

Croydon Workforce Profile

Reporting period: 01/10/2010 to 30/09/2011

Headcount in report: 3,530

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Q 3 & 4: 2010 &

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1. Executive summary

1.1 Introduction and purpose

The workforce profile plays a key role in underpinning the council's equalities and workforce strategies and helps the Council meet its general equalities duty to: eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity; and foster good relations. In addition to complying with statutory duties the profile 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.

Not only is production of the workforce profile an outcome of the workforce and equalities strategies itself, it is a valuable resource to help monitor workforce performance and provides benchmarking information to assist workforce planning. This is the second year that the workforce profile has been produced in the same format and it now provides some comparative data to help identify trends and priorities and inform key actions. The 2011 profile provides a snapshot of workforce data over one 12-month period and provides a comparison with the 2010 workforce profile. Whilst this is useful in reporting change over a period of time, it is not a sufficiently long period to identify any patterns; in this context we should be cautious about drawing conclusions on trends. A further cautionary note is that the 2010 workforce profile was for a six month period April to September 2010, so a full year-to-year comparison is not available.

1.2 Subject matter and data analysis

The report provides an analysis of the Council's directly employed workforce over covers the 12 month period 1 October 2010 to 30 September 2011. 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; and residential demographic data has been taken from the Greater London Authority demographic projections for Croydon in 2011 - <http://data.london.gov.uk/datastore/package/egp-2010rnd-shlaa-borough>

The Council is now benefiting from its investment in a new human resources information system (CHRIS). Reporting on workforce data is now in more detail than ever before.

The departmental analysis has been undertaken based on the organisational structure on CHRIS as at 30 September 2011. Although this does not represent the organisational structure following the corporate restructure with effect from 1 July 2011, it was decided to base the analysis on the outgoing structure to provide a comparison with the 2010 profile. The next workforce profile in 2012 will reflect the new organizational structure and although departmental comparisons with previous years will not be available next time, council-wide comparisons will be.

1.3 Summary of key findings and recommendations

Key findings from the 2011 profile are that:

- Our workforce has a headcount of 3,530 employees, a reduction of 11.64% from 2010.
- 65% of our workforce is female and 35% is male, which is unchanged from that of 2010.
- 35% of our workforce is from BME backgrounds compared to 41% of the residential population. Compared to 2010 our BME workforce has decreased from 37% to 35%
- 9% of our workforce has a disability compared to 8% in 2010.
- 35% of our employees are aged over 50 which is the same proportion as in 2010.
- 86% of part-time employees are female and 19% of all employees are part-time women which remains the same as 2010.
- The representation of women in the top 5% of earners is 52% compared to 65% of the workforce. The proportion of women in the top 5% of earners has increased from 48% in 2010.
- The representation of BME staff in the top 5% of earners is 19% compared to 35% of the workforce. The proportion of BME staff in the top 5% of earners has reduced from 24% in 2010.
- The representation of disabled staff in the top 5% of earners is 7% compared to 9% of the workforce. The proportion of disabled staff in the top 5% of earners has increased from 5% in 2010.
- 47% of applicants for jobs are from BME backgrounds compared to 41% of new starters being from BME backgrounds. In 2010 58% of applicants for jobs and 35% of new starters were from BME backgrounds.
- 12% of BME employees received a “fair” rating in their annual appraisal compared to 6% of white employees, which is consistent with 2010.
- 49% of the workforce is Christian, compared to 65% of the resident population though of the workforce 23% prefer not to say.
- The proportion of employees who prefer not to provide their sexuality is 31%.

To maximize the profile’s use in business planning, the data needs to be accurate and comprehensive. To improve the capture and quality of data and to redress the amount of unknown data identified in the 2010 workforce profile, an employee data audit was conducted in summer 2011. There are some areas, most notably employees’ sexuality and religion where the high proportion of “prefer not to say” remains high, although there is a significant improvement on the 2010 profile. Employee data audits are planned to continue annually to improve the quality of data and therein the quality of workforce planning.

Compared to the workforce as a whole, the representation of women and BME staff is considerable lower in the top 5% of earners. There is also a high correlation between gender and part-time status, most likely associated with family caring responsibilities being more commonly undertaken by women than men. It is recommended that potential barriers to part-time working are reviewed and that consideration is given to targeting learning and development activities towards women and BME staff, particularly those focused on management and leadership.

Whilst the gap between the number of applicants from BME backgrounds and the number of new starters from BME backgrounds has closed, the overall proportion of BME applicants for jobs has decreased. An analysis of 2011/12 data when available will be used to identify whether this is a pattern or a “one-off”.

The 2010 workforce profile identified a high representation of employees under aged 30 and with between 1 and 2 years service amongst leavers and raised a concern that the council may

be struggling to retain new starters. Such a concern is not supported by the data in this year's profile.

The 2010 profile identified an over representation of employees from BME backgrounds with a "fair" PDCS rating compared to white employees. This over-representation has been repeated in 2011 suggesting that staff from BME backgrounds may be receiving lower ratings compared to other staff and requires further analysis and investigation. The PDCS results also indicate for the second year a need for greater organisational consistency in PDCS ratings across departments. The procurement of a new third party system for learning and development is underway and the new system will provide more comprehensive analysis and ease of reporting.

1.4 Limitations

Although reporting through CHRIS makes for more accurate analysis of workforce data than has previously been possible, 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 and not all activities were recorded. It is for this reason that management development and leadership development amongst others are not distinct within the report.

Due to the in year implementation of a new online recruitment system, collection of data identifying existing employees applying for promotion is no longer available. Following the identification of the gap in data collection to permit the analysis of applications for promotion information, modifications to the system will be made ensuring future collection and analysis of this data.

The Equality Act 2010 introduces nine protected characteristics: gender; ethnicity; disability; age; religion or belief; sexual orientation; marriage or civil partnership; pregnancy and maternity; and gender re-assignment. This workforce profile does not report on gender-reassignment, maternity and pregnancy or marriage and civil partnerships. In light of the very sensitive nature of gender re-assignment, the council has decided not to ask employees or prospective employees whether or not they have undergone or intend to undergo gender reassignment. The council intends to extend its workforce monitoring to include marriage and civil partnership and pregnancy and maternity in the 2012 workforce profile.

Since last year's workforce profile an employee data audit has been undertaken to improve data capture and accuracy, particularly for sexuality and religion. As a result, the proportion of employees whose sexuality is recorded as "prefer not to say" has reduced from 40% to 31% and in the case of religion from 27% to 23%.

1.5 Terms used within this document

Abbreviated department names

	Full department name
LBC	Full council (excluding schools) – entirety of departments listed below
CEO	Chief Executives Office
CS	Community Services
CYPL	Children, Young People and Learners
DASH	Adult Services and Housing
PRC	Planning, Regeneration and Conservation
RCS	Resources and Customer Services

1.6 Comparison between years

This workforce profile compares the current organizational data with the data from the previous version of this report. The data is identified as either 2011 or 2010. The 2010 data is effective as at the 30th September 2010 and the 2011 data is effective as of the 30th September 2011 unless otherwise stated.

2. Employee profile

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

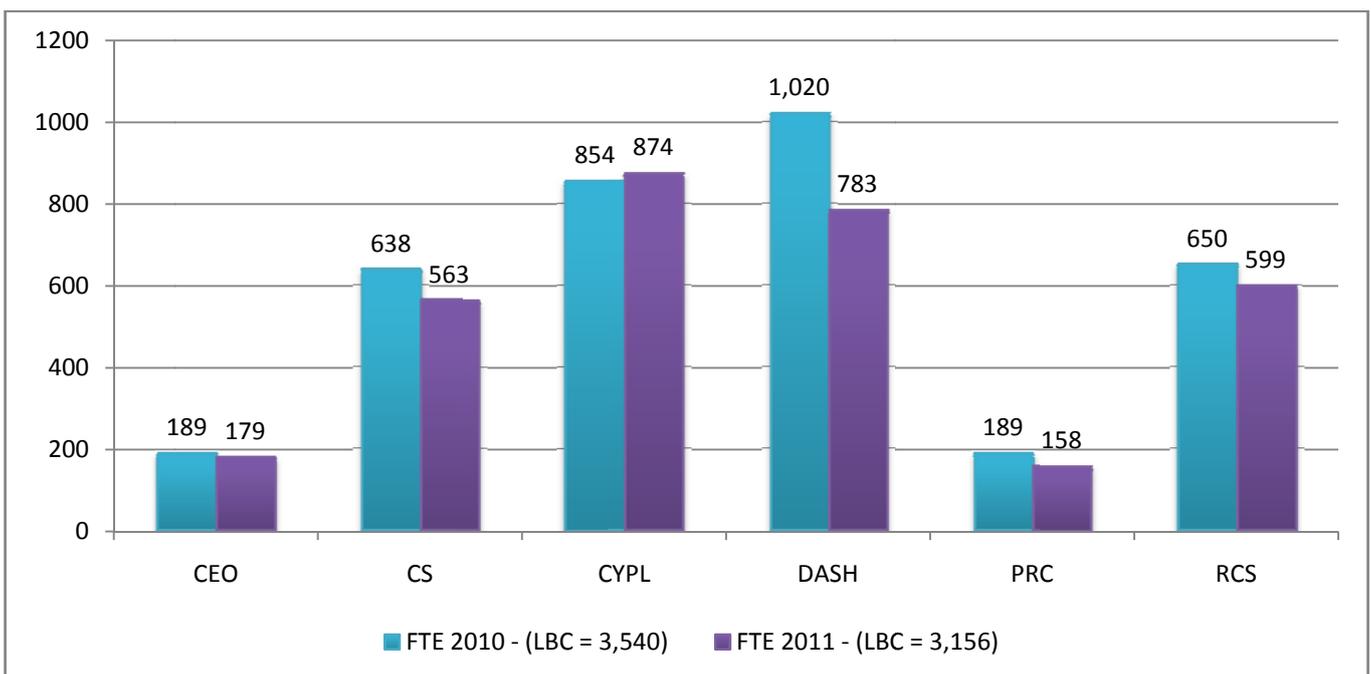
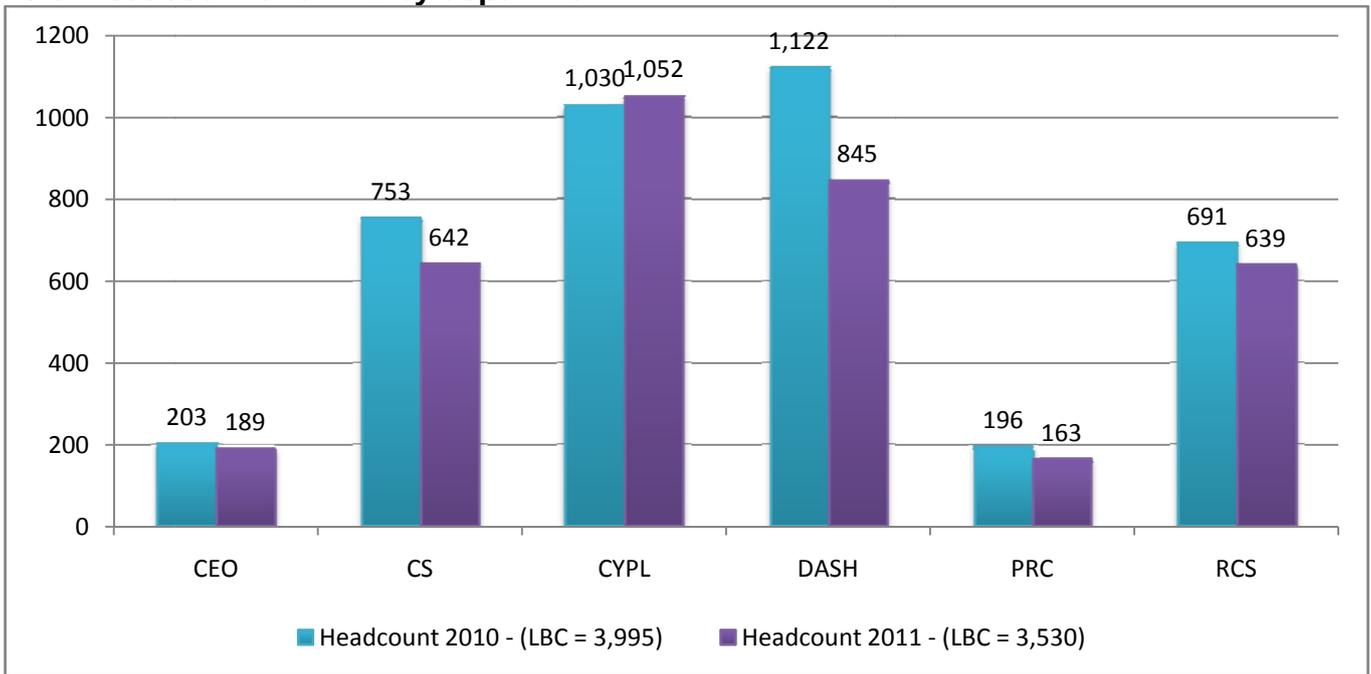
2.1 Headcount and FTE profile



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.

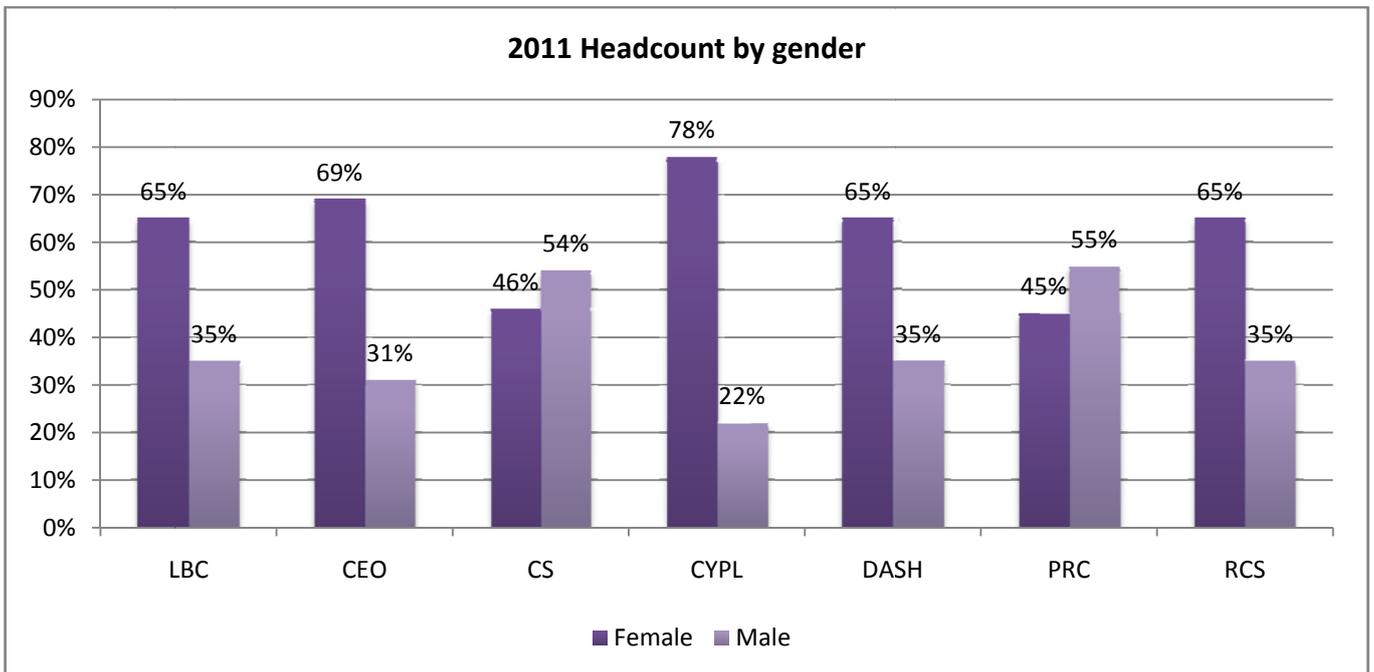
Definition: full time equivalents (FTE), is calculated by dividing the number of contractual hours an employee works each week by the full time hours (36hrs).

Total headcount and FTE by department:



2.1.1 Headcount by gender

	2010		2011	
	Female	Male	Female	Male
LBC	65%	35%	65%	35%
CEO	69%	31%	69%	31%
CS	48%	52%	46%	54%
CYPL	77%	23%	78%	22%
DASH	67%	33%	65%	35%
PRC	45%	55%	45%	55%
RCS	65%	35%	65%	35%

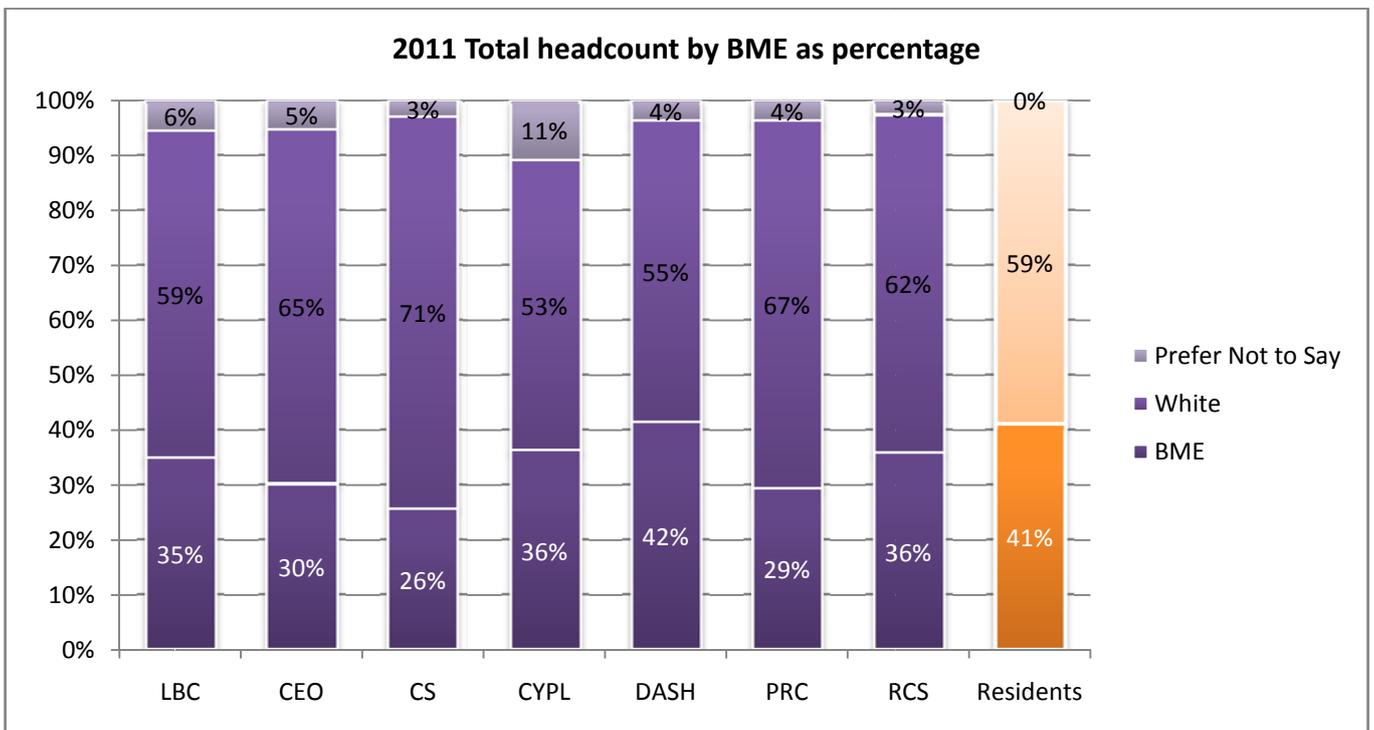


2.1.2 Headcount by ethnicity



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.

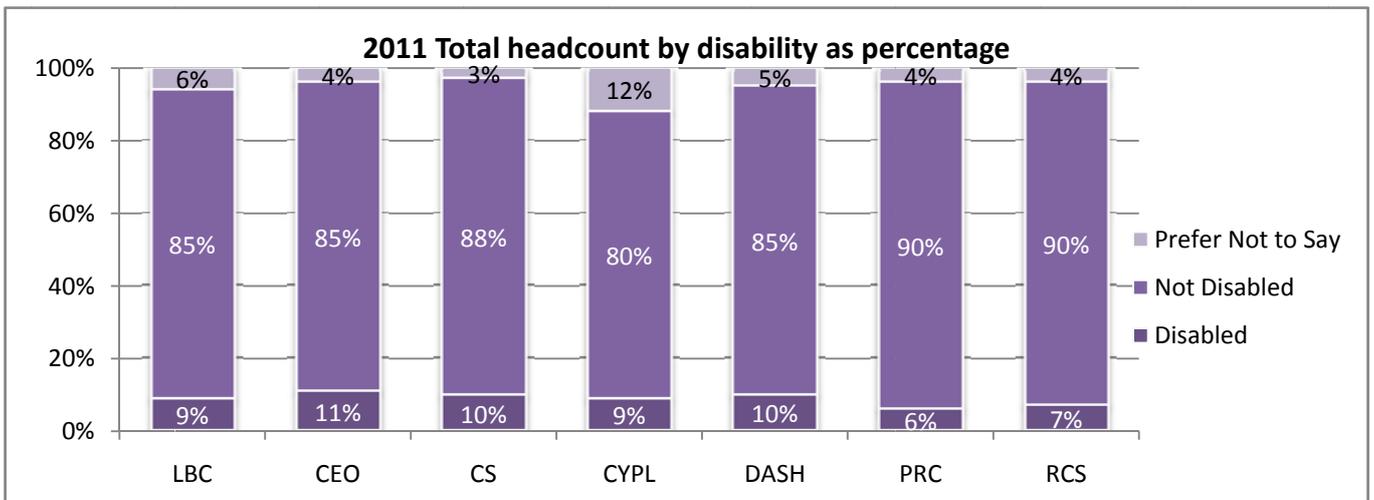
		2010		2011	
		Headcount	Percentage	Headcount	Percentage
BME	Bangladeshi	9	0.23%	8	0.23%
	Black African	271	6.78%	250	7.08%
	Black Caribbean	412	10.31%	386	10.93%
	Chinese	16	0.40%	13	0.37%
	Indian	115	2.88%	105	2.97%
	Mixed White and Asian	42	1.05%	35	0.99%
	Mixed White and Black African	15	0.38%	11	0.31%
	Mixed White and Black Caribbean	52	1.30%	53	1.50%
	Other	336	8.41%	200	5.67%
	Other Asian	65	1.63%	54	1.53%
	Other Black	62	1.55%	53	1.50%
	Other Mixed	45	1.13%	44	1.25%
	Pakistani	23	0.58%	19	0.54%
	BME Totals:		1,463	36.63%	1,231
White	White British	2,035	50.94%	1,853	52.49%
	White Irish	95	2.38%	88	2.49%
	White Other	157	3.93%	159	4.50%
White Totals:		2,287	57.3%	2,100	59.48%
Prefer Not to Say		245	6.13%	199	5.64%



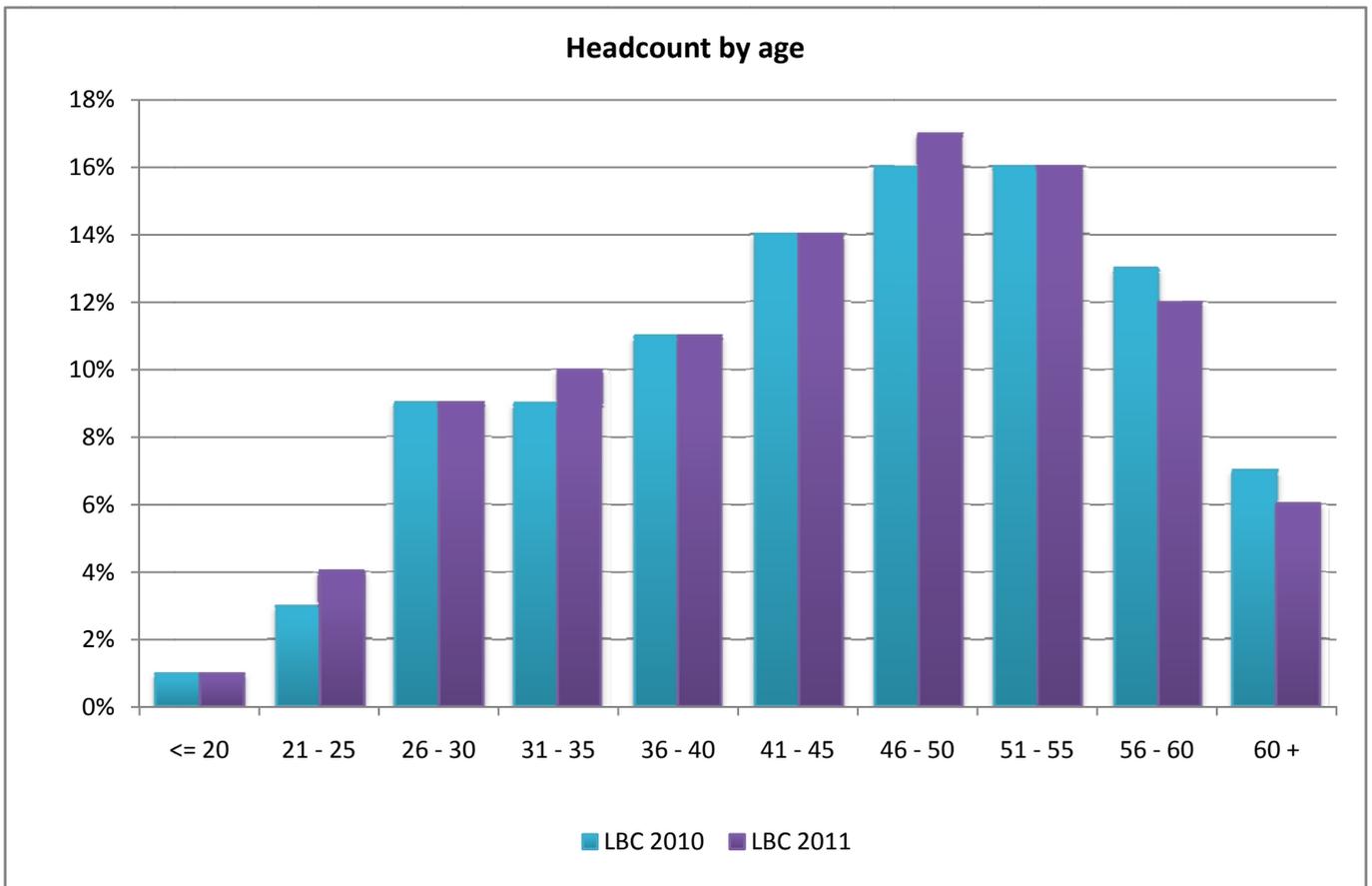
Resident's figures are taken from the Greater London Authority demographic projections for Croydon in 2011.

2.1.3 Headcount by disability

	2010			2011		
	Disabled	Not Disabled	Prefer Not to Say	Disabled	Not Disabled	Prefer Not to Say
LBC	8%	86%	6%	9%	85%	6%
CEO	12%	82%	5%	11%	85%	4%
CS	8%	90%	3%	10%	88%	3%
CYPL	7%	82%	12%	9%	80%	12%
DASH	9%	86%	4%	10%	85%	5%
PRC	6%	90%	5%	6%	90%	4%
RCS	8%	89%	3%	7%	90%	4%



2.1.4 Headcount by age



		LBC		CEO		CS		CYPL		DASH		PRC		RCS	
<=20	2011	30	1%	1	1%	13	2%	9	1%	2	0%	1	1%	4	1%
	2010	29	1%	1	0%	9	1%	13	1%	2	0%	1	1%	3	0%
21 – 25	2011	127	4%	2	1%	35	5%	42	4%	18	2%	3	2%	27	4%
	2010	139	3%	5	2%	43	6%	33	3%	21	2%	5	3%	32	5%
26 – 30	2011	304	9%	20	11%	43	7%	88	8%	52	6%	19	12%	82	13%
	2010	349	9%	26	13%	64	8%	74	7%	61	5%	20	10%	104	15%
31 – 35	2011	354	10%	25	13%	50	8%	117	11%	57	7%	17	10%	88	14%
	2010	353	9%	28	14%	46	6%	98	10%	83	7%	22	11%	76	11%
36 – 40	2011	372	11%	21	11%	70	11%	99	9%	86	10%	22	13%	74	12%
	2010	446	11%	20	10%	79	10%	118	11%	121	11%	25	13%	83	12%
41 – 45	2011	511	14%	17	9%	94	15%	155	15%	134	16%	17	10%	94	15%
	2010	572	14%	25	12%	99	13%	149	14%	171	15%	27	14%	101	15%
46 – 50	2011	585	17%	40	21%	93	14%	170	16%	156	18%	33	20%	93	15%
	2010	649	16%	35	17%	118	16%	162	16%	204	18%	35	18%	95	14%
51 – 55	2011	558	16%	25	13%	107	17%	176	17%	150	18%	22	13%	78	12%
	2010	634	16%	31	15%	114	15%	181	18%	192	17%	27	14%	89	13%
56 – 60	2011	440	12%	24	13%	83	13%	123	12%	116	14%	18	11%	76	12%
	2010	514	13%	24	12%	108	14%	117	11%	160	14%	20	10%	85	12%
61+	2011	222	6%	11	6%	54	8%	62	6%	64	8%	11	7%	20	3%
	2010	267	7%	8	4%	73	10%	69	7%	81	7%	14	7%	22	3%
Prefer Not to Say	2011	27	1%	3	2%	0	0%	11	1%	10	1%	0	0%	3	0%
	2010	43	1%	0	0%	0	0%	16	2%	26	2%	0	0%	1	0%
Totals	2011	3,530	100%	189	100%	642	100%	1,052	100%	845	100%	163	100%	639	100%
	2010	3,995	100%	203	100%	753	100%	1,030	100%	1,122	100%	196	100%	691	100%

2.1.5 Headcount by sexuality

		LBC		CEO		CS		CYPL		DASH		PRC		RCS	
Bi-sexual	2011	9	0.3%	0	0.0%	1	0.2%	3	0.3%	1	0.1%	0	0.0%	4	0.6%
	2010	14	0.4%	0	0.0%	1	0.1%	2	0.2%	4	0.4%	2	1.0%	5	0.7%
Hetero sexual	2011	2,394	67.8%	142	75.1%	446	69.5%	629	59.8%	597	70.7%	118	72.4%	462	72.3%
	2010	2,336	58.5%	134	66.0%	449	59.6%	499	48.4%	687	61.2%	120	61.2%	447	64.7%
Homo sexual	2011	44	1.2%	4	2.1%	6	0.9%	13	1.2%	12	1.4%	1	0.6%	8	1.3%
	2010	41	1.0%	4	2.0%	7	0.9%	10	1.0%	13	1.2%	1	0.5%	6	0.9%
Prefer Not to Say	2011	1,083	30.7%	43	22.8%	189	29.4%	407	38.7%	235	27.8%	44	27.0%	165	25.8%
	2010	1,604	40.2%	65	32.0%	296	39.3%	519	50.4%	418	37.3%	73	37.2%	233	33.7%
Totals	2011	3,530	100%	189	100%	642	100%	1,052	100%	845	100%	163	100%	639	100%
	2010	3,995	100%	203	100%	753	100%	1,030	100%	1,122	100%	196	100%	691	100%

2.1.6 Headcount by religion

		LBC		CEO		CS		CYPL		DASH		PRC		RCS	
Buddhist	2011	10	0%	0	0%	2	0%	4	0%	3	0%	0	0%	1	0%
	2010	11	0%	0	0%	3	0%	2	0%	4	0%	1	1%	1	0%
Christian	2011	1733	49%	94	50%	307	48%	490	47%	469	56%	74	45%	299	47%
	2010	1,842	46%	91	45%	326	43%	437	42%	603	54%	81	41%	304	44%
Hindu	2011	65	2%	3	2%	11	2%	14	1%	17	2%	5	3%	15	2%
	2010	81	2%	4	2%	17	2%	16	2%	22	2%	4	2%	18	3%
Jewish	2011	13	0%	0	0%	4	1%	4	0%	4	0%	1	1%	0	0%
	2010	20	1%	0	0%	7	1%	6	1%	5	0%	2	1%	0	0%
Muslim	2011	67	2%	4	2%	9	1%	20	2%	12	1%	4	2%	18	3%
	2010	82	2%	5	2%	12	2%	23	2%	19	2%	5	3%	18	3%
None	2011	705	20%	47	25%	136	21%	222	21%	121	14%	39	24%	140	22%
	2010	762	19%	45	22%	163	22%	224	22%	167	15%	35	18%	128	19%
Other	2011	111	3%	6	3%	21	3%	29	3%	28	3%	8	5%	19	3%
	2010	112	3%	6	3%	19	3%	22	2%	28	2%	13	7%	24	3%
Prefer not to say	2011	816	23%	33	17%	148	23%	268	25%	189	22%	32	20%	146	23%
	2010	1,076	27%	50	25%	204	27%	298	29%	272	24%	55	28%	197	29%
Sikh	2011	10	0%	2	1%	4	1%	1	0%	2	0%	0	0%	1	0%
	2010	9	0%	2	1%	2	0%	2	0%	2	0%	0	0%	1	0%
Totals	2011	3,530	100%	189	100%	642	100%	1,052	100%	845	100%	163	100%	639	100%
	2010	3,995	100%	203	100%	753	100%	1,030	100%	1,122	100%	196	100%	691	100%

2.1.7 Headcount and FTE summary



Key facts:

- The employee headcount of the council has decreased by 11.64% since 2010.
- 65% of Council employees are female.
- CS and PR&C are the only departments where the number of males is higher than the number of females.
- 35% of Council employees are BME compared to 41% of the residential population.
- DASH is the only department where the number of BME employees is higher the residential population.
- Of the Council workforce, 34% is aged over 50 and 14% aged under 30.
- The distribution of employees aged 61+ is generally consistent at 6-8% across departments apart from RCS at 3%.
- 30.7% of employees' sexuality is recorded as "prefer not to say".
- 23% of employees' religion is recorded as "prefer not to say".



Issues and actions:

- The number of BME employees across the Council is 2% lower than recorded in the 2010 workforce profile. With new starters from BME backgrounds comprising 41% of new starters (see section 2.4.32.4.3) the reduction in the overall BME workforce is due to the over-representation of BME staff amongst leavers (41.8% of leavers compared to 35% of the total workforce). A relevant factor here is that two service transfers accounted for 27% of all leavers and of those employees transferred 58% were from BME backgrounds.
- The proportion of employees whose sexuality and religion is reported as "prefer not to say" is 30.7% and 23% respectively. Although these percentages have improved since 2010 (following the employee data audit) the levels remain high and raise doubts over how statistically useful the information is.
- With such high numbers of staff being unwilling to provide details of their sexuality and religion/belief, next year's employee data audit should encourage more positive completion of this data. The Council intends to engage with staff support networks to consider this in more detail.
- Use of "prefer not to say" is highest in employees with less than 5 years service (see section 2.6.3). This correlates with the first employee data audit when CHRIS was introduced. In keeping with recommended data collection practice, individuals are given the option of "prefer not to say" when sensitive personal data is requested.

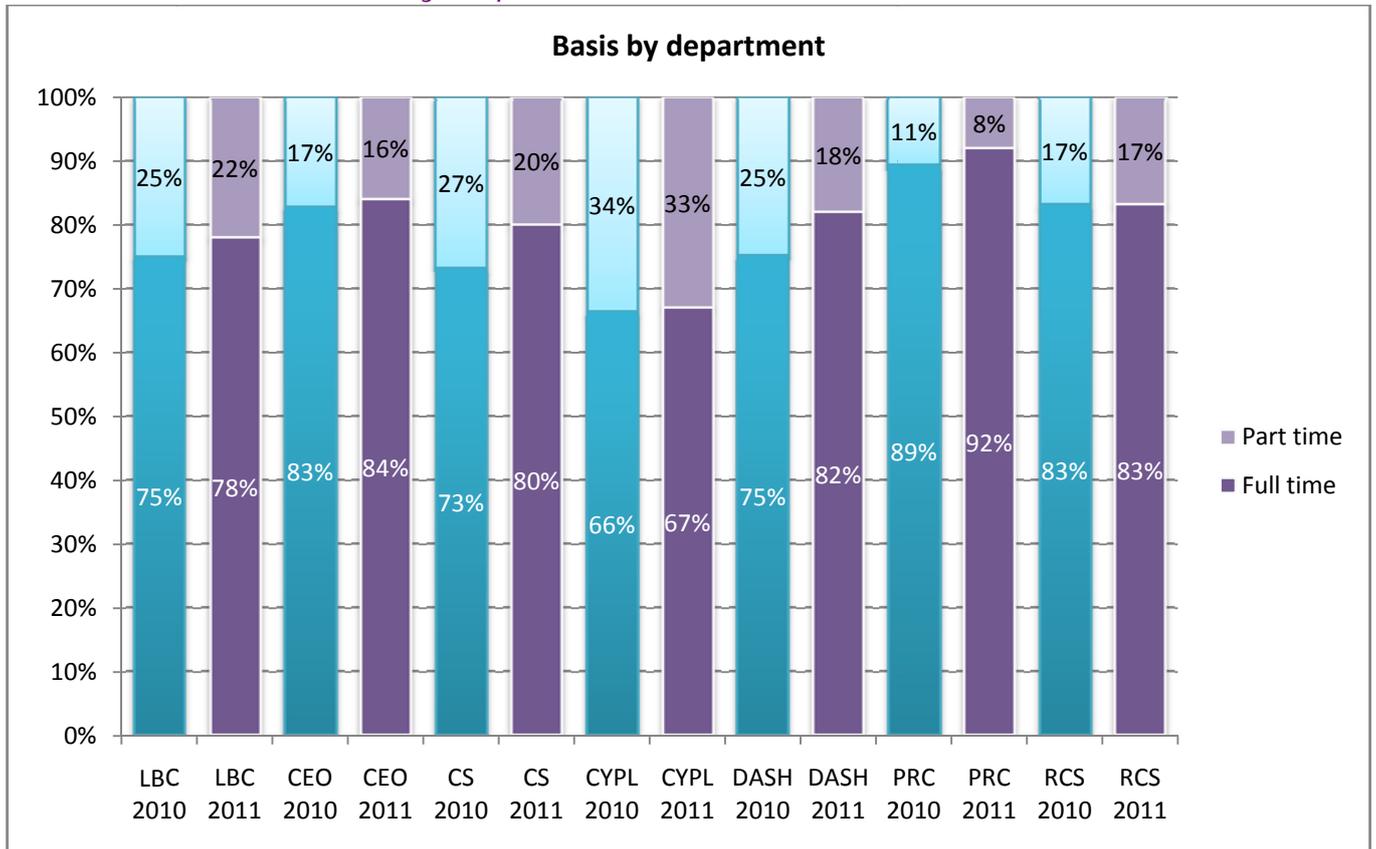
2.2 Working hours profile

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 department

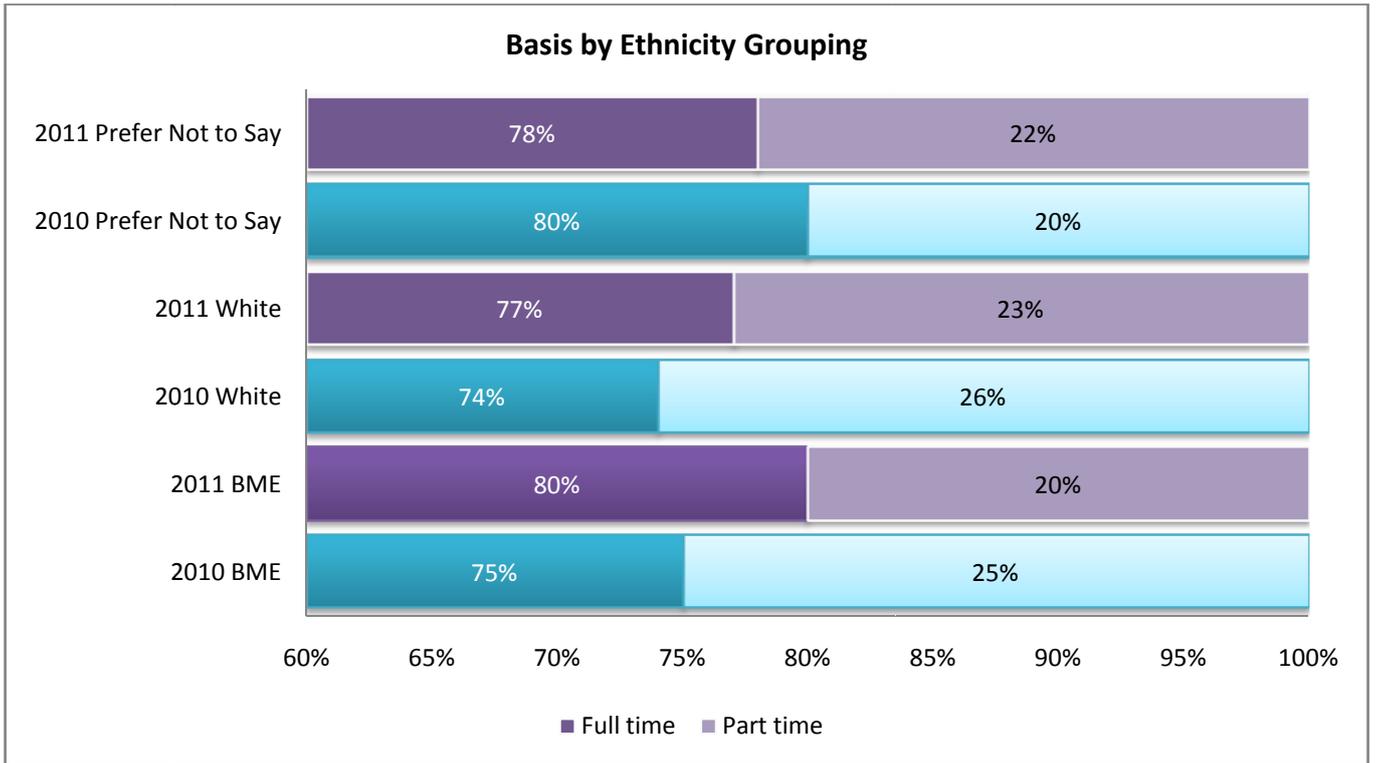


2.2.2 Basis by gender

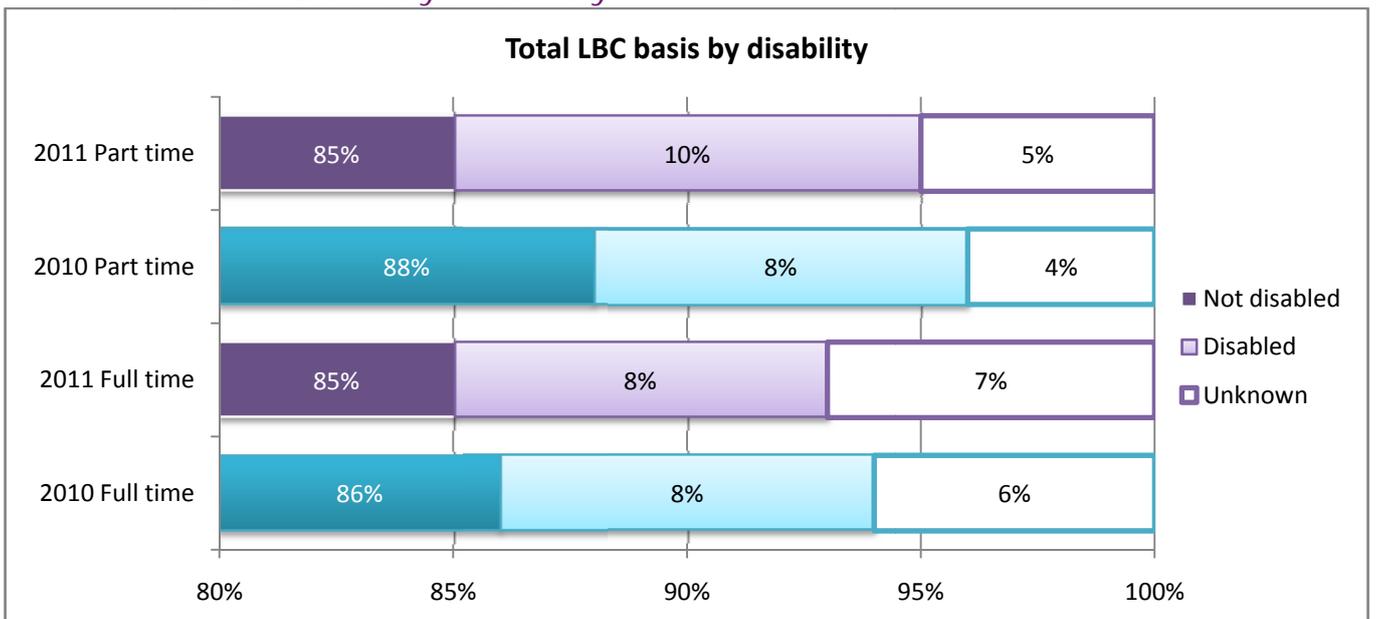
	Full time				Part time				Totals
	Female		Male		Female		Male		
	2010	2011	2010	2011	2010	2011	2010	2011	
LBC	43%	46%	32%	32%	21%	19%	3%	3%	100%
CEO	53%	54%	30%	30%	16%	15%	0%	1%	100%
CS	25%	30%	48%	50%	22%	17%	4%	4%	100%
CYPL	49%	51%	17%	16%	28%	27%	6%	6%	100%
DASH	45%	50%	30%	32%	21%	15%	3%	3%	100%
PRC	37%	39%	52%	53%	7%	6%	3%	2%	100%
RCS	49%	50%	34%	34%	15%	15%	1%	1%	100%

2.2.3 Basis by ethnicity

		2010				2011			
		Full time		Part time		Full time		Part time	
BME	Bangladeshi	6	0%	3	0%	5	0%	3	0%
	Black African	213	7%	58	6%	220	8%	30	4%
	Black Caribbean	319	11%	93	9%	305	11%	81	10%
	Chinese	15	1%	1	0%	12	0%	1	0%
	Indian	79	3%	36	4%	82	3%	23	3%
	Mixed White and Asian	30	1%	12	1%	25	1%	10	1%
	Mixed White and Black African	10	0%	5	1%	9	0%	2	0%
	Mixed White and Black Caribbean	36	1%	16	2%	41	1%	12	2%
	Other	241	8%	95	10%	149	5%	51	7%
	Other Asian	47	2%	18	2%	43	2%	11	1%
	Other Black	55	2%	7	1%	45	2%	8	1%
	Other Mixed	38	1%	7	1%	36	1%	8	1%
	Pakistani	13	0%	10	1%	10	0%	9	1%
	BME Total:		1,102	37%	361	38%	982	34%	249
White	White British	1,512	50%	522	52%	1,418	52%	435	56%
	White Irish	71	2%	34	2%	71	3%	17	2%
	White Other	116	4%	41	4%	124	5%	35	4%
White Total:		1,699	56%	597	58%	1,613	60%	487	62%
Prefer Not to Say		195	7%	50	5%	156	6%	43	6%
Totals:		2,996	100%	1,008	100%	2,751	100%	779	100%

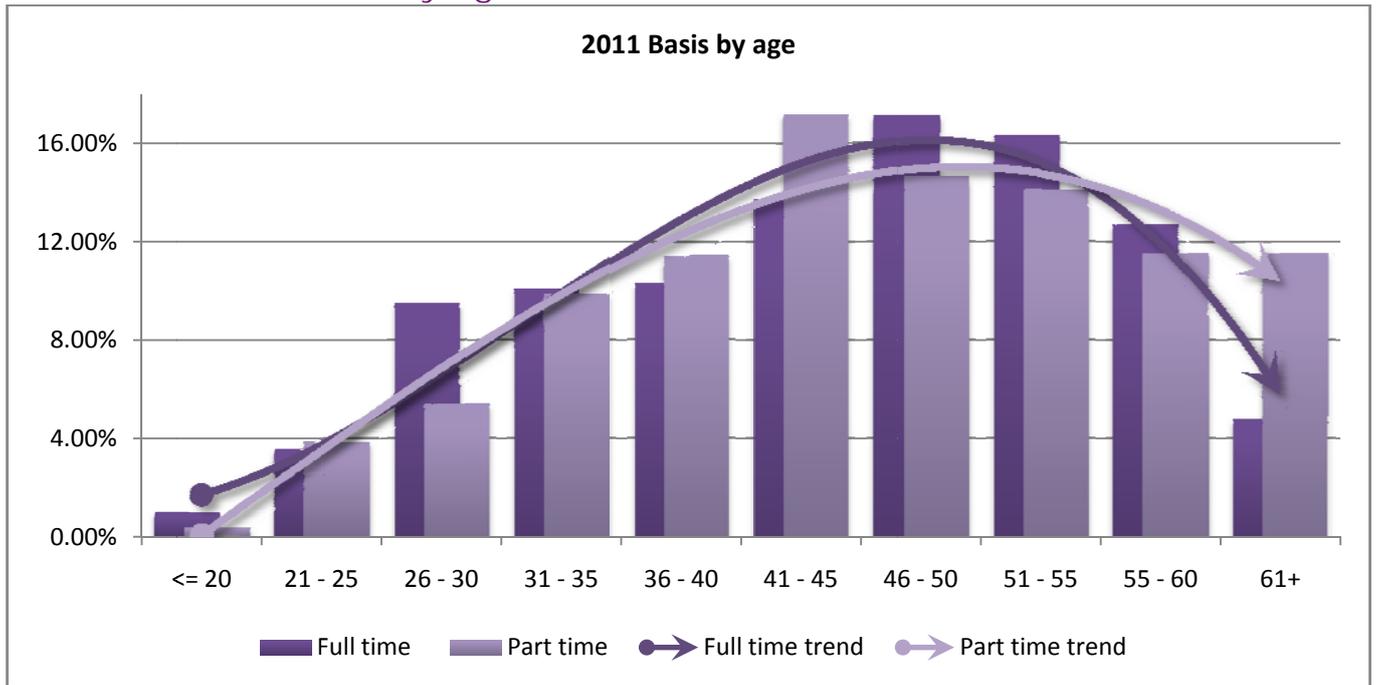


2.2.4 Basis by disability



	Full time							Part time						
	Not disabled		Disabled		Unknown		Total	Not disabled		Disabled		Unknown		Total
	2010	2011	2010	2011	2010	2011		2010	2011	2010	2011	2010	2011	
LBC	86%	85%	8%	11%	6%	4%	100%	88%	87%	8%	10%	4%	3%	100%
CEO	80%	85%	14%	10%	5%	3%	100%	91%	87%	3%	11%	6%	2%	100%
CS	89%	88%	8%	8%	2%	14%	100%	91%	82%	6%	11%	3%	7%	100%
CYPL	81%	79%	5%	10%	13%	6%	100%	83%	86%	10%	11%	8%	3%	100%
DASH	85%	85%	10%	7%	5%	5%	100%	91%	100%	8%	0%	1%	0%	100%
PRC	90%	89%	6%	7%	5%	4%	100%	90%	92%	5%	6%	5%	3%	100%
RCS	89%	89%	8%	8%	3%	7%	100%	15%	85%	1%	10%	0%	4%	100%

2.2.5 Basis by age



	Full time		Part time	
	2010	2011	2010	2011
<= 20	0.58%	0.98%	1.20%	0.39%
21 - 25	3.25%	3.53%	4.31%	3.85%
26 - 30	9.82%	9.52%	5.91%	5.39%
31 - 35	9.21%	10.07%	8.12%	9.88%
36 - 40	10.50%	10.29%	13.63%	11.42%
41 - 45	14.32%	13.70%	14.93%	17.20%
46 - 50	17.20%	17.12%	14.13%	14.63%
51 - 55	16.12%	16.28%	15.83%	14.12%
56 - 60	13.17%	12.72%	12.53%	11.55%
61 +	5.82%	4.80%	9.42%	11.55%
Totals	100%	100%	100%	100%

2.2.6 Basis by sexuality

	Full time		Part time	
	2010	2011	2010	2011
Bisexual	0.40%	0.22%	0.20%	0.39%
Heterosexual	59.88%	69.57%	54.35%	61.62%
Homosexual	1.17%	1.42%	0.60%	0.64%
Unknown	38.55%	28.79%	44.84%	37.36%
Totals	100%	100%	100%	100%

2.2.7 Basis by religion

	Full time		Part time	
	2010	2011	2010	2011
Buddhist	0.37%	0.36%	0.00%	0.00%
Christian	45.69%	48.71%	47.39%	50.45%
Hindu	1.64%	1.56%	3.21%	2.82%
Jewish	0.50%	0.29%	0.50%	0.64%
Muslim	1.77%	1.96%	2.91%	1.67%
None	18.99%	20.25%	19.34%	19.00%
Other	3.14%	3.05%	1.80%	3.47%
Prefer not to say	27.64%	23.45%	24.75%	21.95%
Sikh	0.27%	0.36%	0.10%	0.00%
Totals	100%	100%	100%	100%

2.2.8 Working hours profile summary



Key facts:

- 22% of council employees are part-time.
- 86% of part-time employees are female.
- 19% of council employees are part-time and female compared to 3% of employees being part-time and male.
- CYPL is the department with the high proportion of part-time workers at 33%, not surprisingly as many workers reflect the term-time working pattern of schools.
- PR&C is the department with the lowest proportion of part-time employees at 8%.
- With the exception of gender, there is no significant variance within the equality streams between part-time and full-time employees i.e. the distribution is generally proportionate to their representation across the workforce.
- The distribution of disabled employees is proportionate across part-time and full-time basis



Issues and actions:

- A direct correlation exists between gender and part-time status, generally associated with family caring responsibilities being more likely to be undertaken by women than men. Such a significant correlation means that any barriers to part-time working may be deemed indirectly discriminatory against women and are potentially unlawful unless objectively justified.
- Departments should continue to review their employment practices to ensure that any barriers to part-time working are objectively justified.
- At 8% the proportion of part-time staff in PRC is half of that of the next lowest department and is considerably lower than the Council-wide figure of 22%. It is also the department with the lowest proportion of female staff (45%).
- Since 2010, the proportion of part-time female staff in CS has decreased from 22% to 17% and in DASH has decreased from 21% to 15%. This is largely attributable to the high proportion of part-time staff leaving due to service transfers (50% of staff transferred were part-time) and redundancy (32%).

2.3 Salary profile

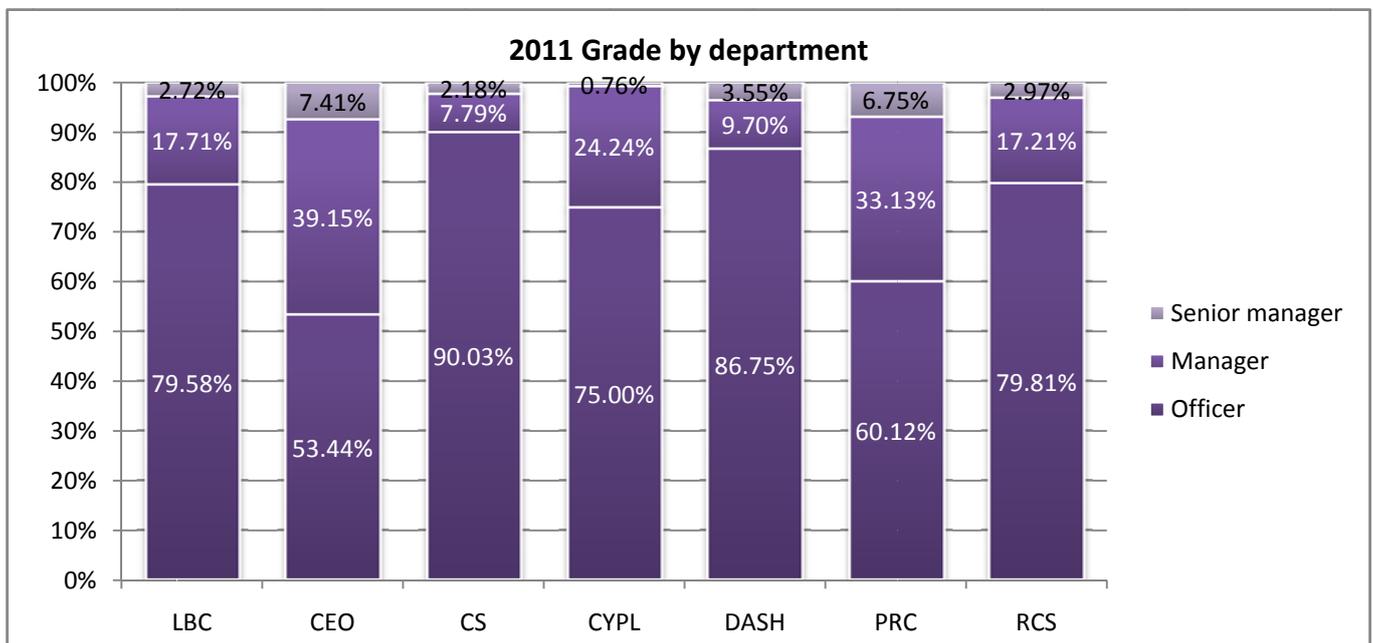
This section analyses the council's salary budget, the grade distribution and additional payments paid to employees.



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 £37,178
Manager	Grade 12 and above	£37,179 and above
Senior Manager	Tier 1 to 3 Manager (Head of Service and above)	

2.3.1 Grade by headcount



	LBC		CEO		CS		CYPL		DASH		PRC		RCS	
Officer	2809	80%	101	53%	578	90%	789	75%	733	87%	98	60%	510	80%
Manager	625	18%	74	39%	50	8%	255	24%	82	10%	54	33%	110	17%
Senior manager	96	3%	14	7%	14	2%	8	1%	30	4%	11	7%	19	3%

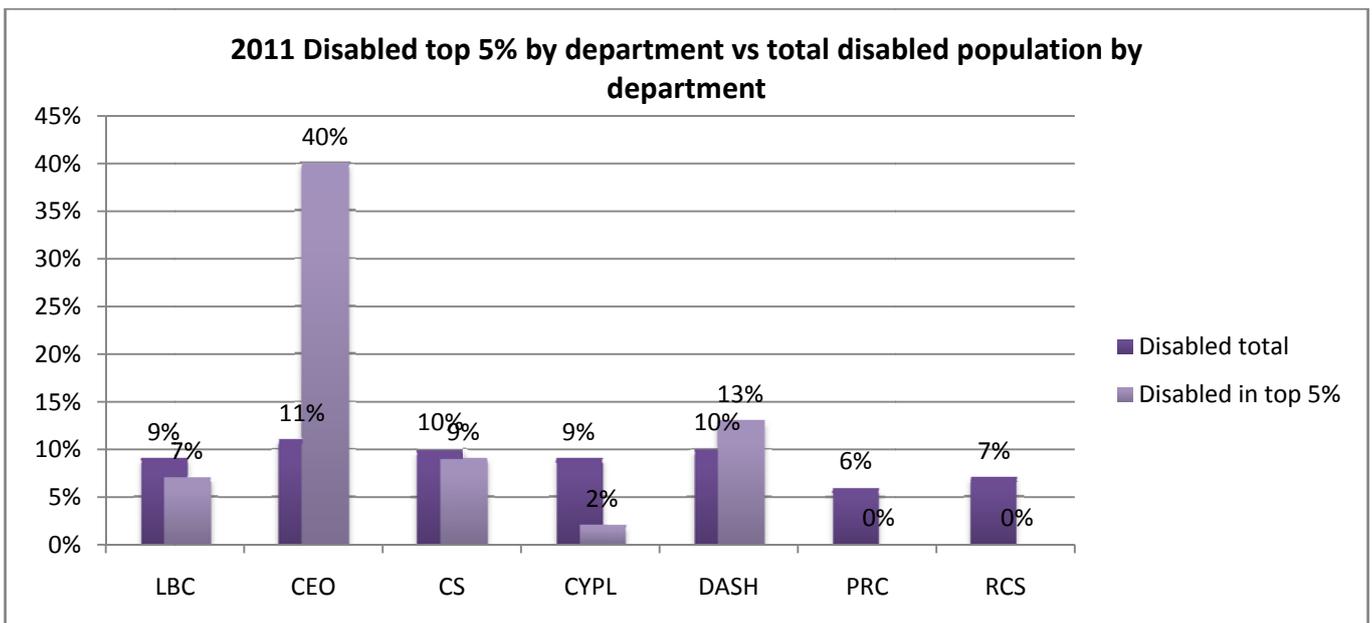
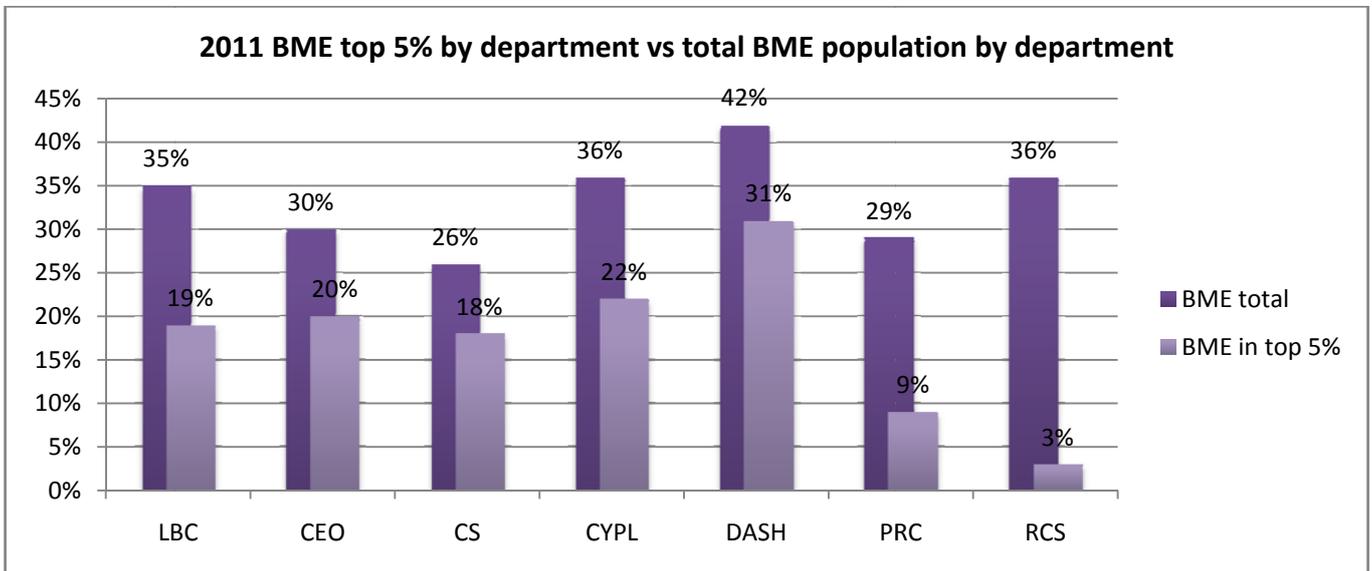
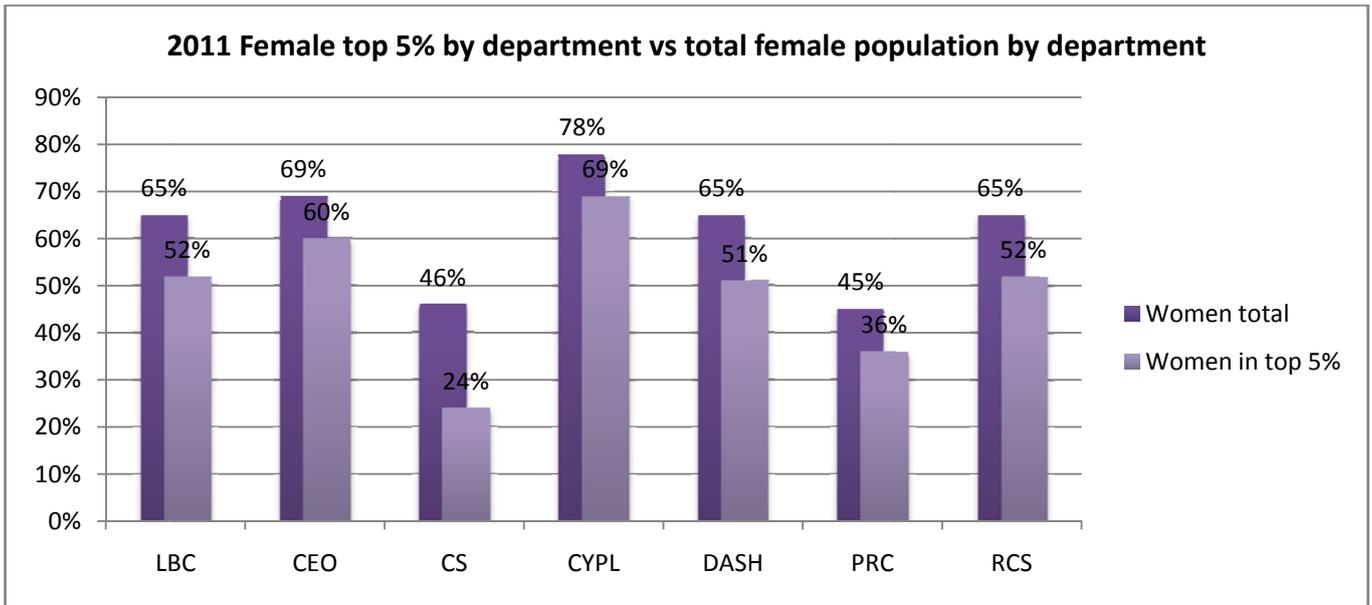
2.3.2 Top 5% earners (formerly BVPI)



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:

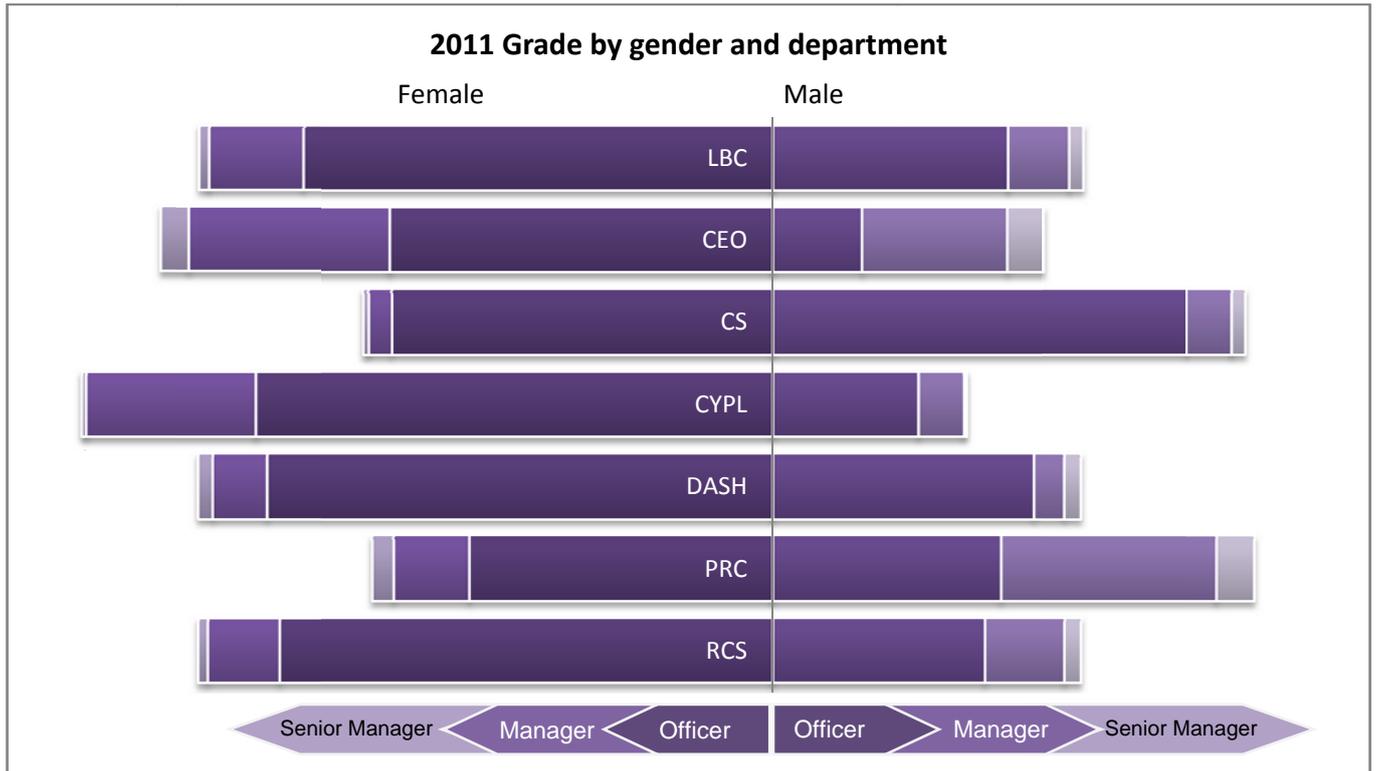
- BV11a – percentage of women in highest paid 5%
- BV11b – percentage of BME in highest paid 5%
- BV11c – percentage of disabled employees in highest paid 5%



Top 5% of earners by department for 2010 and 2011

	LBC		CEO		CS		CYPL		DASH		PRC		RCS	
	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011
Women	48%	52%	40%	60%	30%	24%	66%	69%	55%	51%	31%	36%	44%	52%
BME	24%	19%	20%	20%	22%	18%	23%	22%	35%	31%	8%	9%	18%	3%
Disabled	5%	7%	20%	40%	5%	9%	0%	2%	6%	13%	8%	0%	6%	0%

2.3.3 Grade by gender

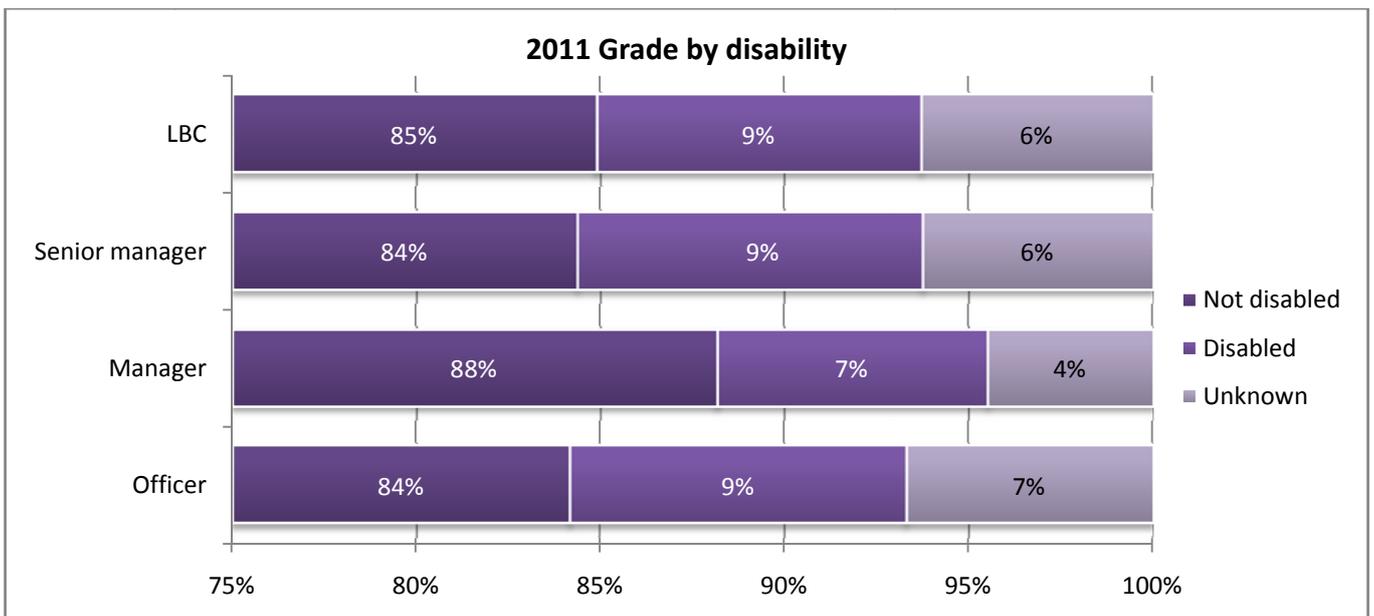


	LBC		CEO		CS		CYPL		DASH		PRC		RCS	
	F	M	F	M	F	M	F	M	F	M	F	M	F	M
Officer	82%	76%	63%	33%	93%	88%	75%	75%	88%	84%	76%	47%	86%	69%
Manager	17%	20%	33%	53%	6%	10%	24%	23%	9%	10%	19%	45%	13%	26%
Senior manager	2%	5%	5%	14%	1%	3%	1%	1%	3%	5%	5%	8%	2%	5%

2.3.4 Grade by ethnicity

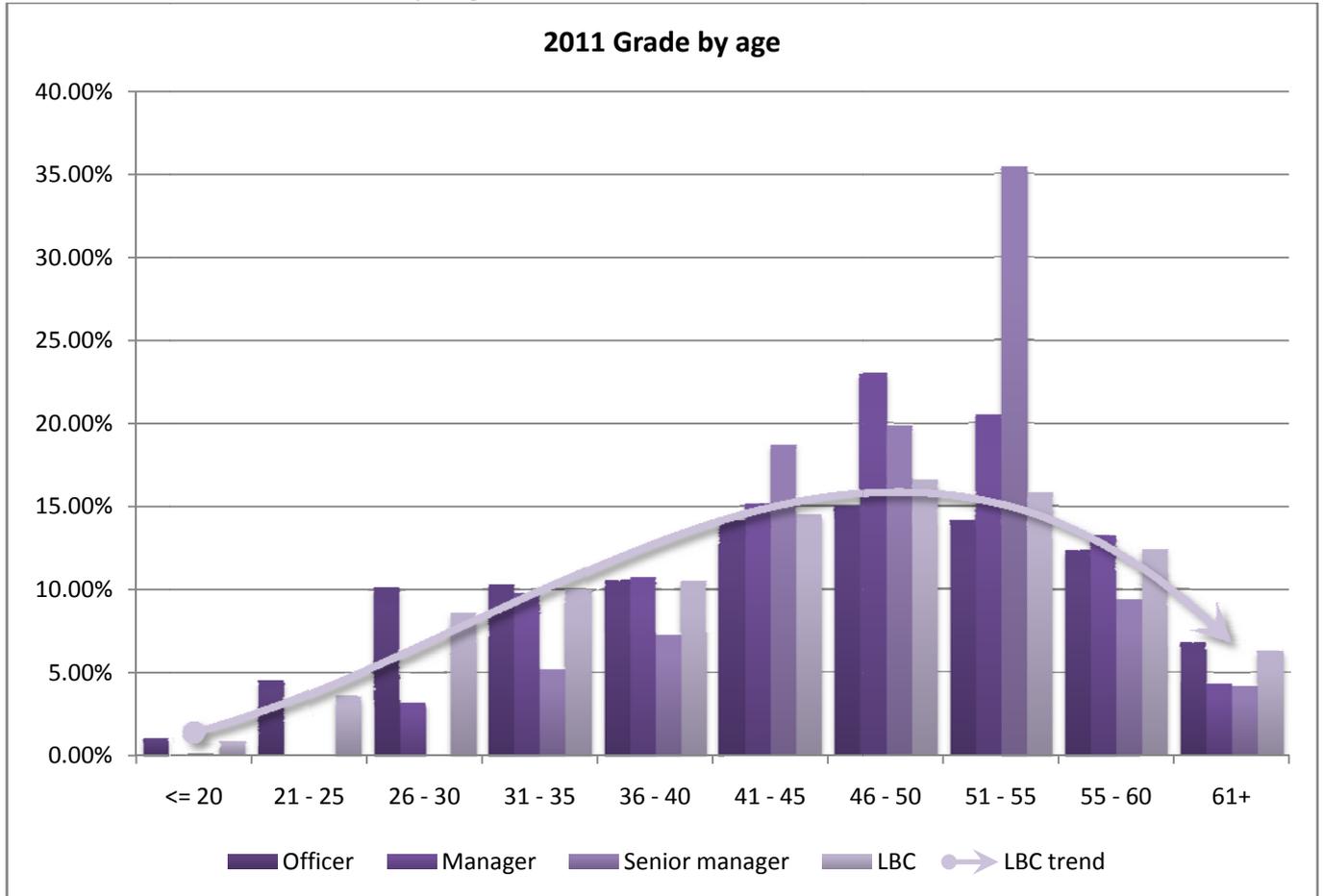
		Officer	Manager	Senior manager	LBC
BME	Bangladeshi	0.25%	0.16%	0.00%	0.23%
	Black African	7.62%	5.28%	3.13%	7.08%
	Black Caribbean	11.21%	10.72%	4.17%	10.93%
	Chinese	0.39%	0.32%	0.00%	0.37%
	Indian	3.06%	2.88%	1.04%	2.97%
	Mixed White and Asian	1.14%	0.48%	0.00%	0.99%
	Mixed White and Black African	0.28%	0.48%	0.00%	0.31%
	Mixed White and Black Caribbean	1.71%	0.80%	0.00%	1.50%
	Other	5.87%	4.64%	6.25%	5.67%
	Other Asian	1.64%	1.28%	0.00%	1.53%
	Other Black	1.42%	2.08%	0.00%	1.50%
	Other Mixed	1.32%	1.12%	0.00%	1.25%
	Pakistani	0.46%	0.96%	0.00%	0.54%
	BME Totals:		36.37%	31.20%	14.59%
White	White British	50.73%	57.76%	69.79%	52.49%
	White Irish	2.39%	2.24%	7.29%	2.49%
	White Other	4.34%	5.44%	3.13%	4.50%
White Totals:		57.46%	65.44%	80.21%	59.48%
Prefer Not to Say		6.16%	3.36%	5.21%	5.64%
Totals:		100%	100%	100%	100%

2.3.5 Grade by disability



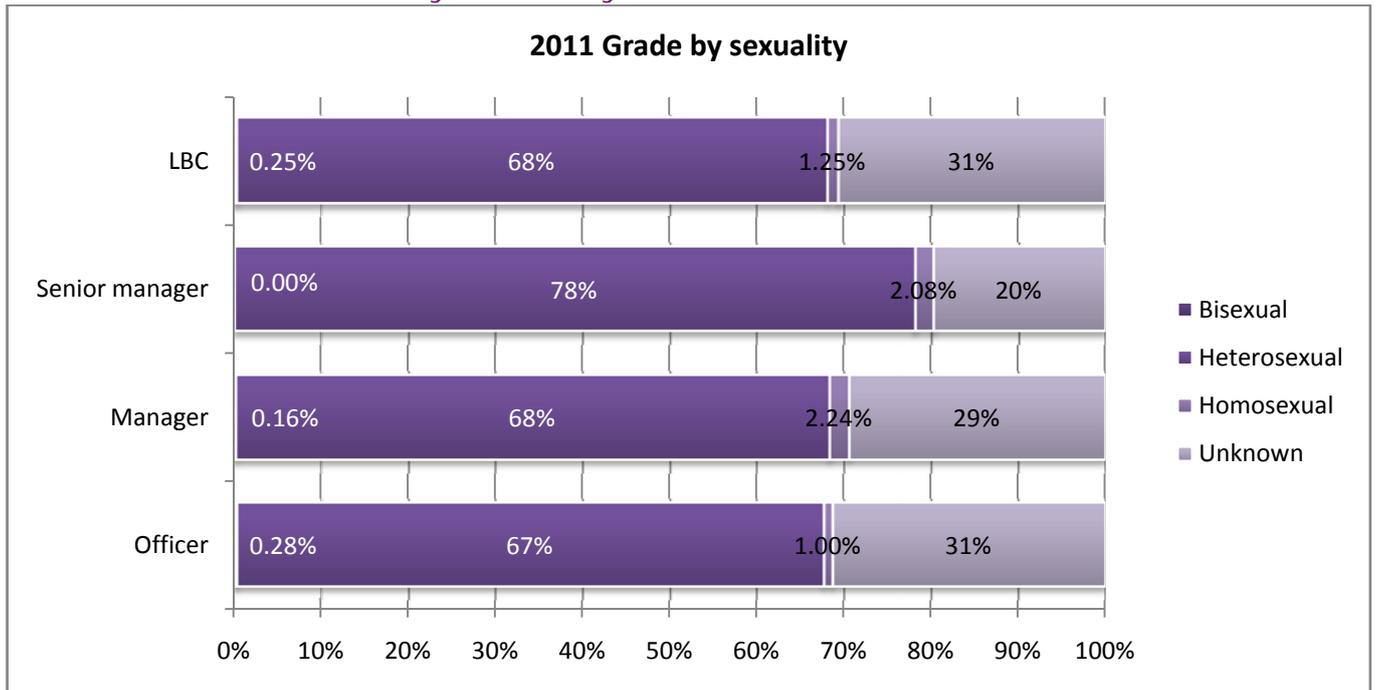
	Officer	Manager	Senior manager	LBC
Not disabled	84.19%	88.16%	84.38%	84.90%
Disabled	9.11%	7.36%	9.38%	8.81%
Unknown	6.69%	4.48%	6.25%	6.29%
Totals	100%	100%	100%	100%

2.3.6 Grade by age



	Officer	Manager	Senior manager	LBC
<= 20	30	0	0	0
21 - 25	127	0	0	0
26 - 30	284	20	0	0
31 - 35	288	61	5	5
36 - 40	298	67	7	7
41 - 45	398	95	18	18
46 - 50	422	144	19	19
51 - 55	396	128	34	34
56 - 60	348	83	9	9
61 +	191	27	4	4
Totals	2,789	625	96	96

2.3.7 Grade by sexuality



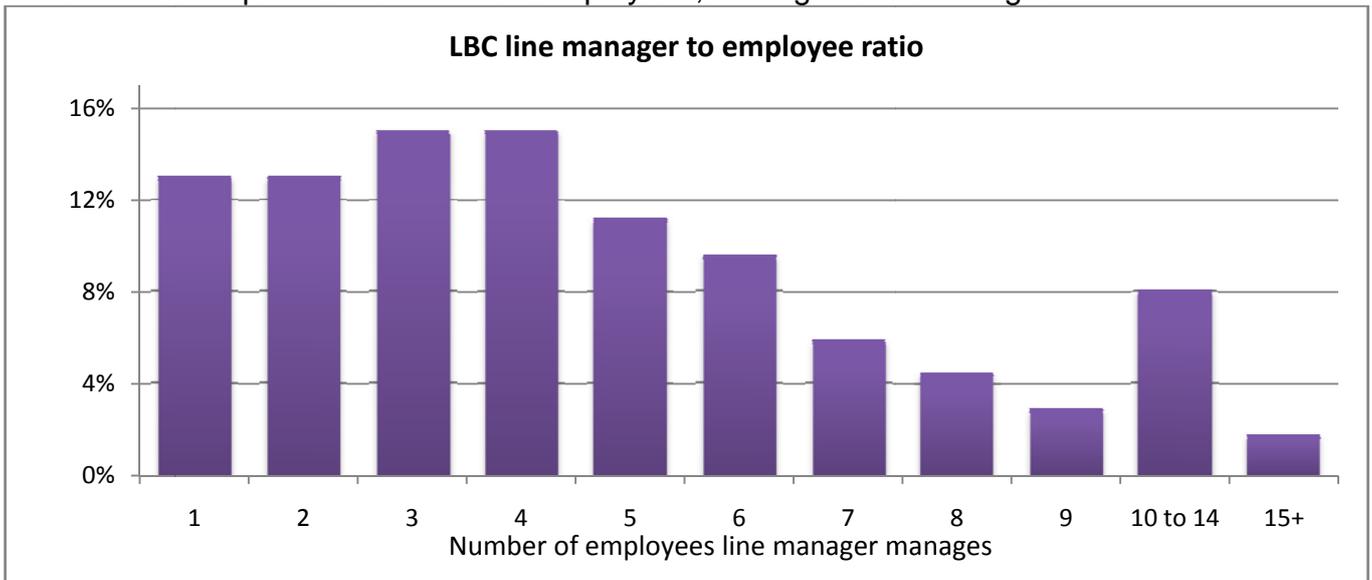
	Officer		Manager		Senior manager		LBC	
Bisexual	8	0.28%	1	0.16%	0	0.00%	9	0.25%
Heterosexual	1,893	67.39%	426	68.16%	75	78.13%	2,394	67.82%
Homosexual	28	1.00%	14	2.24%	2	2.08%	44	1.25%
Unknown	880	31.33%	184	29.44%	19	19.79%	1,083	30.68%
Totals	2,809	100%	625	100%	96	100%	3,530	100%

2.3.8 Grade by religion

	Officer		Manager		Senior manager		LBC	
Buddhist	8	0.28%	2	0.32%		0.00%	10	0.28%
Christian	1386	49.34%	304	48.64%	43	44.79%	1733	49.09%
Hindu	52	1.85%	13	2.08%		0.00%	65	1.84%
Jewish	10	0.36%	2	0.32%	1	1.04%	13	0.37%
Muslim	52	1.85%	15	2.40%		0.00%	67	1.90%
None	535	19.05%	142	22.72%	28	29.17%	705	19.97%
Other	94	3.35%	16	2.56%	1	1.04%	111	3.14%
Prefer not to say	665	23.67%	129	20.64%	22	22.92%	816	23.12%
Sikh	7	0.25%	2	0.32%	1	1.04%	10	0.28%
Totals	2,809	100%	625	100%	96	100%	3,530	100%

2.3.9 Line manager to employee ratio

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



		LBC		CEO		CS		CYPL		DASH		PRC		RCS	
Number of employees	1	95	13%	7	14%	19	17%	31	14%	21	12%	6	12%	11	10%
	2	95	13%	9	18%	16	14%	26	11%	19	11%	9	17%	16	14%
	3	110	15%	7	14%	8	7%	40	18%	26	15%	17	33%	12	10%
	4	110	15%	10	20%	16	14%	39	17%	27	16%	10	19%	8	7%
	5	82	11%	5	10%	12	11%	27	12%	22	13%	3	6%	13	11%
	6	70	10%	6	12%	7	6%	27	12%	16	9%	3	6%	11	10%
	7	43	6%	3	6%	4	4%	9	4%	16	9%	2	4%	9	8%
	8	33	5%	0	0%	5	5%	11	5%	9	5%	1	2%	7	6%
	9	21	3%	0	0%	5	5%	4	2%	3	2%	0	0%	9	8%
	10 to 14	59	8%	4	8%	12	11%	12	5%	12	7%	1	2%	18	16%
	15+	13	2%	0	0%	7	6%	2	1%	3	2%	0	0%	1	1%
Totals:		731	100%	51	100%	111	100%	228	100%	174	100%	52	100%	115	100%

2.3.10 Salary profile summary



Key facts:

- 52% of the top earners are female compared to 65% of council employees being female.
- 19% of top earners have a BME background compared to 35% of the council workforce having a BME background.
- 7% of the top earners are disabled compared to 9% of council employees being disabled.
- There is wide variety across departments in the proportion of high earners (managers and senior managers) to department headcount. This is greatest in CEO (47%) and PRC (40%) and least in CS (10%) and DASH (12%) reflecting the general nature of work in these departments.



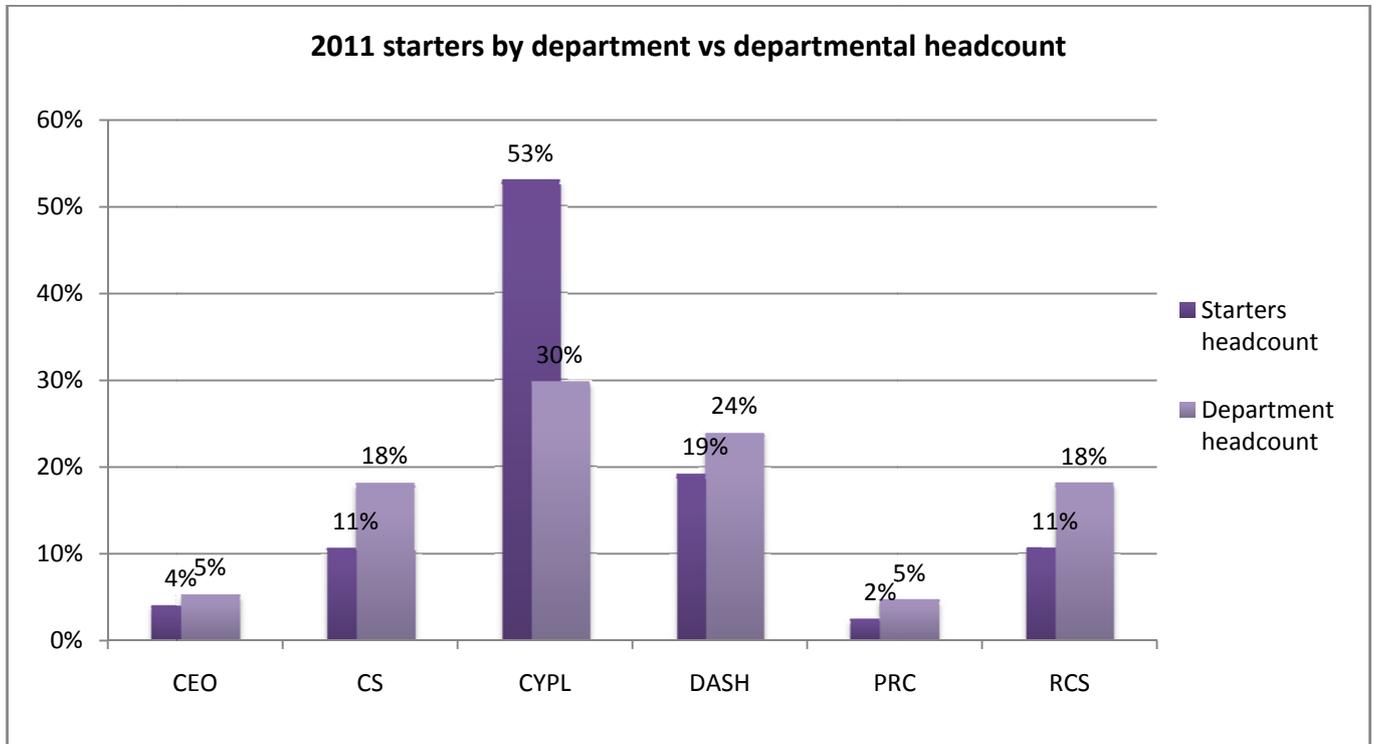
Issues and actions:

- This year's workforce profile differentiates differently between officers, manager, senior manager making so comparisons with last years profile has not been included. The salary used to identify senior manager has moved from grade 11 to grade 12 and senior manager is now defined as management tier 3 and higher. Grade 12 represents a more natural break as it is the point at which overtime, leave entitlements and notice periods change. Since last year the Council has a more clearly defined top three tiers of management hierarchy and using this avoids the analysis being complicated by individuals on fixed salaries. On completion of the Council's layers and spans project it is anticipated that all employees will be assigned to one of six identifiable organisational levels and these may be used for the 2012 workforce profile.
- Women and employees from BME backgrounds remain significantly less represented in the top 5% of earners across all departments compared to their representation in the workforce. Because of the relatively small numbers of employees in the top 5% of earners significant fluctuations in percentages can occur with small changes in headcount, especially at departmental level.
- The top 5% of earners is defined by actual earning and consequently part-time employees are less likely to appear in the category. Because of significantly more women work part-time further investigation on the basis of full-time earnings would be useful to identify any underlying gender imbalance.
- Croydon's representation of women (52%), employees from BME backgrounds (19%) and disabled employees (7%) in the top 5% of earners is higher than the London averages of 42.5%, 12.7% and 3.4%. (*source: Local Government Workforce Survey 2009*).
- An analysis of pay by protected characteristic, prioritised as part of the Council's Equalities and Cohesion Strategy the Council, will investigate further some of the disparities mentioned above.

2.4 New starters profile

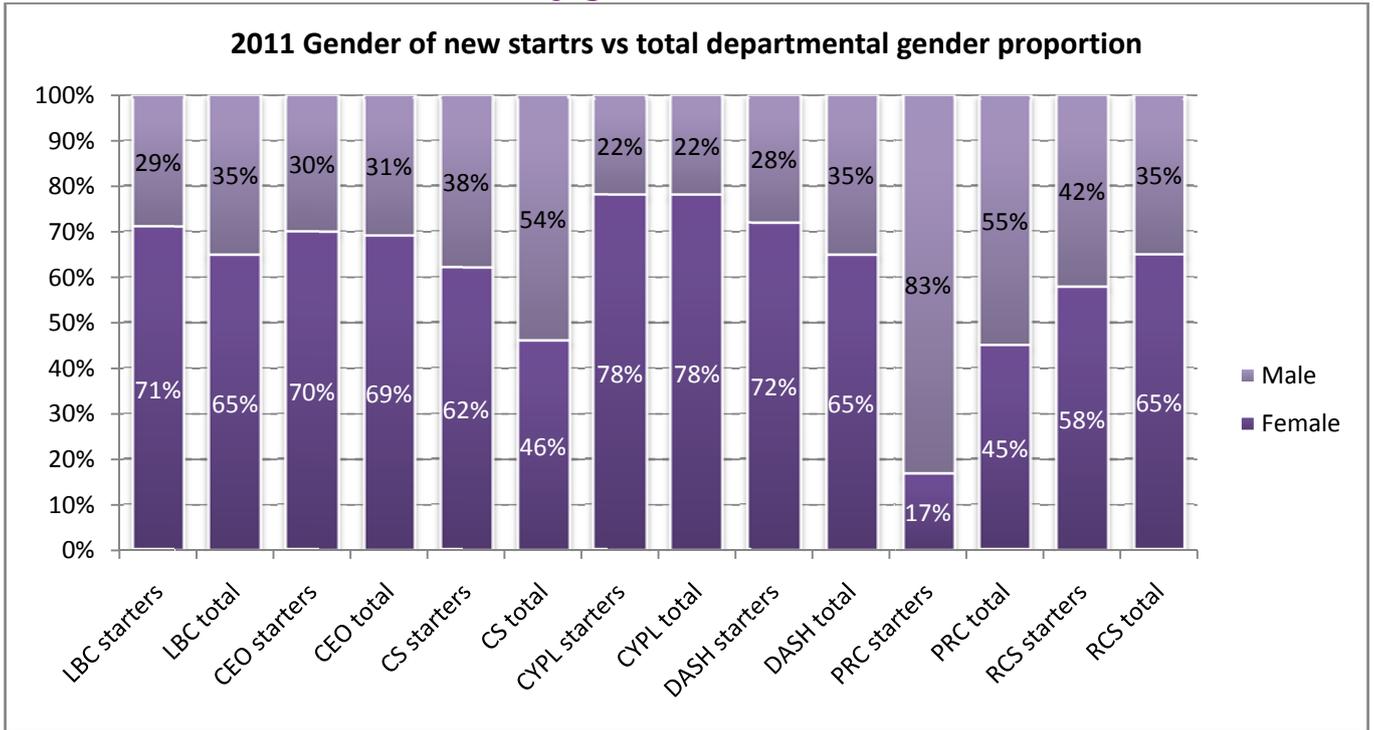
This section shows the breakdowns for new employees at the council between the first of October 2010 and the end of September 2011. Comparisons show the difference between the total LBC population and that of the new starters in this period.

2.4.1 New starters by department



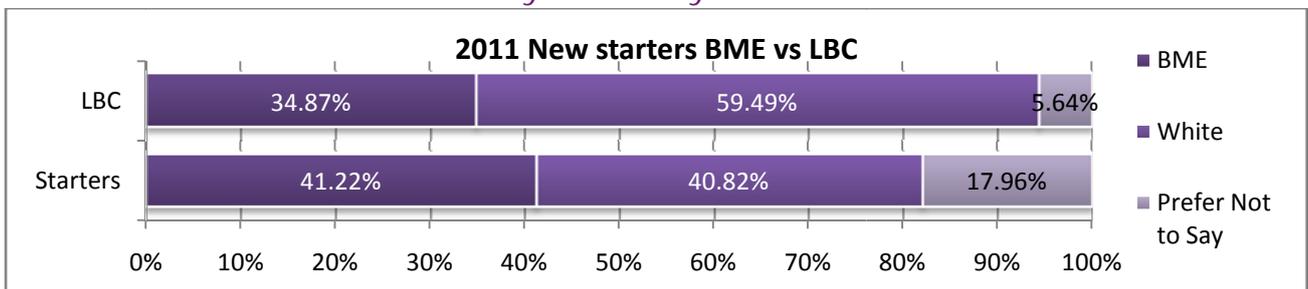
	LBC	CEO	CS	CYPL	DASH	PRC	RCS
2011 Headcount of new starters	245	10	26	130	47	6	26
2011 Percentage of new starters	100%	4.08%	10.61%	53.06%	19.18%	2.45%	10.61%
2011 Total headcount by department	100%	5.35%	18.19%	29.80%	23.94%	4.62%	18.10%
2010 Headcount of new starters (Q1 and 2)	210	11	28	73	41	12	45
2010 Percentage of new starters (Q1 and 2)	100%	5.24%	13.33%	34.76%	19.52%	5.71%	21.43%
2010 Total headcount by department	100%	5.08%	18.85%	25.78%	28.09%	4.91%	17.30%

2.4.2 New starters by gender



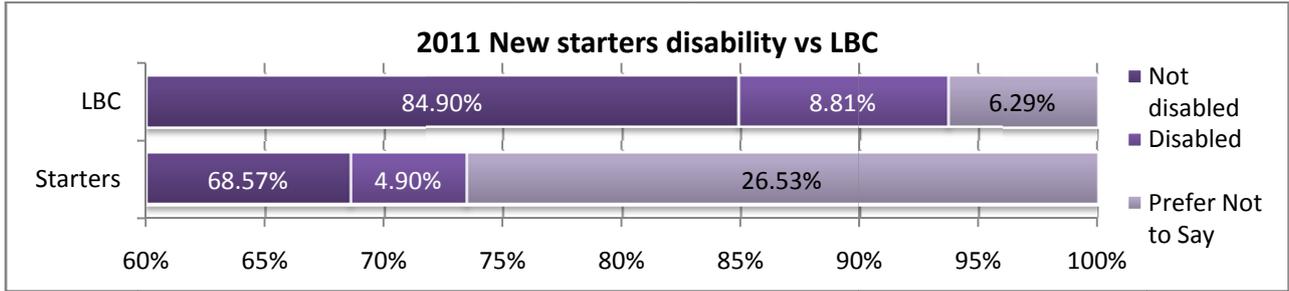
	CEO		CS		CYPL		DASH		PRC		RCS	
	F	M	F	M	F	M	F	M	F	M	F	M
2011 Starters	70%	30%	62%	38%	78%	22%	72%	28%	17%	83%	58%	42%
2011 Total headcount by department	69%	31%	46%	54%	78%	22%	65%	35%	45%	55%	65%	35%
2010 Starters (Q1 and Q2)	72%	27%	50%	50%	75%	25%	63%	37%	42%	58%	62%	37%
2010 Total headcount by department	69%	31%	48%	52%	77%	23%	67%	33%	45%	55%	65%	35%

2.4.3 New starters by ethnicity



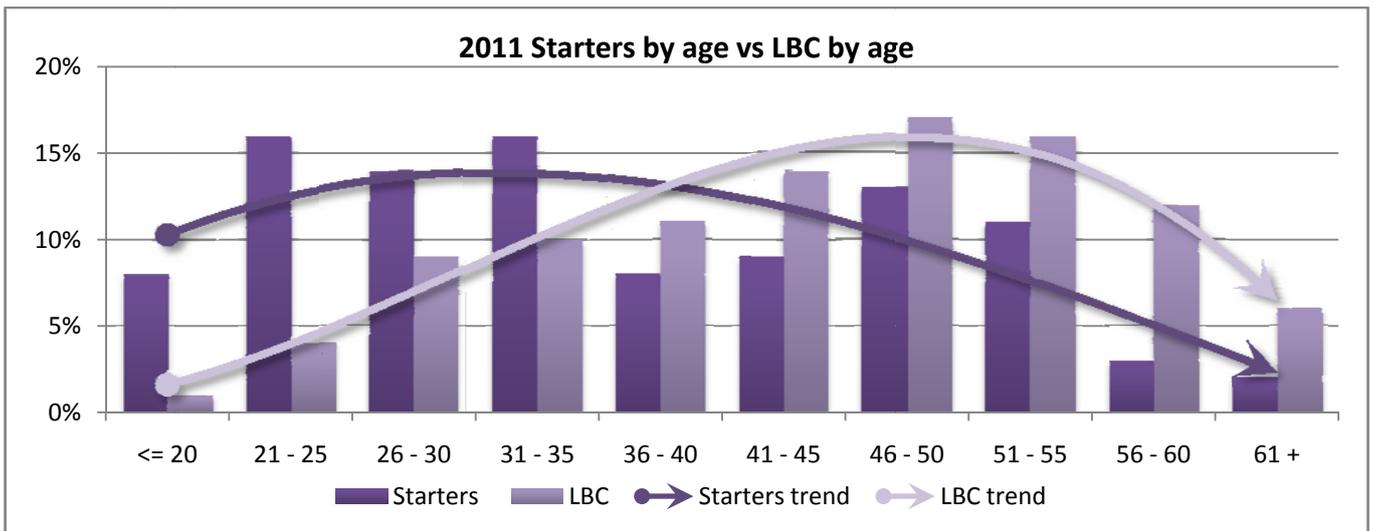
	BME		White		Prefer Not to Say	
2011 Starters	101	41.22%	100	40.82%	44	17.96%
2011 LBC	1,231	34.87%	2,100	59.49%	199	5.64%
2010 Starters	74	35.24%	113	53.81%	23	10.95%
2010 LBC	1,463	36.62%	2,287	57.25%	51	6.13%

2.4.4 New starters by disability



	Not disabled		Disabled		Prefer Not to Say	
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	
		Starters	LBC	Starters	LBC
Age bands	<=20	5%	1%	8%	1%
	21 - 25	12%	3%	16%	4%
	26 - 30	22%	9%	14%	9%
	31 - 35	14%	9%	16%	10%
	36 - 40	10%	11%	8%	11%
	41 - 45	14%	14%	9%	14%
	46 - 50	12%	16%	13%	17%
	51 - 55	6%	16%	11%	16%
	56 - 60	4%	13%	3%	12%
	61+	0%	7%	2%	6%
	Prefer Not to Say	1%	1%	0%	0%

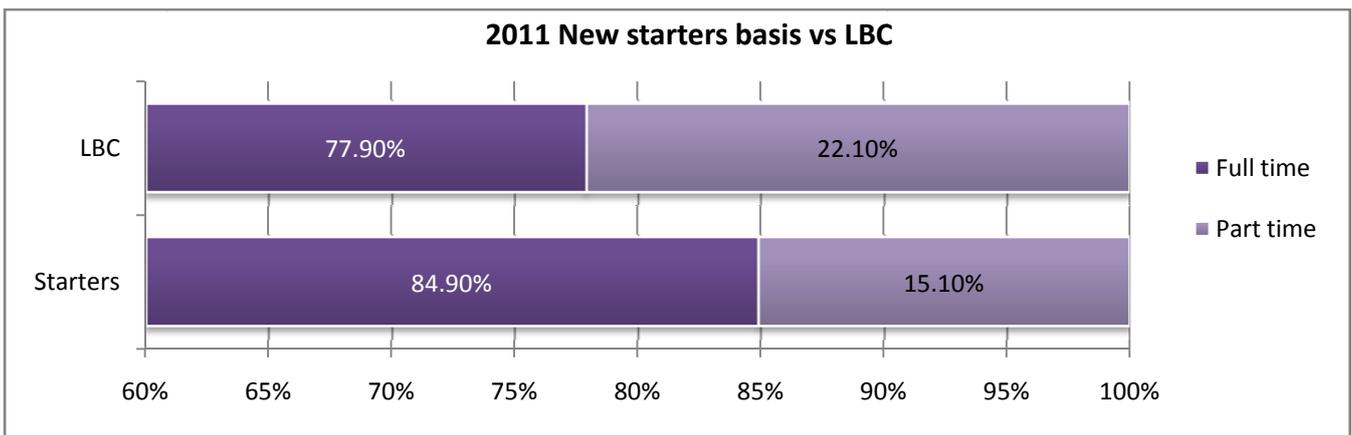
2.4.6 New starters by sexuality

	Starters	LBC
Bisexual	1.2%	0.25%
Heterosexual	64.9%	67.82%
Homosexual	2.0%	1.25%
Unknown	31.8%	30.68%
Totals	100%	100%

2.4.7 New starters by religion

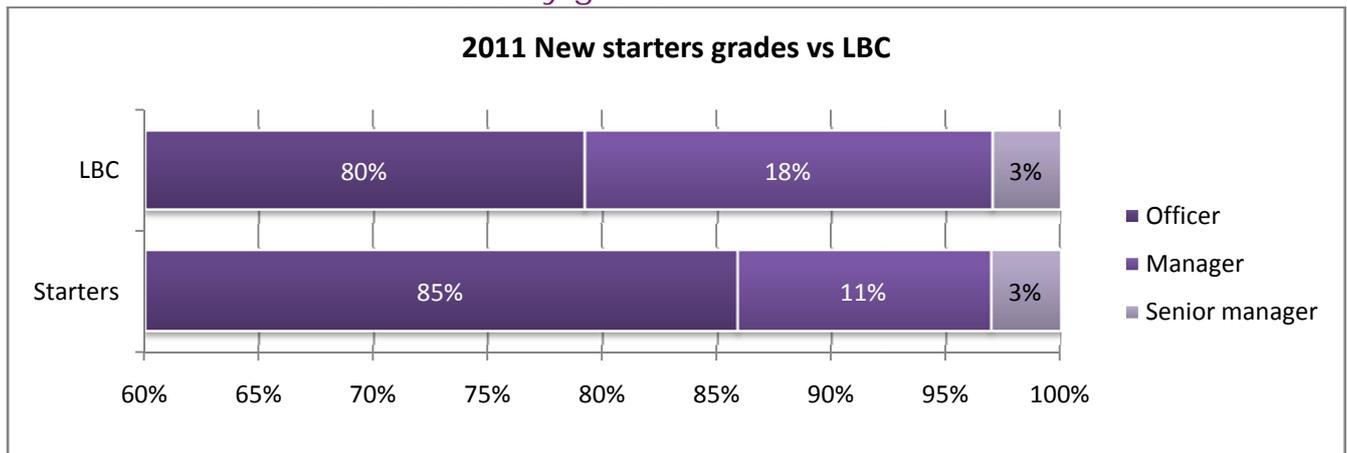
	Starters	LBC
Buddhist	0.4%	0.28%
Christian	38.8%	49.09%
Hindu	2.4%	1.84%
Jewish	0.0%	0.37%
Muslim	2.0%	1.90%
None	15.1%	19.97%
Other	2.0%	3.14%
Prefer not to say	39.2%	23.12%
Sikh	0.0%	0.28%
Totals	100%	100%

2.4.8 New starters by basis



	Full time		Part time	
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%

2.4.9 New starters by grade



	Starters	LBC
Officer	85%	80%
Manager	11%	18%
Senior manager	3%	3%

2.4.10 New starters summary



Key facts:

- The number of new starters, relative to departmental size, was greatest in CYPL which recruited 53% of all new starters.
- The number of new starters from BME backgrounds (41%) was higher than the number of employees from BME backgrounds (35%).
- The number of white new starters (also 41%) was lower than the number of white employees (60%).
- 5% of new starters were disabled against the workforce profile of 9%
- 24% of new starters were aged under 25 compared to 5% of employees being aged under 25.
- A high proportion of new starters have preferred not to provide their ethnicity (18%) or disability (27%).



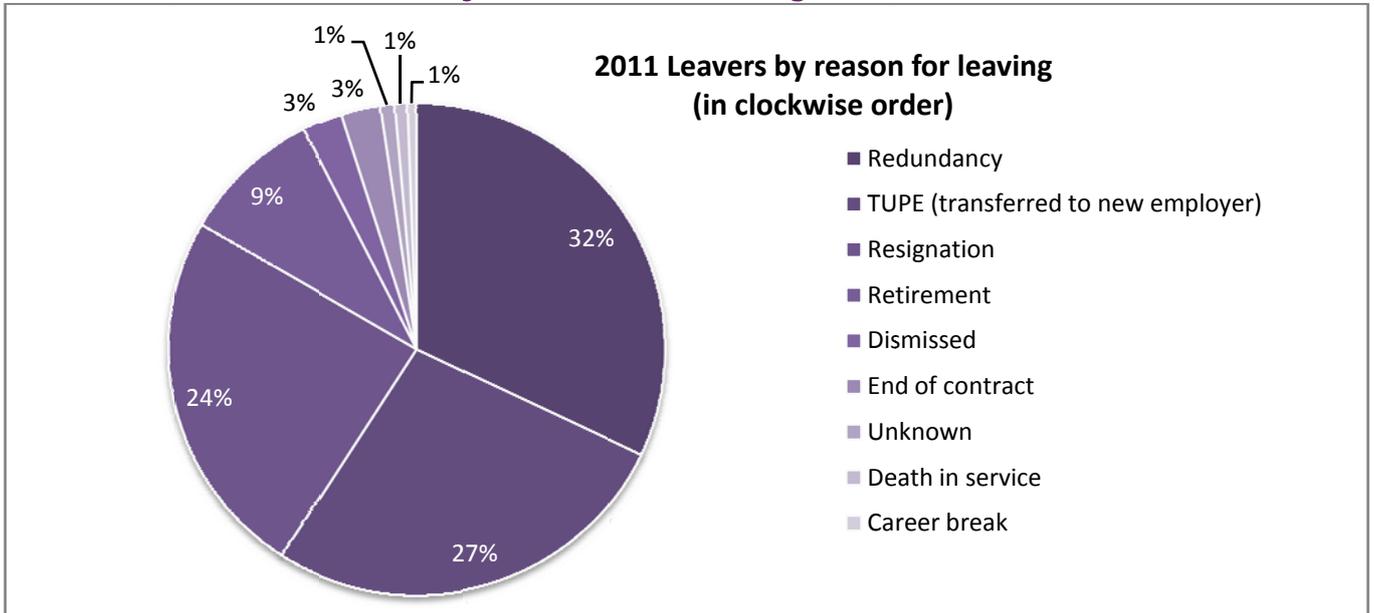
Issues and actions:

- New starter data is that of employees who have joined the Council's directly employed workforce during the reporting period. It includes applicants through recruitment as well as employees joining through for example transfers.
- The high proportion of new starters whose disability and ethnicity is recorded as "prefer not to say" requires further investigation to determine whether or not there is data collection or data integrity issues to be improved.
- The recruitment of apprentices is likely to contribute to the proportionately larger numbers of new starters from the lowest age bands. Any effect apprenticeships have, in helping to achieve a more age-balanced workforce may be short-lived unless apprenticeships continue and apprentices are retained in the organisation after their training.
- With effect from 1 October 2010 the practice of requesting applicants for employment to declare their level of sickness absence was stopped to help reduce the possibility of discrimination against disabled applicants during short listing. The increase in the number of new starters with a disability increasing from 3% to 5% between 1 October 2010 and 30 September 2011 may indicate this has had the desired effect.
- 5% of new starters have a disability compared to 3% of applicants for employment having a disability. This is a positive indicator that applicants are not disadvantaged in recruitment owing to them having a disability.

2.5 Leavers profile

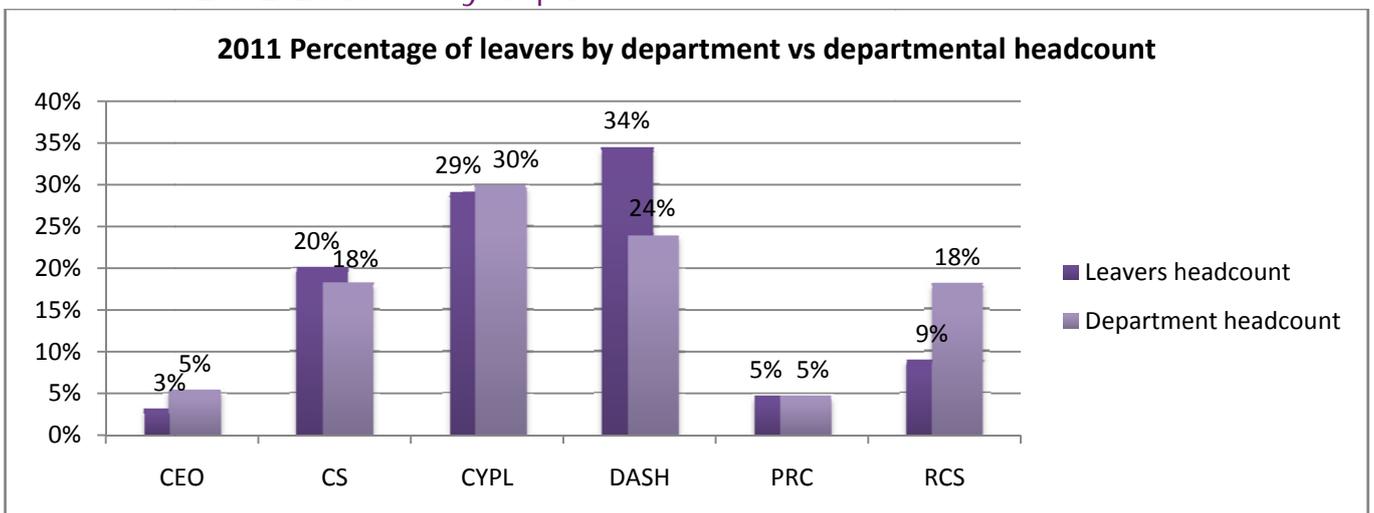
This section shows the breakdowns of employees leaving employment at the council between the first of October 2010 and the end of September 2011. Comparisons show the difference between the total LBC population and that of the leavers in this period.

2.5.1 Leavers by reason for leaving



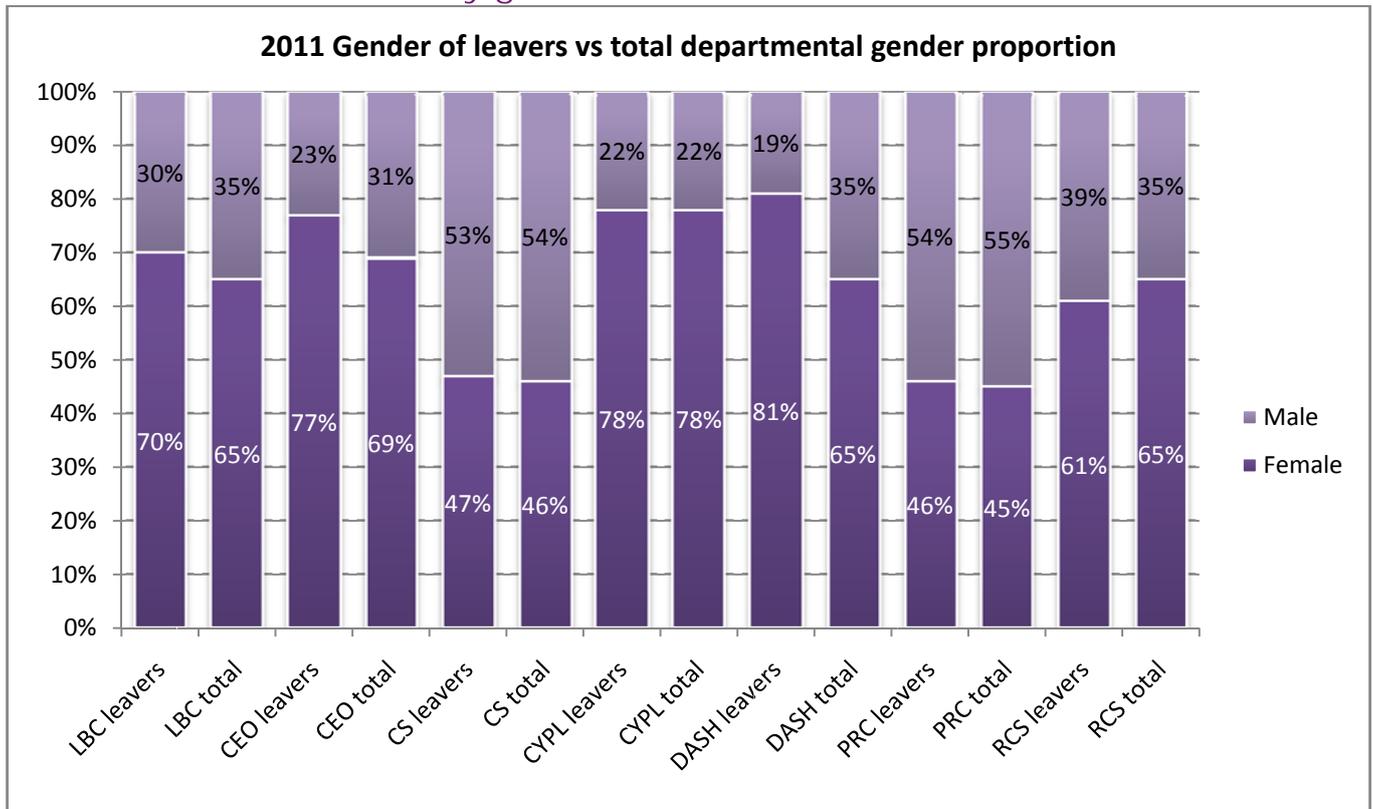
	2010 Leavers (Q1 and Q2)		2011 Leavers	
Career break	6	2.65%	5	0.59%
Death in service	3	1.33%	7	0.82%
Dismissed	13	5.75%	22	2.58%
End of contract	4	1.77%	22	2.58%
Resignation	113	50.00%	207	24.24%
Redundancy	27	11.95%	274	32.08%
Retirement	42	18.58%	78	9.13%
TUPE (transferred to new employer)	8	3.54%	231	27.05%
Unknown	10	4.42%	8	0.94%
Total:	226	100%	854	100%

2.5.2 Leavers by department



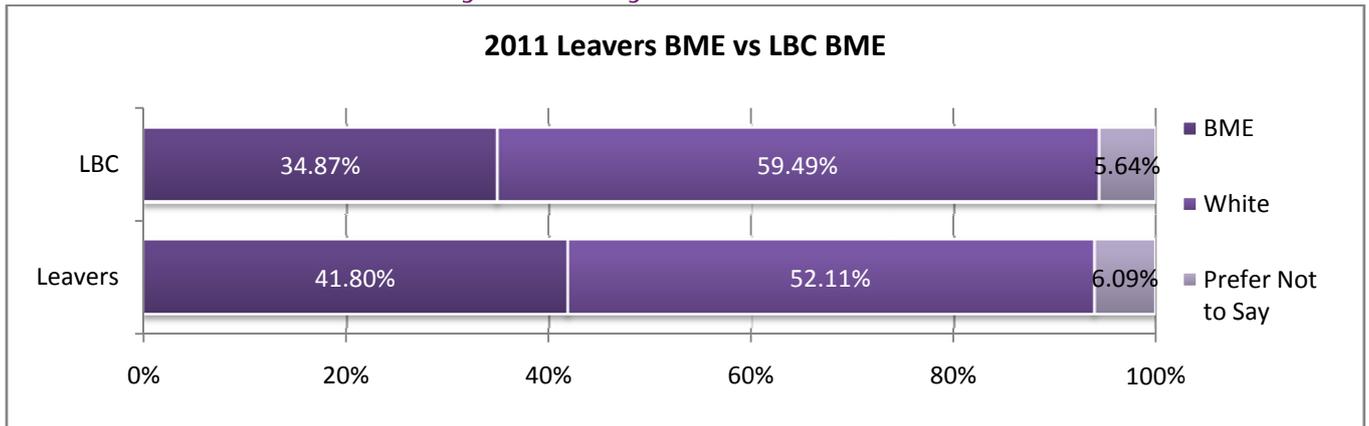
	LBC	CEO	CS	CYPL	DASH	PRC	RCS
2011 Headcount of leavers	854	26	171	248	294	39	76
2011 Percentage of leavers	100%	3.04%	20.02%	29.04%	34.43%	4.57%	8.90%
2011 Total headcount by department	100%	5.35%	18.19%	29.80%	23.94%	4.62%	18.10%
2010 Headcount of leavers (Q1 and Q2)	226	7	37	97	57	10	18
2010 Percentage of leavers (Q1 and Q2)	100%	3.10%	16.37%	42.92%	25.22%	4.42%	7.96%
2010 Total headcount by department	100%	5.08%	18.85%	25.78%	28.09%	4.91%	17.30%

2.5.3 Leavers by gender



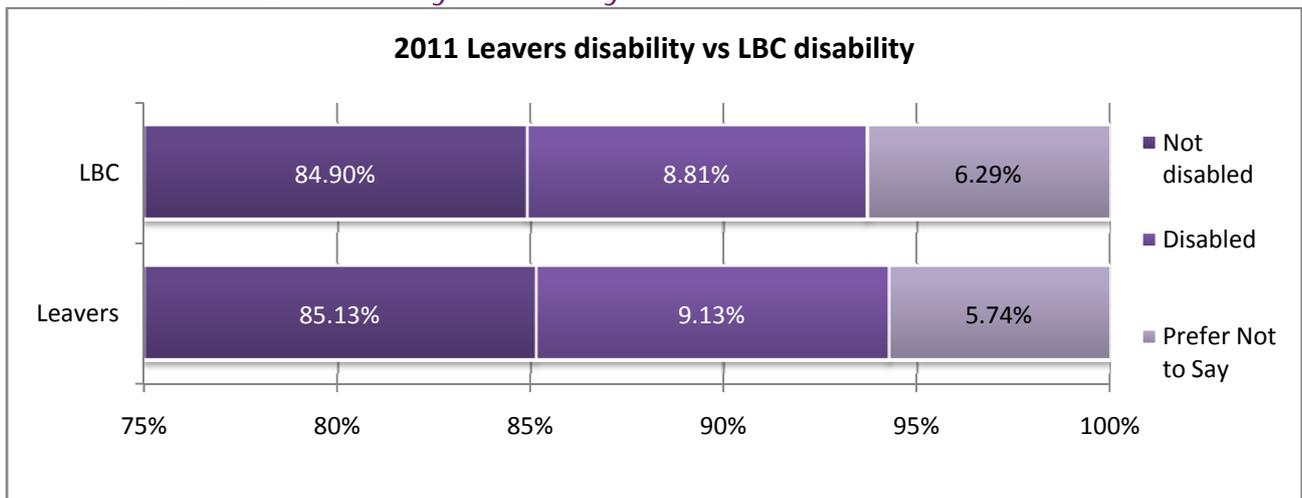
	CEO		CS		CYPL		DASH		PRC		RCS	
	F	M	F	M	F	M	F	M	F	M	F	M
2011 Leavers	77%	23%	47%	53%	78%	22%	81%	19%	46%	54%	61%	39%
2011 Total headcount by department	69%	31%	46%	54%	78%	22%	65%	35%	45%	55%	65%	35%
2010 Leavers (Q1 and Q2)	43%	57%	38%	62%	74%	26%	79%	21%	30%	70%	56%	44%
2010 Total headcount by department	69%	31%	48%	52%	77%	23%	67%	33%	45%	55%	65%	35%

2.5.4 Leavers by ethnicity



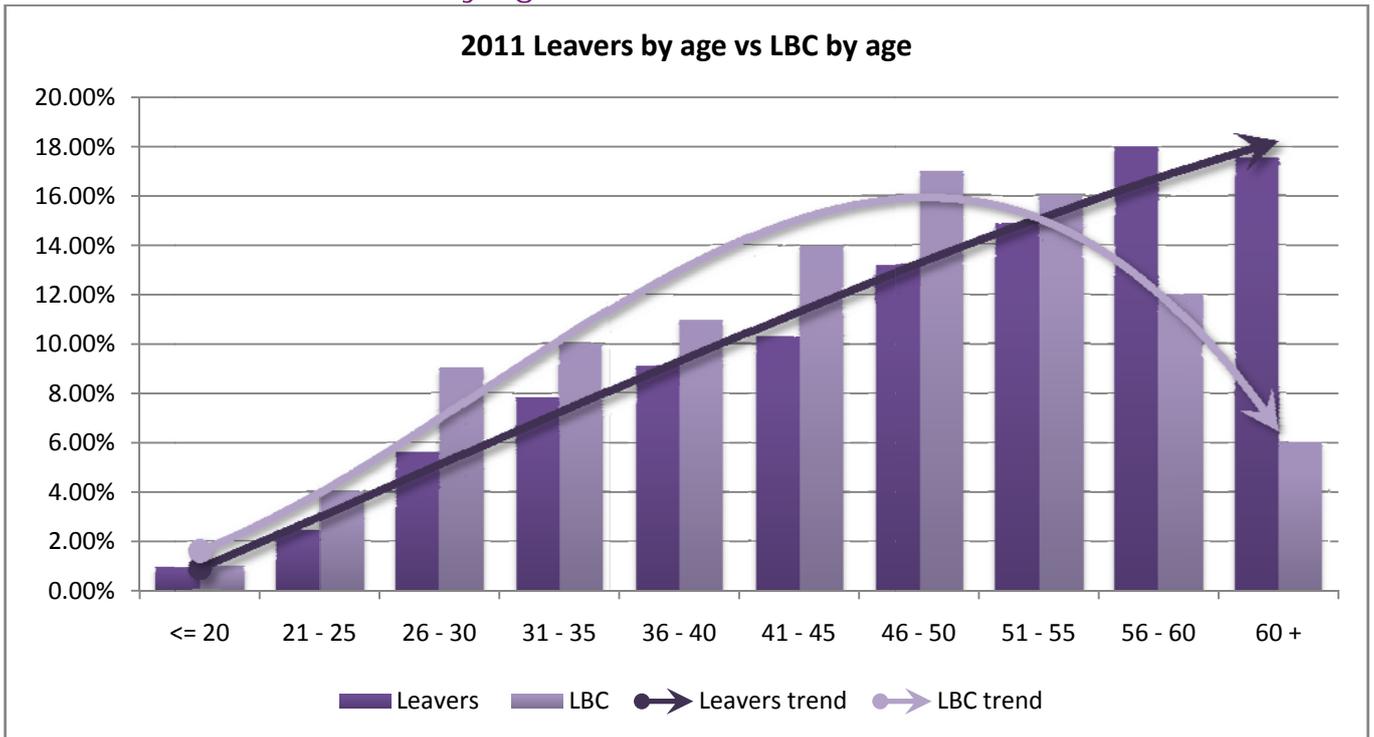
	BME		White		Prefer Not to Say	
2011 Leavers	357	41.80%	445	52.11%	52	6.09%
2011 LBC	1,231	34.87%	2,100	59.49%	199	5.64%
2010 Leavers (Q 1 and Q2)	80	35.40%	129	57.08%	17	7.52%
2010 LBC	1463	36.62%	2287	57.25%	51	6.13%

2.5.5 Leavers by disability



	Not disabled		Disabled		Prefer Not to Say	
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	3446	86.26%	321	8.04%	288	5.71%

2.5.6 Leavers by age



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

2.5.7 Leavers by sexuality

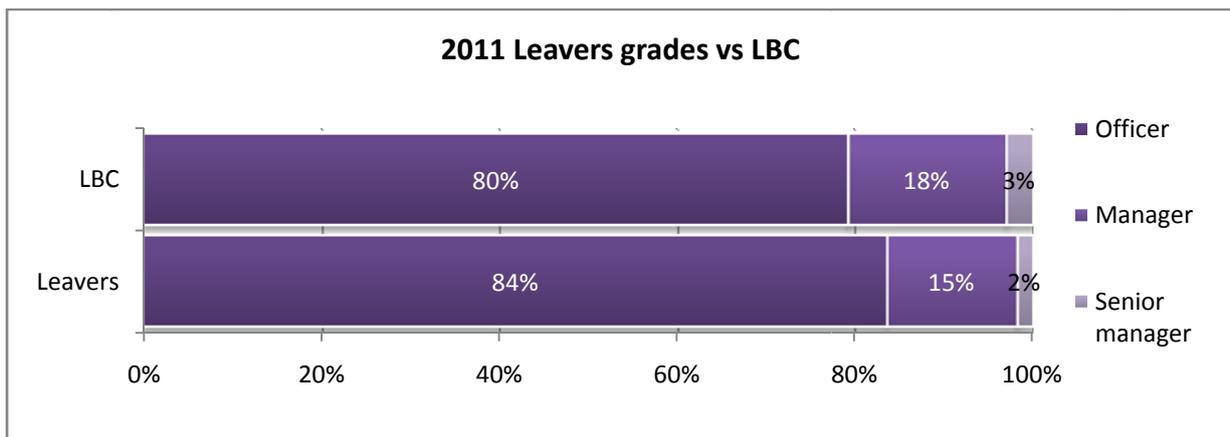
	Leavers	LBC
Bisexual	0.35%	0.25%
Heterosexual	57.96%	67.82%
Homosexual	1.05%	1.25%
Unknown	40.63%	30.68%
Totals	100%	100%

2.5.8 Leavers by religion

	Leavers	LBC
Buddhist	0.0%	0.28%
Christian	15.81%	49.09%
Hindu	0.70%	1.84%
Jewish	0.23%	0.37%
Muslim	1.05%	1.90%
None	6.56%	19.97%
Other	0.70%	3.14%
Prefer not to say*	74.94%	23.12%
Sikh	0.0%	0.28%
Totals	100%	100%

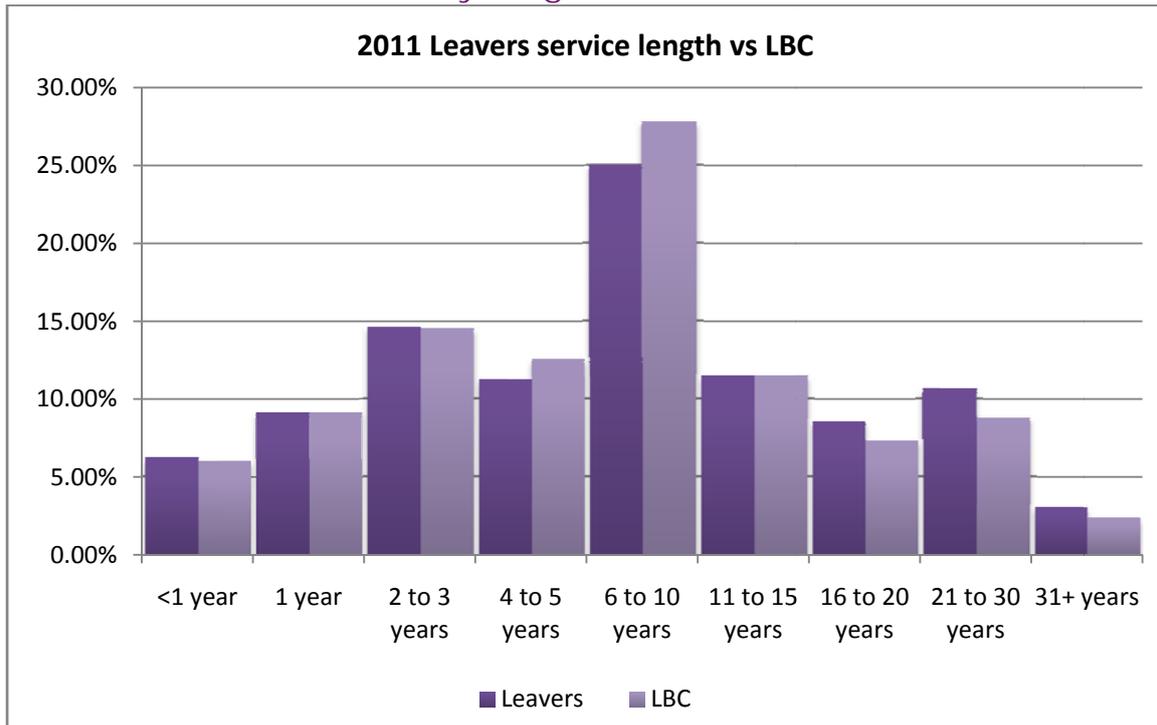
* Please note, the majority of the leavers in the period left before the employee data audit, which would explain the higher proportion of prefer not to say instances.

2.5.9 Leavers by grade



	Leavers	LBC
Officer	83.61%	80%
Manager	14.61%	18%
Senior manager	1.76%	3%

2.5.10 Leavers by length of service



		2010 (Q1 and Q2)			2011		
		Leavers		LBC	Leavers		LBC
Length of service	<1 year	16	7.08%	9.86%	53	6.21%	6.03%
	1 year	34	15.04%	8.59%	78	9.13%	9.15%
	2 to 3 years	29	12.83%	13.34%	125	14.64%	14.53%
	4 to 5 years	22	9.73%	11.84%	96	11.24%	12.52%
	6 to 10 years	51	22.57%	26.91%	214	25.06%	27.82%
	11 to 15 years	29	12.39%	11.39%	98	11.48%	11.50%
	16 to 20 years	6	7.08%	7.78%	73	8.55%	7.28%
	21 to 30 years	22	9.73%	8.19%	91	10.66%	8.81%
	31+ years	8	3.54%	2.10%	26	3.04%	2.35%

2.5.11 Leavers profile summary



Key facts:

- Redundancy (32%), TUPE transfers (27%) and resignations (24%), were the three most common reasons for employees leaving.
- The number of leavers is generally proportionate to the size of departments except for DASH (34% of leavers compared to 24% of the council headcount) and RCS (9% of leavers compared to 18% of council headcount).
- The number of leavers by gender is broadly proportionate to the gender balance across the workforce except in DASH (81% of leavers were female compared to 65% of DASH employees being female).
- BME employees are slightly over-represented amongst leavers (41% compared to a workforce population of 35%).
- 51% of leavers were over the age of 50 compared to 34% of the workforce being over the aged over 50.



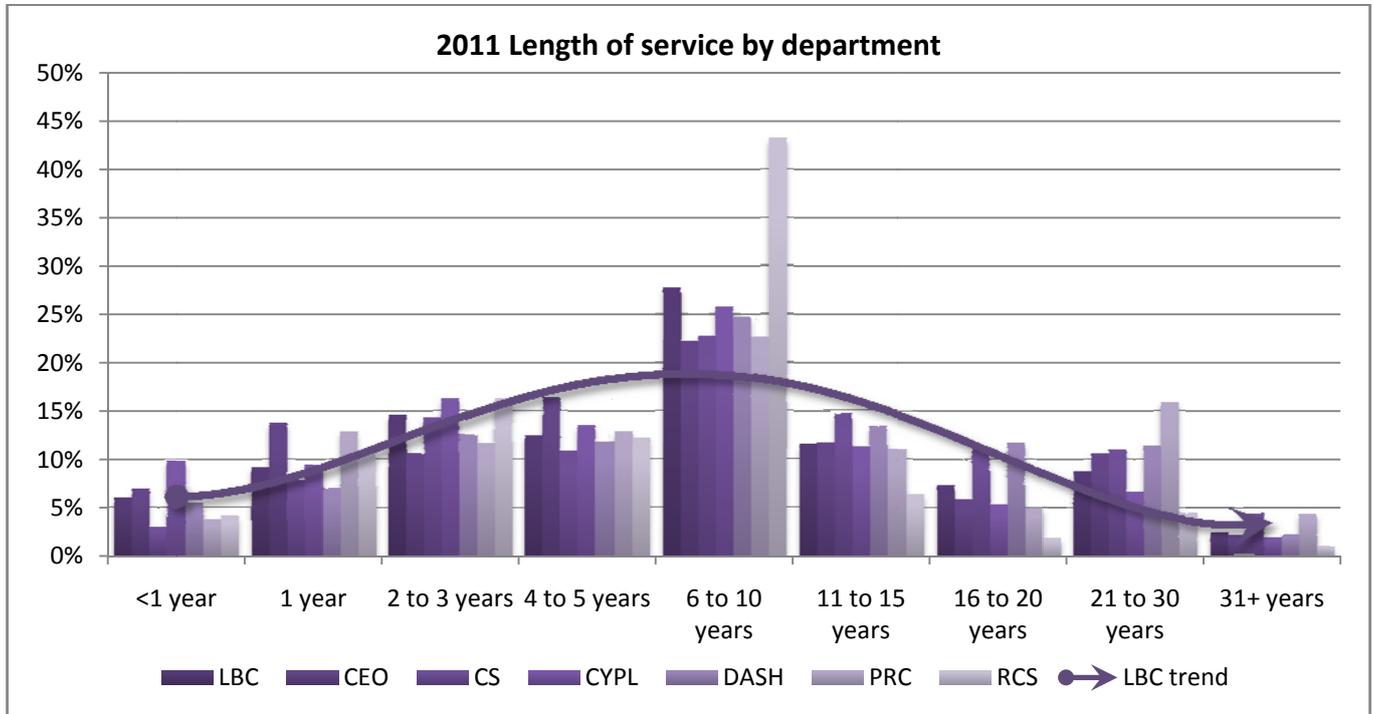
Issues and actions:

- A transfer of 192 in DASH employees has been a significant factor in the leavers statistics. The staff transferred were 74.5% female, 67% from BME backgrounds and 50% part-time.
- The high proportion of leavers over the age of 50 is commensurate with the degree of organisational change and downsizing the council is currently experiencing. A contributory factor in this regard was the corporate voluntary severance scheme which led to 121 employees leavers (15% of all leavers between 1 October 2010 and 30 September 2011) of which 71% were over the age of 55 (compared to employees over the age of 55 being 23% of the workforce at that time).

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



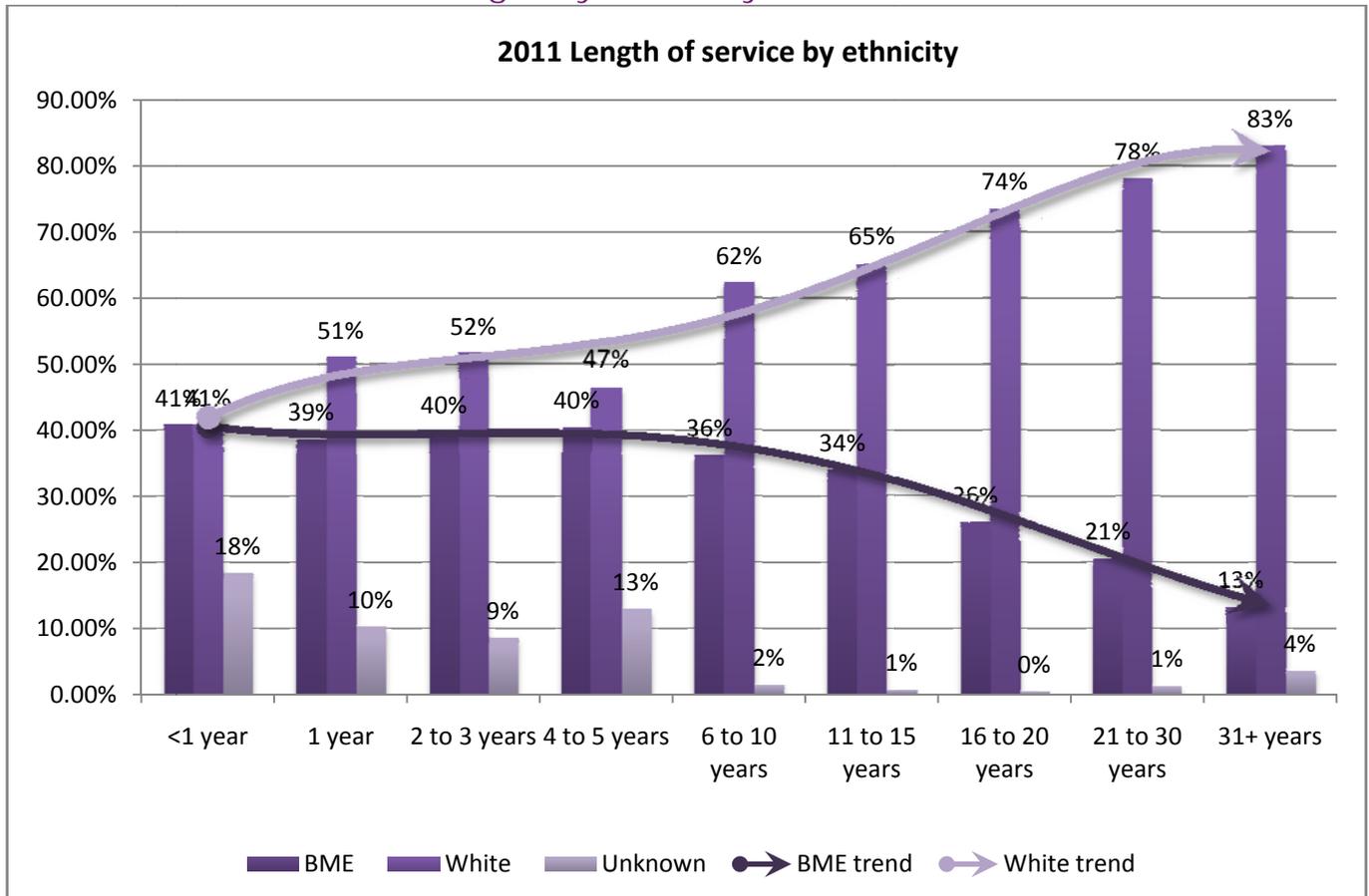
Departmental length of service profile by percentage

		LBC	CEO	CS	CYPL	DASH	PRC	RCS	
Length of service	<1 year	2011	6.03%	6.88%	2.96%	9.79%	5.44%	3.68%	4.07%
		2010	9.86%	17.73%	8.23%	10.58%	8.02%	10.20%	11.14%
	1 year	2011	9.15%	13.76%	7.79%	9.41%	6.98%	12.88%	10.64%
		2010	8.59%	5.42%	7.97%	10.39%	7.93%	7.14%	8.97%
	2 to 3 years	2011	14.53%	10.58%	14.33%	16.35%	12.54%	11.66%	16.28%
		2010	13.34%	13.79%	12.75%	15.05%	11.94%	15.82%	12.88%
	4 to 5 years	2011	12.52%	16.40%	10.90%	13.50%	11.83%	12.88%	12.21%
		2010	11.84%	7.88%	8.76%	13.01%	10.16%	10.20%	17.80%
	6 to 10 years	2011	27.82%	22.22%	22.74%	25.86%	24.73%	22.70%	43.19%
		2010	26.91%	26.60%	22.44%	25.83%	26.47%	23.47%	35.17%
11 to 15 years	2011	11.50%	11.64%	14.64%	11.22%	13.37%	11.04%	6.42%	
	2010	11.39%	9.85%	14.87%	10.39%	14.26%	10.20%	5.21%	
16 to 20 years	2011	7.28%	5.82%	11.21%	5.32%	11.60%	4.91%	1.88%	
	2010	7.78%	6.90%	10.49%	6.41%	10.16%	6.63%	3.62%	
21 to 30 years	2011	8.81%	10.58%	11.06%	6.65%	11.36%	15.95%	4.38%	
	2010	8.19%	9.85%	9.96%	6.89%	9.45%	12.76%	4.34%	
31+ years	2011	2.35%	2.12%	4.36%	1.90%	2.13%	4.29%	0.94%	
	2010	2.10%	1.97%	4.52%	1.46%	1.60%	3.57%	0.87%	

2.6.2 Service length by gender

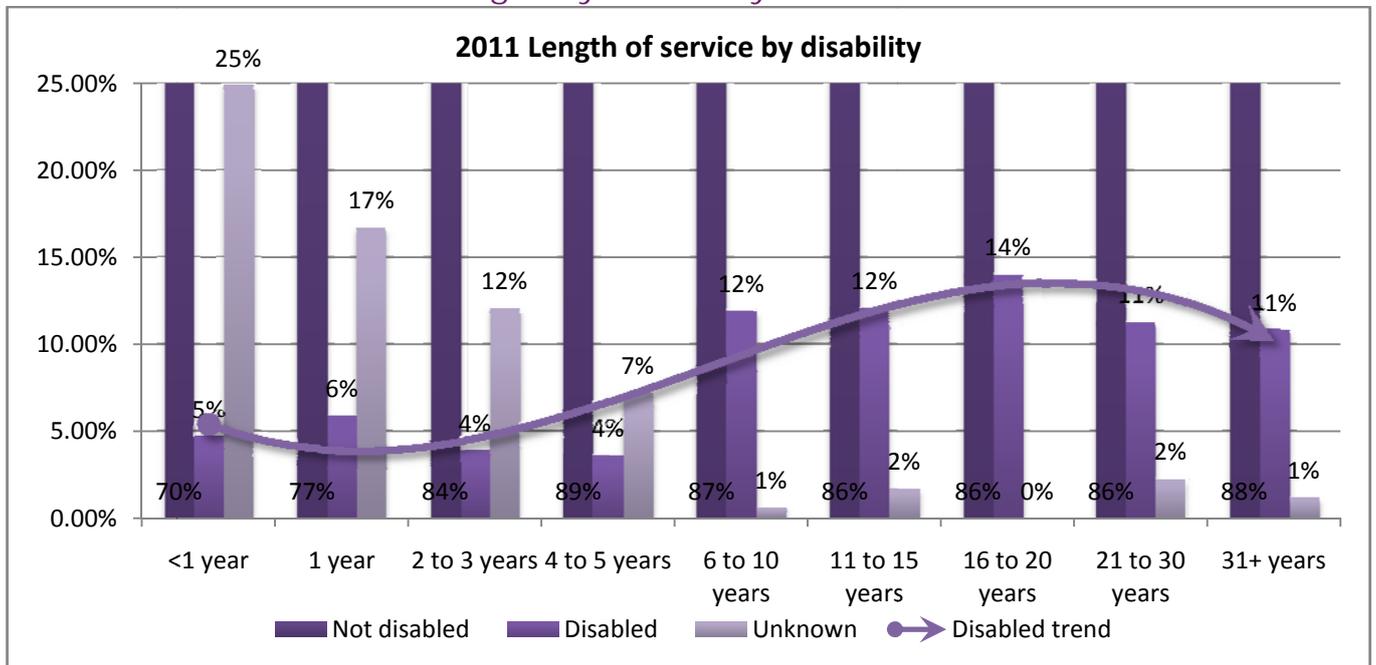
Length of service		Year	LBC		CEO		CS		CYPL		DASH		PRC		RCS	
			F	M	F	M	F	M	F	M	F	M	F	M	F	M
<1 year	2011	7%	7%	4%	2%	10%	10%	6%	5%	1%	6%	3%	5%	7%	7%	
	2010	9%	11%	17%	19%	9%	8%	9%	15%	8%	9%	8%	12%	10%	12%	
1 year	2011	12%	17%	8%	7%	9%	12%	6%	8%	14%	12%	10%	12%	12%	17%	
	2010	8%	9%	4%	8%	7%	9%	9%	14%	8%	7%	8%	6%	9%	10%	
2 to 3 years	2011	11%	10%	15%	14%	16%	18%	13%	12%	14%	10%	16%	17%	11%	10%	
	2010	13%	14%	15%	11%	15%	10%	15%	15%	10%	16%	17%	15%	12%	14%	
4 to 5 years	2011	16%	17%	14%	8%	13%	16%	9%	17%	14%	12%	12%	12%	16%	17%	
	2010	13%	11%	9%	6%	11%	6%	12%	16%	10%	11%	17%	5%	19%	15%	
6 to 10 years	2011	23%	21%	19%	26%	27%	23%	27%	20%	24%	21%	45%	40%	23%	21%	
	2010	28%	25%	28%	24%	20%	25%	28%	20%	28%	23%	20%	26%	35%	35%	
11 to 15 years	2011	11%	12%	18%	11%	11%	10%	15%	11%	12%	10%	8%	4%	11%	12%	
	2010	12%	10%	9%	11%	16%	14%	11%	9%	15%	12%	10%	10%	6%	4%	
16 to 20 years	2011	7%	3%	7%	15%	6%	4%	12%	11%	4%	6%	2%	2%	7%	3%	
	2010	8%	8%	9%	3%	9%	12%	7%	3%	11%	9%	5%	8%	4%	4%	
21 to 30 years	2011	11%	10%	11%	11%	7%	5%	11%	11%	14%	18%	4%	5%	11%	10%	
	2010	8%	9%	8%	15%	11%	9%	7%	7%	9%	10%	11%	14%	4%	5%	
31+ years	2011	2%	2%	3%	6%	2%	3%	1%	5%	4%	4%	1%	1%	2%	2%	
	2010	1%	3%	2%	2%	2%	6%	2%	1%	1%	4%	3%	4%	1%	0%	

2.6.3 Service length by ethnicity



		2010			2011		
		BME	White	Prefer Not to Say	BME	White	Prefer Not to Say
Length of service	<1 year	9.98%	8.31%	23.67%	7.07%	4.14%	19.60%
	1 year	9.02%	7.61%	15.10%	10.15%	7.86%	16.58%
	2 to 3 years	15.17%	10.93%	24.90%	16.57%	12.62%	22.11%
	4 to 5 years	13.53%	9.36%	24.90%	14.54%	9.81%	28.64%
	6 to 10 years	28.71%	27.81%	7.76%	28.92%	29.10%	7.54%
	11 to 15 years	10.05%	13.34%	1.22%	11.21%	12.62%	1.51%
	16 to 20 years	7.04%	8.96%	1.22%	5.44%	9.00%	0.50%
	21 to 30 years	5.33%	10.89%	0.00%	5.20%	11.57%	2.01%
	31+ years	1.16%	2.80%	1.22%	0.89%	3.29%	1.51%

2.6.4 Service length by disability

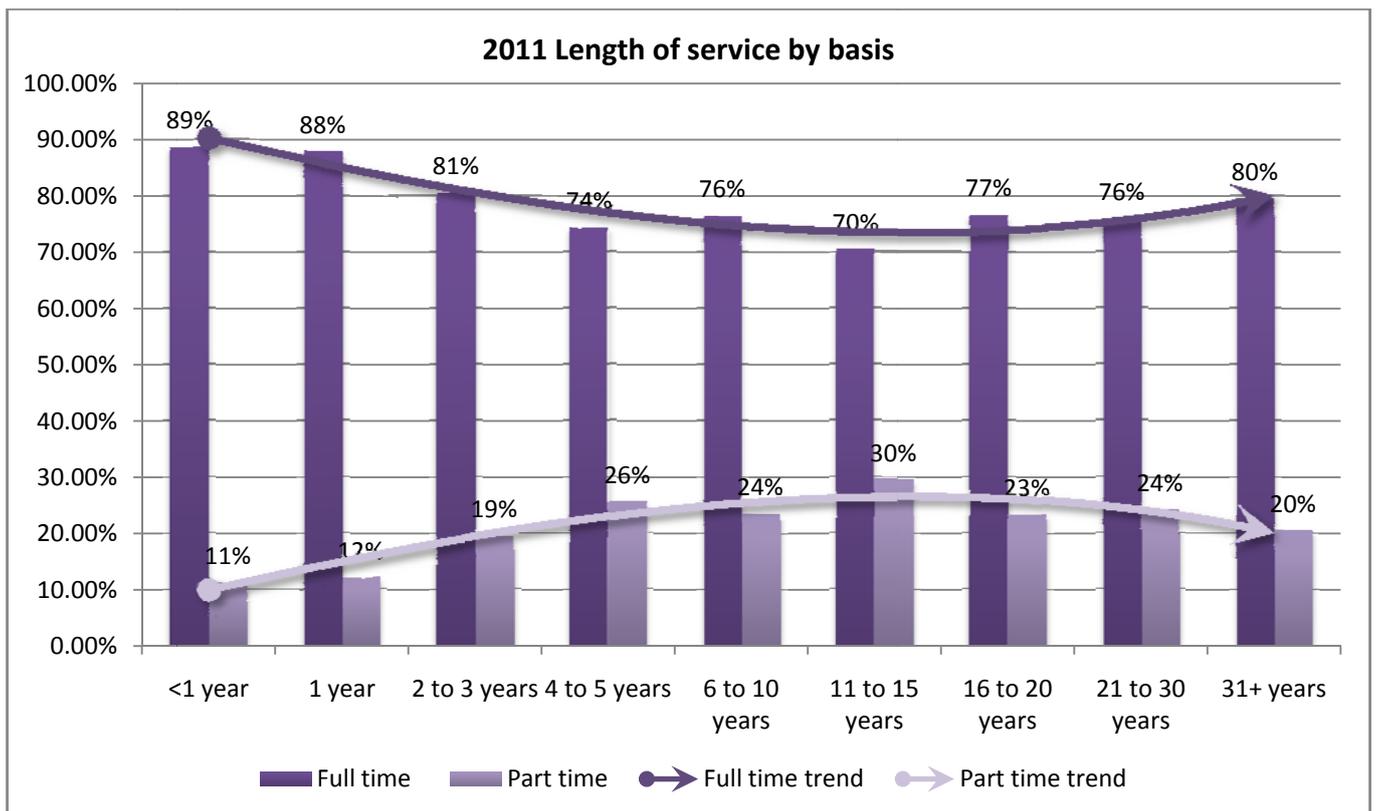


		2010			2011		
		Not disabled	Disabled	Unknown	Not disabled	Disabled	Unknown
Length of service	<1 year	8.42%	4.05%	39.91%	5.01%	3.22%	23.87%
	1 year	8.30%	2.18%	21.93%	8.34%	6.11%	24.32%
	2 to 3 years	12.94%	3.43%	33.33%	14.38%	6.43%	27.93%
	4 to 5 years	12.77%	9.66%	0.88%	13.15%	5.14%	14.41%
	6 to 10 years	27.71%	36.76%	0.88%	28.66%	37.62%	2.70%
	11 to 15 years	11.38%	19.00%	0.88%	11.68%	15.76%	3.15%
	16 to 20 years	8.13%	9.03%	0.88%	7.37%	11.58%	0.00%
	21 to 30 years	8.24%	12.46%	1.32%	8.98%	11.25%	3.15%
	31+ years	2.12%	3.43%	0.00%	2.44%	2.89%	0.45%

2.6.5 Service length by age

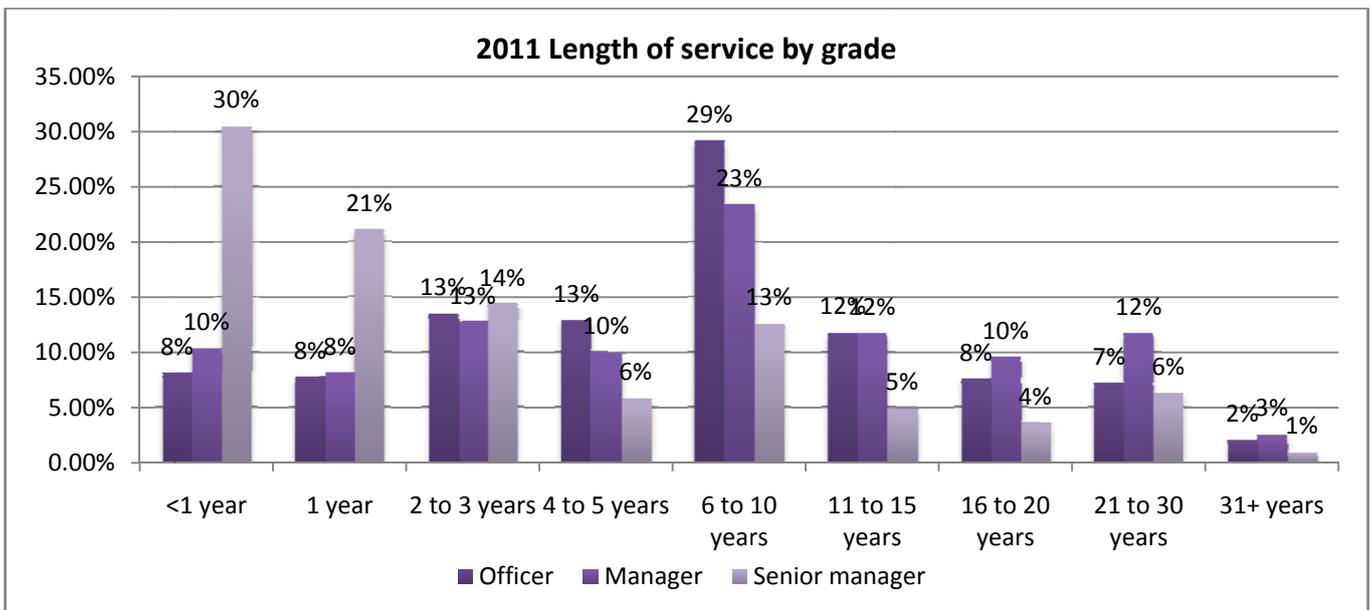
		Length of service (years)									
		<1	1	2-3	4-5	6-10	11-15	16-20	21-30	31+	
Age	<=20	2011	8.13%	2.88%	0.80%	0%	0%	0%	0%	0%	0%
		2010	3.54%	2.37%	1.53%	0%	0%	0%	0%	0%	0%
	21 – 25	2011	14.35%	10.58%	6.59%	4.52%	1.12%	0%	0%	0%	0%
		2010	13.08%	9.76%	5.56%	4.02%	0.93%	0%	0%	0%	0%
	26 – 30	2011	14.35%	22.44%	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	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	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	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	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	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	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+	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%
Totals	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	
		Full time	Part time	Full time	Part time
Length of service	<1 year	11.32%	5.52%	6.87%	3.08%
	1 year	8.51%	8.78%	10.32%	5.01%
	2 to 3 years	13.79%	11.75%	15.01%	12.84%
	4 to 5 years	11.21%	13.89%	11.96%	14.51%
	6 to 10 years	26.17%	29.11%	27.30%	29.65%
	11 to 15 years	10.71%	13.18%	10.40%	15.40%
	16 to 20 years	7.61%	8.48%	7.16%	7.70%
	21 to 30 years	8.51%	7.35%	8.58%	9.63%
	31+ years	2.17%	1.94%	2.40%	2.18%
Totals		100%	100%	100%	100%

2.6.7 Service length by grade



		Officer		Manager		Senior manager	
Length of service	<1 year	188	6.69%	21	3.36%	4	4.17%
	1 year	250	8.90%	62	9.92%	11	11.46%
	2 to 3 years	415	14.77%	87	13.92%	11	11.46%
	4 to 5 years	348	12.39%	83	13.28%	11	11.46%
	6 to 10 years	804	28.62%	153	24.48%	25	26.04%
	11 to 15 years	314	11.18%	82	13.12%	10	10.42%
	16 to 20 years	202	7.19%	45	7.20%	10	10.42%
	21 to 30 years	224	7.97%	75	12.00%	12	12.50%
	31+ years	64	2.28%	17	2.72%	2	2.08%
Totals		2,809	100%	625	100%	96	100%

2.6.8 Service length summary



Key facts:

- The length of service profile is generally consistent across departments.
- RCS has 43% of its employees with 6-10 years service compared to the Council wide figure of 28%. It also has only 12.5% of its employees with more than 11 years service compared to the Council average of 28%.
- The representation of BME employees is greater amongst employees with less than 10 years service. 77% of BME employees have less than 10 years service compared to 63% of white staff.



Issues and actions:

- The higher representation of employees from BME backgrounds with less than 5 years service (suggests the Council has had some success in addressing ethnicity imbalance over the past five years. This is also supported by the new starter data in section 2.4 that shows 41% of new starters were from BME backgrounds.
- The high number of employees with “unknown” ethnicity amongst those with less than 5 years service correlates with the first employee data audit when CHRIS was introduced. In keeping with recommended data collection practice, individuals are given the option of “prefer not to say” when sensitive personal data is requested.

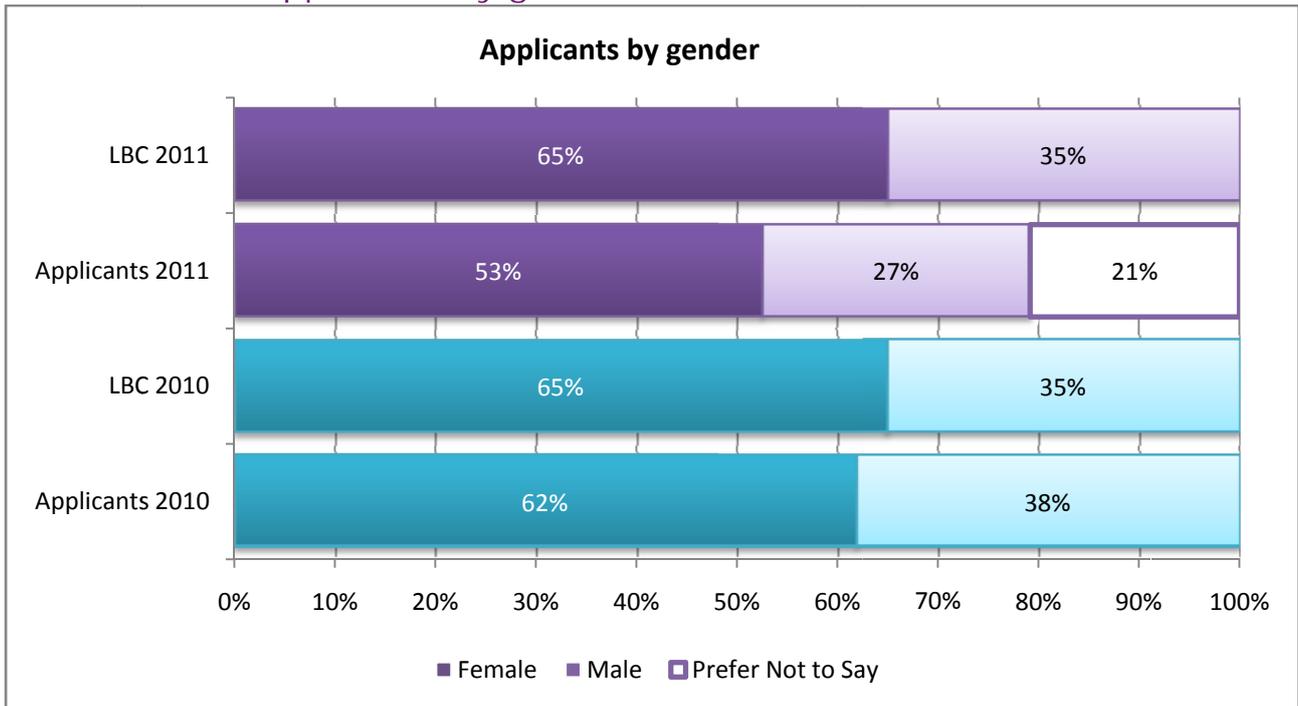
3. Recruitment profile

This section details the profile of applications for positions advertised at the council between October 2010 and September 2011.

3.1 Applicant profile

Between October 2010 and September 2011, there were 8,385 applications for 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

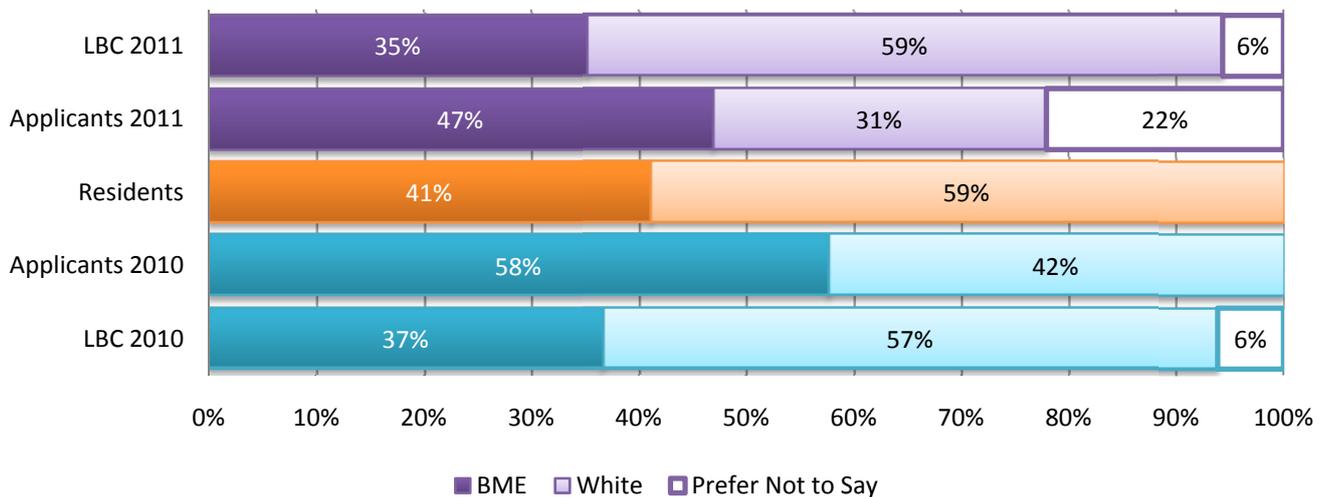


	2010 (Q1 and Q2)				2011			
	Applicants		LBC		Applicants		LBC	
Female	2,427	61.74%	2,592	64.88%	4,402	52.50%	2,291	64.90%
Male	1,500	38.16%	1,403	35.12%	2,236	26.67%	1,239	35.10%
Prefer Not to Say	4	0.10%	0	0.00%	1,747	20.83%	0	0.00%

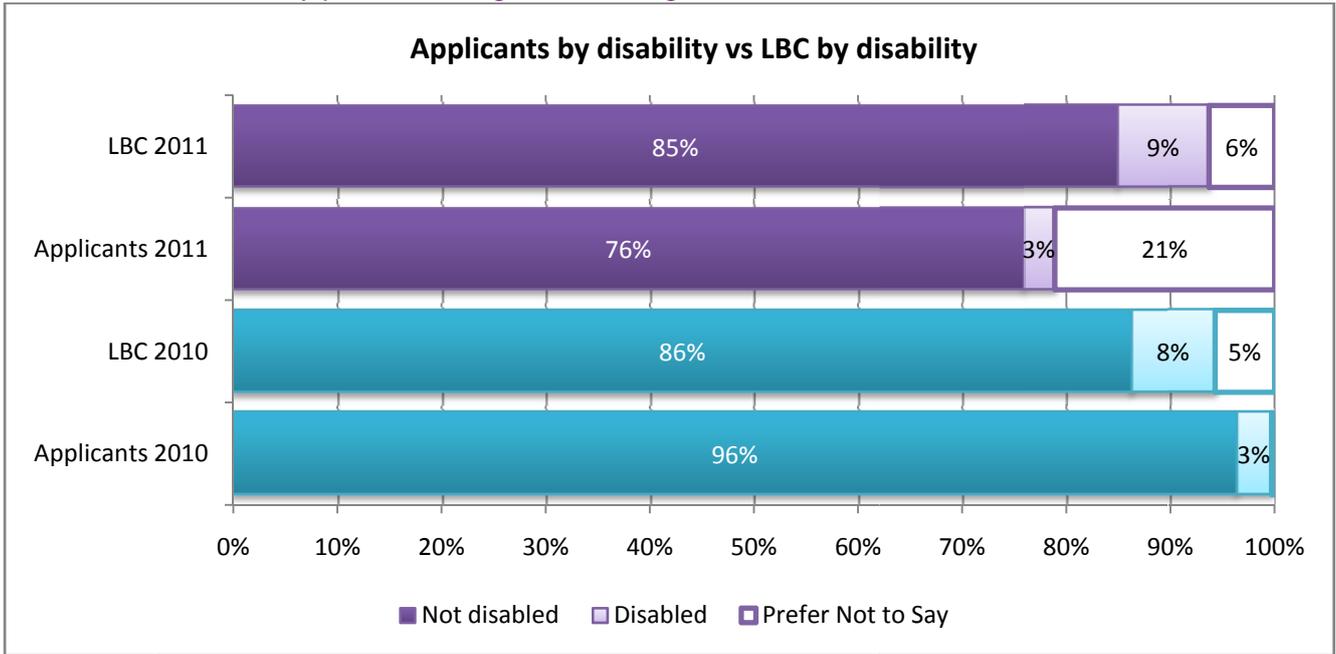
3.1.2 Applicants by ethnicity

		2010 (Q1 and Q2)				2011			
		Applicants		LBC		Applicants		LBC	
BME	Arab	0	0.00%	0	0.00%	11	0.13%	0	0.00%
	Bangladeshi	40	1.02%	9	0.23%	81	0.97%	8	0.23%
	Black African	612	15.57%	271	6.78%	1,098	13.09%	250	7.08%
	Black Caribbean	654	16.64%	412	10.31%	1,297	15.47%	386	10.93%
	Chinese	15	0.38%	16	0.40%	29	0.35%	13	0.37%
	Indian	312	7.94%	115	2.88%	372	4.44%	105	2.97%
	Mixed White and Asian	48	1.22%	42	1.05%	75	0.89%	35	0.99%
	Mixed White and Black African	21	0.53%	15	0.38%	60	0.72%	11	0.31%
	Mixed White and Black Caribbean	104	2.65%	52	1.30%	197	2.35%	53	1.50%
	Other	97	2.47%	336	8.41%	145	1.73%	200	5.67%
	Other Asian	122	3.10%	65	1.63%	185	2.21%	54	1.53%
	Other Black	81	2.06%	62	1.55%	168	2.00%	53	1.50%
	Other Mixed	53	1.35%	45	1.13%	73	0.87%	44	1.25%
	Pakistani	105	2.67%	23	0.58%	133	1.59%	19	0.54%
	BME Total:		2264	57.60%	1463	36.63%	3,924	46.80%	1,231
White	White British	1,404	35.72%	2,035	50.94%	2,219	26.46%	1,853	52.49%
	White Gypsy or Traveler	0	0.00%	0	0.00%	2	0.02%	0	0.00%
	White Irish	43	1.09%	95	2.38%	71	0.85%	88	2.49%
	White Other	220	5.60%	157	3.93%	319	3.80%	159	4.50%
White Total:		1,667	42.41%	2,287	57.25%	2,611	31.14%	2,100	59.48%
Prefer Not to Say		0	0.00%	245	6.13%	1,850	22.06%	199	5.64%

Applicants ethnicity comparison with LBC and residential population

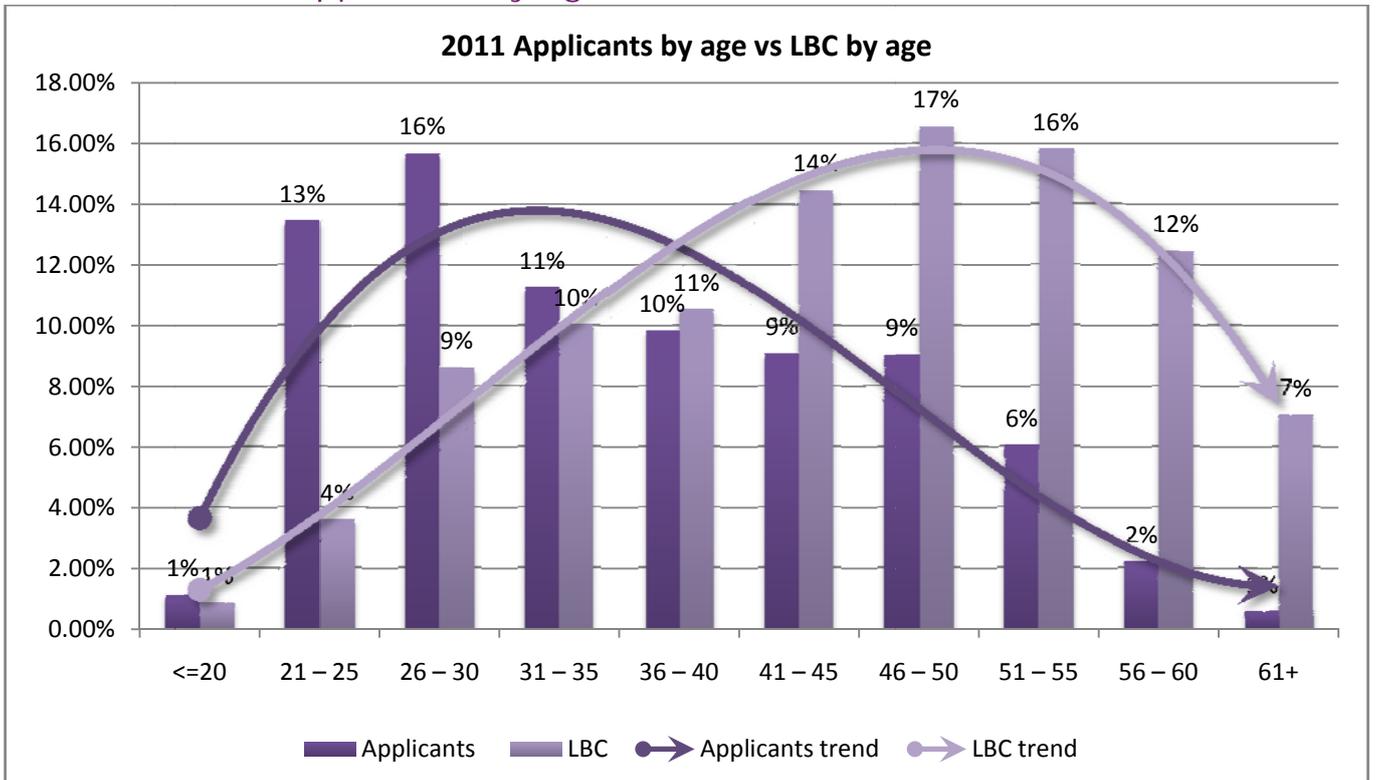


3.1.3 Applicants by disability



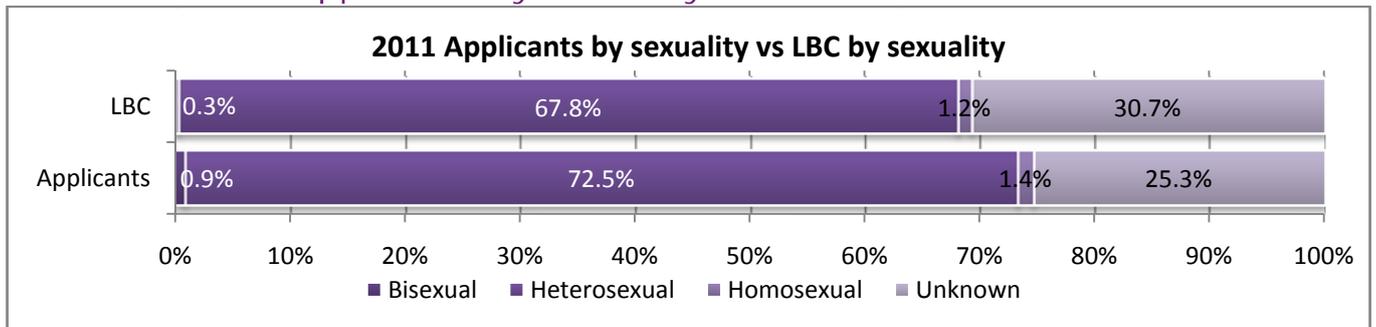
	2010 (Q1 and Q2)				2011			
	Applicants		LBC		Applicants		LBC	
Not disabled	3,786	96.31%	3,446	86.26%	6,360	75.85%	2,997	84.90%
Disabled	134	3.41%	321	8.04%	255	3.04%	311	8.81%
Prefer Not to Say	11	0.28%	228	5.71%	1,770	21.11%	222	6.29%

3.1.4 Applicants by age



		2010 (Q1 and Q2)			2011		
		Applicants		LBC	Applicants		LBC
Age bands	<=20	158	4.02%	0.73%	94	1.12%	0.85%
	21 – 25	812	20.66%	3.48%	1,128	13.45%	3.60%
	26 – 30	770	19.59%	8.74%	1,315	15.68%	8.61%
	31 – 35	569	14.47%	8.84%	943	11.25%	10.03%
	36 – 40	455	11.57%	11.16%	826	9.85%	10.54%
	41 – 45	426	10.84%	14.32%	761	9.08%	14.48%
	46 – 50	355	9.03%	16.25%	759	9.05%	16.57%
	51 – 55	240	6.11%	15.87%	507	6.05%	15.81%
	56 – 60	112	2.85%	12.87%	186	2.22%	12.46%
	61+	34	0.86%	6.68%	47	0.56%	7.05%
	Prefer Not to Say	0	0%	1.08%	1,819	21.69%	0%

3.1.5 Applicants by sexuality



	2010 (Q1 and Q2)				2011			
	Applicants		LBC		Applicants		LBC	
Bisexual	45	1.14%	14	0.4%	72	0.86%	9	0.30%
Heterosexual	3,531	89.82%	2,336	58.5%	6,075	72.45%	2,394	67.80%
Homosexual	57	1.45%	41	1.0%	117	1.40%	44	1.20%
Prefer Not to Say	298	7.58%	1,604	40.2%	2,121	25.30%	1,083	30.70%

3.1.6 Applicants by religion

	2010 (Q1 and Q2)				2011			
	Applicants		LBC		Applicants		LBC	
Buddhist	12	0.31%	11	0.28%	33	0.39%	10	0.28%
Christian	2,246	57.14%	1,842	46.11%	3,842	45.82%	1,733	49.09%
Hindu	224	5.70%	81	2.03%	257	3.06%	65	1.84%
Jewish	2	0.05%	20	0.50%	9	0.11%	13	0.37%
Muslim	274	6.97%	82	2.05%	403	4.81%	67	1.90%
None	912	23.20%	762	19.07%	1,351	16.11%	705	19.97%
Other	102	2.59%	112	2.80%	246	2.93%	111	3.14%
Prefer not to say	143	3.64%	1,076	26.97%	2,207	26.32%	816	23.12%
Sikh	16	0.41%	9	0.23%	37	0.44%	10	0.28%

3.1.7 Applicants profile summary



Key facts:

- The gender balance of applicants mirrors that of the workforce (65% female and 35% male). The number of female new starters is 71% (see section 2.4.2).
- At 47% the number of BME applicants is greater than the proportion of BME employees (35%) and the residential population (41%).
- 41% of new starters are from BME backgrounds compared to 47% of applicants being from BME backgrounds.
- The greatest proportion of BME applicants are Black Caribbean (15.47%), Black African (13.07%) and Indian (4.4%).
- At 3% the number of disabled applicants is significantly below that proportion of disabled employees (9%) although the proportion of new starters with a disability is 5%.



Issues and actions:

- The combination of recruitment applicant and new starter data does not indicate any significant disproportionate impact across the equality strands.
- The conversion rate of applicants to new starters, especially from BME backgrounds, needs more careful analysis. Whilst the new starter data includes recruitment data, it also contains details of employees who joined the organisation through other means e.g. transfer.

4. Employee relations profile

This section details the new employee relations activity between the reporting period of 1 October 2010 and 30 September 2011. 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 Employment tribunals profile

During the reporting period, 14 new employment tribunals were brought against the council.

Gender

Of the 14 tribunals, 9 were brought by women (64%) and 5 by men (35%), mirroring the gender profile of the workforce.

Ethnicity

There were 7 tribunals (50%) from BME employees, 5 (36%) from white employees, 1 (7%) from an employee preferring not to disclose their ethnicity and 1 (7%) from an employee whose ethnicity is recorded as "other".

With 35% of the workforce being from BME backgrounds there is an over-representation of BME employees amongst tribunal claimants. In light of the 2010 workforce profile showing BME employees as being slightly under-represented in bringing tribunal claims and the small numbers generally this is not identified as a trend.

Disability

None of the employment tribunals were brought by employees describing themselves as disabled. With a total disabled population of 8% (see section [2.1.3](#)), this is not surprising given the low number of employment tribunals.

Age

Of the those bringing tribunal claims: 2 were aged 21-30; 3 aged 31-40; 5 aged 41-50; 2 aged 51-60; and 2 aged 60 and over. Given the age distribution within the employee population (see section [2.1.4](#)), the age distribution of employees bringing a tribunal case, broadly reflects the ageing workforce.

Sexuality

Of the employment tribunals, 5 employees describe themselves as heterosexual, while 9 preferred not to provide their sexual orientation. The disproportionately high number of claimants who prefer not to disclose their sexuality and the small sample size means that this data is not statistically significant.

Religion

Of the tribunal claimants, 4 were Christian, 4 had no religion and 6 preferred not to say.

4.2 Disciplinary hearings profile

There were 26 employees subject to a disciplinary investigation during the reporting period of which:

	Employees subject to a disciplinary investigation	Workforce Profile
Female	54%	65%
Disabled	12%	9%
BME	38%	35%
Age over 50	46%	35%
Total Headcount	26	3,530

There were 39 employees subject to a disciplinary hearing during the reporting period of which:

	Employees subject to a disciplinary hearing	Hearing outcome – No case to answer	Hearing outcome – written or final written warning	Hearing outcome - dismissed	Workforce Profile
Female	59%	0%	55%	50%	65%
Disabled	10%	0%	18%	0%	9%
BME	41%	0%	36%	70%	35%
Age over 50	38%	0%	45%	30%	35%
Total Headcount	39	0	11	10	3,530

Women are under-represented in disciplinary investigation (54%) and disciplinary hearings (59%) compared to their presence in the workforce (65%). BME staff are slightly over-represented in disciplinary investigations (38%) and slightly under-represented in disciplinary hearings (31%) compared to 35% of the workforce being from BME backgrounds.

Considering the low number of employees, the proportion of employees subject to disciplinary process is broadly in line with the profile of the workforce when considering disability, religion, age and sexuality.

9 employees lodged disciplinary appeals during the reporting period. The original decision was upheld in 4 of the 9 (44%) of the appeals. Of the appeals where the original decision was upheld, 50% were for female appellants and 50% were for appellants with a disability. All appellants were from a BME background. The distribution of appellants across the age bandings, religion and by sexuality does not make for meaningful statistical analysis and there is no discernable pattern.

4.3 Capability profile

4.3.1 Performance capability

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

There were only 7 employees in the reporting period that had first formal meetings for performance capability, 5 that received a final formal meeting and 1 that was dismissed. The key data is summarised as follows:

	Employees subject to a first formal meeting	Employees subject to a final formal meeting	Workforce Profile
Female	43%	60%	65%
Disabled	14%	0%	9%
BME	43%	80%	35%
Age over 50	57%	60%	35%
Total Headcount	7	5	3,530

Given the low numbers it is difficult to draw any significant statistical correlations or trend analysis.

4.3.1 Sickness capability

122 employees underwent a first formal meeting for sickness capability during the reporting period, 7 employees received a final formal meeting and 6 employees were dismissed. The key data is summarised as follows:

	Employees subject to a first formal meeting	Employees subject to a final formal meeting	Employees who were dismissed	Workforce Profile
Female	68%	83%	83%	65%
Disabled	11%	8%	0%	9%
BME	29%	17%	33%	35%
Age over 50	47%	67%	83%	35%
Total Headcount	122	7	6	3,530

Those employees subject to the first formal sickness meeting broadly reflect the workforce composition, with BME staff (29%) being slightly under represented compared to their workforce composition of 35%. Disabled employees were slightly over-represented (11%) in first formal meetings compared to their 8% representation in the workforce.

A disproportionate representation of disabled employees within sickness management procedures may be expected and is understandable. An employee on long-term sickness and therefore likely to be subject to sickness management procedures, is far more likely to be fall within the statutory definition of disabled.

4.4 Employee complaints profile

There were a total of 26 complaints (grievances) raised by employees during the reporting period. Of these, 3 (11.5%) were for bullying or harassment.

	Employees who raised a first formal complaint	Complaints that were upheld at first formal stage	Complaints that were not upheld at first formal stage	Workforce Profile
Female	50%	50%	17%	65%
Disabled	12%	10%	17%	9%
BME	30%	50%	33%	35%
Age over 50	27%	10%	67%	35%
Total Headcount	26	10	6	3,530

	Employees who appealed first formal outcome	Management Decision Upheld	Complaints that were not upheld at first formal stage	Workforce Profile
Female	50%	75%	50%	65%
Disabled	12%	25%	0%	9%
BME	30%	50%	50%	35%
Age over 50	27%	75%	50%	35%
Total Headcount	16	4	2	3,530

Given low numbers of complaints it is hard to form meaningful statistical correlation or trend analysis.

4.5 Employee relations profile conclusions



- The generally low numbers involved in monitoring employee relations activity over the reporting period do not present a large enough data set to draw significant conclusions. In the 2010 workforce profile the one area of potential concern was an over representation of complaints raised by BME employees (62% of formal complaints were raised by BME employees against a representation in the workforce of 37%). In this year's profile there is a small under-representation of complaints raised by BME staff (30% of complaints raised against a workforce representation of 35%).
- Consideration should be given to how the analysis of employee relations cases can be made more meaningful. Possible solutions include using cumulative data from previous years to improve the reliability of identifying patterns and trends.

5. Learning and development profile

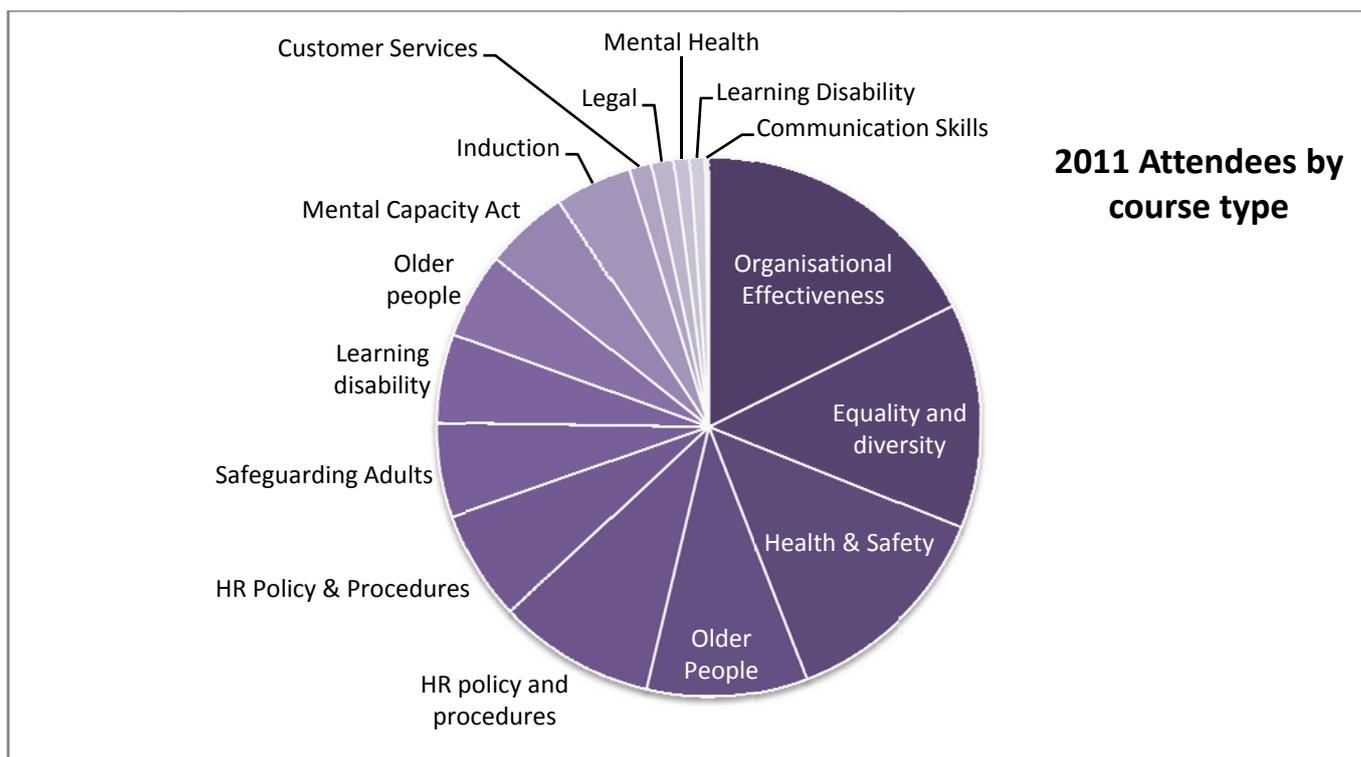
This section details the council's learning and development activity for all employees between October 2010 and September 2011

5.1 Learning events profile

5.1.1 Learning and development courses

Between October 2010 and September 2011 Croydon Council has provided corporate training via the following centrally provided training events:

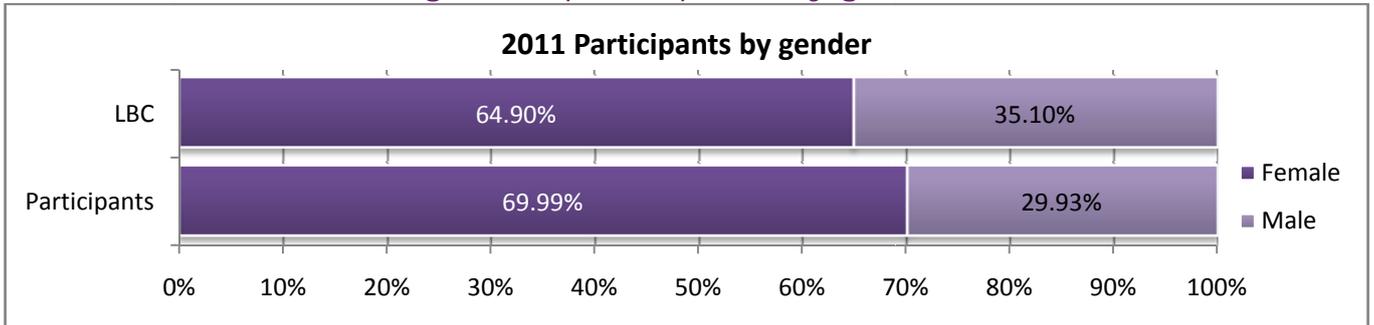
Course type	Attendees	Courses
Child Protection	243	26
Communication Skills	10	3
Customer Services	63	9
Equality & Diversity	251	29
Health & Safety	613	89
HR Policy & Procedures	312	47
Induction	211	13
Learning Disability	43	13
Legal	63	6
Mental Capacity Act	237	29
Mental Health	45	4
Older People	451	71
Organisational Effectiveness	830	31
Professional Development	636	46
Safeguarding Adults	266	48
Skill Development	437	45
Total:	4,711	518



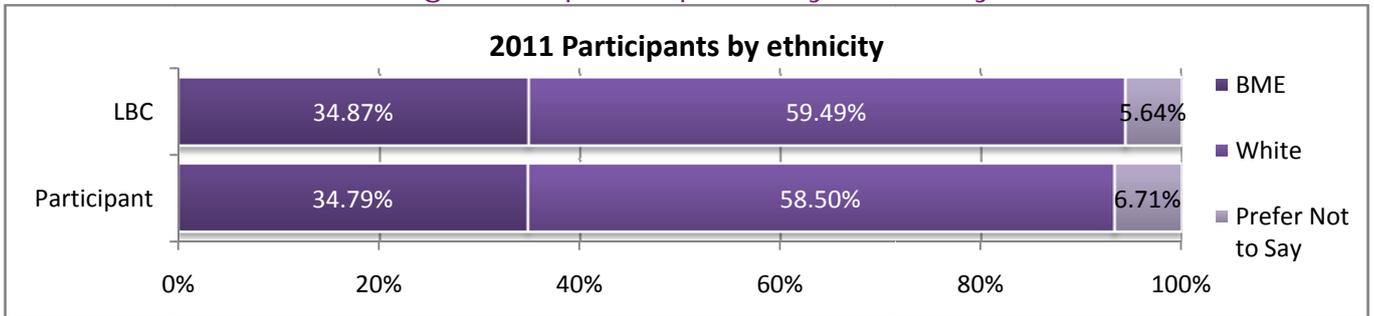
5.2 Learning event participants profile

This section details the breakdowns for employees attending a centrally organised learning events and courses between October 2010 and September 2011.

5.2.1 Learning event participants by gender

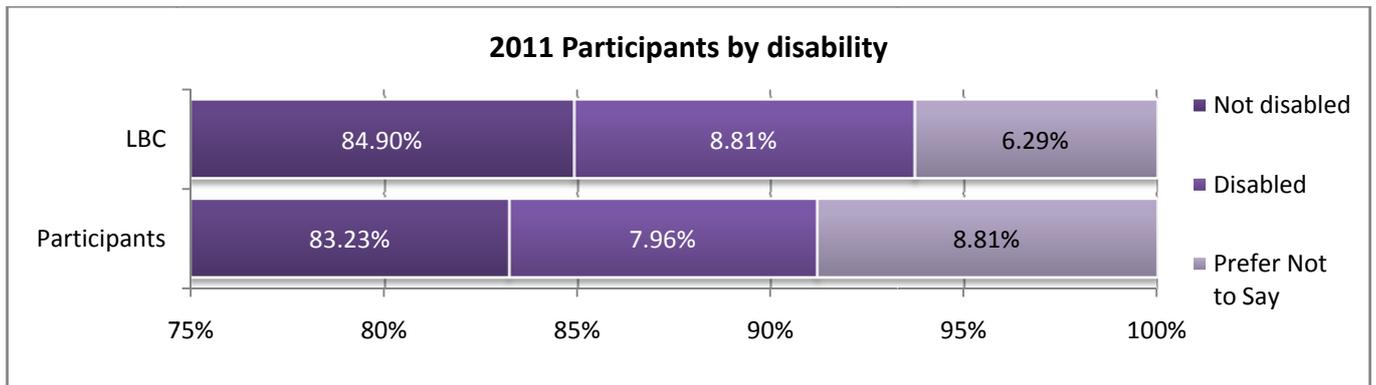


5.2.2 Learning event participants by ethnicity

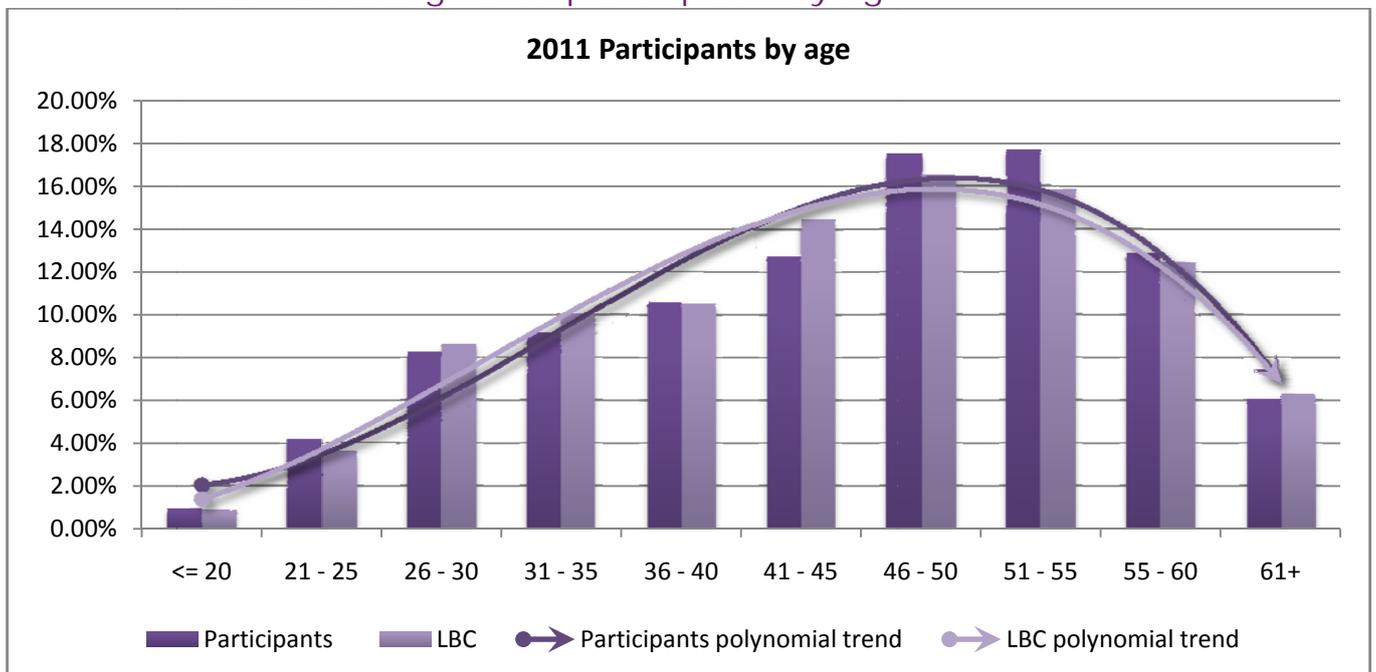


		Participants	LBC
BME	Bangladeshi	0.19%	0.23%
	Black African	8.11%	7.08%
	Black Caribbean	11.38%	10.93%
	Chinese	0.25%	0.37%
	Indian	2.21%	2.97%
	Mixed White and Asian	0.81%	0.99%
	Mixed White and Black African	0.55%	0.31%
	Mixed White and Black Caribbean	1.13%	1.50%
	BME Other	4.61%	5.67%
	Other Asian	1.93%	1.53%
	Other Black	1.55%	1.50%
	Other Mixed	1.76%	1.25%
	Pakistani	0.32%	0.54%
	BME Total:	34.79%	34.87%
White	White British	51.56%	52.49%
	White Irish	2.74%	2.49%
	White Other	4.20%	4.50%
White Total:	58.50%	59.49%	
	Prefer Not to Say	6.71%	5.64%

5.2.3 Learning event participants by disability

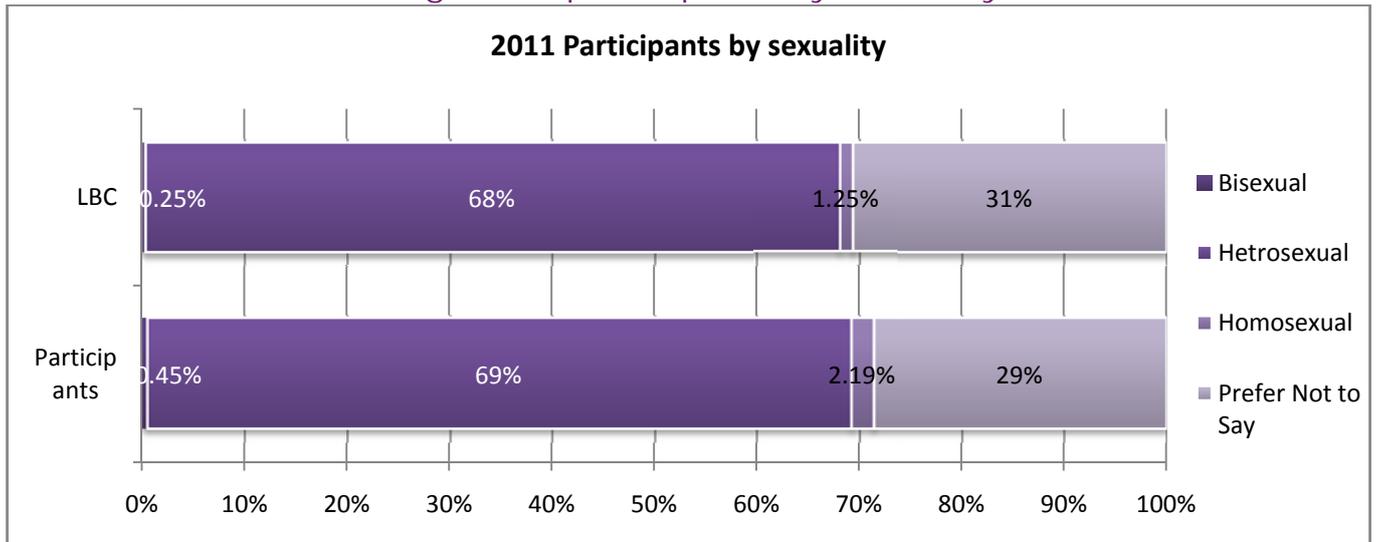


5.2.4 Learning event participants by age



		Participants		LBC	
		Count	Percentage	Count	Percentage
Age bands	<=20	44	0.93%	30	0.85%
	21 – 25	199	4.22%	127	3.60%
	26 – 30	389	8.26%	304	8.61%
	31 – 35	432	9.17%	354	10.03%
	36 – 40	499	10.59%	372	10.54%
	41 – 45	600	12.74%	511	14.48%
	46 – 50	824	17.49%	585	16.57%
	51 – 55	833	17.68%	558	15.81%
	56 – 60	607	12.88%	440	12.46%
	61+	284	6.03%	222	6.29%

5.2.5 Learning event participants by sexuality



	Participants		LBC	
Bisexual	21	0.45%	9	0.25%
Heterosexual	3,238	68.73%	2394	67.82%
Homosexual	103	2.19%	44	1.25%
Prefer Not to Say	1,349	28.64%	1083	30.68%

5.2.6 Learning event participants by religion

	Participants		LBC	
Buddhist	14	0.30%	10	0.3%
Christian	2,103	44.64%	1,733	49.1%
Hindu	79	1.68%	65	1.8%
Jewish	11	0.23%	13	0.4%
Muslim	79	1.68%	67	1.9%
None	844	17.92%	705	20.0%
Other	103	2.19%	111	3.1%
Prefer Not To Say	1,471	31.22%	816	23.1%
Sikh	7	0.15%	10	0.3%

5.2.7 Learning event participants profile conclusions



Key facts:

- 70% of participants in learning activities were women compared to women representing 65% of the workforce.
- Employees' participation in learning activities by ethnicity, disability, age and sexuality correlates very closely to the profile of protected characteristics across the workforce.



Issues and actions:

- No specific issues or actions are identified.
- Management and leadership development activities are included in the above monitoring under individual modules rather being identified separately. A new learning and development system, scheduled for implementation in 2012, should allow improved reporting in this regard and help distinguish between leadership and management development activities. Such reporting may be helpful in identifying opportunities to improve the distribution under-represented groups amongst high earners.

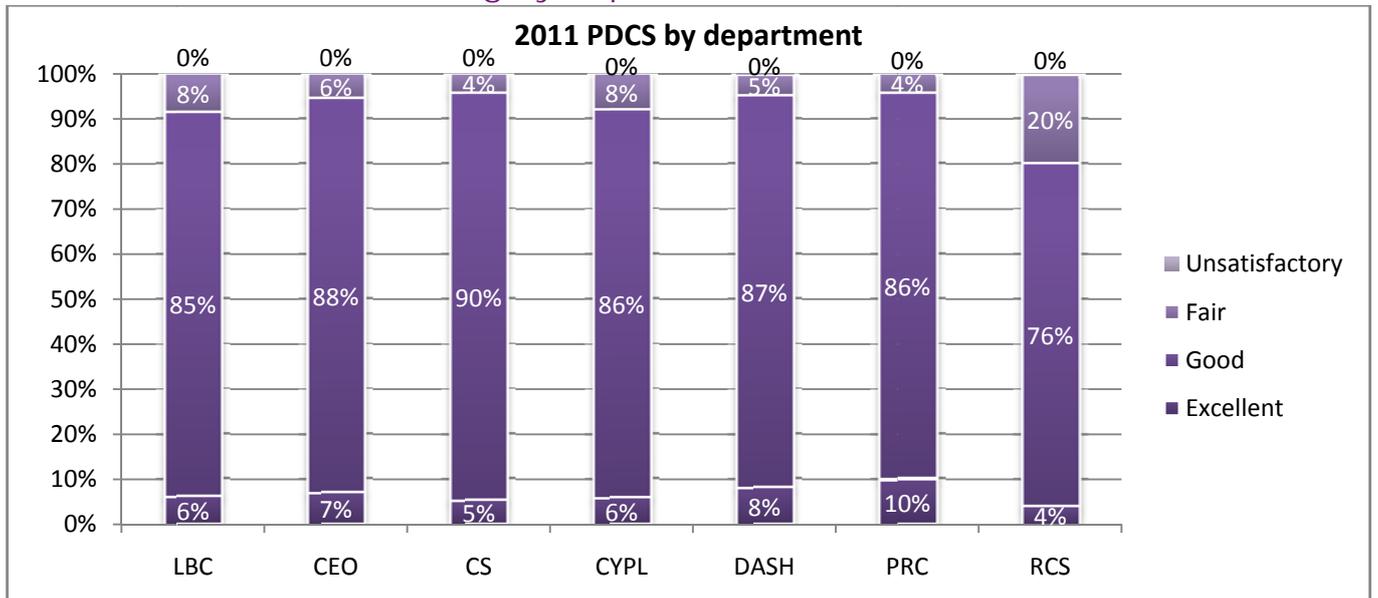
6. Personal development and competency scheme profile

This section details the profile for employees who have completed their personal development and competency scheme by April 2011.



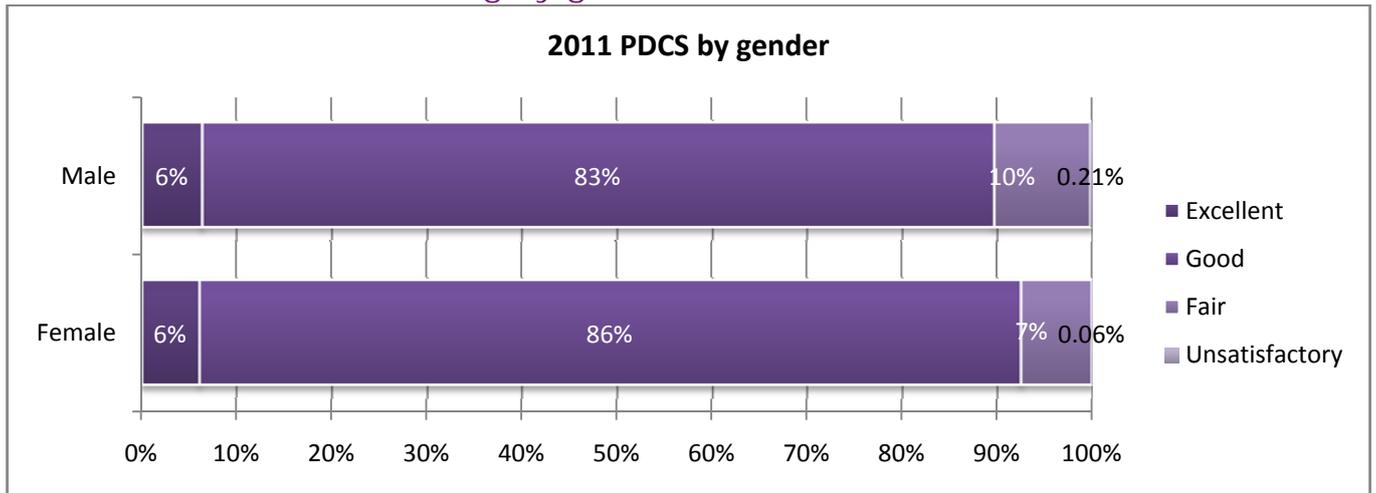
Definition: personal development and competency scheme (PDCS) is the council's internal one to one, manager and employee appraisal procedure. Overall employees are rated as excellent, good, fair or unsatisfactory.

6.1.1 PDCS rating by department



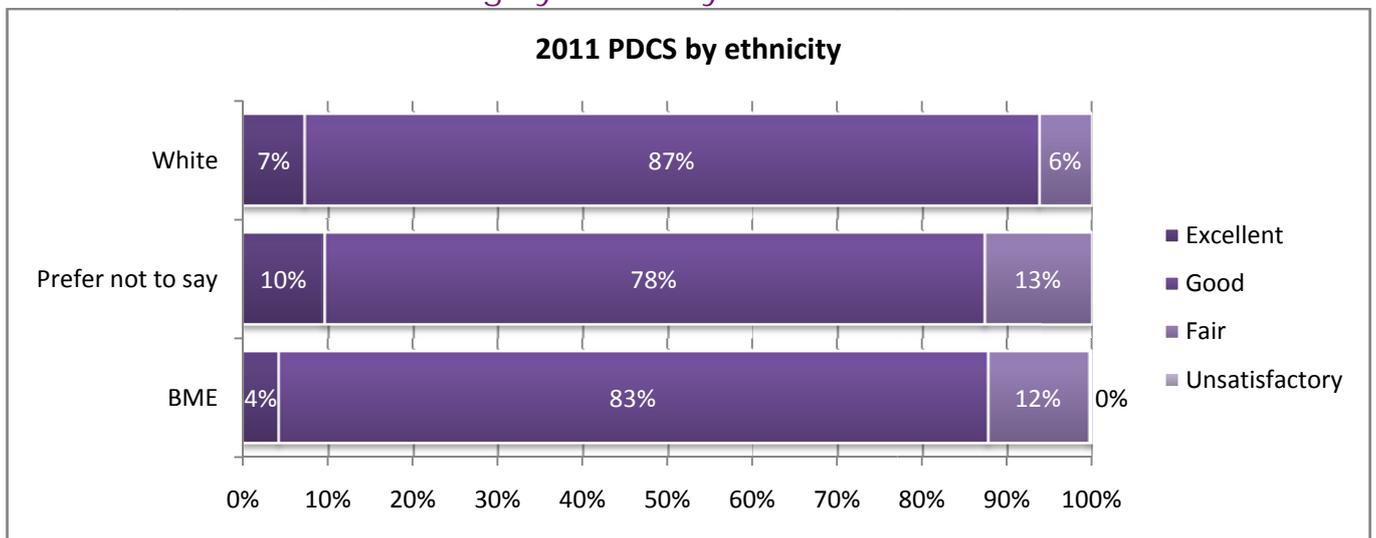
		Excellent	Good	Fair	Unsatisfactory	Totals					
LBC	2011	164	6.22%	2248	85.25%	222	8.42%	3	0.11%	2,637	100%
	2010	190	7.50%	2,126	83.97%	209	8.25%	7	0.28%	2,532	100%
CEO	2011	10	6.94%	126	87.50%	8	5.56%		0.00%	144	100%
	2010	5	3.85%	121	93.08%	3	2.31%	1	0.77%	130	100%
CS	2011	27	5.34%	457	90.32%	22	4.35%		0.00%	506	100%
	2010	45	7.03%	559	87.34%	33	5.16%	3	0.47%	640	100%
CYPL	2011	39	5.90%	569	86.08%	53	8.02%		0.00%	661	100%
	2010	66	14.35%	369	80.22%	24	5.22%	1	0.22%	460	100%
DASH	2011	53	8.02%	576	87.14%	30	4.54%	2	0.30%	661	100%
	2010	51	7.01%	642	88.19%	34	4.67%	1	0.14%	728	100%
PRC	2011	14	9.93%	121	85.82%	6	4.26%		0.00%	141	100%
	2010	16	11.94%	116	86.57%	2	1.49%	0	0.00%	134	100%
RCS	2011	21	4.01%	399	76.15%	103	19.66%	1	0.19%	524	100%
	2010	7	1.59%	319	72.50%	113	25.68%	1	0.23%	440	100%

6.1.3 PDCS rating by gender



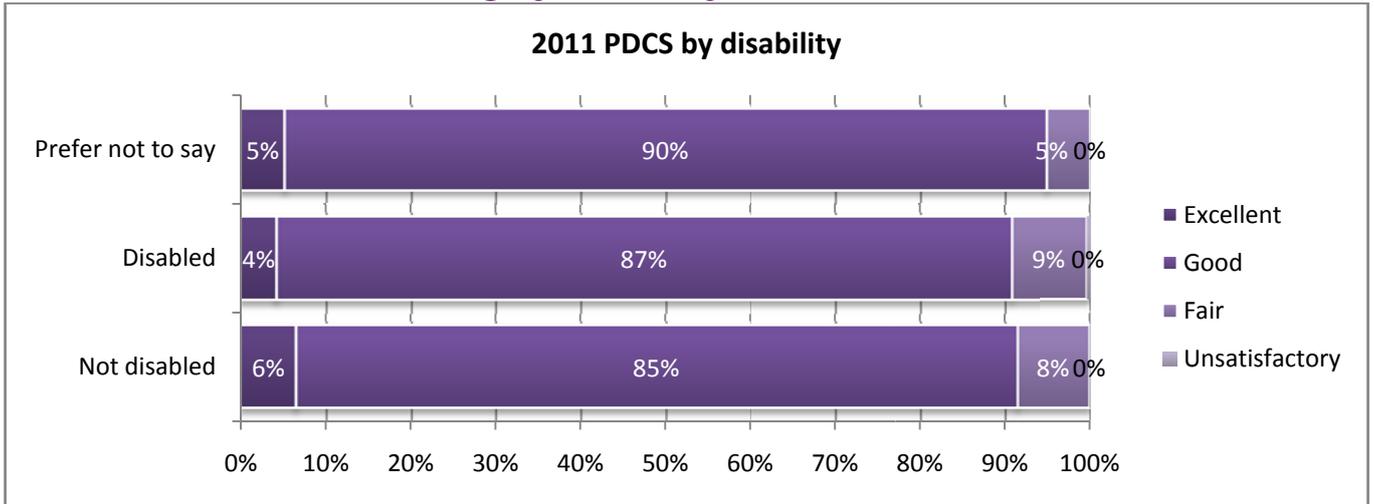
		Excellent		Good		Fair		Unsatisfactory	
Female	2011	104	6.12%	1468	86.35%	127	7.47%	1	0.06%
	2010	131	8.51%	1,289	83.70%	118	7.66%	2	0.13%
Male	2011	60	6.40%	780	83.24%	95	10.14%	2	0.21%
	2010	59	6.15%	807	84.15%	88	9.18%	5	0.52%
Unknown	2011	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	2010	0	0.00%	30	90.91%	3	9.09%	0	0.00%

6.1.5 PDCS rating by ethnicity



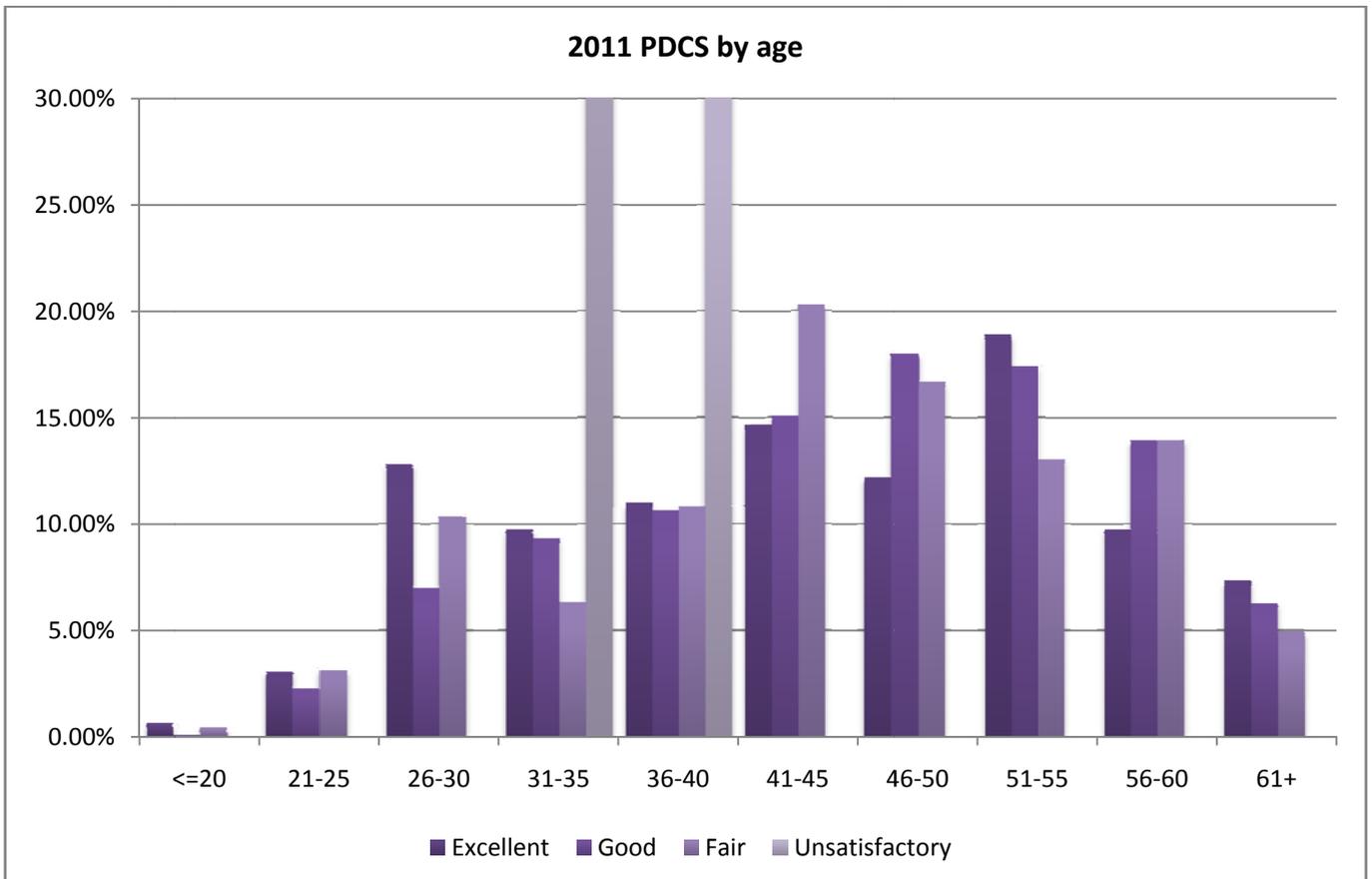
		Excellent		Good		Fair		Unsatisfactory	
BME	2011	39	4.21%	773	83.48%	111	11.99%	3	0.32%
	2010	47	5.48%	705	82.26%	103	12.02%	2	0.23%
Prefer Not to Say	2011	6	9.52%	49	77.78%	8	12.70%	0	0.00%
	2010	7	4.38%	140	87.50%	12	7.50%	1	0.63%
White	2011	119	7.22%	1,426	86.53%	103	6.25%	0	0.00%
	2010	136	8.98%	1,281	84.55%	94	6.20%	4	0.26%

6.1.6 PDCS rating by disability



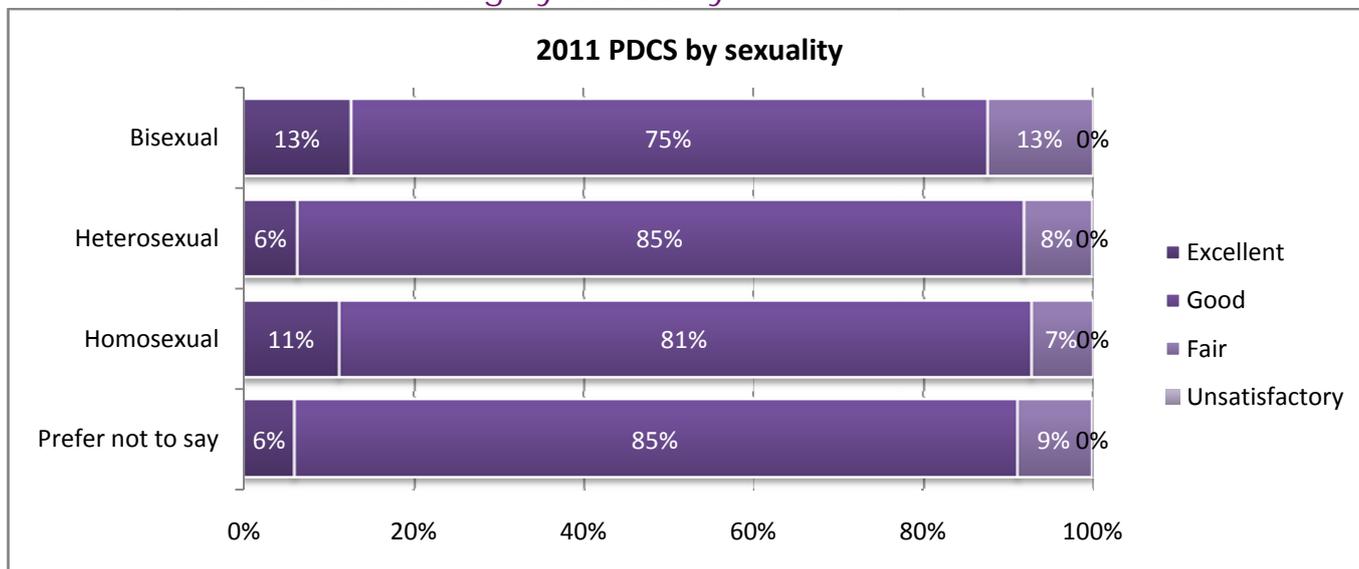
		Excellent		Good		Fair		Unsatisfactory	
Not Disabled	2011	150	6.46%	1972	84.96%	197	8.49%	2	0.09%
	2010	180	7.95%	1,888	83.39%	190	8.39%	6	0.27%
Disabled	2011	10	4.20%	206	86.55%	21	8.82%	1	0.42%
	2010	10	5.03%	172	86.43%	16	8.04%	1	0.50%
Prefer Not to Say	2011	4	5.13%	70	89.74%	4	5.13%	0	0.00%
	2010	0	0.00%	66	95.65%	3	4.35%	0	0.00%

6.1.7 PDCS rating by age



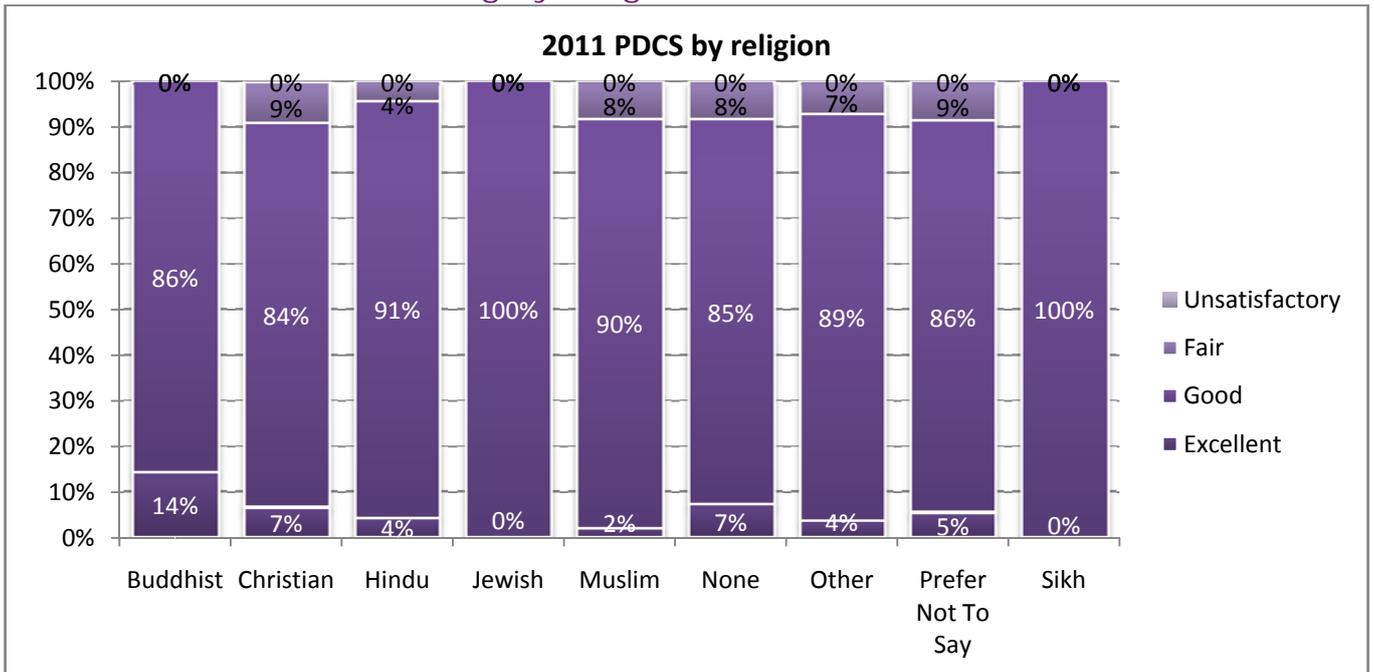
		Excellent		Good		Fair		Unsatisfactory	
Age Bands	<=20	1	25.00%	2	50.00%	1	25.00%	0	0.00%
	21-25	5	7.94%	51	80.95%	7	11.11%	0	0.00%
	26-30	21	10.45%	157	78.11%	23	11.44%	0	0.00%
	31-35	16	6.64%	209	86.72%	14	5.81%	2	0.83%
	36-40	18	6.38%	239	84.75%	24	8.51%	1	0.35%
	41-45	24	5.88%	339	83.09%	45	11.03%	0	0.00%
	46-50	20	4.33%	405	87.66%	37	8.01%	0	0.00%
	51-55	31	6.86%	392	86.73%	29	6.42%	0	0.00%
	56-60	16	4.44%	313	86.94%	31	8.61%	0	0.00%
	61+	12	7.32%	141	85.98%	11	6.71%	0	0.00%

6.1.8 PDCS rating by sexuality



		Excellent		Good		Fair		Unsatisfactory	
Bisexual	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%
Heterosexual	2011	115	6.25%	1573	85.44%	151	8.20%	2	0.11%
	2010	96	6.68%	1,225	85.25%	112	7.79%	4	0.28%
Homosexual	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%
Prefer Not to Say	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%

6.1.9 PDCS rating by religion



		Excellent		Good		Fair		Unsatisfactory	
		Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Buddhist	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	2011	89	6.55%	1147	84.46%	119	8.76%	3	0.22%
	2010	78	6.75%	979	84.76%	94	8.14%	4	0.35%
Hindu	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	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	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	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	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	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	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%

6.2 Learning and development profile conclusions



Key facts:

- At 6% the distribution of excellent ratings was the same for female and male employees.
- More female staff (86%) received a good rating compared to men (83%) and more men (10%) received a fair rating compared to women (7%).
- 7% of white employees received an excellent rating compared to 4% of BME staff.
- 6% of white staff received a fair rating compared to 12% of BME staff.
- The distribution of excellent ratings by department was generally consistent with the greatest deviation being in PRC (10%) compared to the Council-wide figure of 6%.
- Fewer excellent (4%) and good ratings (76%) were awarded in RCS compared to the council-wide average of 6% and 85%. RCS also awarded a greater number of fair ratings (20%) compared to 8% across the Council.
- The number of unsatisfactory ratings across the council was less than 1%.



Issues and actions:

- The analysis shows that the employees from BME backgrounds have received slightly lower PDCS ratings than white employees in both years the PDCS scheme has been monitored in detail.
- Because incremental progression is now dependant on employees receiving an excellent PDCS rating moderation panels were established for 2011 PDCS results. This is likely to account for the greater departmental consistency across excellent rating compared to good or fair ratings.
- Various options exist to improve consistency in PDCS ratings including: extending the moderation provision to all ratings rather than solely excellent ratings; further training for managers; analysing manager characteristic to identifying whether there is any correlation between the ratings given by managers and the characteristics of those receiving the ratings; and extending the appeal process for employees to challenge their PDCS rating. It is recommended that the situation is monitored for a further year and a decision made on three years data if perceived trends are confirmed.
- The council management team has agreed recommendations to: approve further training for managers to ensure they are operating the scheme correctly; communicate to managers to make greater use of fair and unsatisfactory ratings where they are warranted; and agree the procurement of a new PDCS management system to enable better management information.
- PDCS ratings are only available for employees who were in post at the end of the reporting period (30/9/11) and therefore the data in this report may not correlate exactly with that presented previously to CMT.

7. Sickness profile

This section shows the breakdowns for employees with sickness absence between October 2010 and September 2011.

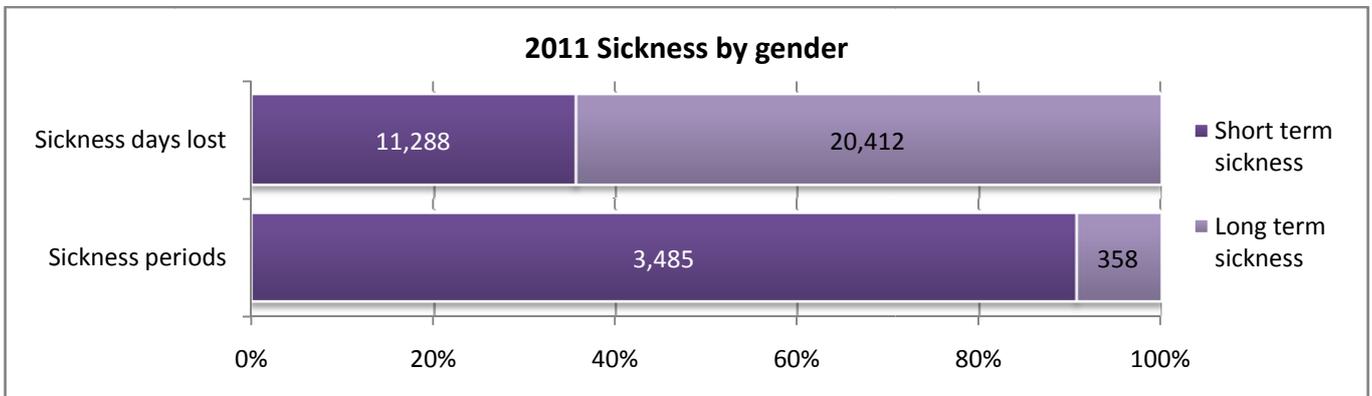
7.1 All sickness and long term sickness profile

This section details the profile for all employees absent due to sickness between October 2010 and September 2011.



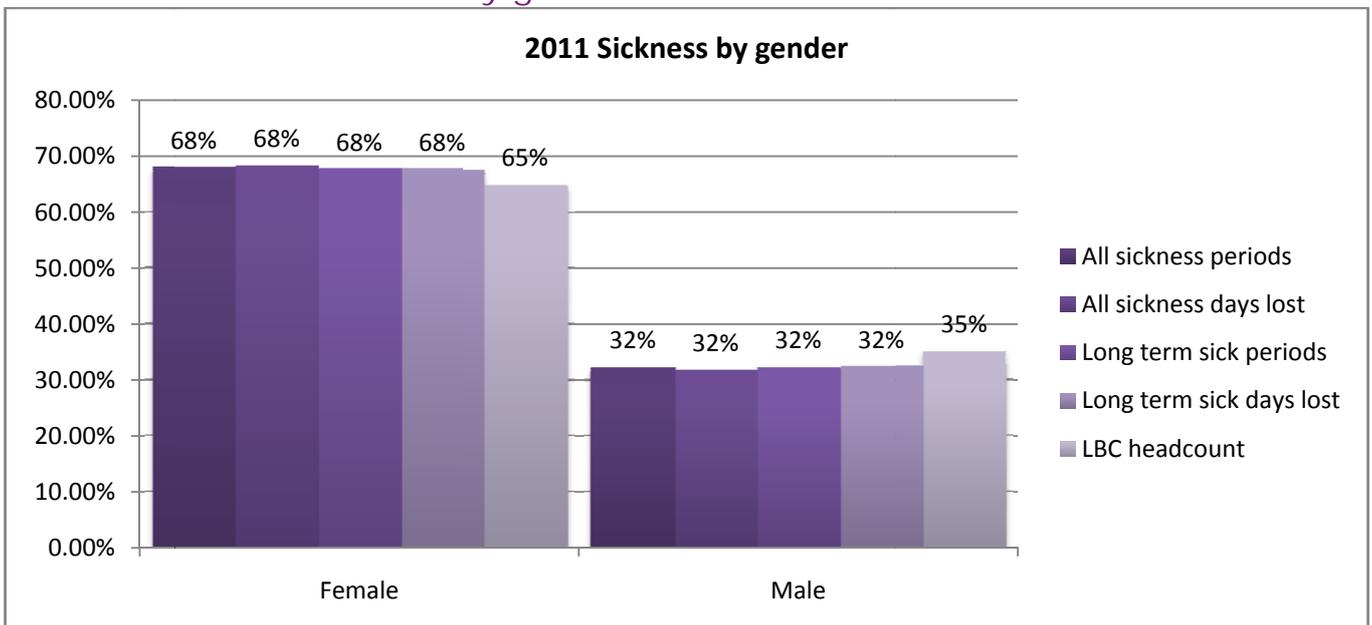
Definition: long term sickness absence is defined as a period of absence which continues for 20 or more working days. Any periods shorter than this are therefore considered to be short term.

7.1.1 Total sickness



	All sickness periods	All sickness days lost	Long term sick periods	Long term sick days lost
2011	3,813	31,700	328	20,412
2010 (Q1 and Q2)	1,389	12,481	152	8,676

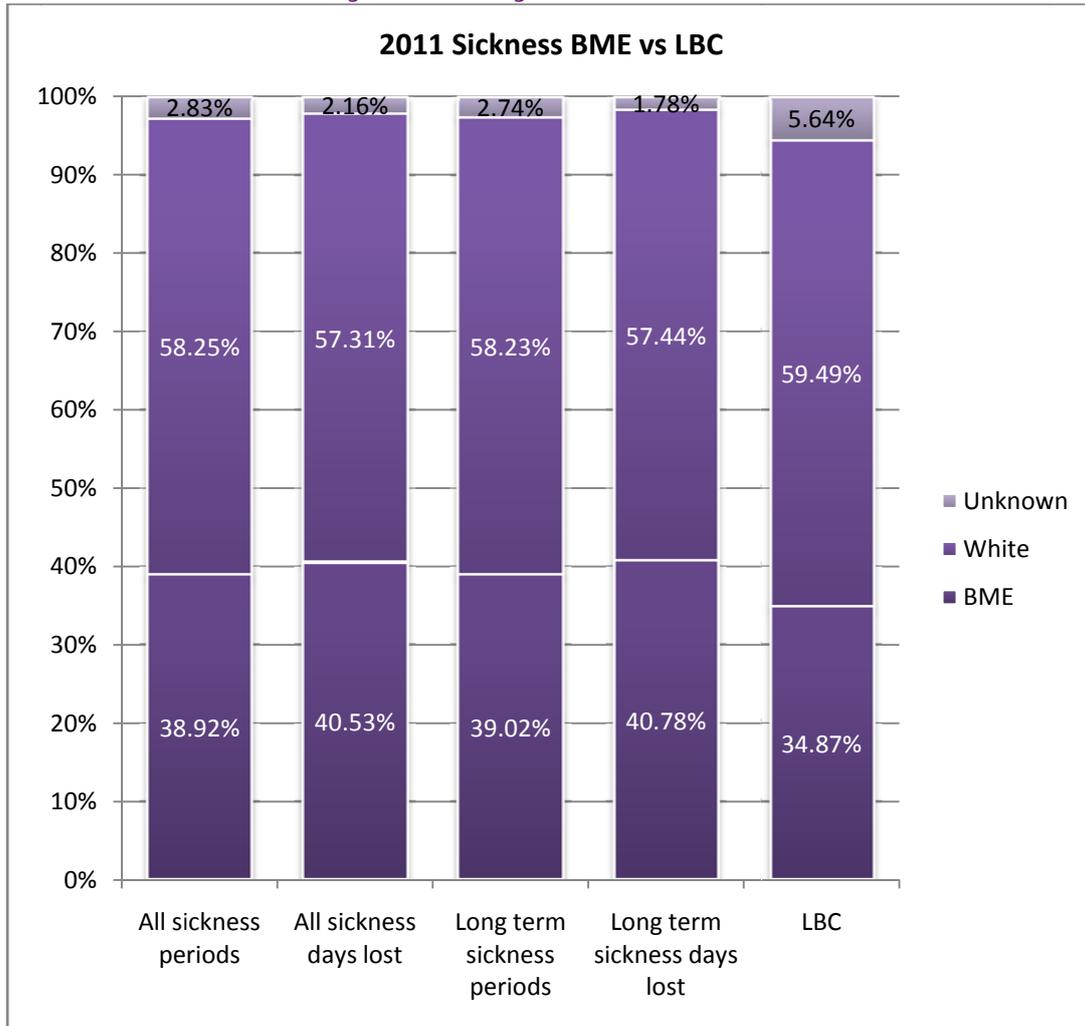
7.1.2 Sickness by gender



		All sickness periods		All sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount	
Female	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	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.

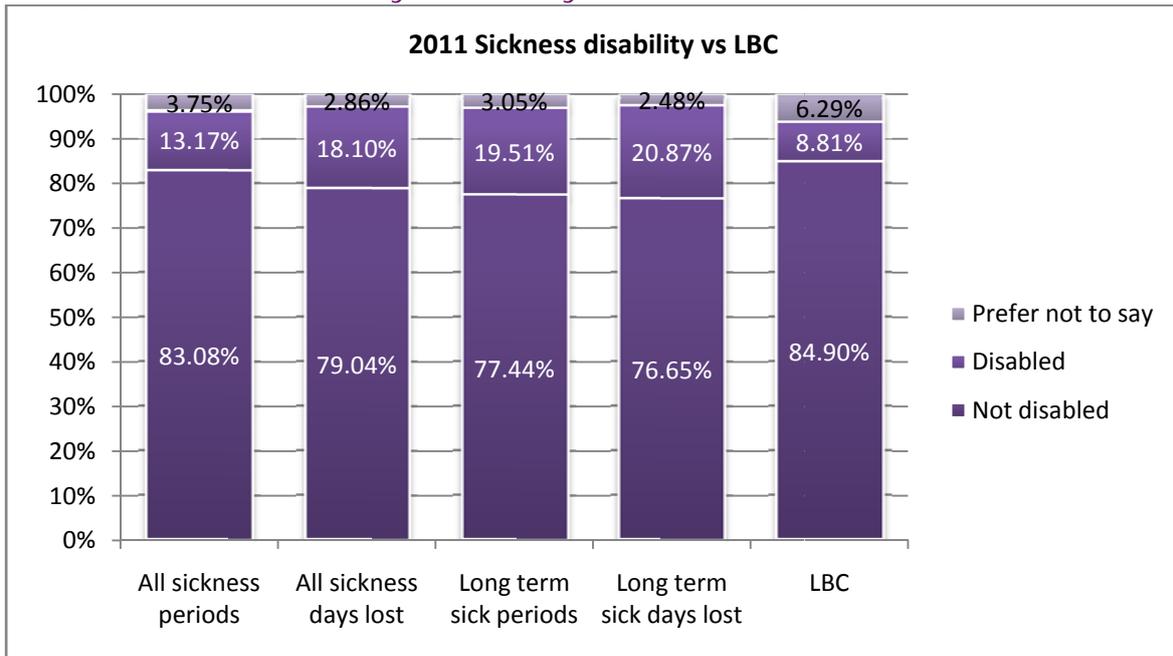
7.1.5 Sickness by ethnicity



		Sickness periods		Sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount	
BME	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	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	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.

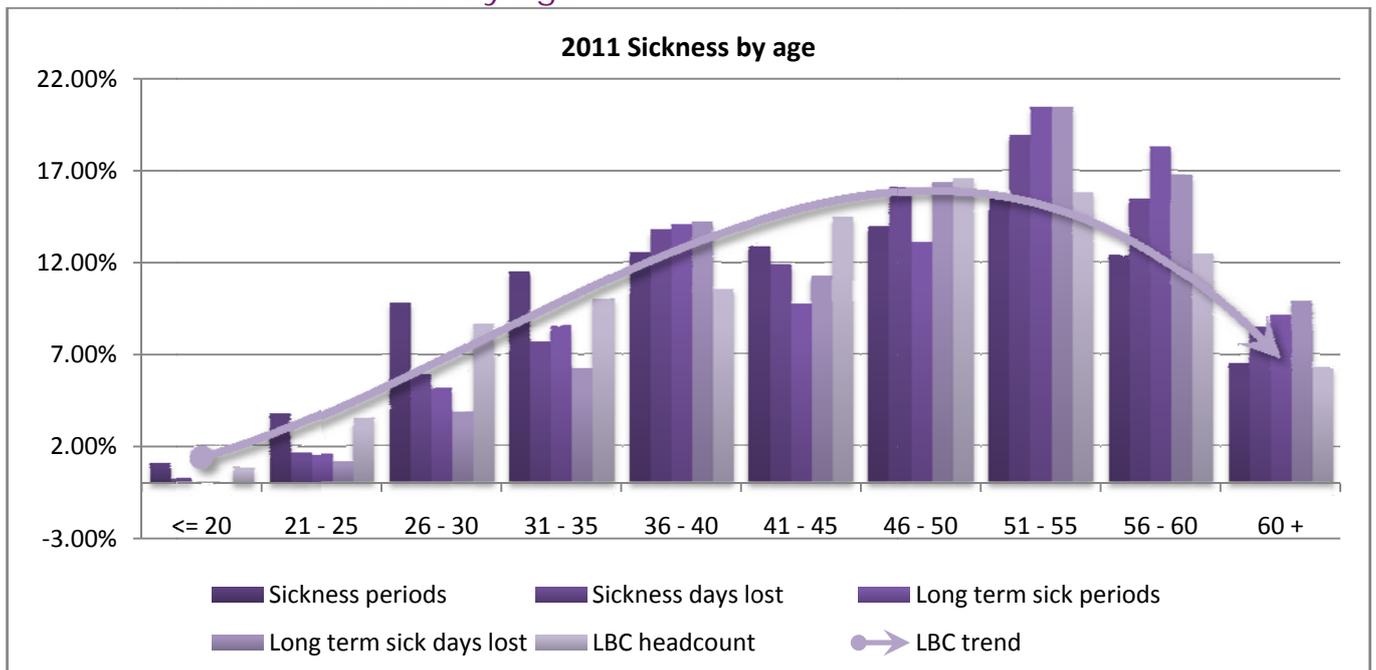
7.1.7 Sickness by disability



	Year	Sickness periods		Sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount	
		Count	%	Count	%	Count	%	Count	%	Count	%
Not disabled	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	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	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.

7.1.8 Sickness by age



		Sickness periods		Sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount		
Age bands	<=20	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	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	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	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	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	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	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	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%
	56 – 60	2011	473	12.40%	4,889	15.42%	60	18.29%	3,420	16.75%	440	12.46%
		2010*	135	9.72%	1,333	10.68%	24	15.79%	1,244	14.34%	514	12.87%
	61+	2011	247	6.48%	2,700	8.52%	30	9.15%	2,014	9.87%	222	6.29%
		2010*	90	6.48%	1,548	12.40%	1	0.66%	27	0.31%	267	6.68%
Prefer Not to Say	2011	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
	2010*	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.

7.1.9 Sickness by sexuality

		Sickness periods		Sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount	
Bisexual	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%
Heterosexual	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%
Homosexual	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	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.

7.1.10 Sickness by religion

		Sickness periods		Sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount	
Buddhist	2011	8	0.21%	96	0.30%	1	0.30%	70	0.35%	10	0%
	2010*	5	0.36%	6	0.05%	0	0.00%	0	0.00%	11	0%
Christian	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	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	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	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	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	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	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	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.

7.2 Sickness profile conclusions



Key facts:

- Disabled employees and employees from BME backgrounds account for proportionately more sickness absence compared to their representation in the workplace.
- Disabled employees account for 18% of all sickness days lost and 21% of long-term sickness compared to 9% of employees being disabled.
- Employees from BME backgrounds account for 41% of all sickness days lost and long-term sickness compared to a workforce representation of 35%.
- There is no significant gender or ethnicity imbalance in the Council's sickness absence statistics.
- The distribution of days lost due to sickness absence is generally proportionate across the age bands and there is no significant correlation between age and the amount of sickness absence.
- The distribution of sickness absence by religion and sexuality is proportionate to representation in the workforce.

Issues and actions:

- There are no identified issues from the profile that require action although this will continue to be monitored in the workforce profile.



8. Workforce profile summary and conclusions



Key Facts:

- With 65% of our workforce being female and 35% being male, the gender profile is the same as that reported in 2010.
- 35% of our workforce is from BME backgrounds, compared to a 41% of the residential population. Compared to the 2010 workforce profile our BME workforce has decreased from 37% to 35%.
- At 9%, the proportion of our workforce with a disability has increased from 8% in 2010. Although the number of disabled applicants for employment has remained constant at 3% compared to 2010, the proportion of new starters with a disability has risen from 3% to 5%. The numbers of staff who become disabled during their employment is not known.
- The age profile of the workforce is generally the same as in 2010 with 35% of our employees aged over 50 and 13% being under 30. At 38% the number of new starters under the age of 30 has not varied to any significant extent since 2010.
- The number of part-time employees has fallen slightly since 2010 from 24% to 22%. The proportion of part-time employees who are women remains significantly high at 86% of all part-time employees and 19% of all employees.
- Women and BME staff in our workforce continue to be under-represented in the top 5% of earners. Compared to October 2010 the proportion of women in the top 5% of earners has increased from 48% to 52% but remains below the 2007 figure of 55%. The BME representation amongst top earners is 19% compared to a workforce presence of 35%. In 2010 BME representation was 24% amongst top earners compared to 37% in the workforce as a whole. Croydon's representation of women, BME and disabled employees remains higher than London averages.
- 47% of our applicants for jobs are from BME backgrounds with 41% of new starters having BME backgrounds. Compared to 2010 the number of BME applicants for jobs has decreased from 58% to 47%. The numbers of BME applicants and new starters remain higher than the Croydon resident population of 41%.
- The low numbers of employees involved in employee relations activity over the reporting period does not generally present a large enough data set to draw significant statistical conclusions. The number of formal complaints raised by employees is broadly in line with the workforce profile.
- Attendees on learning events correlates with the profile of the workforce although women are slightly over-represented, attending 70% of learning events compared to being 65% of the workforce.
- Sickness absence across the equality streams is generally proportional to representation in the workforce although disabled employees and employees from BME backgrounds account for a slightly higher amount of sickness absence compared to their representation in the workplace.



Issues and actions

- The Council must continue to bear in mind the significant correlation between gender and part-time working to ensure that changes to employment practices do not inadvertently impact on women.
- The data shows a high proportion of employees whose sexuality or religion is recorded as “unknown” or “prefer not to say”. This makes drawing meaningful conclusions from the data particularly unreliable for these equality streams. Since the 2010 workforce profile the council has conducted a personal data audit to strengthen the quality of data. This has had a positive impact in reducing the amount of data recorded as “unknown” or “prefer not to say” for sexuality by nearly 10% and for religion by 4%. In line with good data practice, employees are given an option of “prefer not to say” when providing personal data and there the high take up of this option, especially for religion and sexual orientation, continues. Annual personal data audits are set to continue to make the data as accurate as possible.
- The proportion of BME staff in the top 5% of earners remains a concern, with the decrease requiring further analysis to establish the likely reasons and inform further actions.
- The 2010 workforce profile raised a concern that the council may have been struggling to retain new younger workers. Employees aged under 30 and those with less than one year’s service were over-represented amongst leavers. This is not supported by the 2011 data.
- Monitoring of job applicants through the various stages of the recruitment process will identify any over or under representation across the equality streams. This level of monitoring should be available for the 2012 workforce profile.
- There were relatively small variances across equality streams in how our workforce was rated during their annual appraisal, although more BME employees (12%) continue to receive a “fair” rating compared to white staff (6%).
- Consideration should be given to making the monitoring data for employee relations activity more meaningful. Using cumulative data, rather year on year comparison may be helpful in this regard.