0.40% |
| | Black African | 7.50% | 8.20% | 9.10% | 6.20% | 7.00% | 7.20% | 2.00% | 1.80% | 2.40% | 7.10% | 7.70% | 8.50% |
| | Black Caribbean | 11.30% | 12.10% | 12.40% | 10.00% | 9.40% | 8.00% | 3.10% | 2.80% | 2.40% | 10.80% | 11.30% | 11.10% |
| | Chinese | 0.50% | 0.50% | 0.50% | 0.20% | 0.50% | 0.30% | 0.00% | 0.00% | 0.00% | 0.40% | 0.50% | 0.40% |
| | Indian | 3.20% | 3.00% | 3.00% | 2.87% | 3.80% | 4.20% | 0.00% | 0.00% | 0.00% | 3.00% | 3.10% | 3.10% |
| | Mixed White and Asian | 1.00% | 1.10% | 1.00% | 0.34% | 0.50% | 0.70% | 0.00% | 0.00% | 0.80% | 0.80% | 0.90% | 1.00% |
| | Mixed White and Black African | 0.30% | 0.40% | 0.30% | 0.17% | 0.20% | 0.00% | 0.00% | 0.90% | 0.80% | 0.30% | 0.30% | 0.30% |
| | Mixed White and Black Caribbean | 1.80% | 1.70% | 2.00% | 0.51% | 0.60% | 0.30% | 0.00% | 0.00% | 0.00% | 1.50% | 1.40% | 1.50% |
| | Other | 5.70% | 5.00% | 4.50% | 4.72% | 3.20% | 2.90% | 2.00% | 2.80% | 3.20% | 5.40% | 4.60% | 4.10% |
| | Other Asian | 1.60% | 1.60% | 1.50% | 1.01% | 1.30% | 1.70% | 0.00% | 0.00% | 0.00% | 1.50% | 1.50% | 1.50% |
| | Other Black | 1.60% | 1.80% | 1.80% | 2.19% | 2.10% | 2.20% | 1.00% | 0.00% | 0.00% | 1.70% | 1.80% | 1.80% |
| | Other Mixed | 1.30% | 1.30% | 1.10% | 1.01% | 1.00% | 1.00% | 0.00% | 0.00% | 0.80% | 1.20% | 1.20% | 1.00% |
| Pakistani | 0.60% | 0.60% | 0.50% | 1.01% | 0.80% | 1.00% | 0.00% | 0.90% | 0.00% | 0.60% | 0.70% | 0.60% | |
| BME Totals: | 36.70% | 37.60% | 38.10% | 30.50% | 30.80% | 29.80% | 9.20% | 10.20% | 11.20% | 34.70% | 35.30% | 35.30% | |
| White | White British | 50.90% | 50.00% | 48.20% | 57.00% | 56.90% | 53.40% | 70.40% | 68.50% | 62.60% | 52.50% | 52.00% | 49.80% |

| | | | | | | | | | | | | | |
|--------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-------|
| White Gypsy or Traveller | 0.00% | 0.10% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.10% | 0.10% | 0.00% |
| White Irish | 2.20% | 1.70% | 1.60% | 2.90% | 2.20% | 2.70% | 7.10% | 7.40% | 7.10% | 2.50% | 2.00% | 2.10% | |
| White Other | 4.60% | 4.30% | 3.90% | 5.20% | 4.60% | 4.50% | 4.10% | 6.50% | 4.80% | 4.70% | 4.40% | 4.10% | |
| White Totals: | 57.80% | 56.10% | 53.70% | 69.10% | 63.80% | 60.60% | 81.60% | 82.40% | 74.50% | 59.70% | 58.50% | 56.00% | |
| Prefer Not to Say | 5.50% | 6.30% | 8.20% | 4.40% | 5.40% | 9.60% | 9.20% | 7.40% | 14.30% | 5.40% | 6.20% | 8.70% | |

2.3.4 Grade by disability

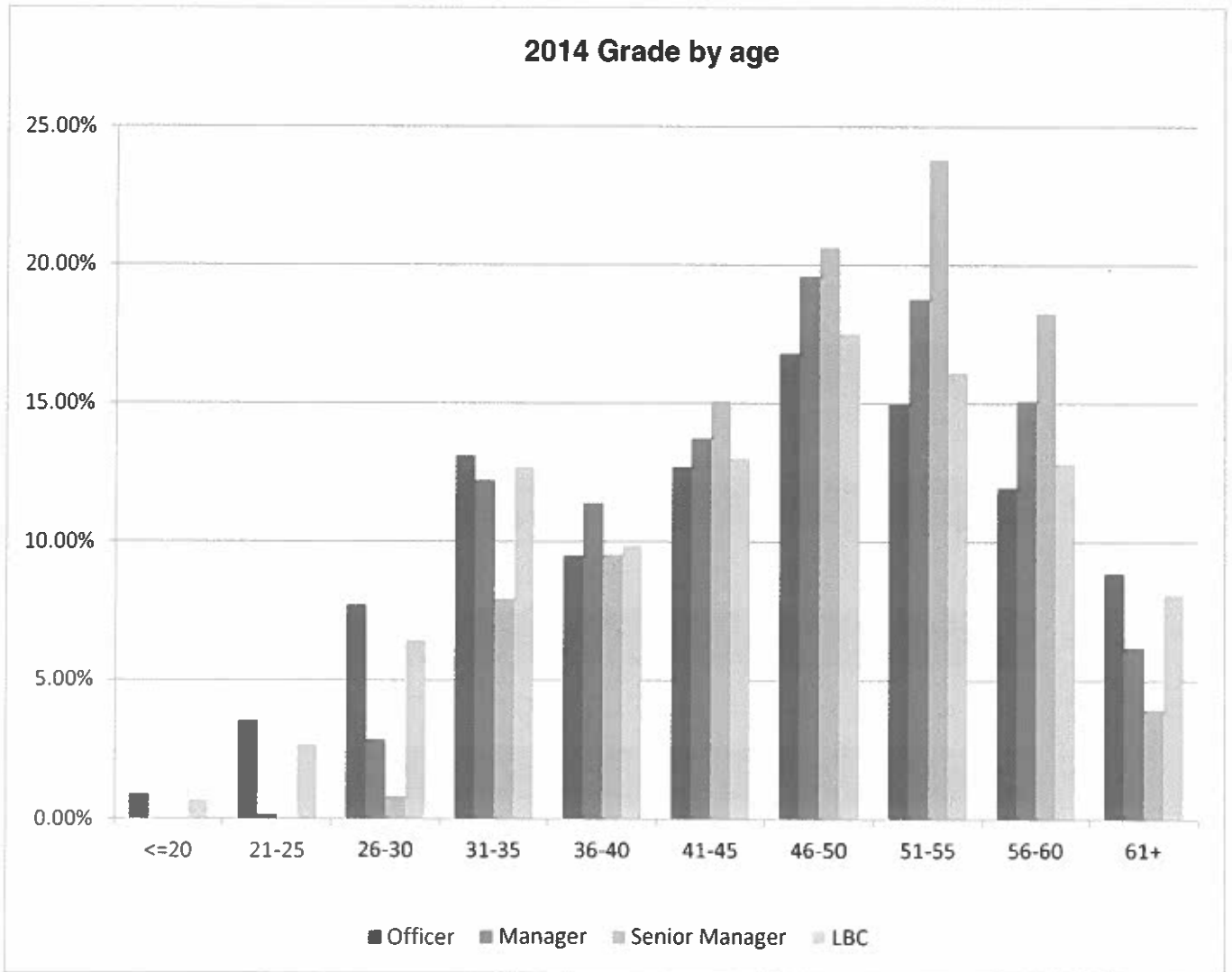


■ Not disabled ■ Disabled ■ Unknown

| | Officer | | | Manager | | | Senior manager | | | LBC | | |
|---------------------|---------|--------|--------|---------|--------|--------|----------------|--------|--------|--------|--------|--------|
| | 2012 | 2013 | 2014 | 2012 | 2013 | 2014 | 2012 | 2013 | 2014 | 2012 | 2013 | 2014 |
| Not disabled | 83.95% | 82.64% | 80.88% | 87.18% | 83.41% | 77.89% | 79.59% | 80.56% | 73.81% | 84.39% | 82.72% | 79.98% |

| | | | | | | | | | | | | |
|-------------------|-------|-------|--------|-------|--------|--------|--------|--------|--------|-------|-------|--------|
| Disabled | 8.87% | 8.44% | 7.35% | 6.91% | 6.54% | 7.20% | 9.18% | 5.56% | 5.56% | 8.54% | 7.96% | 7.25% |
| Prefer not to say | 7.18% | 9.00% | 11.76% | 5.90% | 10.00% | 14.91% | 11.22% | 14.00% | 20.63% | 7.07% | 9.32% | 12.77% |
| Totals | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

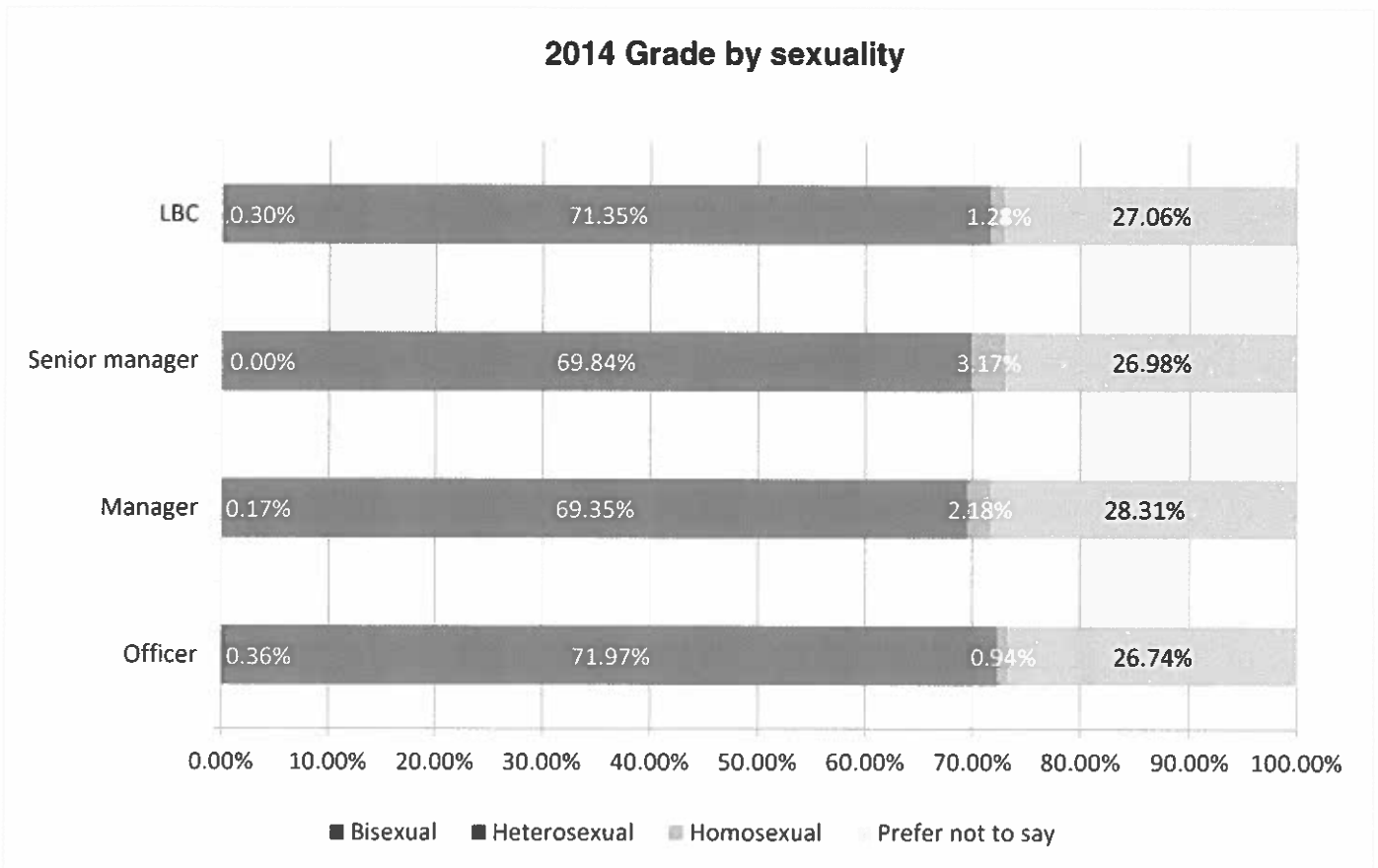
2.3.5 Grade by age



| | Officer | | | Manager | | | Senior manager | | | LBC | | |
|---------|---------|--------|--------|---------|--------|--------|----------------|-------|-------|--------|--------|--------|
| | 2012 | 2013 | 2014 | 2012 | 2013 | 2014 | 2012 | 2013 | 2014 | 2012 | 2013 | 2014 |
| <= 20 | 0.74% | 0.74% | 0.89% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.59% | 0.59% | 0.67% |
| 21 - 25 | 3.98% | 3.98% | 3.52% | 0.00% | 0.00% | 0.17% | 0.00% | 0.00% | 0.00% | 3.17% | 3.17% | 2.70% |
| 26 - 30 | 9.04% | 9.04% | 7.71% | 2.89% | 2.89% | 2.85% | 1.05% | 1.05% | 0.79% | 7.74% | 7.74% | 6.44% |
| 31 - 35 | 10.49% | 10.49% | 13.10% | 10.36% | 10.36% | 12.23% | 4.21% | 4.21% | 7.94% | 10.29% | 10.29% | 12.71% |

| | | | | | | | | | | | | |
|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 36 – 40 | 9.52% | 9.52% | 9.49% | 10.36% | 10.36% | 11.39% | 10.53% | 10.53% | 9.52% | 9.69% | 9.69% | 9.88% |
| 41 – 45 | 13.87% | 13.87% | 12.70% | 14.94% | 14.94% | 13.74% | 13.68% | 13.68% | 15.08% | 14.05% | 14.05% | 13.01% |
| 46 – 50 | 16.81% | 16.81% | 16.80% | 22.41% | 22.41% | 19.60% | 24.21% | 24.21% | 20.63% | 18.00% | 18.00% | 17.53% |
| 51 – 55 | 14.35% | 14.35% | 14.97% | 20.20% | 20.20% | 18.76% | 27.37% | 27.37% | 23.81% | 15.74% | 15.74% | 16.11% |
| 56 – 60 | 13.31% | 13.31% | 11.94% | 14.09% | 14.09% | 15.08% | 14.74% | 14.74% | 18.25% | 13.49% | 13.49% | 12.84% |
| 61 + | 7.88% | 7.88% | 8.87% | 4.75% | 4.75% | 6.20% | 4.21% | 4.21% | 3.97% | 7.23% | 7.23% | 8.12% |
| Totals | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

2.3.6 Grade by sexuality



| Sexuality | Officer | | | Manager | | | Senior manager | | | LBC | | |
|-----------|---------|-------|-------|---------|-------|-------|----------------|-------|-------|-------|-------|-------|
| | 2012 | 2013 | 2014 | 2012 | 2013 | 2014 | 2012 | 2013 | 2014 | 2012 | 2013 | 2014 |
| Bisexual | 0.40% | 0.29% | 0.36% | 0.00% | 0.16% | 0.17% | 0.00% | 0.00% | 0.00% | 0.32% | 0.25% | 0.30% |

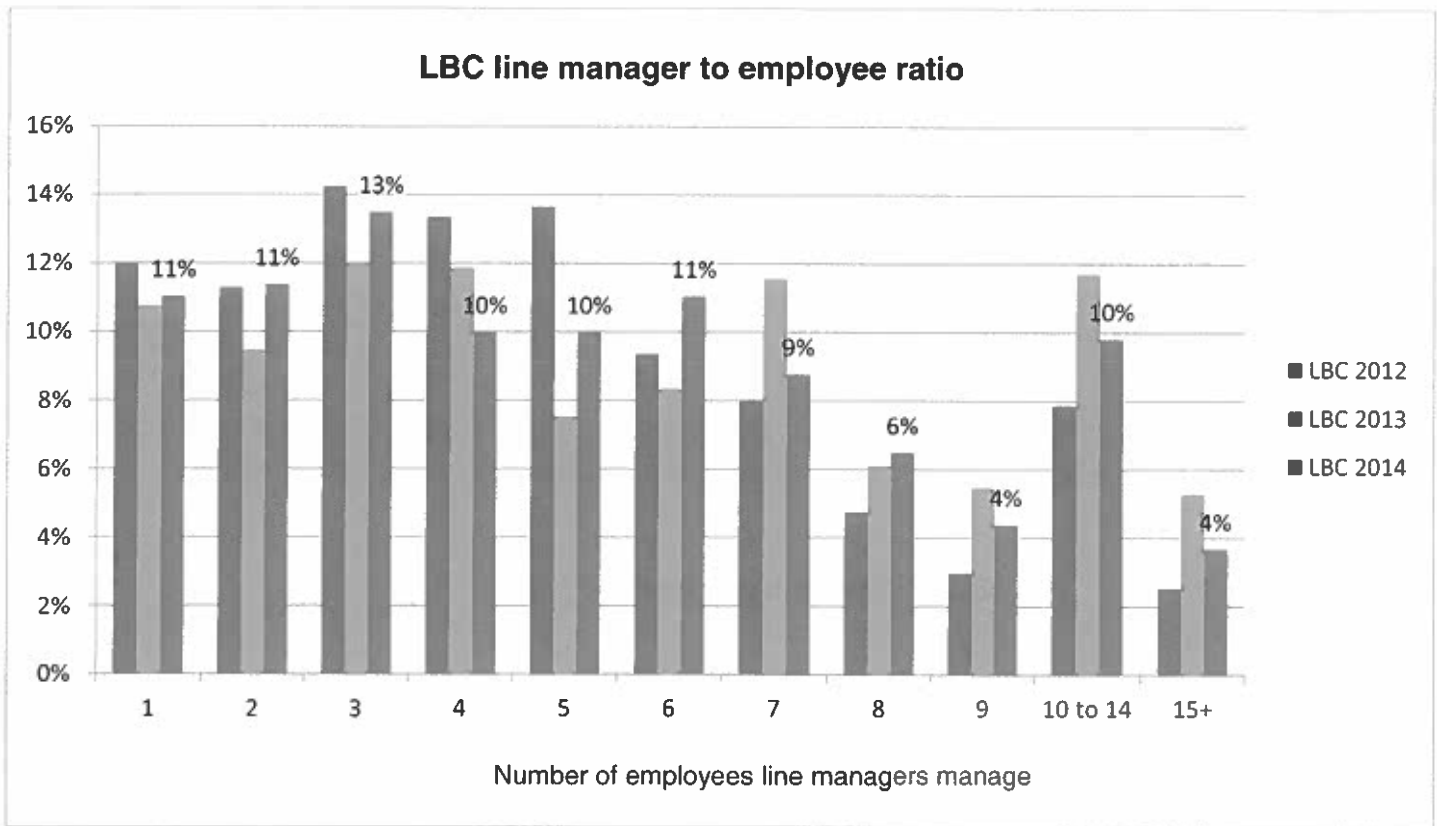
| | | | | | | | | | | | | |
|-------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Heterosexual | 69.08% | 70.93% | 71.97% | 69.65% | 72.25% | 69.35% | 79.59% | 78.70% | 69.84% | 69.48% | 71.45% | 71.35% |
| Homosexual | 0.92% | 0.94% | 0.94% | 2.19% | 3.35% | 2.18% | 1.02% | 0.93% | 3.17% | 1.14% | 1.42% | 1.28% |
| Prefer not to say | 29.59% | 27.85% | 26.74% | 28.16% | 24.24% | 28.31% | 19.39% | 20.37% | 26.98% | 29.05% | 26.88% | 27.06% |
| Totals | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

2.3.7 Grade by religion

| | Officer | | | Manager | | | Senior manager | | | LBC | | |
|-------------------|---------|--------|--------|---------|--------|--------|----------------|--------|--------|--------|--------|--------|
| | 2012 | 2013 | 2014 | 2012 | 2013 | 2014 | 2012 | 2013 | 2014 | 2012 | 2013 | 2014 |
| Buddhist | 0.40% | 0.49% | 0.49% | 0.34% | 0.16% | 0.34% | 0.00% | 0.00% | 0.79% | 0.38% | 0.41% | 0.47% |
| Christian | 50.61% | 51.88% | 51.38% | 46.88% | 47.21% | 45.56% | 42.86% | 46.30% | 41.27% | 49.74% | 50.77% | 49.78% |
| Hindu | 1.99% | 1.68% | 1.69% | 1.52% | 2.55% | 2.68% | 1.02% | 0.93% | 0.79% | 1.88% | 1.83% | 1.85% |
| Jewish | 0.33% | 0.29% | 0.13% | 0.51% | 0.32% | 0.34% | 0.00% | 0.00% | 0.00% | 0.35% | 0.28% | 0.17% |
| Muslim | 1.95% | 1.84% | 1.87% | 2.70% | 2.55% | 2.35% | 0.00% | 1.85% | 0.79% | 2.02% | 1.98% | 1.92% |
| None | 19.51% | 19.25% | 19.96% | 22.77% | 23.92% | 22.61% | 25.51% | 26.85% | 30.16% | 20.25% | 20.43% | 20.93% |
| Other | 3.57% | 3.77% | 3.70% | 2.87% | 2.39% | 2.51% | 1.02% | 0.93% | 0.79% | 3.37% | 3.40% | 3.34% |
| Prefer not to say | 21.46% | 20.56% | 20.59% | 22.26% | 20.73% | 23.45% | 28.57% | 22.22% | 25.40% | 21.80% | 20.65% | 21.37% |
| Sikh | 0.18% | 0.25% | 0.18% | 0.17% | 0.16% | 0.17% | 1.02% | 0.93% | 0.00% | 0.21% | 0.25% | 0.17% |
| Totals | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

2.3.8 Line manager to employee ratio

This section compares the number of employees, managers line manage.

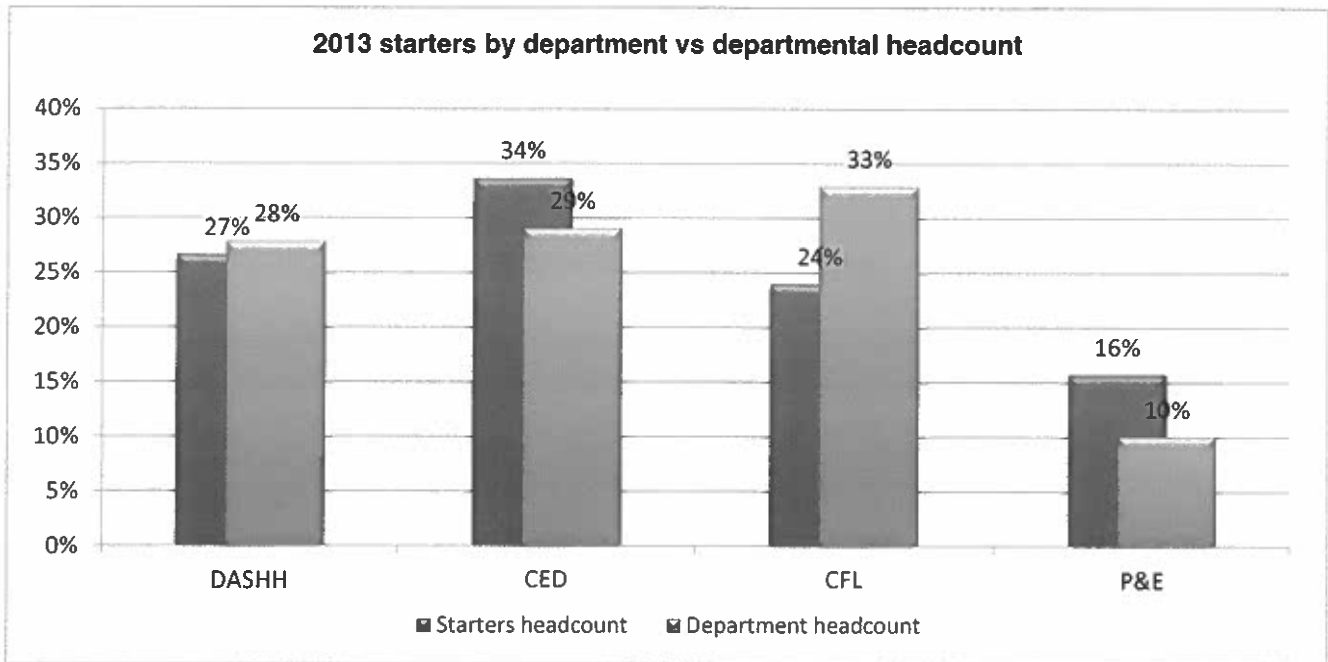


| | | LBC 2012 | | LBC 2013 | | LBC 2014 | | DASHH | | CED | | CFL | | DE | |
|---------------------|--------|----------|------|----------|------|----------|------|-------|------|-----|------|-----|------|----|------|
| Number of employees | 1 | 81 | 12% | 67 | 11% | 63 | 11% | 22 | 15% | 17 | 10% | 17 | 10% | 7 | 7% |
| | 2 | 76 | 11% | 59 | 9% | 65 | 11% | 17 | 12% | 14 | 9% | 24 | 14% | 10 | 10% |
| | 3 | 96 | 14% | 75 | 12% | 77 | 13% | 20 | 14% | 15 | 9% | 20 | 12% | 22 | 23% |
| | 4 | 90 | 13% | 74 | 12% | 57 | 10% | 10 | 7% | 16 | 10% | 21 | 13% | 10 | 10% |
| | 5 | 92 | 14% | 47 | 8% | 57 | 10% | 9 | 6% | 15 | 9% | 19 | 11% | 14 | 15% |
| | 6 | 63 | 9% | 52 | 8% | 63 | 11% | 15 | 10% | 17 | 10% | 17 | 10% | 14 | 15% |
| | 7 | 54 | 8% | 72 | 12% | 50 | 9% | 15 | 10% | 20 | 12% | 12 | 7% | 3 | 3% |
| | 8 | 32 | 5% | 38 | 6% | 37 | 6% | 10 | 7% | 9 | 5% | 12 | 7% | 6 | 6% |
| | 9 | 20 | 3% | 34 | 5% | 25 | 4% | 8 | 6% | 12 | 7% | 4 | 2% | 1 | 1% |
| | Oct-14 | 53 | 8% | 73 | 12% | 56 | 10% | 16 | 11% | 23 | 14% | 11 | 7% | 6 | 6% |
| | 15+ | 17 | 3% | 33 | 5% | 21 | 4% | 2 | 1% | 6 | 4% | 10 | 6% | 3 | 3% |
| Totals: | | 674 | 100% | 624 | 100% | 571 | 100% | 144 | 100% | 164 | 100% | 167 | 100% | 96 | 100% |

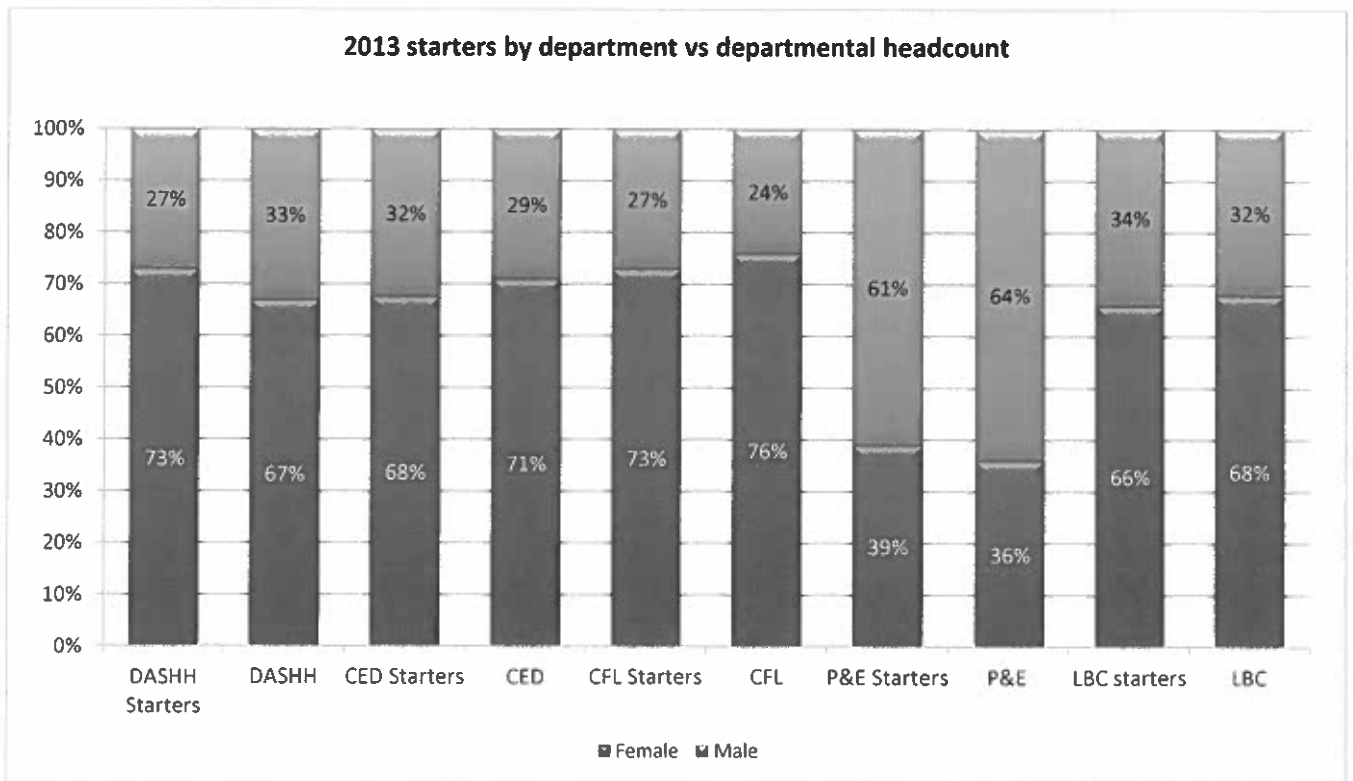
2.4 New starters profile

This section shows the breakdowns for new employees at the council between the first of October 2013 and the end of September 2014. 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



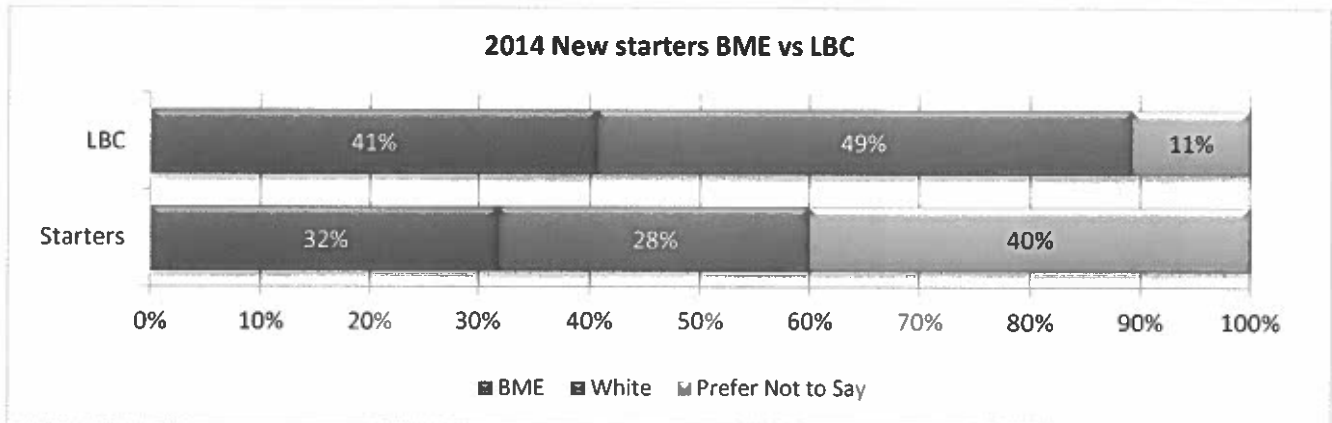
2.4.2 New starters by gender



| LBC | | DASHH | | CED | | CFL | | D&E | |
|-----|---|-------|---|-----|---|-----|---|-----|---|
| F | M | F | M | F | M | F | M | F | M |

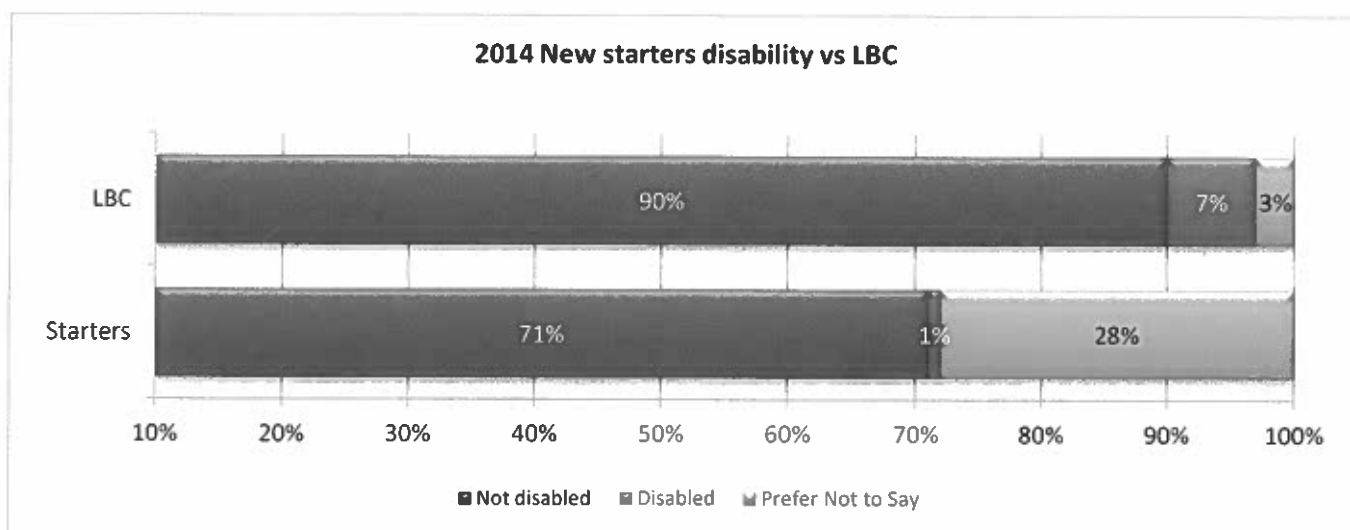
| | | | | | | | | | | |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 2014 Starters | 66% | 34% | 73% | 27% | 68% | 32% | 73% | 27% | 39% | 61% |
| 2014 Total headcount by department | 68% | 34% | 67% | 33% | 71% | 29% | 76% | 24% | 36% | 64% |

2.4.3 New starters by ethnicity



| | BME | | White | | Prefer Not to Say | |
|----------------------|-------|--------|-------|--------|-------------------|--------|
| 2014 Starters | 124 | 38.15% | 111 | 34.15% | 90 | 27.69% |
| 2014 LBC | 1204 | 40.59% | 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% |
| 2011 Starters | 101 | 41.22% | 100 | 40.82% | 44 | 17.96% |
| 2011 LBC | 1,231 | 34.87% | 2,100 | 59.49% | 199 | 5.64% |

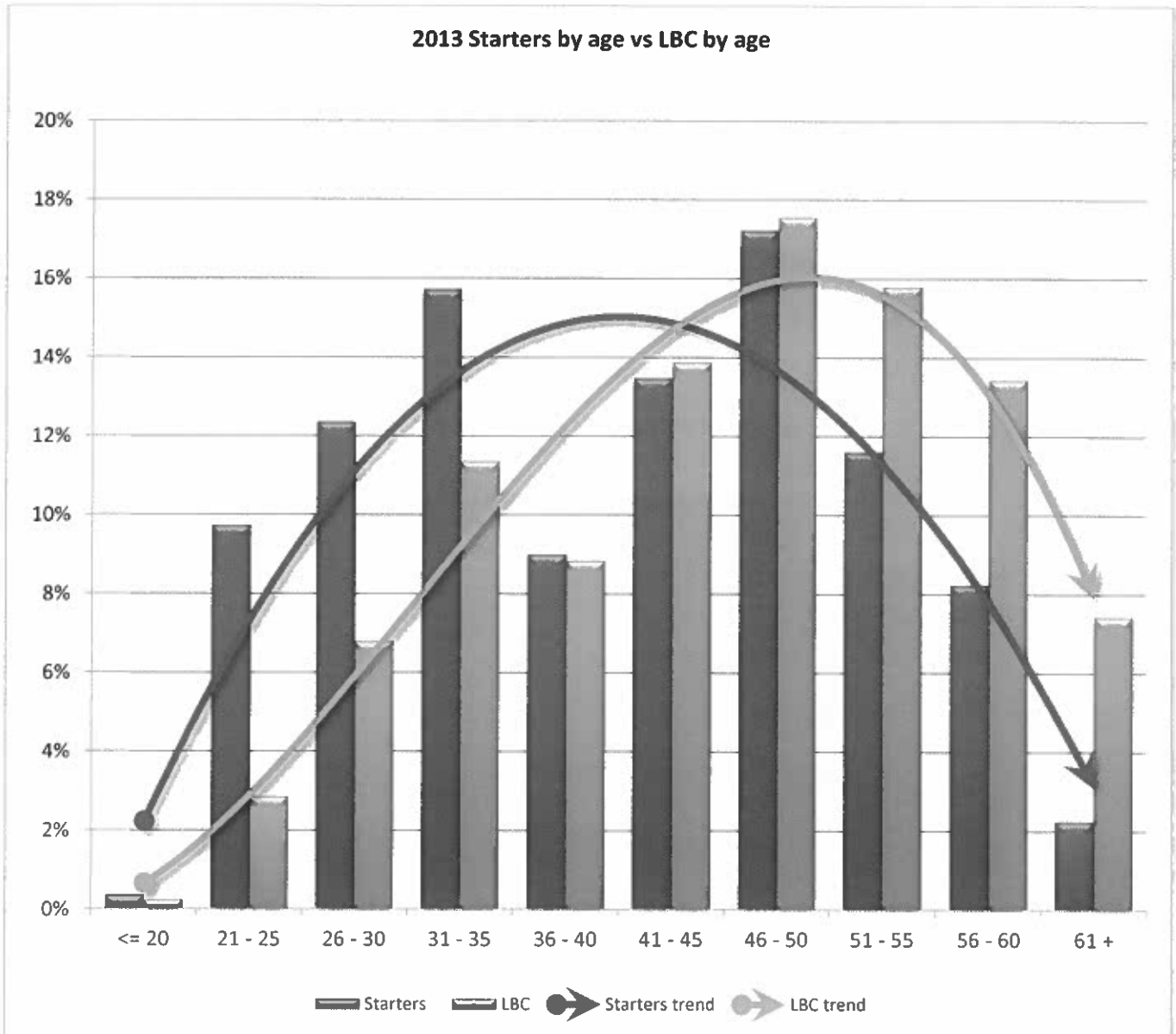
2.4.4 New starters by disability



| | Not disabled | | Disabled | | Prefer Not to Say | |
|----------------------|--------------|------------|----------|------------|-------------------|------------|
| | Count | Percentage | Count | Percentage | Count | Percentage |
| 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% |
| 2011 Starters | 168 | 68.57% | 12 | 4.90% | 65 | 26.53% |
| 2011 LBC | 2,997 | 84.90% | 311 | 8.81% | 222 | 6.29% |

2.4.5 New starters by age

2013 Starters by age vs LBC by age



| | | 2011 | | 2012 | | 2013 | | 2014 | |
|-----------|------------|----------|-----|----------|-----|----------|-------|----------|-------|
| | | Starters | LBC | Starters | LBC | Starters | LBC | Starters | LBC |
| Age bands | <=20 | 8% | 1% | 7% | 1% | 3% | 0.25% | 3% | 1% |
| | 21 - 25 | 16% | 4% | 12% | 3% | 10% | 3% | 7% | 2% |
| | 26 - 30 | 14% | 9% | 15% | 8% | 13% | 7% | 12% | 6% |
| | 31 - 35 | 16% | 10% | 13% | 10% | 15% | 11% | 19% | 12% |
| | 36 - 40 | 8% | 11% | 9% | 10% | 9% | 9% | 15% | 10% |
| | 41 - 45 | 9% | 14% | 13% | 14% | 13% | 14% | 12% | 13% |
| | 46 - 50 | 13% | 17% | 10% | 18% | 16% | 18% | 14% | 17% |
| | 51 - 55 | 11% | 16% | 11% | 16% | 12% | 16% | 11% | 17% |
| | 56 - 60 | 3% | 12% | 6% | 13% | 7% | 13% | 6% | 13% |
| | 61+ | 2% | 6% | 1% | 7% | 2% | 7% | 2% | 10% |
| | Prefer Not | 0% | 0% | 4% | 1% | 0% | 2% | 0% | 0.07% |

| | | | | | | | | |
|--------|------|------|------|------|------|------|------|------|
| to Say | | | | | | | | |
| Totals | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

2.4.6 New starters by sexuality

| | 2012 | | 2013 | | 2014 | |
|---------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | Starters | LBC | Starters | LBC | Starters | LBC |
| Bisexual | 0.74% | 0.32% | 0% | 0.25% | 0.40% | 0.20% |
| Heterosexual | 72.22% | 69.48% | 74.90% | 71.45% | 71.49% | 67.03% |
| Homosexual | 1.48% | 1.14% | 0% | 1.42% | 2.81% | 1.25% |
| Unknown | 25.56% | 29.05% | 25.09% | 22.73% | 25.30% | 31.52% |
| Totals | 100% | 100% | 100% | 100% | 100% | 100% |

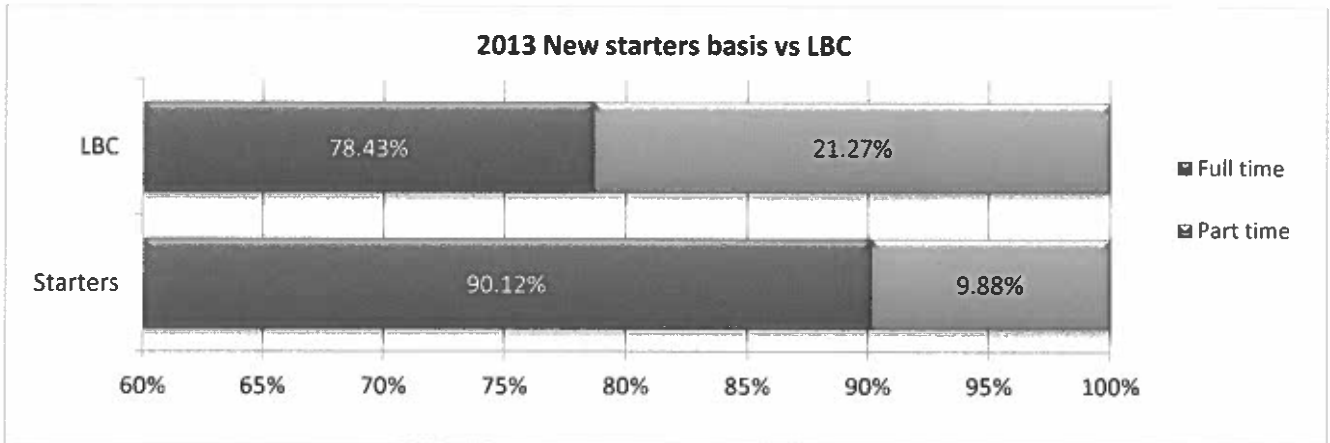
2.4.7 New starters by religion

| | 2012 | | 2013 | | 2014 | |
|-------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | Starters | LBC | Starters | LBC | Starters | LBC |
| Buddhist | 1.11% | 0.38% | 0.00% | 0.00% | 0.60% | 0.40% |
| Christian | 40.37% | 49.74% | 41.57% | 50.77% | 29.94% | 47.47% |
| Hindu | 1.85% | 1.88% | 1.50% | 1.83% | 1.80% | 1.69% |
| Jewish | 0.00% | 0.35% | 0.37% | 0.28% | 0% | 0.17% |
| Muslim | 3.70% | 2.02% | 3.37% | 1.98% | 1.50% | 1.96% |
| None | 23.33% | 20.25% | 22.10% | 20.43% | 16.17% | 19.49% |
| Other | 3.70% | 3.37% | 4.49% | 3.40% | 1.20% | 3.24% |
| Prefer not to say | 25.56% | 21.80% | 26.22% | 20.65% | 48.80% | 25.42% |
| Sikh | 0.37% | 0.21% | 0.37% | 0.25% | 0% | 0.17% |
| Totals | 100% | 100% | 100% | 100% | 100% | 100% |

2.4.8 New starters by marital status

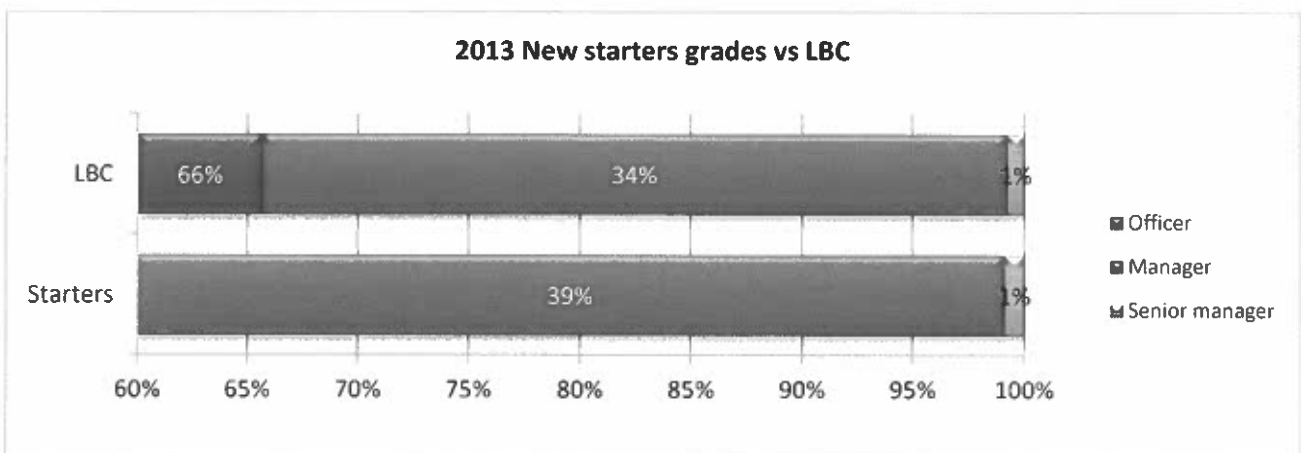
| | Married or in a civil partnership | | Not married and not in a civil partnership | | Prefer not to say | |
|---------------|-----------------------------------|--------|--|--------|-------------------|--------|
| | Starters | LBC | Starters | LBC | Starters | LBC |
| 2013 Starters | 110 | 41.20% | 92 | 34.46% | 16 | 24.34% |
| 2013 LBC | 1,514 | 47.66% | 1,194 | 37.58% | 467 | 14.70% |
| 2014 Starters | 104 | 45.62% | 99 | 34.73% | 131 | 19.66% |
| 2014 LBC | 1353 | 31.14% | 1030 | 29.64% | 583 | 39.22% |

2.4.9 New starters by basis



| | Full time | | Part time | |
|---------------|-----------|------------|-----------|------------|
| | Count | Percentage | Count | Percentage |
| 2014 Starters | 301 | 90.12% | 33 | 9.88% |
| 2014 LBC | 2335 | 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% |
| 2011 Starters | 208 | 84.9% | 37 | 15.1% |
| 2011 LBC | 2,751 | 77.9% | 779 | 22.1% |

2.4.10 New starters by grade



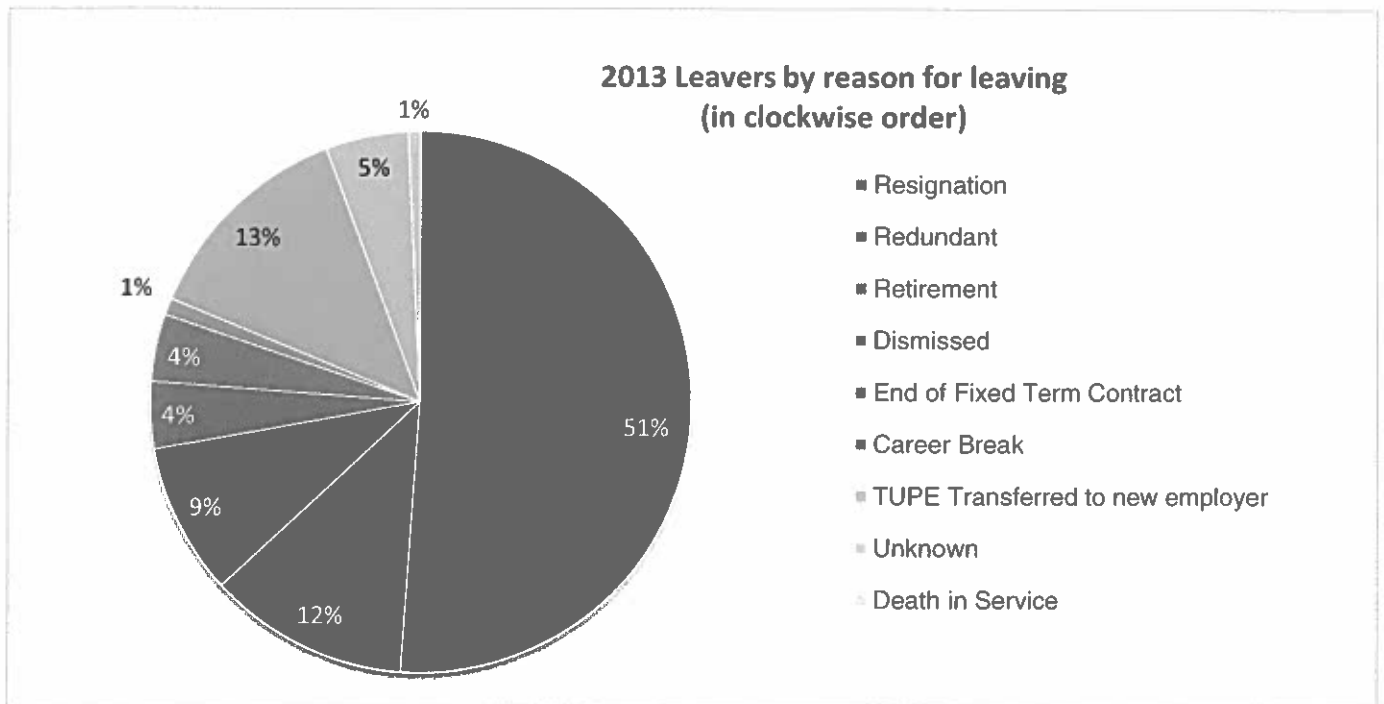
| | | |
|------|------|------|
| 2012 | 2013 | 2014 |
|------|------|------|

| | Starters | LBC | Starters | LBC | Starters | LBC |
|----------------|----------|-----|----------|-----|----------|-----|
| Officer | 74% | 80% | 73% | 79% | 60% | 66% |
| Manager | 23% | 17% | 24% | 18% | 39% | 34% |
| Senior manager | 3% | 3% | 4% | 3% | 1% | 1% |

2.5 Leavers profile

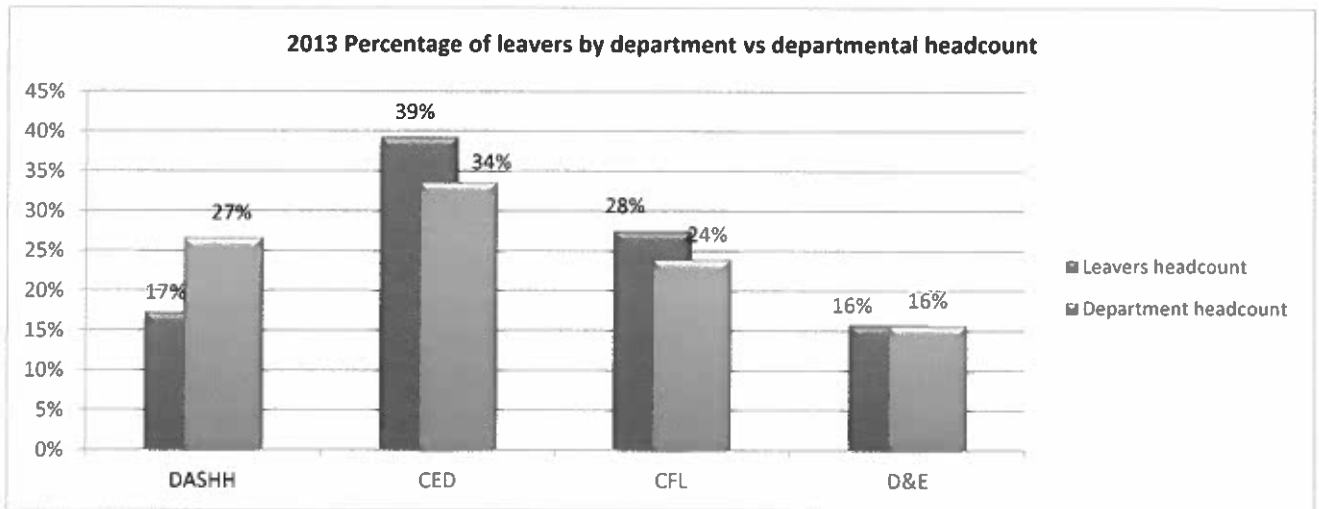
This section shows the breakdowns of employees leaving employment at the council between the first of October 2013 and the end of September 2013. Comparisons show the difference between the total LBC population and that of the leavers in this period.

2.5.1 Leavers by reason for leaving



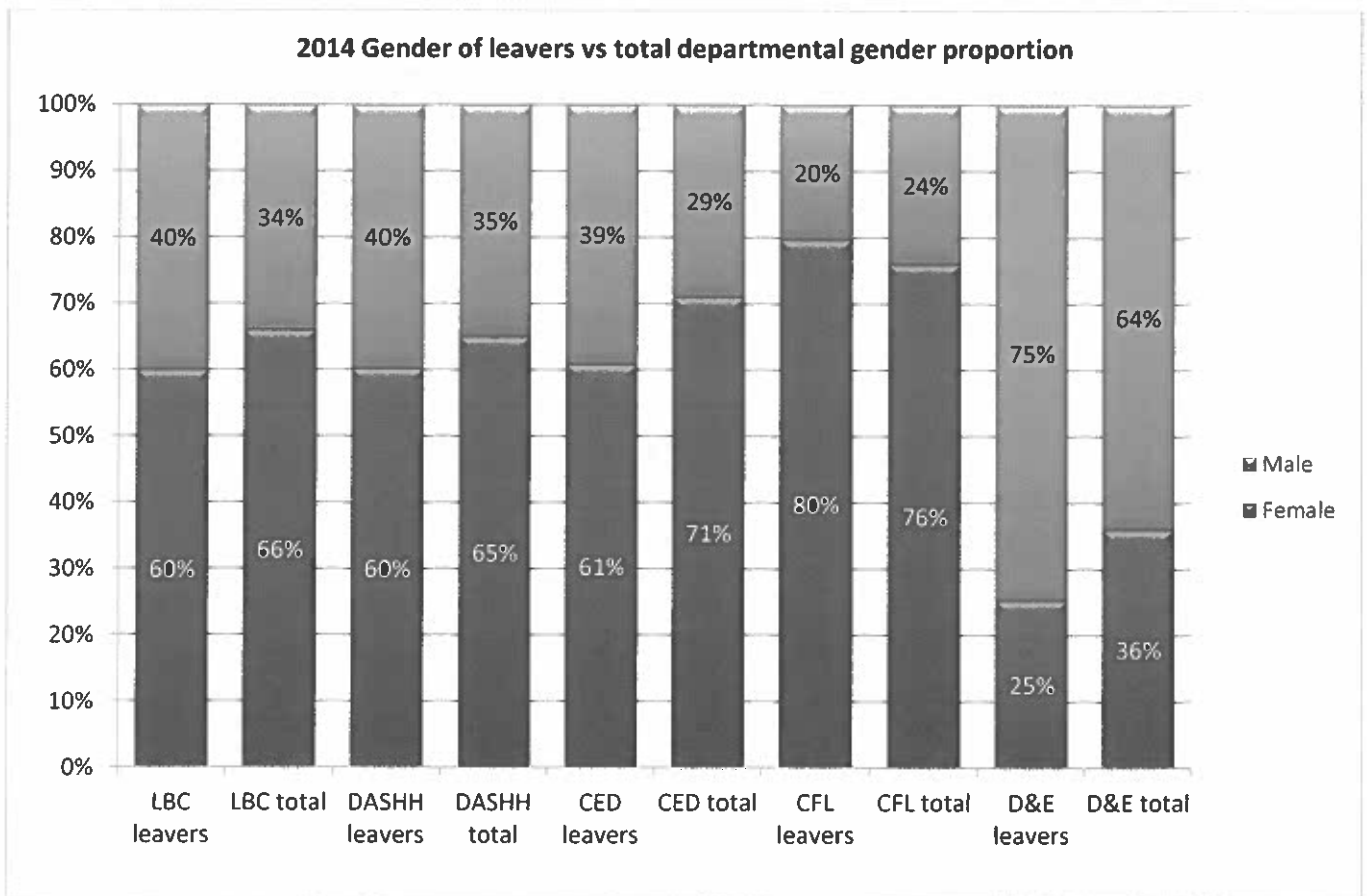
| | 2011 Leavers | | 2012 Leavers | | 2013 Leavers | | 2014 Leavers | |
|------------------------------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|
| Career break | 5 | 0.59% | 12 | 2.33% | 6 | 1.13% | 4 | 0.76% |
| Death in service | 7 | 0.82% | 3 | 0.58% | 6 | 1.13% | 5 | 0.95% |
| Dismissed | 22 | 2.58% | 26 | 5.04% | 15 | 2.82% | 22 | 4.16% |
| End of contract | 22 | 2.58% | 18 | 3.49% | 21 | 3.95% | 20 | 3.78% |
| Resignation | 207 | 24.24% | 216 | 41.86% | 229 | 41.92% | 268 | 50.66% |
| Redundancy | 274 | 32.08% | 181 | 35.08% | 59 | 10.90% | 66 | 12.48% |
| Retirement | 78 | 9.13% | 43 | 8.33% | 39 | 7.33% | 49 | 9.26% |
| TUPE (transferred to new employer) | 231 | 27.05% | 11 | 2.13% | 130 | 24.06% | 71 | 13.42% |
| Unknown | 8 | 0.94% | 6 | 1.16% | 17 | 3.20% | 24 | 4.54% |
| Total: | 854 | 100% | 516 | 100% | 541 | 100% | 529 | 100% |

2.5.2 Leavers by department



| | LBC | DASHH | CED | CFL | D&E |
|------------------------------------|------|--------|--------|--------|--------|
| 2014 Headcount of leavers | 526 | 91 | 207 | 145 | 83 |
| 2014 Percentage of leavers | 100% | 17.30% | 39.35% | 27.57% | 15.78% |
| 2014 Total headcount by department | 100% | 26.67% | 33.65% | 23.97% | 15.71% |

2.5.3 Leavers by gender

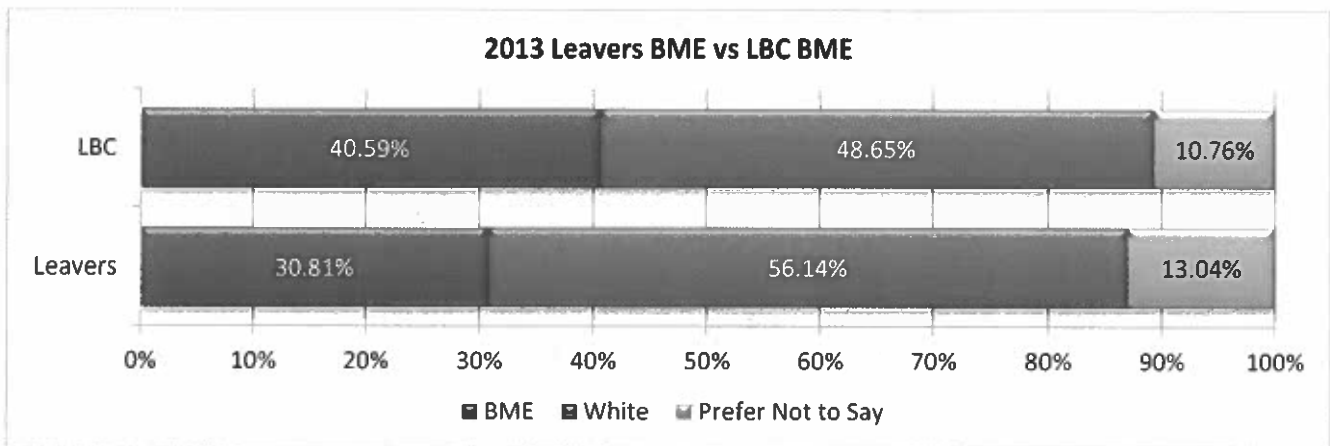


2013 Leavers by department by gender:

| | DASHH | | CED | | CFL | | D&E | |
|---|-------|-----|-----|-----|-----|-----|-----|-----|
| | F | M | F | M | F | M | F | M |
| 2014 Leavers | 60% | 40% | 61% | 39% | 80% | 20% | 25% | 75% |
| 2014 Total headcount by department | 65% | 35% | 71% | 29% | 76% | 24% | 36% | 64% |

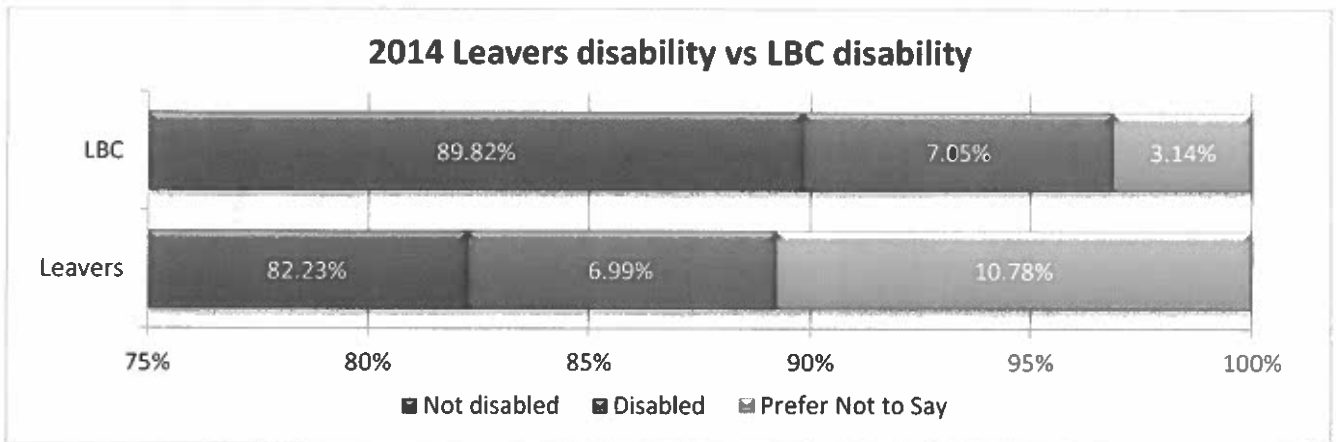
| | LBC 2011 | | LBC 2012 | | LBC 2013 | | LBC 2014 | |
|--------------------------------------|----------|-----|----------|-----|----------|-----|----------|-----|
| | F | M | F | M | F | M | F | M |
| Leavers | 70% | 30% | 67% | 33% | 70% | 30% | 60% | 40% |
| Total headcount by department | 65% | 35% | 66% | 34% | 66% | 34% | 66% | 34% |

2.5.4 Leavers by ethnicity



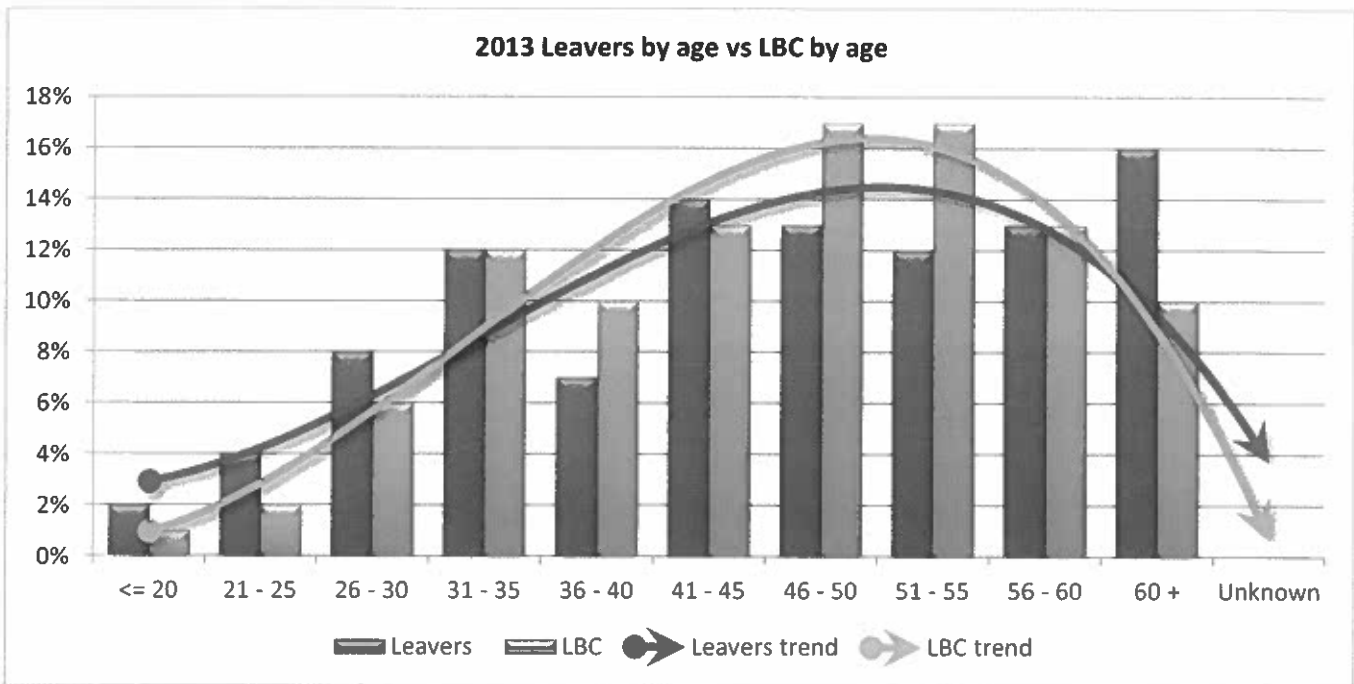
| | BME | White | Prefer Not to Say | | | |
|---------------------|-------|--------|-------------------|--------|-----|--------|
| 2014 Leavers | 163 | 30.81% | 297 | 56.14% | 69 | 13.04% |
| 2014 LBC | 1,204 | 40.59% | 1,443 | 48.65% | 319 | 10.76% |
| 2013 Leavers | 186 | 34.38% | 318 | 58.78% | 37 | 6.84% |
| 2013 LBC | 1,122 | 35.32% | 1,858 | 58.48% | 197 | 6.20% |
| 2012 Leavers | 182 | 35.27% | 286 | 55.43% | 48 | 9.30% |
| 2012 LBC | 1,188 | 34.86% | 2,036 | 59.74% | 184 | 5.40% |
| 2011 Leavers | 357 | 41.80% | 445 | 52.11% | 52 | 6.09% |
| 2011 LBC | 1,231 | 34.87% | 2,100 | 59.49% | 199 | 5.64% |

2.5.5 Leavers by disability



| | Not disabled | | Disabled | | Prefer Not to Say | |
|--------------|--------------|------------|----------|------------|-------------------|------------|
| | Count | Percentage | Count | Percentage | Count | Percentage |
| 2014 Leavers | 435 | 82.23% | 37 | 6.99% | 57 | 10.78% |
| 2014 LBC | 2,664 | 89.82% | 209 | 7.05% | 93 | 3.14% |
| 2013 Leavers | 430 | 79.48% | 54 | 9.98% | 57 | 10.54% |
| 2013 LBC | 2,628 | 82.72% | 253 | 7.96% | 296 | 9.32% |
| 2012 Leavers | 418 | 81.01% | 53 | 10.27% | 45 | 8.72% |
| 2012 LBC | 2,876 | 84.39% | 291 | 8.54% | 241 | 7.07% |
| 2011 Leavers | 727 | 85.13% | 78 | 9.13% | 49 | 5.74% |
| 2011 LBC | 2,997 | 84.90% | 311 | 8.81% | 222 | 6.29% |

2.5.6 Leavers by age



| | | 2011 | | 2012 | | 2013 | | 2014 | |
|-----------|---------|---------|-----|---------|-----|---------|-----|---------|-------|
| | | Leavers | LBC | Leavers | LBC | Leavers | LBC | Leavers | LBC |
| Age bands | <=20 | 1% | 1% | 1% | 1% | 2% | 0% | 2% | 1% |
| | 21 - 25 | 2% | 4% | 7% | 3% | 5% | 3% | 4% | 2% |
| | 26 - 30 | 6% | 9% | 9% | 8% | 8% | 7% | 8% | 6% |
| | 31 - 35 | 8% | 10% | 10% | 10% | 11% | 11% | 12% | 12% |
| | 36 - 40 | 9% | 11% | 9% | 10% | 10% | 9% | 7% | 10% |
| | 41 - 45 | 10% | 14% | 12% | 14% | 12% | 14% | 14% | 13% |
| | 46 - 50 | 13% | 17% | 10% | 18% | 12% | 18% | 13% | 17% |
| | 51 - 55 | 15% | 16% | 13% | 16% | 12% | 16% | 12% | 17% |
| | 56 - 60 | 18% | 12% | 14% | 13% | 15% | 13% | 13% | 13% |
| | 61+ | 18% | 6% | 14% | 7% | 12% | 7% | 16% | 10% |
| | Unknown | 0% | 0% | 0% | 1% | 0% | 2% | 0% | 0.07% |

2.5.7 Leavers by sexuality

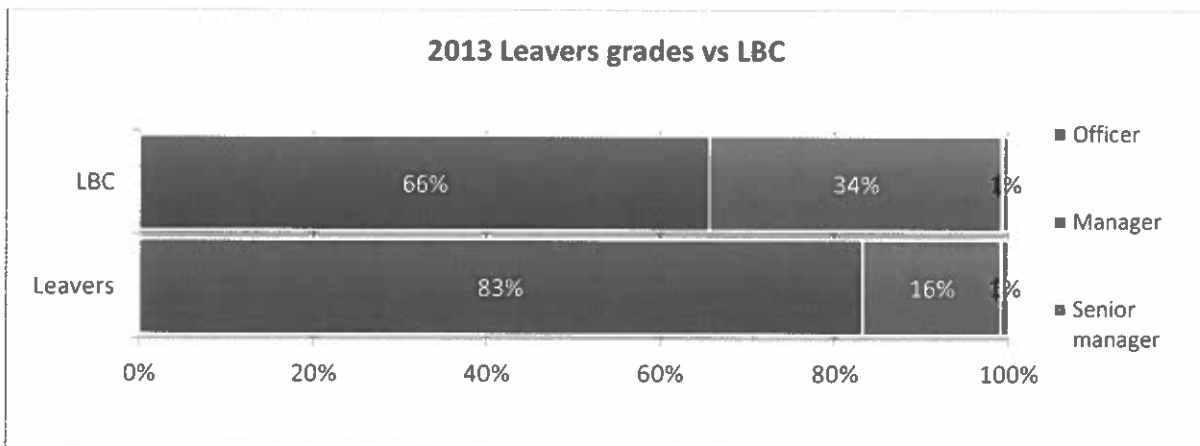
| | 2012 | | 2013 | | 2014 | |
|--------------|---------|--------|---------|--------|---------|--------|
| | Leavers | LBC | Leavers | LBC | Leavers | LBC |
| Bisexual | 0.19% | 0.32% | 0.74% | 0.32% | 0.19% | 0.20% |
| Heterosexual | 64.53% | 69.48% | 69.50% | 71.53% | 71.08% | 67.03% |
| Homosexual | 1.94% | 1.14% | 1.11% | 1.43% | 2.65% | 1.25% |
| Unknown | 33.33% | 29.05% | 28.65% | 22.71% | 26.09% | 31.52% |
| Totals | 100% | 100% | 100% | 100% | 100% | 100% |

2014 - FINAL

2.5.8 Leavers by religion

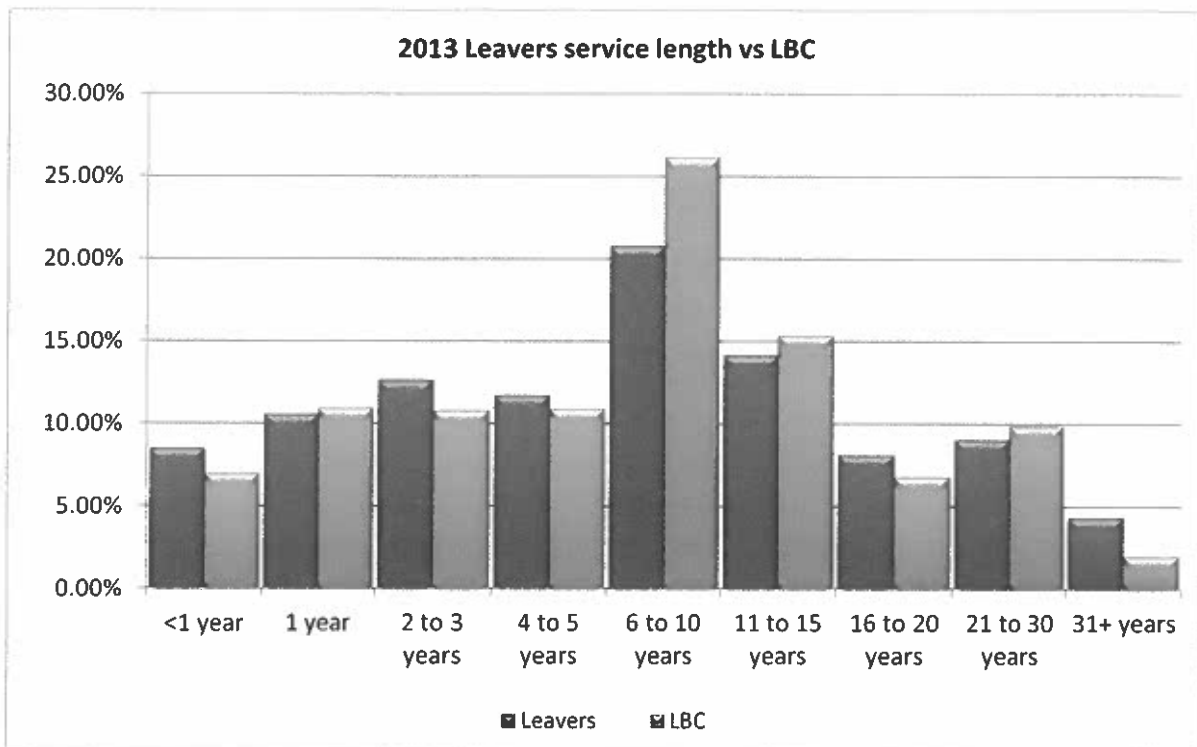
| | 2012 | | 2013 | | 2014 | |
|--------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | Leavers | LBC | Leavers | LBC | Leavers | LBC |
| Buddhist | 0.19% | 0.38% | 0.74% | 0.43% | 0.20% | 0.40% |
| Christian | 43.60% | 49.74% | 45.66% | 50.82% | 48.98% | 47.47% |
| Hindu | 1.55% | 1.88% | 2.22% | 1.81% | 1.83% | 1.69% |
| Jewish | 0.19% | 0.35% | 0.37% | 0.31% | 0.41% | 0.17% |
| Muslim | 2.71% | 2.02% | 2.03% | 2.04% | 1.83% | 1.96% |
| None | 25.58% | 20.25% | 19.41% | 20.43% | 24.19% | 19.49% |
| Other | 3.10% | 3.37% | 4.62% | 3.41% | 3.66% | 3.24% |
| Prefer not to say* | 22.29% | 21.80% | 24.77% | 20.60% | 18.29% | 25.42% |
| Sikh | 0.78% | 0.21% | 0.18% | 0.33% | 0.61% | 0.17% |
| Totals | 100% | 100% | 100% | 100% | 100% | 100% |

2.5.9 Leavers by grade



| | 2012 | | 2013 | | 2014 | |
|----------------|---------|------|---------|-----|--------|--------|
| | Leavers | LBC | Leavers | LBC | | |
| Officer | 82.91% | 80% | 80.82% | 79% | 83.18% | 65.68% |
| Manager | 14.81% | 1.7% | 16.80% | 18% | 15.88% | 33.55% |
| Senior manager | 1.43% | 3% | 2.38% | 3% | 0.95% | 0.78% |

2.5.10 Leavers by length of service



| | | 2011 | | 2012 | | 2013 | | 2014 | | | | | |
|-------------------|----------------|---------|--------|---------|-----|---------|--------|---------|--------|--------|-----|--------|--------|
| | | Leavers | | LBC | | Leavers | | LBC | | | | | |
| | | Leavers | LBC | Leavers | LBC | Leavers | LBC | Leavers | LBC | | | | |
| Length of service | <1 year | 53 | 6.21% | 6.03% | 43 | 8.33% | 8.25% | 50 | 9.24% | 9.98% | 45 | 8.51% | 6.98% |
| | 1 year | 78 | 9.13% | 9.15% | 54 | 10.47% | 5.49% | 55 | 10.17% | 6.89% | 56 | 10.59% | 10.96% |
| | 2 to 3 years | 125 | 14.64% | 14.53% | 82 | 15.89% | 13.91% | 80 | 14.79% | 11.33% | 67 | 12.67% | 10.82% |
| | 4 to 5 years | 96 | 11.24% | 12.52% | 74 | 14.34% | 11.94% | 68 | 12.57% | 11.05% | 62 | 11.72% | 10.92% |
| | 6 to 10 years | 214 | 25.06% | 27.82% | 107 | 20.74% | 29.34% | 129 | 23.84% | 27.76% | 110 | 20.79% | 26.20% |
| | 11 to 15 years | 98 | 11.48% | 11.50% | 62 | 12.02% | 12.62% | 71 | 13.12% | 13.76% | 75 | 14.18% | 15.37% |
| | 16 to 20 years | 73 | 8.55% | 7.28% | 34 | 6.59% | 7.42% | 42 | 7.76% | 7.68% | 43 | 8.13% | 6.81% |
| | 21 to 30 years | 91 | 10.66% | 8.81% | 45 | 8.72% | 8.92% | 33 | 6.10% | 9.44% | 48 | 9.07% | 9.91% |
| | 31+ years | 26 | 3.04% | 2.35% | 15 | 2.91% | 2.11% | 13 | 2.40% | 2.11% | 23 | 4.35% | 2.02% |

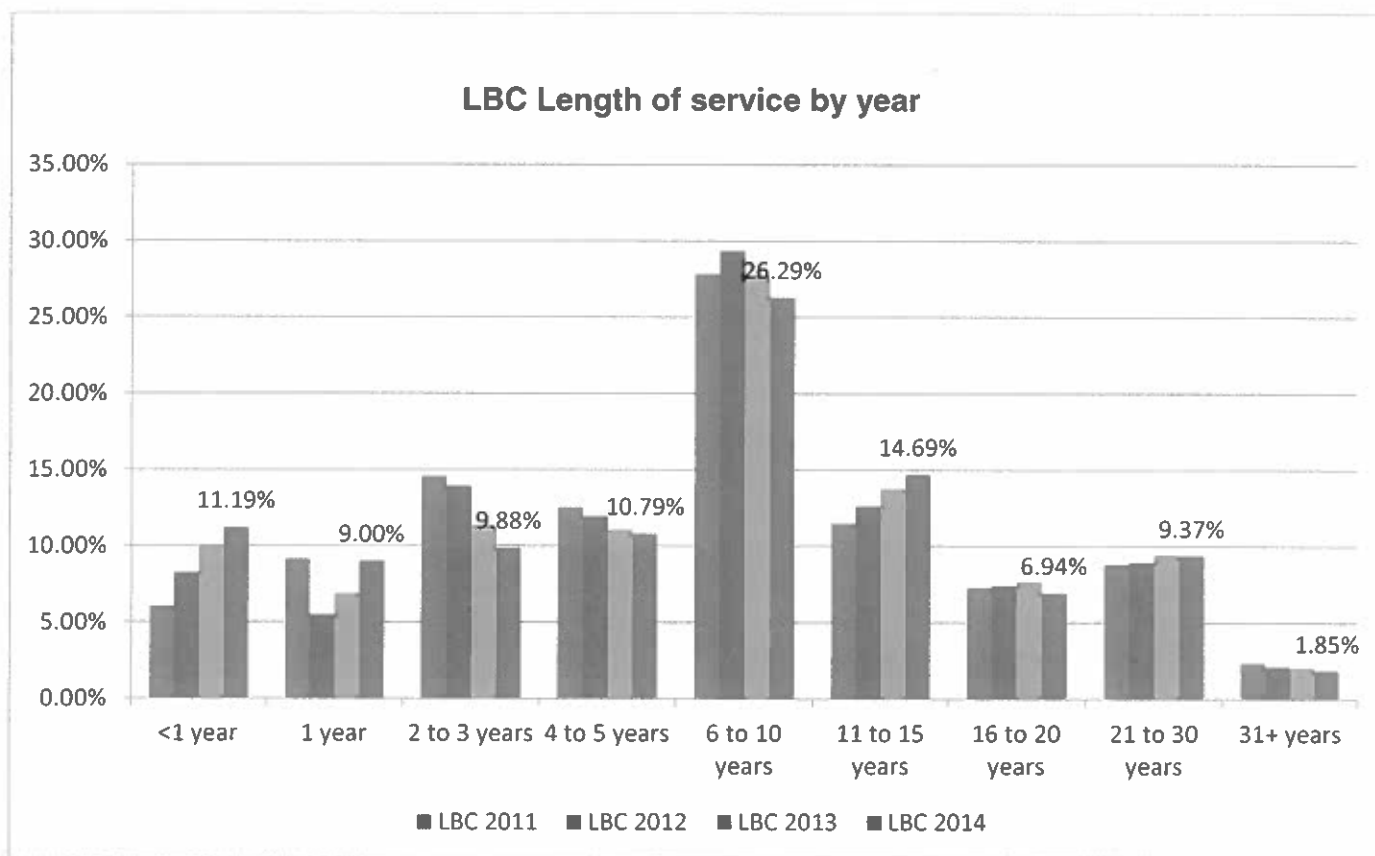
2.5.11 Leavers by marital status

| | 2014 | | |
|----------------------------------|---------|--------|--------|
| | Leavers | LBC | LBC |
| Married or Civil Partner | 188 | 48.45% | 45.62% |
| Not Married or Not Civil Partner | 156 | 40.21% | 34.73% |
| Prefer not to Say | 44 | 11.34% | 19.66% |

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 2011 | LBC 2012 | LBC 2013 | LBC 2014 | DASHH | CED | CFL | DE |
|-------------------|----------------|----------|----------|----------|----------|--------|--------|--------|--------|
| Length of service | <1 year | 6.03% | 8.25% | 10.04% | 11.19% | 11.34% | 8.54% | 17.52% | 7.33% |
| | 1 year | 9.15% | 5.49% | 6.89% | 9.00% | 9.49% | 7.75% | 10.95% | 7.97% |
| | 2 to 3 years | 14.53% | 13.91% | 11.33% | 9.88% | 8.51% | 9.33% | 14.74% | 6.25% |
| | 4 to 5 years | 12.52% | 11.94% | 11.05% | 10.79% | 8.75% | 13.31% | 8.61% | 12.07% |
| | 6 to 10 years | 27.82% | 29.34% | 27.76% | 26.29% | 23.92% | 33.27% | 22.63% | 20.69% |
| | 11 to 15 years | 11.50% | 12.62% | 13.76% | 14.69% | 15.17% | 13.60% | 13.14% | 18.53% |
| | 16 to 20 years | 7.28% | 7.42% | 7.68% | 6.94% | 8.88% | 5.46% | 4.96% | 9.70% |
| | 31+ years | 9.70% | 1.85% | | | | | | |

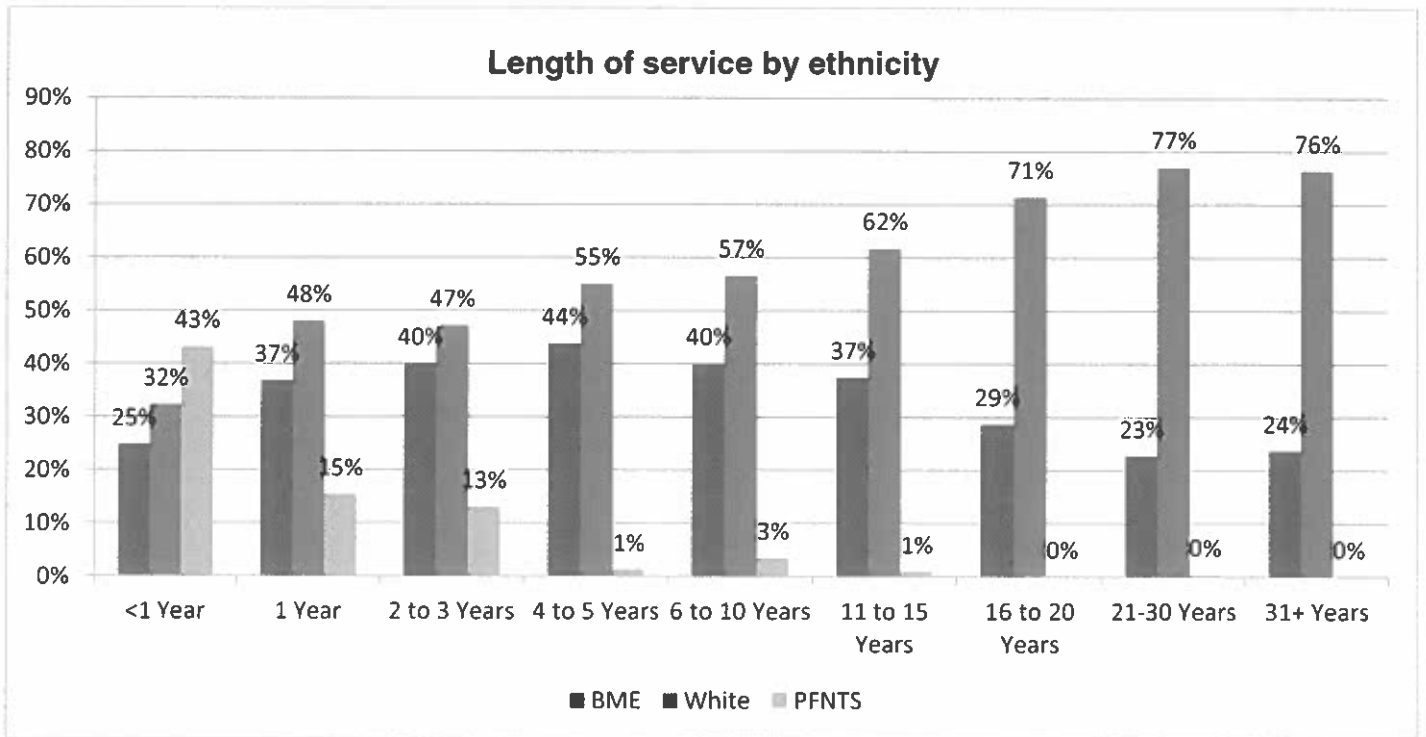
| | | | | | | | | | |
|--|----------------|-------|-------|-------|-------|--------|-------|-------|--------|
| | 21 to 30 years | 8.81% | 8.92% | 9.44% | 9.37% | 11.47% | 7.25% | 6.42% | 14.66% |
| | 31+ years | 2.35% | 2.11% | 2.05% | 1.85% | 2.47% | 1.49% | 1.02% | 2.80% |

2.6.2 Service length by gender

| | | LBC 2011 | | LBC 2012 | | LBC 2013 | | LBC 2014 | | DASHH | | CED | | CFL | | DE | |
|----------------------------|----------|----------|-----|----------|-----|----------|-----|----------|-----|-------|-----|-----|-----|-----|-----|-----|-----|
| | | F | M | F | M | F | M | F | M | F | M | F | M | F | M | F | M |
| Length of service in years | < 1 year | 7% | 7% | 7% | 9% | 10% | 9% | 12% | 10% | 13% | 9% | 9% | 9% | 17% | 21% | 9% | 6% |
| | 1 year | 12% | 17% | 6% | 5% | 6% | 8% | 9% | 9% | 10% | 9% | 7% | 10% | 11% | 11% | 7% | 8% |
| | 2 to 3 | 11% | 10% | 14% | 15% | 11% | 11% | 10% | 10% | 8% | 10% | 9% | 11% | 14% | 17% | 6% | 6% |
| | 4 to 5 | 16% | 17% | 12% | 12% | 11% | 12% | 10% | 12% | 8% | 11% | 13% | 14% | 9% | 9% | 13% | 11% |
| | 6 to 10 | 23% | 21% | 30% | 28% | 29% | 27% | 27% | 25% | 22% | 27% | 33% | 34% | 23% | 22% | 26% | 18% |
| | 11 to 15 | 11% | 12% | 13% | 11% | 15% | 13% | 15% | 15% | 16% | 14% | 15% | 10% | 13% | 14% | 13% | 21% |
| | 16 to 20 | 7% | 3% | 7% | 8% | 8% | 8% | 7% | 7% | 10% | 7% | 6% | 5% | 5% | 4% | 9% | 10% |
| | 21 to 30 | 11% | 10% | 9% | 9% | 9% | 10% | 9% | 9% | 12% | 10% | 8% | 6% | 8% | 1% | 13% | 16% |
| | 31+ | 2% | 2% | 2% | 3% | 2% | 3% | 2% | 2% | 2% | 3% | 2% | 1% | 1% | 1% | 3% | 3% |

2.6.3 Service length by ethnicity

| | | 2011 | | | 2012 | | | 2013 | | | 2014 | | |
|----------------------------|----------|--------|--------|-------------------|--------|--------|-------------------|--------|--------|-------------------|--------|--------|-------------------|
| | | 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 | 7.07% | 4.14% | 19.60% | 7.66% | 6.09% | 35.87% | 9.18% | 7.00% | 42.64% | 7.83% | 6.44% | 55.43% |
| | 1 | 10.15% | 7.86% | 16.58% | 6.65% | 4.17% | 12.50% | 6.68% | 5.54% | 20.81% | 9.36% | 7.70% | 15.89% |
| | 2 to 3 | 16.57% | 12.62% | 22.11% | 16.50% | 12.92% | 8.15% | 13.64% | 9.80% | 12.69% | 11.17% | 8.30% | 14.73% |
| | 4 to 5 | 14.54% | 9.81% | 28.64% | 14.90% | 10.12% | 13.04% | 13.73% | 10.39% | 2.03% | 13.37% | 10.59% | 1.55% |
| | 6 to 10 | 28.92% | 29.10% | 7.54% | 30.98% | 28.78% | 25.00% | 30.39% | 27.18% | 18.27% | 29.80% | 26.53% | 10.47% |
| | 11 to 15 | 11.21% | 12.62% | 1.51% | 11.36% | 14.24% | 2.72% | 13.73% | 15.02% | 2.03% | 15.57% | 16.19% | 1.55% |
| | 16 to 20 | 5.44% | 9.00% | 0.50% | 5.89% | 8.94% | 0.54% | 6.06% | 9.47% | 0.00% | 5.64% | 8.84% | 0.00% |
| | 21 to 30 | 5.20% | 11.57% | 2.01% | 5.13% | 11.79% | 1.63% | 5.61% | 12.70% | 0.51% | 6.02% | 12.88% | 0.39% |
| | 31 + | 0.89% | 3.29% | 1.51% | 0.93% | 2.95% | 0.54% | 0.98% | 2.91% | 1.02% | 1.24% | 2.53% | 0.00% |



2.6.4 Service length by disability

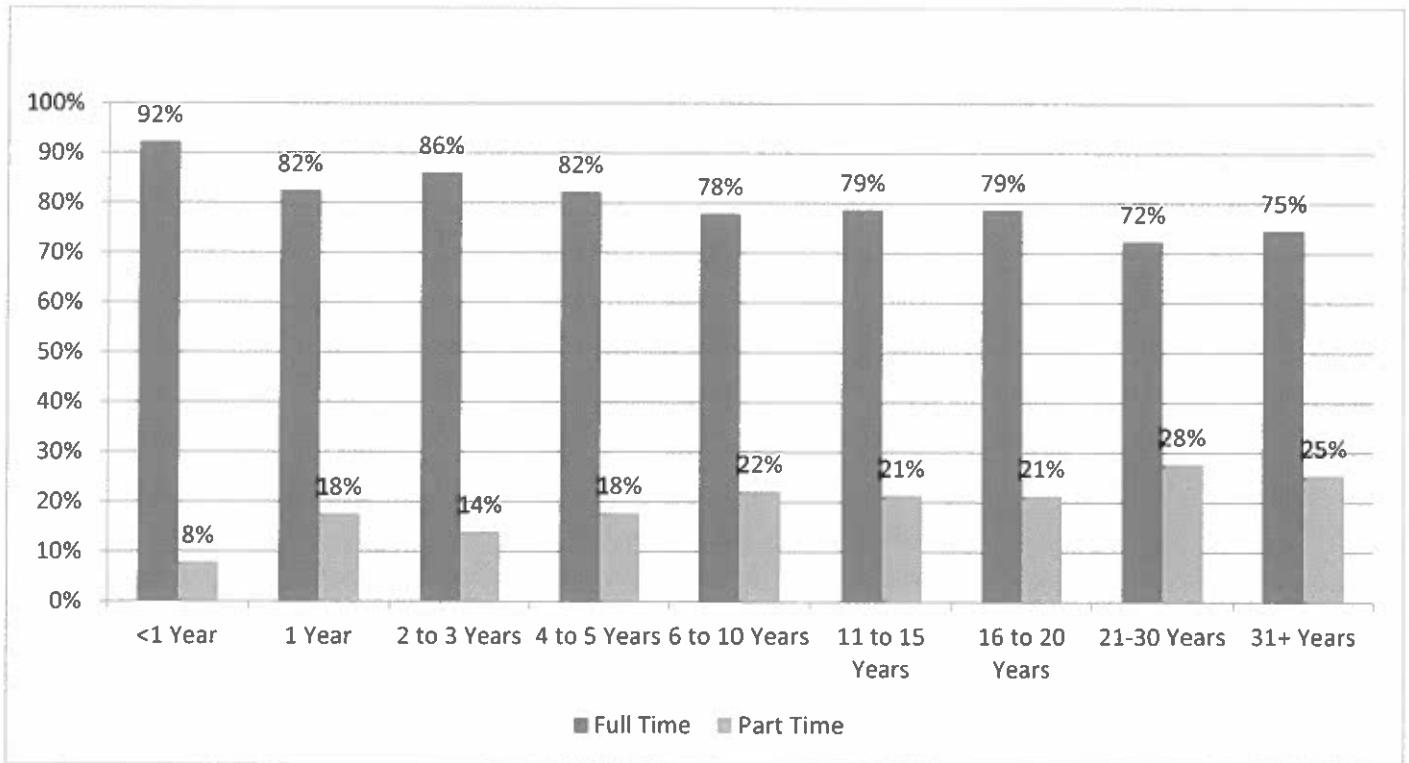
| | | 2011 | | | 2012 | | | 2013 | | | 2014 | | |
|-------------------|----------|--------------|----------|-------------------|--------------|----------|-------------------|--------------|----------|-------------------|--------------|----------|-------------------|
| | | Not disabled | Disabled | Prefer 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 | 5.01% | 3.22% | 23.87% | 6.40% | 2.75% | 36.93% | 6.47% | 3.95% | 46.28% | 6.28% | 0.93% | 47.76% |
| | 1 | 8.34% | 6.11% | 24.32% | 4.52% | 3.78% | 19.09% | 5.90% | 2.37% | 19.59% | 7.29% | 6.05% | 21.37% |
| | 2 to 3 | 14.38% | 6.43% | 27.93% | 14.26% | 8.25% | 16.60% | 11.00% | 9.49% | 15.88% | 9.06% | 7.44% | 16.36% |
| | 4 to 5 | 13.15% | 5.14% | 14.41% | 11.93% | 6.19% | 19.09% | 11.99% | 7.91% | 5.41% | 11.97% | 10.23% | 3.69% |
| | 6 to 10 | 28.66% | 37.62% | 2.70% | 31.19% | 32.99% | 2.90% | 30.06% | 27.27% | 7.77% | 29.62% | 24.19% | 6.60% |
| | 11 to 15 | 11.68% | 15.76% | 3.15% | 13.00% | 17.87% | 1.66% | 14.84% | 17.39% | 1.01% | 16.39% | 20.93% | 0.53% |
| | 16 to 20 | 7.37% | 11.58% | 0.00% | 7.55% | 11.68% | 0.83% | 7.72% | 15.02% | 1.01% | 7.21% | 13.95% | 1.32% |
| | 21 to 30 | 8.98% | 11.25% | 3.15% | 9.04% | 13.06% | 2.49% | 9.93% | 12.65% | 2.36% | 10.24% | 12.56% | 2.11% |
| | 31+ | 2.44% | 2.89% | 0.45% | 2.12% | 3.44% | 0.41% | 2.09% | 3.95% | 0.00% | 1.94% | 3.72% | 0.26% |

2.6.5 Service length by age

| | | Length of service (years) | | | | | | | | | |
|-----|-------|---------------------------|--------|--------|-------|-------|--------|--------|--------|-------|-------|
| | | <1 | 1 | 2to3 | 4to5 | 6to10 | 11to15 | 16to20 | 21to30 | 31+ | |
| Age | <= 20 | 2014 | 3.61% | 1.87% | 1.02% | 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% |
| | | 2012 | 6.75% | 1.08% | 0.21% | 0% | 0% | 0% | 0% | 0% | 0% |
| | | 2011 | 8.13% | 2.88% | 0.80% | 0% | 0% | 0% | 0% | 0% | 0% |
| | 21-25 | 2014 | 6.63% | 9.74% | 7.51% | 2.19% | 0.38% | 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% |
| | | 2012 | 12.70% | 10.81% | 7.02% | 3.19% | 0.90% | 0% | 0% | 0% | 0% |

| | | | | | | | | | | |
|-------|------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | 2011 | 14.35% | 10.58% | 6.59% | 4.52% | 1.12% | 0% | 0% | 0% | 0% |
| 26-30 | 2014 | 11.75% | 13.11% | 14.33% | 13.13% | 4.10% | 0.23% | 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% |
| | 2012 | 15.87% | 17.84% | 16.81% | 13.02% | 5.40% | 0.47% | 0% | 0% | 0% |
| | 2011 | 14.35% | 22.44% | 17.37% | 11.76% | 6.01% | 1.48% | 0% | 0% | 0% |
| 31-35 | 2014 | 19.28% | 14.98% | 18.09% | 22.81% | 15.13% | 5.73% | 1.94% | 0.00% | 0.00% |
| | 2013 | 13.56% | 12.79% | 21.67% | 19.94% | 13.15% | 5.08% | 1.64% | 0.00% | 0.00% |
| | 2012 | 11.90% | 17.84% | 18.72% | 13.02% | 12.30% | 4.65% | 0% | 0% | 0% |
| | 2011 | 17.22% | 13.78% | 16.97% | 14.93% | 10.90% | 4.19% | 0% | 0% | 0% |
| 36-40 | 2014 | 15.66% | 8.99% | 10.24% | 13.44% | 12.18% | 10.09% | 2.43% | 0.00% | 0.00% |
| | 2013 | 7.89% | 8.68% | 9.72% | 11.97% | 12.36% | 9.70% | 2.87% | 0.67% | 0.00% |
| | 2012 | 8.33% | 9.19% | 11.28% | 13.76% | 12.00% | 10.93% | 3.95% | 0.99% | 0% |
| | 2011 | 7.18% | 10.90% | 15.97% | 12.67% | 13.75% | 8.87% | 3.89% | 1.93% | 0% |
| 41-45 | 2014 | 12.95% | 11.99% | 10.24% | 13.13% | 16.03% | 15.14% | 12.62% | 7.91% | 0.00% |
| | 2013 | 12.62% | 10.96% | 10.28% | 17.66% | 18.03% | 12.70% | 14.34% | 9.67% | 0.00% |
| | 2012 | 13.89% | 9.73% | 14.47% | 14.50% | 16.60% | 14.19% | 13.83% | 10.53% | 0% |
| | 2011 | 10.05% | 10.26% | 14.57% | 15.84% | 17.01% | 16.75% | 18.29% | 10.61% | 0% |
| 46-50 | 2014 | 14.16% | 17.60% | 13.31% | 13.13% | 17.31% | 24.77% | 18.93% | 20.50% | 10.91% |
| | 2013 | 15.46% | 12.79% | 12.78% | 16.24% | 17.12% | 23.33% | 22.13% | 22.00% | 9.23% |
| | 2012 | 11.51% | 15.68% | 13.40% | 16.46% | 19.20% | 21.16% | 21.34% | 23.03% | 16.67% |
| | 2011 | 13.40% | 11.86% | 13.37% | 14.93% | 16.40% | 20.44% | 18.29% | 26.37% | 16.87% |
| 51-55 | 2014 | 9.94% | 11.24% | 14.33% | 10.63% | 15.51% | 19.72% | 21.36% | 26.98% | 23.64% |
| | 2013 | 9.78% | 10.96% | 13.33% | 7.98% | 14.51% | 19.86% | 24.18% | 27.00% | 26.15% |
| | 2012 | 12.70% | 9.19% | 7.87% | 14.50% | 14.80% | 18.37% | 26.09% | 24.34% | 26.39% |
| | 2011 | 10.53% | 10.58% | 6.19% | 13.12% | 15.48% | 20.69% | 30.35% | 25.08% | 26.51% |
| 56-60 | 2014 | 3.92% | 8.24% | 7.51% | 6.88% | 11.67% | 14.45% | 21.36% | 29.86% | 38.18% |
| | 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% |
| | 2011 | 2.87% | 5.13% | 5.59% | 7.47% | 13.65% | 16.50% | 19.07% | 23.47% | 40.96% |
| 61+ | 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% |
| | 2011 | 1.91% | 1.60% | 2.59% | 4.75% | 5.70% | 11.08% | 10.12% | 12.54% | 15.66% |

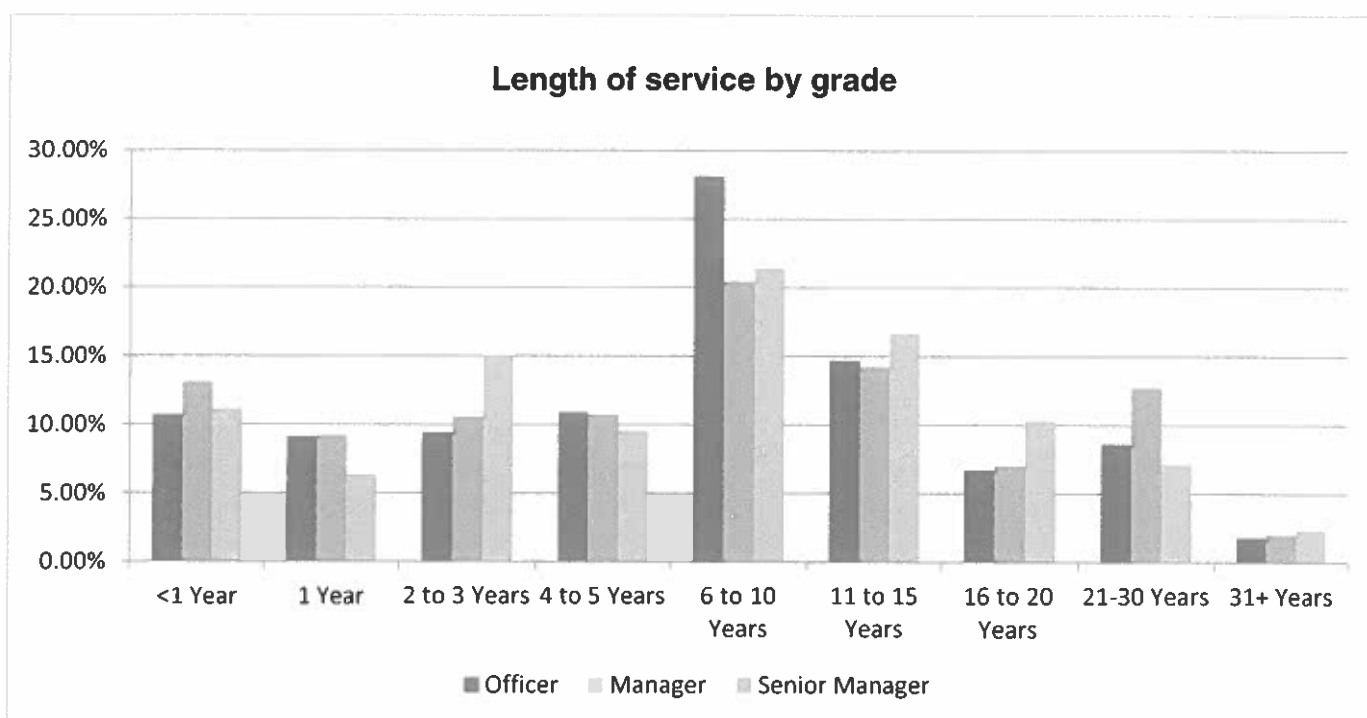
2.6.6 Service length by basis



| | | 2011 | | 2012 | | 2013 | | 2014 | |
|-------------------|----------------|-------------|-------------|-------------|-------------|-------------|-------------|----------------|----------------|
| | | Full time | Part time | Full time | Part time | Full time | Part time | Full time | Part time |
| Length of service | <1 year | 6.87% | 3.08% | 8.90% | 6.32% | 10.63% | 7.67% | 12.78% | 4.55% |
| | 1 year | 10.32% | 5.01% | 6.11% | 3.68% | 7.40% | 5.11% | 9.19% | 8.22% |
| | 2 to 3 years | 15.01% | 12.84% | 15.21% | 10.11% | 12.45% | 7.39% | 10.52% | 7.17% |
| | 4 to 5 years | 11.96% | 14.51% | 12.25% | 11.03% | 11.36% | 9.94% | 10.98% | 9.97% |
| | 6 to 10 years | 27.30% | 29.65% | 27.94% | 33.45% | 26.53% | 32.10% | 25.34% | 30.24% |
| | 11 to 15 years | 10.40% | 15.40% | 11.58% | 15.63% | 13.02% | 16.34% | 14.32% | 16.26% |
| | 16 to 20 years | 7.16% | 7.70% | 7.09% | 8.39% | 7.56% | 8.10% | 6.76% | 7.69% |
| | 21 to 30 years | 8.58% | 9.63% | 8.83% | 9.20% | 8.98% | 11.08% | 8.39% | 13.46% |
| | 31+ years | 2.40% | 2.18% | 2.09% | 2.18% | 2.02% | 2.13% | 1.71% | 2.45% |
| Totals | | 100% | 100% | 100% | 100% | 100% | 100% | 100.00% | 100.00% |

2.6.7 Service length by grade

2014 - FINAL



| | | Officer | | | | | | Manager | | | | | | Senior manager | | | | | |
|----------------------------|----------|---------|--------|------|--------|------|--------|---------|--------|------|--------|------|--------|----------------|--------|------|--------|------|--------|
| | | 2012 | | 2013 | | 2014 | | 2012 | | 2013 | | 2014 | | 2012 | | 2013 | | 2014 | |
| Length of service in years | <1 | 215 | 7.90% | 202 | 8.50% | 240 | 10.70% | 53 | 8.90% | 67 | 10.70% | 78 | 13.07% | 13 | 13.30% | 8 | 7.40% | 14 | 11.11% |
| | 1 | 163 | 6.00% | 151 | 6.40% | 204 | 9.09% | 20 | 3.40% | 50 | 7.90% | 55 | 9.21% | 4 | 4.10% | 10 | 9.30% | 8 | 6.35% |
| | 2 to 3 | 359 | 13.20% | 245 | 10.30% | 211 | 9.40% | 98 | 16.50% | 88 | 14.00% | 63 | 10.55% | 17 | 17.40% | 18 | 16.70% | 19 | 15.08% |
| | 4 to 5 | 333 | 12.30% | 271 | 11.40% | 244 | 10.87% | 64 | 10.80% | 70 | 11.20% | 64 | 10.72% | 10 | 10.20% | 7 | 6.50% | 12 | 9.52% |
| | 6 to 10 | 830 | 30.60% | 717 | 30.20% | 631 | 28.12% | 150 | 25.30% | 135 | 21.50% | 122 | 20.44% | 20 | 20.40% | 25 | 23.20% | 27 | 21.43% |
| | 11 to 15 | 341 | 12.60% | 334 | 14.10% | 330 | 14.71% | 77 | 12.90% | 81 | 12.90% | 85 | 14.24% | 12 | 12.20% | 20 | 18.50% | 21 | 16.67% |
| | 16 to 20 | 198 | 7.30% | 196 | 8.30% | 151 | 6.73% | 46 | 7.80% | 39 | 6.20% | 42 | 7.04% | 9 | 9.20% | 9 | 8.30% | 13 | 10.32% |
| | 21 to 30 | 221 | 8.10% | 204 | 8.60% | 193 | 8.60% | 72 | 12.10% | 86 | 13.70% | 76 | 12.73% | 11 | 11.20% | 9 | 8.30% | 9 | 7.14% |
| | 31+ | 57 | 2.10% | 51 | 2.20% | 40 | 1.78% | 13 | 2.20% | 11 | 1.80% | 12 | 2.01% | 2 | 2.10% | 2 | 1.80% | 3 | 2.38% |

| | | | | | | | | | | | | | | | | | | |
|--------|-------|------|-------|------|--------|---------|--------|------|--------|------|--------|---------|-------|------|--------|------|--------|---------|
| Totals | 2,717 | 100% | 2,371 | 100% | 22,443 | 100.00% | 59,303 | 100% | 62,707 | 100% | 59,707 | 100.00% | 9,808 | 100% | 10,808 | 100% | 12,606 | 100.00% |
|--------|-------|------|-------|------|--------|---------|--------|------|--------|------|--------|---------|-------|------|--------|------|--------|---------|

3. Recruitment profile

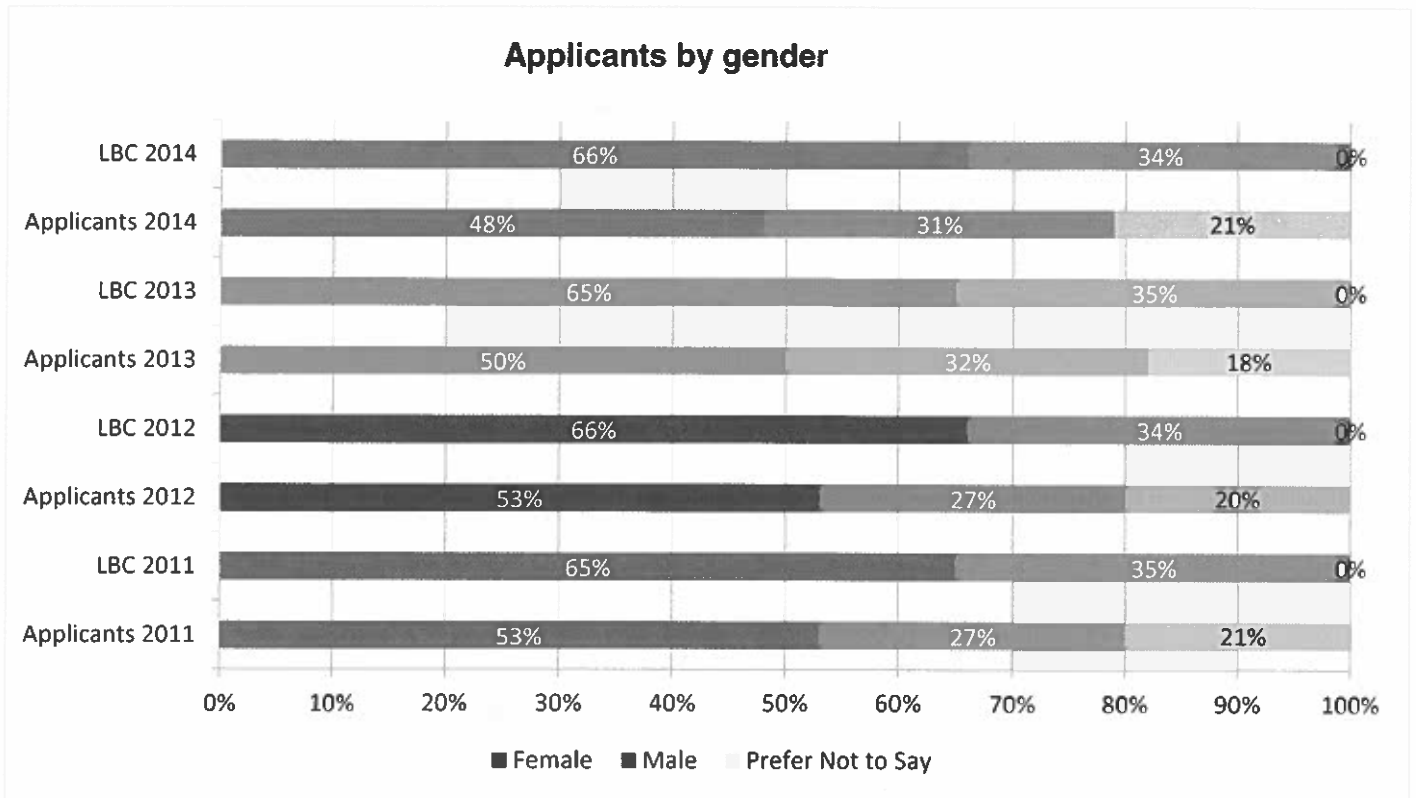
This section details the profile of applications for positions advertised at the council between October 2012 and September 2013.

3.1 Applicant profile

Between October 2012 and September 2013, there were 14,689 applications for 717 advertised positions within the council. This section breaks down the total applicants in this period, in the following ways:

3.1.1 Applicants by gender

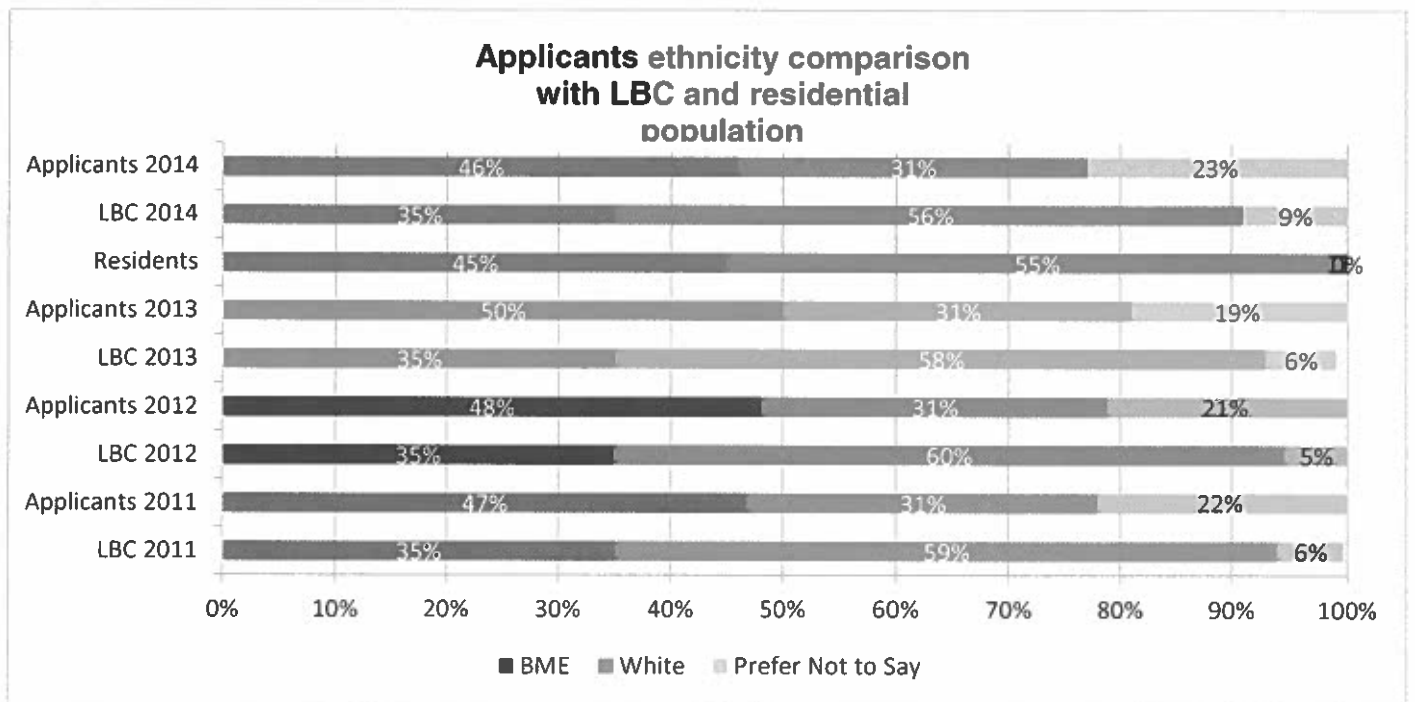
| | 2011 | | | | 2012 | | | | 2013 | | | | 2014 | | | |
|-------------------|------------|--------|-------|--------|------------|--------|-------|--------|------------|--------|-------|--------|------------|--------|-------|--------|
| | Applicants | | LBC | | Applicants | | LBC | | Applicants | | LBC | | Applicants | | LBC | |
| Female | 4,402 | 52.50% | 2,291 | 64.90% | 5,833 | 52.60% | 2,241 | 66.10% | 7,323 | 49.85% | 2,066 | 65.36% | 3,229 | 48.10% | 1,958 | 66.00% |
| Male | 2,236 | 26.70% | 1,239 | 35.10% | 3,036 | 27.40% | 1,148 | 33.90% | 4,707 | 32.04% | 1,084 | 34.64% | 2,064 | 30.75% | 1,009 | 34.00% |
| Prefer Not to Say | 1,747 | 20.80% | 0 | 0.00% | 2,223 | 20.00% | 0 | 0.00% | 2,659 | 18.10% | 0 | 0% | 1,420 | 21.15% | 0 | 0% |



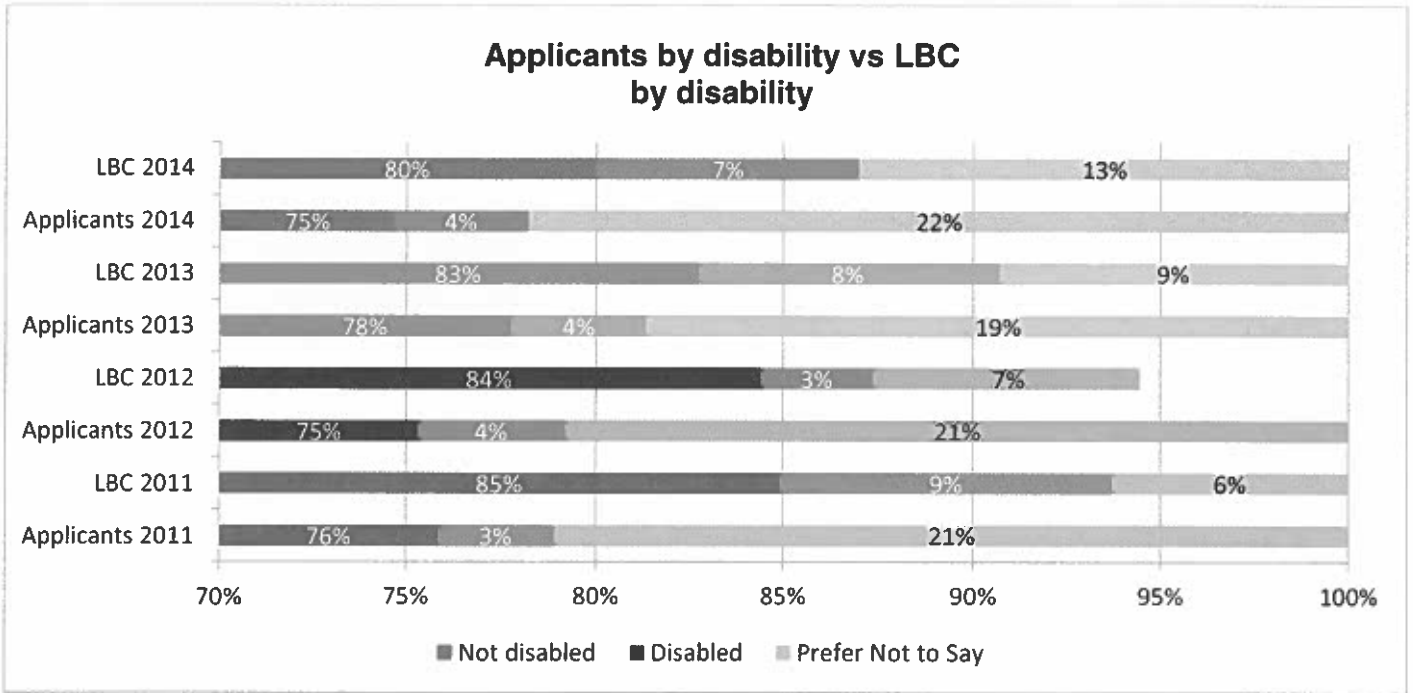
3.1.2 Applicants by ethnicity

| | | 2011 | | 2012 | | 2013 | | 2014 | |
|-----|---------------------------------|------------|--------|------------|--------|------------|--------|------------|--------|
| | | Applicants | LBC | Applicants | LBC | Applicants | LBC | Applicants | LBC |
| BME | Arab | 0.13% | 0.00% | 0.18% | 0.00% | 0.19% | 0% | 0.15% | 0.00% |
| | Bangladeshi | 0.97% | 0.23% | 1.26% | 0.38% | 1.33% | 0.41% | 1.18% | 0.40% |
| | Black African | 13.09% | 7.08% | 13.34% | 7.13% | 14.64% | 7.74% | 13.67% | 8.50% |
| | Black Caribbean | 15.47% | 10.93% | 15.35% | 10.83% | 15.57% | 11.27% | 14.23% | 11.10% |
| | Chinese | 0.35% | 0.37% | 0.22% | 0.41% | 0.40% | 0.47% | 0.48% | 0.40% |
| | Indian | 4.44% | 2.97% | 4.72% | 3.05% | 5.13% | 3.08% | 4.53% | 3.10% |
| | Mixed White and Asian | 0.89% | 0.99% | 1.03% | 0.82% | 0.83% | 0.91% | 1.25% | 0.90% |
| | Mixed White and Black African | 0.72% | 0.31% | 0.71% | 0.26% | 0.72% | 0.35% | 0.76% | 0.30% |
| | Mixed White and Black Caribbean | 2.35% | 1.50% | 2.51% | 1.53% | 2.10% | 1.42% | 1.62% | 1.50% |
| | Other | 1.73% | 5.67% | 2.44% | 5.43% | 2.29% | 4.56% | 2.46% | 4.10% |

| | | | | | | | | | |
|-------|-------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | Other Asian | 2.21% | 1.53% | 1.97% | 1.47% | 2.23% | 1.51% | 2.04% | 1.50% |
| | Other Black | 2.00% | 1.50% | 1.57% | 1.67% | 1.56% | 1.76% | 1.62% | 1.80% |
| | Other Mixed | 0.87% | 1.25% | 1.01% | 1.23% | 1.33% | 1.16% | 0.82% | 1.00% |
| | Pakistani | 1.59% | 0.54% | 1.74% | 0.65% | 1.53% | 0.66% | 1.42% | 0.50% |
| | BME Total: | 46.80% | 34.87% | 48.05% | 34.86% | 49.85% | 34.91% | 46.22% | 35.30% |
| White | White British | 26.46% | 52.49% | 25.24% | 52.52% | 25.16% | 52.00% | 24.73% | 49.90% |
| | White Gypsy or Traveler | 0.02% | 0.00% | 0.01% | 0.03% | 0.01% | 0.06% | 0.00% | 0.10% |
| | White Irish | 0.85% | 2.49% | 1.06% | 2.46% | 0.93% | 1.98% | 1.15% | 2.10% |
| | White Other | 3.80% | 4.50% | 4.46% | 4.72% | 4.53% | 4.44% | 5.12% | 4.10% |
| | White Total: | 31.14% | 59.48% | 30.78% | 59.74% | 30.79% | 58.48% | 31.00% | 56.00% |
| | Prefer Not to Say | 22.06% | 5.64% | 21.17% | 5.40% | 19.52% | 6.20% | 22.78% | 8.70% |

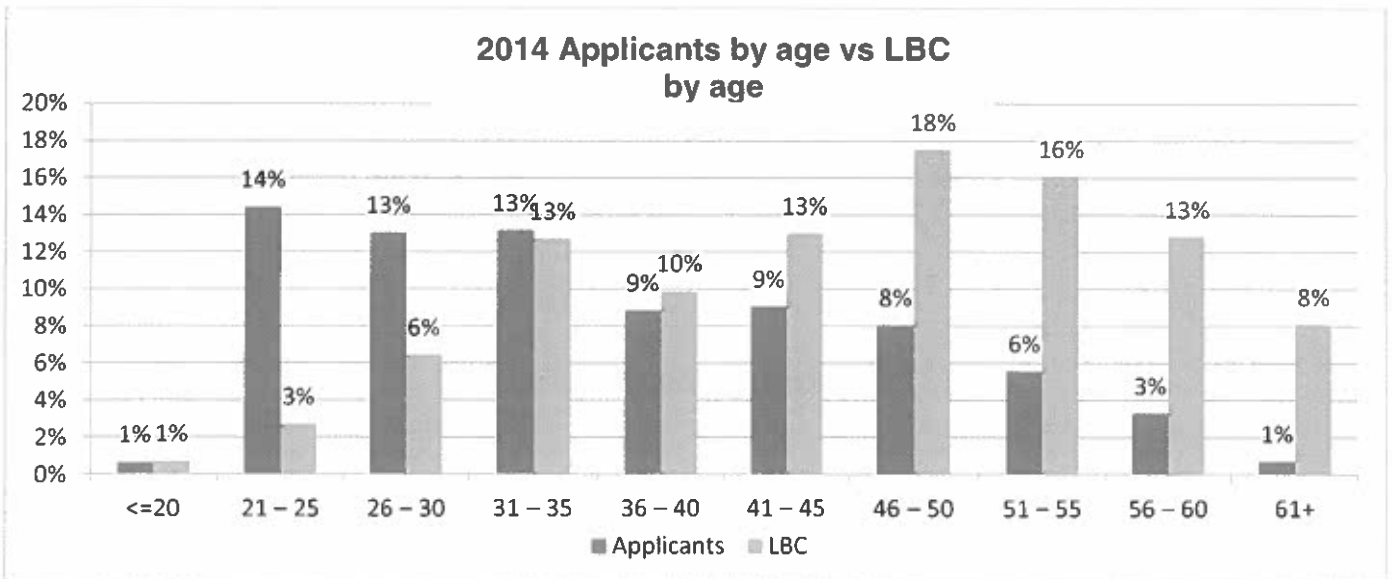


3.1.3 Applicants by disability



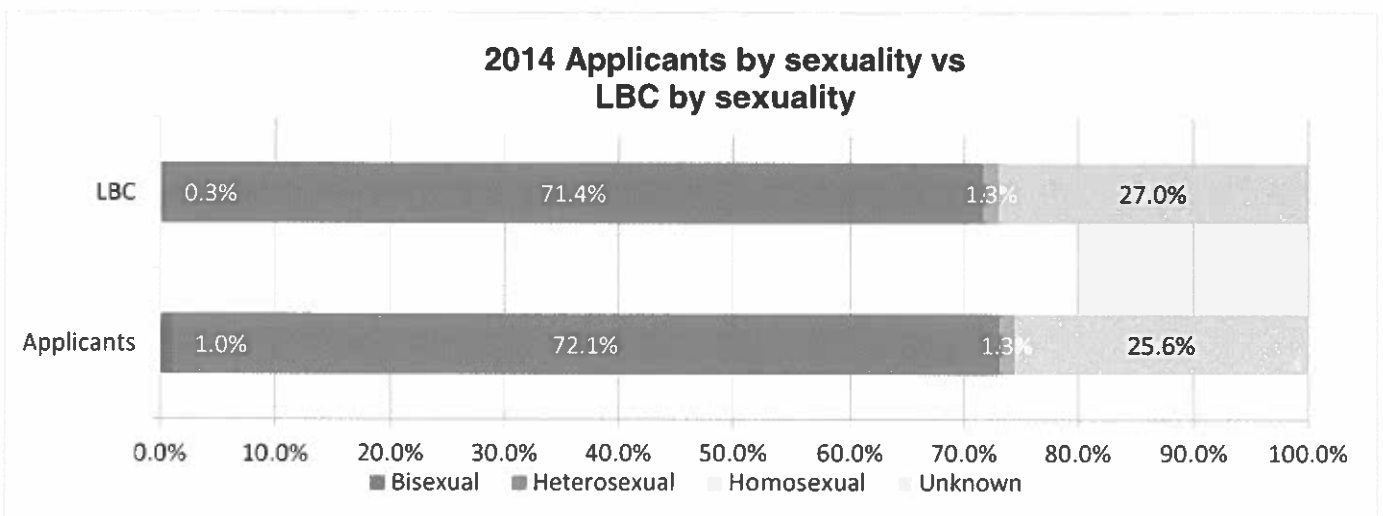
| | 2011 | | 2012 | | 2013 | | 2014 | |
|-------------------|------------|--------|------------|--------|------------|--------|------------|--------|
| | Applicants | LBC | Applicants | LBC | Applicants | LBC | Applicants | LBC |
| Not disabled | 75.85% | 84.90% | 75.30% | 84.39% | 77.76% | 82.72% | 74.66% | 79.98% |
| Disabled | 3.04% | 8.81% | 3.88% | 8.54% | 3.55% | 7.96% | 3.55% | 7.25% |
| Prefer Not to Say | 21.11% | 6.29% | 20.83% | 7.07% | 18.69% | 9.32% | 21.79% | 12.77% |

3.1.4 Applicants by age



| | 2011 | | | 2012 | | | 2013 | | | 2014 | | | |
|-----------|------------|-------|--------|------------|-------|--------|------------|-------|--------|------------|-------|--------|--------|
| | Applicants | LBC | | Applicants | LBC | | Applicants | LBC | | Applicants | LBC | | |
| Age bands | <=20 | 94 | 1.12% | 0.85% | 167 | 1.51% | 0.59% | 106 | 0.72% | 0.25% | 41 | 0.61% | 0.67% |
| | 21 - 25 | 1,128 | 13.45% | 3.60% | 1,527 | 13.77% | 3.14% | 2,007 | 13.66% | 2.86% | 968 | 14.42% | 2.70% |
| | 26 - 30 | 1,315 | 15.68% | 8.61% | 1,642 | 14.80% | 7.66% | 2,088 | 14.21% | 6.80% | 876 | 13.05% | 6.44% |
| | 31 - 35 | 943 | 11.25% | 10.03% | 1,310 | 11.81% | 10.18% | 1,869 | 12.72% | 11.36% | 884 | 13.17% | 12.71% |
| | 36 - 40 | 826 | 9.85% | 10.54% | 1,029 | 9.28% | 9.60% | 1,434 | 9.76% | 8.84% | 593 | 8.83% | 9.88% |
| | 41 - 45 | 761 | 9.08% | 14.48% | 1,097 | 9.89% | 13.91% | 1,462 | 9.95% | 13.88% | 609 | 9.07% | 13.01% |
| | 46 - 50 | 759 | 9.05% | 16.57% | 944 | 8.51% | 17.81% | 1,281 | 8.72% | 17.56% | 540 | 8.04% | 17.53% |
| | 51 - 55 | 507 | 6.05% | 15.81% | 633 | 5.71% | 15.58% | 994 | 6.77% | 15.80% | 374 | 5.57% | 16.11% |
| | 56 - 60 | 186 | 2.22% | 12.46% | 261 | 2.35% | 13.35% | 416 | 2.83% | 13.44% | 222 | 3.31% | 12.84% |
| | 61+ | 47 | 0.56% | 7.05% | 50 | 0.45% | 7.16% | 117 | 0.80% | 7.43% | 47 | 0.70% | 8.12% |
| | PFNTS | 1,819 | 21.69% | 0% | 8 | 0.07% | 1.03% | 2,915 | 19.84% | 2.00% | 1,559 | 23.22% | 0.00% |

3.1.5 Applicants by sexuality



| | 2011 | | | 2012 | | | 2013 | | | 2014 | | |
|-------------------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|
| | Applicants | | LBC | Applicants | | LBC | Applicants | | LBC | Applicants | | LBC |
| Bisexual | 72 | 0.86% | 0.30% | 74 | 0.67% | 0.32% | 59 | 0.40% | 0.25% | 69 | 1.03% | 0.30% |
| Heterosexual | 6,075 | 72.45% | 67.80% | 8,108 | 73.10% | 69.48% | 11,151 | 75.91% | 71.45% | 4,838 | 72.07% | 71.40% |
| Homosexual | 117 | 1.40% | 1.20% | 181 | 1.63% | 1.14% | 195 | 1.33% | 1.42% | 87 | 1.30% | 1.30% |
| Prefer Not to Say | 2,121 | 25.30% | 30.70% | 2,729 | 24.60% | 29.05% | 3,284 | 22.36% | 26.88% | 1,719 | 25.61% | 27.00% |

3.1.6 Applicants by religion

| | 2011 | | | 2012 | | | 2013 | | | 2014 | | |
|-------------------|------------|--------|--------|------------|--------|--------|------------|--------|--------|------------|--------|--------|
| | Applicants | | LBC | Applicants | | LBC | Applicants | | LBC | Applicants | | LBC |
| Buddhist | 33 | 0.39% | 0.28% | 48 | 0.43% | 0.38% | 48 | 0.33% | 0.43% | 40 | 0.60% | 0.47% |
| Christian | 3,842 | 45.82% | 49.09% | 5,144 | 46.38% | 49.74% | 6,884 | 46.87% | 50.84% | 2,969 | 44.23% | 49.78% |
| Hindu | 257 | 3.06% | 1.84% | 316 | 2.85% | 1.88% | 457 | 3.11% | 1.84% | 215 | 3.20% | 1.85% |
| Jewish | 9 | 0.11% | 0.37% | 21 | 0.19% | 0.35% | 38 | 0.26% | 0.33% | 4 | 0.06% | 0.17% |
| Muslim | 403 | 4.81% | 1.90% | 593 | 5.35% | 2.02% | 851 | 5.79% | 2.05% | 354 | 5.27% | 1.92% |
| None | 1,351 | 16.11% | 19.97% | 1,835 | 16.54% | 20.25% | 2,540 | 17.29% | 20.45% | 1,172 | 17.46% | 20.93% |
| Other | 246 | 2.93% | 3.14% | 322 | 2.90% | 3.37% | 518 | 3.53% | 3.42% | 225 | 3.35% | 0.17% |
| Prefer not to say | 2,207 | 26.32% | 23.12% | 2,757 | 24.86% | 21.80% | 3,102 | 22.47% | 20.63% | 1,711 | 25.49% | 3.34% |
| Sikh | 37 | 0.44% | 0.28% | 56 | 0.50% | 0.21% | 52 | 0.35% | 0.36% | 23 | 0.34% | 21.55% |

3.1.7 Applicants by on maternity leave

| | Applicants | | | |
|---|------------|--------|------|--------|
| | 2013 | | 2014 | |
| Pregnant or on maternity leave when submitting application | 75 | 0.51% | 31 | 0.46% |
| Not pregnant or on maternity leave when submitting application* | 11909 | 81.07% | 5238 | 78.03% |
| Prefer not to say* | 2705 | 18.42% | 1444 | 21.51% |

3.1.8 Applicants by marital status

| | Applicants | | | | LBC | | | |
|----------------------------------|------------|--------|------|--------|-------|--------|-------|--------|
| | 2013 | | 2014 | | 2013 | | 2014 | |
| Married or Civil Partner | 4514 | 30.73% | 1925 | 28.68% | 1,514 | 47.70% | 1,365 | 46.01% |
| Not Married or Not Civil Partner | 7100 | 48.34% | 3194 | 47.58% | 1,194 | 37.62% | 1,038 | 34.98% |
| Prefer not to say | 3075 | 20.93% | 1594 | 23.74% | 467 | 14.76% | 564 | 19.01% |

4. Employee relations profile

This section details the new employee relations activity between the reporting period of 1 October 2013 and 30 September 2014. 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 | | | |
|-----------------|---|------|------|------|-------|------|-------|------|
| | 2011 | 2012 | 2013 | 2014 | 2011 | LBC | 2013 | 2014 |
| Female | 54% | 54% | 49% | 47% | 65% | 2012 | 66% | 66% |
| Disabled | 12% | 0% | 7% | 11% | 9% | 67% | 8% | 7% |
| BME | 38% | 38% | 52% | 58% | 35% | 9% | 35% | 41% |
| Age over 50 | 46% | 47% | 51% | 47% | 35% | 35% | 37% | 40% |
| Total Headcount | 26 | 71 | 61 | 19 | 3,530 | | 3,177 | 2966 |

| | | Employees subject to a disciplinary hearing | Hearing outcome – No case to answer | Hearing outcome – written or final written warning | Hearing outcome - dismissed | LBC |
|-----------------|------|---|-------------------------------------|--|-----------------------------|-------|
| | | | | | | |
| Female | 2012 | 54% | 100% | 80% | 29% | 67% |
| | 2013 | 55% | 0% | 67% | 50% | 66% |
| | 2014 | 29% | 0% | 100% | 0% | 66% |
| Disabled | 2012 | 6% | 0% | 0% | 7% | 9% |
| | 2013 | 0% | 0% | 0% | 0% | 8% |
| | 2014 | 0% | 0% | 0% | 0% | 7% |
| BME | 2012 | 29% | 0% | 27% | 29% | 35% |
| | 2013 | 32% | 0% | 17% | 63% | 35% |
| | 2014 | 43% | 0% | 0% | 0% | 41% |
| Age over 50 | 2012 | 41% | 0% | 37% | 33% | 36% |
| | 2013 | 45% | 100% | 20% | 38% | 37% |
| | 2014 | 29% | 100% | 0% | 0% | 40% |
| Total Headcount | 2012 | 35 | 1 | 15 | 14 | 3,408 |
| | 2013 | 22 | 8 | 10 | 8 | 3,177 |
| | 2014 | 8 | 1 | 2 | 0 | 2966 |

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 | 2011 | 100% | 50% | 37% |
| | 2012 | 43% | 60% | 65% |

| | | | | |
|-----------------|------|------|-----|-------|
| | 2013 | 60% | 55% | 66% |
| | 2014 | 25% | 0% | 66% |
| Disabled | 2011 | 0% | 17% | 9% |
| | 2012 | 14% | 0% | 9% |
| | 2013 | 30% | 0% | 8% |
| | 2014 | 0% | 0% | 7% |
| BME | 2011 | 100% | 50% | 35% |
| | 2012 | 43% | 80% | 35% |
| | 2013 | 90% | 81% | 35% |
| | 2014 | 0% | 0% | 41% |
| Age over 50 | 2011 | 57% | 60% | 36% |
| | 2012 | 33% | 20% | 35% |
| | 2013 | 0% | 0% | 37% |
| | 2014 | 25% | 0% | 40% |
| Total Headcount | 2011 | 5 | 6 | 3,408 |
| | 2012 | 7 | 5 | 3,530 |
| | 2013 | 7 | 6 | 3,177 |
| | 2014 | 4 | 0 | 2966 |

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 | 2011 | 68% | 83% | 83% | 65% |
| | 2012 | 74% | 66% | 50% | 67% |
| | 2013 | 64% | 39% | 0% | 66% |
| | 2014 | 80% | 67% | 50% | 66% |
| Disabled | 2011 | 11% | 8% | 0% | 9% |
| | 2012 | 13% | 0% | 0% | 9% |
| | 2013 | 9% | 31 | 0% | 8% |
| | 2014 | 13% | 50% | 0% | 7% |
| BME | 2011 | 29% | 17% | 33% | 35% |
| | 2012 | 36% | 33% | 25% | 35% |
| | 2013 | 47% | 38% | 50% | 36% |
| | 2014 | 43% | 83% | 100% | 41% |
| Age over 50 | 2011 | 47% | 67% | 83% | 35% |
| | 2012 | 45% | 33% | 50% | 36% |
| | 2013 | 38% | 54% | 50% | 37% |
| | 2014 | 43% | 67% | 50% | 40% |
| Total | 2011 | 122 | 7 | 6 | 3,530 |

| Headcount | 2012 | 192 | 9 | 4 | 3,408 |
|-----------|------|-----|----|---|-------|
| | 2013 | 123 | 13 | 2 | 3,177 |
| | 2014 | 127 | 6 | 2 | 2966 |

4.3 Employee 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 | 2011 | 50% | 50% | 17% | 65% |
| | 2012 | 82% | 100% | 79% | 67% |
| | 2013 | 61% | 75% | 38% | 66% |
| | 2014 | 70% | 67% | 71% | 66% |
| Disabled | 2011 | 12% | 10% | 17% | 9% |
| | 2012 | 15% | 0% | 7% | 9% |
| | 2013 | 16% | 25% | 25% | 8% |
| | 2014 | 7% | 8% | 0% | 7% |
| BME | 2011 | 30% | 50% | 33% | 35% |
| | 2012 | 62% | 100% | 64% | 35% |
| | 2013 | 55% | 50% | 38% | 36% |
| | 2014 | 47% | 42% | 43% | 41% |
| Age over 50 | 2011 | 27% | 10% | 67% | 35% |
| | 2012 | 11% | 0% | 43%? | 36% |
| | 2013 | 39% | 25% | 63% | 37% |
| | 2014 | 40% | 42% | 29% | 40% |
| Total Headcount | 2011 | 26 | 10 | 6 | 3,530 |
| | 2012 | 39 | 1 | 14 | 3,408 |
| | 2013 | 31 | 7 | 8 | 3,177 |
| | 2014 | 30 | 12 | 7 | 2966 |

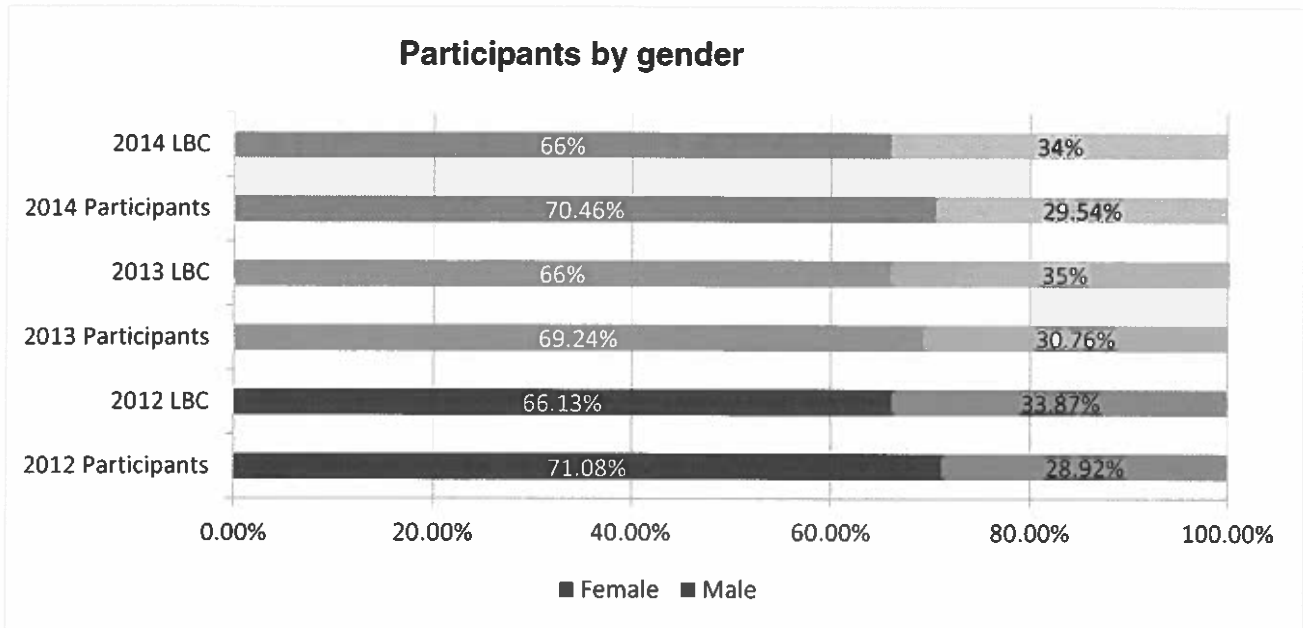
| | | Employees who appealed first formal outcome | Management Decision Upheld | Complaints that were not upheld at first formal stage | LBC |
|-----------------|------|---|----------------------------|---|-------|
| Female | 2012 | 71% | 50% | 79% | 67% |
| | 2013 | 74% | 67% | 38% | 66% |
| | 2014 | 50% | 25% | 0% | 66% |
| Disabled | 2012 | 29% | 50% | 7% | 9% |
| | 2013 | 31% | 67% | 25% | 8% |
| | 2014 | 0% | 0% | 0% | 7% |
| BME | 2012 | 71% | 100% | 64% | 35% |
| | 2013 | 50% | 34% | 38% | 36% |
| | 2014 | 25% | 25% | 0% | 41% |
| Age over 50 | 2012 | 28% | 0% | 100% | 36% |
| | 2013 | 100% | 34% | 63% | 37% |
| | 2014 | 50% | 25% | 0% | 40% |
| Total Headcount | 2012 | 7 | 2 | 14 | 3,408 |
| | 2013 | 2 | 3 | 8 | 3,177 |
| | 2014 | 4 | 4 | 0 | 2966 |

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

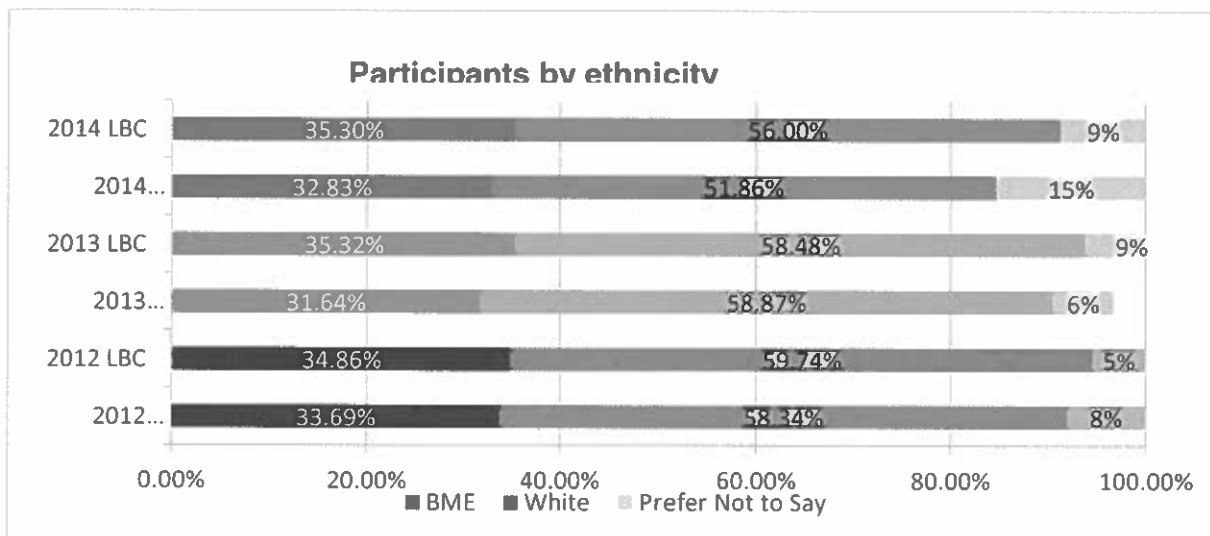
5.1.1 Learning event participants by gender



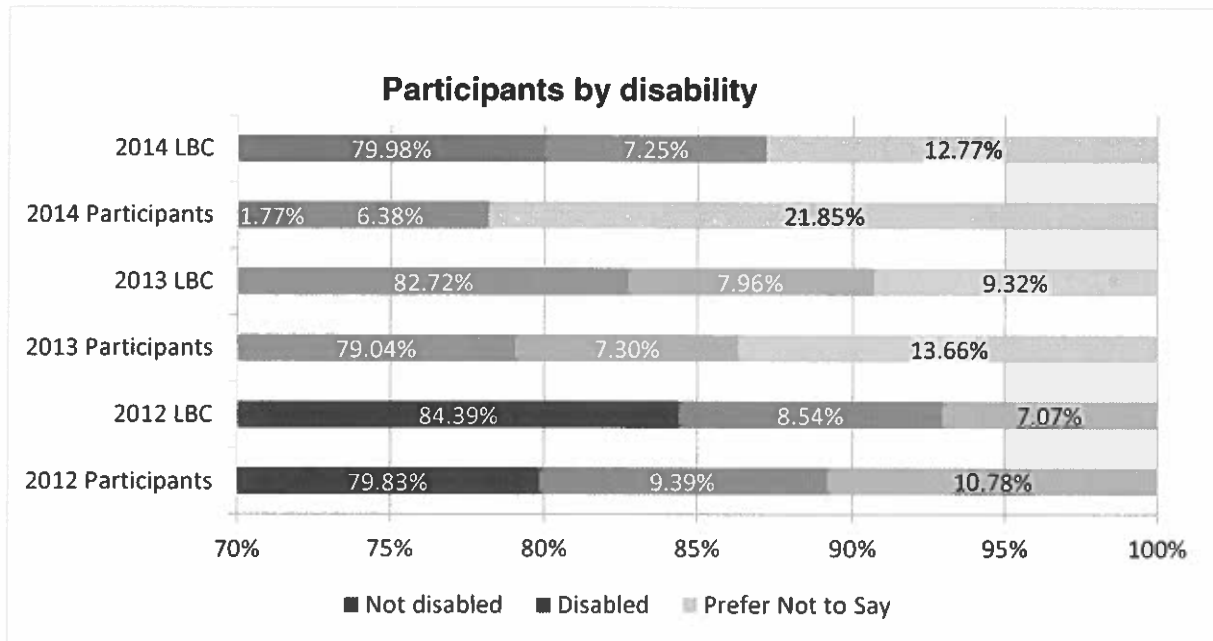
5.1.2 Learning event participants by ethnicity

| | 2012 | | 2013 | | 2014 | |
|--|--------------|--------|--------------|--------|--------------|--------|
| | Participants | LBC | Participants | LBC | Participants | LBC |
| Bangladeshi | 0.19% | 0.38% | 0.41% | 0.24% | 0.77% | 0.40% |
| Black African | 6.74% | 7.13% | 7.74% | 7.61% | 8.93% | 8.50% |
| Black Caribbean | 12.06% | 10.83% | 11.27% | 10.65% | 10.48% | 11.10% |
| Chinese | 0.36% | 0.41% | 0.47% | 0.52% | 0.27% | 0.40% |
| Indian | 2.91% | 3.05% | 3.08% | 2.92% | 2.67% | 3.10% |
| Mixed White and Asian | 0.46% | 0.82% | 0.91% | 0.55% | 0.39% | 0.90% |
| Mixed White and Black African | 0.39% | 0.26% | 0.35% | 0.76% | 0.31% | 0.30% |
| Mixed White and Black Caribbean | 1.54% | 1.53% | 1.42% | 1.19% | 1.12% | 1.50% |

| | | | | | | |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| BME Other | 4.24% | 5.43% | 4.56% | 2.74% | 3.09% | 4.10% |
| Other Asian | 1.40% | 1.47% | 1.51% | 1.10% | 1.35% | 1.50% |
| Other Black | 2.05% | 1.67% | 1.76% | 1.92% | 2.05% | 1.80% |
| Other Mixed | 1.08% | 1.23% | 1.16% | 1.06% | 0.89% | 1.00% |
| Pakistani | 0.29% | 0.65% | 0.66% | 0.40% | 0.50% | 0.50% |
| BME Total: | 33.69% | 34.86% | 31.64% | 35.32% | 32.83% | 35.30% |
| White British | 51.34% | 52.52% | 52.00% | 53.00% | 45.55% | 49.90% |
| White Gypsy or Traveler | 0.07% | 0.03% | 0.06% | 0.06% | 0.08% | 0.10% |
| White Irish | 2.65% | 2.46% | 1.98% | 1.61% | 2.17% | 2.10% |
| White Other | 4.28% | 4.72% | 4.44% | 4.20% | 4.06% | 4.10% |
| White Total: | 58.34% | 59.74% | 58.87% | 58.48% | 51.86% | 56.00% |
| Prefer Not to Say | 7.87% | 5.40% | 6.20% | 9.49% | 15.31% | 8.70% |



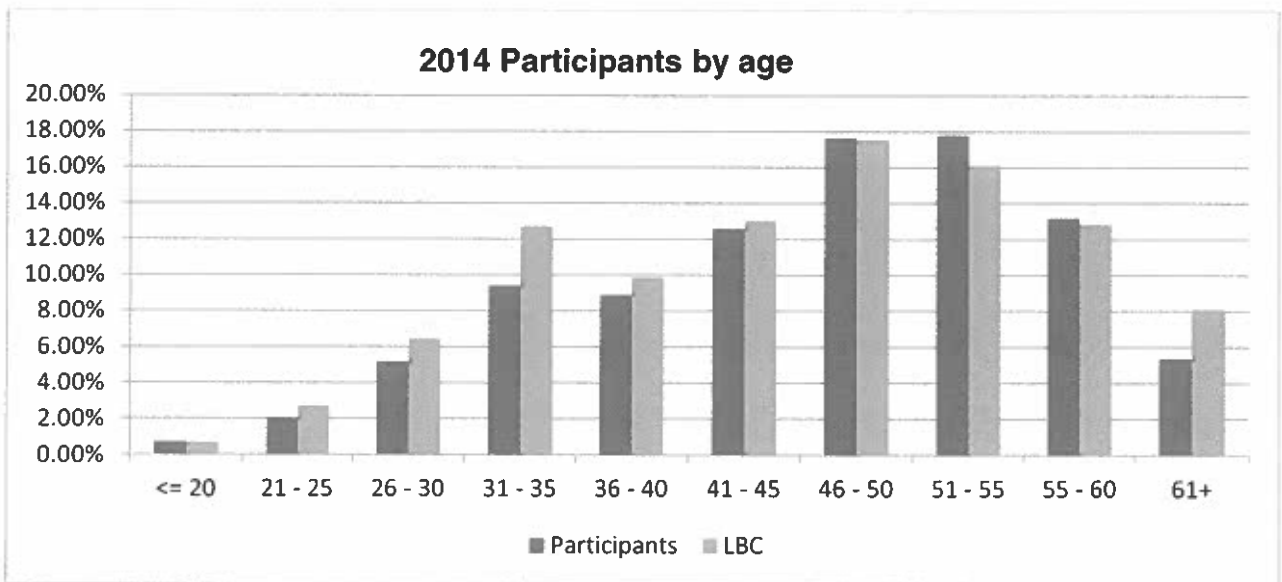
5.1.3 Learning event participants by disability



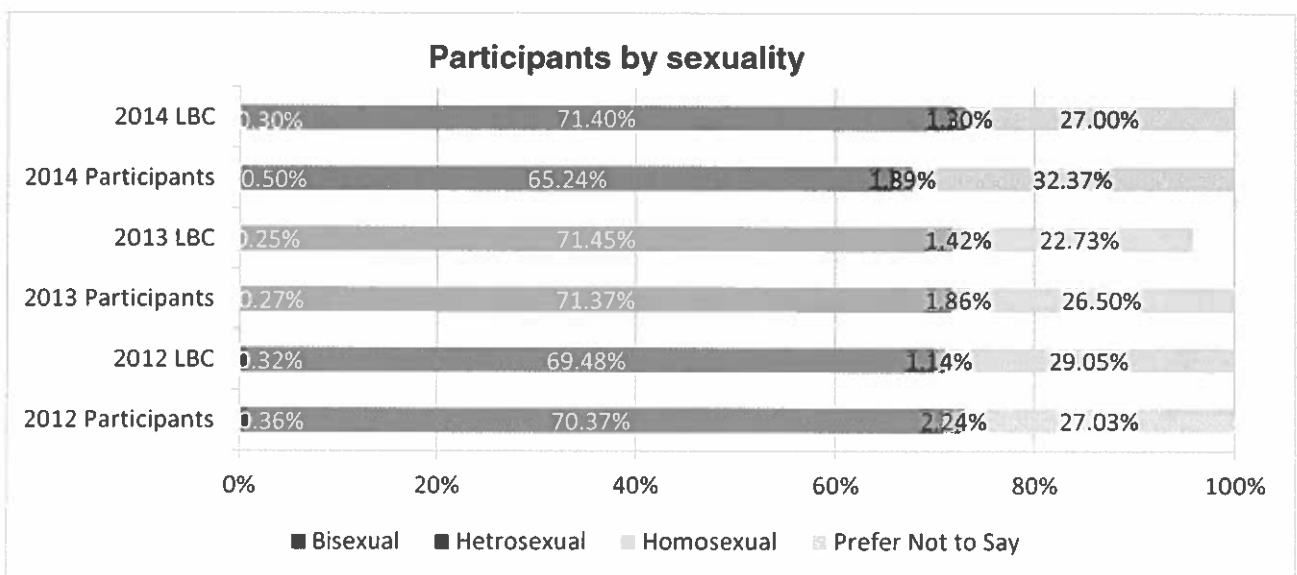
5.1.4 Learning event participants by age

| Age bands | | 2012 | | | | 2013 | | | | 2014 | | | |
|-----------|---------|--------------|--------|-------|--------|--------------|--------|-------|--------|--------------|--------|-------|-------|
| | | Participants | | LBC | | Participants | | LBC | | Participants | | LBC | |
| | | Count | % | Count | % | Count | % | Count | % | Count | % | Count | % |
| | <=20 | 18 | 0.43% | 20 | 0.59% | 19 | 0.58% | 8 | 0.25% | 18 | 0.70% | 20 | 0.67% |
| | 21 - 25 | 121 | 2.91% | 107 | 3.14% | 70 | 2.13% | 91 | 2.86% | 52 | 2.01% | 80 | 3% |
| | 26 - 30 | 306 | 7.36% | 261 | 7.66% | 185 | 5.63% | 216 | 6.80% | 134 | 5.18% | 191 | 6% |
| | 31 - 35 | 396 | 9.53% | 347 | 10.18% | 320 | 9.74% | 361 | 11.36% | 243 | 9.40% | 377 | 13% |
| | 36 - 40 | 392 | 9.43% | 327 | 9.60% | 299 | 9.10% | 281 | 8.84% | 230 | 8.89% | 293 | 10% |
| | 41 - 45 | 533 | 12.83% | 474 | 13.91% | 421 | 12.81% | 441 | 13.88% | 325 | 12.57% | 386 | 13% |
| | 46 - 50 | 791 | 19.04% | 607 | 17.81% | 640 | 19.47% | 558 | 17.56% | 456 | 17.63% | 520 | 18% |

| | | | | | | | | | | | | | |
|--|---------|-----|--------|-----|--------|-----|--------|-----|--------|-----|--------|-----|-----|
| | 51 - 55 | 767 | 18.46% | 531 | 15.58% | 602 | 18.31% | 502 | 15.80% | 460 | 17.79% | 478 | 16% |
| | 56 - 60 | 525 | 12.64% | 455 | 13.35% | 443 | 13.48% | 427 | 13.44% | 341 | 13.19% | 381 | 13% |
| | 61+ | 142 | 3.42% | 244 | 7.16% | 288 | 8.76% | 292 | 9.43% | 139 | 5.38% | 241 | 8% |



5.1.5 Learning event participants by sexuality



| | 2012 | | | | 2013 | | | | 2014 | | | |
|--------------------------|--------------|--------|-------|--------|--------------|--------|-------|--------|--------------|--------|-------|--------|
| | Participants | | LBC | | Participants | | LBC | | Participants | | LBC | |
| Bisexual | 15 | 0.36% | 11 | 0.32% | 9 | 0.27% | 8 | 0.25% | 13 | 0.50% | 9 | 0.30% |
| Heterosexual | 2,924 | 70.37% | 2,368 | 69.48% | 2,346 | 71.37% | 2,270 | 71.45% | 1,687 | 65.24% | 2,117 | 71.40% |
| Homosexual | 93 | 2.24% | 39 | 1.14% | 61 | 1.86% | 45 | 1.42% | 49 | 1.89% | 38 | 1.30% |
| Prefer Not to Say | 1,123 | 27.03% | 990 | 29.05% | 871 | 26.50% | 722 | 22.73% | 837 | 32.37% | 803 | 27.00% |

5.1.6 Learning event participants by religion

| | 2012 | | | | 2013 | | | | 2014 | | | |
|--------------------------|--------------|--------|-------|--------|--------------|--------|-------|--------|--------------|--------|-------|-------|
| | Participants | | LBC | | Participants | | LBC | | Participants | | LBC | |
| Buddhist | 23 | 0.55% | 13 | 0.38% | 13 | 0.40% | 13 | 0.41% | 18 | 0.70% | 14 | 0% |
| Christian | 2,093 | 50.37% | 1,695 | 49.74% | 1,653 | 50.29% | 1,613 | 50.82% | 1,229 | 47.53% | 1,477 | 50% |
| Hindu | 84 | 2.02% | 64 | 1.88% | 46 | 1.40% | 58 | 1.83% | 40 | 1.55% | 55 | 2% |
| Jewish | 9 | 0.22% | 12 | 0.35% | 2 | 0.06% | 9 | 0.33% | 6 | 0.23% | 5 | 0% |
| Muslim | 56 | 1.35% | 69 | 2.02% | 49 | 1.49% | 63 | 2.02% | 50 | 1.93% | 57 | 2% |
| None | 822 | 19.78% | 690 | 20.25% | 713 | 21.69% | 649 | 20.44% | 461 | 17.83% | 621 | 21% |
| Other | 142 | 3.42% | 115 | 3.37% | 78 | 2.37% | 108 | 3.44% | 89 | 3.44% | 99 | 3% |
| Prefer Not To Say | 915 | 22.02% | 743 | 21.80% | 724 | 22.03% | 656 | 20.63% | 689 | 26.64% | 634 | 22% |
| Sikh | 11 | 0.26% | 7 | 0.21% | 9 | 0.27% | 8 | 0.63% | 4 | 0.15% | 5 | 0.17% |

5.1.7 Learning event participants by marital status

| Participants | | LBC | |
|--------------|------|------|------|
| 2014 | 2013 | 2014 | 2013 |

| | | | | | | | | |
|---|------|--------|-------|--------|-------|--------|-------|--------|
| Married or Civil Partner | 1160 | 44.86% | 1,593 | 48.46% | 1,365 | 46.01% | 1,514 | 47.66% |
| Not Married or Not Civil Partner | 834 | 32.25% | 1,135 | 34.53% | 1,038 | 34.98% | 1,194 | 37.58% |
| Prefer not to say | 592 | 22.89% | 559 | 17.01% | 564 | 19.01% | 592 | 18.63% |

6. My appraisal scheme profile

This section details the profile for employees who have completed their personal development scheme by April 2014.



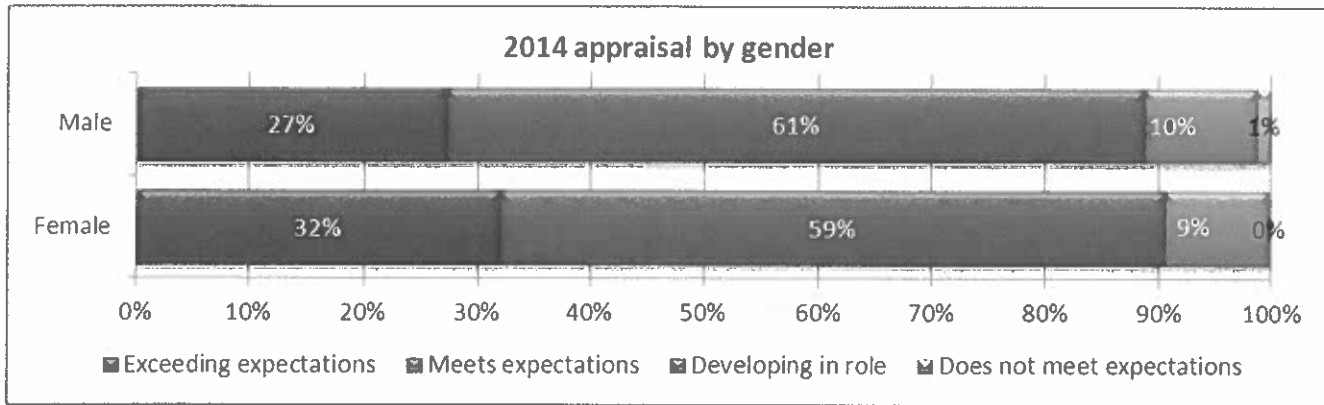
Definition: My appraisal is the council's internal one to one, manager and employee appraisal procedure. Overall employees are rated as exceeding expectations, meeting expectations, developing in role and not meet expectations.

6.1 Annual appraisal profile

6.1.1 Appraisal rating by department

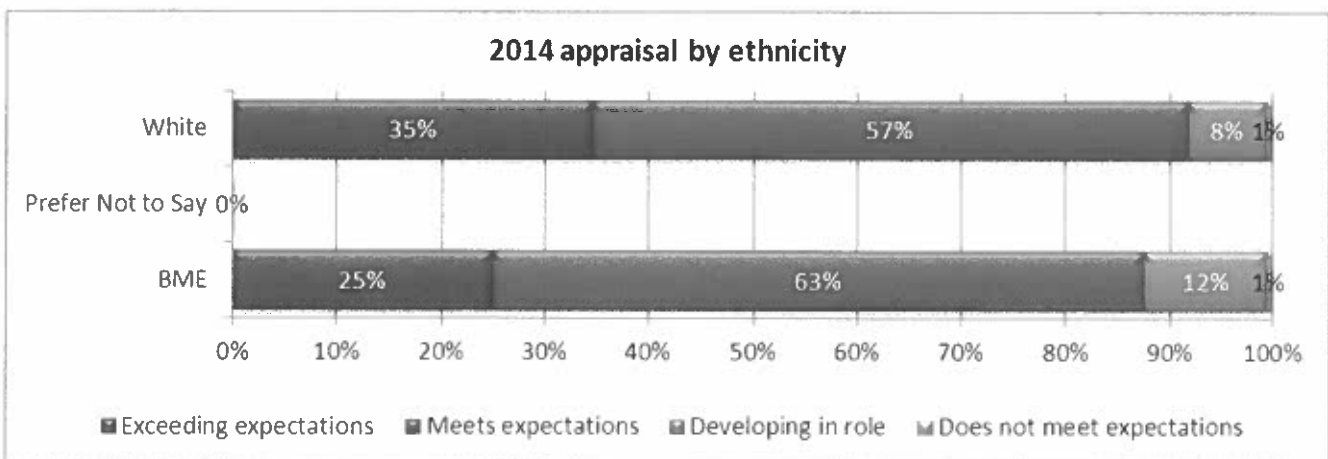
| | | Exceeding expectations | | Meets expectations | | Developing in role | | Does not meet expectations | | Totals | |
|-------|------|------------------------|--------|--------------------|--------|--------------------|--------|----------------------------|-------|--------|------|
| LBC | 2014 | 706 | 30% | 1,384 | 59% | 222 | 10% | 15 | 1% | 2,327 | 100% |
| | 2013 | 484 | 21.08% | 1,659 | 72.26% | 145 | 6.32% | 8 | 0.35% | 2,296 | 100% |
| | 2012 | 205 | 8.55% | 2,015 | 84.03% | 170 | 7.09% | 8 | 0.33% | 2,398 | 100% |
| | 2011 | 164 | 6.22% | 2,248 | 85.25% | 222 | 8.42% | 3 | 0.11% | 2,637 | 100% |
| DASHH | | 188 | 28.66% | 424 | 64.63% | 42 | 6.40% | 2 | 0.30% | 656 | 100% |
| CED | | 233 | 27.80% | 484 | 57.76% | 116 | 13.84% | 5 | 0.60% | 838 | 100% |
| CFL | | 150 | 35.55% | 241 | 57.11% | 31 | 7.35% | 0 | 0.00% | 422 | 100% |
| D&E | | 135 | 32.85% | 235 | 57.18% | 33 | 8.03% | 8 | 1.95% | 411 | 100% |

6.1.2 Appraisal rating by gender



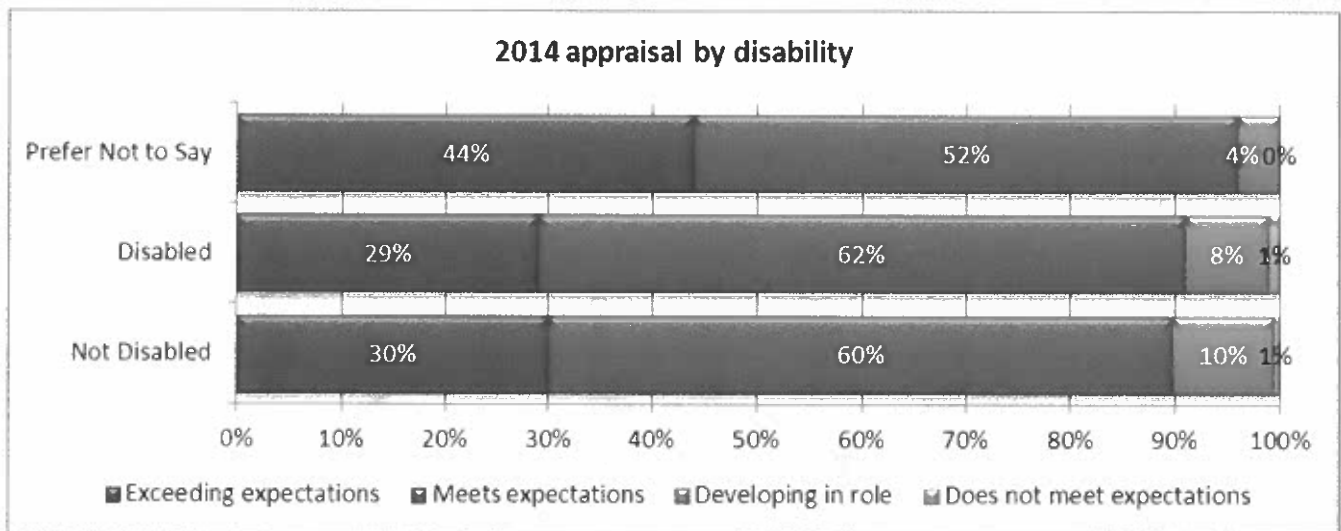
| | Year | Exceeding expectations | | Meets expectations | | Developing in role | | Does not meet expectations | |
|---------|------|------------------------|------------|--------------------|------------|--------------------|------------|----------------------------|------------|
| | | Count | Percentage | Count | Percentage | Count | Percentage | Count | Percentage |
| Female | 2014 | 457 | 31.91% | 839 | 58.59% | 133 | 9.29% | 3 | 0.21% |
| | 2013 | 315 | 21.31% | 1,070 | 72.40% | 88 | 5.95% | 5 | 0.34% |
| | 2012 | 131 | 8.53% | 1,293 | 84.23% | 104 | 6.78% | 7 | 0.46% |
| | 2011 | 104 | 6.12% | 1,468 | 86.35% | 127 | 7.47% | 1 | 0.06% |
| Male | 2014 | 224 | 27.22% | 506 | 61.48% | 83 | 10.09% | 10 | 1.22% |
| | 2013 | 169 | 20.69% | 588 | 71.97% | 57 | 6.98% | 3 | 0.31% |
| | 2012 | 74 | 8.57% | 722 | 83.66% | 66 | 7.65% | 1 | 0.12% |
| | 2011 | 60 | 6.40% | 780 | 83.24% | 95 | 10.14% | 2 | 0.21% |
| Unknown | 2014 | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| | 2012 | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| | 2011 | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| | 2010 | 0 | 0.00% | 30 | 90.91% | 3 | 9.09% | 0 | 0.00% |

6.1.3 Appraisal rating by ethnicity



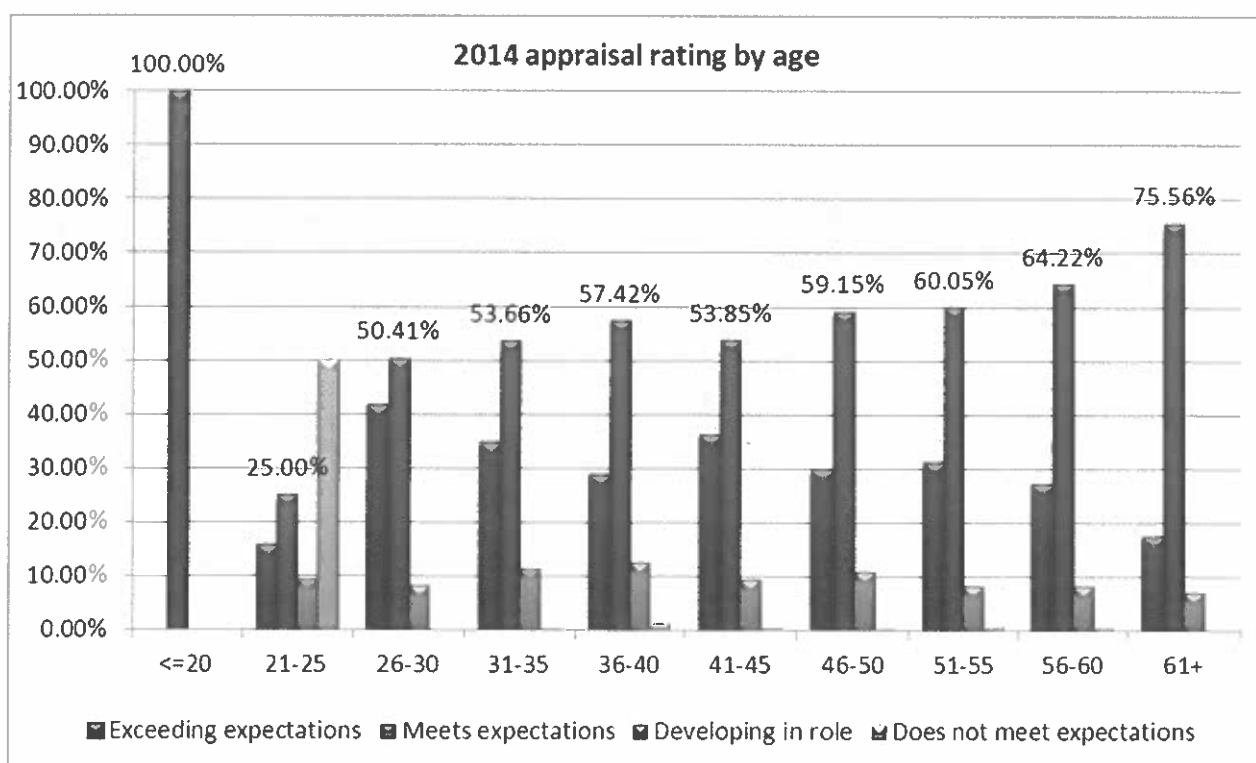
| | | Exceeding expectations | | Meets expectations | | Developing in role | | Does not meet expectations | |
|-------------------|------|------------------------|--------|--------------------|--------|--------------------|--------|----------------------------|-------|
| | | | | | | | | | |
| BME | 2014 | 243 | 24.85% | 613 | 62.68% | 116 | 11.86% | 6 | 0.61% |
| | 2013 | 164 | 17.05% | 719 | 74.74% | 75 | 7.80% | 4 | 0.42% |
| | 2012 | 47 | 5.49% | 721 | 84.23% | 81 | 9.46% | 7 | 0.82% |
| | 2011 | 39 | 4.21% | 773 | 83.48% | 111 | 11.99% | 3 | 0.32% |
| Prefer Not to Say | 2014 | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| | 2013 | 16 | 23.19% | 46 | 66.67% | 6 | 8.70% | 1 | 1.45% |
| | 2012 | 8 | 15.38% | 39 | 75.00% | 5 | 9.62% | | 0.00% |
| | 2011 | 6 | 9.52% | 49 | 77.78% | 8 | 12.70% | 0 | 0.00% |
| White | 2014 | 412 | 34.56% | 682 | 57.21% | 91 | 7.63% | 7 | 0.59% |
| | 2013 | 304 | 24.03% | 894 | 70.67% | 64 | 5.06% | 3 | 0.24% |
| | 2012 | 150 | 10.07% | 1,255 | 84.23% | 84 | 5.64% | 1 | 0.07% |
| | 2011 | 119 | 7.22% | 1,426 | 86.53% | 103 | 6.25% | 0 | 0.00% |

6.1.4 Appraisal rating by disability



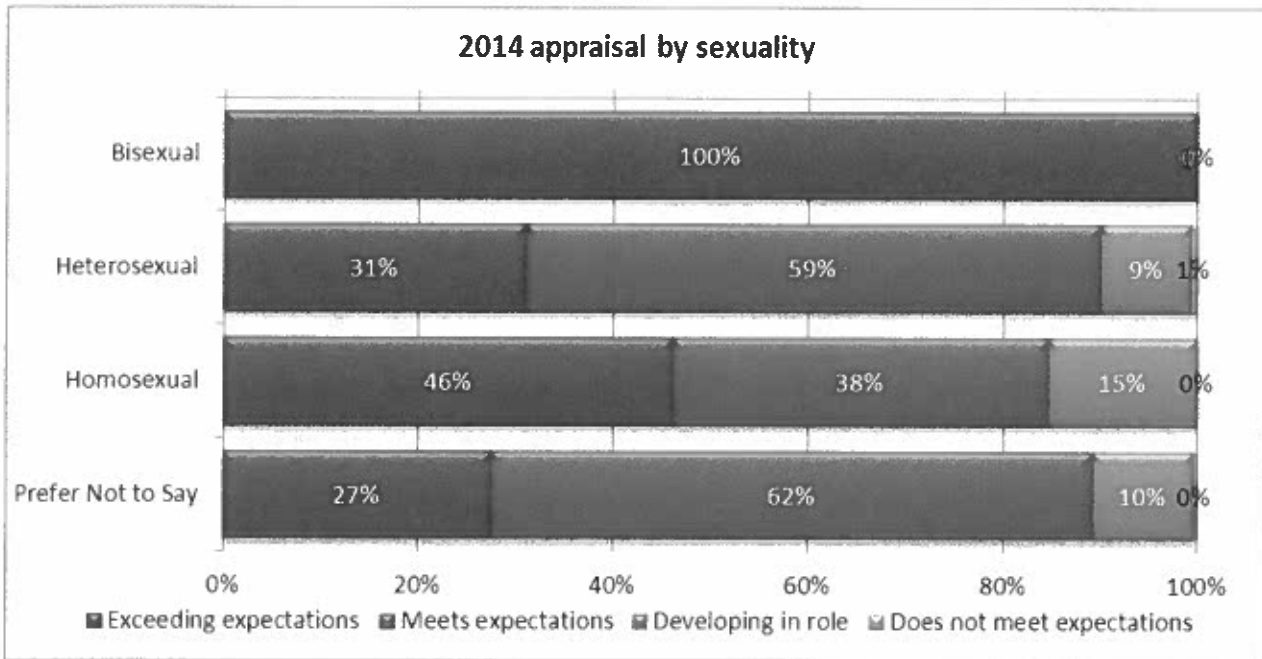
| | | Exceeding expectations | | Meets expectations | | Developing in role | | Does not meet expectations | |
|-------------------|------|------------------------|--------|--------------------|--------|--------------------|-------|----------------------------|-------|
| Not Disabled | 2014 | 574 | 30.02% | 1143 | 59.78% | 184 | 9.62% | 11 | 0.58% |
| | 2013 | 430 | 21.51% | 1,439 | 71.99% | 124 | 6.20% | 6 | 0.30% |
| | 2012 | 187 | 8.92% | 1,750 | 83.45% | 152 | 7.25% | 8 | 0.38% |
| | 2011 | 150 | 6.46% | 1,972 | 84.96% | 197 | 8.49% | 2 | 0.09% |
| Disabled | 2014 | 55 | 28.95% | 118 | 62.11% | 15 | 7.89% | 2 | 1.05% |
| | 2013 | 36 | 17.91% | 149 | 74.13% | 15 | 7.46% | 1 | 0.50% |
| | 2012 | 16 | 7.34% | 190 | 87.16% | 12 | 5.50% | | 0.00% |
| | 2011 | 10 | 4.20% | 206 | 86.55% | 21 | 8.82% | 1 | 0.42% |
| Prefer Not to Say | 2014 | 11 | 44.00% | 13 | 52.00% | 1 | 4.00% | 0 | 0.00% |
| | 2013 | 18 | 18.75% | 71 | 73.96% | 6 | 6.25% | 1 | 1.04% |
| | 2012 | 2 | 2.41% | 75 | 90.36% | 6 | 7.23% | | 0.00% |
| | 2011 | 4 | 5.13% | 70 | 89.74% | 4 | 5.13% | 0 | 0.00% |

6.1.5 Appraisal rating by age



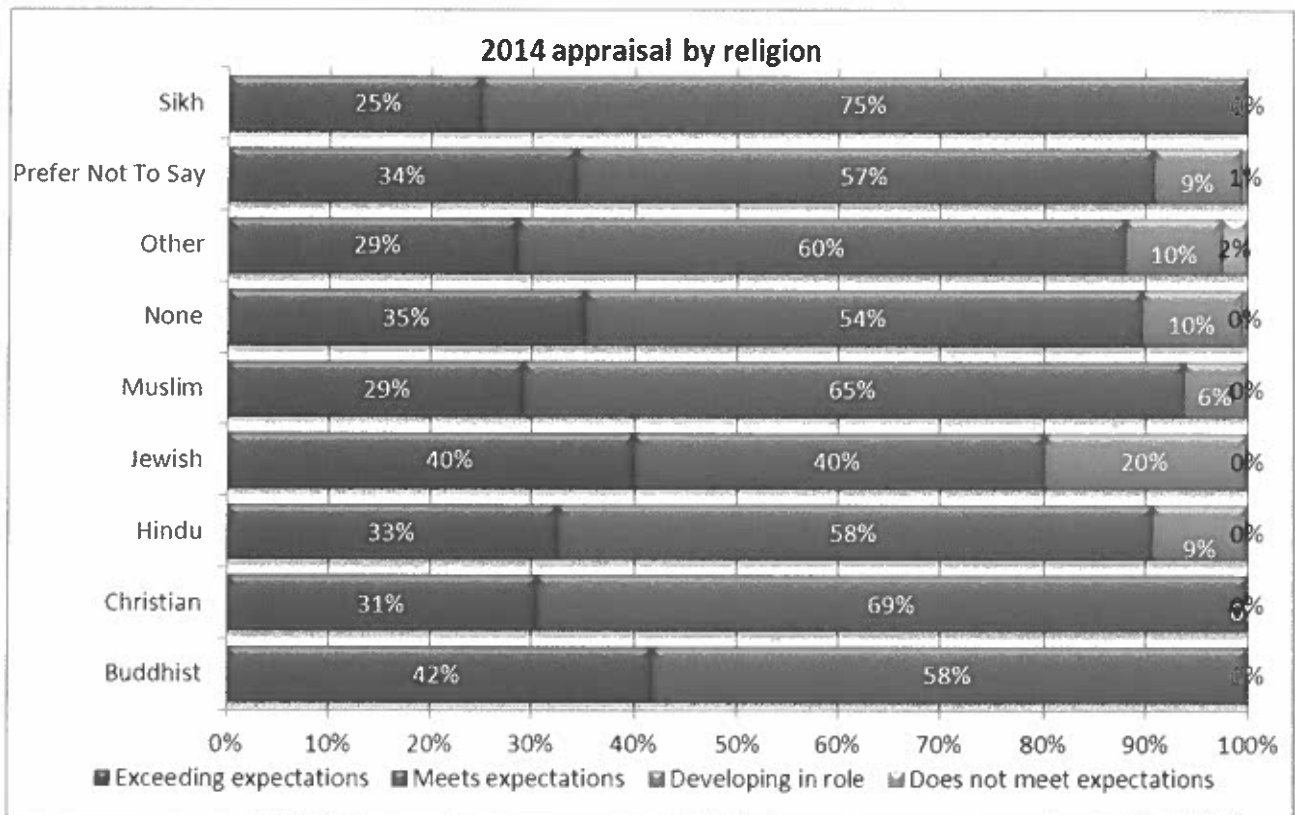
| | | Exceeding expectations | | Meets expectations | | Developing in role | | Does not meet expectations | |
|-------|------|------------------------|--------|--------------------|---------|--------------------|--------|----------------------------|--------|
| | | | | | | | | | |
| <=20 | 2014 | 0 | 0.00% | 2 | 100.00% | 0 | 0.00% | 0 | 0.00% |
| | 2013 | 0 | 0.00% | 6 | 100% | 0 | 0.00% | 0 | 0.00% |
| | 2012 | 0 | 0.00% | 1 | 100.00% | 0 | 0.00% | 0 | 0.00% |
| 21-25 | 2014 | 10 | 15.63% | 16 | 25.00% | 6 | 9.38% | 32 | 50.00% |
| | 2013 | 22 | 24.73% | 65 | 69.89% | 6 | 6.45% | 0 | 0.00% |
| | 2012 | 8 | 14.81% | 43 | 79.63% | 3 | 5.56% | 0 | 0.00% |
| 26-30 | 2014 | 51 | 41.46% | 62 | 50.41% | 10 | 8.13% | 0 | 0.00% |
| | 2013 | 30 | 27.27% | 69 | 62.72% | 10 | 9.09% | 1 | 0.90% |
| | 2012 | 26 | 13.02% | 131 | 77.51% | 15 | 8.88% | 1 | 0.59% |
| 31-35 | 2014 | 85 | 34.55% | 132 | 53.66% | 28 | 11.38% | 1 | 0.41% |
| | 2013 | 58 | 26.36% | 150 | 68.18% | 12 | 5.45% | 0 | 0.00% |
| | 2012 | 26 | 11.35% | 178 | 77.73% | 24 | 10.48% | 1 | 0.44% |
| 36-40 | 2014 | 60 | 28.71% | 120 | 57.42% | 26 | 12.44% | 3 | 1.44% |
| | 2013 | 40 | 18.60% | 154 | 71.62% | 20 | 9.30% | 1 | 0.45% |
| | 2012 | 24 | 10.39% | 189 | 81.82% | 16 | 6.93% | 2 | 0.87% |
| 41-45 | 2014 | 108 | 36.12% | 161 | 53.85% | 28 | 9.36% | 2 | 0.67% |
| | 2013 | 75 | 20.83% | 269 | 74.72% | 15 | 4.16% | 1 | 0.27% |
| | 2012 | 29 | 8.19% | 298 | 84.18% | 27 | 7.63% | 0 | 0.00% |
| 46-50 | 2014 | 118 | 29.57% | 236 | 59.15% | 43 | 10.78% | 2 | 0.50% |
| | 2013 | 80 | 20.77% | 278 | 72.20% | 25 | 6.49% | 2 | 0.51% |
| | 2012 | 32 | 7.16% | 380 | 85.01% | 33 | 7.38% | 2 | 0.45% |
| 51-55 | 2014 | 122 | 31.04% | 236 | 60.05% | 32 | 8.14% | 3 | 0.76% |
| | 2013 | 75 | 20.83% | 264 | 73.33% | 20 | 5.55% | 1 | 0.27% |
| | 2012 | 35 | 9.19% | 325 | 85.30% | 20 | 5.25% | 1 | 0.26% |
| 56-60 | 2014 | 88 | 26.91% | 210 | 64.22% | 27 | 8.26% | 2 | 0.61% |
| | 2013 | 77 | 20.87% | 263 | 71.08% | 29 | 7.83% | 1 | 0.27% |
| | 2012 | 20 | 5.65% | 309 | 87.29% | 25 | 7.06% | 0 | 0.00% |
| 61+ | 2014 | 39 | 17.33% | 170 | 75.56% | 16 | 7.11% | 0 | 0.00% |
| | 2013 | 27 | 15.00% | 145 | 80.56% | 8 | 4.44% | 0 | 0.00% |
| | 2012 | 9 | 5.06% | 161 | 90.45% | 7 | 3.93% | 1 | 0.56% |

6.1.6 Appraisal rating by sexuality



| | | Exceeding expectations | | Meets expectations | | Developing in role | | Does not meet expectations | |
|-------------------|------|------------------------|---------|--------------------|--------|--------------------|--------|----------------------------|--------|
| | | | | | | | | | |
| Bisexual | 2014 | 1 | 100.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| | 2013 | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| | 2012 | 1 | 12.50% | 6 | 75.00% | 1 | 12.50% | 0 | 0.00% |
| | 2011 | 1 | 12.50% | 6 | 75.00% | 1 | 12.50% | 0 | 0.00% |
| Heterosexual | 2014 | 527 | 30.96% | 1006 | 59.11% | 158 | 9.28% | 11 | 0.65% |
| | 2013 | 371 | 22.26% | 1,183 | 70.97% | 107 | 6.42% | 6 | 0.36% |
| | 2012 | 163 | 9.35% | 1,459 | 83.71% | 116 | 6.66% | 5 | 0.29% |
| | 2011 | 115 | 6.25% | 1,573 | 85.44% | 151 | 8.20% | 2 | 0.11% |
| Homosexual | 2014 | 12 | 46.15% | 10 | 38.46% | 4 | 15.38% | 0 | 0.00% |
| | 2013 | 7 | 25.00% | 18 | 64.28% | 3 | 10.71% | 0 | 0.00% |
| | 2012 | 4 | 14.81% | 22 | 81.48% | 1 | 3.70% | 4 | 14.81% |
| | 2011 | 3 | 11.11% | 22 | 81.48% | 2 | 7.41% | 0 | 0.00% |
| Prefer Not to Say | 2014 | 130 | 27.48% | 292 | 61.73% | 49 | 10.36% | 2 | 0.42% |
| | 2013 | 100 | 17.36% | 442 | 76.74% | 32 | 5.56% | 2 | 0.35% |
| | 2012 | 37 | 5.97% | 528 | 85.16% | 52 | 8.39% | 37 | 5.97% |
| | 2011 | 45 | 5.91% | 647 | 85.02% | 68 | 8.94% | 1 | 0.13% |

6.1.7 Appraisal rating by religion



| | | Exceeding expectations | | Meets expectations | | Developing in role | | Does not meet expectations | |
|-------------------|------|------------------------|--------|--------------------|---------|--------------------|--------|----------------------------|-------|
| | | | | | | | | | |
| Buddhist | 2014 | 5 | 41.67% | 7 | 58.33% | 0 | 0.00% | 0 | 0.00% |
| | 2013 | 1 | 10.00% | 9 | 90.00% | 0 | 0.00% | 0 | 0.00% |
| | 2012 | 0 | 0.00% | 6 | 85.71% | 1 | 14.29% | 0 | 0.00% |
| | 2011 | 1 | 14.29% | 6 | 85.71% | 0 | 0.00% | 0 | 0.00% |
| Christian | 2014 | 327 | 30.59% | 742 | 69.41% | 0 | 0.00% | 0 | 0.00% |
| | 2013 | 253 | 21.03% | 860 | 71.49% | 86 | 7.50% | 4 | 0.33% |
| | 2012 | 104 | 8.22% | 1,063 | 84.03% | 92 | 7.27% | 6 | 0.47% |
| | 2011 | 89 | 6.55% | 1,147 | 84.46% | 119 | 8.76% | 3 | 0.22% |
| Hindu | 2014 | 14 | 32.56% | 25 | 58.14% | 4 | 9.30% | 0 | 0.00% |
| | 2013 | 8 | 17.39% | 38 | 82.61% | 0 | 0.00% | 0 | 0.00% |
| | 2012 | 3 | 5.77% | 46 | 88.46% | 3 | 5.77% | 0 | 0.00% |
| | 2011 | 2 | 4.26% | 43 | 91.49% | 2 | 4.26% | 0 | 0.00% |
| Jewish | 2014 | 2 | 40.00% | 2 | 40.00% | 1 | 20.00% | 0 | 0.00% |
| | 2013 | 0 | 0.00% | 8 | 100.00% | 0 | 0.00% | 0 | 0.00% |
| | 2012 | 0 | 0.00% | 11 | 100.00% | 0 | 0.00% | 0 | 0.00% |
| | 2011 | 0 | 0.00% | 11 | 100.00% | 0 | 0.00% | 0 | 0.00% |
| Muslim | 2014 | 14 | 29.17% | 31 | 64.58% | 3 | 6.25% | 0 | 0.00% |
| | 2013 | 7 | 16.28% | 33 | 76.74% | 3 | 6.98% | 0 | 0.00% |
| | 2012 | 3 | 6.82% | 40 | 90.91% | 1 | 2.27% | 0 | 0.00% |
| | 2011 | 1 | 2.04% | 44 | 89.80% | 4 | 8.16% | 0 | 0.00% |
| None | 2014 | 163 | 35.21% | 252 | 54.43% | 46 | 9.94% | 2 | 0.43% |
| | 2013 | 110 | 23.76% | 326 | 70.41% | 26 | 5.62% | 1 | 0.22% |
| | 2012 | 59 | 12.29% | 383 | 79.79% | 36 | 7.50% | 2 | 0.42% |
| | 2011 | 39 | 7.20% | 458 | 84.50% | 45 | 8.30% | 0 | 0.00% |
| Other | 2014 | 24 | 28.57% | 50 | 59.52% | 8 | 9.52% | 2 | 2.38% |
| | 2013 | 15 | 18.99% | 59 | 74.68% | 5 | 6.33% | 0 | 0.00% |
| | 2012 | 4 | 4.88% | 71 | 86.59% | 7 | 8.54% | 0 | 0.00% |
| | 2011 | 3 | 3.53% | 76 | 89.41% | 6 | 7.06% | 0 | 0.00% |
| Prefer Not To Say | 2014 | 120 | 34.29% | 198 | 56.57% | 30 | 8.57% | 2 | 0.57% |
| | 2013 | 82 | 19.85% | 305 | 73.85% | 23 | 5.57% | 3 | 0.73% |
| | 2012 | 31 | 6.86% | 391 | 86.50% | 30 | 6.64% | 0 | 0.00% |
| | 2011 | 29 | 5.43% | 459 | 85.96% | 46 | 8.61% | 0 | 0.00% |
| Sikh | 2014 | 1 | 25.00% | 3 | 75.00% | 0 | 0.00% | 0 | 0.00% |
| | 2013 | 2 | 33.33% | 4 | 66.67% | 0 | 0.00% | 0 | 0.00% |
| | 2012 | 1 | 20.00% | 4 | 80.00% | 0 | 0.00% | 0 | 0.00% |
| | 2011 | 0 | 0.00% | 4 | 100.00% | 0 | 0.00% | 0 | 0.00% |

7. Absence profile

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

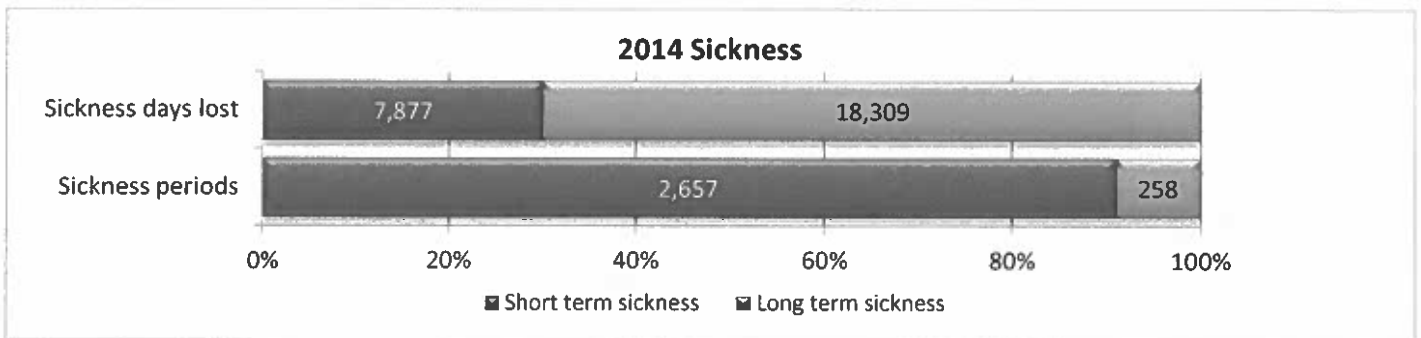
7.1 All sickness and long term sickness profile

This section details the profile for all employees absent due to sickness between October 2013 and September 2014.



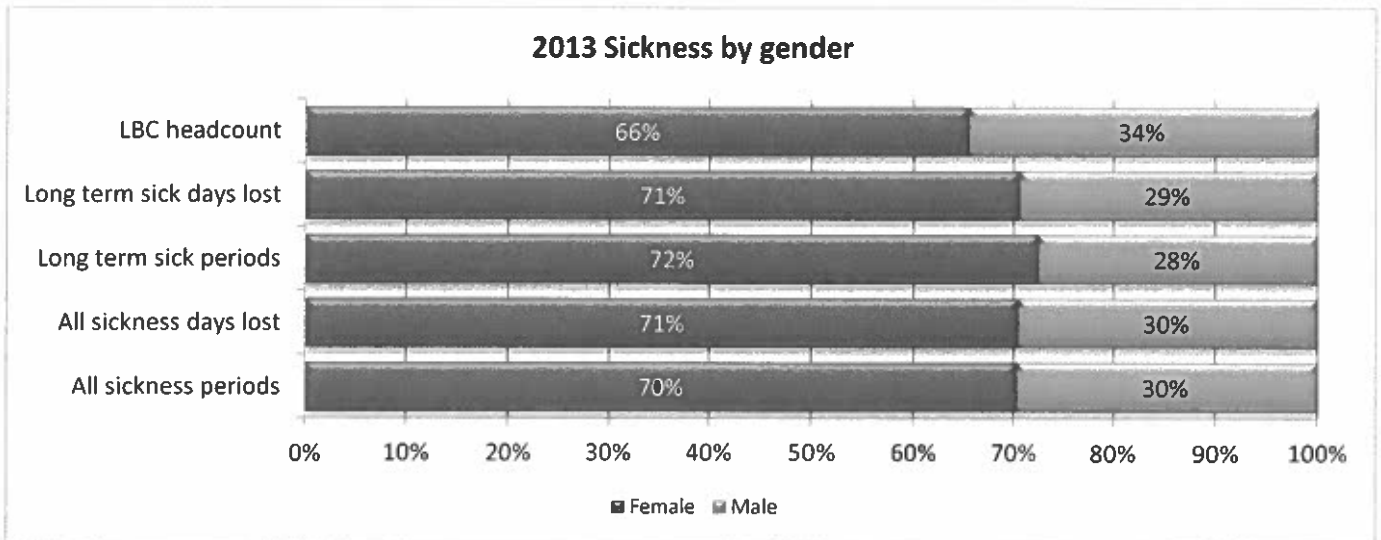
Definition: long term sickness absence is defined as a period of absence which continues for 20 or more working days. Any periods shorter than this are therefore considered to be short term.

7.1.1 Total sickness



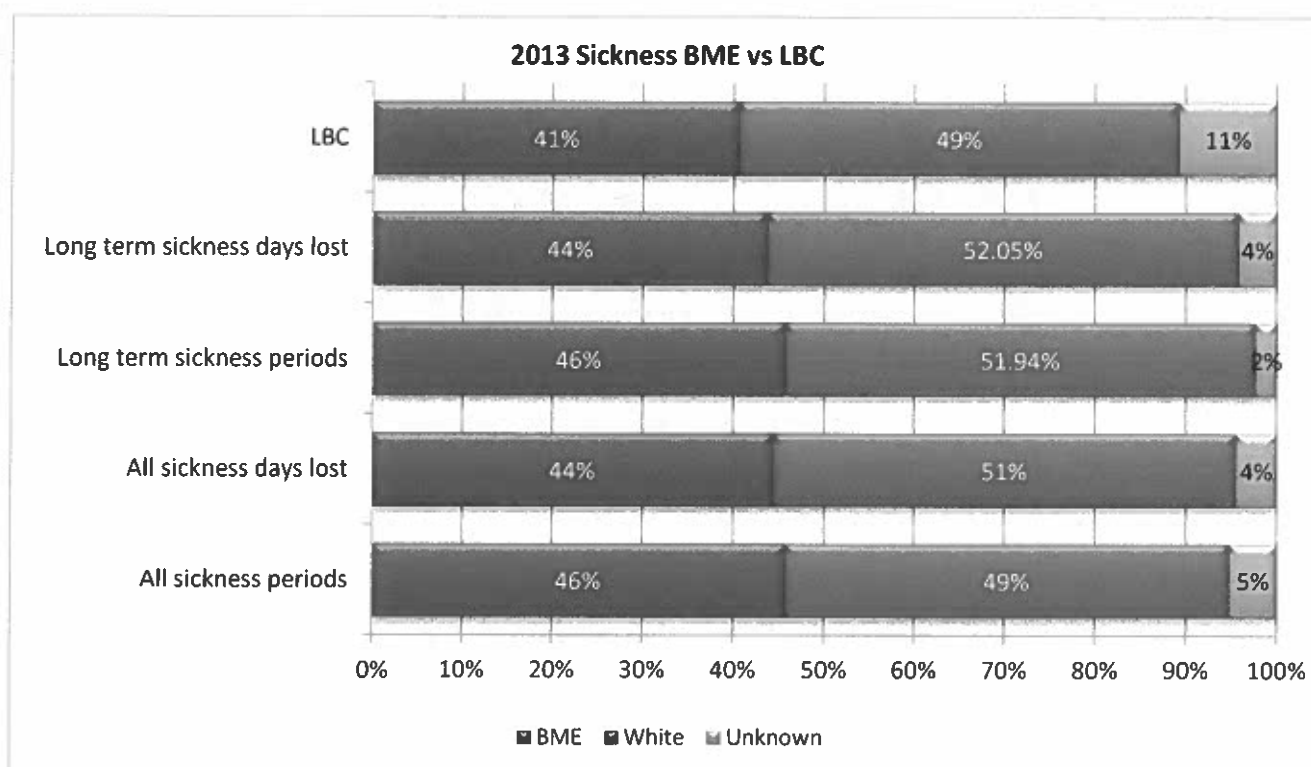
| | All sickness periods | All sickness days lost | Long term sick periods | Long term sick days lost |
|------|----------------------|------------------------|------------------------|--------------------------|
| 2014 | 2915 | 26,186 | 258 | 18,309 |
| 2013 | 3,214 | 26,038 | 270 | 16,432 |
| 2012 | 3,394 | 27,463 | 285 | 17,455 |
| 2011 | 3,813 | 31,700 | 328 | 20,412 |

7.1.2 Sickness by gender



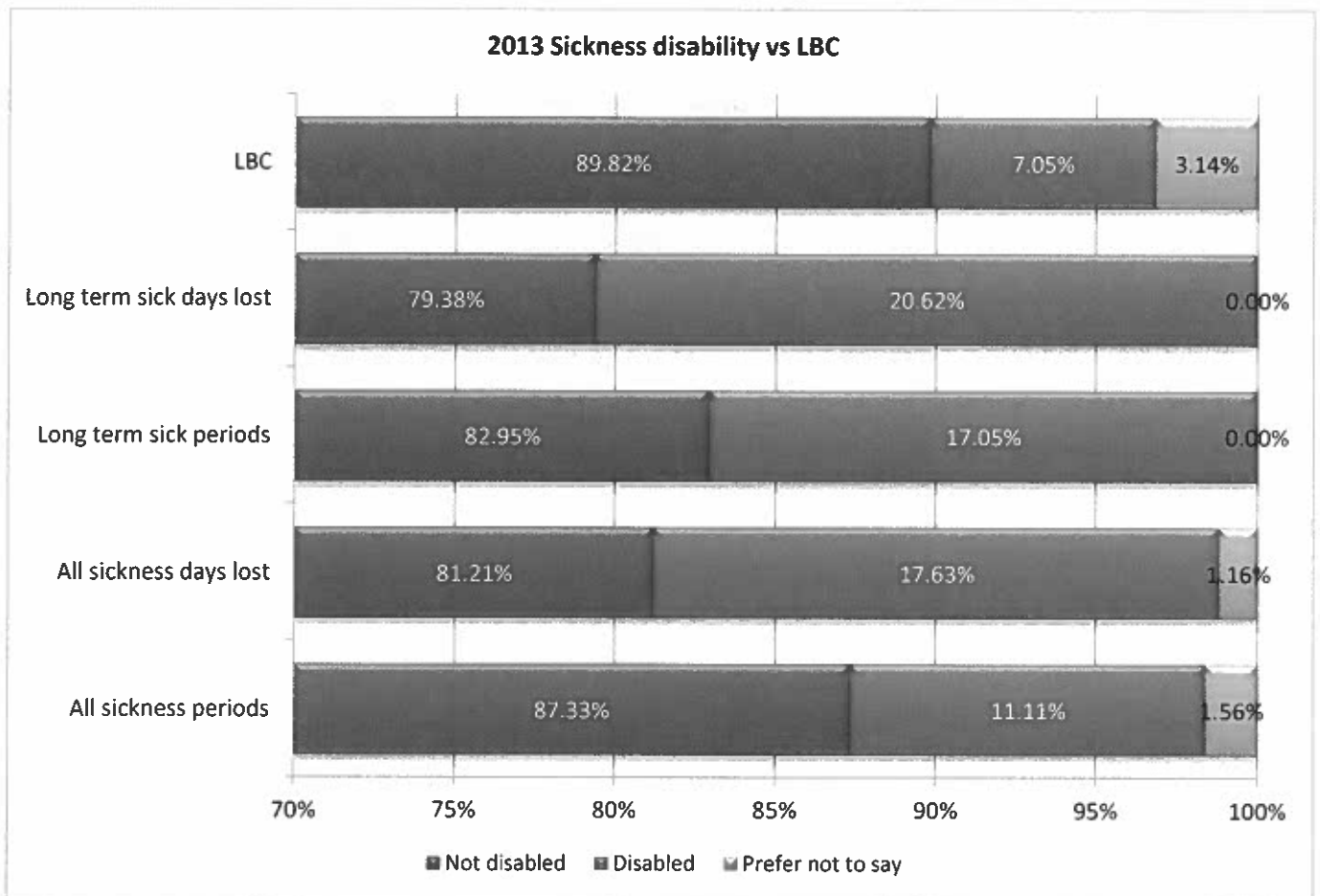
| | | All sickness periods | | All sickness days lost | | Long term sick periods | | Long term sick days lost | | LBC headcount | |
|--------|------|----------------------|--------|------------------------|--------|------------------------|--------|--------------------------|--------|---------------|--------|
| Female | 2014 | 2,049 | 70.29% | 18552 | 70.85% | 187 | 72.48% | 12922 | 70.58% | 1944 | 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% |
| | 2011 | 2,592 | 67.98% | 21,649 | 68.29% | 222 | 67.68% | 13,800 | 67.61% | 2,291 | 64.90% |
| Male | 2014 | 866 | 29.71% | 7634 | 29.15% | 71 | 27.52% | 5387 | 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% |
| | 2011 | 1,221 | 32.30% | 10,050 | 31.71% | 106 | 32.32% | 6,611 | 32.39% | 1,239 | 35.10% |

7.1.3 Sickness by ethnicity



| | Year | Sickness periods | | Sickness days lost | | Long term sick periods | | Long term sick days lost | | LBC headcount | |
|-------------------|------|------------------|--------|--------------------|--------|------------------------|--------|--------------------------|--------|---------------|--------|
| | | Count | % | Count | % | Count | % | Count | % | Count | % |
| BME | 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% |
| | 2011 | 1,484 | 38.92% | 12,848 | 40.53% | 128 | 39.02% | 8,324 | 40.78% | 1,231 | 34.87% |
| White | 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% |
| | | 2,221 | 58.25% | 18,166 | 57.31% | 191 | 58.23% | 11,724 | 57.44% | 2,100 | 59.49% |
| Prefer Not to Say | 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% |
| | 2011 | 108 | 2.83% | 685 | 2.16% | 9 | 2.74% | 364 | 1.78% | 199 | 5.64% |

7.1.4 Sickness by disability



| | | Sickness periods | | Sickness days lost | | Long term sick periods | | Long term sick days lost | | LBC headcount | |
|-------------------|------|------------------|--------|--------------------|--------|------------------------|--------|--------------------------|--------|---------------|--------|
| Not disabled | 2014 | 2,579 | 88.47% | 21,493.90 | 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% |
| | 2011 | 3,168 | 83.08% | 25,056 | 79.04% | 254 | 77.44% | 15,646 | 76.65% | 2,997 | 84.90% |
| Disabled | 2014 | 328 | 11.25% | 4,666.5 | 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% |
| | 2011 | 502 | 13.17% | 5,737 | 18.10% | 64 | 19.51% | 4,259 | 20.87% | 311 | 8.81% |
| Prefer not to say | 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% |
| | 2011 | 143 | 3.75% | 906 | 2.86% | 10 | 3.05% | 507 | 2.48% | 222 | 6.29% |

7.1.5 Sickness by age

2014 - FINAL

| | | Sickness periods | | Sickness days lost | | Long term sick periods | | Long term sick days lost | | LBC headcount | | |
|-----------|---------|------------------|--------|--------------------|--------|------------------------|--------|--------------------------|--------|---------------|--------|--------|
| | | | % | | % | | % | | % | | % | |
| Age bands | <=20 | 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% |
| | | 2011 | 40 | 1.05% | 68 | 0.21% | 0 | 0.00% | 0 | 0.00% | 30 | 0.85% |
| | 21 - 25 | 2013 | 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% |
| | | 2011 | 147 | 3.86% | 530 | 1.67% | 5 | 1.52% | 226 | 1.11% | 127 | 3.60% |
| | 26 - 30 | 2013 | 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% |
| | | 2011 | 375 | 9.83% | 1,878 | 5.93% | 17 | 5.18% | 784 | 3.84% | 304 | 8.61% |
| | 31 - 35 | 2014 | 385 | 13.21% | 1956.5 | 7.47% | 23 | 8.91% | 994 | 5.43% | 351 | 11.83% |
| | | 2013 | 388 | 12.07% | 2280 | 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% |
| | | 2011 | 438 | 11.49% | 2,423 | 7.65% | 28 | 8.54% | 1,266 | 6.20% | 354 | 10.03% |
| | 36 - 40 | 2014 | 319 | 10.94% | 2534.7 | 9.68% | 21 | 8.14% | 1651 | 9.02% | 303 | 10.22% |
| | | 2013 | 330 | 10.27% | 2182 | 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% |
| | | 2011 | 477 | 12.51% | 4,356 | 13.74% | 46 | 14.02% | 2,896 | 14.19% | 372 | 10.54% |
| 41 - 45 | 2014 | 383 | 13.14% | 2605.5 | 9.95% | 29 | 11.24% | 1699 | 9.28% | 371 | 12.51% | |
| | 2013 | 442 | 13.75% | 4055 | 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% | |
| | 2011 | 492 | 12.90% | 3,772 | 11.90% | 32 | 9.76% | 2,297 | 11.26% | 511 | 14.48% | |
| 46 - 50 | 2014 | 447 | 15.33% | 5034 | 19.22% | 47 | 18.22% | 3733 | 20.39% | 495 | 16.69% | |
| | 2013 | 540 | 16.80% | 3629 | 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% | |
| | 2011 | 534 | 14.00% | 5,096 | 16.08% | 43 | 13.11% | 3,338 | 16.36% | 585 | 16.57% | |
| 51 - 55 | 2014 | 455 | 15.61% | 4121.5 | 15.74% | 44 | 17.05% | 2782 | 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% | |
| | 2011 | 590 | 15.47% | 5,986 | 18.88% | 67 | 20.43% | 4,170 | 20.43% | 558 | 15.81% | |
| 56 - 60 | 2014 | 388 | 13.31% | 4050 | 15.47% | 44 | 17.05% | 2907 | 15.88% | 394 | 13.28% | |
| | 2013 | 422 | 13.13% | 4631 | 17.79% | 41 | 15.19% | 3,401 | 20.70% | 427 | 13.44% | |
| | 2012 | 387 | 11.40% | 4,958 | 18.05% | 43 | 15.09% | 3,704 | 21.22% | 455 | 13.35% | |
| | 2011 | 473 | 12.40% | 4,889 | 15.42% | 60 | 18.29% | 3,420 | 16.75% | 440 | 12.46% | |
| 1 | 2014 | 231 | 9.81% | 4754 | 22.40% | 39 | 15.12% | 4102 | 18.15% | 291 | 7.92% | |

| | | | | | | | | | | | |
|-------------------|------|-----|-------|-------|--------|----|--------|-------|--------|-----|-------|
| Prefer Not to say | 2013 | 210 | 6.53% | 3411 | 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% |
| | 2011 | 247 | 6.48% | 2,700 | 8.52% | 30 | 9.15% | 2,014 | 9.87% | 222 | 6.29% |
| | 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% |
| | 2011 | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |

7.1.6 Sickness by sexuality

| | | Sickness periods | | Sickness days lost | | Long term sick periods | | Long term sick days lost | | LBC headcount | |
|-------------------|------|------------------|--------|--------------------|--------|------------------------|--------|--------------------------|--------|---------------|--------|
| Bisexual | 2014 | 6 | 0.21% | 9 | 0.04% | 0 | 0.00% | 0 | 0.00% | 6 | 0.23% |
| | 2013 | 6 | 0.19% | 17 | 0.07% | 0 | 0.00% | 0 | 0.00% | 8 | 0.25% |
| | 2012 | 16 | 0.47% | 30 | 0.11% | 0 | 0.00% | 0 | 0.00% | 11 | 0.32% |
| | 2011 | 16 | 0.42% | 139 | 0.44% | 1 | 0.30% | 105 | 0.51% | 9 | 0.25% |
| Hetero sexual | 2014 | 2,128 | 75.97% | 17,791.5 | 69.38% | 129 | 0.49% | 11,947 | 66.14 | 1986 | 75.31% |
| | 2013 | 2,353 | 73.21% | 18,588 | 71.39% | 189 | 70.00% | 11,430 | 69.56% | 2,270 | 71.45% |
| | 2012 | 2,441 | 71.92% | 20,274 | 73.82% | 212 | 74.39% | 13,025 | 74.62% | 2,368 | 69.48% |
| | 2011 | 2,645 | 69.37% | 21,732 | 68.55% | 223 | 67.99% | 13,909 | 68.14% | 2,394 | 67.82% |
| Homo sexual | 2014 | 46 | 1.64% | 126 | 0.49% | 1 | 0.39% | 29 | 0.16% | 37 | 1.40% |
| | 2013 | 50 | 1.56% | 452 | 1.74% | 7 | 2.59% | 313 | 1.90% | 45 | 1.42% |
| | 2012 | 54 | 1.59% | 391 | 1.43% | 2 | 0.70% | 176 | 1.01% | 39 | 1.14% |
| | 2011 | 50 | 1.31% | 469 | 1.48% | 3 | 0.91% | 331 | 1.62% | 44 | 1.25% |
| Prefer not to say | 2014 | 621 | 22.17% | 7716.4 | 30.09% | 73 | 28.63% | 6086 | 33.70% | 608 | 23.06% |
| | 2013 | 805 | 25.05% | 6980 | 26.81% | 74 | 27.41% | 4689 | 28.54% | 0 | 0.00% |
| | 2012 | 883 | 26.02% | 6767 | 24.64% | 71 | 24.91% | 4254.5 | 24.37% | 990 | 29.05% |
| | 2011 | 1,102 | 28.90% | 9,359 | 29.52% | 101 | 30.79% | 6,066 | 29.72% | 1,083 | 30.68% |

7.1.7 Sickness by religion

| | | Sickness periods | | Sickness days lost | | Long term sick periods | | Long term sick days lost | | LBC headcount | |
|-----------|------|------------------|--------|--------------------|--------|------------------------|--------|--------------------------|--------|---------------|--------|
| Buddhist | 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% |
| | 2011 | 8 | 0.21% | 96 | 0.30% | 1 | 0.30% | 70 | 0.35% | 10 | 0.00% |
| Christian | 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% |
| | 2011 | 1,623 | 42.56% | 13,262 | 41.84% | 140 | 42.68% | 8,342 | 40.87% | 1,733 | 49% |
| Hindu | 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% |
| | 2011 | 65 | 1.70% | 178 | 0.56% | 1 | 0.30% | 28 | 0.14% | 65 | 2% |
| Jewish | 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% |
| | 2011 | 9 | 0.24% | 190 | 0.60% | 2 | 0.61% | 160 | 0.78% | 13 | 0% |
| Muslim | 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% |
| | 2011 | 57 | 1.49% | 226 | 0.71% | 2 | 0.61% | 90 | 0.44% | 67 | 2% |
| None | 2014 | 629 | 21.58% | 4,362.7 | 16.62% | 37 | 14.29% | 2887 | 15.71% | 578 | 19.49% |
| | 2013 | 679 | 21.13% | 4779.5 | 18.36% | 52 | 19.26% | 2985 | 18.17% | 649 | 20.4% |
| | 2012 | 785 | 23.13% | 4,977 | 18.12% | 51 | 17.89% | 2,710 | 15.53% | 690 | 20% |
| | 2011 | 722 | 18.94% | 5,957 | 18.79% | 55 | 16.77% | 3,982 | 19.51% | 705 | 20% |
| Other | 2014 | 138 | 4.73% | 1,355 | 5.16% | 18 | 6.95% | 955 | 5.20% | 96 | 3.24% |
| | 2013 | 133 | 4.14% | 1462.5 | 5.62% | 15 | 5.56% | 1029 | 6.26% | 108 | 3.4% |
| | 2012 | 140 | 4.12% | 1,894 | 6.90% | 15 | 5.26% | 1,429 | 8.19% | 115 | 3% |
| | 2011 | 143 | 3.75% | 942 | 2.97% | 8 | 2.44% | 555 | 2.72% | 111 | 3% |
| Prefer not to say | 2014 | 544 | 18.66% | 4,508.7 | 17.18% | 43 | 16.60% | 3086 | 16.80% | 754 | 25.42% |
| | 2013 | 595 | 18.51% | 5551 | 21.32% | 54 | 20.00% | 3971 | 24.17% | 656 | 20.65% |
| | 2012 | 646 | 19.03% | 4,960 | 18.06% | 56 | 19.65% | 3,187 | 18.26% | 743 | 22% |
| | 2011 | 1,159 | 30.40% | 10,711 | 33.79% | 118 | 35.98% | 7,116 | 34.86% | 816 | 23% |
| Sikh | 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% |
| | 2011 | 27 | 0.71% | 135 | 0.43% | 1 | 0.30% | 68 | 0.33% | 10 | 0% |

7.1.8 Sickness profile by marital status

| | All sickness periods | | All sickness days lost | | Long term sick periods | | Long term sick days lost | | LBC headcount | |
|----------------------------------|----------------------|--------|------------------------|--------|------------------------|--------|--------------------------|--------|---------------|--------|
| Married or Civil Partner | 1,182 | 46.39% | 10,568 | 47.50% | 108 | 48.43% | 7,221 | 47.11% | 1,353 | 45.62% |
| Not Married or Not Civil Partner | 1,087 | 42.66% | 9,829 | 44.17% | 98 | 43.95% | 6,693 | 45.43% | 1,030 | 34.73% |
| Prefer not to say | 279 | 10.95% | 1,853 | 12.01% | 17 | 7.62% | 1,144 | 7.46% | 583 | 19.66% |

7.2 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.

7.2.1 Maternity by department

2014 - FINAL

| | Maternity Headcount | | Maternity Percentage | | LBC (Women only) | |
|-------|---------------------|------|----------------------|--------|------------------|--------|
| | 2013 | 2014 | 2013 | 2014 | 2013 | 2014 |
| CED | 47 | 49 | 35.9% | 44.14% | 29.15% | 36.37% |
| CFL | 51 | 37 | 38.9% | 33.33% | 31.58% | 26.67% |
| DASHH | 25 | 20 | 19.1% | 18.02% | 26.32% | 27.21% |
| PE | 8 | 5 | 6.1% | 4.50% | 12.96% | 8.74% |
| LBC | 131 | 111 | 100.0% | 100% | 100% | 100% |

7.2.2 Maternity followed by leaving

| | Maternity Percentage | |
|--------------|----------------------|--------|
| | 2013 | 2014 |
| Career Break | 34.31% | 8.33% |
| Other | 13.98% | 33.33% |
| Redundancy | 5.29% | 0.00% |
| Resignation | 40.30% | 58.33% |
| TUPE | 6.12% | 0.00% |
| Total | 100% | 100% |

7.2.3 Maternity by grade

| | Maternity Headcount | | Maternity Percentage | | LBC (Women only) | |
|----------------|---------------------|------|----------------------|--------|------------------|--------|
| | 2013 | 2014 | 2013 | 2014 | 2013 | 2014 |
| Officer | 98 | 94 | 74.81% | 84.68% | 79.32% | 83.74% |
| Manager | 32 | 14 | 24.43% | 12.61% | 18.12% | 15.74% |
| Senior Manager | 1 | 3 | 0.76% | 2.70% | 2.56% | 0.51% |

7.2.4 Maternity by basis

| Maternity Headcount | | Maternity Percentage | | LBC (Women only) | |
|---------------------|------|----------------------|------|------------------|------|
| 2013 | 2014 | 2013 | 2014 | 2013 | 2014 |

| | | | | | | |
|-----------|----|----|--------|--------|--------|--------|
| Full time | 91 | 75 | 69.47% | 67.57% | 71.21% | 72.63% |
| Part time | 40 | 36 | 30.53% | 32.43% | 28.79% | 27.37% |

