

Croydon Workforce Profile

Reporting period: 01/10/2012 to 30/09/2013

Headcount in report: 3,177

Version 1.0 11/11/2013

2012 Q3 & Q4

2013 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 2012 to 30 September 2013. 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) except for applicants for recruitment data has been taken from stand-alone systems managed by the recruitment team. Residential demographic data has been taken from the Office for National Statistics (ONS) 2011 Census data <http://www.ons.gov.uk/ons/index.html>.

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

The following limitations are identified:

- The continual nature and rapid pace of organisational change means that the data and subsequent analysis quickly becomes dated and less valuable at departmental level.
- The generally low number of employees involved in employee relation activities over the monitoring period does not present a large enough data set to draw significant conclusions.
- Owing to system limitations: learning activity descriptions lack some accuracy; not all activities were recorded; and management development and leadership development amongst others are not distinct within the report.
- Reporting on pregnancy that is separate to maternity is not possible. The data is not available and requesting it is regarded as overly intrusive.
- Data relating to the gender reassignment is not collected as doing so is regarded as overly intrusive.
- Although an employee data audit is conducted annually, non-disclosure rates for religion and sexuality remain high and with that the reliability of any statistical analysis is compromised.

This workforce profile compares the current organisational data with the data from the previous version of this report. The data is identified as 2013, 2012, 2011 or 2010 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
2013	Purple
2012	Orange
2011	Blue
2010	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%

BME

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%
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Marriage & Civil Partnership

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

Employment type

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

1.4 Summary of key findings

Protected Characteristic	Strength	Key Challenges
Gender	<ul style="list-style-type: none"> The representation of men (51%) and women (49%) among top earners is broadly the same. PDCS ratings for men and women are broadly the same. The number of leavers by gender broadly reflects the gender balance of the workforce with 70% of leavers being women who comprise 66% of the workforce. 	<ul style="list-style-type: none"> CFL has an over-representation of women (78%) and P&E an under-representation of women (32%). Occupational segregation is the most likely cause due to roles in those departments traditionally being undertaken by one gender more than the other. 49% of top earners are women compared to 66% of the workforce being women. All departments have an under-representation of women among top earners with the under-representation being greatest in P&E (4%) Strong correlation between part-time status and gender (19% of employees are part-time women).
Disability	<ul style="list-style-type: none"> 8% of our workforce has identified themselves as having a disability. The proportion of employees with a disability falls in the upper quartile for London boroughs (<i>London Councils HR metrics survey 2012</i>). The proportion of new starters with a declared disability (4%) reflects that of job applicants (4%). The representation of disabled staff among top earners is 7% and is consistent with 8% of employees being disabled. Although disabled staff are slightly under-represented amongst top earners, Croydon's position compares favourably with the London average of 4% (<i>London Councils HR metrics survey 2012</i>). 	<ul style="list-style-type: none"> High non-disclosure rates for new starters (36%) and job applicants (19%). Across the workforce the non-disclosure rate is 9%.

Protected Characteristic	Strength	Key Challenges
<p>Ethnicity</p>	<ul style="list-style-type: none"> Declared BME representation in the workforce at 35.32% is slightly higher than in 2012 (34.86%) at a time when the organisation has reduced by 6.7%. Representation of Black Caribbean employees exceeds that of the residential population Representation of Black African employees is broadly the same as the residential population. Declared BME representation amongst starters (37%) is higher than the declared BME representation in the workforce (35%) and higher than in 2010 (35%). Declared BME representation among leavers (34%) is slightly lower than that of the workforce (35%). Proportion of declared BME job applicants (50%) exceeds the BME residential population and was 2% higher than in 2012. Declared BME representation in disciplinary hearings (32%) is less than the declared BME representation in the workplace. 	<ul style="list-style-type: none"> Declared BME representation in the Council is less than the residential population 45%. Under representation is greatest amongst Indian, Pakistani, Other Asian and Other Black groups although all showed small increases compared to 2012. High non-disclosure rates for job applicants (20%) and new starters (17%). Across the workforce, the non-disclosure rate is 6%. Under-representation of declared BME employees amongst new starters (37%) compared to job applicants (50%) 17% of declared BME employees received an excellent in their PDCS compared to 24% of white employees. 12% of top earners have declared themselves as BME compared to BME staff representing 35% of the workforce. The proportion of BME staff among top earners is lower than in 2010 (24%), 2011 (19%) and 2012 (15%). The under-representation is greatest in CED & CFL. Employees from BME backgrounds have been over-represented among employees raising grievances in two of the last three years.
<p>Age</p>	<ul style="list-style-type: none"> The age profile of the workforce broadly reflects the age profile across London boroughs (<i>London Councils HR metrics survey 2012</i>) 	<ul style="list-style-type: none"> 48% of the workforce is aged 41-55 (an increase by 2% since 2010). Less than 1% of the workforce is under age 20 and 10% of the workforce is aged under 31 (a decrease of 3% since 2010). The Council has an aging workforce at a time local

Protected Characteristic	Strength	Key Challenges
		unemployment of 16-24 year olds is high
Religion	<ul style="list-style-type: none"> The largest declared religion in our workforce is Christianity (51%) which broadly reflects the residential population (56%). 20% of our workforce declared no religion, the same as the residential population. Non-disclosure rates have reduced each year from 27% in 2010 to 21% in 2013 	<ul style="list-style-type: none"> Declared Hindu employees (2%) are under-represented compared to the residential population (6%) Declared Muslim employees (2%) are under-represented compared to the residential population (8%) The non-disclosure rate across the workforce (21%) has improved each year but remains high making meaningful analysis difficult.
Sexuality	<ul style="list-style-type: none"> Non-disclosure rates have reduced each year from 40% in 2010 to 27% in 2013 (comparison with the residential population is not available as sexuality was not included in 2011 census). 	<ul style="list-style-type: none"> The non-disclosure rate across the workforce (27%) remains high making meaningful analysis difficult.
Pregnancy & Maternity	<ul style="list-style-type: none"> Data was included for the first time in 2012 and no specific conclusions are identified. 	<ul style="list-style-type: none"> None identified
Marriage and Civil Partnership	<ul style="list-style-type: none"> The proportion of employees who have declared they are married or in a civil partnership (48%) reflects the residential population (47%). 	<ul style="list-style-type: none"> High non-disclosure rate across the workforce (15%).

1.5 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
CRCS	Corporate Resources and Customer Services
DASHH	Adult Services, Housing and Housing
P&E	Planning and Environment

2. Employee profile

This section shows the council’s employee base and its composition.

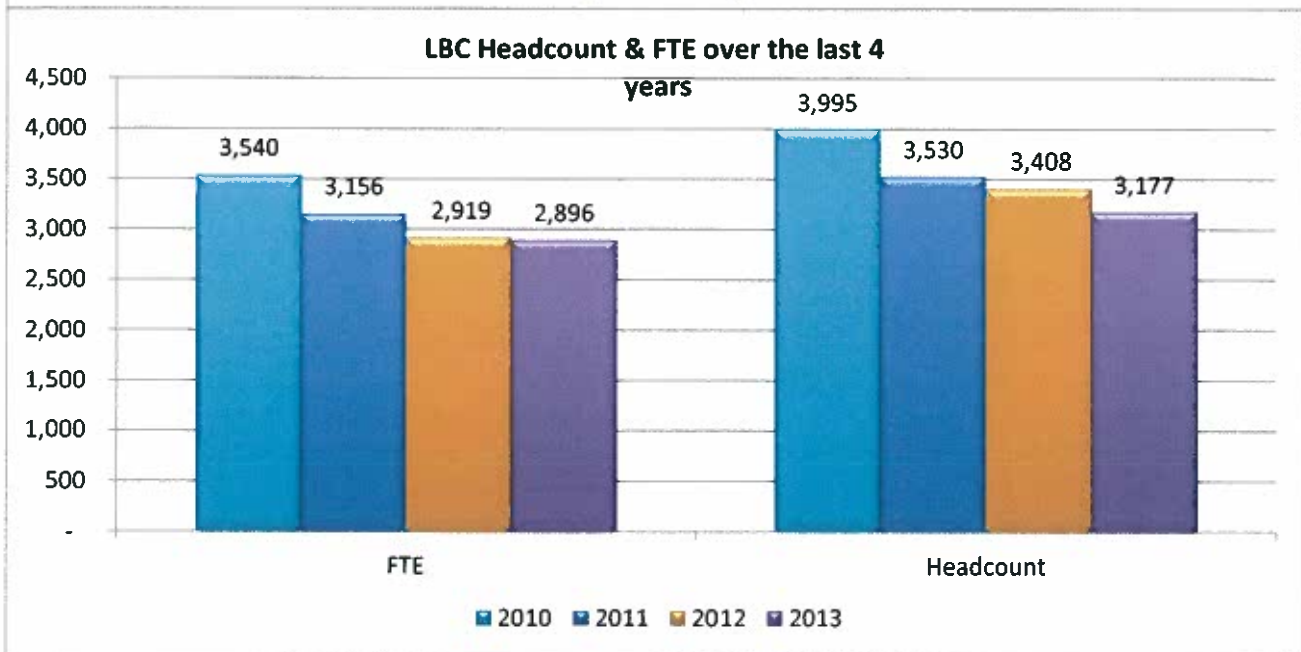
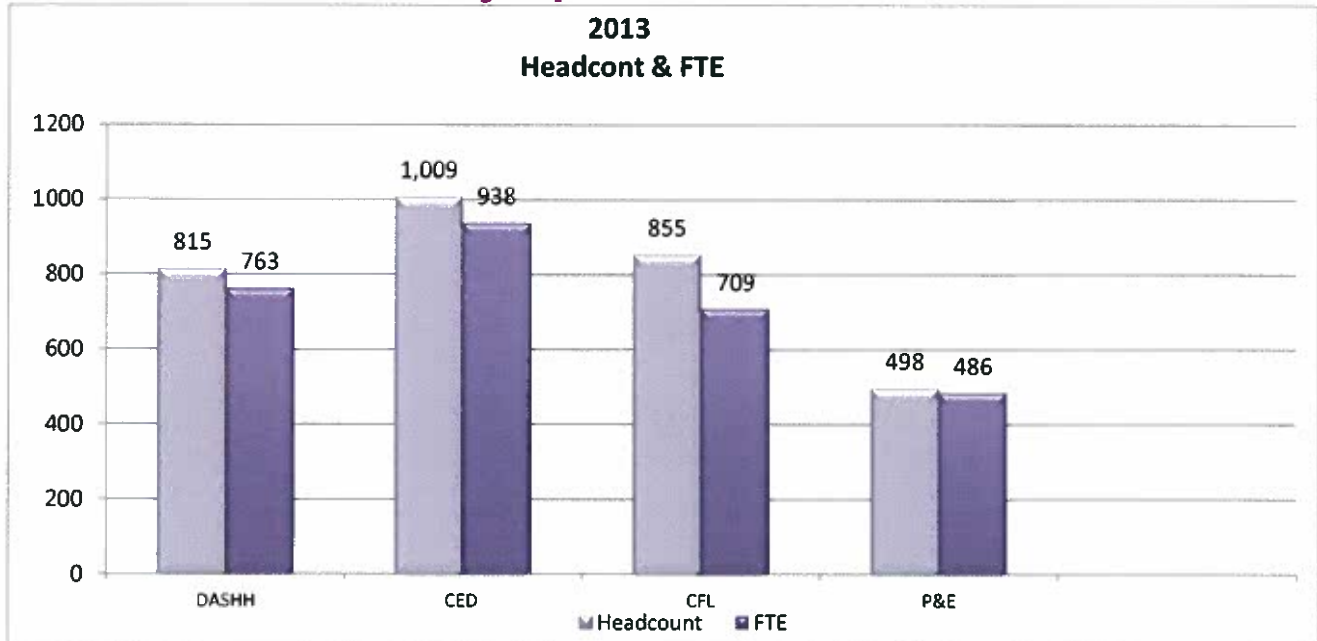
2.1 Headcount and FTE profile



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).

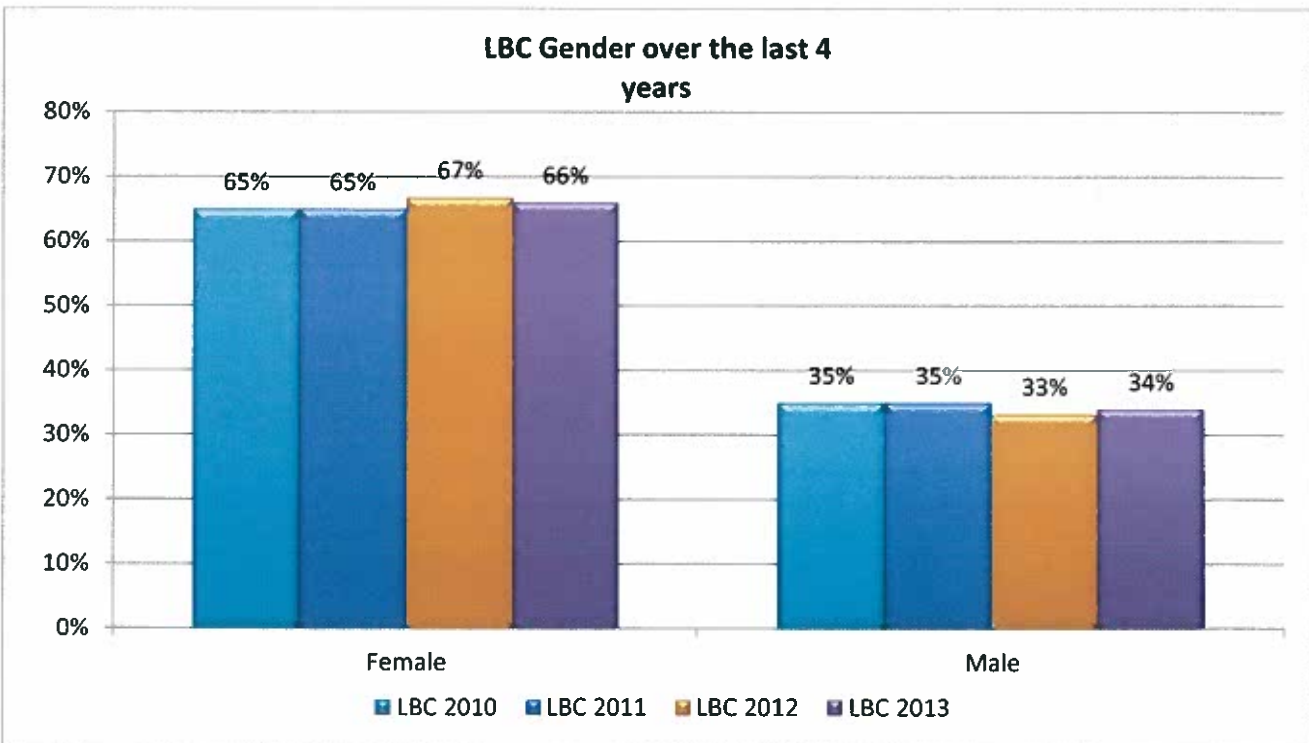
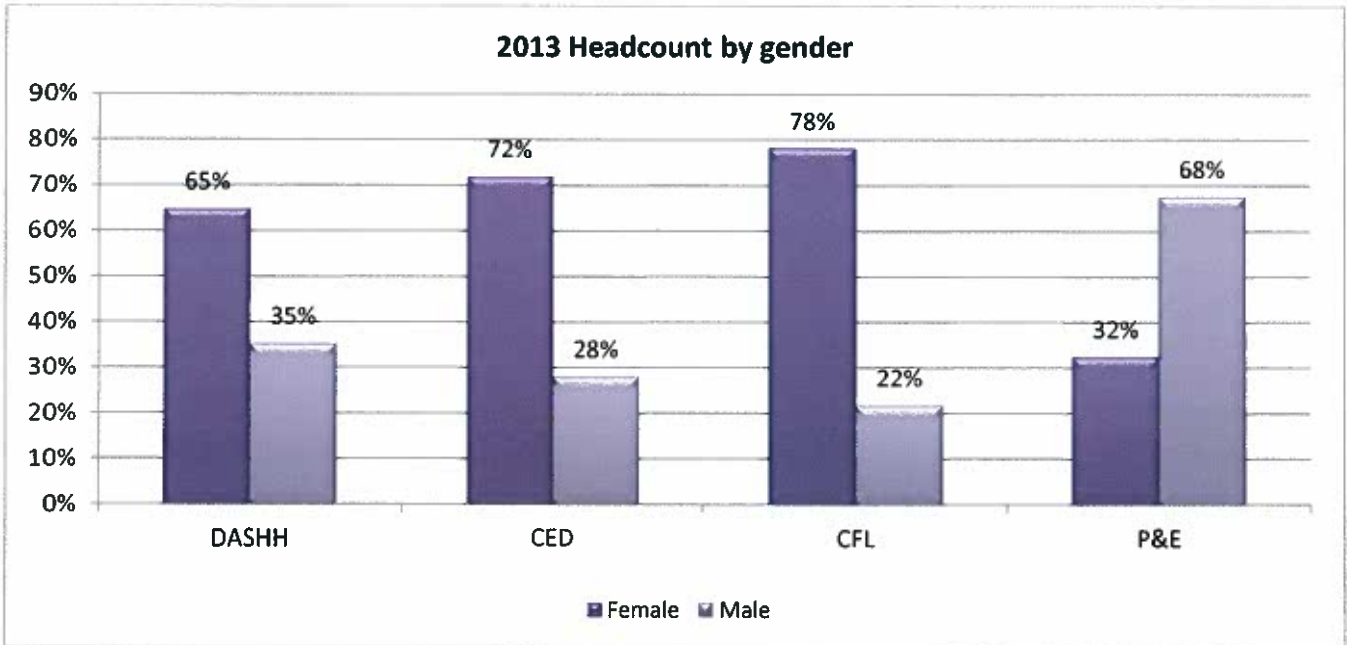
Total headcount and FTE by department:



2.1.1 Headcount by gender

	Female	Male
DASHH	65%	35%
CED	72%	28%
CFL	78%	22%
P&E	32%	68%

	Female	Male
LBC 2010	65%	35%
LBC 2011	65%	35%
LBC 2012	67%	33%
LBC 2013	66%	34%

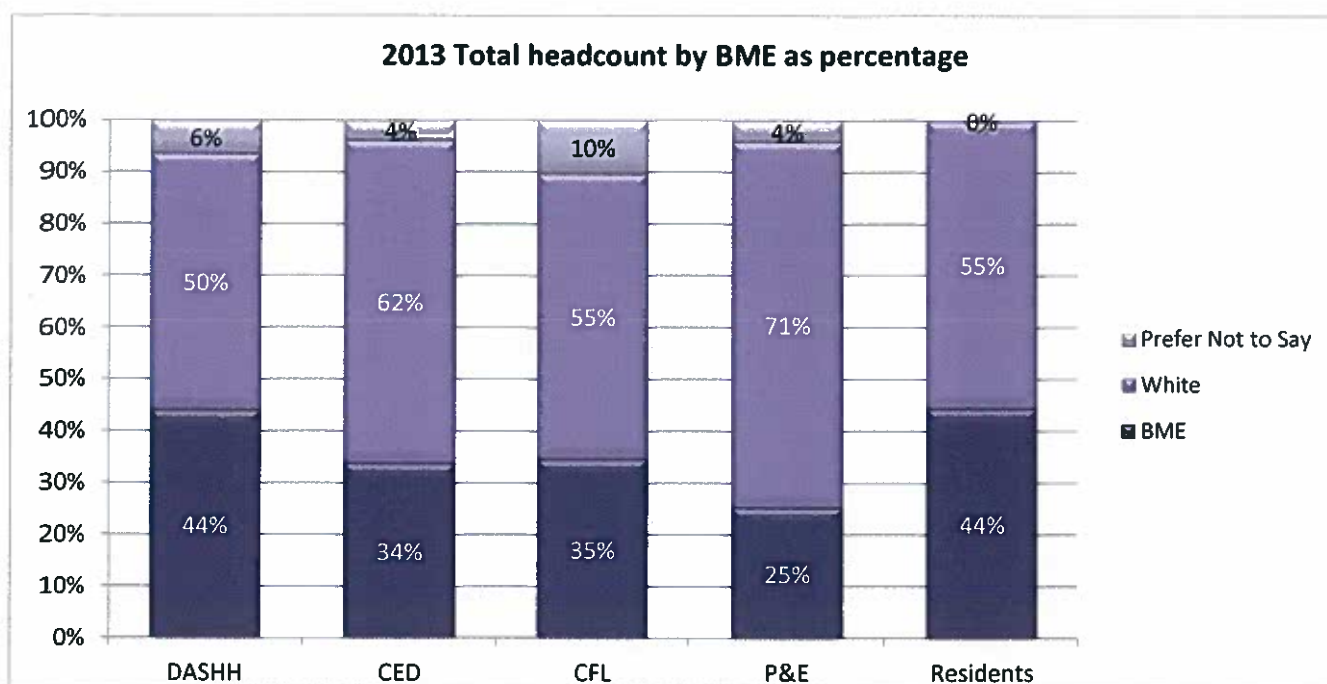


2.1.2 Headcount by ethnicity



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.**

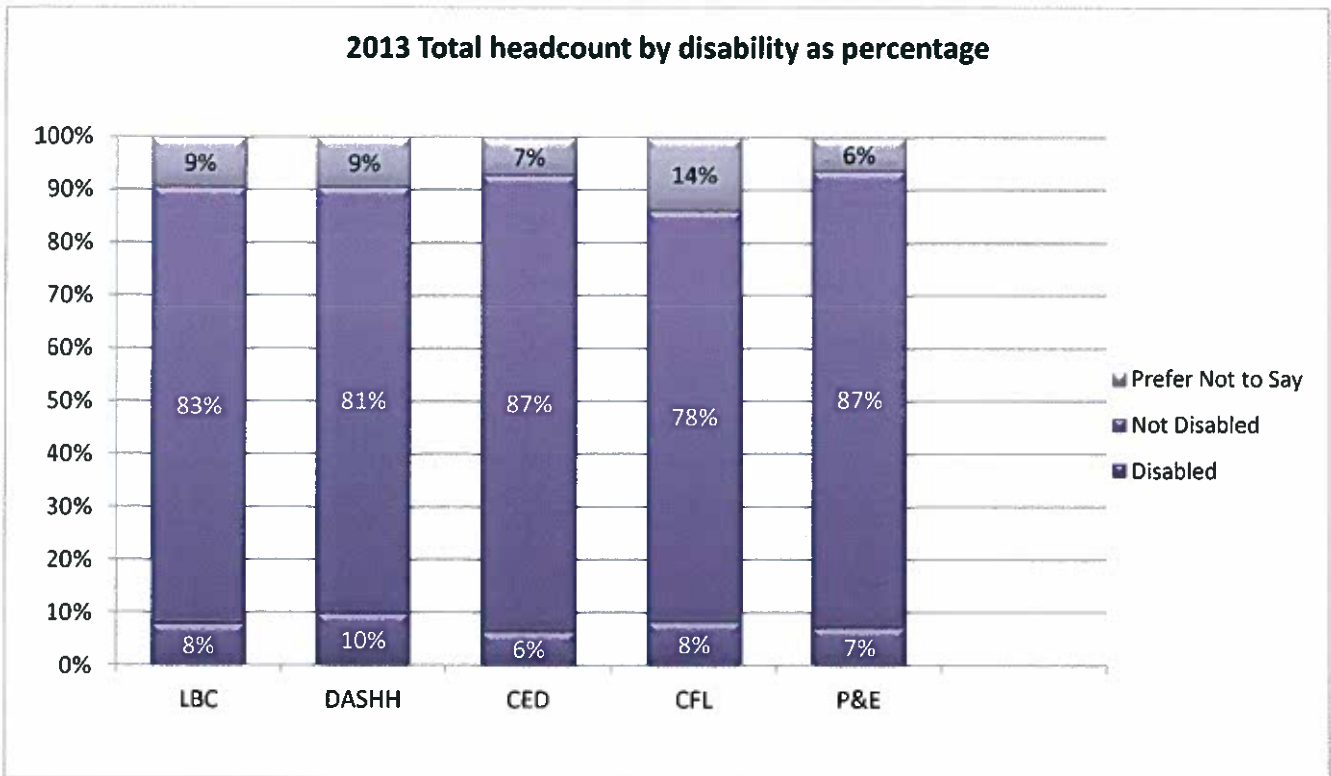
		2010		2011		2012		2013		LBC Pop	London Pop
		HC	%	HC	%	HC	%	HC	%	%	%
BME	Bangladeshi	9	0.2%	8	0.2%	13	0.4%	13	0.4%	0.7%	2.72%
	Black African	271	6.8%	250	7.1%	243	7.1%	246	7.7%	8.0%	7.02%
	Black Caribbean	412	10.3%	386	11.0%	369	10.9%	358	11.3%	8.6%	4.22%
	Chinese	16	0.4%	13	0.4%	14	0.4%	15	0.5%	1.1%	1.52%
	Indian	115	2.9%	105	3.0%	104	3.0%	98	3.1%	6.8%	6.64%
	Mixed White and Asian	42	1.0%	35	1.0%	28	0.8%	29	0.9%	1.4%	1.24%
	Mixed White and Black African	15	0.4%	11	0.3%	9	0.3%	11	0.3%	0.9%	0.8%
	Mixed White and Black Caribbean	52	1.3%	53	1.5%	52	1.5%	45	1.4%	2.7%	1.46%
	Other	336	8.4%	200	5.7%	185	5.4%	145	4.6%	1.8%	3.44%
	Other Asian	65	1.6%	54	1.5%	50	1.5%	48	1.5%	4.8%	4.88%
	Other Black	62	1.5%	53	1.5%	57	1.7%	56	1.8%	3.6%	2.08%
	Other Mixed	45	1.1%	44	1.2%	42	1.2%	37	1.2%	1.6%	1.45%
	Pakistani	23	0.6%	19	0.5%	22	0.6%	21	0.7%	3.0%	2.74%
BME Totals:		1,463	36.6%	1,231	34.9%	1,188	34.9%	1,122	35.3%	44.9%	40.21%
White	White British	2,035	50.9%	1853	52.5%	1790	52.5%	1,652	52.0%	47.7%	44.89%
	White Gypsy or Traveller	0	0%	0	0%	1	0.1%	2	0.1%	0.1%	0.10%
	White Irish	95	2.4%	88	2.5%	84	2.5%	63	2.0%	1.5%	2.15%
	White Other	157	4.0%	159	4.5%	161	4.7%	141	4.4%	6.3%	12.65%
White Totals:		2,287	57.3%	2,100	59.5%	2,036	59.7%	1,858	58.5%	55.1%	59.79%
Prefer Not to Say		245	6.1%	199	5.6%	184	5.4%	197	6.2%	-	-



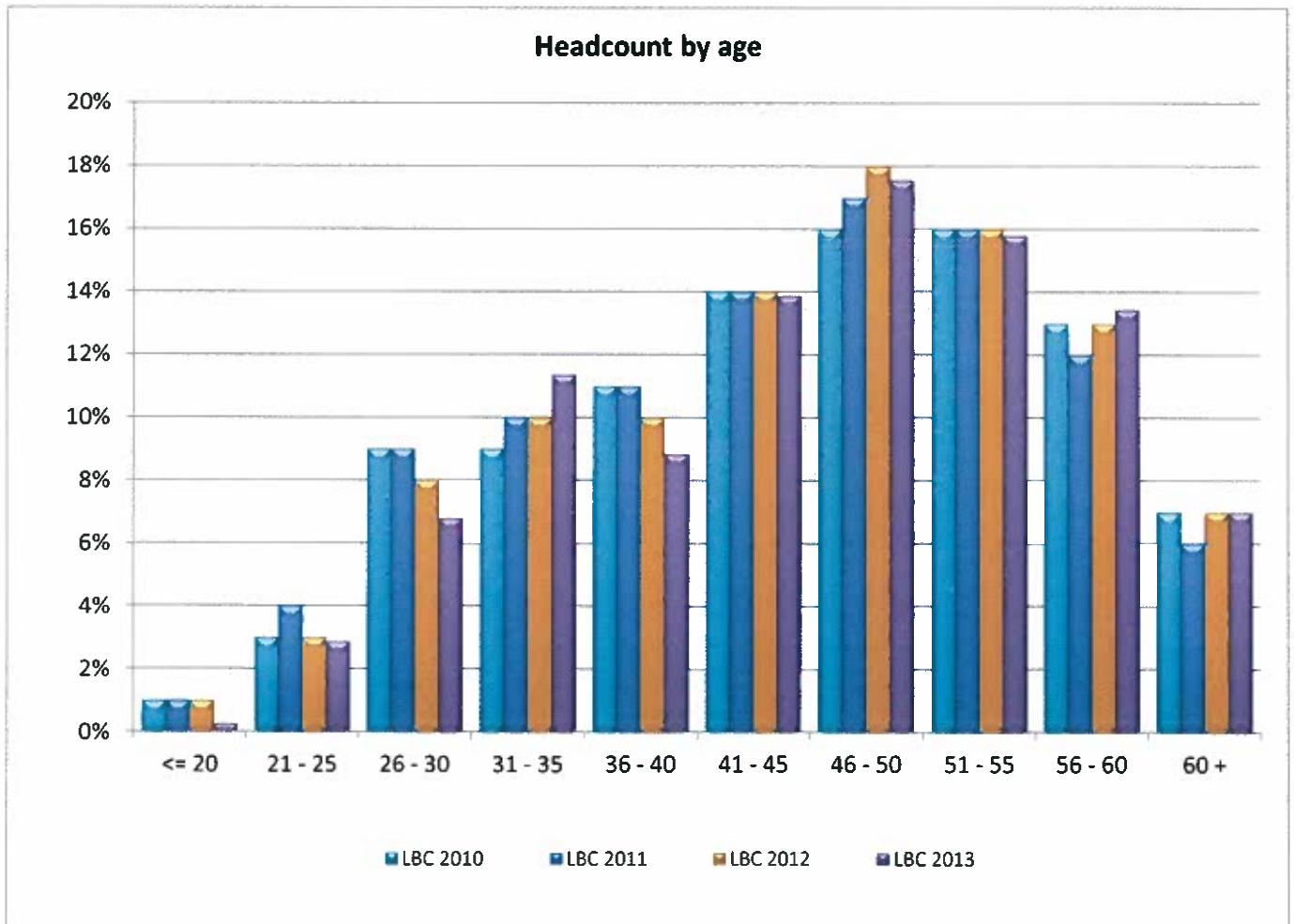
Resident's figures are taken from the 2011 Office of National Statistics.

2.1.3 Headcount by disability

	Disabled	Not Disabled	Prefer Not to Say
DASHH	9.94%	80.74%	9.33%
CED	6.44%	86.52%	7.04%
CFL	8.30%	77.89%	13.80%
P&E	7.23%	86.55%	6.22%
LBC 2010	8%	86%	6%
LBC 2011	9%	85%	6%
LBC 2012	9%	84%	7%
LBC 2013	8%	83%	9%



2.1.4 Headcount by age



	LBC 2010		LBC 2011		LBC 2012		LBC 2013	
<=20	29	1%	30	1%	20	1%	8	0.25%
21 – 25	139	3%	127	4%	107	3%	91	3%
26 – 30	349	9%	304	9%	261	8%	216	7%
31 – 35	353	9%	354	10%	347	10%	361	11%
36 – 40	446	11%	372	11%	327	10%	281	9%
41 – 45	572	14%	511	14%	474	14%	441	14%
46 – 50	649	16%	585	17%	607	18%	558	18%
51 – 55	634	16%	558	16%	531	16%	502	16%
56 – 60	514	13%	440	12%	455	13%	427	13%
61+	267	7%	222	6%	244	7%	236	7%
Prefer Not to Say	43	1%	27	1%	35	1%	56	2%

2013 Age breakdown by department

	DASHH		CED		CFL		P&E	
<=20	0	0.00%	3	0.30%	5	0.58%	0	0.00%
21 – 25	9	1.10%	34	3.37%	41	4.80%	7	1.41%
26 – 30	41	5.03%	91	9.02%	53	6.20%	31	6.22%
31 – 35	73	8.96%	142	7.23%	94	10.99%	52	10.44%
36 – 40	67	8.22%	93	9.22%	76	8.89%	45	9.04%
41 – 45	115	14.11%	136	13.48%	114	13.33%	76	15.26%
46 – 50	158	19.39%	174	17.24%	134	15.67%	92	18.47%
51 – 55	146	17.91%	141	13.97%	139	16.26%	76	15.26%
56 – 60	119	14.60%	122	12.09%	121	14.15%	65	13.05%
61+	75	9.20%	68	6.74%	45	5.26%	48	9.64%
Prefer Not to Say	12	1.47%	5	0.50%	-	0.70%	6	1.20%

2.1.5 Headcount by sexuality

	LBC 2010		LBC 2011		LBC 2012		LBC 2013	
Bisexual	14	0.4%	9	0.3%	11	0.3%	8	0.3%
Heterosexual	2,336	58.5%	2,394	67.8%	2,368	69.5%	2,270	71.5%
Homosexual	41	1.0%	44	1.2%	39	1.1%	45	1.4%
Prefer Not To Say	1,604	40.2%	1,083	30.7%	990	29.0%	854	26.9%

2013 sexuality by department

	DASHH		CED		CFL		P&E	
Bi-sexual	1	12.5%	2	25.0%	5	62.5%	0	0.0%
Heterosexual	596	26.3%	768	33.8%	545	24.0%	361	15.9%
Homosexual	14	31.1%	16	35.6%	12	26.7%	3	6.7%
Prefer Not to Say	169	23.4%	196	27.1%	237	32.8%	120	16.6%

2.1.6 Headcount by religion

	LBC 2010		LBC 2011		LBC 2012		LBC 2103	
Buddhist	11	0%	10	0%	13	0%	13	0%
Christian	1,842	46%	1733	49%	1,695	50%	1,613	51%
Hindu	81	2%	65	2%	64	2%	58	2%
Jewish	20	1%	13	0%	12	0%	9	0%
Muslim	82	2%	67	2%	69	2%	63	2%
None	762	19%	705	20%	690	20%	649	20%
Sikh	9	0%	10	0%	7	0%	8	0%
Other	112	3%	111	3%	115	3%	108	3%
Prefer not to say	1,076	27%	816	23%	743	22%	656	21%

2013 Religion by department

	DASHH		CED		CFL		P&E	
Buddhist	3	0.4%	2	0.2%	6	0.7%	2	0.4%
Christian	464	56.9%	513	50.8%	406	47.5%	230	46.2%
Hindu	14	1.7%	21	2.1%	16	1.9%	7	1.4%
Jewish	2	0.3%	2	0.2%	4	0.5%	1	0.2%
Muslim	12	1.5%	26	2.6%	17	2.0%	8	1.6%
None	125	15.3%	228	22.6%	175	20.5%	121	24.3%
Sikh	1	0.1%	3	0.3%	3	0.4%	1	0.2%
Other	26	3.2%	34	3.4%	22	2.6%	26	5.2%
Prefer not to say	168	20.6%	180	17.8%	206	24.1%	102	20.5%

2.1.7 Headcount by marital status

	DASHH		CED		CFL		P&E		LBC	
Married or Civil Partner	406	49.8%	490	48.6%	359	42.0%	259	52.0%	1,514	47.7%
Not Married or Not Civil Partner	290	35.6%	403	39.9%	332	38.8%	169	33.9%	1,194	37.6%
Prefer not to say	117	14.4%	116	11.5%	164	19.2%	70	14.1%	467	14.7%

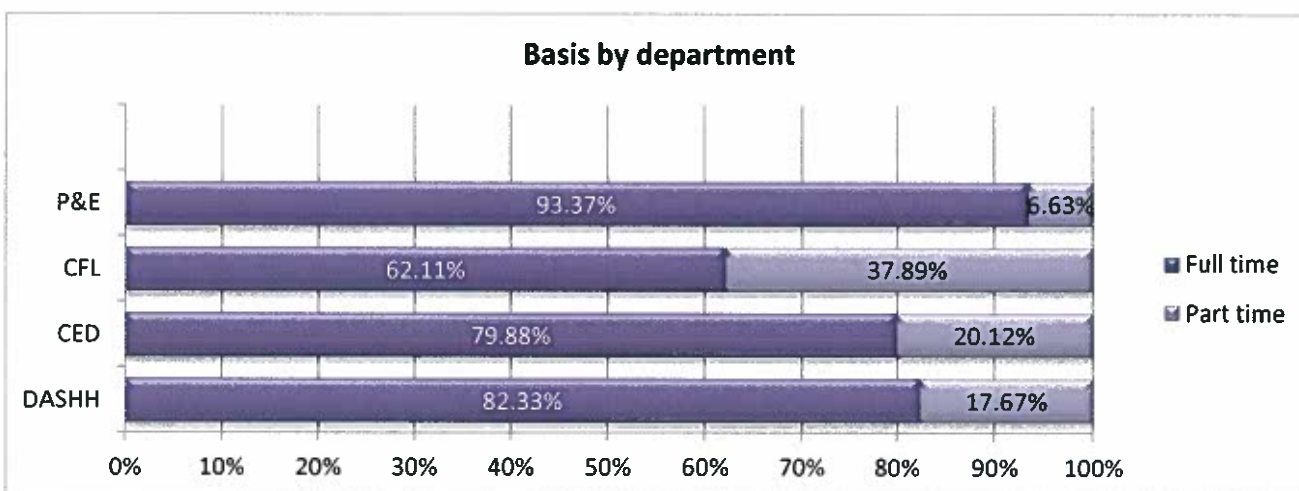
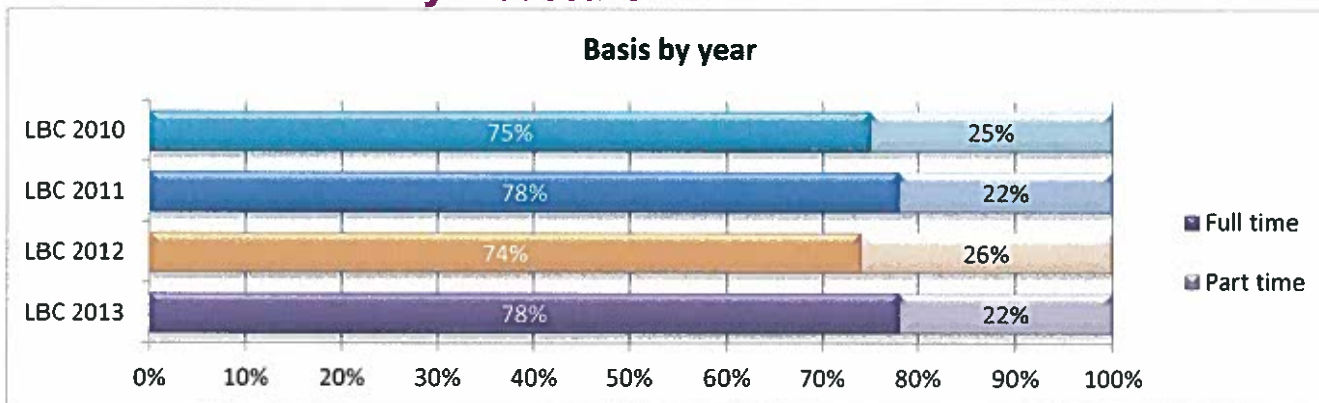
2.2 Working hours profile

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 2010	43%	32%	21%	3%
LBC 2011	46%	32%	19%	3%
LBC 2012	45%	30%	22%	4%
LBC 2013	47%	31%	19%	3%

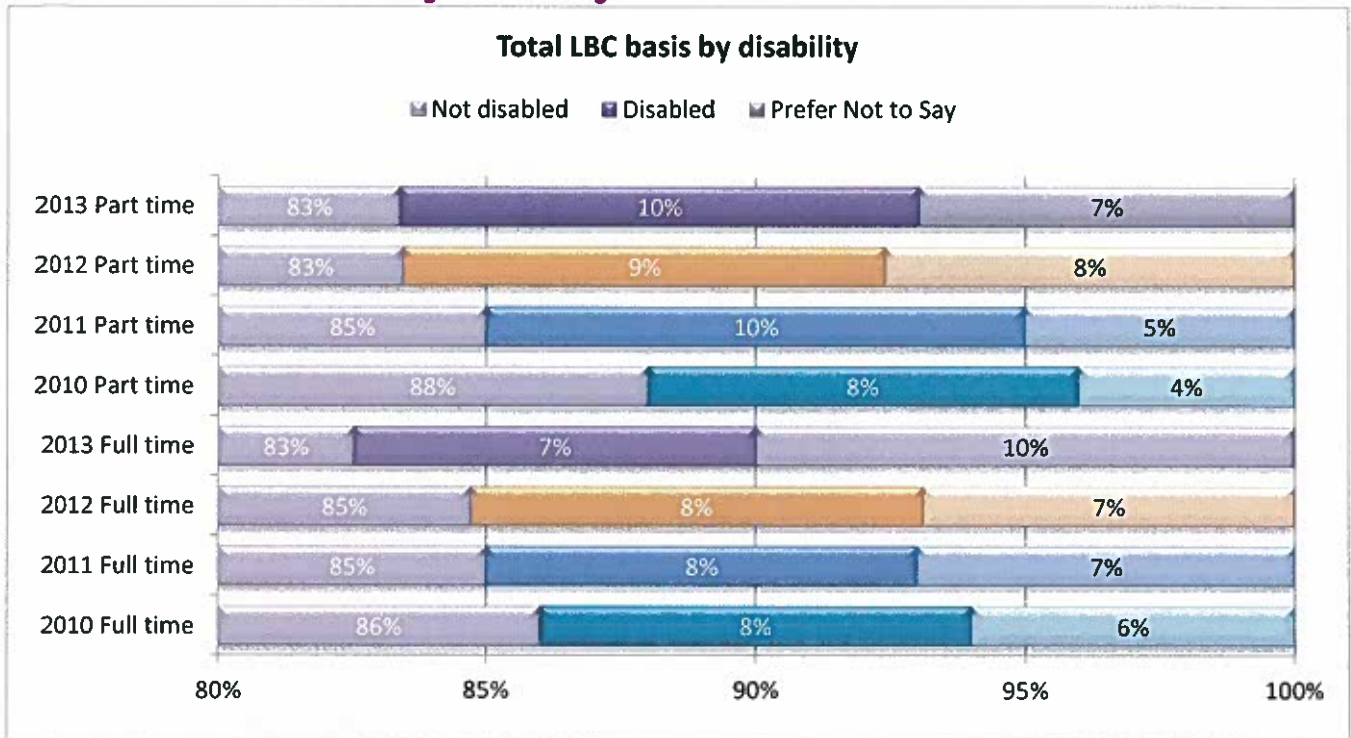
**2013 Gender by department:
2013**

	Full time		Part time	
	Female	Male	Female	Male
DASHH	27.23%	26.99%	20.73%	19.19%
CED	36.15%	27.29%	31.67%	12.12%
CFL	27.30%	12.79%	43.62%	60.61%
P&E	9.32%	32.93%	3.98%	8.08%

2.2.3 Basis by ethnicity

	2010		2011		2012		2013		
	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	
BME	Bangladeshi	0%	0%	0%	0%	0%	1%	0%	1%
	Black African	7%	6%	8%	4%	9%	3%	9%	3%
	Black Caribbean	11%	9%	11%	10%	11%	9%	12%	10%
	Chinese	1%	0%	0%	0%	1%	0%	1%	0%
	Indian	3%	4%	3%	3%	3%	3%	3%	3%
	Mixed White and Asian	1%	1%	1%	1%	1%	1%	1%	1%
	Mixed White and Black African	0%	1%	0%	0%	0%	0%	0%	0%
	Mixed White and Black Caribbean	1%	2%	1%	2%	1%	2%	1%	2%
	Other	8%	10%	5%	7%	5%	7%	4%	5%
	Other Asian	2%	2%	2%	1%	1%	1%	2%	1%
	Other Black	2%	1%	2%	1%	2%	1%	2%	2%
	Other Mixed	1%	1%	1%	1%	1%	1%	1%	1%
	Pakistani	0%	1%	0%	1%	0%	1%	0%	2%
BME Total:	37%	38%	34%	31%	37%	30%	37%	31%	
White	White British	50%	52%	52%	56%	51%	56%	51%	57%
	White Gypsy or Traveller	0%	0%	0%	0%	0%	0%	0%	0%
	White Irish	2%	2%	3%	2%	2%	3%	2%	2%
	White Other	4%	4%	5%	4%	5%	5%	5%	4%
White Total:	56%	58%	60%	62%	58%	63%	57%	63%	
Prefer Not to Say	7%	5%	6%	6%	5%	7%	6%	6%	
Totals:	100%	100%	100%	100%	100%	100%	100%	100%	

2.2.4 Basis by disability

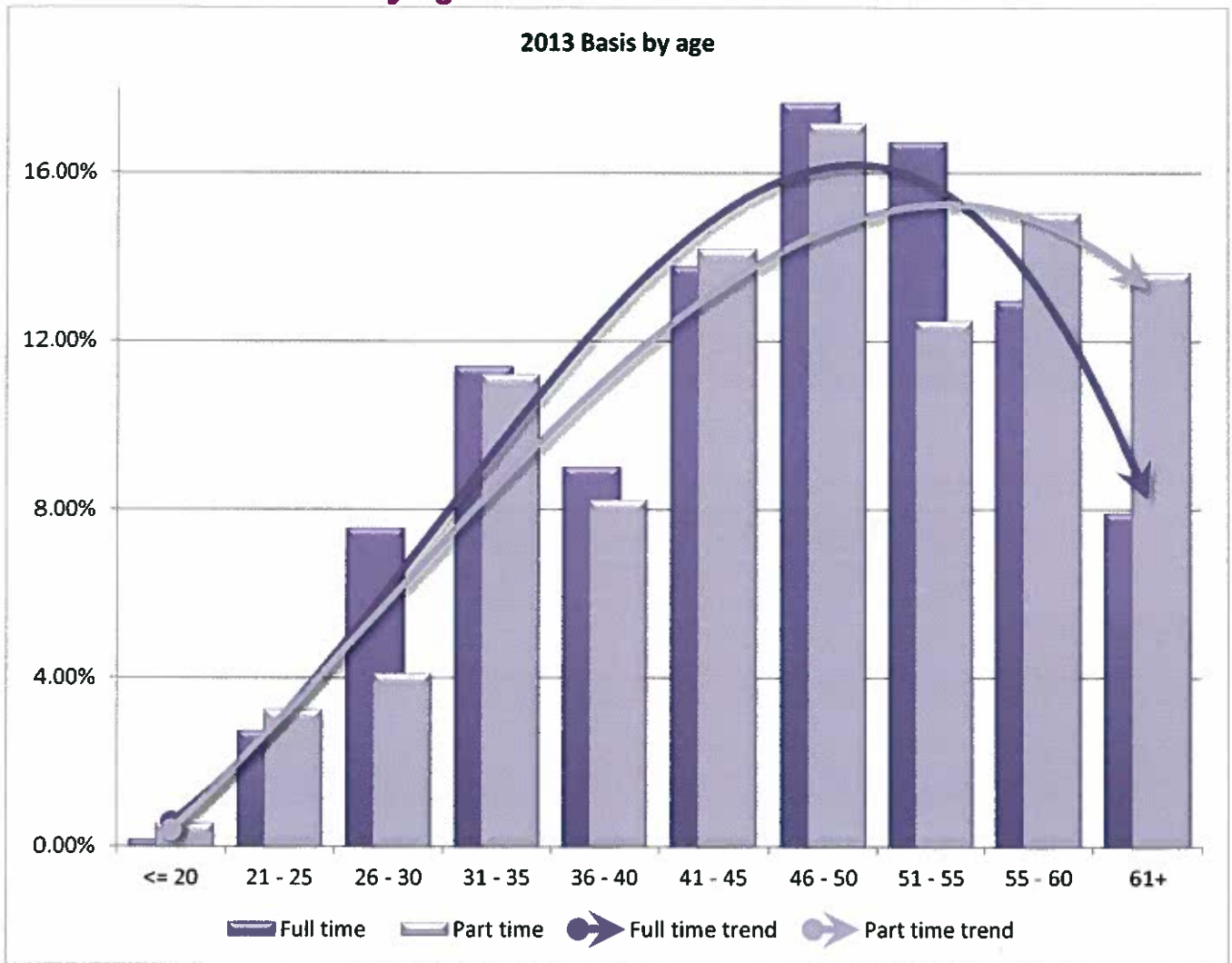


	Full time				Part time			
	Not disabled	Disabled	Prefer Not to Say	Total	Not disabled	Disabled	Prefer Not to Say	Total
LBC 2010	86%	8%	6%	100%	88%	8%	4%	100%
LBC 2011	85%	11%	4%	100%	87%	10%	3%	100%
LBC 2012	85%	8%	7%	100%	83%	9%	8%	100%
LBC 2013	83%	7%	10%	100%	83%	10%	7%	100%

2013 Basis by disability and department:

	Full time				Part time			
	Not disabled	Disabled	Unknown	Total	Not disabled	Disabled	Unknown	Total
DASHH	82%	9%	9%	100%	75%	13%	13%	100%
CED	86%	6%	8%	100%	90%	7%	3%	100%
CFL	75%	7%	18%	100%	83%	10%	6%	100%
P&E	87%	7%	6%	100%	82%	9%	9%	100%

2.2.5 Basis by age



	Full time				Part time			
	2010	2011	2012	2013	2010	2011	2012	2013
<= 20	0.58%	0.98%	0.51%	0.16%	1.20%	0.39%	0.80%	0.57%
21 - 25	3.25%	3.53%	3.03%	2.75%	4.31%	3.85%	3.45%	3.27%
26 - 30	9.82%	9.52%	8.79%	7.56%	5.91%	5.39%	4.37%	4.12%
31 - 35	9.21%	10.07%	10.80%	11.40%	8.12%	9.88%	8.39%	11.22%
36 - 40	10.50%	10.29%	9.61%	9.02%	13.63%	11.42%	9.54%	8.24%
41 - 45	14.32%	13.70%	13.79%	13.79%	14.93%	17.20%	14.25%	14.20%
46 - 50	17.20%	17.12%	18.01%	17.67%	14.13%	14.63%	17.24%	17.19%
51 - 55	16.12%	16.28%	16.31%	16.74%	15.83%	14.12%	13.45%	12.50%
56 - 60	13.17%	12.72%	12.92%	12.98%	12.53%	11.55%	14.60%	15.06%
61 +	5.82%	4.80%	4.89%	7.93%	9.42%	11.55%	13.79%	13.64%
Totals	100%	100%	100%	100%	100%	100%	100%	100%

2.2.6 Basis by sexuality

	Full time				Part time			
	2010	2011	2012	2013	2010	2011	2012	2013
Bisexual	0.40%	0.22%	0.28%	0.20%	0.20%	0.39%	0.46%	0.43%
Heterosexual	59.88%	69.57%	71.99%	72.91%	54.35%	61.62%	62.18%	66.34%
Homosexual	1.17%	1.42%	1.42%	1.62%	0.60%	0.64%	0.34%	0.71%
Prefer not to say	38.55%	28.79%	26.32%	25.27%	44.84%	37.36%	37.01%	32.53%
Totals	100%	100%	100%	100%	100%	100%	100%	100%

2.2.7 Basis by religion

	Full time				Part time			
	2010	2011	2012	2013	2010	2011	2012	2013
Buddhist	0.37%	0.36%	0.47%	0.49%	0.00%	0.00%	0.11%	0.14%
Christian	45.69%	48.71%	49.57%	49.90%	47.39%	50.45%	50.23%	53.84%
Hindu	1.64%	1.56%	1.62%	1.62%	3.21%	2.82%	2.64%	2.56%
Jewish	0.50%	0.29%	0.28%	0.20%	0.50%	0.64%	0.57%	0.57%
Muslim	1.77%	1.96%	2.09%	2.02%	2.91%	1.67%	1.84%	1.85%
None	18.99%	20.25%	20.61%	20.95%	19.34%	19.00%	19.20%	18.61%
Other	3.14%	3.05%	3.47%	3.52%	1.80%	3.47%	3.10%	2.98%
Prefer not to say	27.64%	23.45%	21.63%	20.99%	24.75%	21.95%	22.30%	19.46%
Sikh	0.27%	0.36%	0.28%	0.32%	0.10%	0.00%	0.00%	0.14%
Totals	100%	100%	100%	100%	100%	100%	100%	100%

2.2.8 Basis by marital status

	Full time		Part time		LBC							
	2012	2013	2012	2013	2012	2013						
Married or Civil Partner	1,157	45.6%	1,124	45.4%	476	54.7%	390	55.4%	1,633	47.9%	1,514	47.7%
Not Married or Not Civil Partner	1,016	40.0%	976	39.5%	272	31.3%	218	31.0%	1,288	37.8%	1,194	37.6%
Prefer not to say	365	14.4%	373	15.1%	122	14.0%	96	13.6%	487	14.3%	469	14.8%

2.3 Salary profile

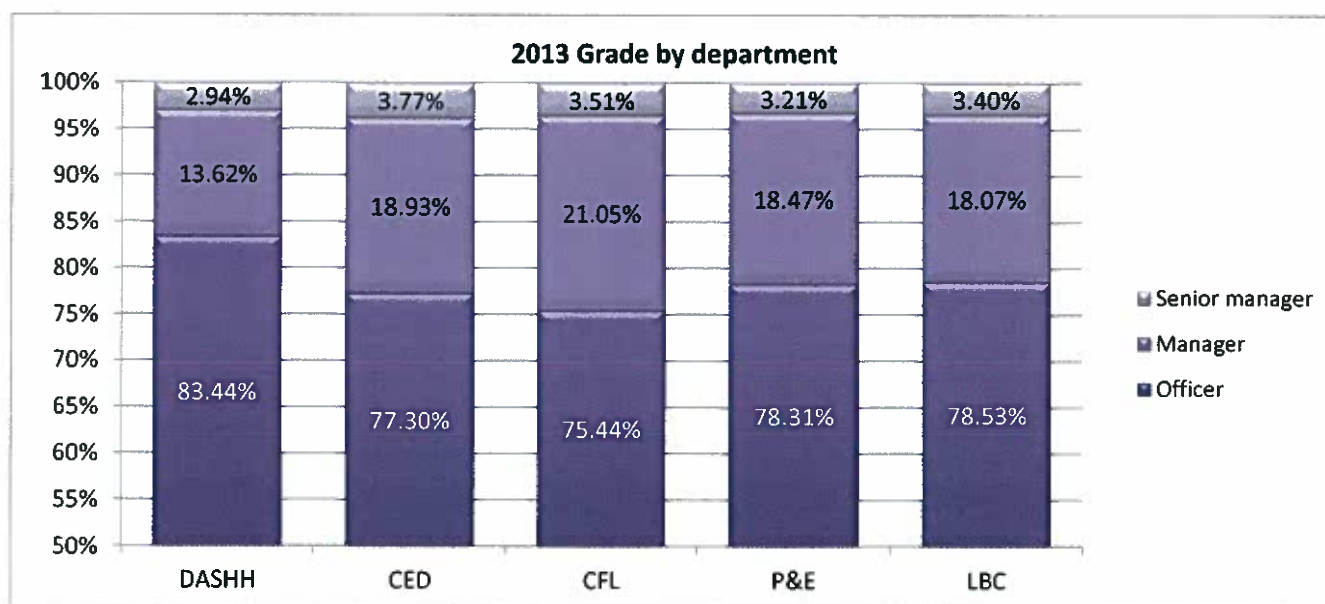
This section analyses the council's salary budget, the grade distribution and additional payments paid to employees.



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	Up to £37,550
Manager	Grade 12 and above	£37,550 and above
Senior Manager	Tier 1 to 3 Manager (Head of Service and above)	

2.3.1 Grade by headcount



	DASHH		CED		CFL		P&E		LBC 2013		LBC 2012		LBC 2011	
Officer	680	83%	780	77%	645	75%	390	78%	2,495	79%	2,717	80%	2,789	79%
Manager	111	14%	191	19%	180	21%	92	18%	574	18%	593	17%	625	18%
Senior manager	24	3%	38	4%	30	4%	16	3%	108	3%	98	3%	96	3%

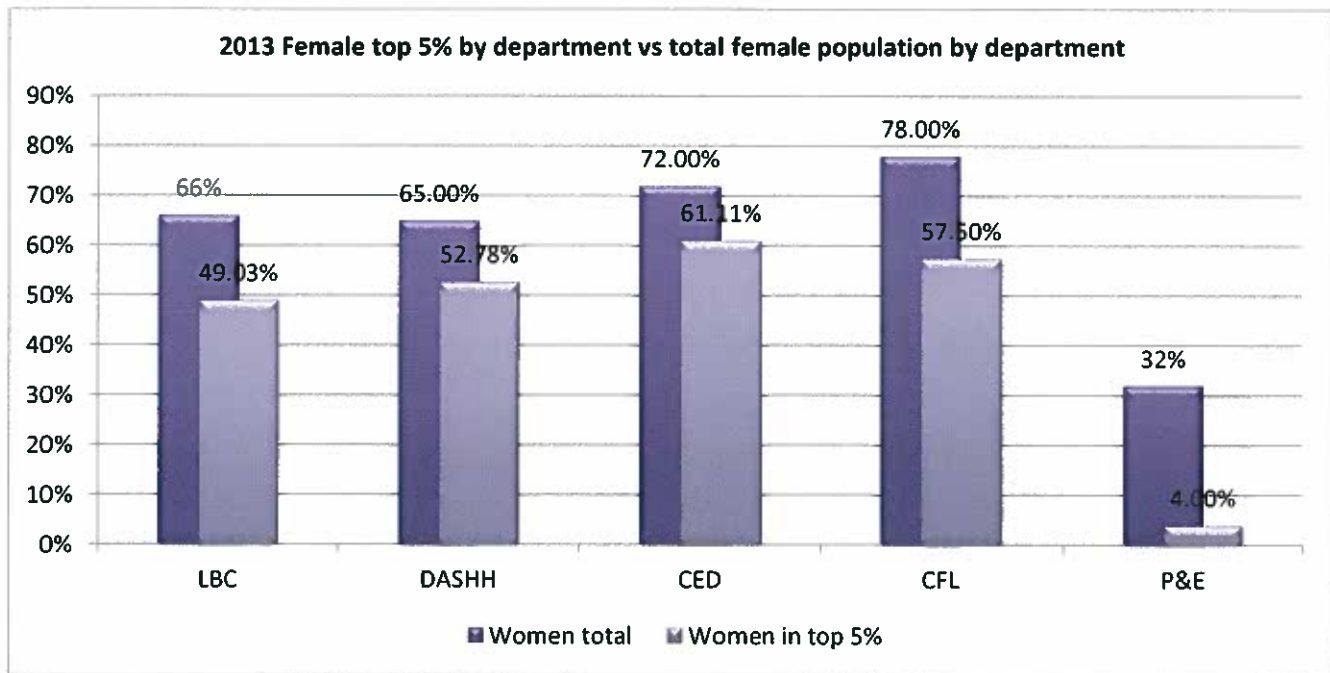
2.3.2 Top 5% earners (formerly BVPI)

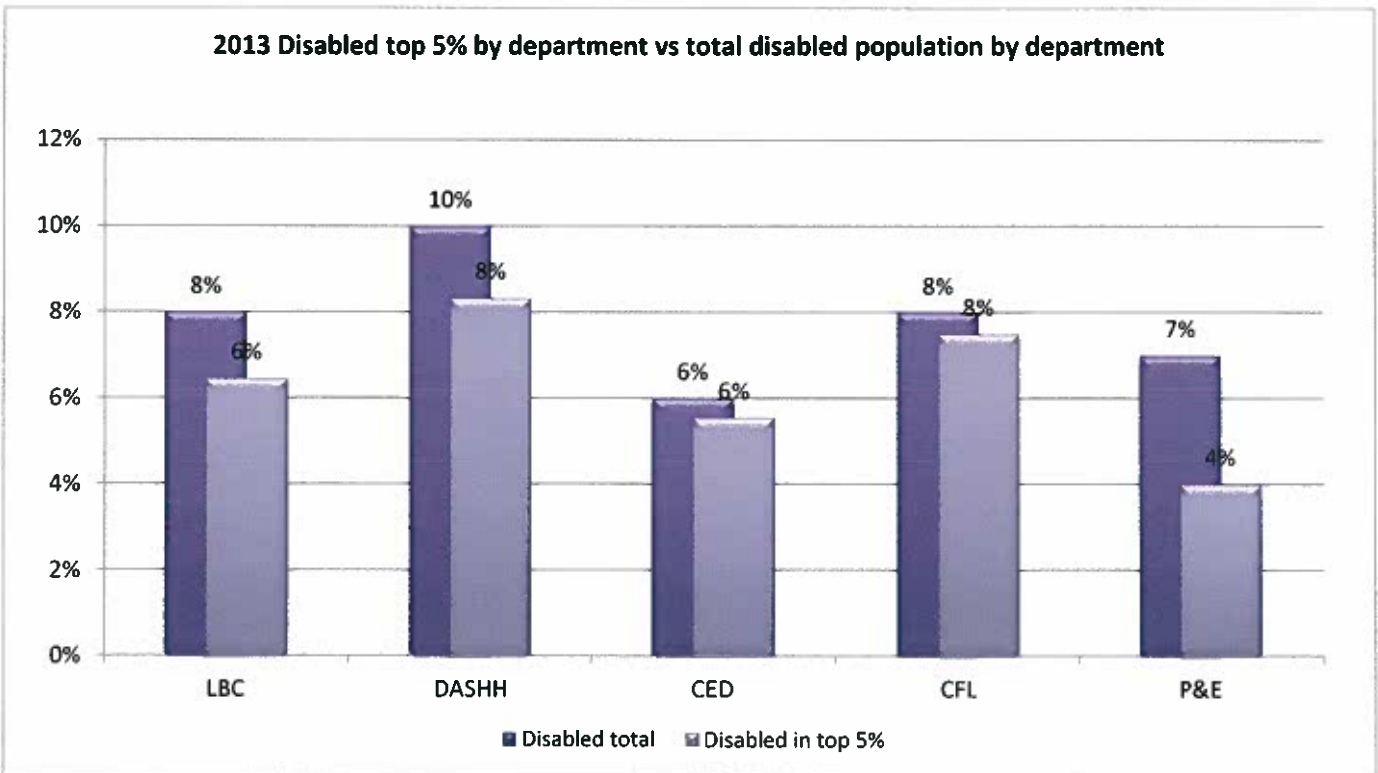
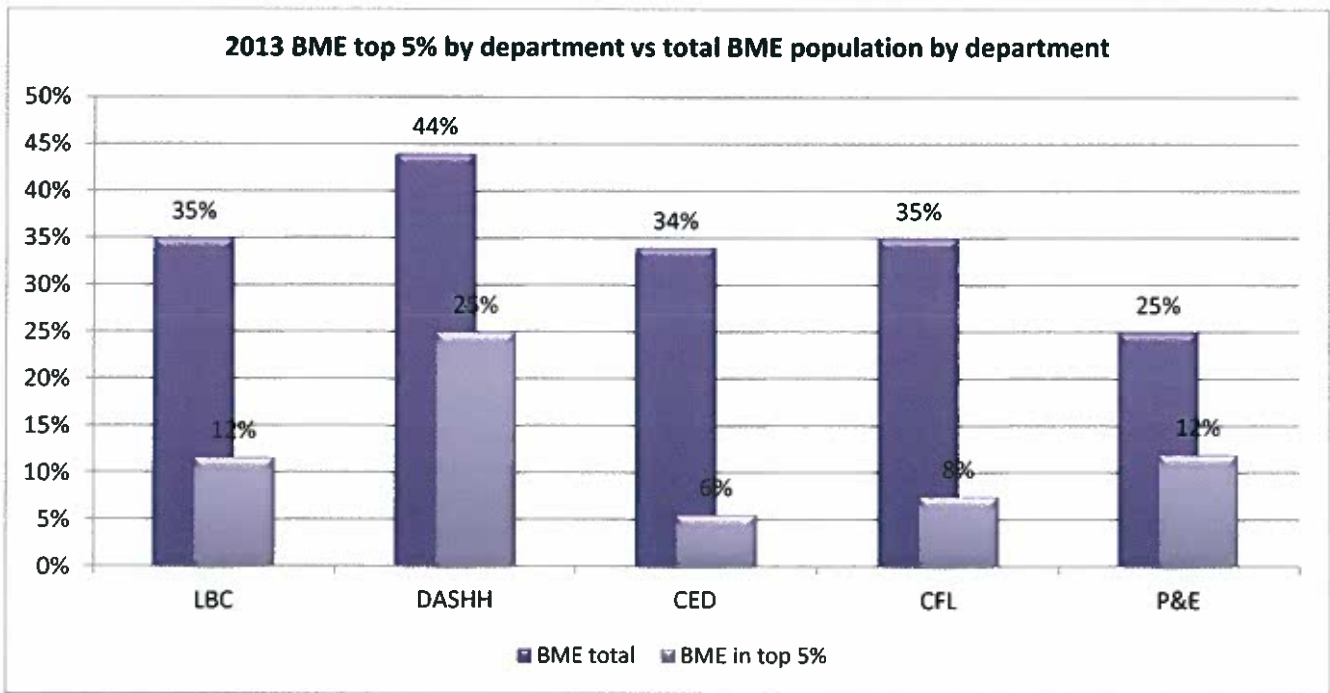


Definition: top 5% earners are those employees whose gross pay is in the highest 5%. Within the subgroup of those paid the top 5%, the gender, ethnicity and disabled status is profiled to indicate the variation between the general employee population and the senior management teams.

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%





Top 5% of earners by department

	LBC 2010	LBC 2011	LBC 2012	LBC 2013	DASHH	CED	CFL	P&E
Women	48%	52%	50.9%	49.1%	52.8%	61.1%	57.5%	4.0%
BME	24%	19%	14.6%	11.6%	25.0%	5.6%	7.5%	12.0%
Disabled	5%	7%	9.9%	6.5%	8.3%	5.6%	7.5%	4.0%

2.3.3 Grade by gender

2013

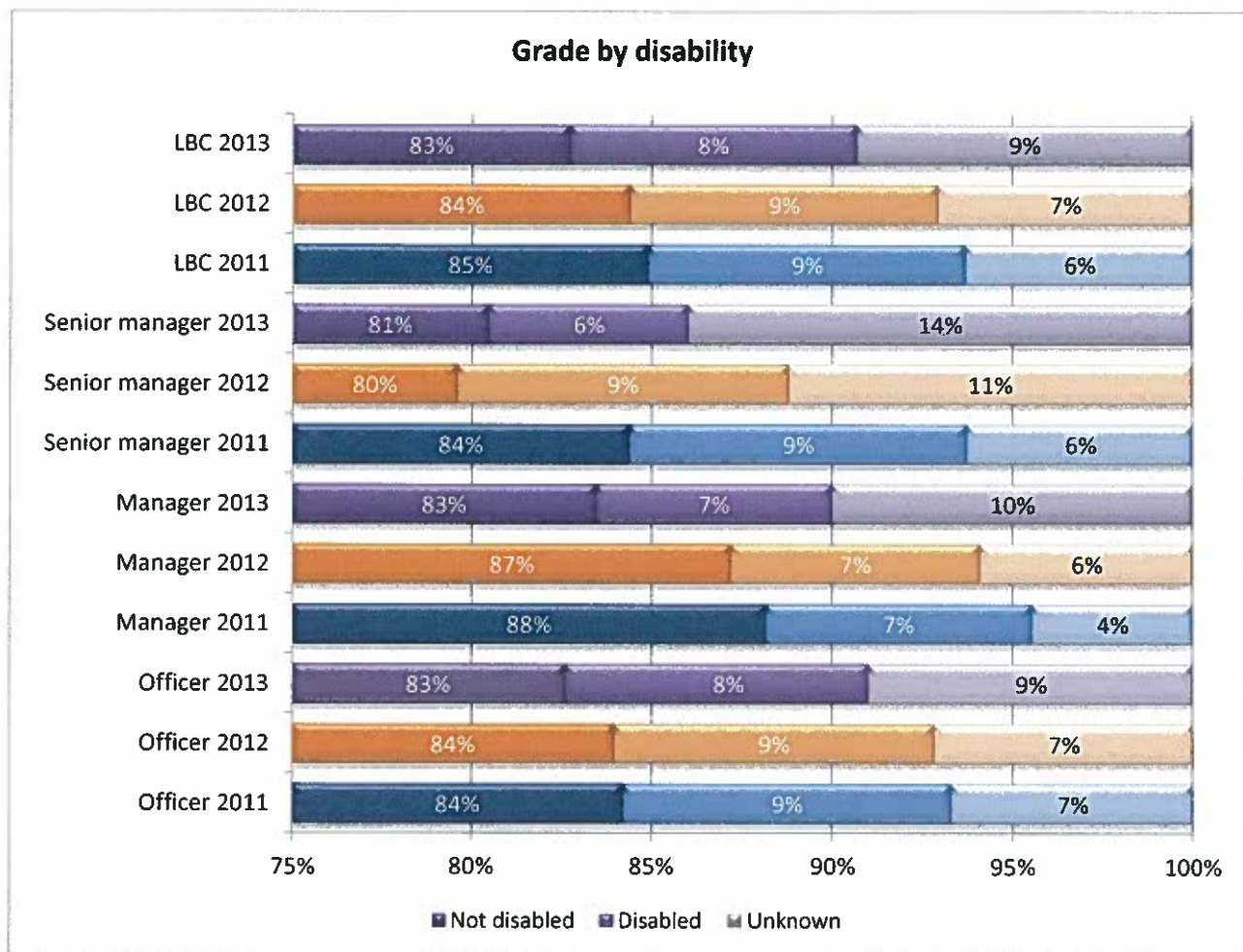
	LBC 2011		LBC 2012		LBC 2013		DASHH		CED		CFL		P&E	
	F	M	F	M	F	M	F	M	F	M	F	M	F	M
Officer	82%	76%	82%	75%	80%	72%	54%	28%	58%	18%	57%	16%	27%	49%
Manager	17%	20%	16%	21%	18%	23%	9%	6%	12%	9%	18%	5%	4%	15%
Senior manager	2%	5%	2%	4%	2%	5%	1%	1%	2%	2%	3%	1%	0%	3%

	Officer			Manager			Senior manager			LBC			
	2011	2012	2013	2011	2012	2013	2011	2012	2013	2011	2012	2013	
BME													
Bangladeshi	0.2%	0.4%	0.4%	0.2%	0.3%	0.5%	0.0%	1.0%	0.9%	0.2%	0.4%	0.4%	
Black African	7.6%	7.5%	8.2%	5.3%	6.2%	7.0%	3.1%	2.0%	1.8%	7.1%	7.1%	7.7%	
Black Caribbean	11.2%	11.3%	12.1%	10.7%	10.0%	9.4%	4.2%	3.1%	2.8%	10.9%	10.8%	11.3%	
Chinese	0.4%	0.5%	0.5%	0.3%	0.2%	0.5%	0.0%	0.0%	0.0%	0.4%	0.4%	0.5%	
Indian	3.1%	3.2%	3.0%	2.9%	2.87%	3.8%	1.0%	0.0%	0.0%	3.0%	3.0%	3.1%	
Mixed White and Asian	1.1%	1.0%	1.1%	0.5%	0.34%	0.5%	0.0%	0.0%	0.0%	1.0%	0.8%	0.9%	
Mixed White and Black African	0.3%	0.3%	0.4%	0.5%	0.17%	0.2%	0.0%	0.0%	0.9%	0.3%	0.3%	0.3%	
Mixed White and Black Caribbean	1.7%	1.8%	1.7%	0.8%	0.51%	0.6%	0.0%	0.0%	0.0%	1.5%	1.5%	1.4%	
Other	5.9%	5.7%	5.0%	4.6%	4.72%	3.2%	6.2%	2.0%	2.8%	5.7%	5.4%	4.6%	
Other Asian	1.6%	1.6%	1.6%	1.3%	1.01%	1.3%	0.0%	0.0%	0.0%	1.5%	1.5%	1.5%	
Other Black	1.4%	1.6%	1.8%	2.1%	2.19%	2.1%	0.0%	1.0%	0.0%	1.5%	1.7%	1.8%	
Other Mixed	1.3%	1.3%	1.3%	1.12%	1.01%	1.0%	0.0%	0.0%	0.0%	1.2%	1.2%	1.2%	
Pakistani	0.5%	0.6%	0.6%	1.0%	1.01%	0.8%	0.0%	0.0%	0.9%	0.5%	0.6%	0.7%	
BME Totals:	36.4%	36.7%	37.6%	31.2%	30.5%	30.8%	14.6%	9.2%	10.2%	34.9%	34.7%	35.3%	
White													
White British	50.7%	50.9%	50.0%	57.8%	57.0%	56.9%	69.8%	70.4%	68.5%	52.5%	52.5%	52.0%	
White Gypsy or Traveller	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.1%	
White Irish	2.4%	2.2%	1.7%	2.2%	2.9%	2.2%	7.3%	7.1%	7.4%	2.5%	2.5%	2.0%	

White Other	4.3%	4.6%	4.3%	5.4%	5.2%	4.6%	3.1%	4.1%	6.5%	4.5%	4.7%	4.4%
White Totals:	57.5%	57.8%	56.1%	65.4%	69.1%	63.8%	80.2%	81.6%	82.4%	59.5%	59.7%	58.5%
Prefer Not to Say	6.2%	5.5%	6.3%	3.4%	4.4%	5.4%	5.2%	9.2%	7.4%	5.6%	5.4%	6.2%
Totals:	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

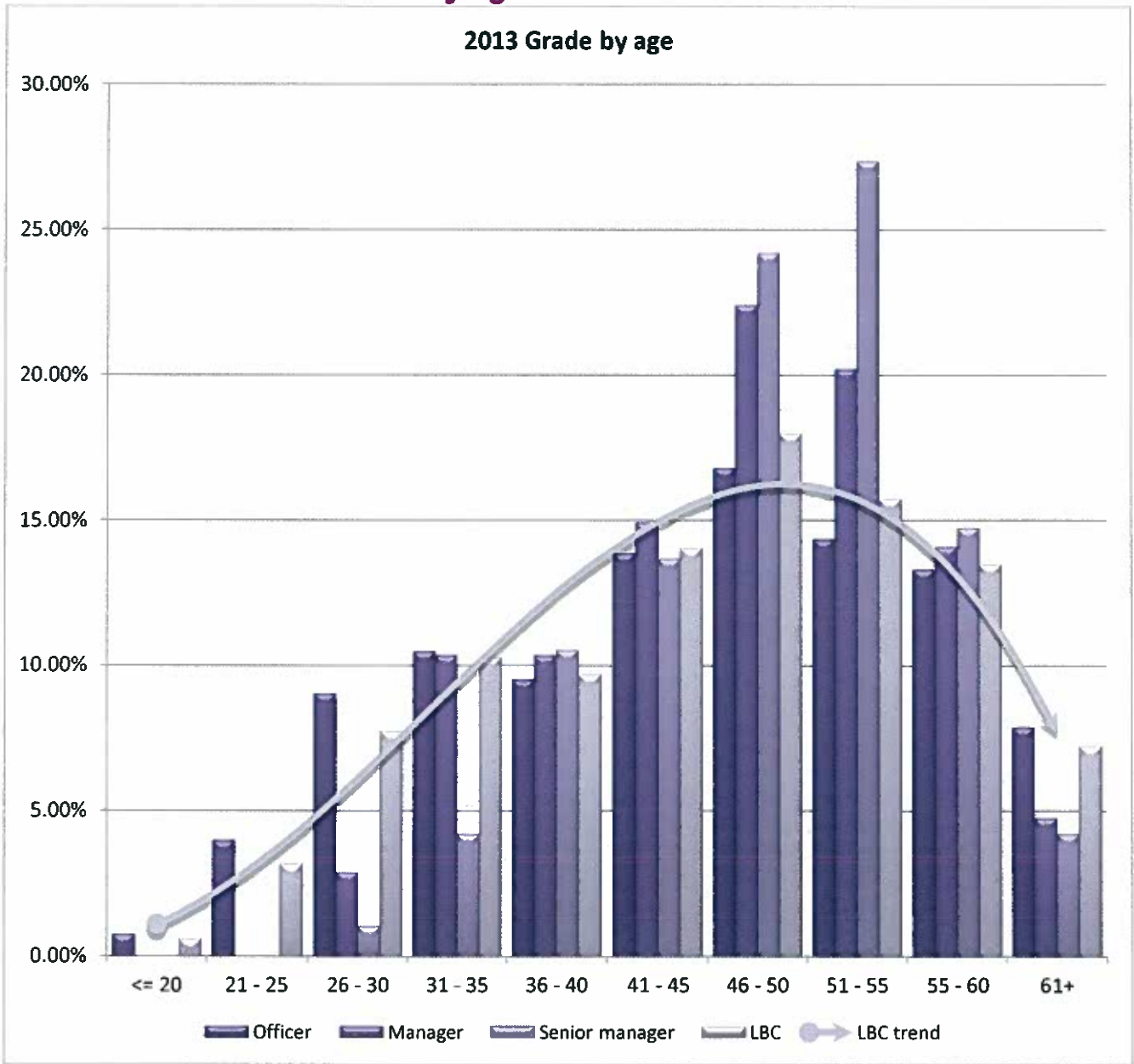
2.3.4 Grade by ethnicity

2.3.5 Grade by disability



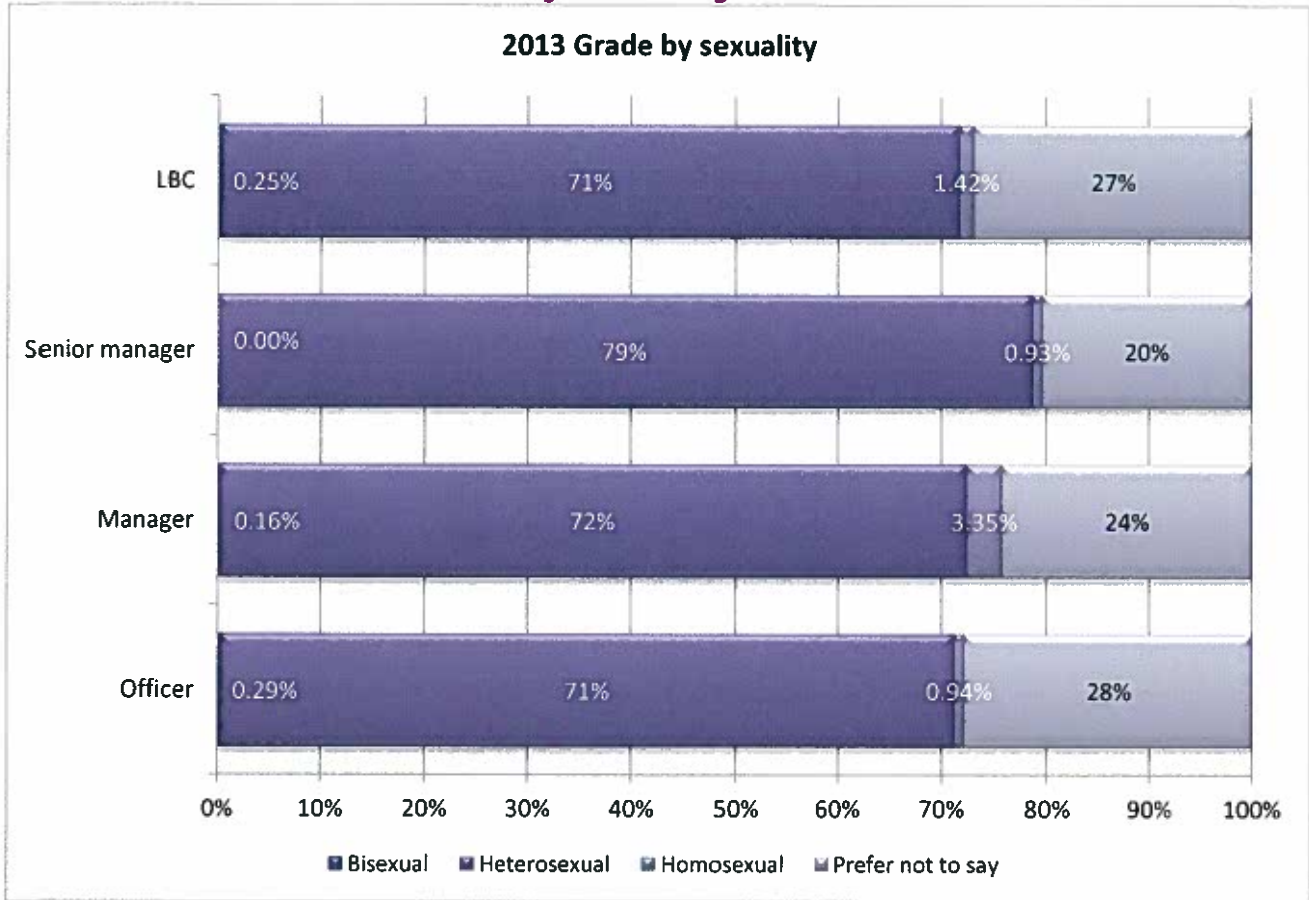
	Officer			Manager			Senior manager			LBC		
	2011	2012	2013	2011	2012	2013	2011	2012	2013	2011	2012	2013
Not disabled	84.19%	83.95%	82.64%	88.16%	87.18%	83%	84.38%	79.59%	80.56%	84.90%	84.39%	83.43%
Disabled	9.11%	8.87%	8.44%	7.36%	6.91%	6.54%	9.38%	9.18%	5.56%	8.81%	8.54%	8.23%
Prefer not to say	6.69%	7.18%	9.00%	4.48%	5.90%	10.00%	6.25%	11.22%	14.00%	6.29%	7.07%	8.44%
Totals	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2.3.6. Grade by age

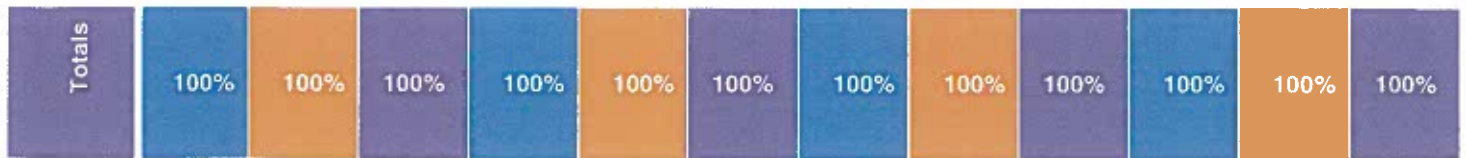


	Officer			Manager			Senior manager			LBC		
	2011	2012	2013	2011	2012	2013	2011	2012	2013	2011	2012	2013
<= 20	1.08%	0.74%	0.74%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.86%	0.59%	0.59%
21 - 25	4.57%	3.98%	3.98%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.63%	3.17%	3.17%
26 - 30	10.21%	9.04%	9.04%	3.20%	2.89%	2.89%	0.00%	1.05%	1.05%	8.68%	7.74%	7.74%
31 - 35	10.35%	10.49%	10.49%	9.76%	10.36%	10.36%	5.21%	4.21%	4.21%	10.11%	10.29%	10.29%
36 - 40	10.71%	9.52%	9.52%	10.72%	10.36%	10.36%	7.29%	10.53%	10.53%	10.62%	9.69%	9.69%
41 - 45	14.31%	13.87%	13.87%	15.20%	14.94%	14.94%	18.75%	13.68%	13.68%	14.59%	14.05%	14.05%
46 - 50	15.17%	16.81%	16.81%	23.04%	22.41%	22.41%	19.79%	24.21%	24.21%	16.70%	18.00%	18.00%
51 - 55	14.23%	14.35%	14.35%	20.48%	20.20%	20.20%	35.42%	27.37%	27.37%	15.93%	15.74%	15.74%
56 - 60	12.51%	13.31%	13.31%	13.28%	14.09%	14.09%	9.38%	14.74%	14.74%	12.56%	13.49%	13.49%
61 +	6.87%	7.88%	7.88%	4.32%	4.75%	4.75%	4.17%	4.21%	4.21%	6.34%	7.23%	7.23%
Totals	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2.3.7. Grade by sexuality



	Officer			Manager			Senior manager			LBC		
	2011	2012	2013	2011	2012	2013	2011	2012	2013	2011	2012	2013
Bisexual	0.28%	0.40%	0.29%	0.16%	0.00%	0.16%	0.00%	0.00%	0.00%	0.25%	0.32%	0.25%
Heterosexual	67.39%	69.08%	70.93%	68.16%	69.65%	72.25%	78.13%	79.59%	78.70%	67.82%	69.48%	71.45%
Homosexual	1.00%	0.92%	0.94%	2.24%	2.19%	3.35%	2.08%	1.02%	0.93%	1.25%	1.14%	1.42%
Prefer not to say	31.33%	29.59%	27.85%	29.44%	28.16%	24.24%	19.79%	19.39%	20.37%	30.68%	29.05%	26.88%



2.3.7. Grade by religion

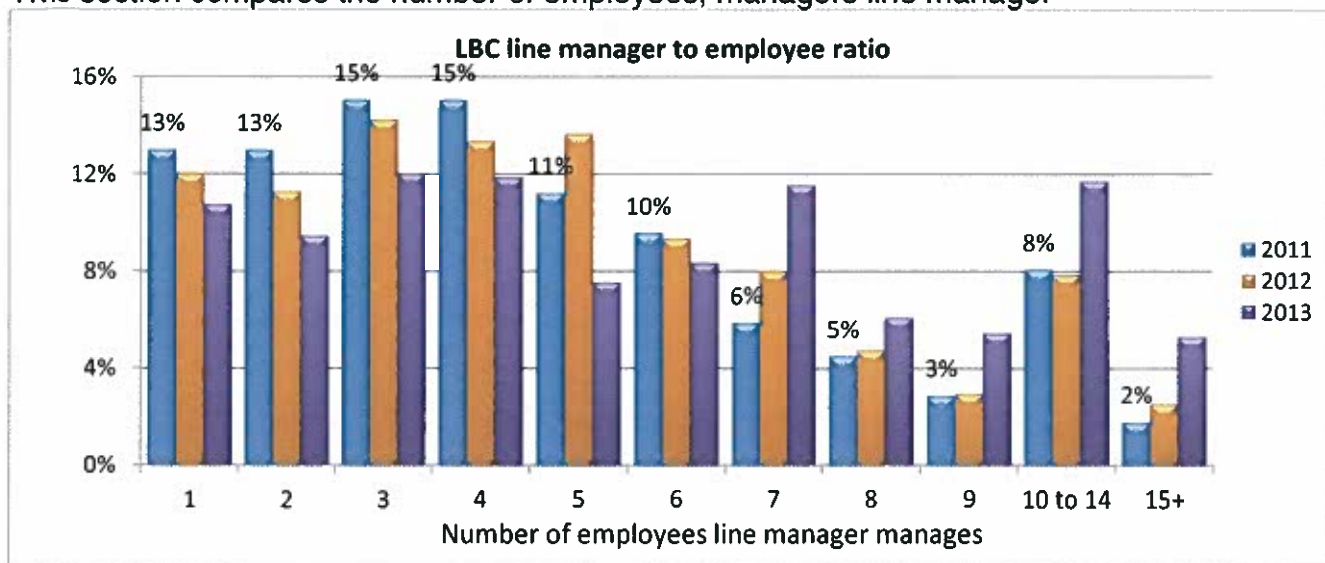
	Officer			Manager			Senior manager			LBC		
	2011	2012	2013	2011	2012	2013	2011	2012	2013	2011	2012	2013
Buddhist	0.28%	0.40%	0.49%	0.32%	0.34%	0.16%	0.00%	0.00%	0.00%	0.28%	0.38%	0.41%
Christian	49.34%	50.61%	51.88%	48.64%	46.88%	47.21%	44.79%	42.86%	46.30%	49.09%	49.74%	50.77%
Hindu	1.85%	1.99%	1.68%	2.08%	1.52%	2.55%	0.00%	1.02%	0.93%	1.84%	1.88%	1.83%
Jewish	0.36%	0.33%	0.29%	0.32%	0.51%	0.32%	1.04%	0.00%	0.00%	0.37%	0.35%	0.28%
Muslim	1.85%	1.95%	1.84%	2.40%	2.70%	2.55%	0.00%	0.00%	1.85%	1.90%	2.02%	1.98%
None	19.05%	19.51%	19.25%	22.72%	22.77%	23.92%	29.17%	25.51%	26.85%	19.97%	20.25%	20.43%
Other	3.35%	3.57%	3.77%	2.56%	2.87%	2.39%	1.04%	1.02%	0.93%	3.14%	3.37%	3.40%
Prefer not to say	23.67%	21.46%	20.56%	20.64%	22.26%	20.73%	22.92%	28.57%	22.22%	23.12%	21.80%	20.65%
Sikh	0.25%	0.18%	0.25%	0.32%	0.17%	0.16%	1.04%	1.02%	0.93%	0.28%	0.21%	0.25%
Totals	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2.3.9. Grade by marital status

	Officer		Manager		Senior manager		LBC	
Married or Civil Partner	1,092	44.72%	344	54.86%	78	72.22%	1,514	47.66%
Not Married or Not Civil Partner	980	40.13%	195	31.10%	19	17.59%	1,194	37.58%
Prefer not to say	370	15.15%	88	14.04%	11	10.19%	469	14.76%

2.3.10. Line manager to employee ratio

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

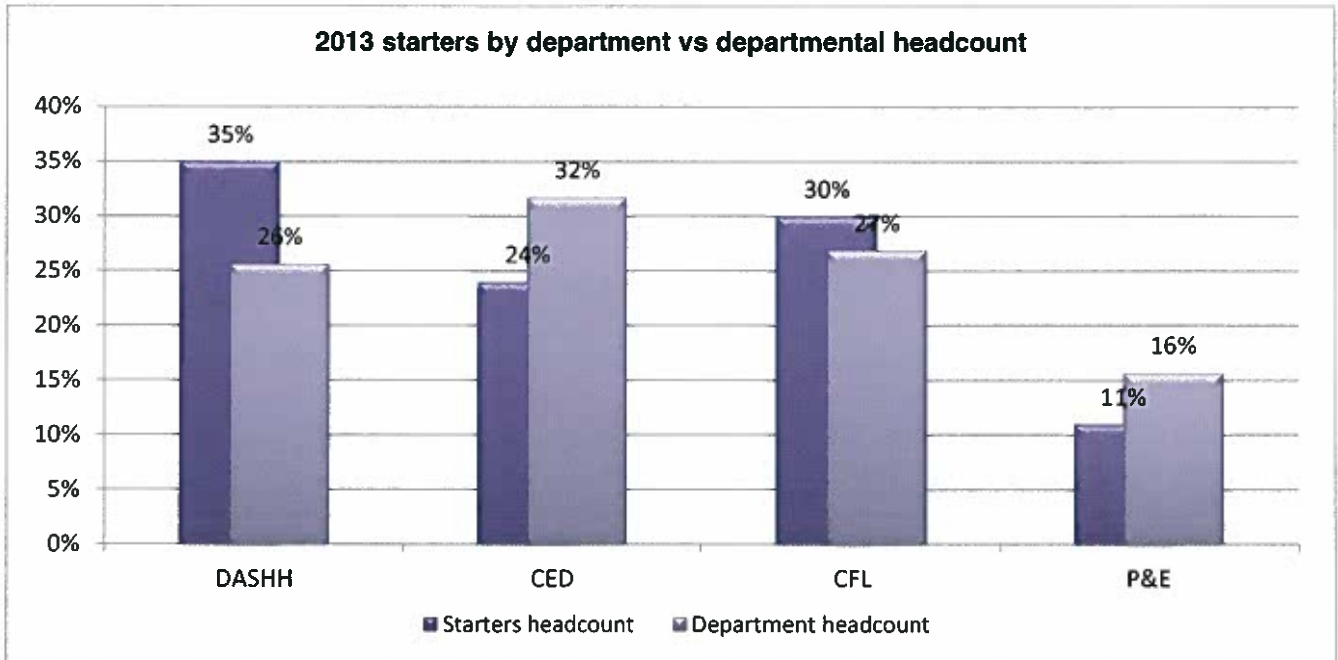


		LBC 2011		LBC 2012		LBC 2013		DASHH		CED		CFL		P&E	
Number of employees	1	95	13%	81	12%	67	11%	19	12%	11	8%	32	15%	13	12%
	2	95	13%	76	11%	59	9%	18	11%	21	15%	19	9%	11	11%
	3	110	15%	96	14%	75	12%	21	13%	17	12%	32	15%	20	19%
	4	110	15%	90	13%	74	12%	22	14%	15	10%	32	15%	14	13%
	5	82	11%	92	14%	47	8%	24	15%	19	13%	30	14%	13	12%
	6	70	10%	63	9%	52	8%	10	6%	11	8%	26	12%	10	10%
	7	43	6%	54	8%	72	12%	17	11%	14	10%	13	6%	6	6%
	8	33	5%	32	5%	38	6%	8	5%	6	4%	13	6%	4	4%
	9	21	3%	20	3%	34	5%	5	3%	4	3%	4	2%	5	5%
	10 - 14	59	8%	53	8%	73	12%	14	9%	25	17%	2	1%	7	7%
	15+	13	2%	17	3%	33	5%	2	1%	2	1%	11	5%	2	2%
Totals:		731	100%	674	100%	624	100%	159	100%	144	100%	216	100%	105	100%

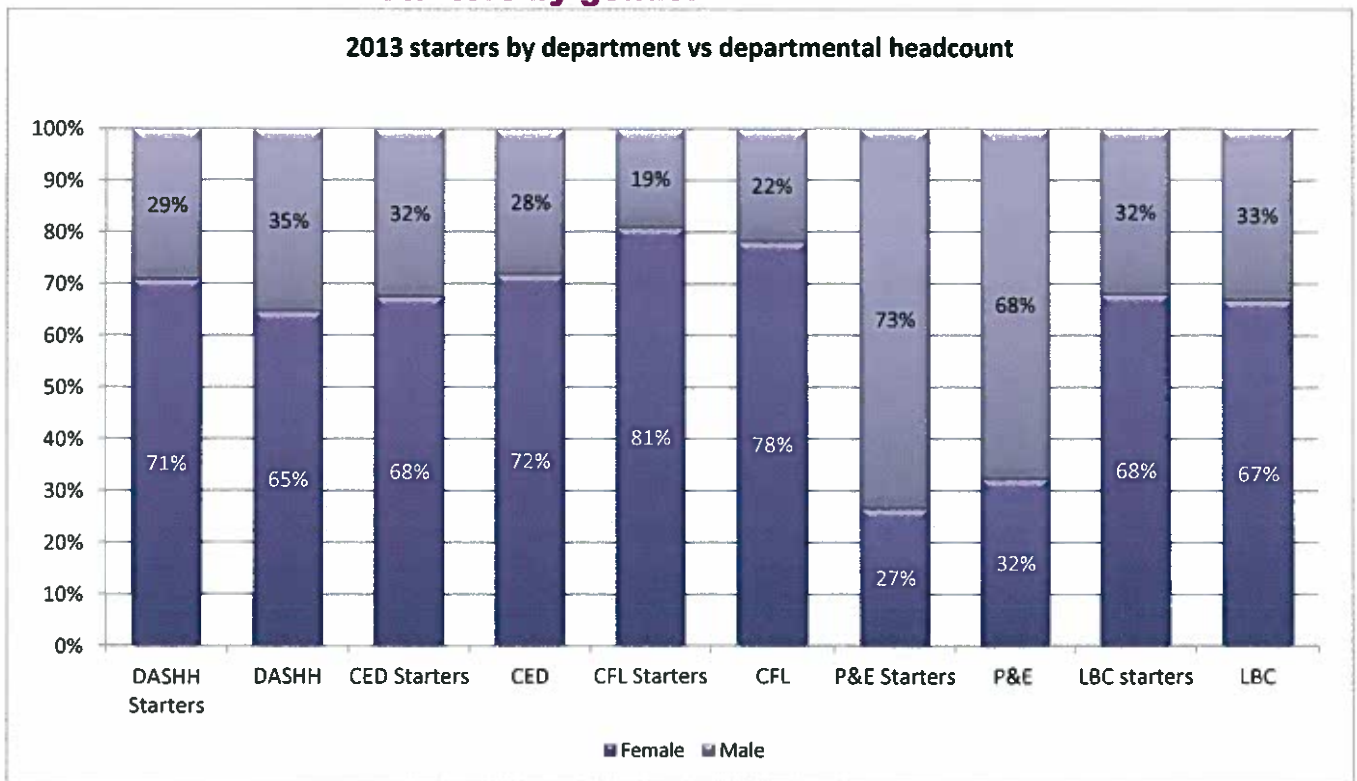
2.4 New starters profile

This section shows the breakdowns for new employees at the council between the first of October 2012 and the end of September 2013. 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

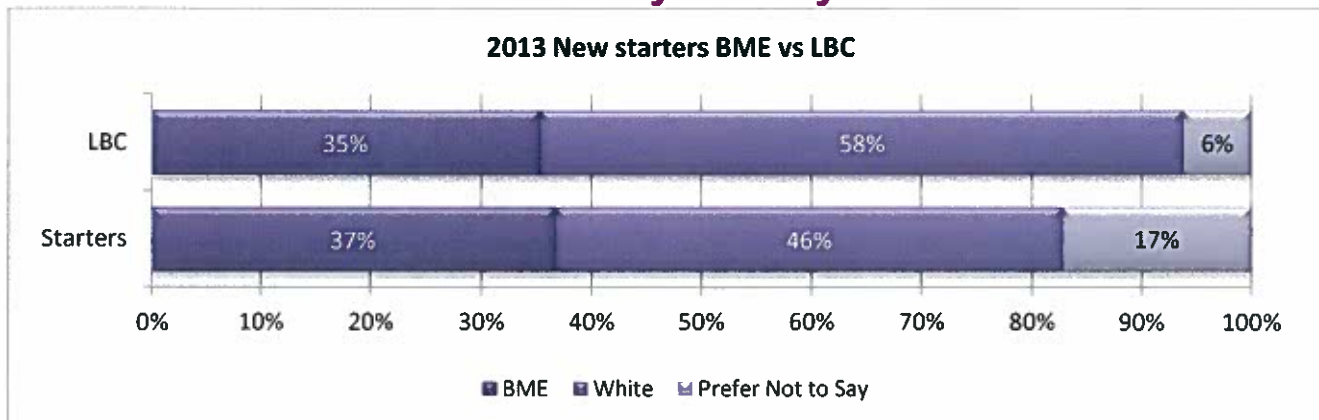


2.4.2 New starters by gender



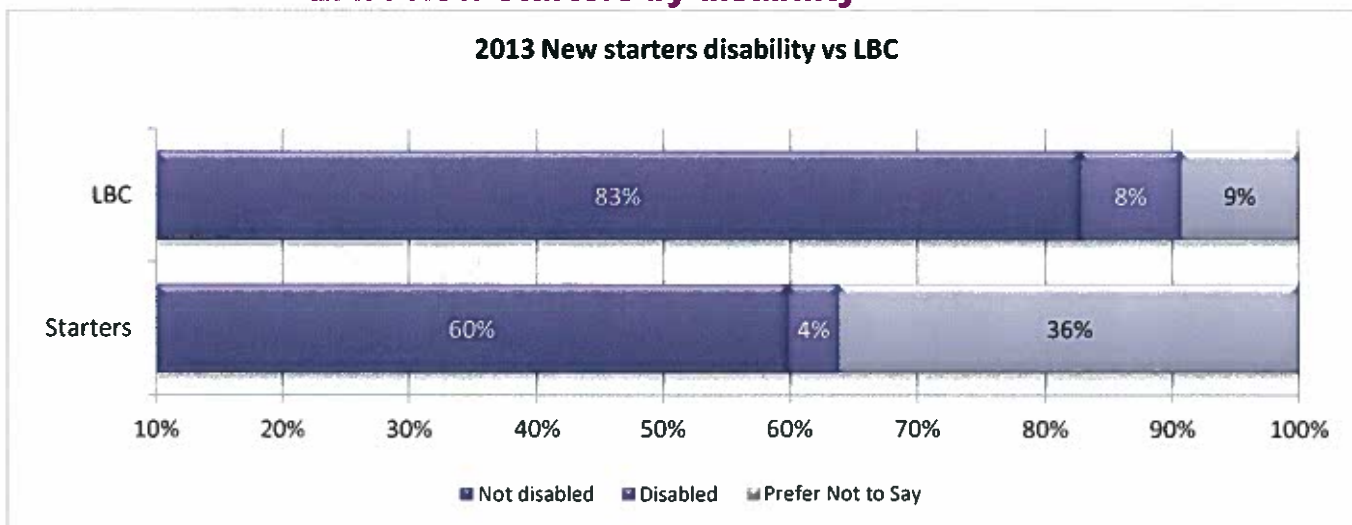
	LBC		DASHH		CED		CFL		P&E	
	F	M	F	M	F	M	F	M	F	M
2013 Starters	68%	32%	71%	29%	68%	32%	81%	19%	27%	73%
2013 Total headcount by department	67%	33%	65%	35%	72%	28%	78%	22%	32%	68%

2.4.3 New starters by ethnicity



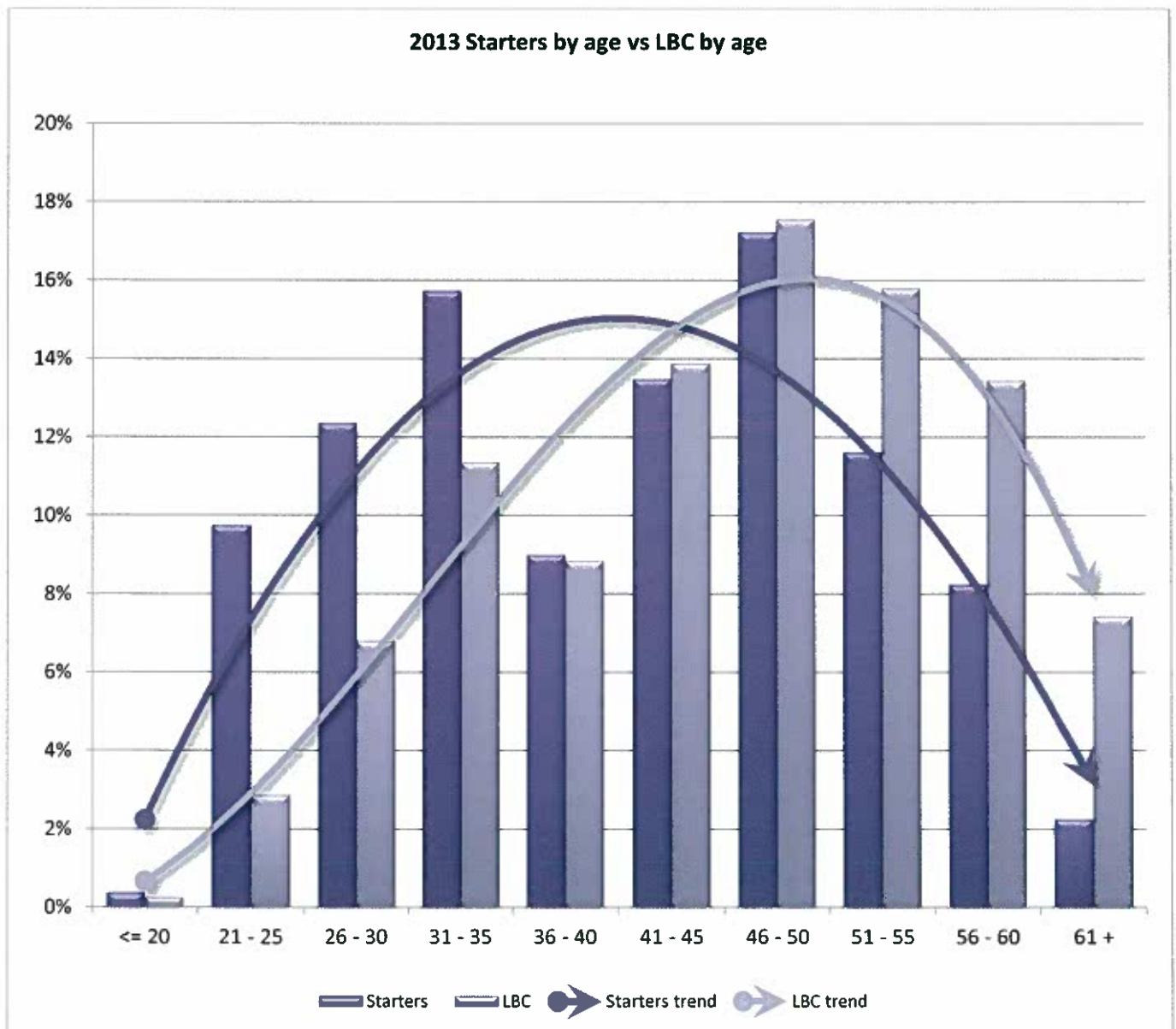
	BME		White		Prefer Not to Say	
2013 Starters	98	36.70%	123	46.07%	46	17.23%
2013 LBC	1,122	35.32%	1,858	58.48%	197	6.20%
2012 Starters	99	36.67%	128	47.41%	43	15.93%
2012 LBC	1,188	34.86%	2,036	59.74%	184	5.40%
2011 Starters	101	41.22%	100	40.82%	44	17.96%
2011 LBC	1,231	34.87%	2,100	59.49%	199	5.64%
2010 Starters	74	35.24%	113	53.81%	23	10.95%
2010 LBC	1,463	36.62%	2,287	57.25%	51	6.13%

2.4.4 New starters by disability



	Not disabled		Disabled		Prefer Not to Say	
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%
2010 Starters	159	75.71%	6	2.86%	45	21.43%
2010 LBC	3,446	86.26%	321	8.04%	288	5.71%

2.4.5 New starters by age



		2010		2011		2012		2013	
		Starters	LBC	Starters	LBC	Starters	LBC	Starters	LBC
Age bands	<=20	5%	1%	8%	1%	7%	1%	3%	0.25%
	21 – 25	12%	3%	16%	4%	12%	3%	10%	3%
	26 – 30	22%	9%	14%	9%	15%	8%	13%	7%
	31 – 35	14%	9%	16%	10%	13%	10%	15%	11%
	36 – 40	10%	11%	8%	11%	9%	10%	9%	9%
	41 – 45	14%	14%	9%	14%	13%	14%	13%	14%
	46 – 50	12%	16%	13%	17%	10%	18%	16%	18%
	51 – 55	6%	16%	11%	16%	11%	16%	12%	16%
	56 – 60	4%	13%	3%	12%	6%	13%	7%	13%
	61+	0%	7%	2%	6%	1%	7%	2%	7%
	Prefer Not to Say	1%	1%	0%	0%	4%	1%	0%	2%
Totals	100%	100%	100%	100%	100%	100%	100%	100%	

2.4.6 New starters by sexuality

	2011		2012		2013	
	Starters	LBC	Starters	LBC	Starters	LBC
Bisexual	1.2%	0.25%	0.74%	0.32%	0%	0.25%
Heterosexual	64.9%	67.82%	72.22%	69.48%	74.90%	71.45%
Homosexual	2.0%	1.25%	1.48%	1.14%	0%	1.42%
Unknown	31.8%	30.68%	25.56%	29.05%	25.09%	22.73%
Totals	100%	100%	100%	100%	100%	100%

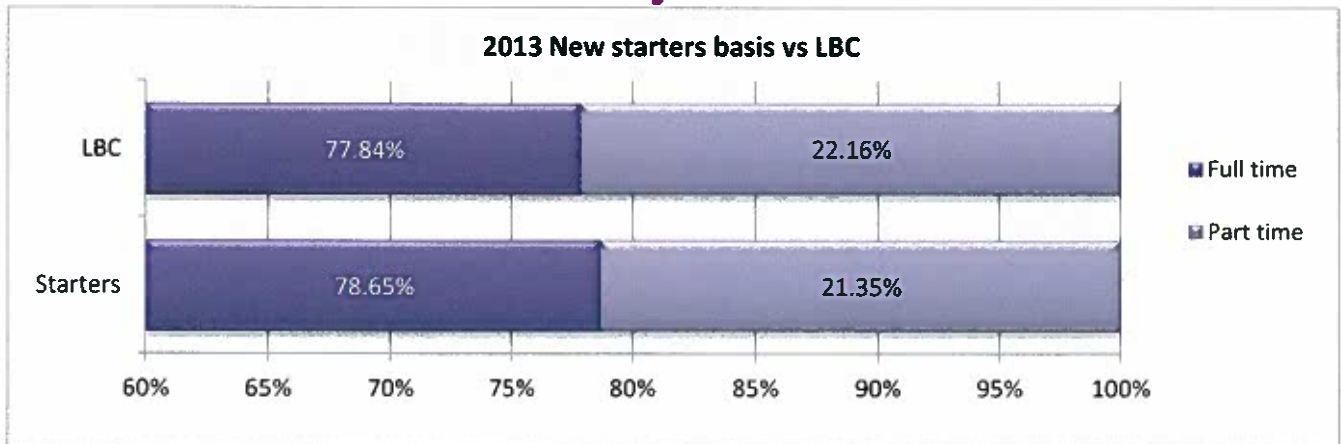
2.4.7 New starters by religion

	2011		2012		2013	
	Starters	LBC	Starters	LBC	Starters	LBC
Buddhist	0.4%	0.28%	1.11%	0.38%	0.00%	0.00%
Christian	38.8%	49.09%	40.37%	49.74%	41.57%	50.77%
Hindu	2.4%	1.84%	1.85%	1.88%	1.50%	1.83%
Jewish	0.0%	0.37%	0.00%	0.35%	0.37%	0.28%
Muslim	2.0%	1.90%	3.70%	2.02%	3.37%	1.98%
None	15.1%	19.97%	23.33%	20.25%	22.10%	20.43%
Other	2.0%	3.14%	3.70%	3.37%	4.49%	3.40%
Prefer not to say	39.2%	23.12%	25.56%	21.80%	26.22%	20.65%
Sikh	0.0%	0.28%	0.37%	0.21%	0.37%	0.25%
Totals	100%	100%	100%	100%	100%	100%

2.4.8 New starters by marital status

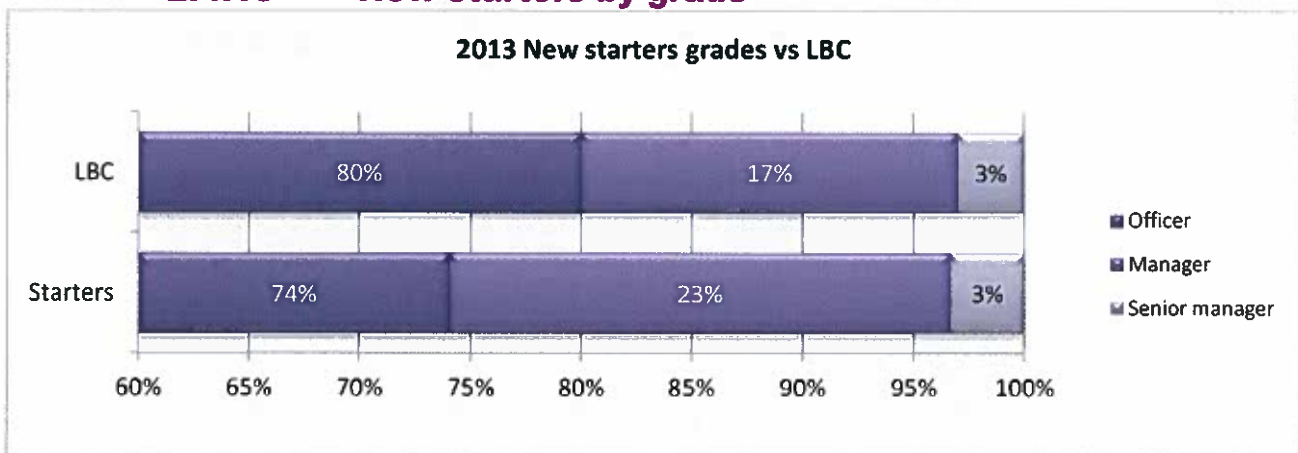
	Married or in a civil partnership		Not married and not in a civil partnership		Prefer not to say	
2012 Starters	91	33.70%	102	37.78%	77	28.52%
2012 LBC	1,633	47.92%	1,288	37.79%	487	14.29%
2013 Starters	110	41.20%	92	34.46%	16	24.34%
2013 LBC	1,514	47.66%	1,194	37.58%	467	14.70%

2.4.9 New starters by basis



	Full time		Part time	
	2013 Starters	210	78.65%	57
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%
2010 Starters	171	85.5%	29	14.5%
2010 LBC	2,996	75.0%	998	24.5%

2.4.10 New starters by grade



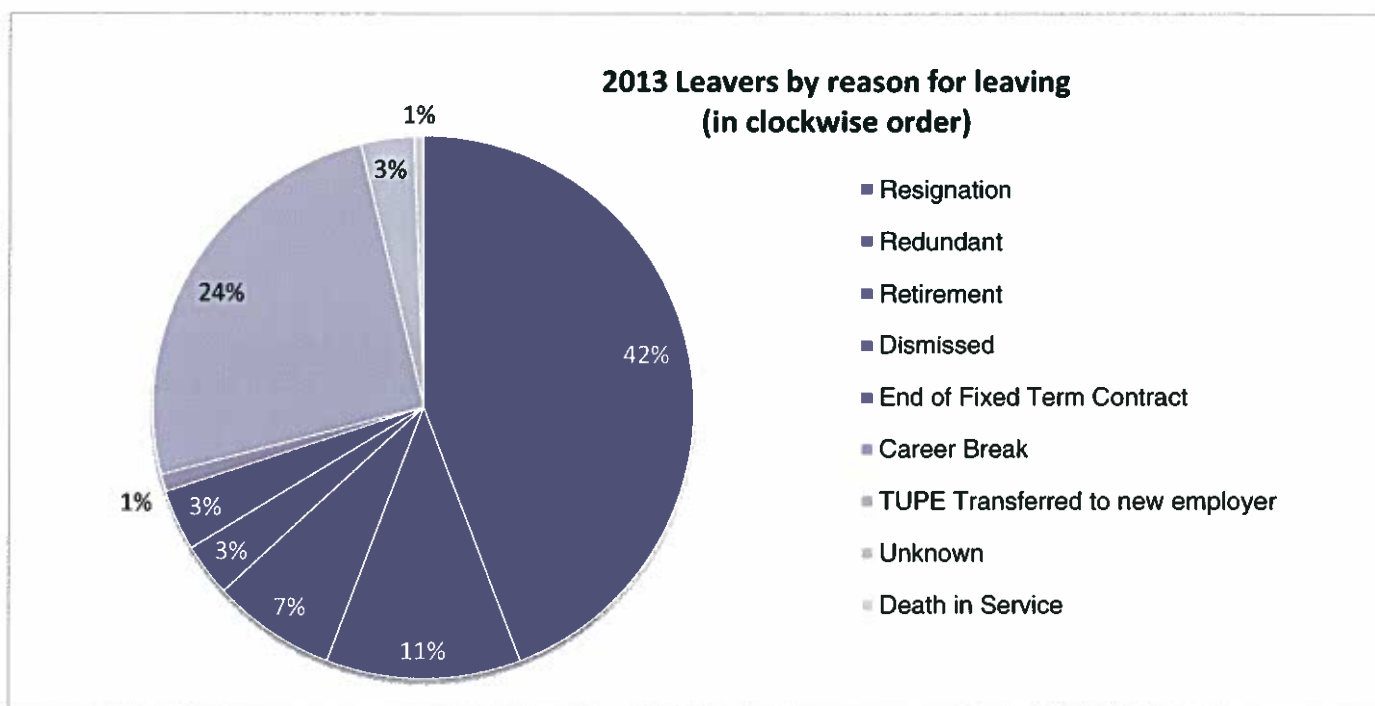
2.5

	2011		2012		2013	
	Starters	LBC	Starters	LBC	Starters	LBC
Officer	85%	80%	74%	80%	73%	79%
Manager	11%	18%	23%	17%	24%	18%
Senior manager	3%	3%	3%	3%	4%	3%

2.5. Leavers profile

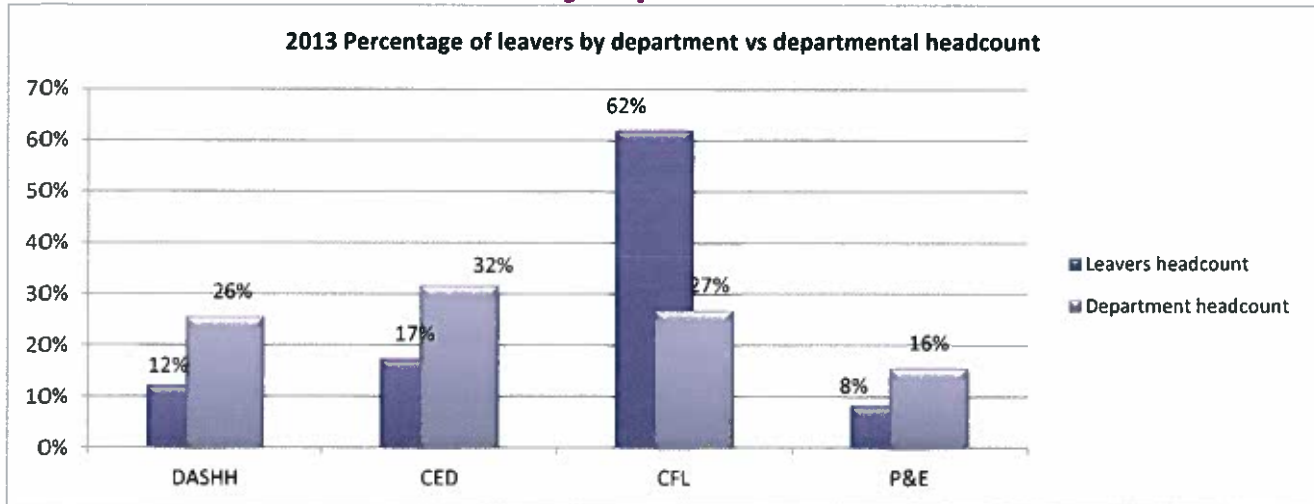
This section shows the breakdowns of employees leaving employment at the council between the first of October 2012 and the end of September 2013. Comparisons show the difference between the total LBC population and that of the leavers in this period.

2.5.1 Leavers by reason for leaving



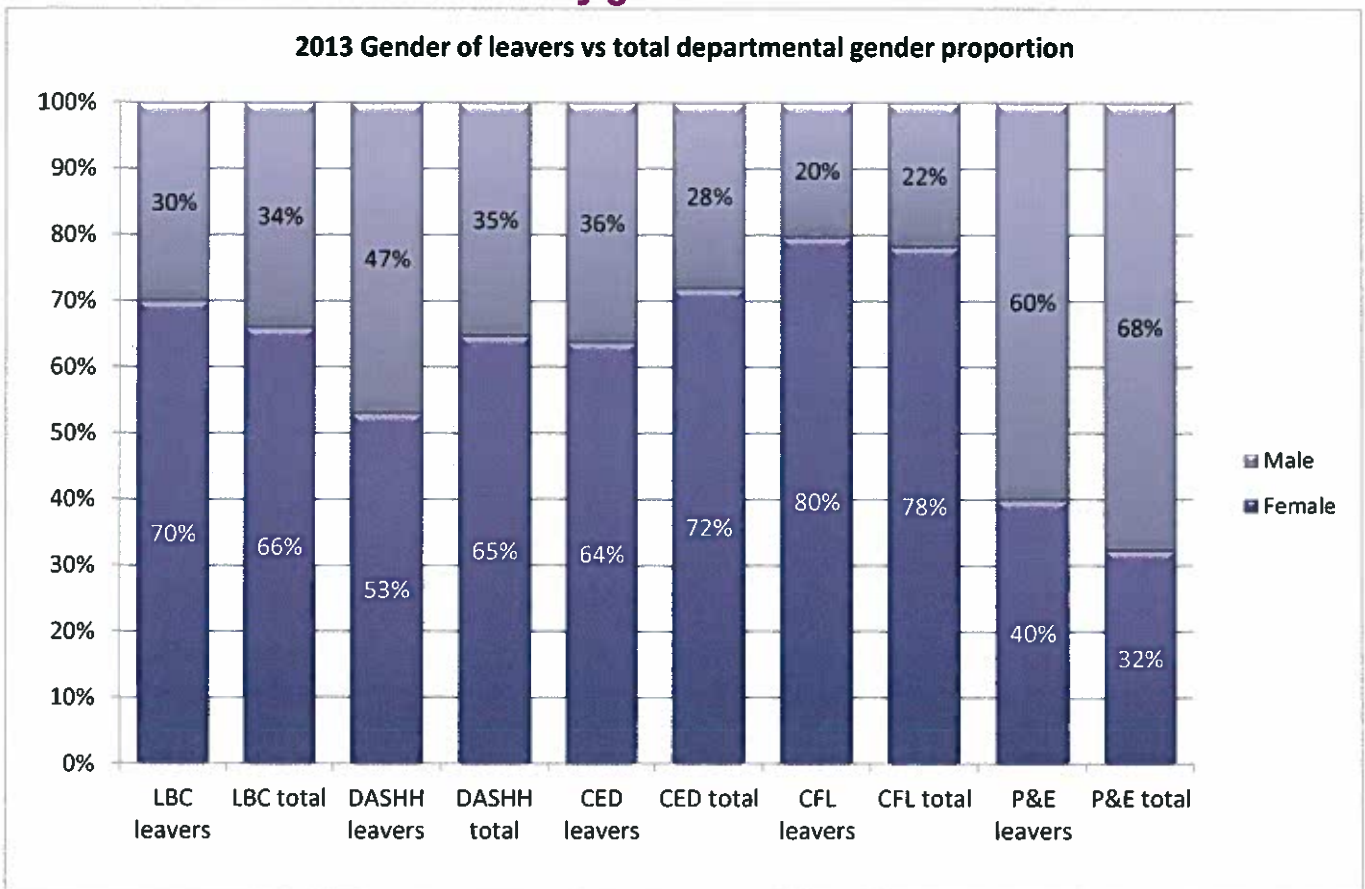
	2010 Leavers (Q1 and Q2)		2011 Leavers		2012 Leavers		2013 Leavers	
Career break	6	2.65%	5	0.59%	12	2.33%	6	1.13%
Death in service	3	1.33%	7	0.82%	3	0.58%	6	1.13%
Dismissed	13	5.75%	22	2.58%	26	5.04%	15	2.82%
End of contract	4	1.77%	22	2.58%	18	3.49%	21	3.95%
Resignation	113	50.00%	207	24.24%	216	41.86%	229	41.92%
Redundancy	27	11.95%	274	32.08%	181	35.08%	59	10.90%
Retirement	42	18.58%	78	9.13%	43	8.33%	39	7.33%
TUPE (transferred to new employer)	8	3.54%	231	27.05%	11	2.13%	130	24.06%
Unknown	10	4.42%	8	0.94%	6	1.16%	17	3.20%
Total:	226	100%	854	100%	516	100%	541	100%

2.5.2 Leavers by department



	LBC	DASHH	CED	CFL	P&E
2013 Headcount of leavers	541	66	94	336	45
2013 Percentage of leavers	100%	12.20%	17.38%	62.11%	8.32%
2013 Total headcount by department	100%	25.65%	31.76%	26.91%	15.68%

2.5.3 Leavers by gender

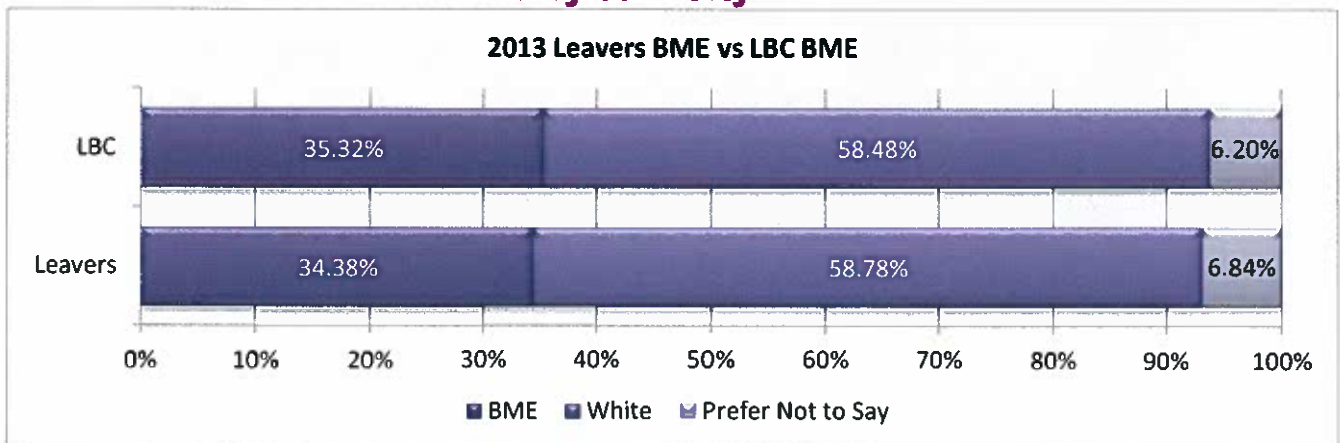


2013 Leavers by department by gender:

	DASHH		CED		CFL		P&E	
	F	M	F	M	F	M	F	M
2013 Leavers	53%	47%	64%	36%	80%	20%	40%	60%
2013 Total headcount by department	65%	35%	72%	28%	78%	22%	32%	68%

	LBC 2010 (Q1 & Q2)		LBC 2011		LBC 2012		LBC 2013	
	F	M	F	M	F	M	F	M
Leavers	65%	35%	70%	30%	67%	33%	70%	30%
Total headcount by department	65%	35%	65%	35%	66%	34%	66%	34%

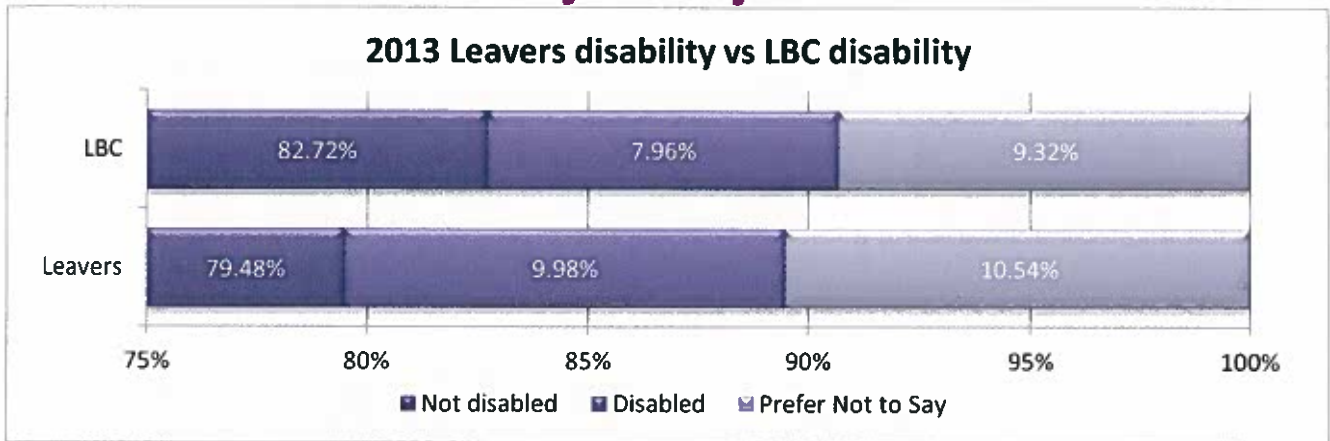
2.5.4 Leavers by ethnicity



	BME		White		Prefer Not to Say	
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%
2010 Leavers (Q 1 and Q2)	80	35.40%	129	57.08%	17	7.52%

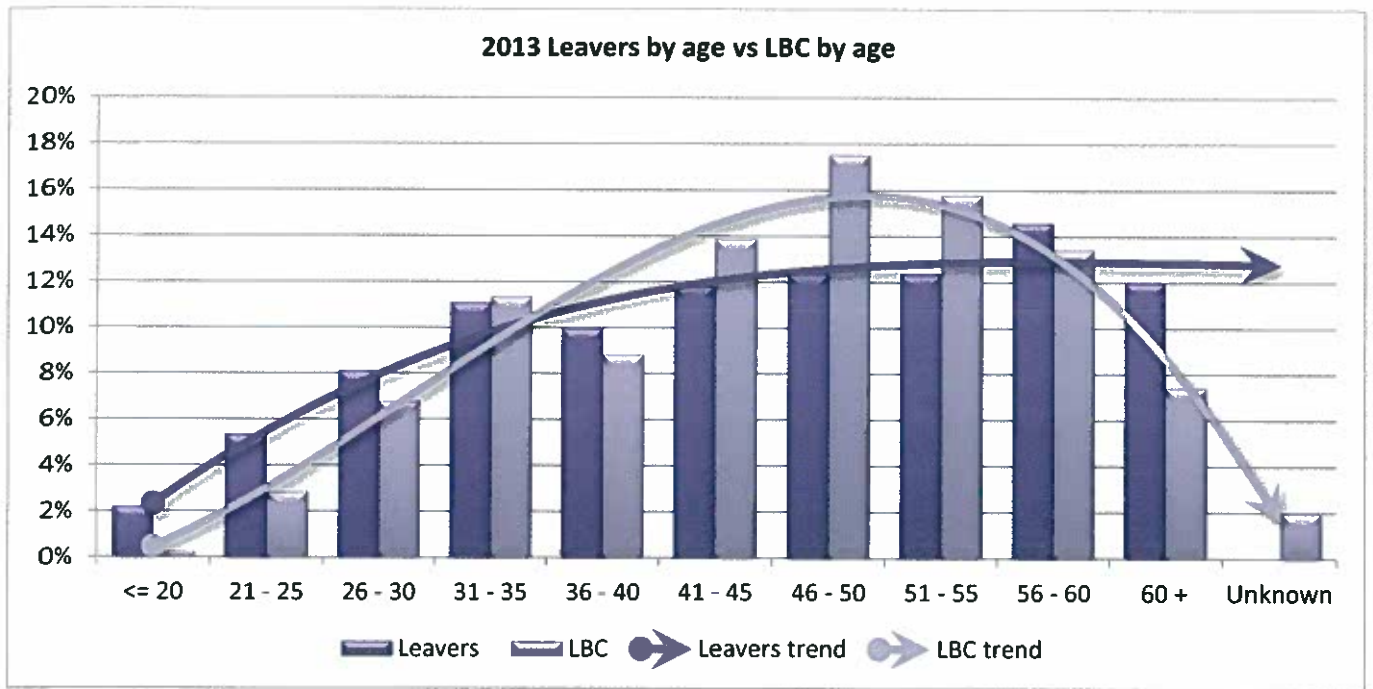
2010 LBC	1,463	36.62%	2,287	57.25%	51	6.13%
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2.5.5 Leavers by disability



	Not disabled		Disabled		Prefer Not to Say	
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%
2010 Leavers (Q1 and Q2)	195	86.28%	17	7.52%	14	6.19%
2010 LBC	3,446	86.26%	321	8.04%	288	5.71%

2.5.6. Leavers by age



	2010 (Q1 and Q2)		2011		2012		2013	
	Leavers	LBC	Leavers	LBC	Leavers	LBC	Leavers	LBC
Age bands <=20	3%	1%	1%	1%	1%	1%	2%	0%
21 - 25	5%	3%	2%	4%	7%	3%	5%	3%
26 - 30	13%	9%	6%	9%	9%	8%	8%	7%
31 - 35	8%	9%	8%	10%	10%	10%	11%	11%
36 - 40	9%	11%	9%	11%	9%	10%	10%	9%
41 - 45	8%	14%	10%	14%	12%	14%	12%	14%
46 - 50	10%	16%	13%	17%	10%	18%	12%	18%
51 - 55	12%	16%	15%	16%	13%	16%	12%	16%
56 - 60	16%	13%	18%	12%	14%	13%	15%	13%
61+	18%	7%	18%	6%	14%	7%	12%	7%
Unknown	3%	1%	0%	0%	0%	1%	0%	2%

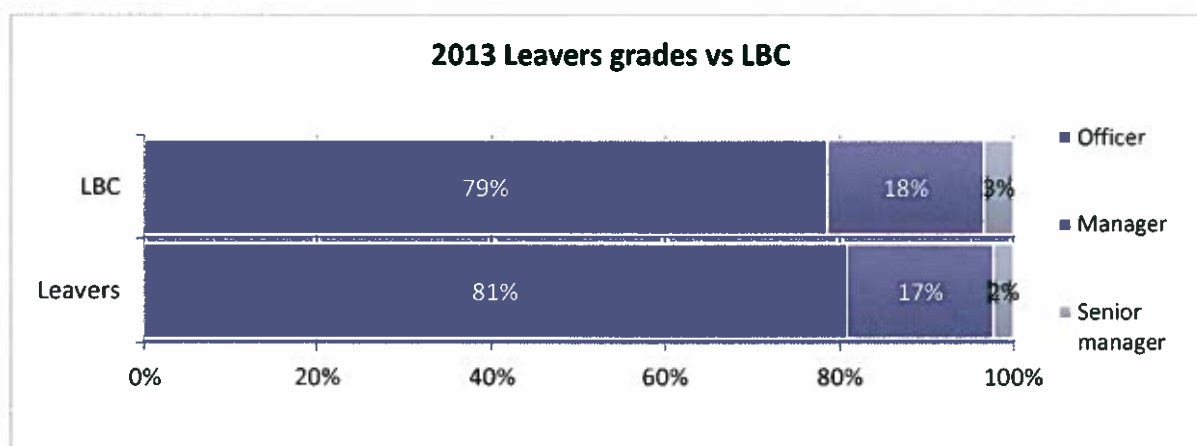
2.5.7 Leavers by sexuality

	2011		2012		2013	
	Leavers	LBC	Leavers	LBC	Leavers	LBC
Bisexual	0.35%	0.25%	0.19%	0.32%	0.74%	0.32%
Heterosexual	57.96%	67.82%	64.53%	69.48%	69.50%	71.53%
Homosexual	1.05%	1.25%	1.94%	1.14%	1.11%	1.43%
Unknown	40.63%	30.68%	33.33%	29.05%	28.65%	22.71%
Totals	100%	100%	100%	100%	100%	100%

2.7.8. Leavers by religion

	2011		2012		2013	
	Leavers	LBC	Leavers	LBC	Leavers	LBC
Buddhist	0.0%	0.28%	0.19%	0.38%	0.74%	0.43%
Christian	15.81%	49.09%	43.60%	49.74%	45.66%	50.82%
Hindu	0.70%	1.84%	1.55%	1.88%	2.22%	1.81%
Jewish	0.23%	0.37%	0.19%	0.35%	0.37%	0.31%
Muslim	1.05%	1.90%	2.71%	2.02%	2.03%	2.04%
None	6.56%	19.97%	25.58%	20.25%	19.41%	20.43%
Other	0.70%	3.14%	3.10%	3.37%	4.62%	3.41%
Prefer not to say*	74.94%	23.12%	22.29%	21.80%	24.77%	20.60%
Sikh	0.0%	0.28%	0.78%	0.21%	0.18%	0.33%
Totals	100%	100%	100%	100%	100%	100%

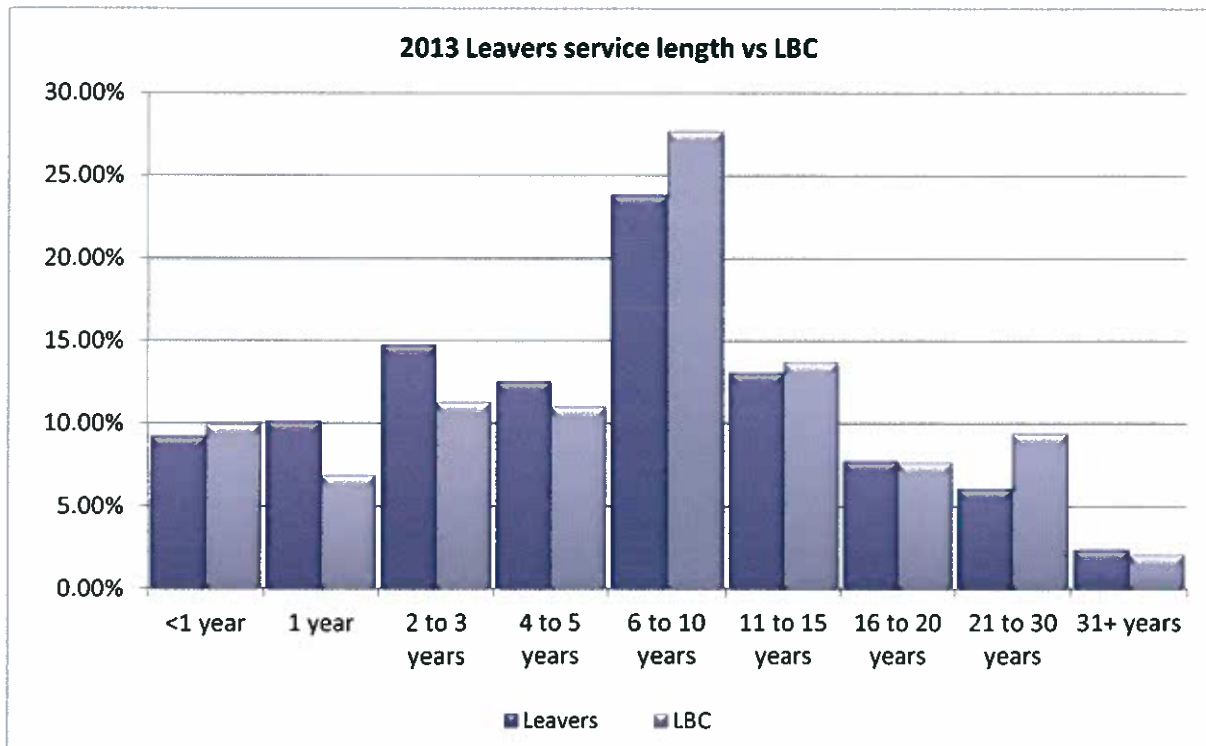
2.5.9. Leavers by grade



	2011		2012		2013	
	Leavers	LBC	Leavers	LBC	Leavers	LBC
Officer	83.61%	80%	82.91%	80%	80.82%	79%
Manager	14.61%	18%	14.81%	17%	16.80%	18%
Senior manager	1.76%	3%	1.43%	3%	2.38%	3%

2.5.10. Leavers by length of service

2013



	2010 (Q1 and Q2)			2011			2012			2013			
	Leavers		LBC	Leavers		LBC	Leavers		LBC	Leavers		LBC	
Length of service	<1 year	16	7.08%	9.86%	53	6.21%	6.03%	43	8.33%	8.25%	50	9.24%	9.98%
	1 year	34	15.04%	8.59%	78	9.13%	9.15%	54	10.47%	5.49%	55	10.17%	6.89%
	2 to 3 years	29	12.83%	13.34%	125	14.64%	14.53%	82	15.89%	13.91%	80	14.79%	11.33%
	4 to 5 years	22	9.73%	11.84%	96	11.24%	12.52%	74	14.34%	11.94%	68	12.57%	11.05%
	6 to 10 years	51	22.57%	26.91%	214	25.06%	27.82%	107	20.74%	29.34%	129	23.84%	27.76%
	11 to 15 years	29	12.39%	11.39%	98	11.48%	11.50%	62	12.02%	12.62%	71	13.12%	13.76%
	16 to 20 years	6	7.08%	7.78%	73	8.55%	7.28%	34	6.59%	7.42%	42	7.76%	7.68%
	21 to 30 years	22	9.73%	8.19%	91	10.66%	8.81%	45	8.72%	8.92%	33	6.10%	9.44%
	31+ years	8	3.54%	2.10%	26	3.04%	2.35%	15	2.91%	2.11%	13	2.40%	2.11%

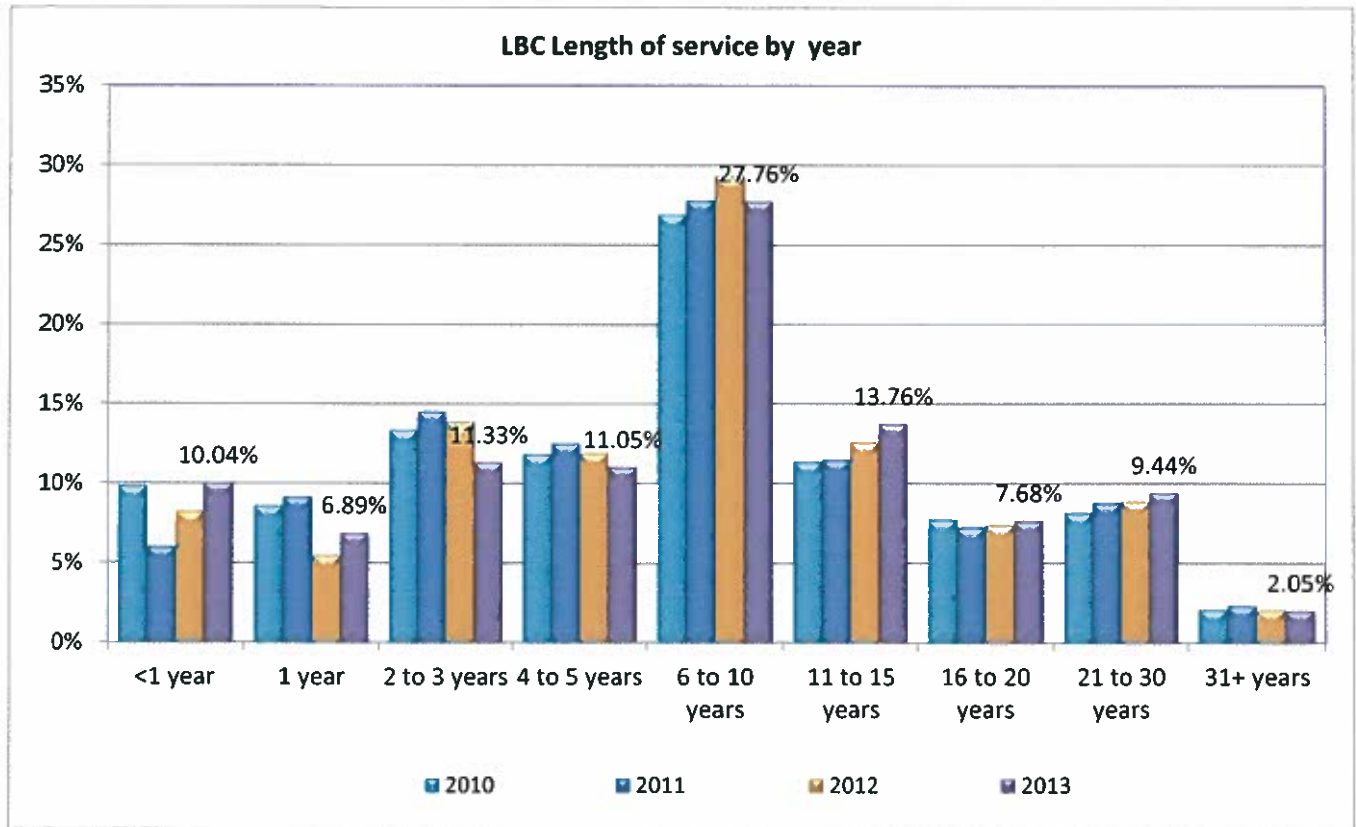
2.5.11. Leavers by marital status

	2013		
	Leavers		LBC
Married or Civil Partner	238	43.99%	47.66%
Not Married or Not Civil Partner	205	37.89%	37.58%
Prefer not to Say	98	18.11%	14.76%

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

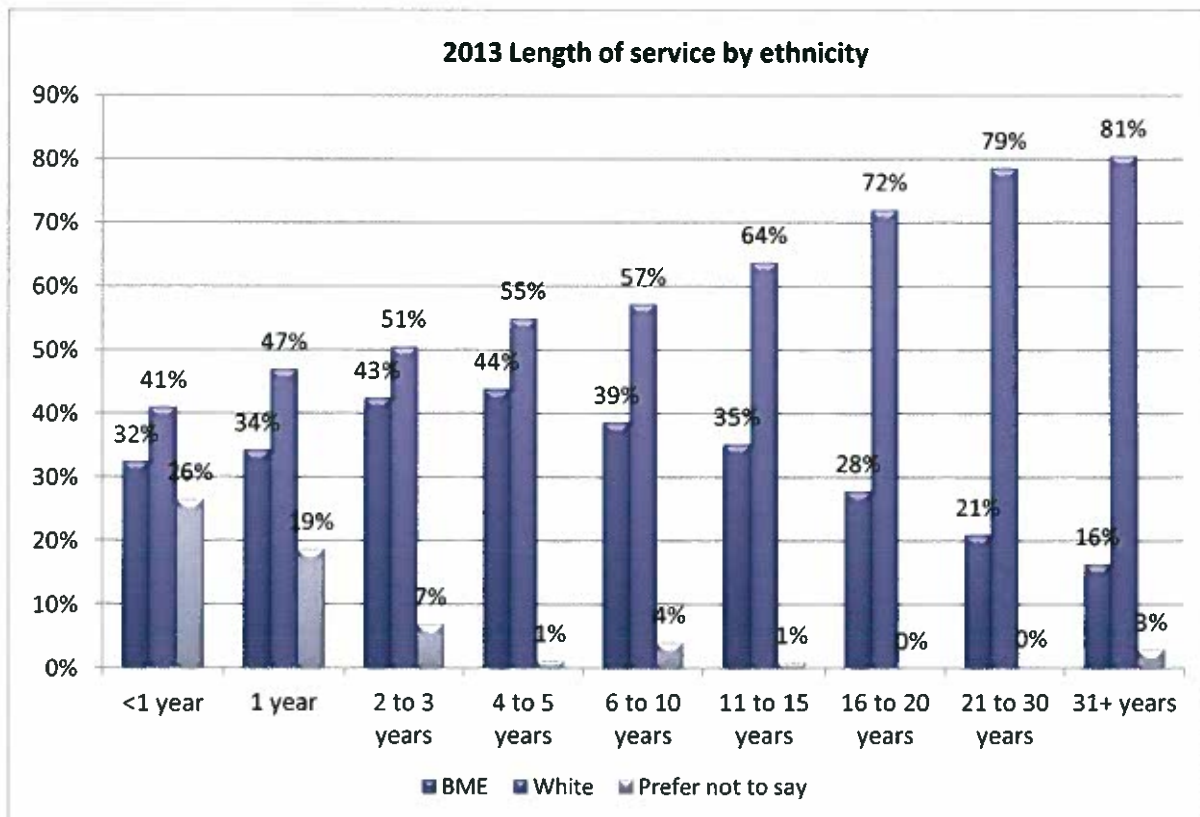
		LBC 2010	LBC 2011	LBC 2012	LBC 2013	DASHH	CED	CFL	P&E
Length of service	<1 year	9.86%	6.03%	8.25%	10.04%	12.76%	7.33%	11.58%	8.03%
	1 year	8.59%	9.15%	5.49%	6.89%	4.79%	5.35%	11.46%	5.62%
	2 to 3 years	13.34%	14.53%	13.91%	11.33%	9.08%	13.58%	12.63%	8.23%
	4 to 5 years	11.84%	12.52%	11.94%	11.05%	11.53%	11.30%	9.94%	11.65%
	6 to 10 years	26.91%	27.82%	29.34%	27.76%	24.29%	36.67%	23.63%	22.49%
	11 to 15 years	11.39%	11.50%	12.62%	13.76%	13.13%	11.99%	15.09%	16.06%
	16 to 20 years	7.78%	7.28%	7.42%	7.68%	10.31%	5.55%	6.43%	9.84%
	21 to 30 years	8.19%	8.81%	8.92%	9.44%	12.15%	6.64%	7.37%	14.26%
	31+ years	2.10%	2.35%	2.11%	2.05%	1.96%	1.59%	1.64%	3.82%

2.6.2. Service length by gender

		LBC 2010		LBC 2011		LBC 2012		LBC 2013		DASHH		CED		CFL		PE	
		F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
Length of service in years	<1 year	9%	11%	7%	7%	7%	9%	10%	9%	14%	10%	7%	8%	11%	10%	6%	9%
	1 year	8%	9%	12%	17%	6%	5%	6%	8%	3%	7%	5%	7%	10%	15%	4%	6%
	2 to 3	13%	14%	11%	10%	14%	15%	11%	11%	8%	10%	13%	14%	12%	16%	11%	7%
	4 to 5	13%	11%	16%	17%	12%	12%	11%	12%	11%	13%	11%	13%	10%	10%	14%	10%
	6 to 10	28%	25%	23%	21%	30%	28%	29%	27%	23%	27%	37%	35%	24%	24%	25%	22%
	11 to 15	12%	10%	11%	12%	13%	11%	15%	13%	15%	10%	13%	10%	16%	12%	14%	17%
	16 to 20	8%	8%	7%	3%	7%	8%	8%	8%	11%	8%	6%	4%	6%	7%	8%	11%
	21 to 30	8%	9%	11%	10%	9%	9%	9%	10%	13%	12%	7%	6%	9%	3%	15%	14%
	31+	1%	3%	2%	2%	2%	3%	2%	3%	2%	3%	1%	2%	2%	2%	3%	4%

2.6.3. Service length by ethnicity

	2010			2011			2012			2013			
	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	9.98%	8.31%	23.67%	7.07%	4.14%	19.60%	7.66%	6.09%	35.87%	9.18%	7.00%	42.64%
	1	9.02%	7.61%	15.10%	10.15%	7.86%	16.58%	6.65%	4.17%	12.50%	6.68%	5.54%	20.81%
	2 to 3	15.17%	10.93%	24.90%	16.57%	12.62%	22.11%	16.50%	12.92%	8.15%	13.64%	9.80%	12.69%
	4 to 5	13.53%	9.36%	24.90%	14.54%	9.81%	28.64%	14.90%	10.12%	13.04%	13.73%	10.39%	2.03%
	6 to 10	28.71%	27.81%	7.76%	28.92%	29.10%	7.54%	30.98%	28.78%	25.00%	30.39%	27.18%	18.27%
	11 to 15	10.05%	13.34%	1.22%	11.21%	12.62%	1.51%	11.36%	14.24%	2.72%	13.73%	15.02%	2.03%
	16 to 20	7.04%	8.96%	1.22%	5.44%	9.00%	0.50%	5.89%	8.94%	0.54%	6.06%	9.47%	0.00%
	21 to 30	5.33%	10.89%	0.00%	5.20%	11.57%	2.01%	5.13%	11.79%	1.63%	5.61%	12.70%	0.51%
	31+	1.16%	2.80%	1.22%	0.89%	3.29%	1.51%	0.93%	2.95%	0.54%	0.98%	2.91%	1.02%



2.6.4. Service length by disability

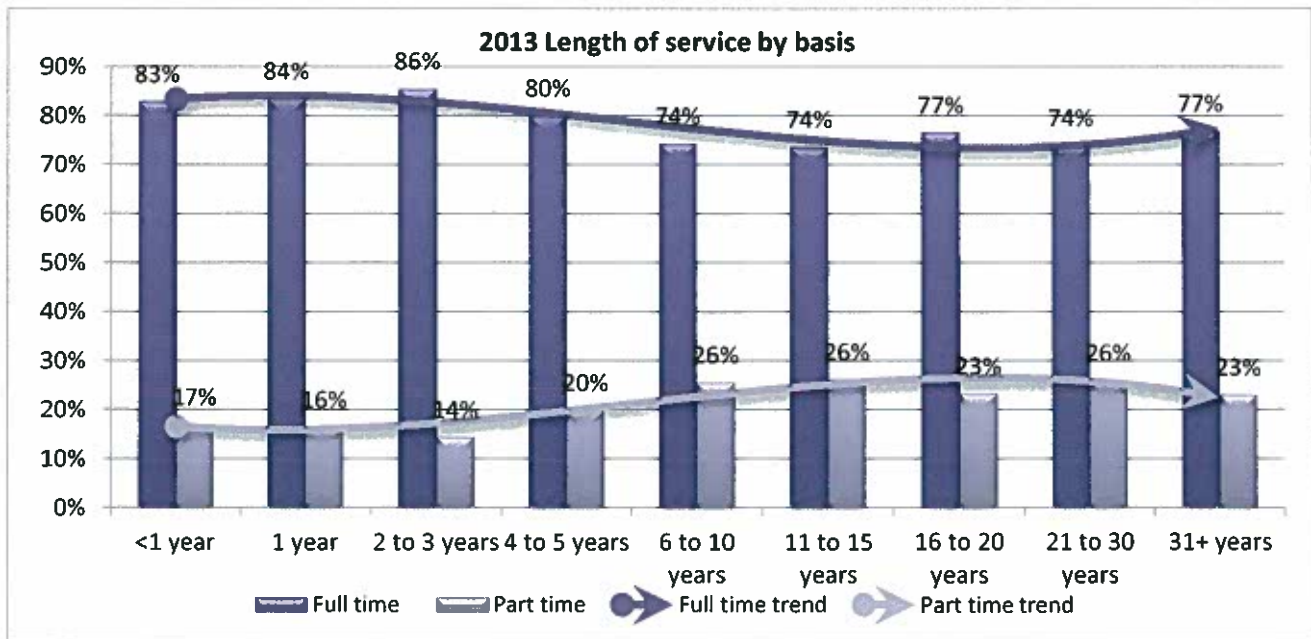
		2010			2011			2012			2013		
		Not disabled	Disabled	Prefer not to say	Not disabled	Disabled	Prefer not to say	Not disabled	Disabled	Prefer not to say	Not disabled	Disabled	Prefer not to say
Length of service	<1	8.4%	4.05%	39.91%	5.01%	3.22%	23.87%	6.40%	2.75%	36.93%	6.47%	3.95%	46.28%
	1	8.30%	2.18%	21.93%	8.34%	6.11%	24.32%	4.52%	3.78%	19.09%	5.90%	2.37%	19.59%
	2 to 3	12.94%	3.43%	33.33%	14.38%	6.43%	27.93%	14.26%	8.25%	16.60%	11.00%	9.49%	15.88%
	4 to 5	12.77%	9.66%	0.88%	13.15%	5.14%	14.41%	11.93%	6.19%	19.09%	11.99%	7.91%	5.41%
	6 to 10	27.71%	36.76%	0.88%	28.66%	37.62%	2.70%	31.19%	32.99%	2.90%	30.06%	27.27%	7.77%
	11 to 15	11.38%	19.00%	0.88%	11.68%	15.76%	3.15%	13.00%	17.87%	1.66%	14.84%	17.39%	1.01%
	16 to 20	8.13%	9.03%	0.88%	7.37%	11.58%	0.00%	7.55%	11.68%	0.83%	7.72%	15.02%	1.01%
	21 to 30	8.24%	12.46%	1.32%	8.98%	11.25%	3.15%	9.04%	13.06%	2.49%	9.93%	12.65%	2.36%
	31+	2.12%	3.43%	0.00%	2.44%	2.89%	0.45%	2.12%	3.44%	0.41%	2.09%	3.95%	0.00%

2.6.5. Service length by age**2013**

		Length of service (years)									
		<1	1	2-3	4-5	6-10	11-15	16-20	21-30	31+	
Age	<= 20	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%
		2010	3.54%	2.37%	1.53%	0%	0%	0%	0%	0%	0%
	21-25	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%
		2010	13.08%	9.76%	5.56%	4.02%	0.93%	0%	0%	0%	0%
	26-30	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%
		2010	21.80%	15.68%	17.05%	12.68%	5.58%	1.54%	0%	0%	0%
	31-35	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%
		2010	14.17%	17.16%	13.22%	14.16%	9.21%	1.76%	0%	0%	0%
	36-40	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%
		2010	11.44%	16.27%	14.56%	15.22%	12.74%	9.01%	4.82%	2.45%	0%
41-45	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%	
	2010	9.54%	13.02%	14.94%	17.34%	16.37%	15.60%	16.08%	11.01%	0%	
46-50	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%	
	2010	11.99%	7.99%	12.45%	13.11%	17.95%	22.86%	18.65%	26.30%	11.90%	
51-55	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%	
	2010	7.90%	9.76%	11.69%	11.84%	17.40%	19.34%	24.44%	24.77%	27.38%	
56-60	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%	

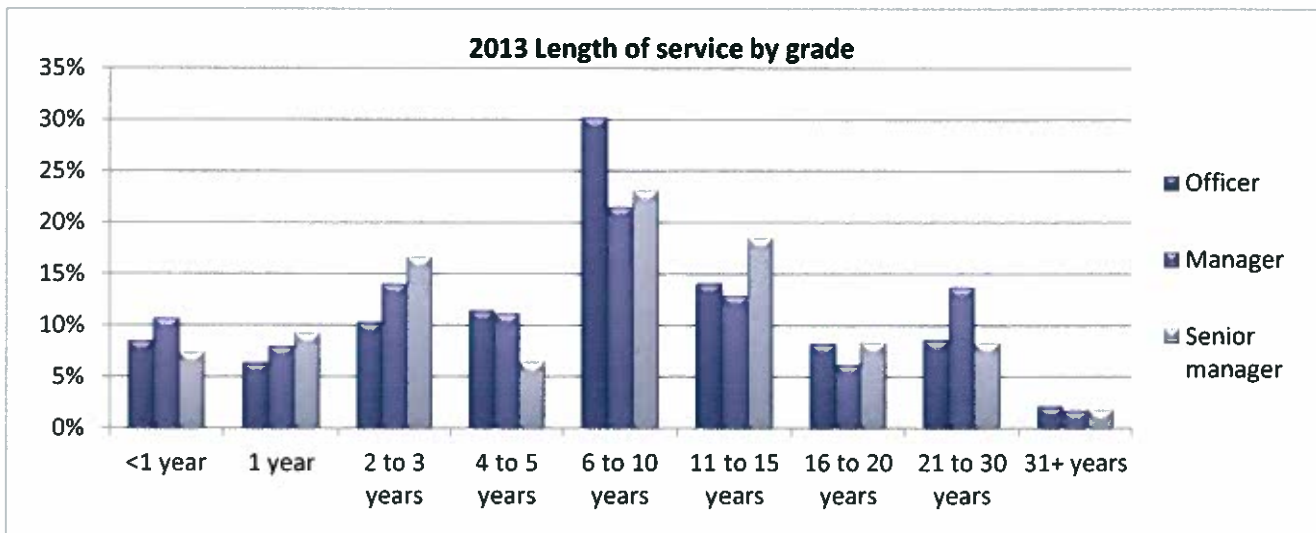
	2011	2.87%	5.13%	5.59%	7.47%	13.65%	16.50%	19.07%	23.47%	40.96%
	2010	5.45%	5.33%	4.98%	7.82%	13.30%	19.78%	20.58%	24.46%	42.86%
61+	2013	13.25%	7.31%	3.89%	2.85%	7.37%	11.78%	16.39%	13.00%	20.00%
	2012	1.19%	2.70%	2.34%	3.44%	7.10%	12.79%	14.23%	11.51%	19.44%
	2011	1.91%	1.60%	2.59%	4.75%	5.70%	11.08%	10.12%	12.54%	15.66%
	2010	1.09%	2.66%	4.02%	3.81%	6.51%	10.11%	15.43%	11.01%	17.86%
	2013	100%	100%	100%	100%	100%	100%	100%	100%	100%
	2012	100%	100%	100%	100%	100%	100%	100%	100%	100%
	2011	100%	100%	100%	100%	100%	100%	100%	100%	100%
	2010	100%	100%	100%	100%	100%	100%	100%	100%	100%

2.6.6. Service length by basis



		2010		2011		2012		2013	
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time
Length of service	<1 year	11.32%	5.52%	6.87%	3.08%	8.90%	6.32%	10.63%	7.67%
	1 year	8.51%	8.78%	10.32%	5.01%	6.11%	3.68%	7.40%	5.11%
	2 to 3 years	13.79%	11.75%	15.01%	12.84%	15.21%	10.11%	12.45%	7.39%
	4 to 5 years	11.21%	13.89%	11.96%	14.51%	12.25%	11.03%	11.36%	9.94%
	6 to 10 years	26.17%	29.11%	27.30%	29.65%	27.94%	33.45%	26.53%	32.10%
	11 to 15 years	10.71%	13.18%	10.40%	15.40%	11.58%	15.63%	13.02%	16.34%
	16 to 20 years	7.61%	8.48%	7.16%	7.70%	7.09%	8.39%	7.56%	8.10%
	21 to 30 years	8.51%	7.35%	8.58%	9.63%	8.83%	9.20%	8.98%	11.08%
	31+ years	2.17%	1.94%	2.40%	2.18%	2.09%	2.18%	2.02%	2.13%
Totals		100%	100%	100%	100%	100%	100%	100%	100%

2.6.7. Service length by grade



Length of service in years	Officer						Manager						Senior manager					
	2011		2012		2013		2011		2012		2013		2011		2012		2013	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
<1	188	6.7%	215	7.9%	202	8.5%	21	3.4%	53	8.9%	67	10.7%	4	4.2%	13	13.3%	8	7.4%
1	250	8.9%	163	6.0%	151	6.4%	62	9.9%	20	3.4%	50	7.9%	11	11.5%	4	4.1%	10	9.3%
2 to 3	415	14.8%	359	13.2%	245	10.3%	87	13.9%	98	16.5%	88	14.0%	11	11.5%	17	17.4%	18	16.7%
4 to 5	348	12.4%	333	12.3%	271	11.4%	83	13.3%	64	10.8%	70	11.2%	11	11.5%	10	10.2%	7	6.5%
6 to 10	804	28.6%	830	30.6%	717	30.2%	153	24.5%	150	25.3%	135	21.5%	25	26.0%	20	20.4%	25	23.2%
11 to 15	314	11.2%	341	12.6%	334	14.1%	82	13.1%	77	12.9%	81	12.9%	10	10.4%	12	12.2%	20	18.5%
16 to 20	202	7.2%	198	7.3%	196	8.3%	45	7.2%	46	7.8%	39	6.2%	10	10.4%	9	9.2%	9	8.3%
21 to 30	224	7.9%	221	8.1%	204	8.6%	75	12.0%	72	12.1%	86	13.7%	12	12.5%	11	11.2%	9	8.3%
31+	64	2.3%	57	2.1%	51	2.2%	17	2.7%	13	2.2%	11	1.8%	2	2.1%	2	2.1%	2	1.8%

Totals	2,809	100%	2,717	100%	2,371	100%	625	100%	593	100%	627	100%	96	100%	98	100%	108	100%
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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

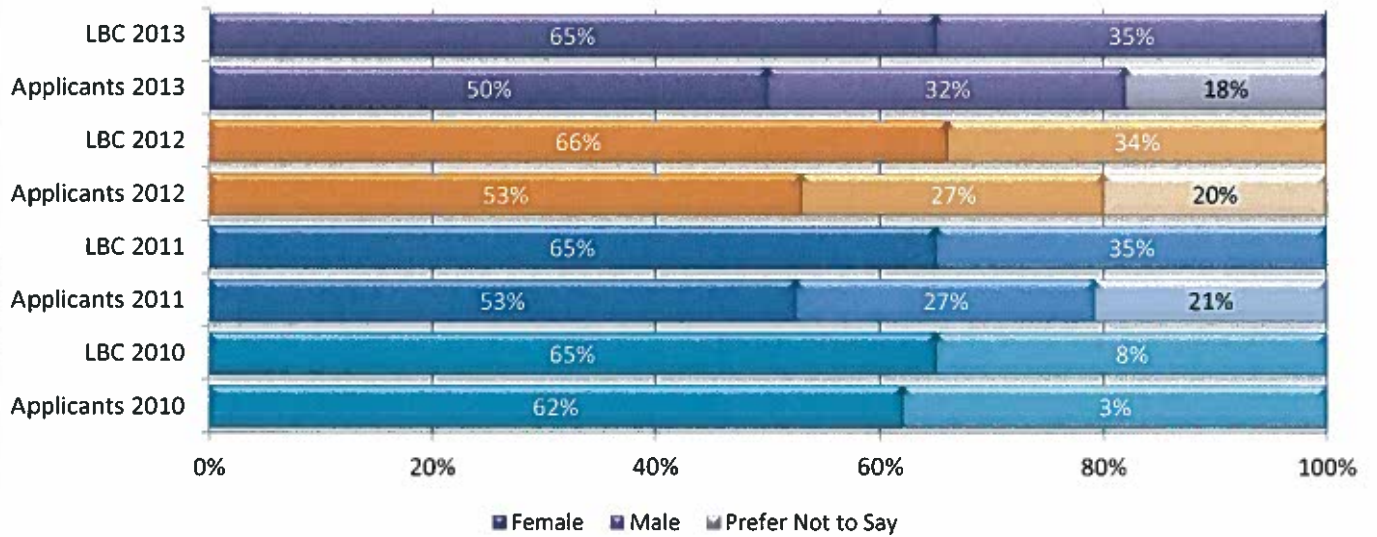
Between October 2012 and September 2013, there were 14,689 applications for 717 advertised positions within the council. This section breaks down the total applicants in this period, in the following ways:

3.1.1.Applicants by gender

	2010 (Q1 and Q2)				2011				2012				2013			
	Applicants		LBC		Applicants		LBC		Applicants		LBC		Applicants		LBC	
Female	2,427	61.7%	2,592	64.8%	4,402	52.5%	2,291	64.9%	5,833	52.6%	2,241	66.1%	7,323	49.85%	2,066	65.36%
Male	1,500	38.2%	1,403	35.1%	2,236	26.7%	1,239	35.1%	3,036	27.4%	1,148	33.9%	4,707	32.04%	1,084	34.64%

Prefer Not to Say	4	0.1%	0	0.0%	1,747	20.8%	0	0.0%	2,223	20.0%	0	0.0%	2,659	18.10%	0	0%

Applicants by gender

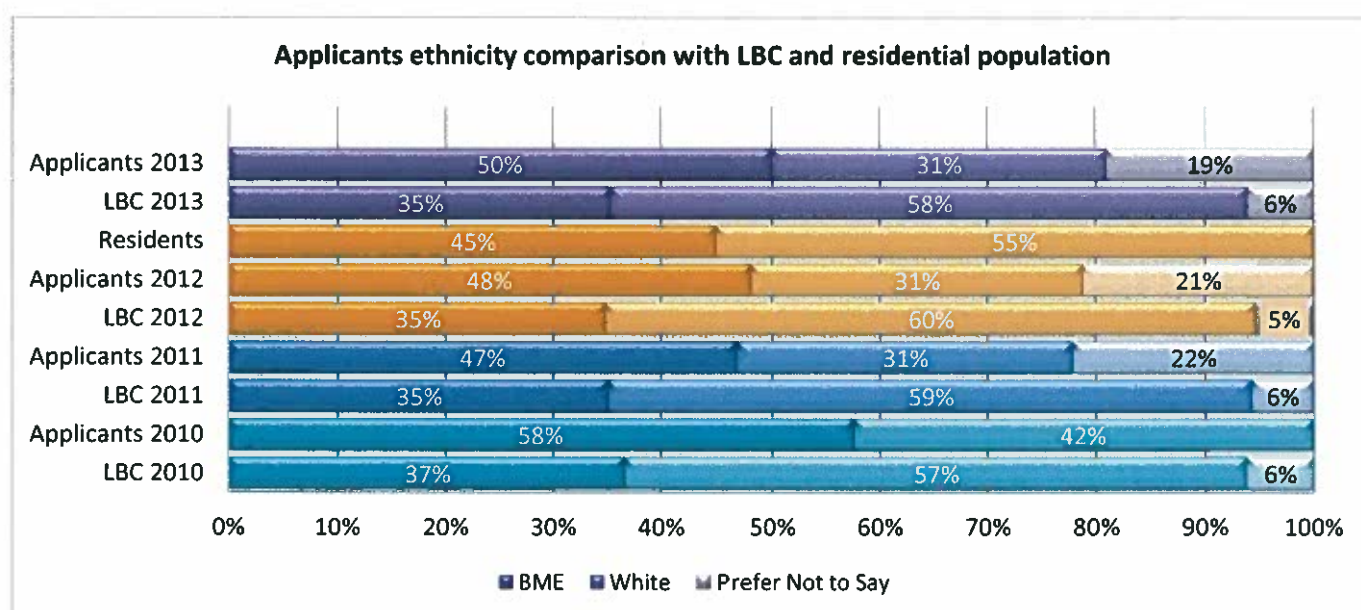


3.1.2 Applicants by ethnicity

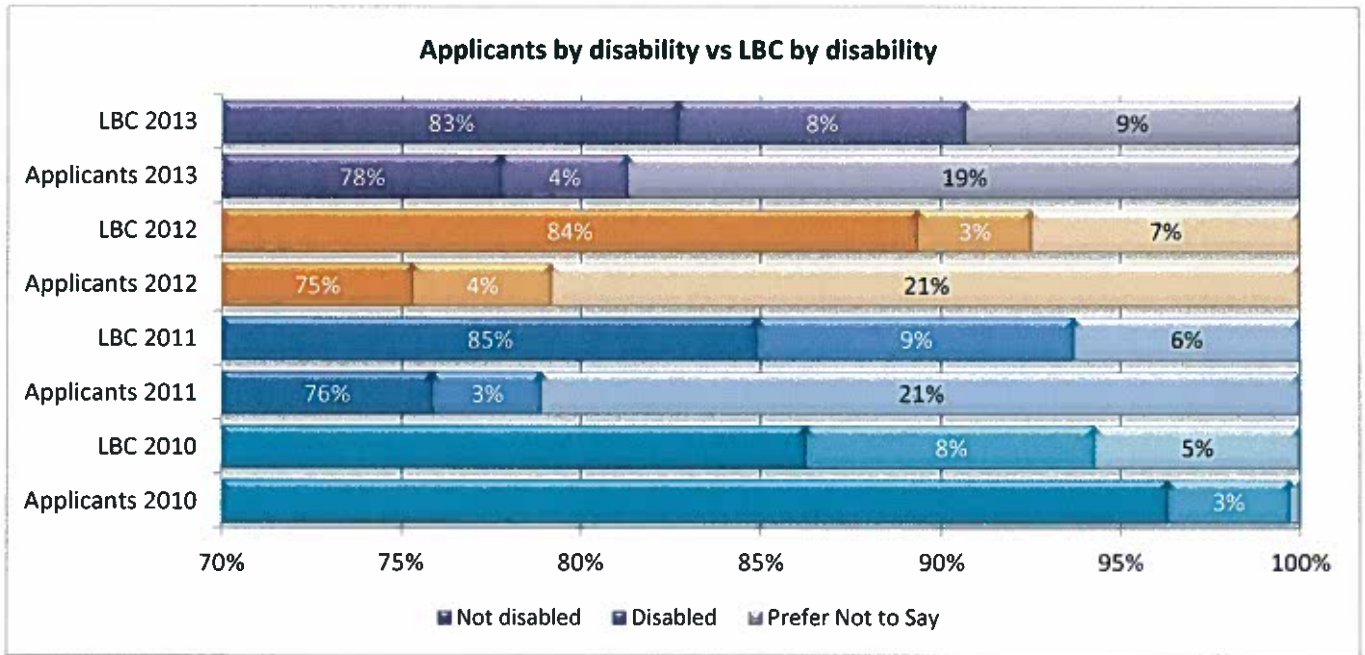
	2010 (Q1 and Q2)		2011		2012		2013	
	Applicants	LBC	Applicants	LBC	Applicants	LBC	Applicants	LBC
Arab	0.00%	0.00%	0.13%	0.00%	0.18%	0.00%	0.19%	0%
Bangladeshi	1.02%	0.23%	0.97%	0.23%	1.26%	0.38%	1.33%	0.41%
Black African	15.57%	6.78%	13.09%	7.08%	13.34%	7.13%	14.64%	7.74%
Black Caribbean	16.64%	10.31%	15.47%	10.93%	15.35%	10.83%	15.57%	11.27%
Chinese	0.38%	0.40%	0.35%	0.37%	0.22%	0.41%	0.40%	0.47%
Indian	7.94%	2.88%	4.44%	2.97%	4.72%	3.05%	5.13%	3.08%
Mixed White and Asian	1.22%	1.05%	0.89%	0.99%	1.03%	0.82%	0.83%	0.91%
Mixed White and Black African	0.53%	0.38%	0.72%	0.31%	0.71%	0.26%	0.72%	0.35%

2013

	Mixed White and Black Caribbean	2.65%	1.30%	2.35%	1.50%	2.51%	1.53%	2.10%	1.42%
	Other	2.47%	8.41%	1.73%	5.67%	2.44%	5.43%	2.29%	4.56%
	Other Asian	3.10%	1.63%	2.21%	1.53%	1.97%	1.47%	2.23%	1.51%
	Other Black	2.06%	1.55%	2.00%	1.50%	1.57%	1.67%	1.56%	1.76%
	Other Mixed	1.35%	1.13%	0.87%	1.25%	1.01%	1.23%	1.33%	1.16%
	Pakistani	2.67%	0.58%	1.59%	0.54%	1.74%	0.65%	1.53%	0.66%
	BME Total:	57.60%	36.63%	46.80%	34.87%	48.05%	34.86%	49.85%	34.91%
White	White British	35.72%	50.94%	26.46%	52.49%	25.24%	52.52%	25.16%	52.00%
	White Gypsy or Traveler	0.00%	0.00%	0.02%	0.00%	0.01%	0.03%	0.01%	0.06%
	White Irish	1.09%	2.38%	0.85%	2.49%	1.06%	2.46%	0.93%	1.98%
	White Other	5.60%	3.93%	3.80%	4.50%	4.46%	4.72%	4.53%	4.44%
	White Total:	42.41%	57.25%	31.14%	59.48%	30.78%	59.74%	30.79%	58.48%
	Prefer Not to Say	0.00%	6.13%	22.06%	5.64%	21.17%	5.40%	19.52%	6.20%

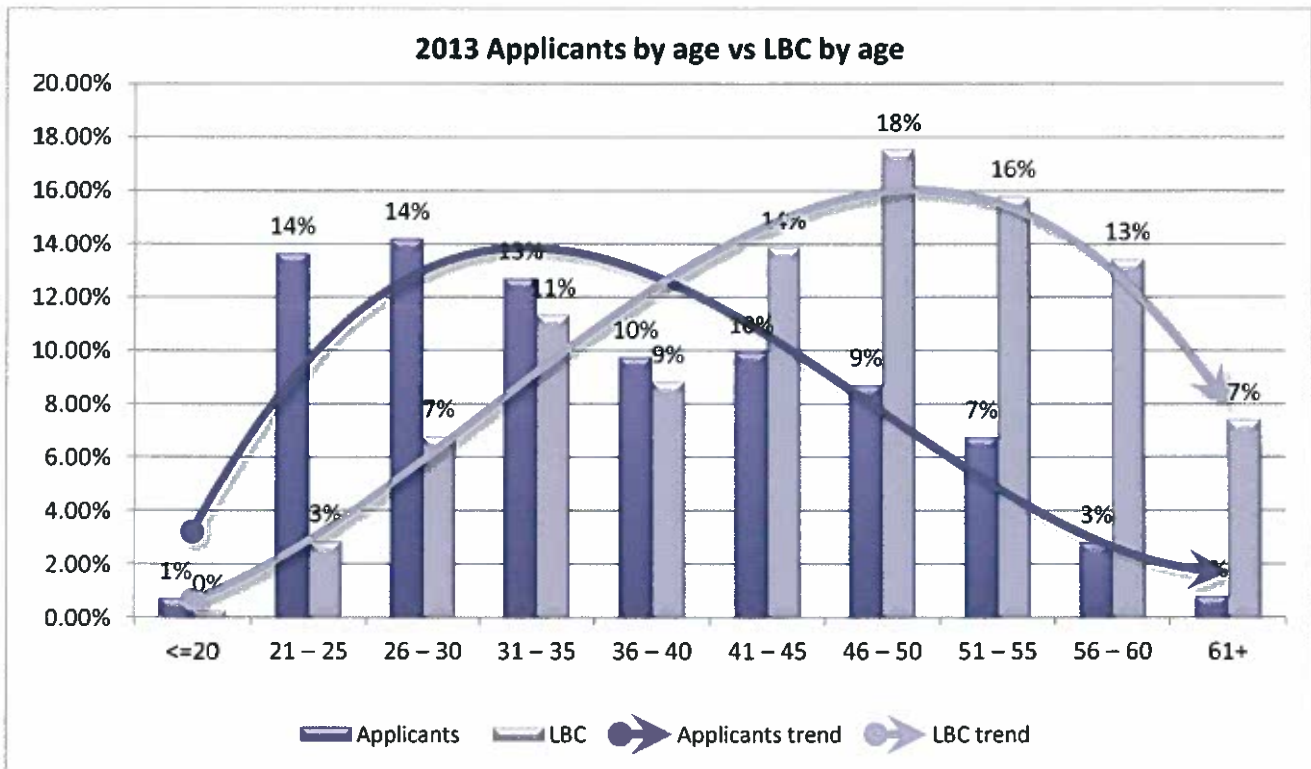


3.1.3. Applicants by disability



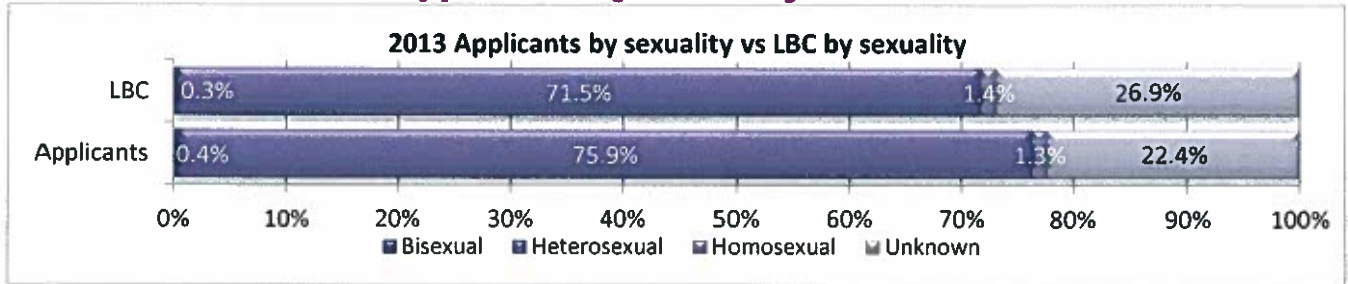
	2010 (Q1 and Q2)		2011		2012		2013	
	Applicants	LBC	Applicants	LBC	Applicants	LBC	Applicants	LBC
Not disabled	96.31%	86.26%	75.85%	84.90%	75.30%	84.39%	77.76%	82.72%
Disabled	3.41%	8.04%	3.04%	8.81%	3.88%	8.54%	3.55%	7.96%
Prefer Not to Say	0.28%	5.71%	21.11%	6.29%	20.83%	7.07%	18.69%	9.32%

3.1.4 Applicants by age



	2010 (Q1 and Q2)												2011						2012						2013					
	Applicants			LBC			Applicants			LBC			Applicants			LBC			Applicants			LBC								
Age bands	<=20	158	4.02%	0.73%	94	1.12%	0.85%	167	1.51%	0.59%	106	0.72%	0.25%																	
	21 - 25	812	20.66%	3.48%	1,128	13.45%	3.60%	1,527	13.77%	3.14%	2,007	13.66%	2.86%																	
	26 - 30	770	19.59%	8.74%	1,315	15.68%	8.61%	1,642	14.80%	7.66%	2,088	14.21%	6.80%																	
	31 - 35	569	14.47%	8.84%	943	11.25%	10.03%	1,310	11.81%	10.18%	1,869	12.72%	11.36%																	
	36 - 40	455	11.57%	11.16%	826	9.85%	10.54%	1,029	9.28%	9.60%	1,434	9.76%	8.84%																	
	41 - 45	426	10.84%	14.32%	761	9.08%	14.48%	1,097	9.89%	13.91%	1,462	9.95%	13.88%																	
	46 - 50	355	9.03%	16.25%	759	9.05%	16.57%	944	8.51%	17.81%	1,281	8.72%	17.56%																	
	51 - 55	240	6.11%	15.87%	507	6.05%	15.81%	633	5.71%	15.58%	994	6.77%	15.80%																	
	56 - 60	112	2.85%	12.87%	186	2.22%	12.46%	261	2.35%	13.35%	416	2.83%	13.44%																	
	61+	34	0.86%	6.68%	47	0.56%	7.05%	50	0.45%	7.16%	117	0.80%	7.43%																	
	Prefer	0	0%	1.08%	1,819	21.69%	0%	8	0.07%	1.03%	2,915	19.84%	2.00%																	

3.1.5 Applicants by sexuality



	2010 (Q1 and Q2)			2011			2012			2013		
	Applicants		LBC	Applicants		LBC	Applicants		LBC	Applicants		LBC
Bisexual	45	1.14%	0.4%	72	0.86%	0.30%	74	0.67%	0.32%	59	0.40%	0.25%
Heterosexual	3,531	89.82%	58.5%	6,075	72.45%	67.80%	8,108	73.10%	69.48%	11,151	75.91%	71.45%
Homosexual	57	1.45%	1.0%	117	1.40%	1.20%	181	1.63%	1.14%	195	1.33%	1.42%
Prefer Not to Say	298	7.58%	40.2%	2,121	25.30%	30.70%	2,729	24.60%	29.05%	3,284	22.36%	26.88%

3.1.6 Applicants by religion

	2010 (Q1 and Q2)			2011			2012			2013		
	Applicants		LBC	Applicants		LBC	Applicants		LBC	Applicants		LBC
Buddhist	12	0.31%	0.28%	33	0.39%	0.28%	48	0.43%	0.38%	48	0.33%	0.43%
Christian	2,246	57.14%	46.11%	3,842	45.82%	49.09%	5,144	46.38%	49.74%	6,884	46.87%	50.84%
Hindu	224	5.70%	2.03%	257	3.06%	1.84%	316	2.85%	1.88%	457	3.11%	1.84%
Jewish	2	0.05%	0.50%	9	0.11%	0.37%	21	0.19%	0.35%	38	0.26%	0.33%
Muslim	274	6.97%	2.05%	403	4.81%	1.90%	593	5.35%	2.02%	851	5.79%	2.05%
None	912	23.20%	19.07%	1,351	16.11%	19.97%	1,835	16.54%	20.25%	2,540	17.29%	20.45%
Other	102	2.59%	2.80%	246	2.93%	3.14%	322	2.90%	3.37%	518	3.53%	3.42%
Prefer not to say	143	3.64%	26.97%	2,207	26.32%	23.12%	2,757	24.86%	21.80%	3,102	22.47%	20.63%
Sikh	16	0.41%	0.23%	37	0.44%	0.28%	56	0.50%	0.21%	52	0.35%	0.36%

3.1.7 Applicants by marital status

	Applicants				LBC			
	2012		2013		2012		2013	
Married or Civil Partner	3,116	28.09%	4514	30.73%	1,633	47.92%	1,514	47.70%
Not Married or Not Civil Partner	5,386	48.56%	7100	48.34%	1,288	37.79%	1,194	37.62%
Prefer not to say	2,590	23.35%	3075	20.93%	487	14.29%	467	14.76%

3.1.8 Applicants by on maternity leave

	Applicants			
	2012		2013	
Pregnant or on maternity leave when submitting application	72	0.65%	75	0.51%
Not pregnant or on maternity leave when submitting application*	8,760	78.98%	11909	81.07%
Prefer not to say*	2,260	20.38%	2705	18.42%

* NB: Due to the volume of applicants preferring not to disclose their gender when applying for a job, this figure includes male applicants.

4. Employee relations profile

This section details the new employee relations activity between the reporting period of 1 October 2012 and 30 September 2013. The data in this section is taken from CHRIS 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			
	2010	2011	2012	2013	2010	2011	2012	2013
Female	44%	54%	54%	49%	65%	65%	67%	66%
Disabled	12%	12%	0%	7%	8%	9%	9%	8%
BME	62%	38%	38%	52%	37%	35%	35%	35%
Age over 50	37%	46%	47%	51%	36%	35%	36%	37%
Total Headcount	16	26	71	61	3,995	3,530	3,408	3,177

		Employees subject to a disciplinary hearing	Hearing outcome – No case to answer	Hearing outcome – written or final written warning	Hearing outcome - dismissed	LBC
		Female	2011	59%	0%	55%
	2012	54%	100%	80%	29%	67%
	2013	55%	0%	67%	50%	66%
Disabled	2011	10%	0%	18%	0%	9%
	2012	6%	0%	0%	7%	9%
	2013	0%	0%	0%	0%	8%
BME	2011	41%	0%	36%	70%	35%
	2012	29%	0%	27%	29%	35%
	2013	32%	0%	17%	63%	35%
Age over 50	2011	38%	0%	45%	30%	35%
	2012	41%	0%	37%	33%	36%
	2013	45%	100%	20%	38%	37%
Total Headcount	2011	39	0	11	10	3,530
	2012	35	1	15	14	3,408

2013	22	8	10	8	3,177
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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	2010	50%	-	65%
	2011	100%	50%	37%
	2012	43%	60%	65%
	2013	60%	55%	66%
Disabled	2010	0%	-	8%
	2011	0%	17%	9%
	2012	14%	0%	9%
	2013	30%	0%	8%
BME	2010	50%	-	37%
	2011	100%	50%	35%
	2012	43%	80%	35%
	2013	90%	81%	35%
Age over 50	2010	100%	-	37%
	2011	57%	60%	36%
	2012	33%	20%	35%
	2013	0%	0%	37%
Total Headcount	2010	2	0	
	2011	5	6	3,408
	2012	7	5	3,530
	2013	7	6	3,177

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	2010	69%	-	-	65%
	2011	68%	83%	83%	65%
	2012	74%	66%	50%	67%
	2013	64%	39%	0%	66%
Disabled	2010	20%	-	-	8%
	2011	11%	8%	0%	9%
	2012	13%	0%	0%	9%
	2013	9%	31	0%	8%
BME	2010	43%	-	-	37%
	2011	29%	17%	33%	35%
	2012	36%	33%	25%	35%
	2013	47%	38%	50%	36%
Age over 50	2010	37%	-	-	37%
	2011	47%	67%	83%	35%
	2012	45%	33%	50%	36%
	2013	38%	54%	50%	37%
Total Headcount	2010	54	-	-	3,995
	2011	122	7	6	3,530
	2012	192	9	4%	3,408
	2013	123	13	2	3,177

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	2010	56%	-	-	65%
	2011	50%	50%	17%	65%
	2012	82%	100%	79%	67%
	2013	61%	75%	38%	66%
Disabled	2010	0%	-	-	8%
	2011	12%	10%	17%	9%
	2012	15%	0%	7%	9%
	2013	16%	25%	25%	8%
BME	2010	62%	-	-	37%
	2011	30%	50%	33%	35%
	2012	62%	100%	64%	35%
	2013	55%	50%	38%	36%
Age over 50	2010	44%	-	-	37%
	2011	27%	10%	67%	35%
	2012	11%	0%	43%?	36%
	2013	39%	25%	63%	37%
Total Headcount	2010	16	-	-	3,995
	2011	26	10	6	3,530
	2012	39	1	14	3,408
	2013	31	7	8	3,177

		Employees who appealed first formal outcome	Management Decision Upheld	Complaints that were not upheld at first formal stage	LBC
Female	2011	50%	75%	17%	65%
	2012	71%	50%	79%	67%
	2013	74%	67%	38%	66%
Disabled	2011	12%	25%	17%	9%
	2012	29%	50%	7%	9%
	2013	31%	67%	25%	8%
BME	2011	30%	50%	33%	35%
	2012	71%	100%	64%	35%
	2013	50%	34%	38%	36%
Age over 50	2011	27%	75%	67%	35%
	2012	28%	0%	100%	36%
	2013	100%	34%	63%	37%
Total Headcount	2011	16	4	6	3,530
	2012	7	2	14	3,408
	2013	2	3	8	3,177

5. Learning and development profile

This section details the council's learning and development activity for all employees

5.1. Learning events profile

5.1.1. Learning and development courses

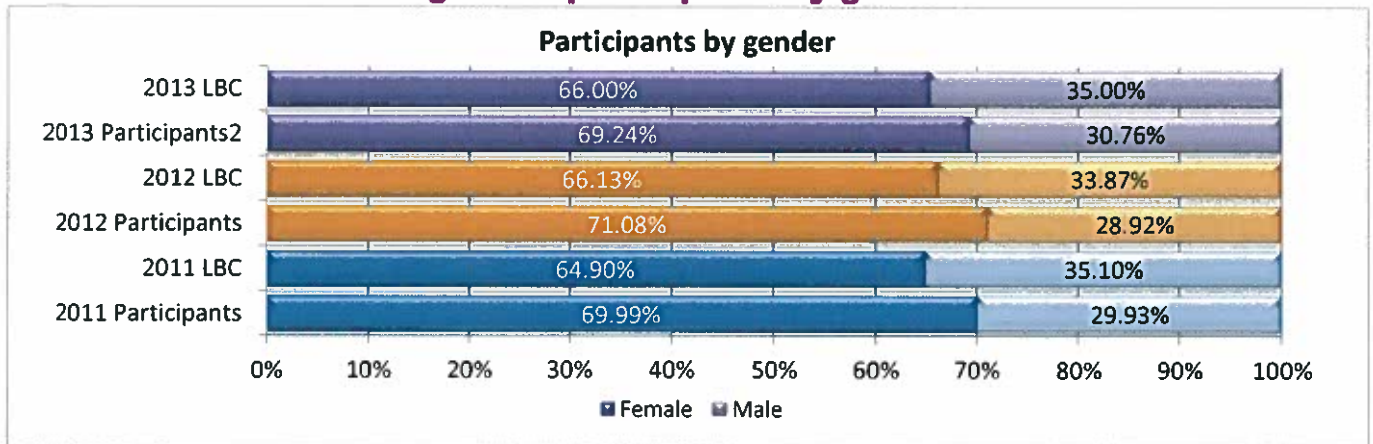
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Course type	2011		2012		2013	
	Participants	Courses	Participants	Courses	Participants	Courses
Child Protection	243	26	472	43	0	0
Communication Skills	10	3	8	1	27	3
Customer Services	63	9	-	-	-	-
Equality & Diversity	251	29	58	30	14	2
Health & Safety	613	89	320	82	224	35
HR Policy & Procedures	312	47	974	133	260	42
Induction	211	13	207	12	275	14
Learning Disability	43	13	40	19	17	13
Legal	63	6	119	9	18	3
Mental Capacity Act	237	29	136	21	163	22
Mental Health	45	4	45	3	29	2
Older People	451	71	191	55	302	65
Organisational Effectiveness	830	31	252	24	979	90
PC Skills*	-	-	40	5	43	7
Professional Development	636	46	283	31	100	15
Safeguarding Adults	266	48	262	62	201	53
Sensory Impairment*	-	-	24	1	5	
Skill Development	437	45	487	37	484	52
Skills for Life*	-	-	74	14	105	16
Other*	-	-	163	18	41	8
Total:	4,711	518	4,155	600	3,287	442

5.2. Learning event participants profile

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

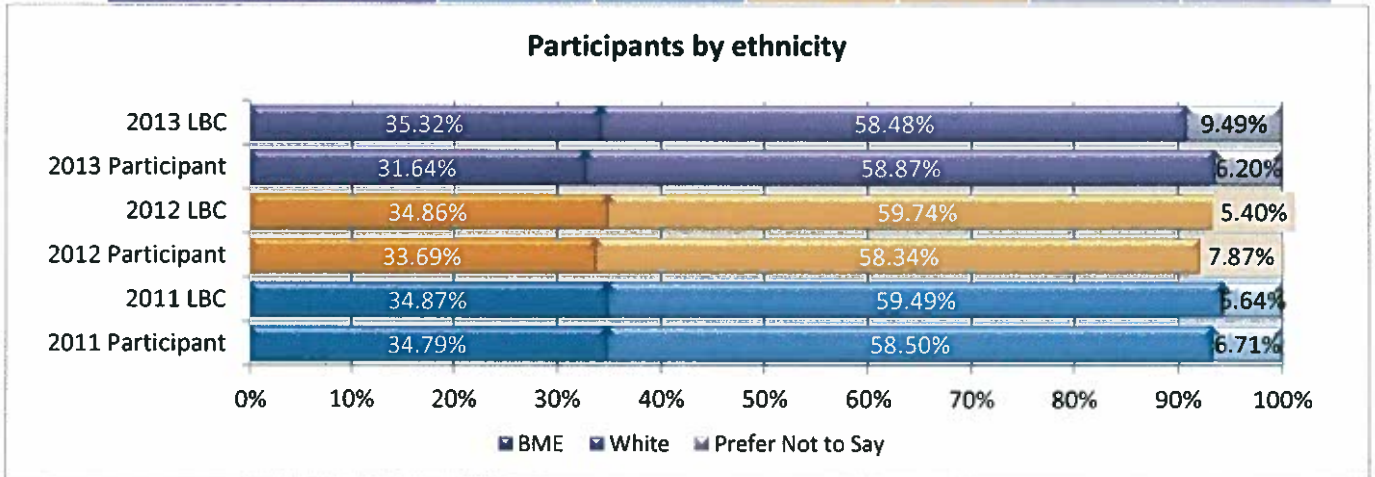
5.2.1. Learning event participants by gender



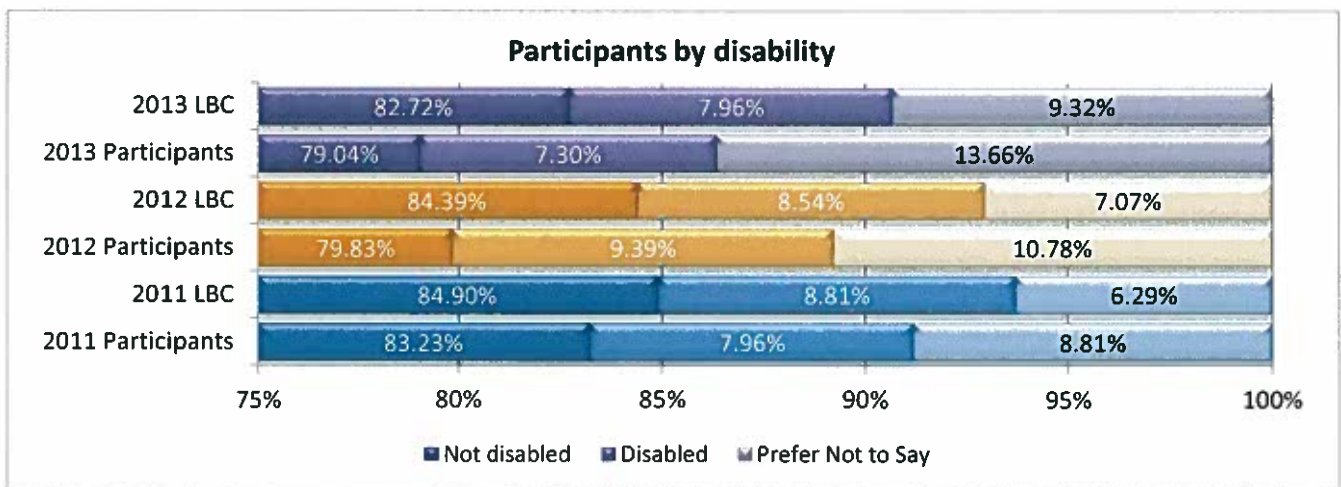
5.2.2. Learning event participants by ethnicity

		2011		2012		2013	
		Particip ants	LBC	Particip ants	LBC	Particip ants	LBC
BME	Bangladeshi	0.19%	0.23%	0.19%	0.38%	0.41%	0.24%
	Black African	8.11%	7.08%	6.74%	7.13%	7.74%	7.61%
	Black Caribbean	11.38%	10.93%	12.06%	10.83%	11.27%	10.65%
	Chinese	0.25%	0.37%	0.36%	0.41%	0.47%	0.52%
	Indian	2.21%	2.97%	2.91%	3.05%	3.08%	2.92%
	Mixed White and Asian	0.81%	0.99%	0.46%	0.82%	0.91%	0.55%
	Mixed White and Black African	0.55%	0.31%	0.39%	0.26%	0.35%	0.76%
	Mixed White and Black Caribbean	1.13%	1.50%	1.54%	1.53%	1.42%	1.19%
	BME Other	4.61%	5.67%	4.24%	5.43%	4.56%	2.74%
	Other Asian	1.93%	1.53%	1.40%	1.47%	1.51%	1.10%
	Other Black	1.55%	1.50%	2.05%	1.67%	1.76%	1.92%
	Other Mixed	1.76%	1.25%	1.08%	1.23%	1.16%	1.06%
	Pakistani	0.32%	0.54%	0.29%	0.65%	0.66%	0.40%
BME Total:		34.79%	34.87%	33.69%	34.86%	31.64%	35.32%
Whit	White British	51.56%	52.49%	51.34%	52.52%	52.00%	53.00%
	White Gypsy or	0.00%	0.00%	0.07%	0.03%	0.06%	0.06%

Traveler						
White Irish	2.74%	2.49%	2.65%	2.46%	1.98%	1.61%
White Other	4.20%	4.50%	4.28%	4.72%	4.44%	4.20%
White Total:	58.50%	59.49%	58.34%	59.74%	58.87%	58.48%
Prefer Not to Say	6.71%	5.64%	7.87%	5.40%	6.20%	9.49%

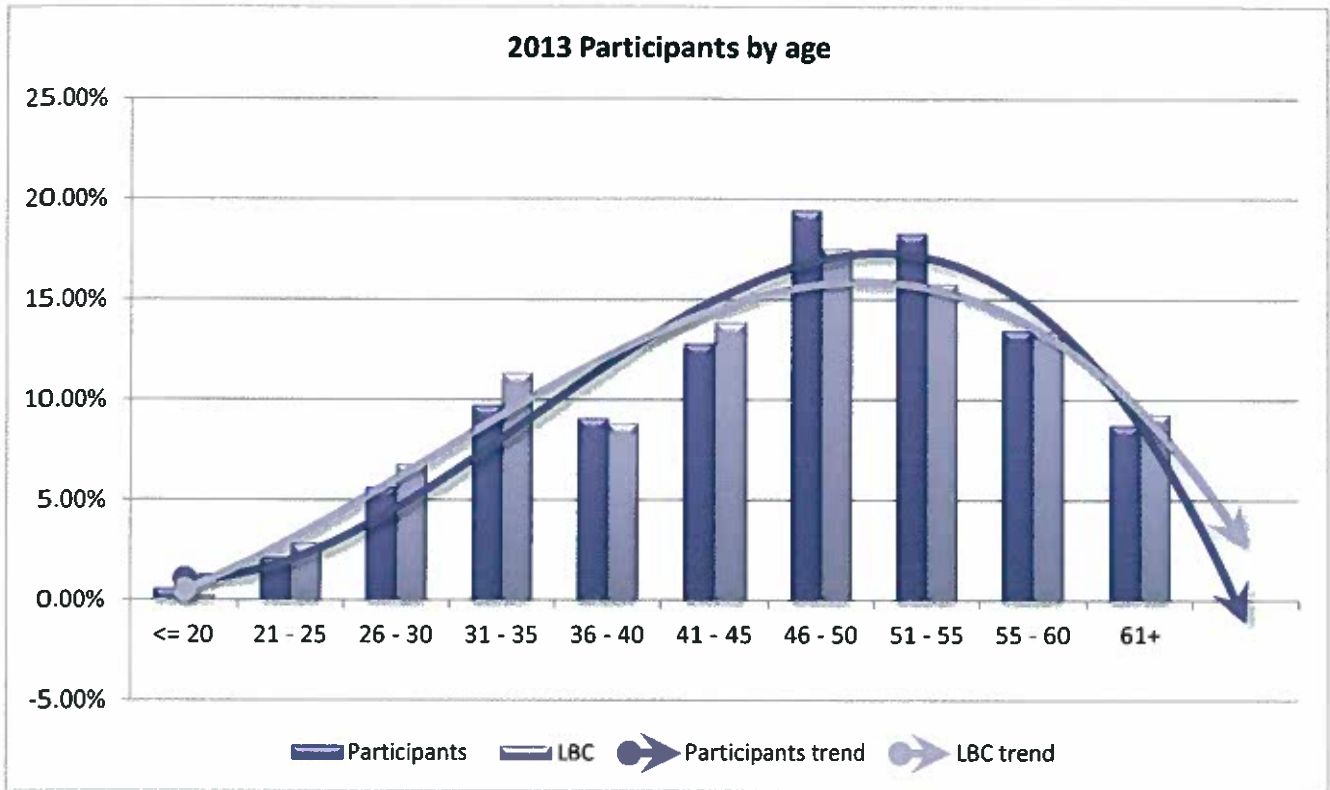


5.2.3. Learning event participants by disability

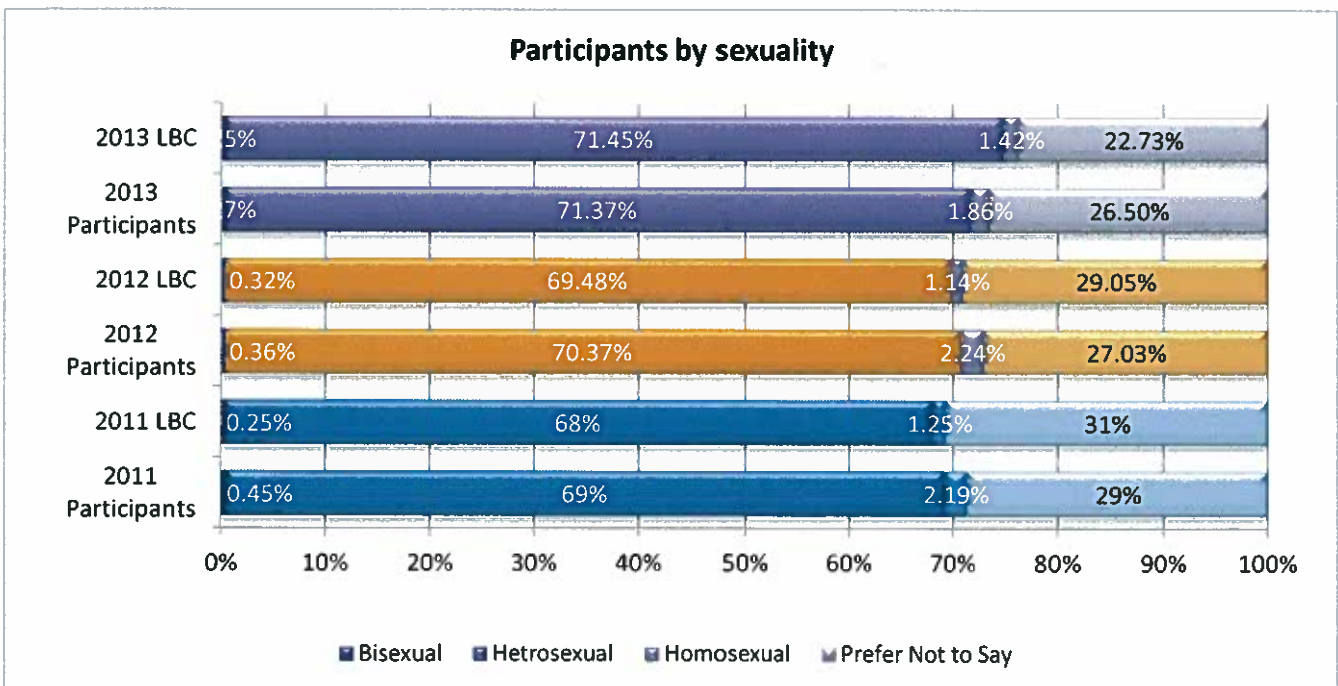


5.2.4. Learning event participants by age

Age bands	2011				2012				2013			
	Participants		LBC		Participants		LBC		Participants		LBC	
<=20	44	0.93%	30	0.85%	18	0.43%	20	0.59%	19	0.58%	8	0.25%
21 – 25	199	4.22%	127	3.60%	121	2.91%	107	3.14%	70	2.13%	91	2.86%
26 – 30	389	8.26%	304	8.61%	306	7.36%	261	7.66%	185	5.63%	216	6.80%
31 – 35	432	9.17%	354	10.03%	396	9.53%	347	10.18%	320	9.74%	361	11.36%
36 – 40	499	10.59%	372	10.54%	392	9.43%	327	9.60%	299	9.10%	281	8.84%
41 – 45	600	12.74%	511	14.48%	533	12.83%	474	13.91%	421	12.81%	441	13.88%
46 – 50	824	17.49%	585	16.57%	791	19.04%	607	17.81%	640	19.47%	558	17.56%
51 – 55	833	17.68%	558	15.81%	767	18.46%	531	15.58%	602	18.31%	502	15.80%
56 – 60	607	12.88%	440	12.46%	525	12.64%	455	13.35%	443	13.48%	427	13.44%
61+	284	6.03%	222	6.29%	142	3.42%	244	7.16%	288	8.76%	292	9.43%



5.2.5. Learning event participants by sexuality 2013



	2011				2012				2013			
	Participants		LBC		Participants		LBC		Participants		LBC	
	21	0.45%	9	0.25%	15	0.36%	11	0.32%	9	0.27%	8	0.25%
	3,238	68.73%	2,394	67.82%	2,924	70.37%	2,368	69.48%	2,346	71.37%	2,270	71.45%
	103	2.19%	44	1.25%	93	2.24%	39	1.14%	61	1.86%	45	1.42%
Say	1,349	28.64%	1,083	30.68%	1,123	27.03%	990	29.05%	871	26.50%	722	22.73%

2.5.6. Learning event participants by religion

	2011				2012				2013			
	Participants		LBC		Participants		LBC		Participants		LBC	
Buddhist	14	0.30%	10	0.3%	23	0.55%	13	0.38%	13	0.40%	13	0.41%
Christian	2,103	44.64%	1,733	49.1%	2,093	50.37%	1,695	49.74%	1,653	50.29%	1,613	50.82%
Hindu	79	1.68%	65	1.8%	84	2.02%	64	1.88%	46	1.40%	58	1.83%
Jewish	11	0.23%	13	0.4%	9	0.22%	12	0.35%	2	0.06%	9	0.33%
Muslim	79	1.68%	67	1.9%	56	1.35%	69	2.02%	49	1.49%	63	2.02%
None	844	17.92%	705	20.0%	822	19.78%	690	20.25%	713	21.69%	649	20.44%
Other	103	2.19%	111	3.1%	142	3.42%	115	3.37%	78	2.37%	108	3.44%
Prefer Not To Say	1,471	31.22%	816	23.1%	915	22.02%	743	21.80%	724	22.03%	656	20.63%
Sikh	7	0.15%	10	0.3%	11	0.26%	7	0.21%	9	0.27%	8	0.63%

2.5.7. Learning event participants by marital status

	Participants				LBC			
	2013		2012		2013		2012	
Married or Civil Partner	1,593	48.46 %	1,939	46.67 %	1,514	47.66 %	1,633	47.92 %
Not Married or Not Civil Partner	1,135	34.53 %	1,506	36.25 %	1,194	37.58 %	1,288	37.79 %
Prefer not to say	559	17.01 %	710	17.09 %	592	18.63 %	487	14.29 %

6. Personal development and competency scheme profile –

This section details the profile for employees who have completed their personal development and competency scheme by April 2013.



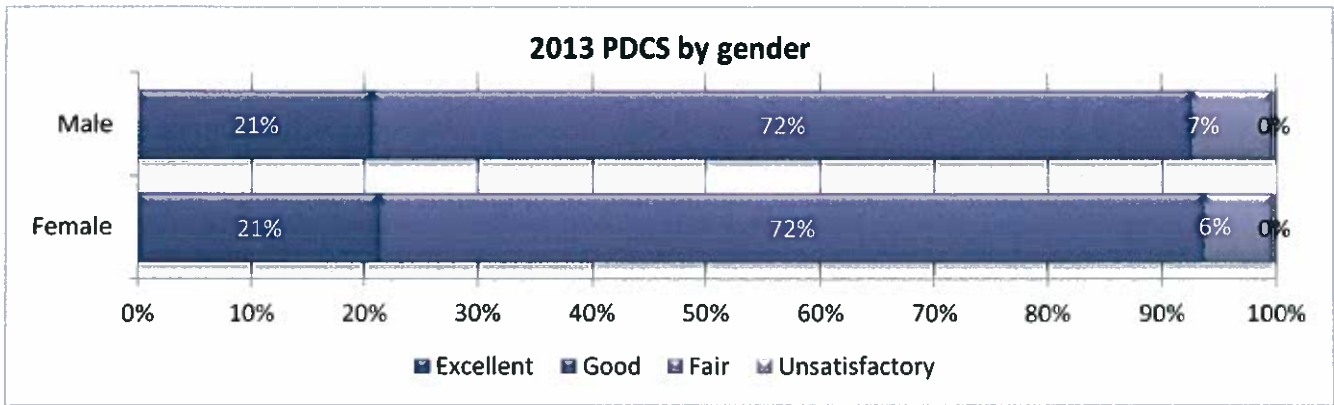
Definition: personal development and competency scheme (PDCS) is the council's internal one to one, manager and employee appraisal procedure. Overall employees are rated as excellent, good, fair or unsatisfactory.

6.1 Annual appraisal (PDCS) profile

6.1.1. PDCS rating by department

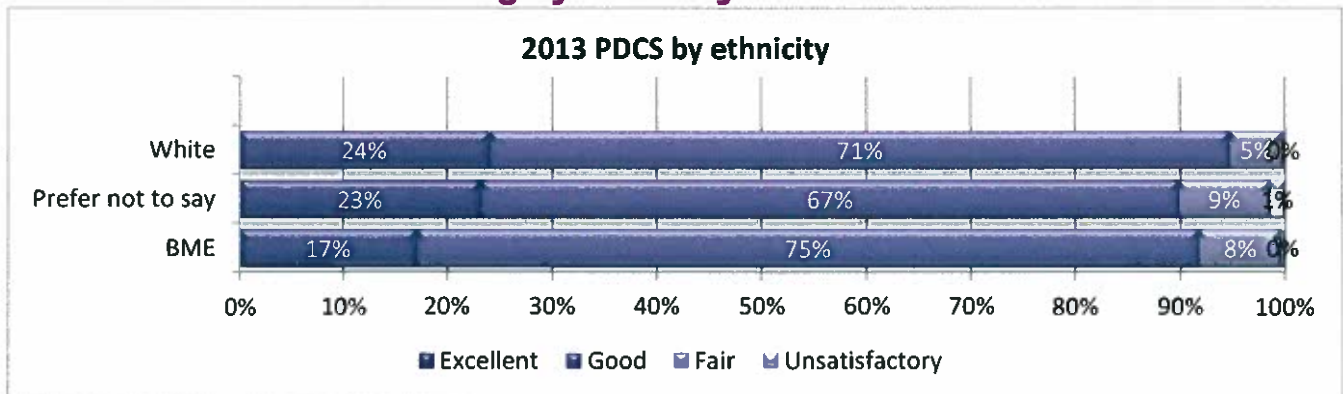
		Excellent		Good		Fair		Unsatisfactory		Totals	
	2013	484	21.08	1,659	72.26	145	6.32	8	0.35%	2,296	100%
LBC	2012	205	8.55%	2,015	84.03%	170	7.09%	8	0.33%	2,398	100%
	2011	164	6.22%	2,248	85.25%	222	8.42%	3	0.11%	2,637	100%
	2010	190	7.50%	2,126	83.97%	209	8.25%	7	0.28%	2,532	100%
	ASHH	149	22.99%	482	74.38%	13	2.01%	4	0.62%	648	100%
CEC	147	18.24	448	66.47%	98	14.54%	1	0.15%	67	100%	
CFL	128	21.12%	450	74.26%	26	4.29%	2	0.33%	606	100%	
P&E	80	21.74%	279	75.82%	8	2.17%	1	0.27%	368	100%	

6.1.2. PDCS rating by gender



		Excellent		Good		Fair		Unsatisfactory	
Female	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%
	2010	131	8.51%	1,289	83.70%	118	7.66%	2	0.13%
Male	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%
	2010	59	6.15%	807	84.15%	88	9.18%	5	0.52%
Unknown	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. PDCS rating by ethnicity

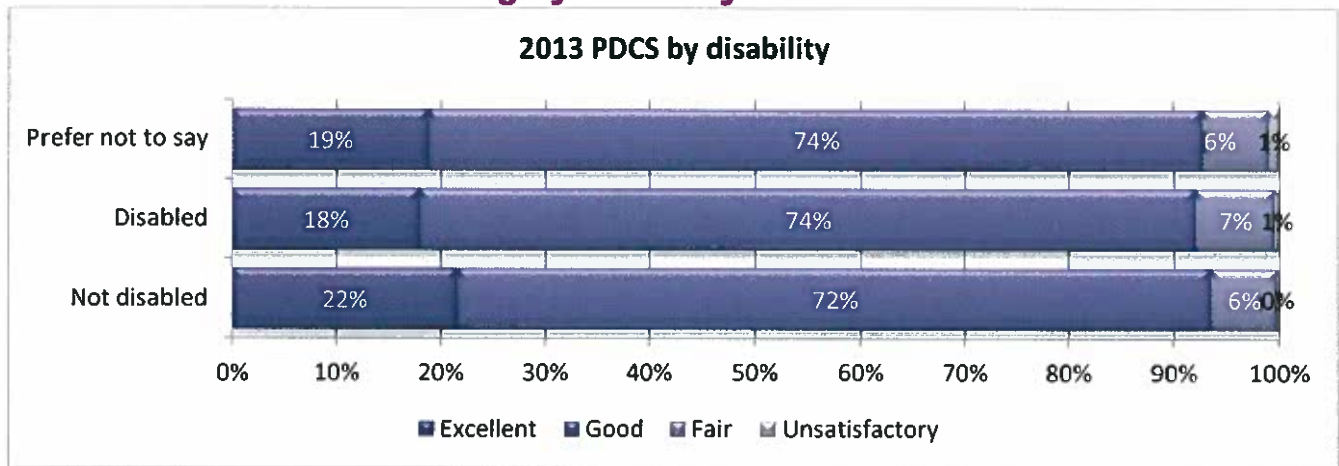


		Excellent		Good		Fair		Unsatisfactory	
BME	2013	164	17.05%	719	74.74%	75	7.80%	4	0.42%
	2012	47	5.49%	721	84.23%	81	9.46%	7	0.82%
	2011	39	4.21%	773	83.48%	111	11.99%	3	0.32%

2013

Prefer Not to Say	2010	47	5.48%	705	82.26%	103	12.02%	2	0.23%
	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%
	2010	7	4.38%	140	87.50%	12	7.50%	1	0.63%
White	2013	304	24.03%	894	70.67%	64	5.06%	3	0.24%
	2012	150	10.07%	1255	84.23%	84	5.64%	1	0.07%
	2011	119	7.22%	1,426	86.53%	103	6.25%	0	0.00%
	2010	136	8.98%	1,281	84.55%	94	6.20%	4	0.26%

6.1.4. PDCS rating by disability

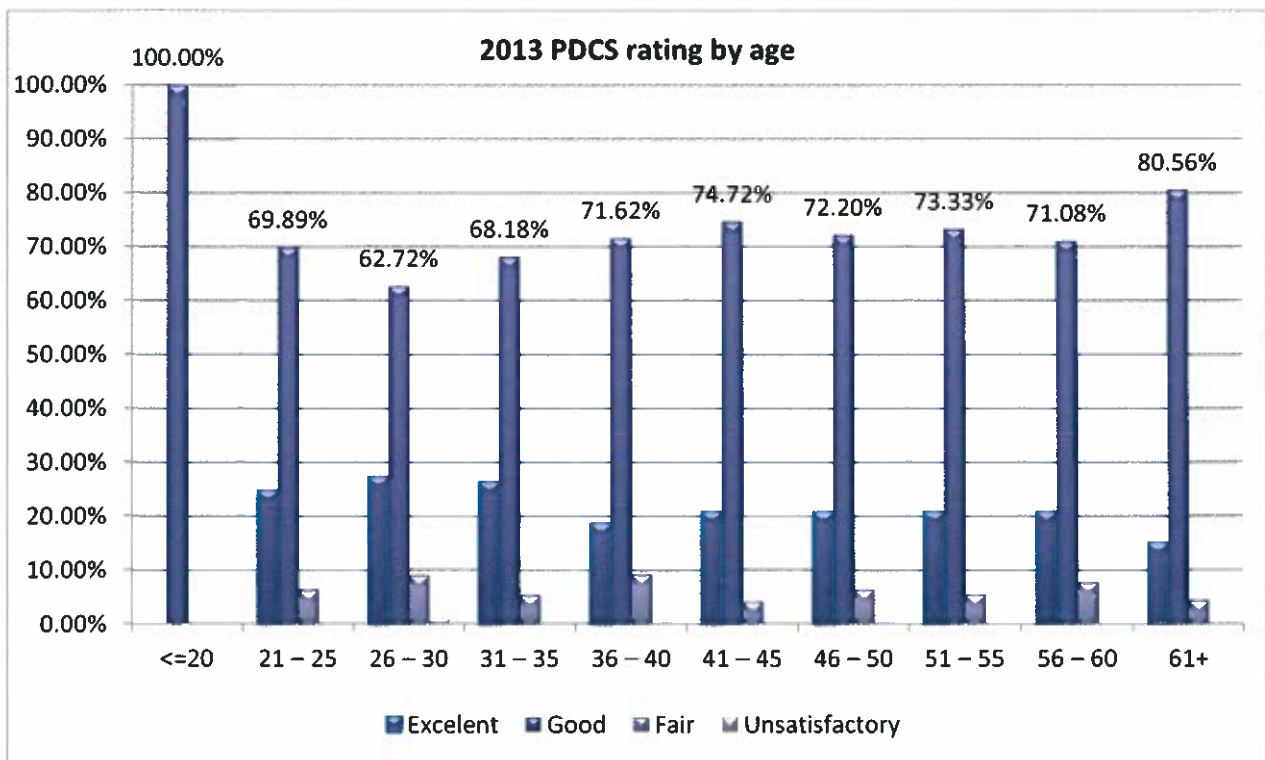


		Excellent		Good		Fair		Unsatisfactory	
Not Disabled	2013	430	21.51%	1439	71.99%	124	6.20%	6	0.30%
	2012	187	8.92%	1,750	83.45%	152	7.25%	8	0.38%
	2011	150	6.46%	1,972	84.96%	197	8.49%	2	0.09%
	2010	180	7.95%	1,888	83.39%	190	8.39%	6	0.27%
Disabled	2013	36	17.91%	149	74.13%	15	7.46%	1	0.50%
	2012	16	7.34%	190	87.16%	12	5.50%		0.00%
	2011	10	4.20%	206	86.55%	21	8.82%	1	0.42%
	2010	10	5.03%	172	86.43%	16	8.04%	1	0.50%
Prefer Not to Say	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%

2013

2010	0	0.00%	66	95.65%	3	4.35%	0	0.00%
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6.1.5. PDCS rating by age

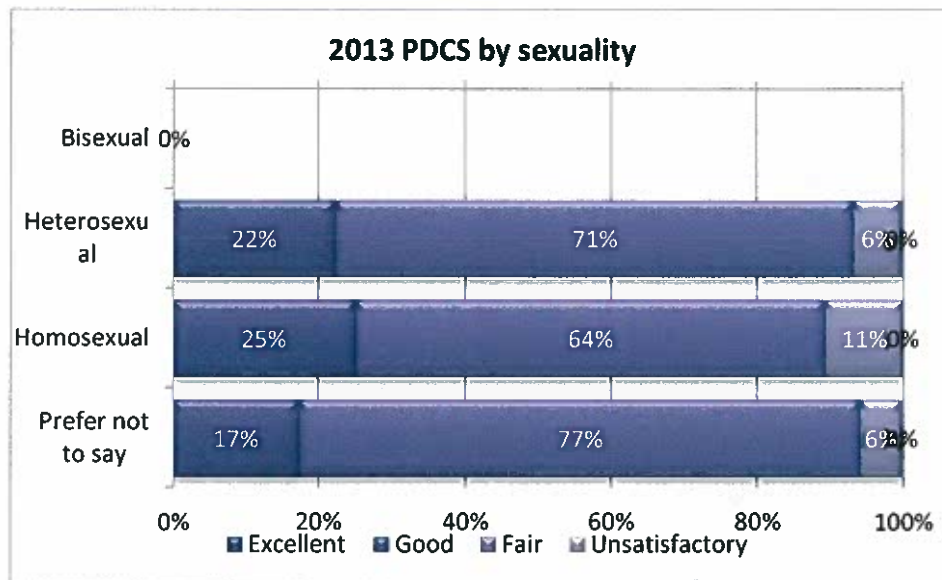


			Excellent		Good		Fair		Unsatisfactory	
Age Bands	<=20	2013	0	0.00%	6	100%	0	0.00%	0	0.00%
		2012	0	0.00%	1	100%	0	0.00%	0	0.00%
	2011	1	25.00%	2	50.00%	1	25.00%	0	0.00%	
	21-25	2013	22	24.73%	65	69.89%	6	6.45%	0	0.00%
		2012	8	14.81%	43	79.63%	3	5.56%	0	0.00%

2013

	2011	5	7.94%	51	80.95%	7	11.11%	0	0.00%
26-30	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%
	2011	21	10.45%	157	78.11%	23	11.44%	0	0.00%
31-35	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%
	2011	16	6.64%	209	86.72%	14	5.81%	2	0.83%
36-40	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%
	2011	18	6.38%	239	84.75%	24	8.51%	1	0.35%
41-45	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%
	2011	24	5.88%	339	83.09%	45	11.03%	0	0.00%
46-50	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%
	2011	20	4.33%	405	87.66%	37	8.01%	0	0.00%
51-55	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%
	2011	31	6.86%	392	86.73%	29	6.42%	0	0.00%
56-60	2013	77	20.81%	263	71.08%	29	7.83%	1	0.27%
	2012	20	5.65%	309	87.29%	25	7.06%	0	0.00%
	2011	16	4.44%	313	86.94%	31	8.61%	0	0.00%
61+	2013	27	15%	145	80.56%	8	4.44%	0	0.00%
	2012	9	5.06%	161	90.45%	7	3.93%	1	0.56%
	2011	12	7.32%	141	85.98%	11	6.71%	0	0.00%

6.1.6. PDCS rating by sexuality

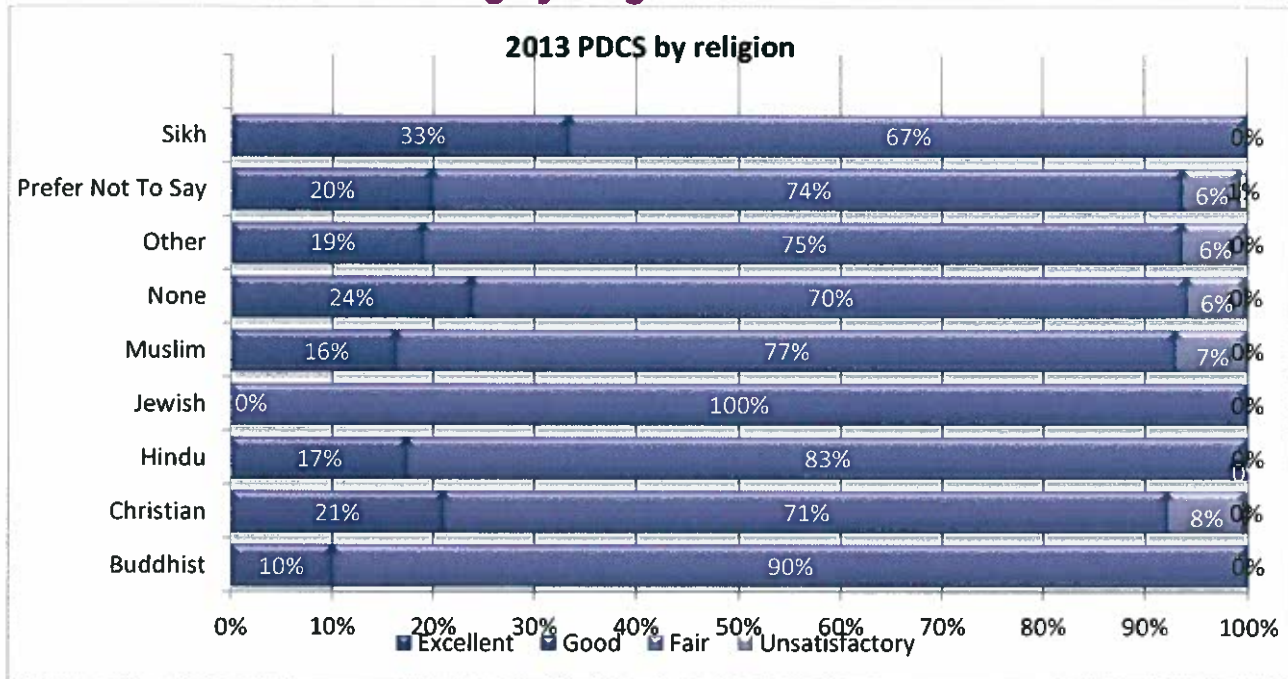


		Excellent		Good		Fair		Unsatisfactory	
	2013	0	0	0	0	0	0	0	0
Bisexual	2012	1	12.50%	6	75.00%	1	12.50%	0	0.00%
	2011	1	12.50%	6	75.00%	1	12.50%	0	0.00%
	2010	1	10.00%	8	80.00%	1	10.00%	0	0.00%
	2013	371	22.26%	1183	70.97%	107	6.42%	6	0.36%
Heterosexual	2012	163	9.35%	1,459	83.71%	116	6.66%	5	0.29%
	2011	115	6.25%	1,573	85.44%	151	8.20%	2	0.11%
	2010	96	6.68%	1,225	85.25%	112	7.79%	4	0.28%
	2013	7	25%	18	64.28%	3	10.71%	0	0.00%
Homosexual	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%
	2010	1	4.35%	21	91.30%	1	4.35%	0	0.00%

2013

Prefer Not to Say	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%
	2010	92	8.66%	872	82.11%	95	8.95%	3	0.28%

6.1.7.PDCS rating by religion



		Excellent		Good		Fair		Unsatisfactory	
		Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Buddhist	2013	1	10%	9	90%	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%
	2010	0	0.00%	6	100.00%	0	0.00%	0	0.00%
Christian	2013	253	21.03%	860	71.49%	86	7.5%	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%
	2010	78	6.75%	979	84.76%	94	8.14%	4	0.35%
Hindu	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%
	2010	4	9.30%	34	79.07%	5	11.63%	0	0.00%
Jewish	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%
	2010	0	0.00%	12	100.00%	0	0.00%	0	0.00%
Muslim	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%
	2010	2	4.88%	33	80.49%	6	14.63%	0	0.00%
None	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%
	2010	46	7.46%	520	84.28%	50	8.10%	1	0.16%
Other	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%
	2010	2	3.39%	51	86.44%	6	10.17%	0	0.00%
Prefer Not To Say	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%
	2010	58	11.07%	419	79.96%	45	8.59%	2	0.38%
Sikh	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%
	2010	0	0.00%	3	100.00%	0	0.00%	0	0.00%

7. Absence profile

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

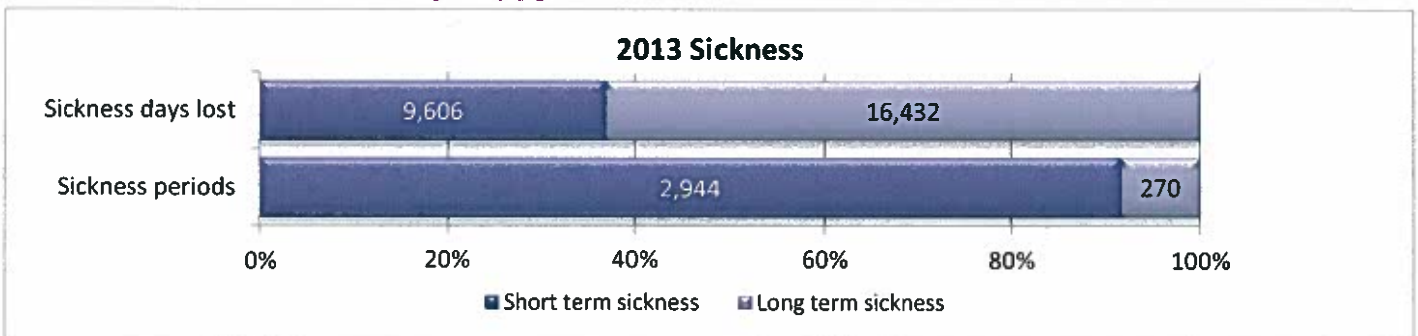
7.1. All sickness and long term sickness profile

This section details the profile for all employees absent due to sickness between October 2012 and September 2013.



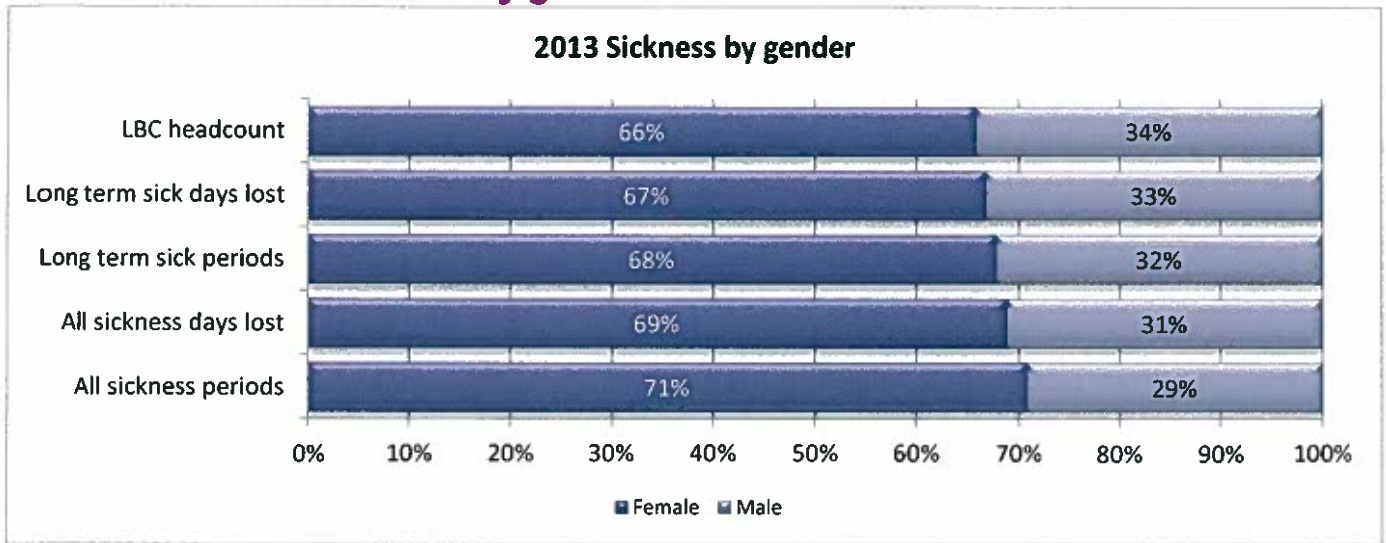
Definition: long term sickness absence is defined as a period of absence which continues for 20 or more working days. Any periods shorter than this are therefore considered to be short term.

7.1.1. Total sickness



	All sickness periods	All sickness days lost	Long term sick periods	Long term sick days lost
2013	3,214	26,038	270	16,432
2012	3,394	27,463	285	17,455
2011	3,813	31,700	328	20,412
2010 (Q1 and Q2)	1,389	12,481	152	8,676

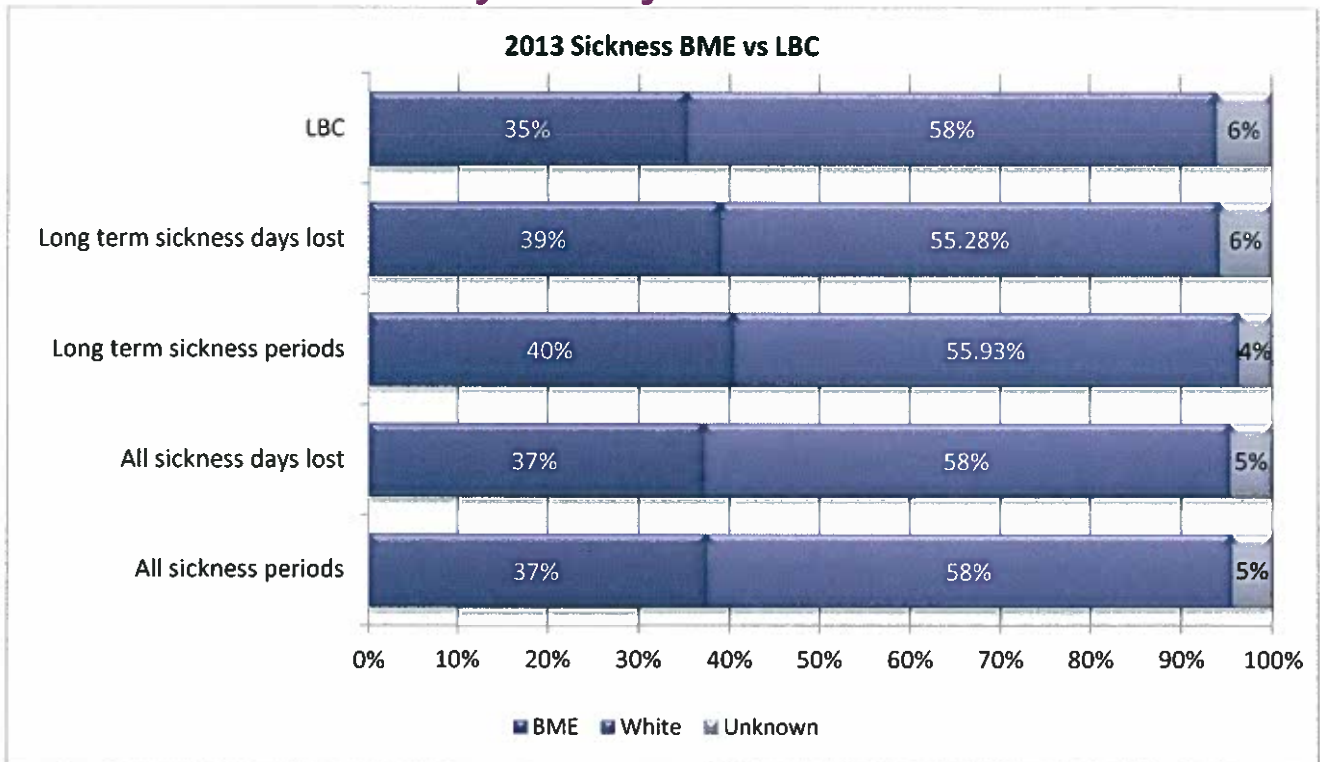
7.1.2. Sickness by gender



	Year	All sickness periods		All sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount	
		Count	%	Count	%	Count	%	Count	%	Count	%
Female	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%
	2010*	939	67.60%	8,630	69.15%	103	67.76%	6,196	71.42%	2,592	64.88%
Male	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%
	2010*	450	32.40%	3,851	30.85%	49	32.24%	2,480	28.58%	1,403	35.12%

*2010 figures are for Q1 and Q2 only i.e. over a six month period rather than a full year.

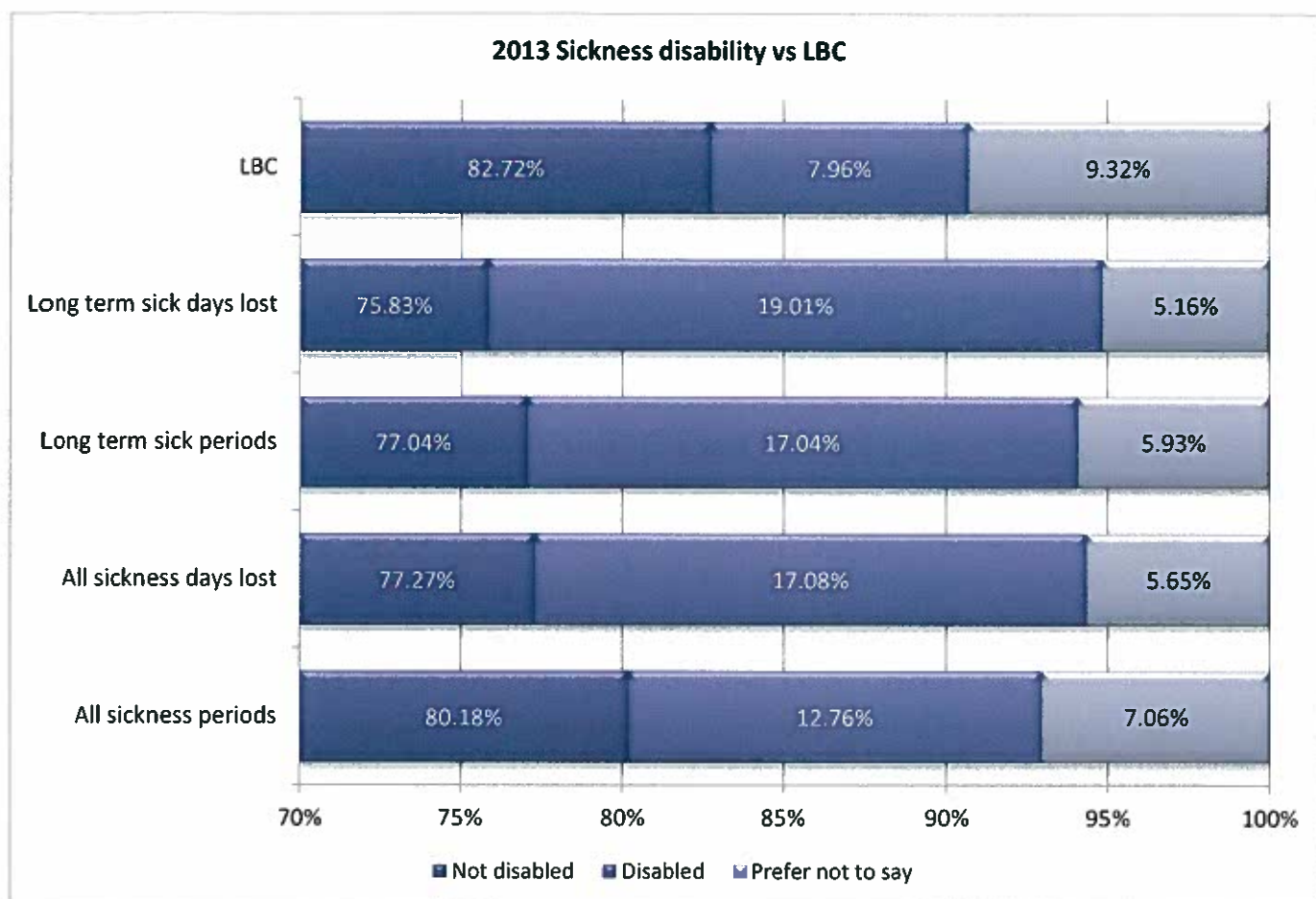
7.1.3. Sickness by ethnicity



	Year	Sickness periods		Sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount	
		Count	%	Count	%	Count	%	Count	%	Count	%
BME	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%
	2010*	549	39.52%	4,939	39.58%	57	37.50%	3,443	39.67%	1,463	36.63%
White	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%
	2011	2,221	58.25%	18,166	57.31%	191	58.23%	11,724	57.44%	2,100	59.49%
	2010*	794	57.16%	7,227	57.90%	92	60.52%	5,046	58.16%	2,287	57.25%
Prefer Not to Say	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%
	2010*	46	3.31%	315	2.52%	3	1.97%	187	2.16%	245	6.13%

*2010 figures are for Q1 and Q2 only i.e. over a six month period rather than a full year.

7.1.4.Sickness by disability



	Year	Sickness periods		Sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount	
		Count	%	Count	%	Count	%	Count	%	Count	%
Not disabled	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%
	2010*	1,212	87.26%	10,651	85.34%	131	86.18%	7,309	84.24%	3,446	86.26%
Disabled	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%
	2010*	133	9.58%	1,662	13.32%	20	13.16%	1,308	15.08%	321	8.04%
Prefer not to say	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%
	2010*	44	3.17%	168	1.35%	1	0.66%	59	0.68%	228	5.71%

*2010 figures are for Q1 and Q2 only i.e. over a six month period rather than a full year.

7.1.5.Sickness by age

		Sickness periods		Sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount		
Age bands	<=20	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%
		2010*	16	1.15%	59	0.47%	1	0.66%	27	0.31%	29	0.73%
	21 - 25	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%
		2010*	41	2.95%	55	0.44%	6	3.95%	294	3.39%	139	3.48%
	26 - 30	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%
		2010*	147	10.58%	655	5.25%	15	9.87%	889	10.25%	349	8.74%
	31 - 35	2013	388	12.07%	2,280	8.76%	27	10.00%	1,236	7.52%	361	11.36%
		2012	414	12.20%	2,355	8.58%	25	8.77%	1,195	6.85%	347	10.18%
		2011	438	11.49%	2,423	7.65%	28	8.54%	1,266	6.20%	354	10.03%
		2010*	133	9.58%	1,160	9.29%	16	10.53%	828	9.54%	353	8.84%
	36 - 40	2013	330	10.27%	2,182	8.38%	28	10.37%	1,150	7.00%	281	8.84%
		2012	347	10.22%	3,447	12.55%	34	11.93%	2,441	13.99%	327	9.60%
		2011	477	12.51%	4,356	13.74%	46	14.02%	2,896	14.19%	372	10.54%
		2010*	207	14.90%	1,473	11.80%	20	13.16%	1,174	13.53%	446	11.16%
41 - 45	2013	442	13.75%	4,055	15.57%	41	15.19%	2,671	16.25%	441	13.88%	
	2012	511	15.06%	3,723	13.56%	42	14.74%	2,309	13.23%	474	13.91%	
	2011	492	12.90%	3,772	11.90%	32	9.76%	2,297	11.26%	511	14.48%	
	2010*	191	13.75%	1,659	13.29%	24	15.79%	1,462	16.85%	572	14.32%	
46 - 50	2013	540	16.80%	3,629	13.94%	40	14.81%	1,963	11.95%	558	17.56%	
	2012	511	15.06%	4,742	17.27%	52	18.25%	3,331	19.08%	607	17.81%	
	2011	534	14.00%	5,096	16.08%	43	13.11%	3,338	16.36%	585	16.57%	
	2010*	214	15.41%	2,063	16.53%	29	19.08%	1,842	21.23%	649	16.25%	
51 - 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%	
	2010*	215	15.48%	2,476	19.84%	17	11.18%	916	10.56%	634	15.87%	
	2013	422	13.13%	4,631	17.79%	41	15.19%	3,401	20.70%	427	13.44%	

2013

		2013											
		2013	2012	2011	2010*	2013	2012	2011	2010*	2013	2012	2011	2010*
Prefer Not to Say	61+	387	11.40%	4,958	18.05%	43	15.09%	3,704	21.22%	455	13.35%		
		473	12.40%	4,889	15.42%	60	18.29%	3,420	16.75%	440	12.46%		
		135	9.72%	1,333	10.68%	24	15.79%	1,244	14.34%	514	12.87%		
		210	6.53%	3,411	13.10%	38	14.07%	2,794	17.00%	236	7.43%		
	223	6.57%	2,199	8.01%	26	9.12%	1,371	7.85%	244	7.16%			
	247	6.48%	2,700	8.52%	30	9.15%	2,014	9.87%	222	6.29%			
	90	6.48%	1,548	12.40%	1	0.66%	27	0.31%	267	6.68%			
	2	0.06%	5	0.02%	0	0.00%	0	0.00%	56	1.76%			
	2	0.06%	5	0.02%	0	0.00%	0	0.00%	35	1.03%			
	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%			
	16	1.15%	59	0.47%	0	0.00%	0	0.00%	43	1.08%			

*2010 figures are for Q1 and Q2 only i.e. over a six month period rather than a full year.

7.1.6.Sickness by sexuality

		Sickness periods		Sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount	
		2013	2012	2013	2012	2013	2012	2013	2012	2013	2012
Bisexual	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%
	2010*	5	0.36%	123	0.99%	2	1.32%	102	1.18%	14	0.40%
Hetero sexual	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%
	2010*	858	61.77%	6,766	54.21%	85	55.92%	4,407	50.80%	2,336	58.50%
Homo sexual	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%
	2010*	11	0.79%	59	0.47%	1	0.66%	44	0.51%	41	1.00%
Prefer not to say	2013	805	25.05%	6,980	26.81%	74	27.41%	4,689	28.54%	0	0.00%
	2012	883	26.02%	6,767	24.64%	71	24.91%	4,254.5	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%
	2010*	515	37.08%	5,533	44.33%	64	42.11%	4,123	47.52%	1,604	40.20%

*2010 figures are for Q1 and Q2 only i.e. over a six month period rather than a full year.

7.1.7.Sickness by religion

		Sickness periods		Sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount	
		2013	2012	2013	2012	2013	2012	2013	2012	2013	2012
Buddhist	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%
	2010*	5	0.36%	6	0.05%	0	0.00%	0	0.00%	11	0%
Christian	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%
	2010*	663	47.73%	6,170	49.44%	84	55.26%	4,320	49.79%	1,842	46%
Hindu	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%
	2010*	25	1.80%	178	1.43%	4	2.63%	105	1.21%	81	2%
Jewish	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%
	2010*	1	0.07%	2	0.02%	0	0.00%	0	0.00%	20	1%
Muslim	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%
	2010*	24	1.73%	291	2.33%	4	2.63%	245	2.82%	82	2%
None	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%
	2010*	254	18.29%	2,198	17.61%	22	14.47%	1,530	17.63%	762	19%
Other	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%
	2010*	56	4.03%	810	6.49%	10	6.58%	650	7.49%	112	3%
Prefer not to say	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%
	2010*	352	25.34%	2,808	22.50%	28	18.42%	1,826	21.05%	1,076	27%
Sikh	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%
	2010*	9	0.65%	18	0.14%	0	0.00%	0	0.00%	9	0%

*2010 figures are for Q1 and Q2 only i.e. over a six month period rather than a full year.

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	1,448	45.05%	11,884	45.64%	128	47.41%	7,424	45.18%	1,514	47.66%
Not Married or Not Civil Partner	1,354	42.13%	11,028	42.35%	110	40.74%	7,029	42.78%	1,194	37.58%
Prefer not to say	412	12.82%	3,126	12.01%	32	11.85%	1,979	12.04%	592	18.63%

2013

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

	Maternity Headcount		Maternity Percentage		LBC (Women only)	
	2012	2013	2012	2013	2012	2013
CED	27	47	35.01%	35.9%	25.30%	29.15%
CFL	47	51	40.17%	38.9%	43.06%	31.58%
DASHH	22	25	18.80%	19.1%	23.56%	26.32%
PE	7	8	5.98%	6.1%	8.08%	12.96%
LBC	117	131	100%	100.0%	100%	100%

7.2.2. Maternity followed by leaving

	Maternity Percentage	
	2012	2013
Career Break	33.33%	34.31%
Other	13.33%	13.98%
Redundancy	6.67%	5.29%
Resignation	40.00%	40.30%
TUPE	6.67%	6.12%
Total	100%	100%

7.2.3. Maternity by grade

	Maternity Headcount		Maternity Percentage		LBC (Women only)	
	2012	2013	2012	2013	2012	2013
Officer	94	98	80.34%	74.81%	82.20%	79.32%

Manager	22	32	18.80%	24.43%	15.71%	18.12%
Senior Manager	1	1	0.85%	0.76%	2.10%	2.56%

7.2.4. Maternity by basis

	Maternity Headcount		Maternity Percentage		LBC (Women only)	
	2012	2013	2012	2013	2012	2013
Full time	73	91	62.39%	69.47%	67.43%	71.21%
Part time	44	40	37.61%	30.53%	32.57%	28.79%