

Croydon Workforce Profile

Reporting period: 01/10/2011 to 30/09/2012

Headcount in report: 3,408

Version 1.0

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Q 1 & 2: 2012

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1. Executive summary

1.1 Introduction and purpose

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

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

Not only is production of the workforce profile an outcome of the workforce and equalities strategies itself, it is a resource to help monitor workforce performance and provides benchmarking information to assist workforce planning and equality impact analysis.

1.2 Subject matter and data limitations

The report provides an analysis of the Council's directly employed workforce over the 12 month period 1 October 2011 to 30 September 2012. The data set includes all employees of Croydon Council except school-based employees and casual employees. Agency workers, volunteers, interims and consultants are not employees and are excluded from the profile.

The data used in this report has been taken from the Council's human resources and information system (CHRIS) except for applicants for recruitment data has been taken from stand-alone systems managed by the recruitment team. Residential demographic data has been taken from the Office for National Statistics (ONS) 2011 Census data <http://www.ons.gov.uk/ons/index.html> and for 2010 and 2011 the Greater London Authority demographic predictions.

The protected characteristics of pregnancy and maternity and marital status are included for the first time in this workforce profile.

The following limitations are identified:

- The continual nature and rapid pace of organisational change means that the data and subsequent analysis quickly becomes dated and less valuable at departmental level.
- The generally low number of employees involved in employee relation activities over the monitoring period does not present a large enough data set to draw significant conclusions.
- Owing to system limitations: learning activity descriptions lack some accuracy; not all activities were recorded; and management development and leadership development amongst others are not distinct within the report.
- Reporting on pregnancy that is separate to maternity is not possible. The data is not available and requesting it is regarded as overly intrusive.
- Data relating to the gender reassignment is not collected as doing so is regarded as overly intrusive.
- Although an employee data audit was conducted in 2012 non-disclosure rates for religion and sexuality remain high and with that the reliability of any statistical analysis is compromised.

This workforce profile compares the current organisational data with the data from the previous version of this report. The data is identified as 2012, 2011 or 2010 and is effective as at the 30th September for each year, unless otherwise stated.

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

Year	Colour scheme
2012	Purple
2011	Blue
2010	Turquoise

1.3 Croydon – the local population (2011 Census)

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

Gender

Males	48.50%
Females	51.50%

Religion

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

Ethnicity

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

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

Disability

Registered as disabled	16.80%
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Marriage & Civil Partnership

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

Employment type

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

1.4 Summary of key findings

Protected Characteristic	Strength	Key Challenges
Gender	<ul style="list-style-type: none"> The representation of men (49%) and women (51%) among top earners is broadly the same and reflects the population. PDCS ratings for men and women are broadly the same. The number of leavers by gender reflects the gender balance of the workforce. 	<ul style="list-style-type: none"> CFL (79%) has an over-representation of women and P&E an under-representation of women (35%). Occupational segregation is the most likely cause due to roles in those departments traditionally being undertaken by one gender more than the other. 51% of top earners are women compared to 67% of the workforce being women. All departments except CEO have an under-representation of women among top earners with the under-representation being greatest in P&E (11%). Strong correlation between part-time status and gender (22% of employees are part-time women).
Disability	<ul style="list-style-type: none"> 9% of our workforce have identified themselves as having a disability (no change from 2011) The proportion of employees with a disability falls in the upper quartile for London boroughs (<i>London Councils HR metrics survey 2012</i>) The representation of disabled staff among top earners is 10%, compared to 9% of employees being disabled and is the highest in London (<i>London Councils HR metrics survey 2012</i>) The proportion of new starters with a declared disability (3%) reflects that of job applicants (4%). 	<ul style="list-style-type: none"> High non-disclosure rates for new starters and job applicants (both 21%). Across the workforce the non-disclosure rate is 7%.

Protected Characteristic	Strength	Key Challenges
Ethnicity	<ul style="list-style-type: none"> Representation of Black Caribbean employees exceeds that of the residential population Representation of Black African employees is broadly the same as the residential population. Declared BME representation amongst starters (37%) is higher than the declared BME representation in the workforce (35%) and higher than in 2010 (35%). Declared BME representation among leavers (35%) is proportionate to that in the workforce. Proportion of declared BME job applicants (48%) exceeds the BME residential population and was 1% higher than in 2011. Declared BME representation in disciplinary hearings (29%) is less than the declared BME representation in the workplace and lower than in 2011. 	<ul style="list-style-type: none"> Declared BME representation Council-wide has remained the same as 2011 (35%) but is less than the residential population which has increased to 45%. Under representation is greatest amongst Indian, Pakistani, Other Asian and Other Black groups. High non-disclosure rates for job applicants (21%) and new starters (16%). Across the workforce, the non-disclosure rate is 5%. Under-representation of declared BME employees amongst new starters (37%) compared to job applicants (48%). 5% of declared BME employees received an excellent PDCS rating compared to 10% of declared white employees. 15% of top earners have declared themselves as BME compared to BME staff representing 35% of the workforce. The proportion of BME staff among top earners is lower than in 2010 (24%) and 2011 (19%). The under-representation is greatest in CRCS & DASH. Employees from BME backgrounds have been over-represented among employees raising grievances in two of the last three years.
Age	<ul style="list-style-type: none"> The age profile of the workforce broadly reflects the age profile across London boroughs (<i>London Councils HR metrics survey 2012</i>) 	<ul style="list-style-type: none"> 48% of the workforce is aged 41-55 (an increase by 3% since 2010) 12% of the workforce is aged under 31 (a decrease of 1% since 2010). The Council has an aging workforce at a time local unemployment of 16-24 year olds is high.

Protected Characteristic	Strength	Key Challenges
Religion	<ul style="list-style-type: none"> The largest declared religion in our workforce is Christianity (50%) which broadly reflects the residential population (56%). 20% of our workforce declared no religion, the same as the residential population. Non-disclosure rates have reduced from 27% in 2010 to 22% in 2012. 	<ul style="list-style-type: none"> Declared Hindu employees (2%) are under represented compared to the residential population (6%) Declared Muslim employees (2%) are under represented compared to the residential population (8%) The non-disclosure rate across the workforce (22%) has improved but remains high making meaningful analysis difficult.
Sexuality	<ul style="list-style-type: none"> Non-disclosure rates have reduced from 40% in 2010 to 29% in 2012 (comparison with the residential population is not available as sexuality was not included in 2011 census). 	<ul style="list-style-type: none"> The non-disclosure rate across the workforce (29%) remains high making meaningful analysis difficult.
Pregnancy & Maternity	<ul style="list-style-type: none"> Data has been included in the workforce profile for the first time and no specific conclusions are identified. 	<ul style="list-style-type: none"> None identified
Marriage and Civil Partnership	<ul style="list-style-type: none"> The proportion of employees who have declared they are married or in a civil partnership (48%) reflects the residential population (47%). 	<ul style="list-style-type: none"> High non-disclosure rate across the workforce (14%).

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
CFL	Children, Families and Learners
CRCS	Corporate Resources and Customer Services
DASHH	Adult Services, Housing and Housing
PE	Planning and Environment

2. Employee profile

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

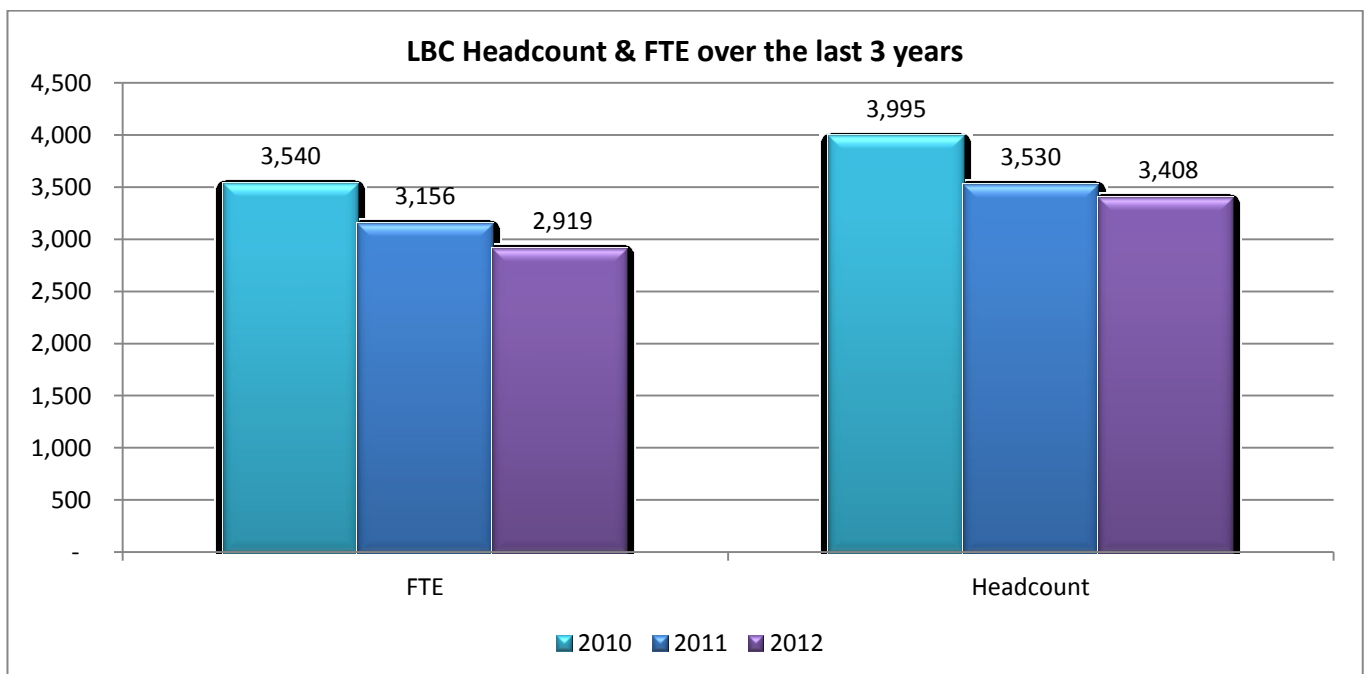
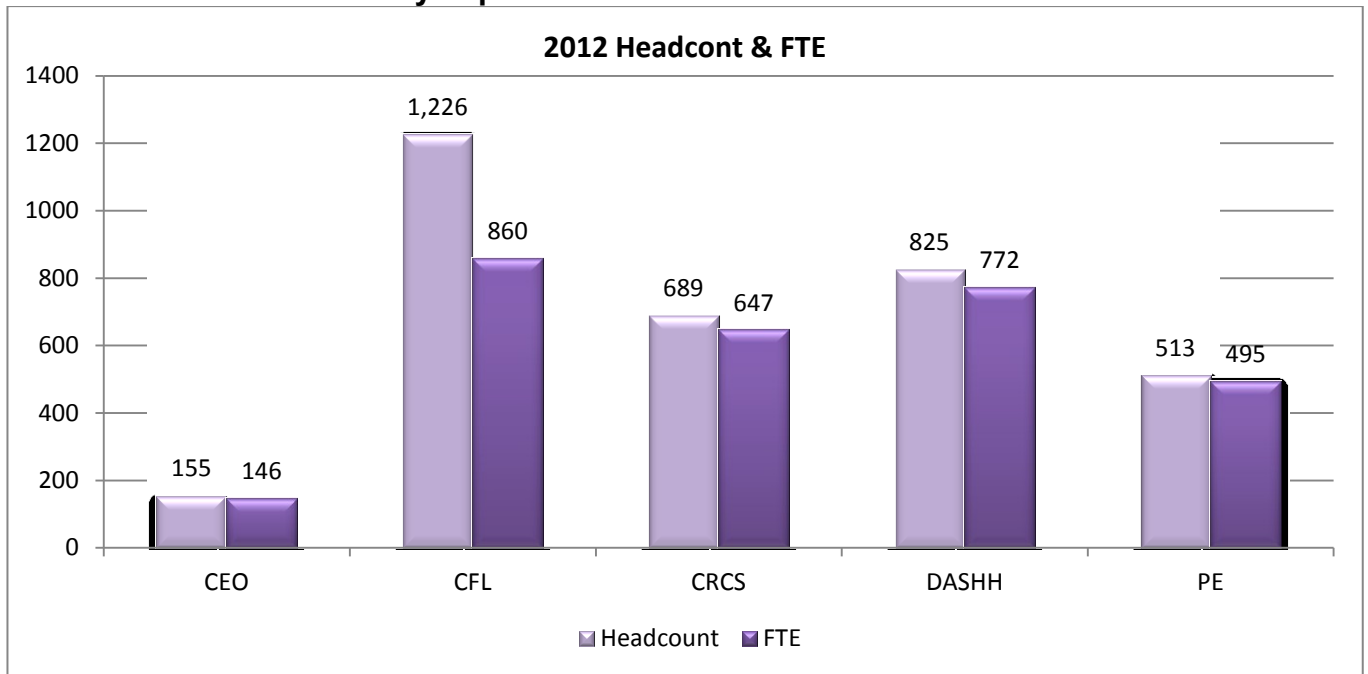
2.1 Headcount and FTE profile



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

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

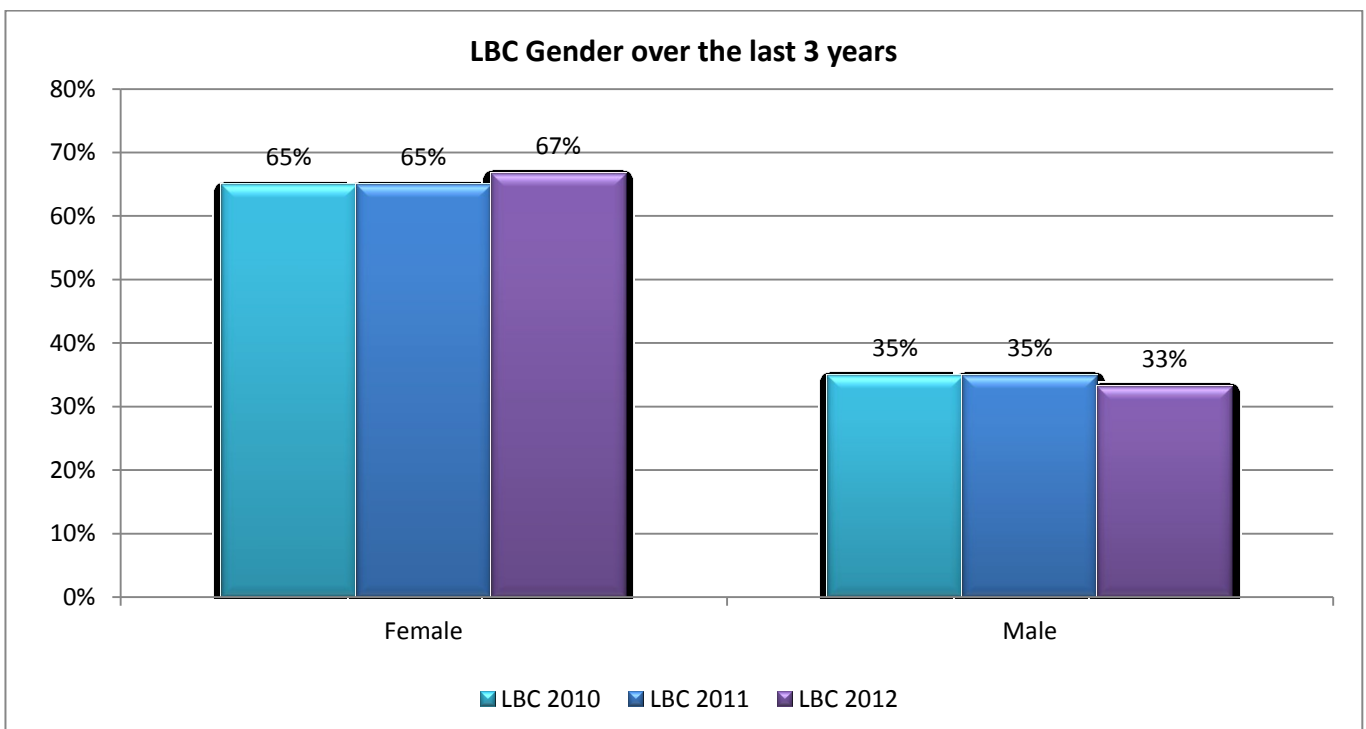
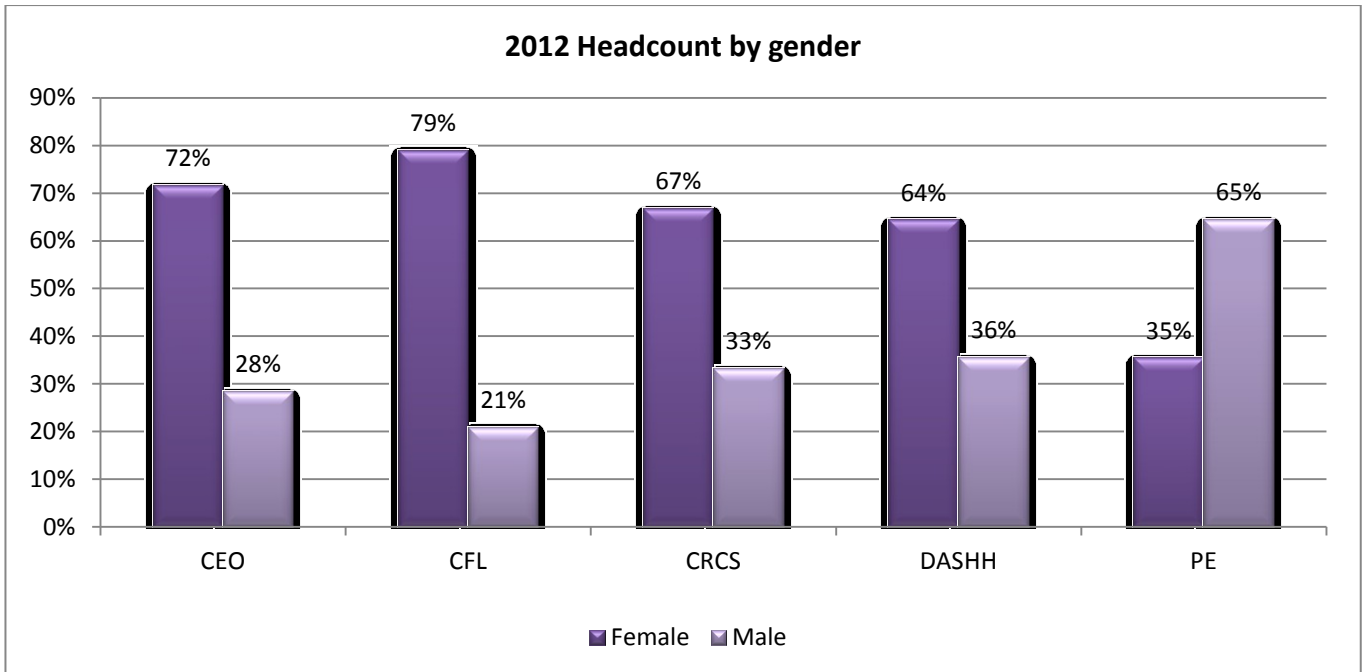
Total headcount and FTE by department:



2.1.1 Headcount by gender

	Female	Male
CEO	71.61%	28.39%
CFL	79.03%	20.97%
CRCS	66.76%	33.24%
DASHH	64.39%	35.61%
PE	35.49%	64.51%

	Female	Male
LBC 2010	65%	35%
LBC 2011	65%	35%
LBC 2012	67%	33%

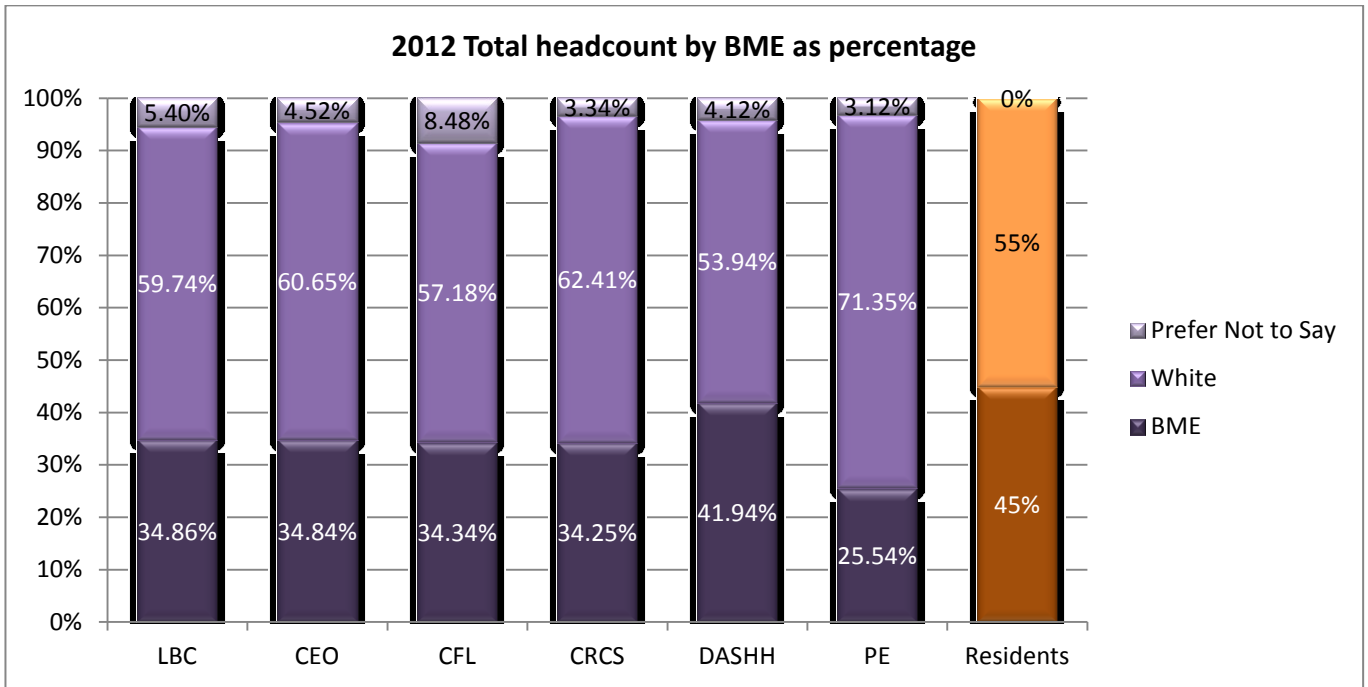


2.1.2 Headcount by ethnicity



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

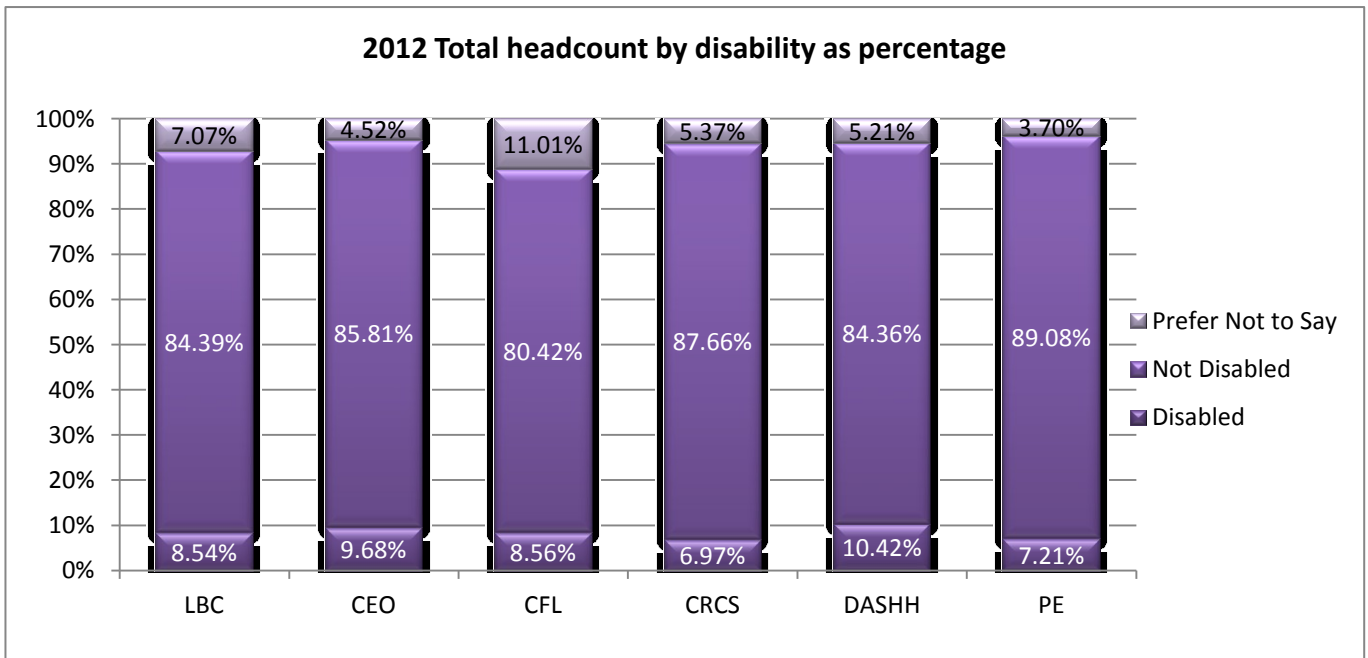
		2010		2011		2012		Croydon Pop	London Pop
		HC	%	HC	%	HC	%	%	%
BME	Bangladeshi	9	0.23%	8	0.23%	13	0.38%	0.71%	2.72%
	Black African	271	6.78%	250	7.08%	243	7.13%	7.98%	7.02%
	Black Caribbean	412	10.31%	386	10.93%	369	10.83%	8.62%	4.22%
	Chinese	16	0.40%	13	0.37%	14	0.41%	1.08%	1.52%
	Indian	115	2.88%	105	2.97%	104	3.05%	6.79%	6.64%
	Mixed White and Asian	42	1.05%	35	0.99%	28	0.82%	1.41%	1.24%
	Mixed White and Black African	15	0.38%	11	0.31%	9	0.26%	0.90%	0.8%
	Mixed White and Black Caribbean	52	1.30%	53	1.50%	52	1.53%	2.66%	1.46%
	Other	336	8.41%	200	5.67%	185	5.43%	1.76%	3.44%
	Other Asian	65	1.63%	54	1.53%	50	1.47%	4.85%	4.88%
	Other Black	62	1.55%	53	1.50%	57	1.67%	3.57%	2.08%
	Other Mixed	45	1.13%	44	1.25%	42	1.23%	1.6%	1.45%
	Pakistani	23	0.58%	19	0.54%	22	0.65%	2.99%	2.74%
BME Totals:		1,463	36.63%	1,231	34.87%	1,188	34.86%	44.91%	40.21%
White	White British	2,035	50.94%	1853	52.49%	1790	52.52%	47.26%	44.89%
	White Gypsy or Traveller	0	0%	0	0%	1	0.03%	0.06%	0.10%
	White Irish	95	2.38%	88	2.49%	84	2.46%	1.48%	2.15%
	White Other	157	3.93%	159	4.50%	161	4.72%	6.29%	12.65%
White Totals:		2,287	57.3%	2,100	59.48%	2,036	59.74%	55.09%	59.79%
Prefer Not to Say		245	6.13%	199	5.64%	184	5.40%		



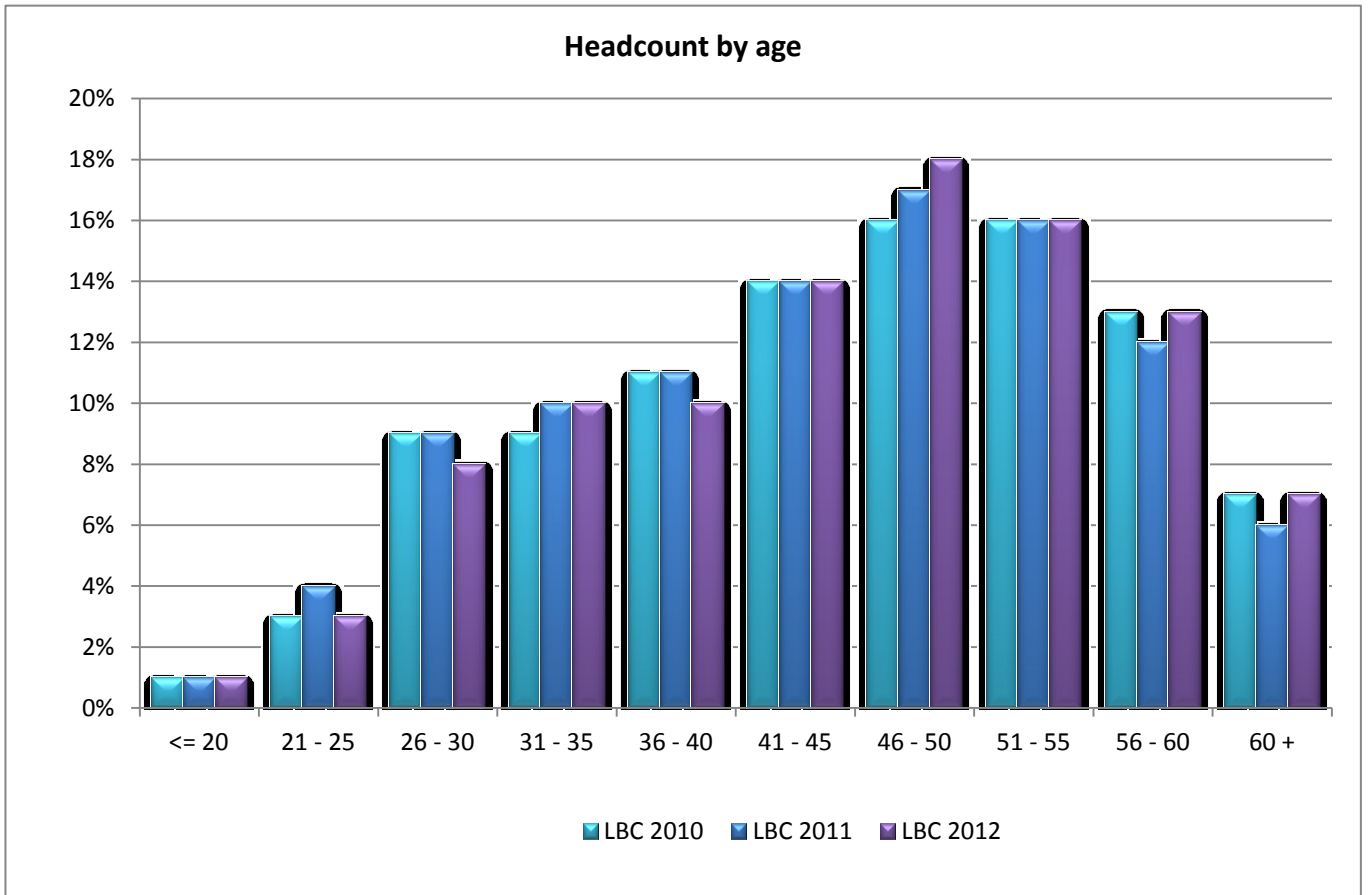
Resident's figures are for Croydon and taken from the National Census for Croydon in 2011.

2.1.3 Headcount by disability

	Disabled	Not Disabled	Prefer Not to Say
CEO	9.68%	85.81%	4.52%
CFL	8.56%	80.42%	11.01%
CRCS	6.97%	87.66%	5.37%
DASHH	10.42%	84.36%	5.21%
PE	7.21%	89.08%	3.70%
LBC 2010	8%	86%	6%
LBC 2011	9%	85%	6%
LBC 2012	9%	84%	7%



2.1.4 Headcount by age



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

2012 Age breakdown by department:

	CEO		CFL		CRCS		DASHH		PE	
<=20	1	0.65%	11	0.90%	5	0.73%	1	0.12%	2	0.39%
21 – 25	2	1.29%	54	4.40%	24	3.48%	15	1.82%	12	2.34%
26 – 30	16	10.32%	86	7.01%	79	11.47%	44	5.33%	36	7.02%
31 – 35	17	10.97%	118	9.62%	100	14.51%	65	7.88%	47	9.16%
36 – 40	22	14.19%	110	8.97%	70	10.16%	67	8.12%	58	11.31%
41 – 45	13	8.39%	167	13.62%	97	14.08%	128	15.52%	69	13.45%
46 – 50	33	21.29%	206	16.80%	110	15.97%	158	19.15%	100	19.49%
51 – 55	20	12.90%	202	16.48%	91	13.21%	142	17.21%	76	14.81%
56 – 60	16	10.32%	168	13.70%	78	11.32%	126	15.27%	67	13.06%
61+	12	7.74%	95	7.75%	26	3.77%	69	8.36%	42	8.19%
Prefer Not to Say	3	1.94%	9	0.73%	9	1.31%	10	1.21%	4	0.78%

2.1.5 Headcount by sexuality

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

	CEO		CFL		CRCS		DASHH		PE	
Bi-sexual	0	0.00%	6	0.49%	3	0.44%	1	0.12%	1	0.19%
Heterosexual	125	80.65%	760	61.99%	511	74.17%	604	73.21%	368	71.73%
Homosexual	4	2.58%	12	0.98%	10	1.45%	11	1.33%	2	0.39%
Prefer Not to Say	26	16.77%	448	36.54%	165	23.95%	209	25.33%	142	27.68%

2.1.6 Headcount by religion

	LBC 2010		LBC 2011		LBC 2012		Croydon Pop.	London Pop
Buddhist	11	0%	10	0%	13	0%	<1%	1%
Christian	1,842	46%	1,733	49%	1,695	50%	56%	45%
Hindu	81	2%	65	2%	64	2%	6%	5%
Jewish	20	1%	13	0%	12	0%	<1%	2%
Muslim	82	2%	67	2%	69	2%	8%	12%
None	762	19%	705	20%	690	20%	20%	21%
Other	112	3%	111	3%	115	3%	<1%	1%
Prefer not to say	1,076	27%	816	23%	743	22%	8%	8%
Sikh	9	0%	10	0%	7	0%	<1%	2%

	CEO		CFL		CRCS		DASHH		PE	
Buddhist	0	0.00%	7	0.57%	1	0.15%	3	0.36%	2	0.39%
Christian	79	50.97%	576	46.98%	331	48.04%	469	56.85%	240	46.78%
Hindu	3	1.94%	22	1.79%	17	2.47%	15	1.82%	7	1.36%
Jewish	0	0.00%	6	0.49%	0	0.00%	3	0.36%	3	0.58%
Muslim	5	3.23%	27	2.20%	16	2.32%	12	1.45%	9	1.75%
None	39	25.16%	249	20.31%	156	22.64%	130	15.76%	116	22.61%
Other	3	1.94%	34	2.77%	23	3.34%	29	3.52%	26	5.07%
Prefer not to say	25	16.13%	303	24.71%	143	20.75%	163	19.76%	109	21.25%
Sikh	1	0.65%	2	0.16%	2	0.29%	1	0.12%	1	0.19%

2.1.7 Headcount by marital status

	CEO		CFL		CRCS		DASHH		PE		LBC	
Married or Civil Partner	81	52.3%	533	43.5%	338	49.1%	413	50.1%	268	52.2%	1,633	47.9%
Not Married or Not Civil Partner	58	37.4%	476	38.8%	273	39.6%	304	36.8%	177	34.5%	1,288	37.8%
Prefer not to say	16	10.3%	217	17.7%	78	11.3%	108	13.1%	68	13.3%	487	14.3%

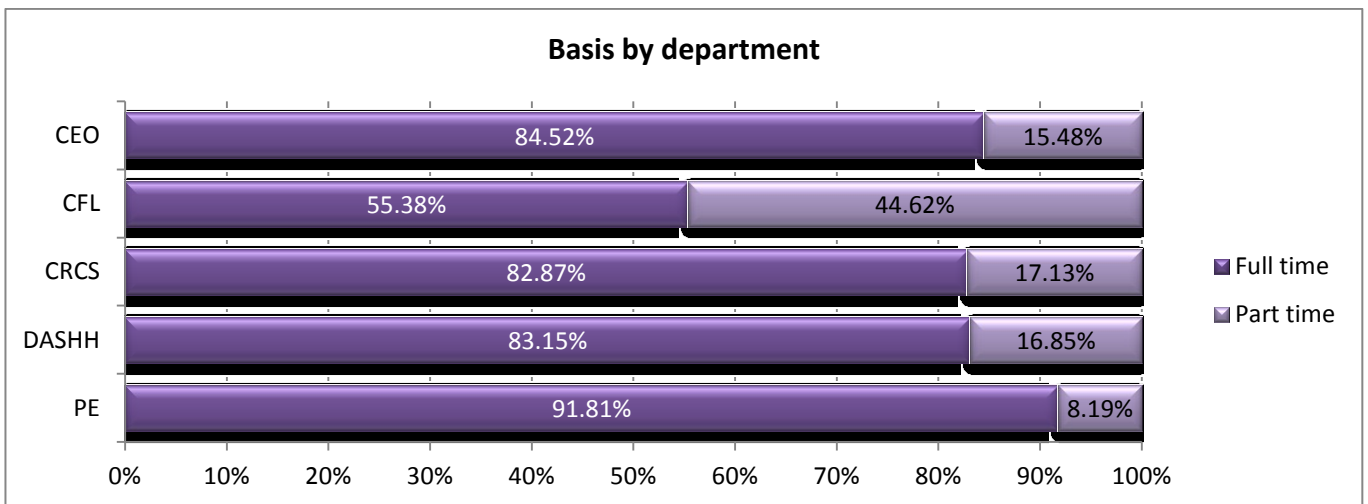
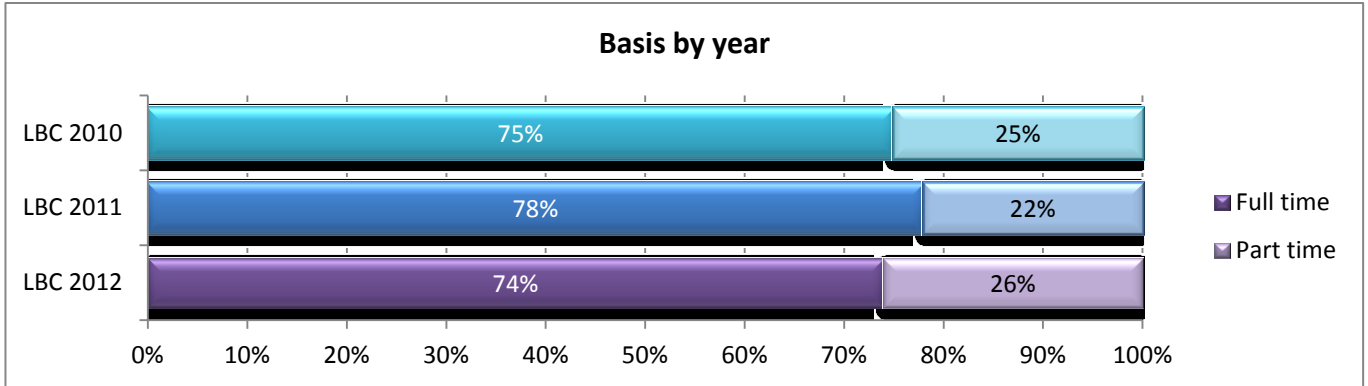
2.2 Working hours profile

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



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

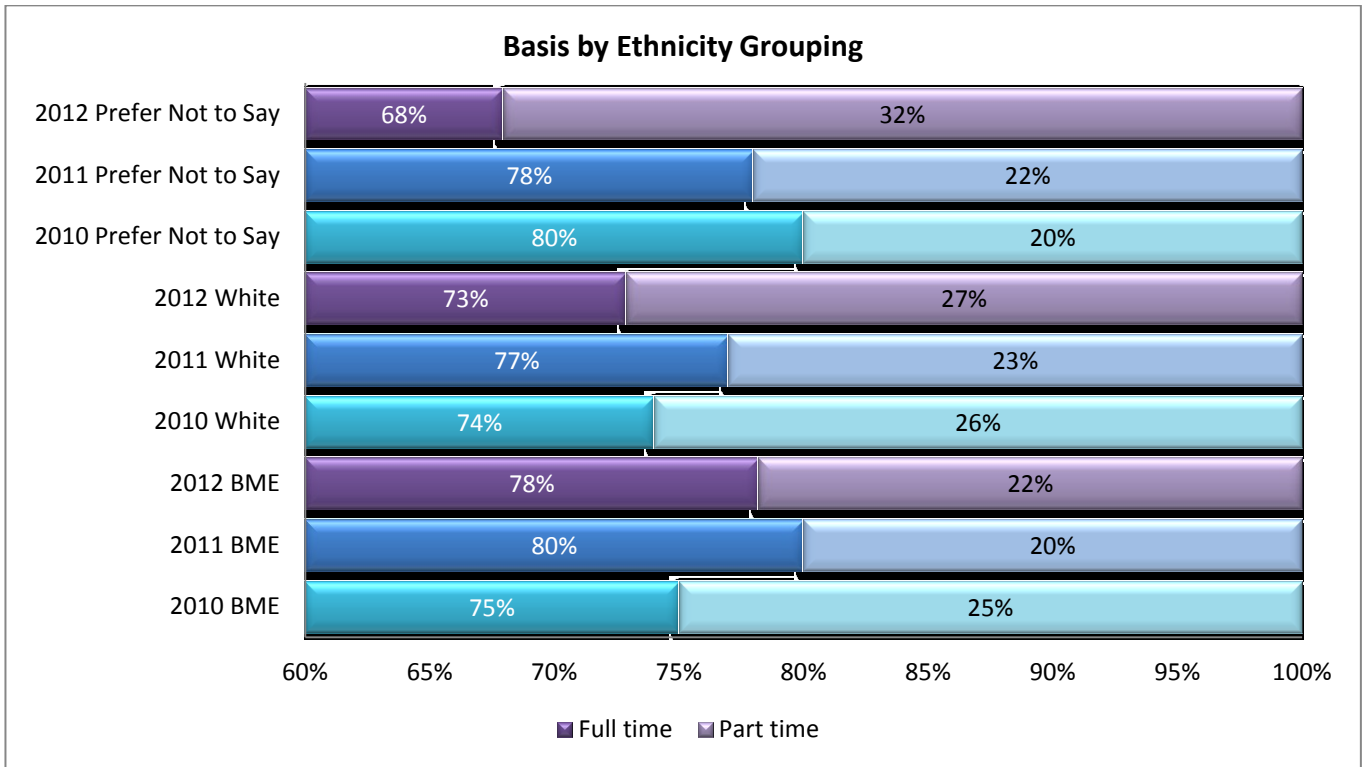
2.2.1 Basis by headcount



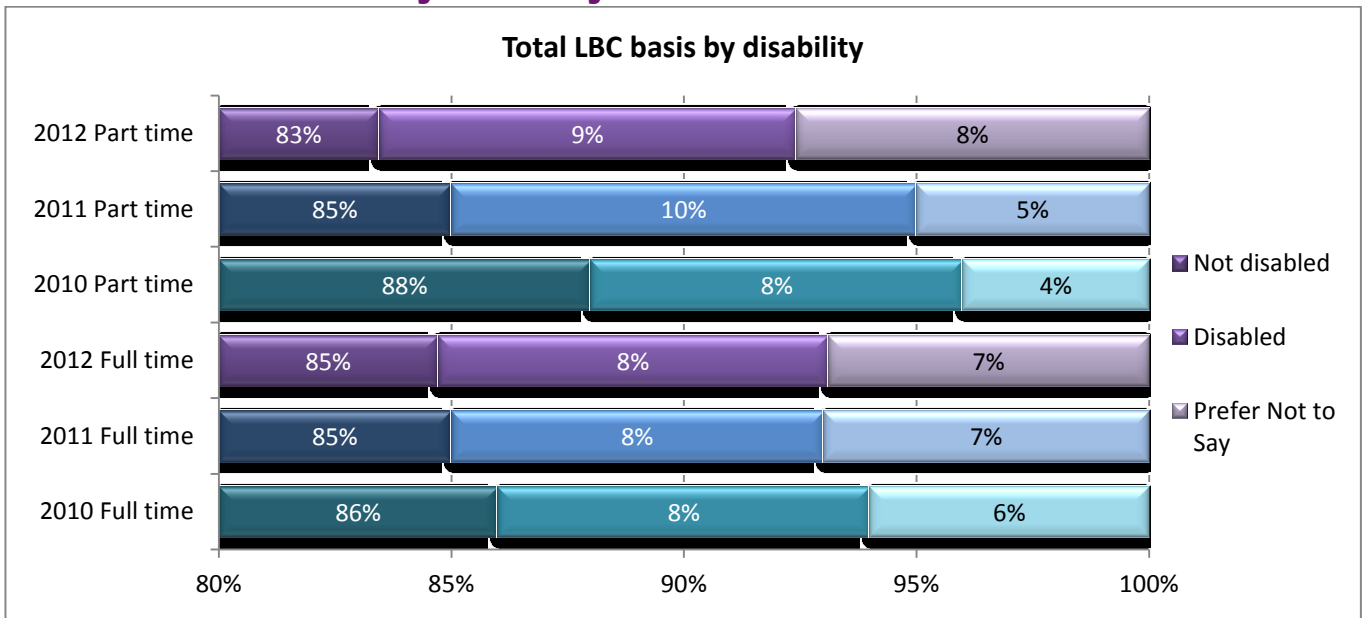
2.2.2 Basis by gender

	Full time		Part time	
	Female	Male	Female	Male
LBC 2010	43%	32%	21%	3%
LBC 2011	46%	32%	19%	3%
LBC 2012	45%	30%	22%	4%

	Full time		Part time		Totals
	Female	Male	Female	Male	
CEO	56.77%	27.74%	14.84%	0.65%	100%
CFL	42.83%	12.37%	36.20%	8.60%	100%
CRCS	50.51%	32.21%	16.25%	1.02%	100%
DASHH	49.39%	33.66%	15.00%	1.95%	100%
PE	29.41%	62.55%	6.08%	1.96%	100%



2.2.4 Basis by disability



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

2.2.6 Basis by sexuality

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

2.2.7 Basis by religion

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

2.2.8 Basis by marital status

	Full time		Part time		LBC	
Married or Civil Partner	1,157	45.59%	476	54.71%	1,633	47.92%
Not Married or Not Civil Partner	1,016	40.03%	272	31.26%	1,288	37.79%
Prefer not to say	365	14.38%	122	14.02%	487	14.29%

2.3 Salary profile

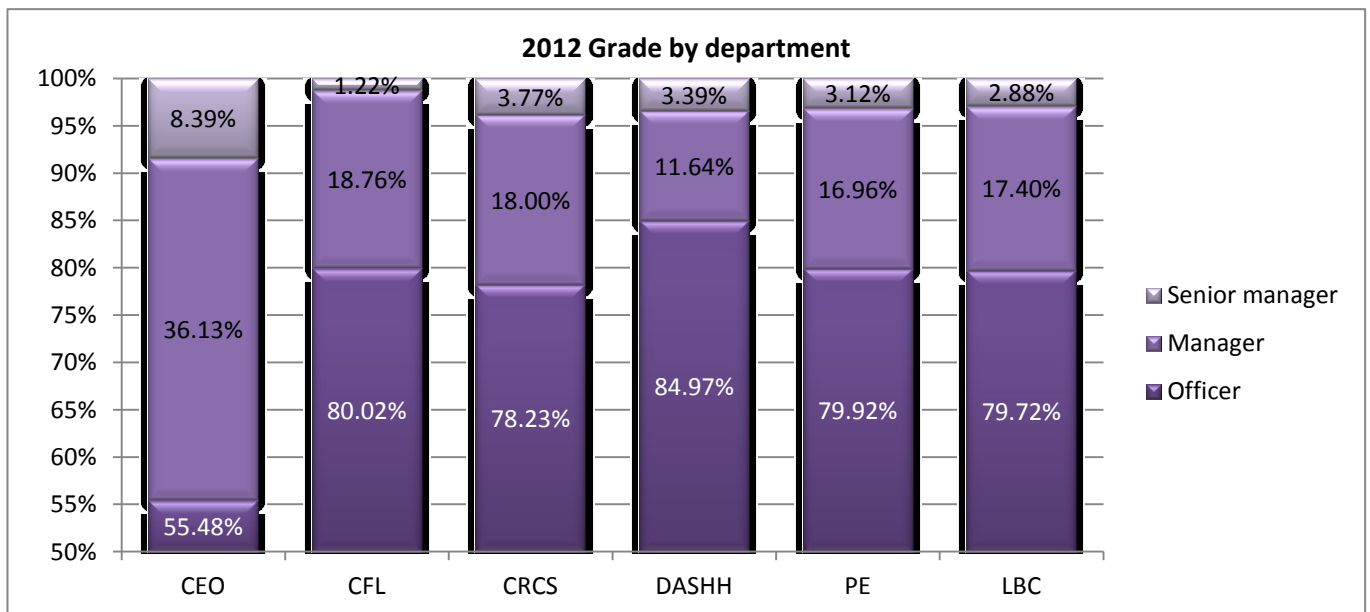
This section analyses the council’s salary budget, the grade distribution and additional payments paid to employees.



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



	CEO		CFL		CRCS		DASHH		PE		LBC 2012		LBC 2011	
Officer	86	55%	981	80%	539	78%	701	85%	410	80%	2,717	80%	2,789	79%
Manager	56	36%	230	19%	124	18%	96	12%	87	17%	593	17%	625	18%
Senior manager	13	8%	15	1%	26	4%	28	3%	16	3%	98	3%	96	3%

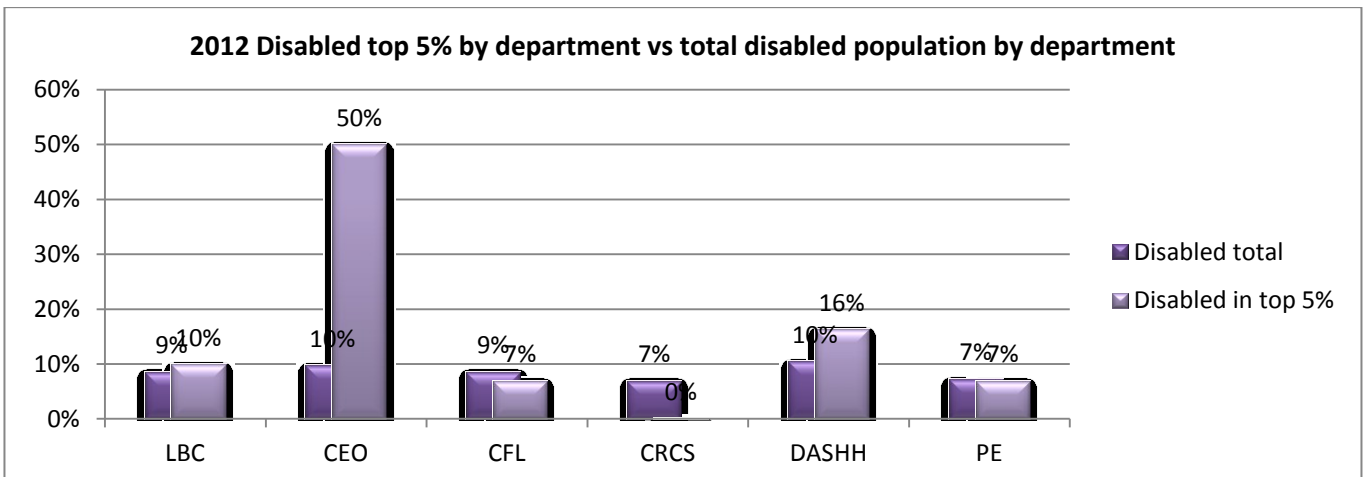
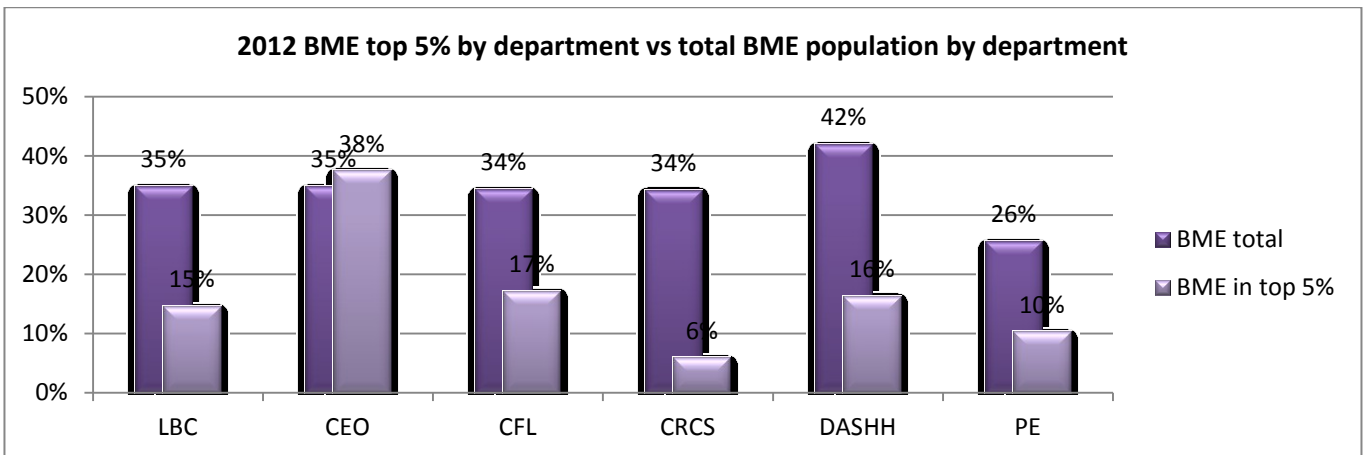
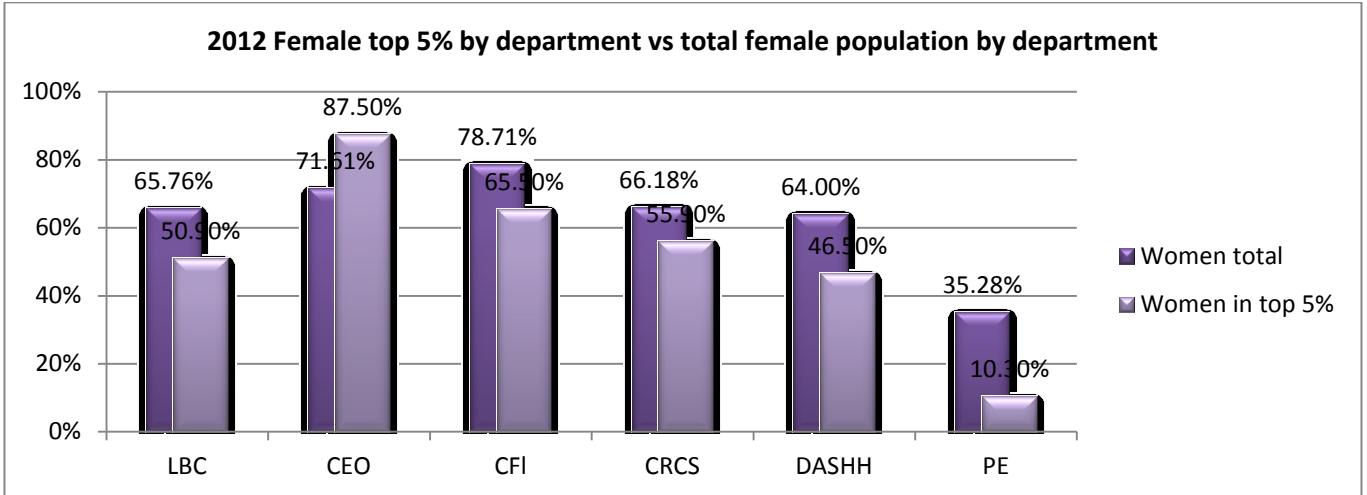


Note: This document is a profile of the employees in position over the reporting period with vacant posts and workers who are not Council employees excluded. The 2011 figure for the number of employees in tiers 1-3 is low owing to a significant number of vacant posts. The 2012 figure of 98 senior managers may be an increase in the number of employees but this is not reflective of an increase in the number of funded posts at that level.

2.3.2 Top 5% earners



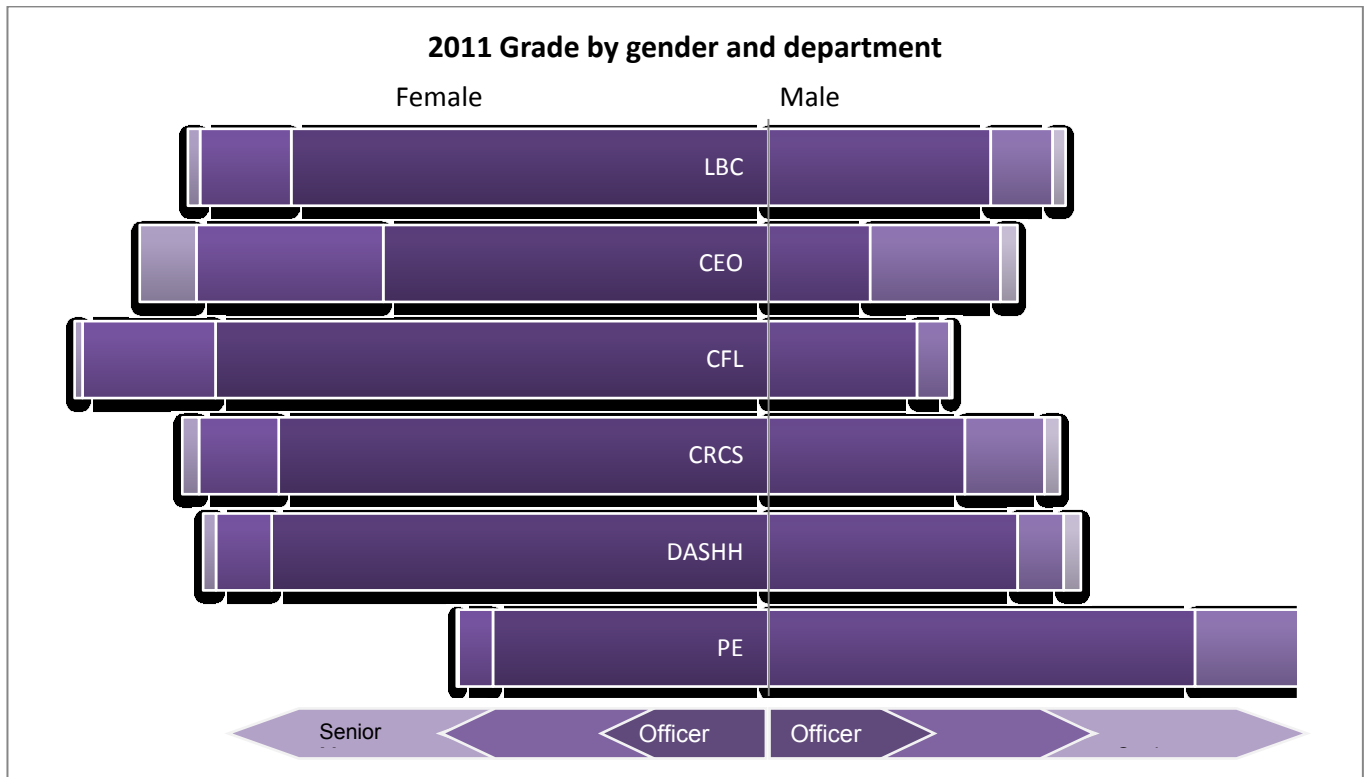
Definition: top 5% earners are those employees whose gross pay is in the highest 5%. Within the subgroup of those paid the top 5%, the gender, ethnicity and disabled status is profiled to indicate the variation between the general employee population and the senior management teams.



Top 5% of earners by department

	LBC 2010	LBC 2011	LBC 2012	CEO	CFL	CRCS	DASHH	PE
Women	48%	52%	50.9%	87.5%	65.5%	55.9%	46.5%	10.3%
BME	24%	19%	14.6%	37.5%	17.2%	5.9%	16.3%	10.3%
Disabled	5%	7%	9.9%	50.0%	6.9%	0.0%	16.3%	6.9%

2.3.3 Grade by gender

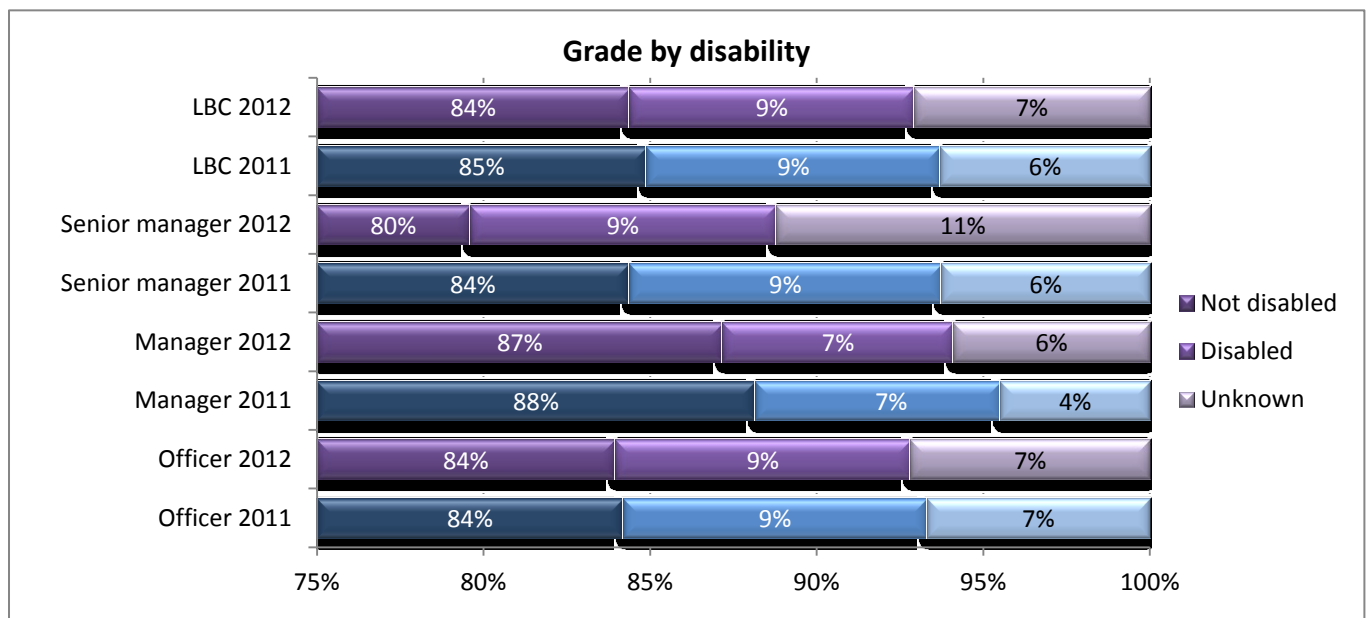


	LBC 2011		LBC 2012		CEO		CFL		CRCS		DASHH		PE	
	F	M	F	M	F	M	F	M	F	M	F	M	F	M
Officer	82%	76%	82%	75%	61%	41%	80%	81%	84%	67%	88%	80%	88%	75%
Manager	17%	20%	16%	21%	30%	52%	19%	18%	14%	27%	10%	15%	11%	20%
Senior manager	2%	5%	2%	4%	9%	7%	1%	2%	3%	5%	2%	5%	1%	5%

2.3.4 Grade by ethnicity

		Officer		Manager		Senior manager		LBC	
		2011	2012	2011	2012	2011	2012	2011	2012
BME	Bangladeshi	0.25%	0.37%	0.16%	0.34%	0.00%	1.02%	0.23%	0.38%
	Black African	7.62%	7.51%	5.28%	6.24%	3.13%	2.04%	7.08%	7.13%
	Black Caribbean	11.21%	11.30%	10.72%	9.95%	4.17%	3.06%	10.93%	10.83%
	Chinese	0.39%	0.48%	0.32%	0.17%	0.00%	0.00%	0.37%	0.41%
	Indian	3.06%	3.20%	2.88%	2.87%	1.04%	0.00%	2.97%	3.05%
	Mixed White and Asian	1.14%	0.96%	0.48%	0.34%	0.00%	0.00%	0.99%	0.82%
	Mixed White and Black African	0.28%	0.29%	0.48%	0.17%	0.00%	0.00%	0.31%	0.26%
	Mixed White and Black Caribbean	1.71%	1.80%	0.80%	0.51%	0.00%	0.00%	1.50%	1.53%
	Other	5.87%	5.70%	4.64%	4.72%	6.25%	2.04%	5.67%	5.43%
	Other Asian	1.64%	1.62%	1.28%	1.01%	0.00%	0.00%	1.53%	1.47%
	Other Black	1.42%	1.58%	2.08%	2.19%	0.00%	1.02%	1.50%	1.67%
	Other Mixed	1.32%	1.32%	1.12%	1.01%	0.00%	0.00%	1.25%	1.23%
	Pakistani	0.46%	0.59%	0.96%	1.01%	0.00%	0.00%	0.54%	0.65%
	BME Totals:		36.37%	36.73%	31.20%	30.52%	14.59%	9.18%	34.87%
White	White British	50.73%	50.90%	57.76%	57.00%	69.79%	70.41%	52.49%	52.52%
	White Gypsy or Traveller	0.00%	0.04%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%
	White Irish	2.39%	2.21%	2.24%	2.87%	7.29%	7.14%	2.49%	2.46%
	White Other	4.34%	4.64%	5.44%	5.23%	3.13%	4.08%	4.50%	4.72%
White Totals:		57.46%	57.78%	65.44%	69.09%	80.21%	81.63%	59.48%	59.74%
Prefer Not to Say		6.16%	5.48%	3.36%	4.38%	5.21%	9.18%	5.64%	5.40%
Totals:		100%	100%	100%	100%	100%	100%	100%	100%

2.3.5 Grade by disability

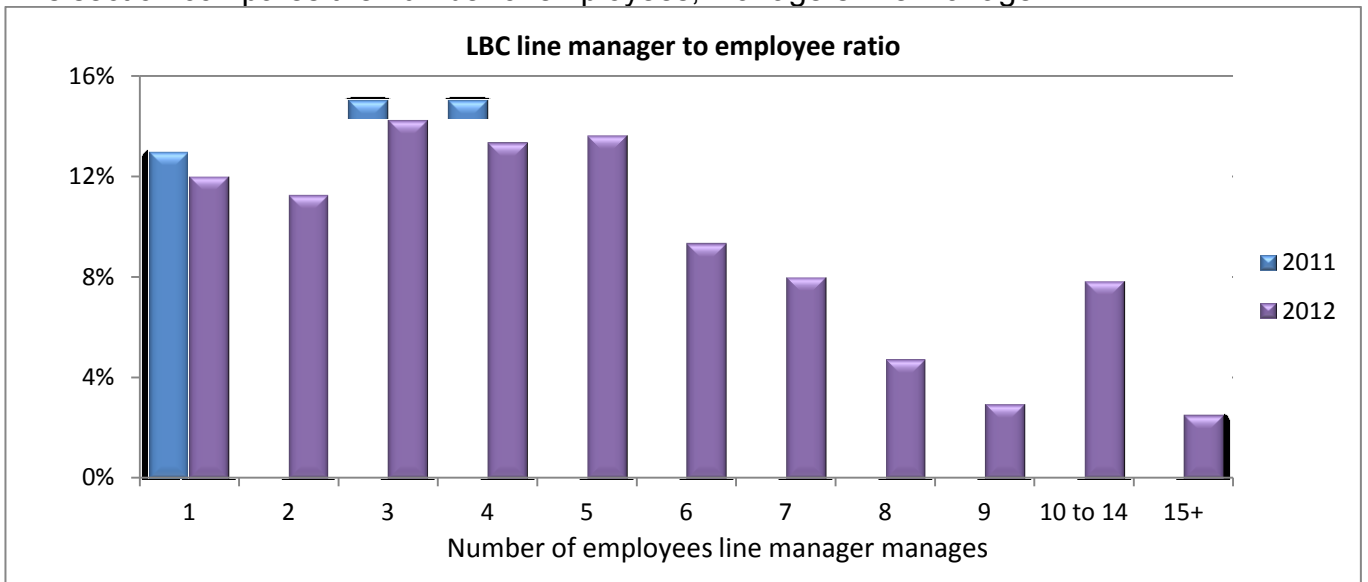


2.3.9 Grade by marital status

	Officer		Manager		Senior manager		LBC	
Married or Civil Partner	1,227	45.16%	332	55.99%	74	75.51%	1,633	47.92%
Not Married or Not Civil Partner	1,088	40.04%	185	31.20%	15	15.31%	1,288	37.79%
Prefer not to say	402	14.80%	76	12.82%	9	9.18%	487	14.29%

2.3.10 Line manager to employee ratio

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

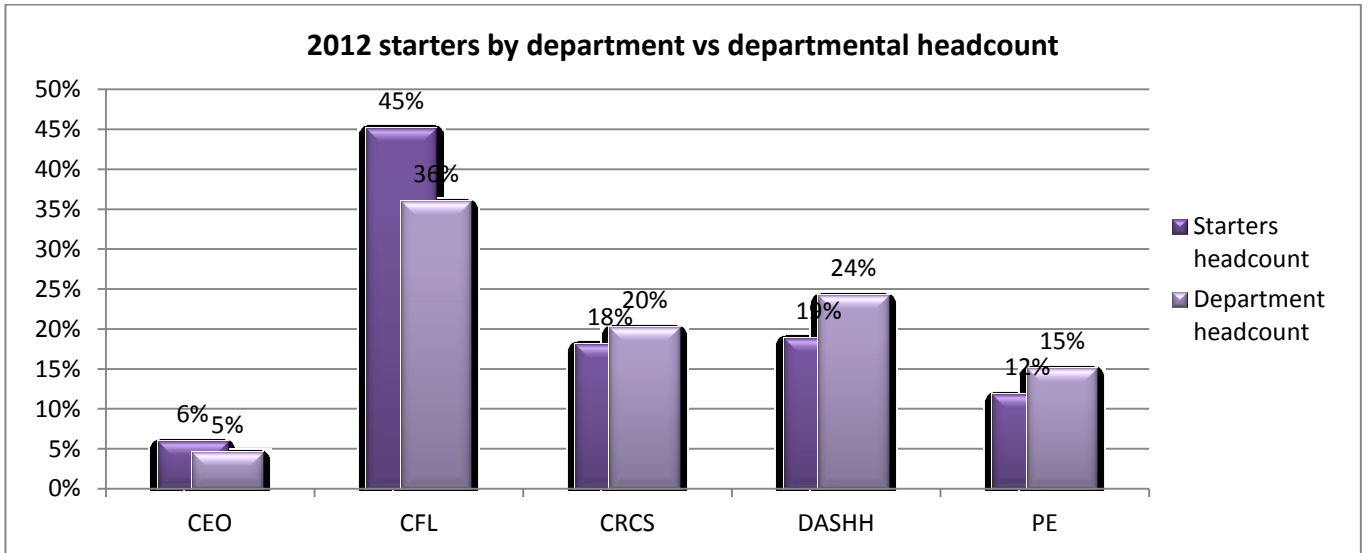


		LBC 2011		LBC 2012		CEO		CFL		CRCS		DASHH		PE	
Number of employees	1	95	13%	81	12%	4	11%	35	15%	8	7%	20	12%	14	12%
	2	95	13%	76	11%	7	19%	22	9%	16	13%	19	11%	12	11%
	3	110	15%	96	14%	4	11%	35	15%	14	12%	22	13%	21	19%
	4	110	15%	90	13%	4	11%	35	15%	12	10%	24	14%	15	13%
	5	82	11%	92	14%	5	14%	32	14%	15	13%	27	16%	13	12%
	6	70	10%	63	9%	4	11%	29	12%	8	7%	11	6%	11	10%
	7	43	6%	54	8%	2	6%	13	6%	13	11%	19	11%	7	6%
	8	33	5%	32	5%	1	3%	13	6%	6	5%	8	5%	4	4%
	9	21	3%	20	3%	1	3%	5	2%	3	3%	5	3%	6	5%
	10 to 14	59	8%	53	8%	4	11%	3	1%	23	19%	15	9%	8	7%
	15+	13	2%	17	3%		0%	11	5%	2	2%	2	1%	2	2%
Totals:		731	100%	674	100%	36	100%	233	100%	120	100%	172	100%	113	100%

2.4 New starters profile

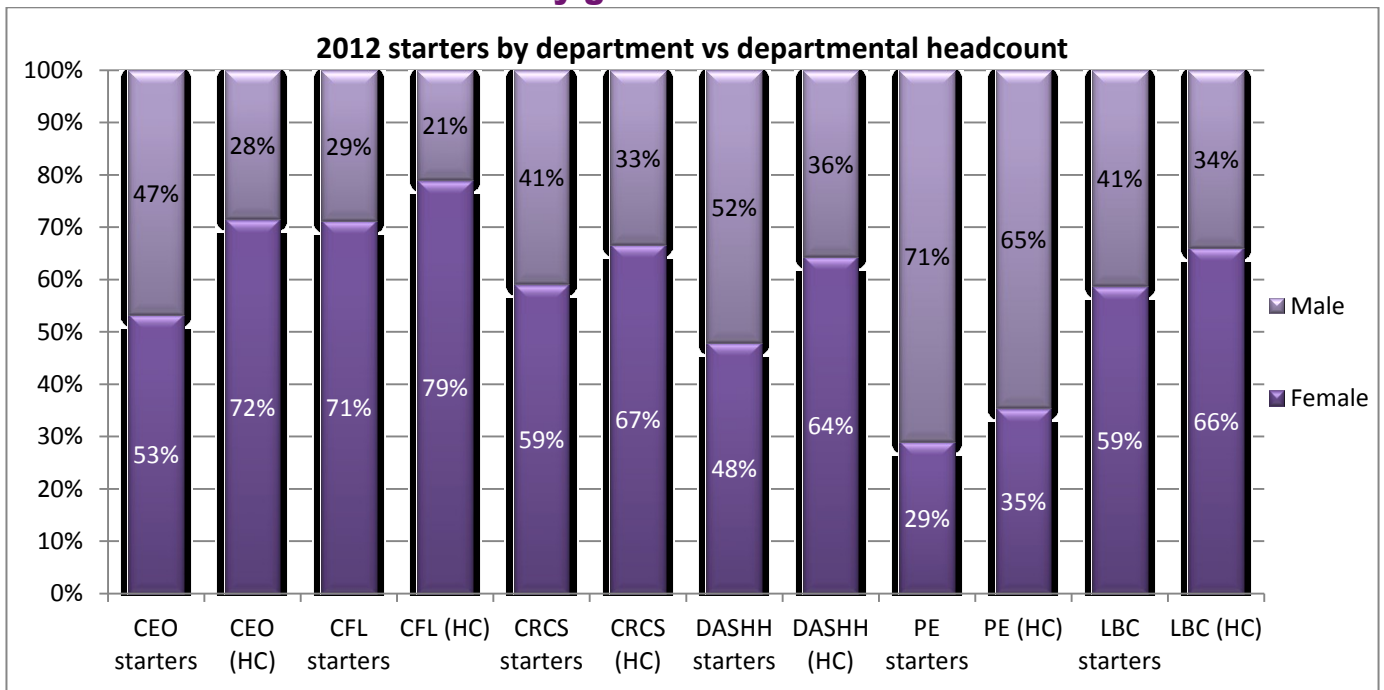
This section shows the breakdowns for new employees at the council between the first of October 2011 and the end of September 2012. Comparisons show the difference between the total LBC population and that of the new starters in this period.

2.4.1 New starters by department



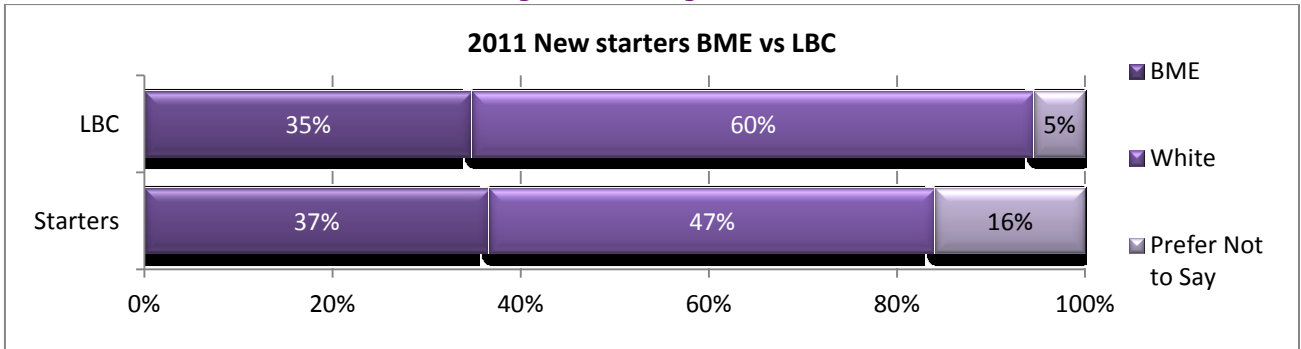
	LBC 2010 (Q 1 & 2)	LBC 2011	LBC 2012	CEO	CFL	CRCS	DASHH	PE
Headcount of new starters	210	245	270	16	122	49	51	32
Percentage of new starters	100%	100%	100%	5.93%	45.19%	18.15%	18.89%	11.85%
Total headcount by dept.	100%	100%	100%	4.55%	35.97%	20.22%	24.21%	15.05%

2.4.2 New starters by gender



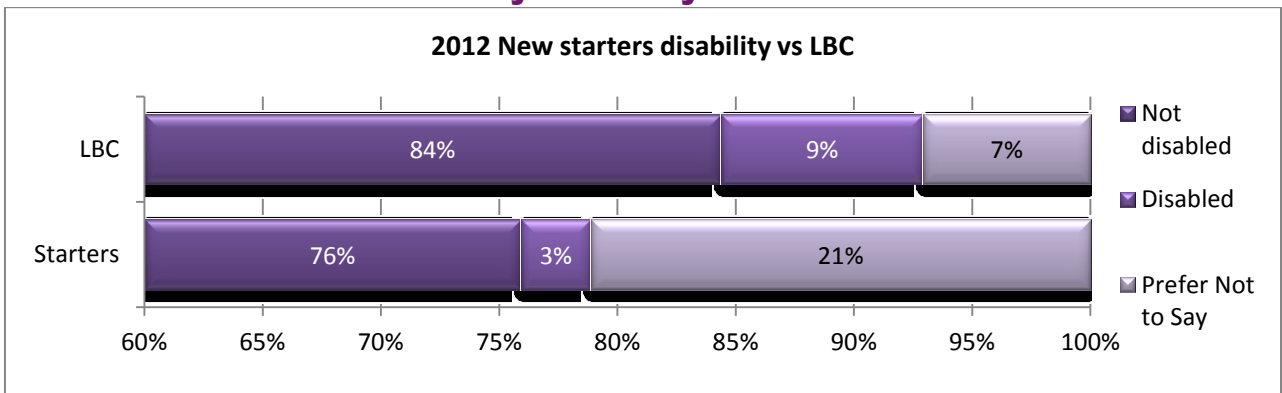
	LBC		CEO		CFL		CRCS		DASHH		PE	
	F	M	F	M	F	M	F	M	F	M	F	M
Starters	59%	41%	53%	47%	71%	29%	59%	41%	48%	52%	29%	71%
Total headcount by department	66%	34%	72%	28%	79%	21%	67%	33%	64%	36%	35%	65%

2.4.3 New starters by ethnicity



	BME		White		Prefer Not to Say	
2012 Starters	99	36.67%	128	47.41%	43	15.93%
2012 LBC	1,188	34.86%	2,036	59.74%	184	5.40%
2011 Starters	101	41.22%	100	40.82%	44	17.96%
2011 LBC	1,231	34.87%	2,100	59.49%	199	5.64%
2010 Starters	74	35.24%	113	53.81%	23	10.95%
2010 LBC	1,463	36.62%	2,287	57.25%	51	6.13%

2.4.4 New starters by disability



	Not disabled		Disabled		Prefer Not to Say	
2012 Starters	205	75.93%	8	2.96%	57	21.11%
2012 LBC	2,876	84.39%	291	8.54%	241	7.07%
2011 Starters	168	68.57%	12	4.90%	65	26.53%
2011 LBC	2,997	84.90%	311	8.81%	222	6.29%
2010 Starters	159	75.71%	6	2.86%	45	21.43%

2.4.6 New starters by sexuality

	2011		2012	
	Starters	LBC	Starters	LBC
Bisexual	1.2%	0.25%	0.74%	0.32%
Heterosexual	64.9%	67.82%	72.22%	69.48%
Homosexual	2.0%	1.25%	1.48%	1.14%
Unknown	31.8%	30.68%	25.56%	29.05%
Totals	100%	100%	100%	100%

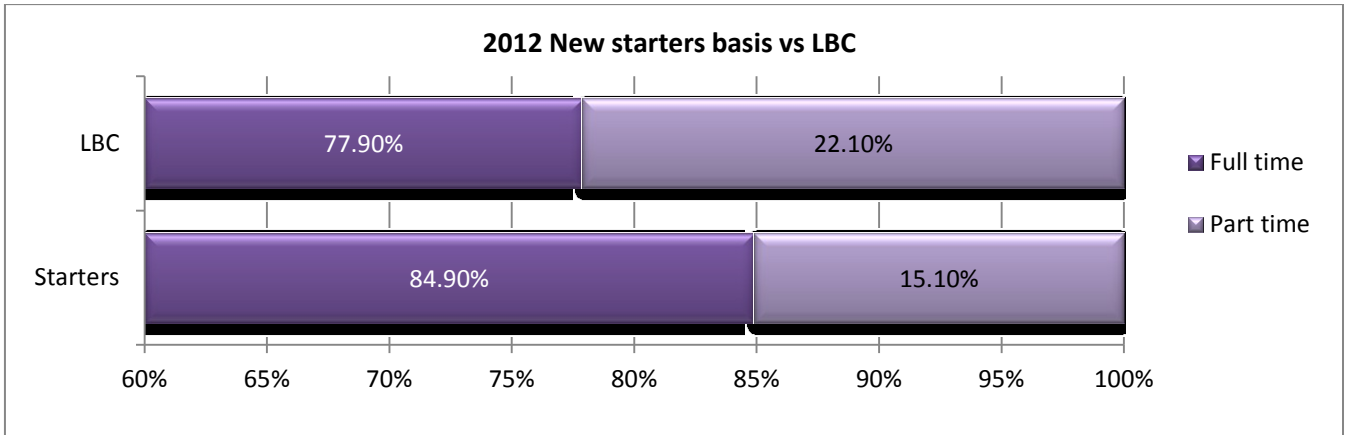
2.4.7 New starters by religion

	2011		2012	
	Starters	LBC	Starters	LBC
Buddhist	0.4%	0.28%	1.11%	0.38%
Christian	38.8%	49.09%	40.37%	49.74%
Hindu	2.4%	1.84%	1.85%	1.88%
Jewish	0.0%	0.37%	0.00%	0.35%
Muslim	2.0%	1.90%	3.70%	2.02%
None	15.1%	19.97%	23.33%	20.25%
Other	2.0%	3.14%	3.70%	3.37%
Prefer not to say	39.2%	23.12%	25.56%	21.80%
Sikh	0.0%	0.28%	0.37%	0.21%
Totals	100%	100%	100%	100%

2.4.8 New starters by marital status

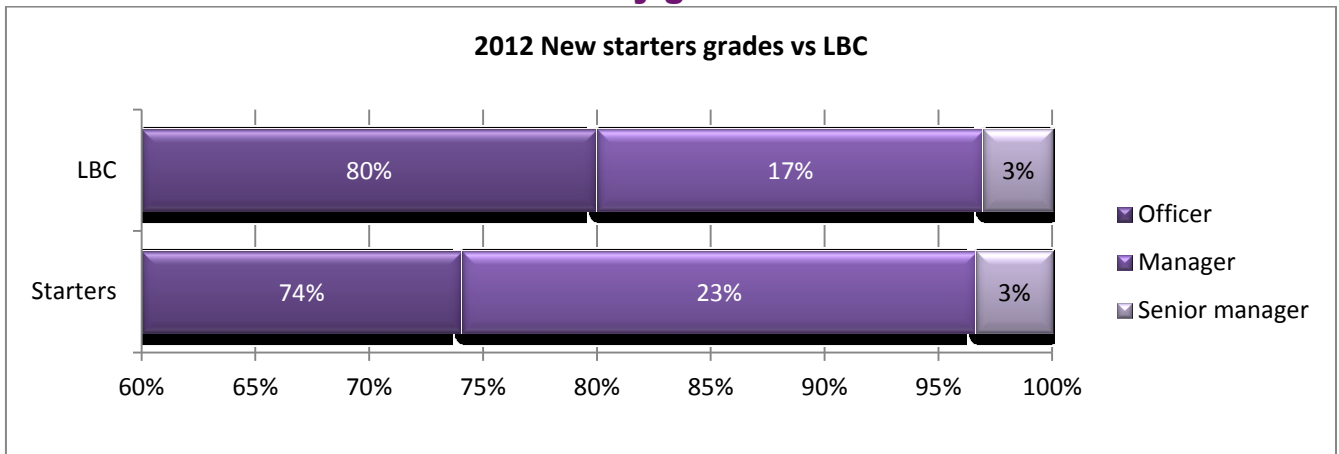
	Married or in a civil partnership		Not married and not in a civil partnership		Prefer not to say	
2012 Starters	91	33.70%	102	37.78%	77	28.52%
2012 LBC	1,633	47.92%	1,288	37.79%	487	14.29%

2.4.9 New starters by basis



	Full time		Part time	
	Count	Percentage	Count	Percentage
2012 Starters	219	81.1%	51	18.9%
2012 LBC	2,538	74.5%	870	25.5%
2011 Starters	208	84.9%	37	15.1%
2011 LBC	2,751	77.9%	779	22.1%
2010 Starters	171	85.5%	29	14.5%
2010 LBC	2,996	75.0%	998	24.5%

2.4.10 New starters by grade

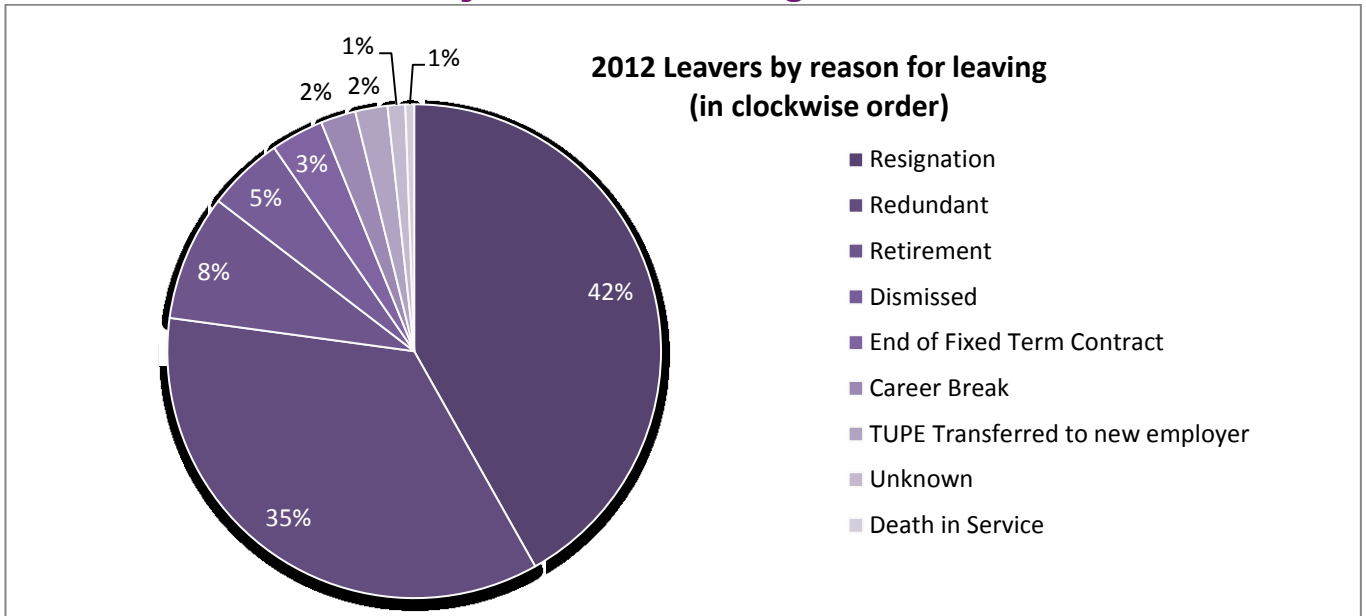


	2011		2012	
	Starters	LBC	Starters	LBC
Officer	85%	80%	74%	80%
Manager	11%	18%	23%	17%
Senior manager	3%	3%	3%	3%

2.5 Leavers profile

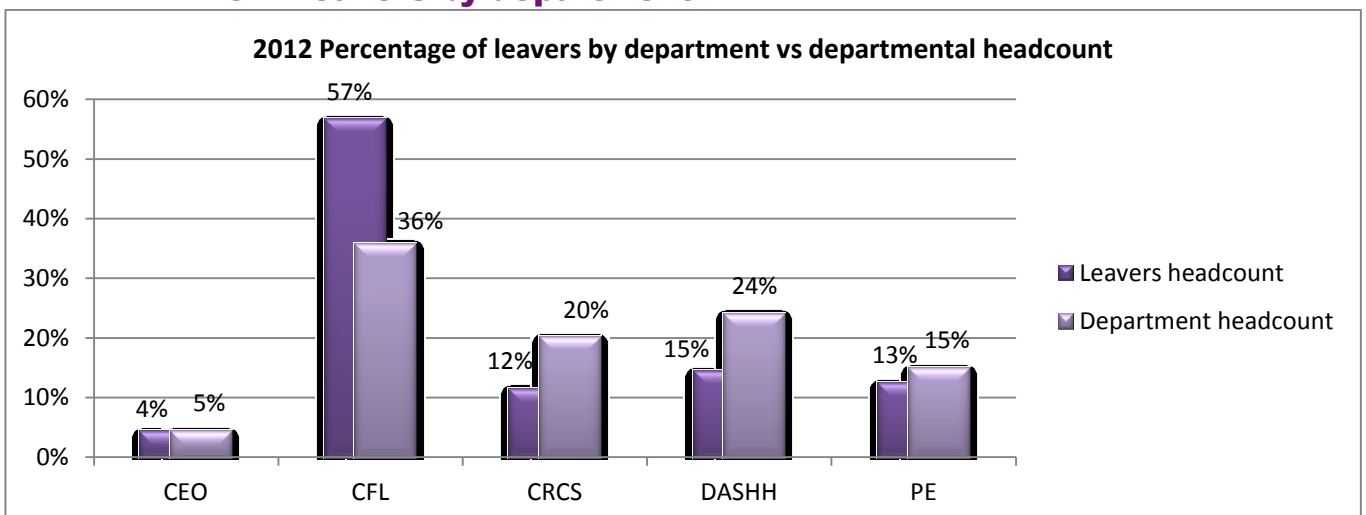
This section shows the breakdowns of employees leaving employment at the council between the first of October 2011 and the end of September 2012. Comparisons show the difference between the total LBC population and that of the leavers in this period.

2.5.1 Leavers by reason for leaving



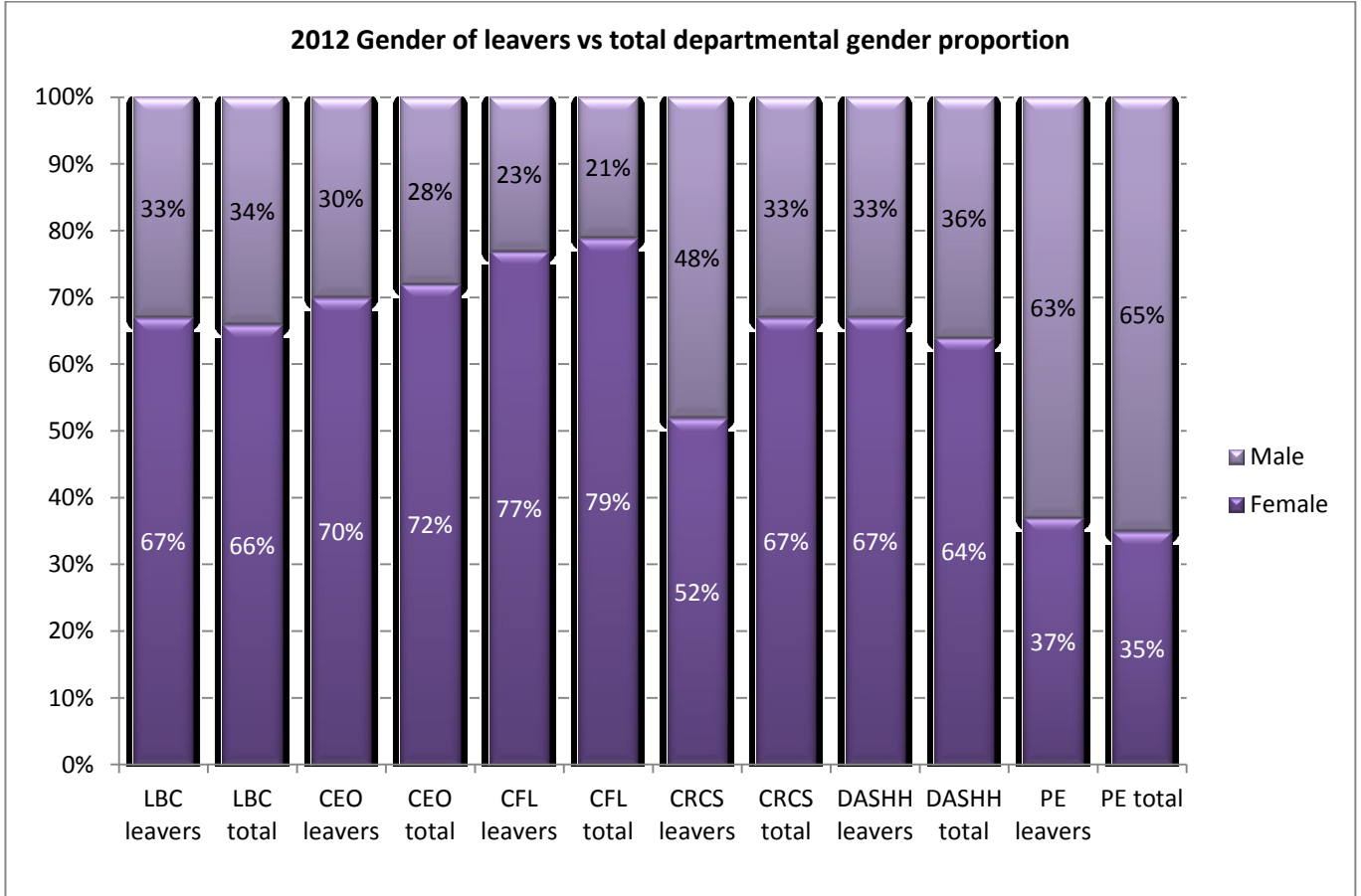
	2010 Leavers (Q1 and Q2)		2011 Leavers		2012 Leavers	
Career break	6	2.65%	5	0.59%	12	2.33%
Death in service	3	1.33%	7	0.82%	3	0.58%
Dismissed	13	5.75%	22	2.58%	26	5.04%
End of contract	4	1.77%	22	2.58%	18	3.49%
Resignation	113	50.00%	207	24.24%	216	41.86%
Redundancy	27	11.95%	274	32.08%	181	35.08%
Retirement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

2.5.2 Leavers by department



	LBC	CEO	CFL	CRCS	DASHH	PE
2012 Headcount of leavers	516	23	293	60	75	65
2012 Percentage of leavers	100%	4.46%	56.78%	11.63%	14.53%	12.60%
2012 Total headcount by department	100%	4.55%	35.97%	20.22%	24.21%	15.05%

2.5.3 Leavers by gender

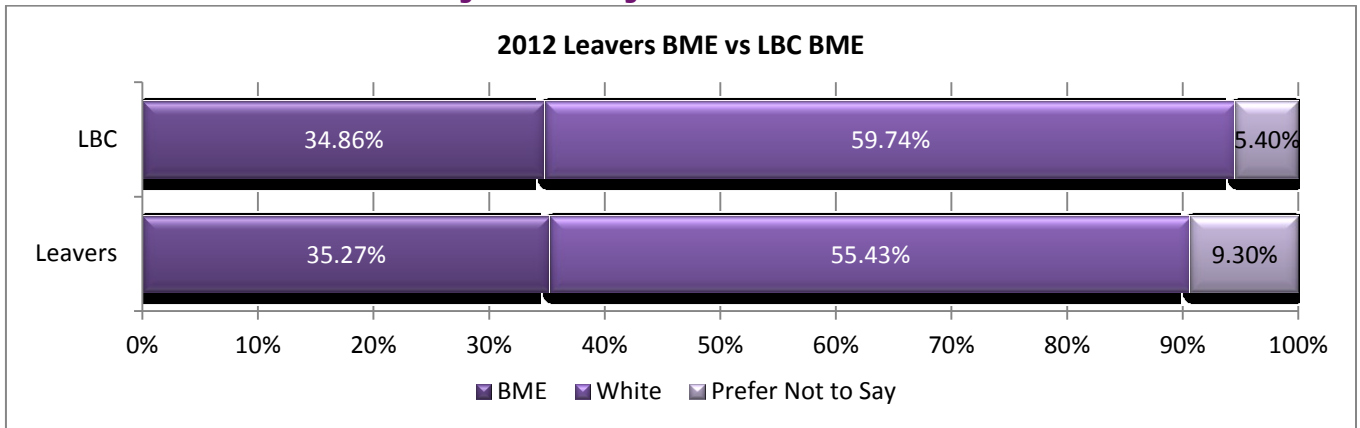


2012 Leavers by department by gender:

	CEO		CFL		CRCS		DASHH		PE	
	F	M	F	M	F	M	F	M	F	M
2012 Leavers	70%	30%	77%	23%	52%	48%	67%	33%	37%	63%
2012 Total headcount by department	72%	28%	79%	21%	67%	33%	64%	36%	35%	65%

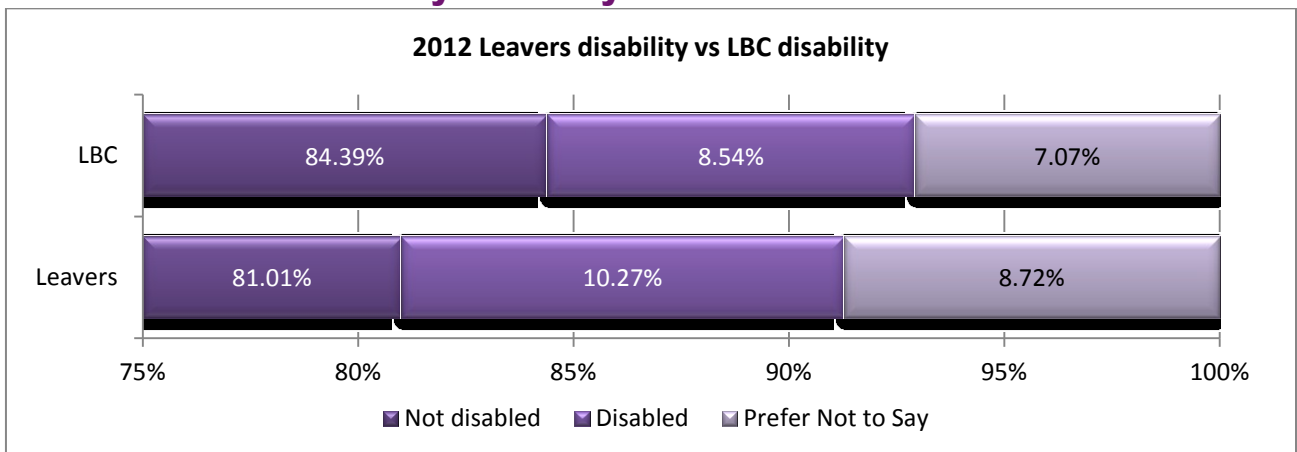
	LBC 2010 (Q1 & Q2)		LBC 2011		LBC 2012	
	F	M	F	M	F	M
Leavers	65%	35%	70%	30%	67%	33%
Total headcount by department	65%	35%	65%	35%	66%	34%

2.5.4 Leavers by ethnicity



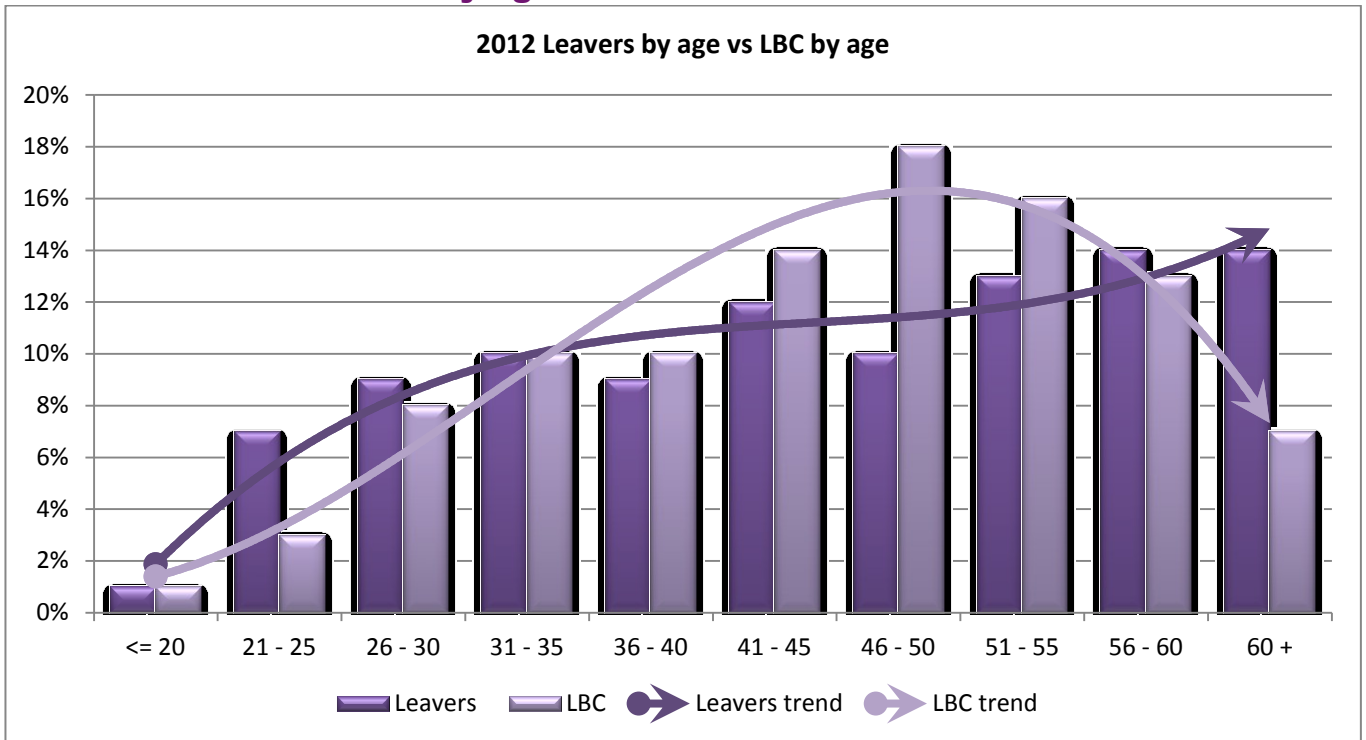
	BME		White		Prefer Not to Say	
2012 Leavers	182	35.27%	286	55.43%	48	9.30%
2012 LBC	1,188	34.86%	2,036	59.74%	184	5.40%
2011 Leavers	357	41.80%	445	52.11%	52	6.09%
2011 LBC	1,231	34.87%	2,100	59.49%	199	5.64%
2010 Leavers (Q 1 and Q2)	80	35.40%	129	57.08%	17	7.52%
2010 LBC	1,463	36.62%	2,287	57.25%	51	6.13%

2.5.5 Leavers by disability



	Not disabled		Disabled		Prefer Not to Say	
2012 Leavers	418	81.01%	53	10.27%	45	8.72%
2012 LBC	2,876	84.39%	291	8.54%	241	7.07%
2011 Leavers	727	85.13%	78	9.13%	49	5.74%
2011 LBC	2,997	84.90%	311	8.81%	222	6.29%
2010 Leavers (Q1 and Q2)	195	86.28%	17	7.52%	14	6.19%
2010 LBC	3446	86.26%	321	8.04%	288	5.71%

2.5.6 Leavers by age



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

2.5.7 Leavers by sexuality

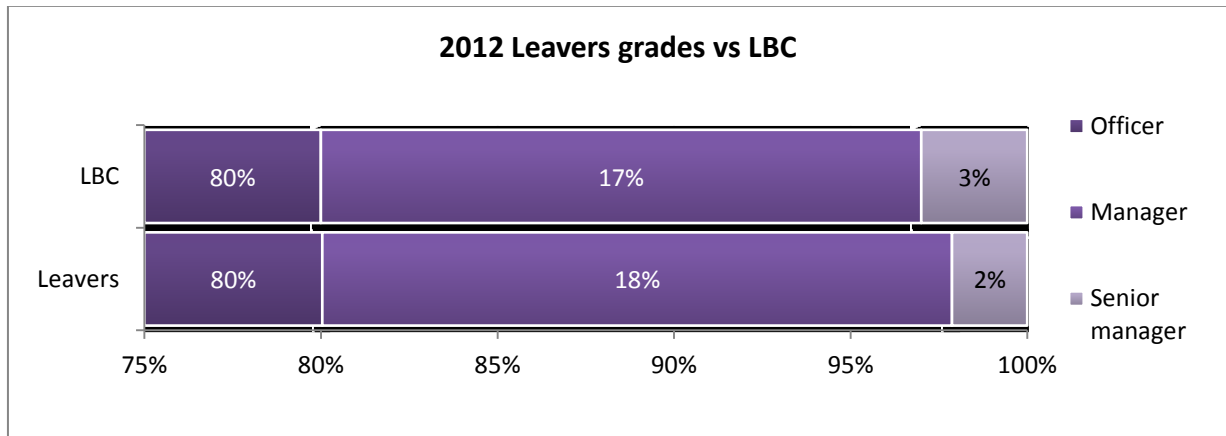
	2011		2012	
	Leavers	LBC	Leavers	LBC
Bisexual	0.35%	0.25%	0.19%	0.32%
Heterosexual	57.96%	67.82%	64.53%	69.48%
Homosexual	1.05%	1.25%	1.94%	1.14%
Unknown	40.63%	30.68%	33.33%	29.05%
Totals	100%	100%	100%	100%

2.5.8 Leavers by religion

	2011		2012	
	Leavers	LBC	Leavers	LBC
Buddhist	0.0%	0.28%	0.19%	0.38%
Christian	15.81%	49.09%	43.60%	49.74%
Hindu	0.70%	1.84%	1.55%	1.88%
Jewish	0.23%	0.37%	0.19%	0.35%
Muslim	1.05%	1.90%	2.71%	2.02%
None	6.56%	19.97%	25.58%	20.25%
Other	0.70%	3.14%	3.10%	3.37%
Prefer not to say*	74.94%	23.12%	22.29%	21.80%
Sikh	0.0%	0.28%	0.78%	0.21%
Totals	100%	100%	100%	100%

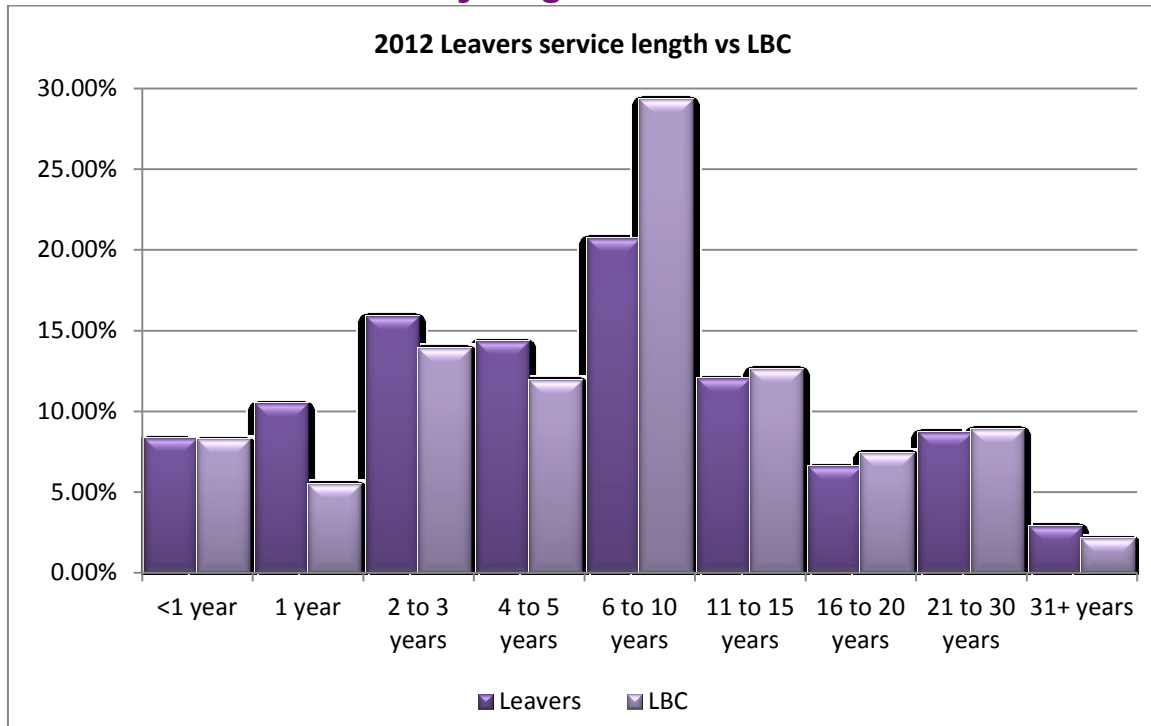
* Please note, the majority of the leavers in 2011 left before the employee data audit, which would explain the higher proportion of prefer not to say instances.

2.5.9 Leavers by grade



	2011		2012	
	Leavers	LBC	Leavers	LBC
Officer	83.61%	80%	80.04%	80%
Manager	14.61%	18%	17.83%	17%
Senior manager	1.76%	3%	2.13%	3%

2.5.10 Leavers by length of service



	2010 (Q1 and Q2)		2011		2012				
	Leavers	LBC	Leavers	LBC	Leavers	LBC			
Length of service									
<1 year	16	7.08%	9.86%	53	6.21%	6.03%	43	8.33%	8.25%
1 year	34	15.04%	8.59%	78	9.13%	9.15%	54	10.47%	5.49%
2 to 3 years	29	12.83%	13.34%	125	14.64%	14.53%	82	15.89%	13.91%
4 to 5 years	22	9.73%	11.84%	96	11.24%	12.52%	74	14.34%	11.94%
6 to 10 years	51	22.57%	26.91%	214	25.06%	27.82%	107	20.74%	29.34%
11 to 15 years	29	12.39%	11.39%	98	11.48%	11.50%	62	12.02%	12.62%
16 to 20 years	6	7.08%	7.78%	73	8.55%	7.28%	34	6.59%	7.42%
21 to 30 years	22	9.73%	8.19%	91	10.66%	8.81%	45	8.72%	8.92%
31+ years	8	3.54%	2.10%	26	3.04%	2.35%	15	2.91%	2.11%

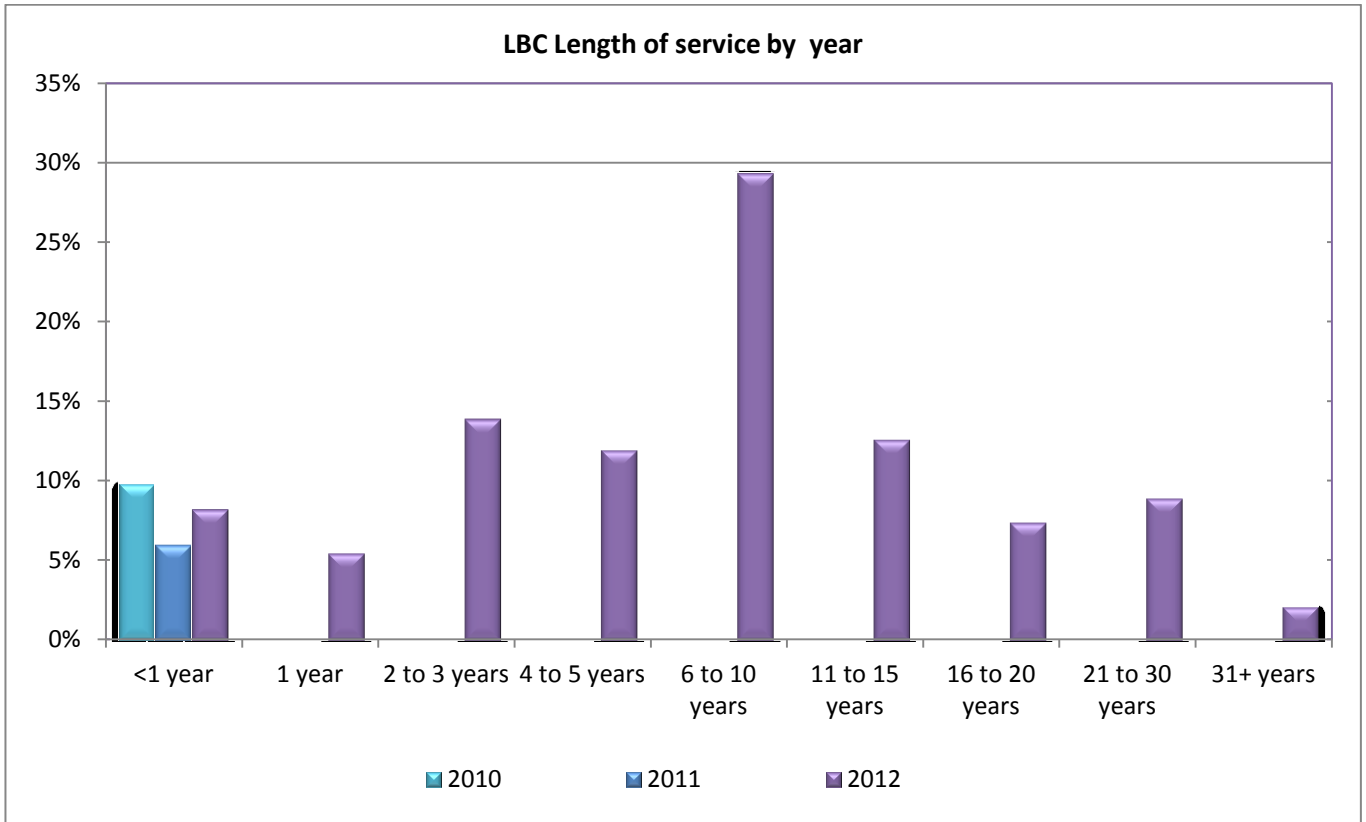
2.5.11 Leavers by marital status

	2012		
	Leavers	LBC	
Married or Civil Partner	235	45.54%	47.92%
Not Married or Not Civil Partner	201	38.95%	37.79%
Prefer not to Say	80	15.50%	14.29%

2.6 Service length profile

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

2.6.1 Service length by department



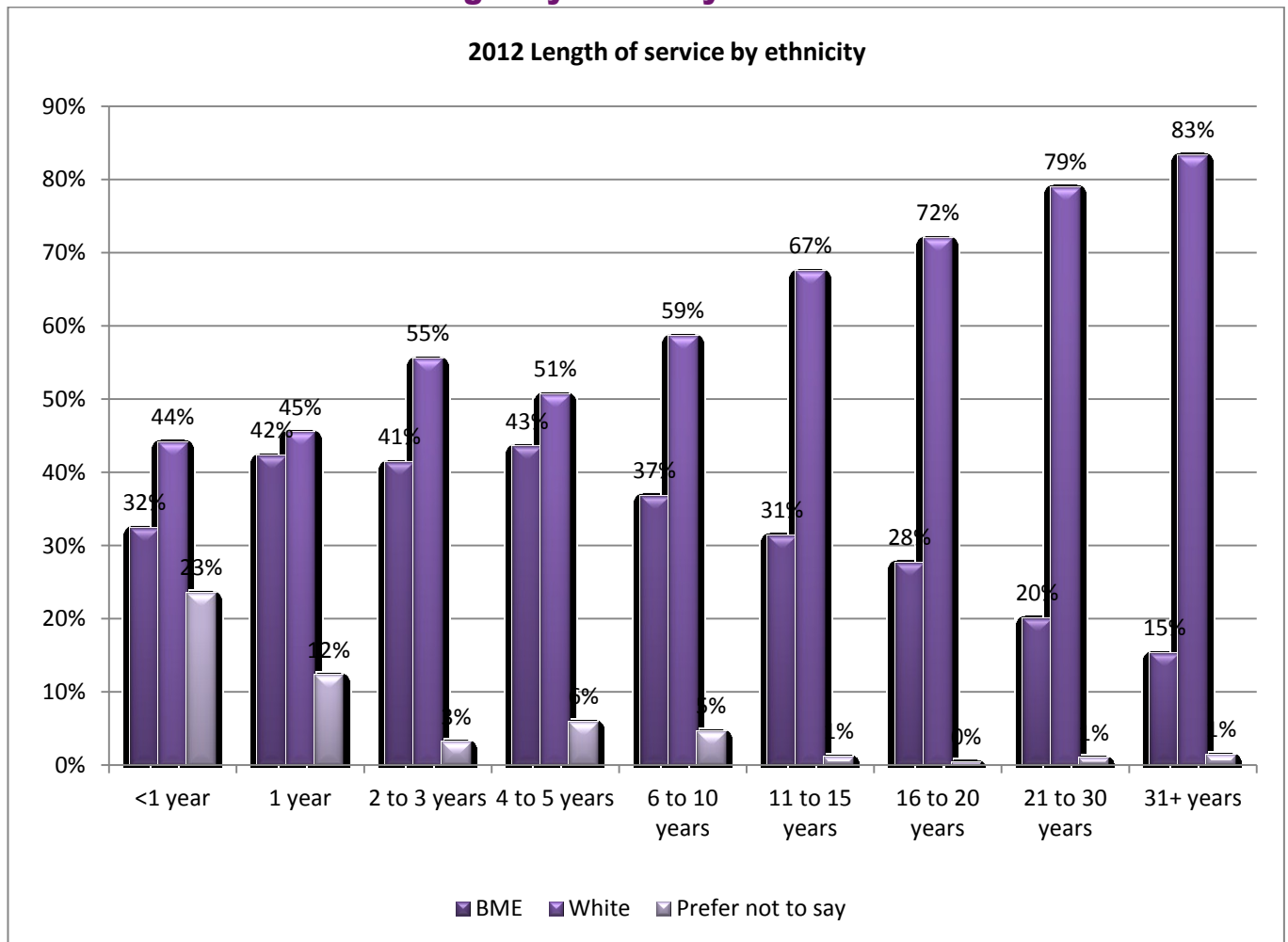
Departmental length of service profile by percentage

	LBC 2010	LBC 2011	LBC 2012	CEO	CFL	CRCS	DASHH	PE
Length of service								
<1 year	9.86%	6.03%	8.25%	9.03%	11.01%	7.69%	5.58%	6.43%
1 year	8.59%	9.15%	5.49%	3.23%	9.05%	3.05%	4.61%	2.34%
2 to 3 years	13.34%	14.53%	13.91%	15.48%	12.64%	18.14%	11.52%	14.62%
4 to 5 years	11.84%	12.52%	11.94%	12.90%	13.05%	10.16%	13.09%	9.55%
6 to 10 years	26.91%	27.82%	29.34%	27.74%	25.86%	43.98%	25.94%	23.98%
11 to 15 years	11.39%	11.50%	12.62%	15.48%	13.13%	7.84%	13.58%	15.40%
16 to 20 years	7.78%	7.28%	7.42%	3.23%	6.53%	3.05%	11.64%	9.94%
21 to 30 years	8.19%	8.81%	8.92%	11.61%	7.10%	4.93%	11.52%	13.65%
31+ years	2.10%	2.35%	2.11%	1.29%	1.63%	1.16%	2.55%	4.09%

2.6.2 Service length by gender

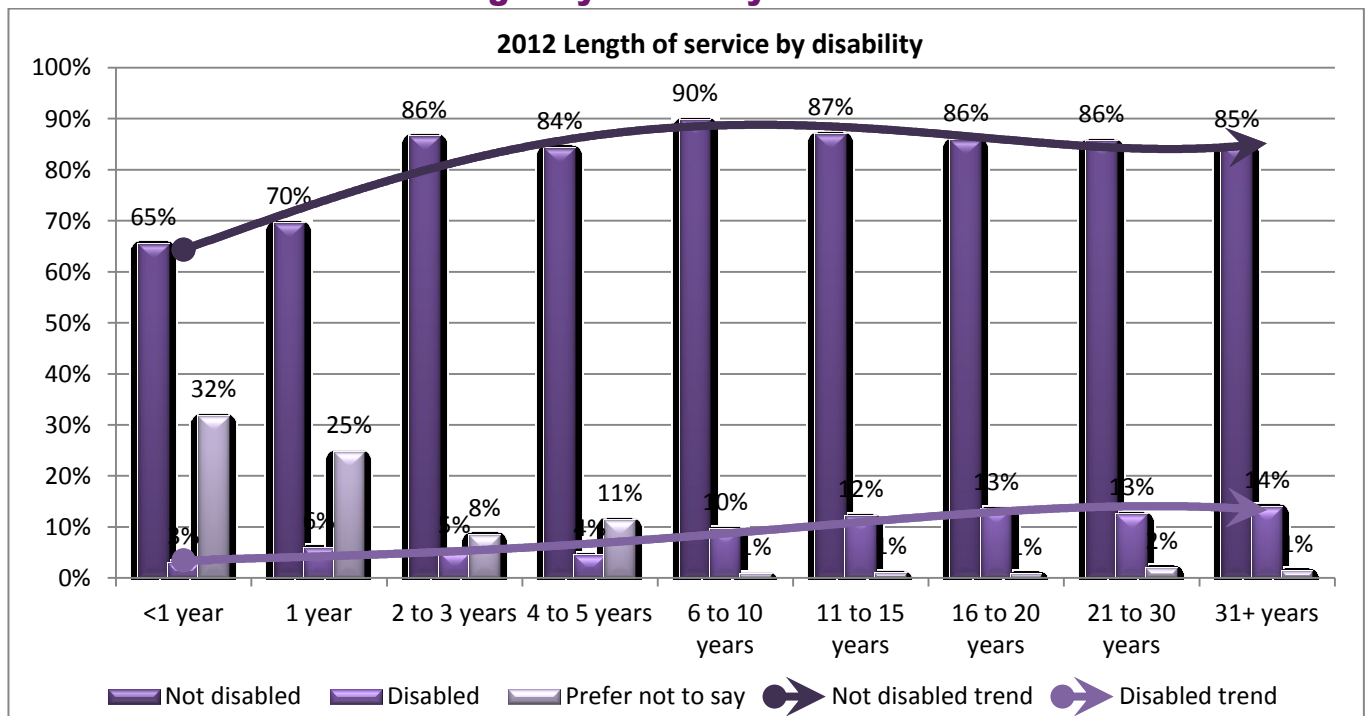
		LBC 2010		LBC 2011		LBC 2012		CEO		CFL		CRCS		DASHH		PE	
		F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
Length of service in years	<1 year	9%	11%	7%	7%	7%	9%	7%	14%	10%	14%	6%	8%	4%	8%	4%	7%
	1 year	8%	9%	12%	17%	6%	5%	3%	5%	8%	12%	3%	4%	5%	4%	4%	2%
	2 to 3	13%	14%	11%	10%	14%	15%	14%	18%	13%	12%	18%	19%	10%	14%	15%	15%
	4 to 5	13%	11%	16%	17%	12%	12%	14%	11%	13%	13%	9%	12%	13%	14%	10%	9%
	6 to 10	28%	25%	23%	21%	30%	28%	31%	20%	26%	27%	45%	43%	27%	24%	26%	23%
	11 to 15	12%	10%	11%	12%	13%	11%	15%	16%	13%	12%	10%	4%	16%	10%	15%	16%
	16 to 20	8%	8%	7%	3%	7%	8%	4%	2%	7%	5%	3%	4%	13%	10%	8%	11%
	21 to 30	8%	9%	11%	10%	9%	9%	11%	14%	8%	4%	5%	5%	12%	11%	15%	13%
	31+	1%	3%	2%	2%	2%	3%	2%	0%	2%	2%	1%	2%	1%	5%	3%	5%

2.6.3 Service length by ethnicity



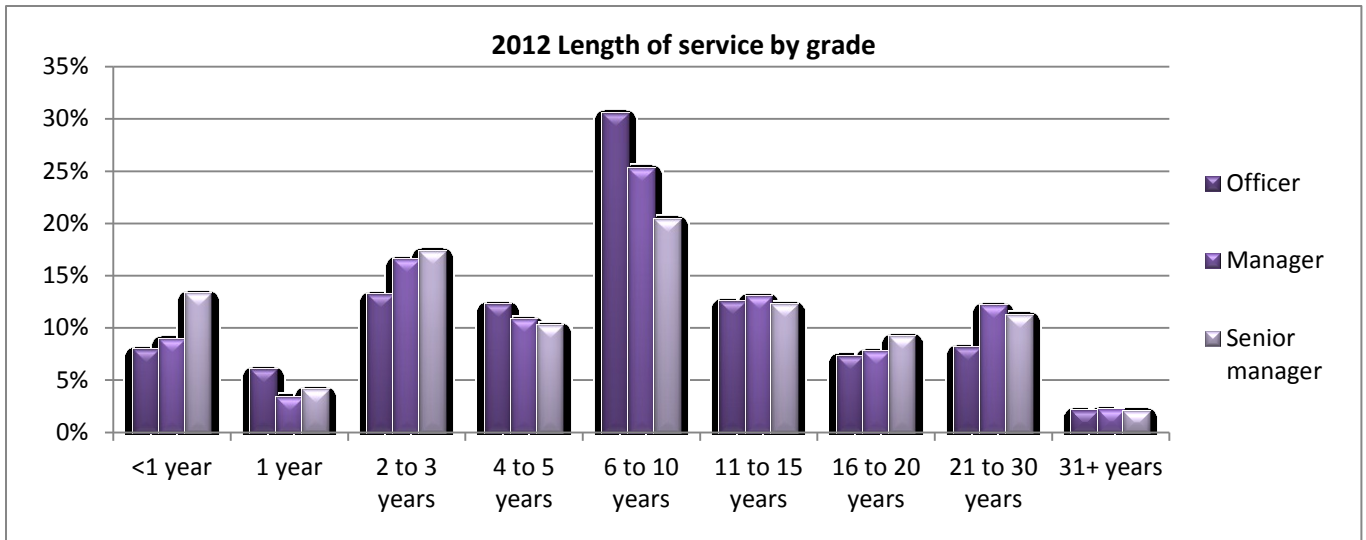
		2010			2011			2012		
		BME	White	Prefer Not to Say	BME	White	Prefer Not to Say	BME	White	Prefer Not to Say
Length of service in years	<1	9.98%	8.31%	23.67%	7.07%	4.14%	19.60%	7.66%	6.09%	35.87%
	1	9.02%	7.61%	15.10%	10.15%	7.86%	16.58%	6.65%	4.17%	12.50%
	2 to 3	15.17%	10.93%	24.90%	16.57%	12.62%	22.11%	16.50%	12.92%	8.15%
	4 to 5	13.53%	9.36%	24.90%	14.54%	9.81%	28.64%	14.90%	10.12%	13.04%
	6 to 10	28.71%	27.81%	7.76%	28.92%	29.10%	7.54%	30.98%	28.78%	25.00%
	11 to 15	10.05%	13.34%	1.22%	11.21%	12.62%	1.51%	11.36%	14.24%	2.72%
	16 to 20	7.04%	8.96%	1.22%	5.44%	9.00%	0.50%	5.89%	8.94%	0.54%
	21 to 30	5.33%	10.89%	0.00%	5.20%	11.57%	2.01%	5.13%	11.79%	1.63%
	31+	1.16%	2.80%	1.22%	0.89%	3.29%	1.51%	0.93%	2.95%	0.54%

2.6.4 Service length by disability



		2010			2011			2012		
		Not disabled	Disabled	Prefer not to say	Not disabled	Disabled	Prefer not to say	Not disabled	Disabled	Prefer not to say
Length of service	<1	8.42%	4.05%	39.91%	5.01%	3.22%	23.87%	6.40%	2.75%	36.93%
	1	8.30%	2.18%	21.93%	8.34%	6.11%	24.32%	4.52%	3.78%	19.09%
	2 to 3	12.94%	3.43%	33.33%	14.38%	6.43%	27.93%	14.26%	8.25%	16.60%
	4 to 5	12.77%	9.66%	0.88%	13.15%	5.14%	14.41%	11.93%	6.19%	19.09%
	6 to 10	27.71%	36.76%	0.88%	28.66%	37.62%	2.70%	31.19%	32.99%	2.90%
	11 to 15	11.38%	19.00%	0.88%	11.68%	15.76%	3.15%	13.00%	17.87%	1.66%
	16 to 20	8.13%	9.03%	0.88%	7.37%	11.58%	0.00%	7.55%	11.68%	0.83%
	21 to 30	8.24%	12.46%	1.32%	8.98%	11.25%	3.15%	9.04%	13.06%	2.49%
	31+	2.12%	3.43%	0.00%	2.44%	2.89%	0.45%	2.12%	3.44%	0.41%

2.6.7 Service length by grade



		Officer				Manager				Senior manager			
		2011		2012		2011		2012		2011		2012	
Length of service in years	<1	188	6.69%	215	7.91%	21	3.36%	53	8.94%	4	4.17%	13	13.27%
	1	250	8.90%	163	6.00%	62	9.92%	20	3.37%	11	11.46%	4	4.08%
	2 to 3	415	14.77%	359	13.21%	87	13.92%	98	16.53%	11	11.46%	17	17.35%
	4 to 5	348	12.39%	333	12.26%	83	13.28%	64	10.79%	11	11.46%	10	10.20%
	6 to 10	804	28.62%	830	30.55%	153	24.48%	150	25.30%	25	26.04%	20	20.41%
	11 to 15	314	11.18%	341	12.55%	82	13.12%	77	12.98%	10	10.42%	12	12.24%
	16 to 20	202	7.19%	198	7.29%	45	7.20%	46	7.76%	10	10.42%	9	9.18%
	21 to 30	224	7.97%	221	8.13%	75	12.00%	72	12.14%	12	12.50%	11	11.22%
	31+	64	2.28%	57	2.10%	17	2.72%	13	2.19%	2	2.08%	2	2.04%
	Totals	2,809	100%	2,717	100%	625	100%	593	100%	96	100%	98	100%

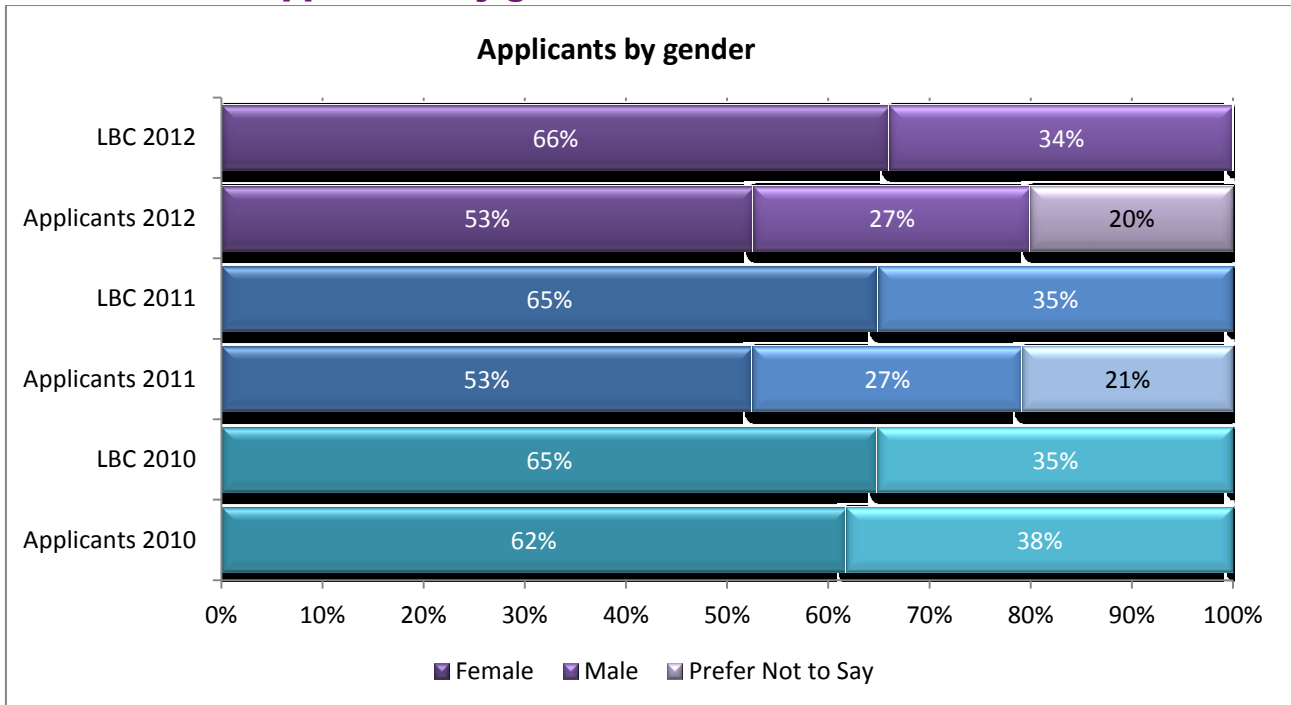
3. Recruitment profile

This section details the profile of applications for positions advertised at the council between October 2011 and September 2012.

3.1 Applicant profile

Between October 2011 and September 2012, there were 11,092 applications for 495 advertised positions within the council. This section breaks down the total applicants in this period, in the following ways:

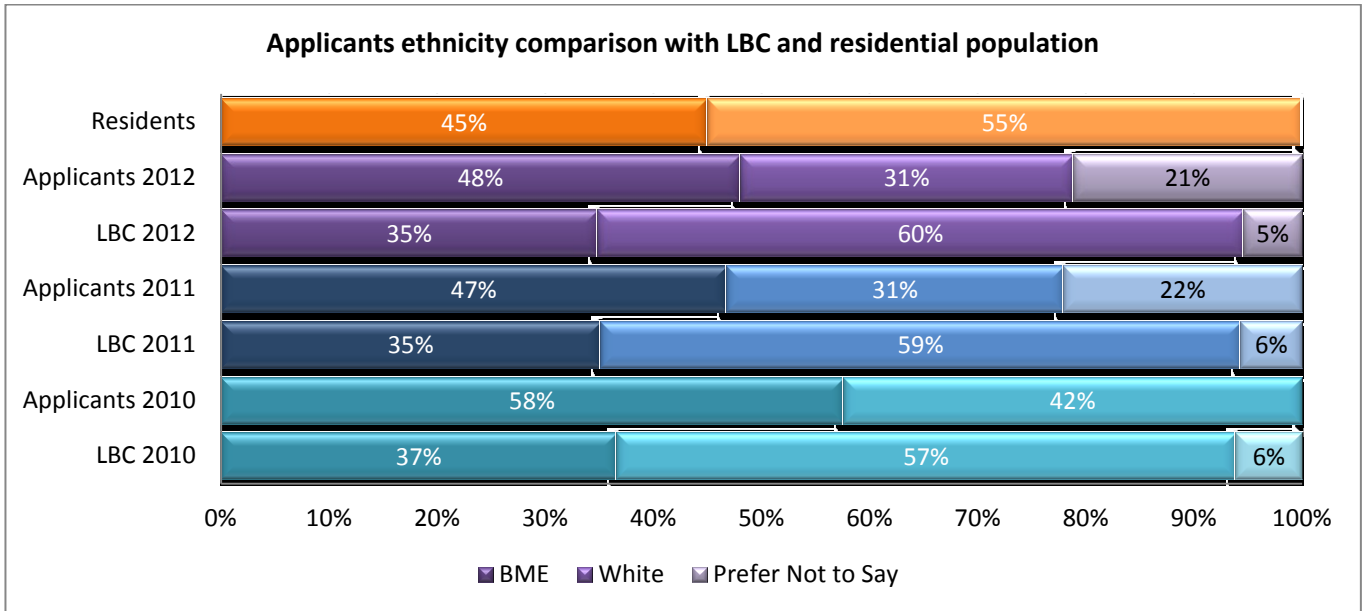
3.1.1 Applicants by gender



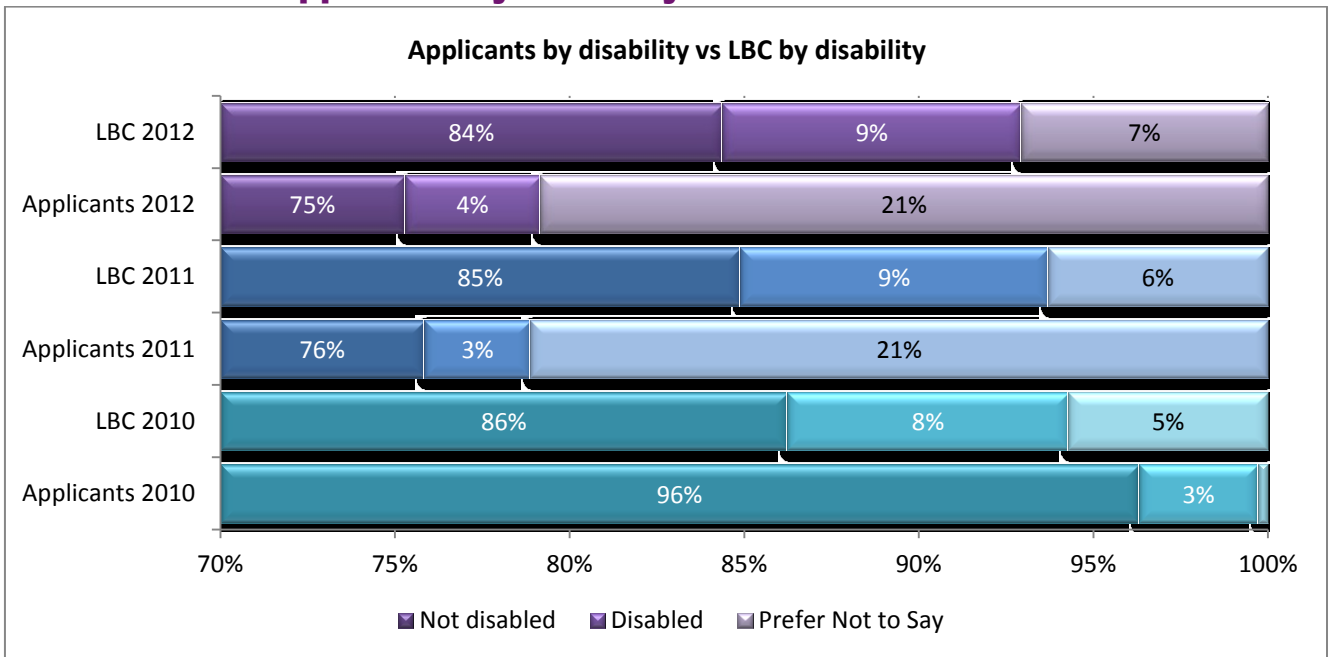
	2010 (Q1 and Q2)				2011				2012			
	Applicants		LBC		Applicants		LBC		Applicants		LBC	
Female	2,427	61.7%	2,592	64.8%	4,402	52.5%	2,291	64.9%	5,833	52.6%	2,241	66.1%
Male	1,500	38.2%	1,403	35.1%	2,236	26.7%	1,239	35.1%	3,036	27.4%	1,148	33.9%
Prefer Not to Say	4	0.1%	0	0.0%	1,747	20.8%	0	0.0%	2,223	20.0%	0	0.0%

3.1.2 Applicants by ethnicity

		2010 (Q1 and Q2)		2011		2012	
		Applicants	LBC	Applicants	LBC	Applicants	LBC
BME	Arab	0.00%	0.00%	0.13%	0.00%	0.18%	0.00%
	Bangladeshi	1.02%	0.23%	0.97%	0.23%	1.26%	0.38%
	Black African	15.57%	6.78%	13.09%	7.08%	13.34%	7.13%
	Black Caribbean	16.64%	10.31%	15.47%	10.93%	15.35%	10.83%
	Chinese	0.38%	0.40%	0.35%	0.37%	0.22%	0.41%
	Indian	7.94%	2.88%	4.44%	2.97%	4.72%	3.05%
	Mixed White and Asian	1.22%	1.05%	0.89%	0.99%	1.03%	0.82%
	Mixed White and Black African	0.53%	0.38%	0.72%	0.31%	0.71%	0.26%
	Mixed White and Black Caribbean	2.65%	1.30%	2.35%	1.50%	2.51%	1.53%
	Other	2.47%	8.41%	1.73%	5.67%	2.44%	5.43%
	Other Asian	3.10%	1.63%	2.21%	1.53%	1.97%	1.47%
	Other Black	2.06%	1.55%	2.00%	1.50%	1.57%	1.67%
	Other Mixed	1.35%	1.13%	0.87%	1.25%	1.01%	1.23%
	Pakistani	2.67%	0.58%	1.59%	0.54%	1.74%	0.65%
	BME Total:		57.60%	36.63%	46.80%	34.87%	48.05%
White	White British	35.72%	50.94%	26.46%	52.49%	25.24%	52.52%
	White Gypsy or Traveller	0.00%	0.00%	0.02%	0.00%	0.01%	0.03%
	White Irish	1.09%	2.38%	0.85%	2.49%	1.06%	2.46%
	White Other	5.60%	3.93%	3.80%	4.50%	4.46%	4.72%
White Total:		42.41%	57.25%	31.14%	59.48%	30.78%	59.74%
Prefer Not to Say		0.00%	6.13%	22.06%	5.64%	21.17%	5.40%

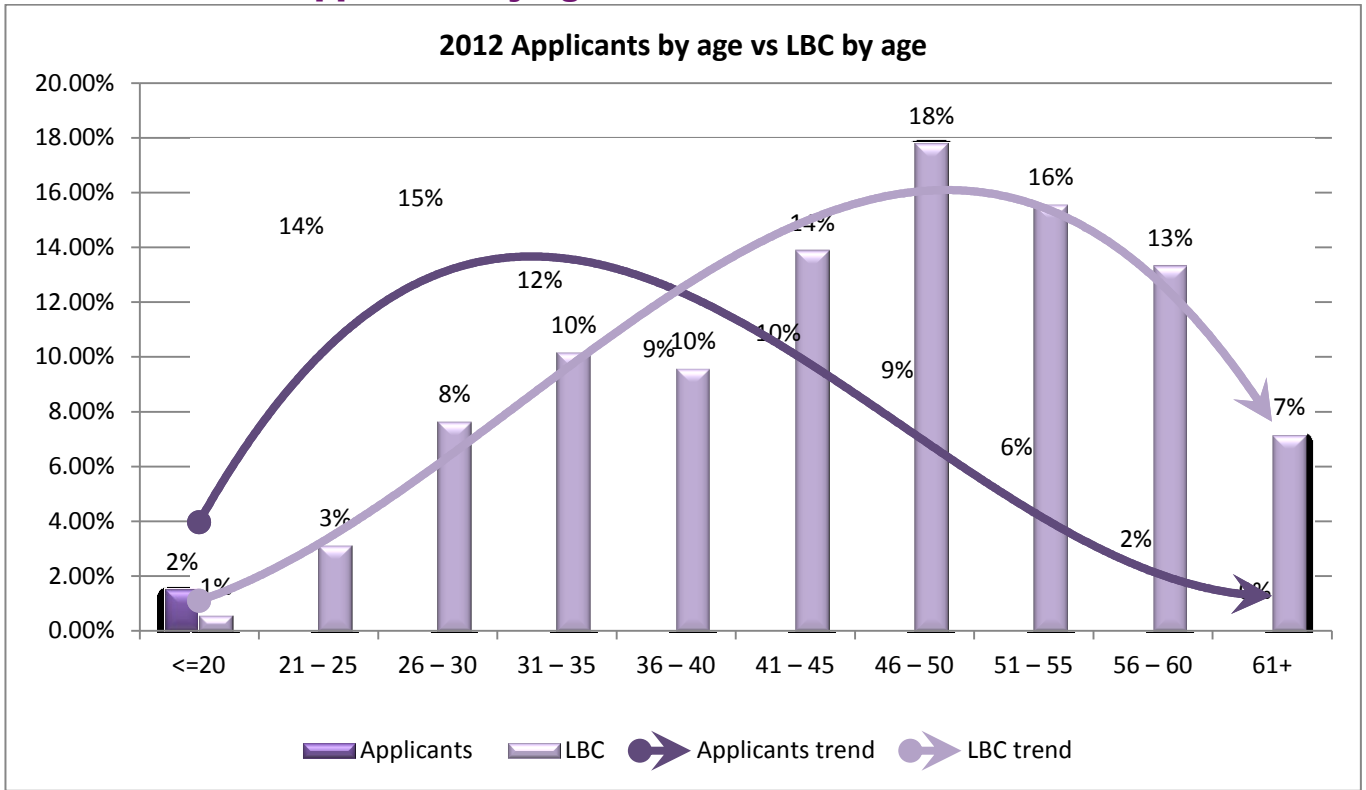


3.1.3 Applicants by disability



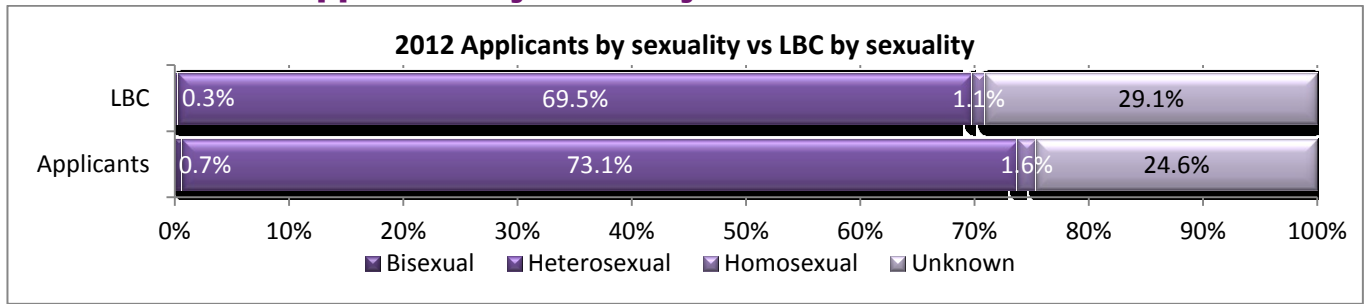
	2010 (Q1 and Q2)		2011		2012	
	Applicants	LBC	Applicants	LBC	Applicants	LBC
Not disabled	96.31%	86.26%	75.85%	84.90%	75.30%	84.39%
Disabled	3.41%	8.04%	3.04%	8.81%	3.88%	8.54%
Prefer Not to Say	0.28%	5.71%	21.11%	6.29%	20.83%	7.07%

3.1.4 Applicants by age



Age bands	2010 (Q1 and Q2)			2011			2012		
	Applicants	LBC	Applicants	LBC	Applicants	LBC			
<=20	158	4.02%	94	1.12%	167	0.59%			
21 - 25	812	20.66%	1,128	13.45%	1,527	3.14%			
26 - 30	770	19.59%	1,315	15.68%	1,642	7.66%			
31 - 35	569	14.47%	943	11.25%	1,310	10.18%			
36 - 40	455	11.57%	826	9.85%	1,029	9.60%			
41 - 45	426	10.84%	761	9.08%	1,097	13.91%			
46 - 50	355	9.03%	759	9.05%	944	17.81%			
51 - 55	240	6.11%	507	6.05%	633	15.58%			
56 - 60	112	2.85%	186	2.22%	261	13.35%			
61+	34	0.86%	47	0.56%	50	7.16%			
Prefer Not to Say	0	0%	1,819	21.69%	8	1.03%			

3.1.5 Applicants by sexuality



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

3.1.6 Applicants by religion

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

3.1.7 Applicants by marital status

	Applicants		LBC	
	Married or Civil Partner	3,116	28.09%	1,633
Not Married or Not Civil Partner	5,386	48.56%	1,288	37.79%
Prefer not to say	2,590	23.35%	487	14.29%

3.1.8 Applicants by on maternity leave

	Applicants	
Pregnant or on maternity leave when submitting application	72	0.65%
Not pregnant or on maternity leave when submitting application*	8760	78.98%
Prefer not to say*	2260	20.38%

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

4. Employee relations profile

This section details the new employee relations activity between the reporting period of 1 October 2011 and 30 September 2012. 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 2012 reporting period, 22 new employment tribunals were brought against the council, an increase on the 14 seen in the same period the year before.

Gender

- In 2012, 12 of the 22 tribunals were brought by women (54%) and 10 by men (45%). Compared to the LBC female population of 67% this looks like a large variance, but due to the small number of tribunals lodged this does not raise cause for concern.
- In 2011, of the 14 tribunals, 9 were brought by women (64%) and 5 by men (35%), mirroring the gender profile of the workforce for the year.

Ethnicity

- In 2012, 12 tribunals (54%) were for from BME employees with the remaining 10 (45%) from white employees. The proportion of tribunals from BME employees has risen slightly from 2011, and remains higher than the 35% representation of BME employees in the whole LBC population.
- In 2011, 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

- In 2012, 6 of the tribunals brought were from disabled employees (27%), which is higher than the disabled proportion of the LBC workforce (at 9%). Of the 16 remaining tribunals, 15 were brought by non-disabled employees (68%), with the last 1 from an employee preferring not to disclose if they were disabled or not.
- In 2011, none of the employment tribunals were brought by employees describing themselves as disabled. With a total disabled workforce of 8% (see section [2.1.3](#)), this is not surprising given the low number of employment tribunals.

Age

- In 2012, 12 of the 22 tribunals were brought by employees aged over 50. Representing 55%, this is a disproportionately high level compared to the 36% of the LBC workforce which are over 50 years old.
- In 2011, 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

- In 2012, 1 (5%) of the employment tribunals was brought by a homosexual employee, with 14 from heterosexual employees (64%) and the remaining 7 preferring not to disclose their sexual orientation (32%). This representation closely mirrors the LBC workforce given the low number of tribunals lodged.
- In 2011, of the employment tribunals, 5 (35%) employees describe themselves as heterosexual, while 9 (64%) 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

- In 2012, 9 of the claimants were Christian (41%), 1 Muslim (5%), 4 (18%) had no religion, 6 (27%) preferred not to say and 2 (10%) had religions falling into the “other” category. (See section 2.1.6 for the recorded listed of religions).
- In 2011, of the tribunal claimants, 4 (29%) were Christian, 4 (29%) had no religion and 6 (43%) preferred not to say.

4.2 Disciplinary hearings profile

During 2012 there were 71 employees subject to a disciplinary investigation. In 2011 there were 26 employees subject to a disciplinary investigation. The figures for these are as summarised below:

	Employees subject to a disciplinary investigation			LBC		
	2010*	2011	2012	2010*	2011	2012
Female	44%	54%	54%	65%	65%	67%
Disabled	12%	12%	0%	8%	9%	9%
BME	62%	38%	38%	37%	35%	35%
Age over 50	37%	46%	38%	36%	35%	36%
Total Headcount	16	26	71	3,995	3,530	3,408

* The 2010 figures shown above are for half of the year, from April to September 2010.

During 2012, 35 employees were subject to a disciplinary hearing, in 2011 this figure was 39. The following table shows the summary of these employees:

		Employees subject to a disciplinary hearing	Hearing outcome – No case to answer	Hearing outcome – written or final written warning	Hearing outcome - dismissed	LBC
Female	2011	59%	0%	55%	50%	65%
	2012	54%	100%	80%	29%	67%
Disabled	2011	10%	0%	18%	0%	9%
	2012	6%	0%	7%	7%	9%
BME	2011	41%	0%	36%	70%	35%
	2012	29%	0%	27%	29%	35%
Age over 50	2011	38%	0%	45%	30%	35%
	2012	43%	100%	40%	36%	36%
Total Headcount	2011	39	0	11	10	3,530
	2012	35	1	15	14	3,408

2012:

- Women (as in 2011) are slightly under-represented in both disciplinary investigations (54%) and hearings (54%) compared to their 67% presence in the LBC workforce. The representation of BME staff in disciplinary investigations remains constant from 2011 (at 38%), but BME representation at hearings has fallen from 2011 (from 41% to 29%), taking the BME proportion at hearings to below the LBC workforce profile representation (35%).
- As in 2011, considering the low number of employees, the proportion of employees in 2012 subject to disciplinary process is broadly in line with the profile of the workforce when considering disability, religion, age, sexuality and marital status.
- 4 employees lodged disciplinary appeals in 2012, 1 was reinstated, and 3 dismissed.

2011:

- 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 in 2011 is broadly in line with the profile of the workforce when considering disability, religion, age and sexuality.
- 9 employees lodged disciplinary appeals during the 2011 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 discernible 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.

In 2011 there were 5 employees subject to a first formal meeting for performance capability, and 6 to a final formal performance capability meeting, 4 were dismissed, and 2 registered for redeployment.

While in 2012 7 employees in the reporting period that had first formal meetings for performance capability. 5 received a final formal meeting and 1 was dismissed. The key data is summarised as follows:

		Employees subject to a first formal meeting	Employees subject to a final formal meeting	LBC
Female	2010*	50%	-	65%
	2011	100%	50%	65%
	2012	43%	60%	67%
Disabled	2010*	0%	-	8%
	2011	0%	17%	9%
	2012	14%	0%	9%
BME	2010*	50%	-	37%
	2011	100%	50%	35%
	2012	43%	80%	35%
Age over 50	2010*	100%	-	37%
	2011	57%	60%	36%
	2012	33%	20%	35%
Total Headcount	2010*	2	0	3,995
	2011	5	6	3,408
	2012	7	5	3,530

* The 2010 figures shown above are for half of the year, from April to September 2010. (Only data for employees attending a first formal meeting is held, the data for final formal meetings is not available).

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

4.3.1 Sickness capability

In 2012, 192 employees underwent a first formal meeting for sickness capability during the reporting period, with 8 employees receiving a final formal meeting, with 5 being dismissed.

		Employees subject to a first formal meeting	Employees subject to a final formal meeting	Employees who were dismissed	LBC
Female	2010*	69%	-	-	65%
	2011	68%	83%	83%	65%
	2012	74%	66%	50%	67%
Disabled	2010*	20%	-	-	8%
	2011	11%	8%	0%	9%
	2012	13%	0%	0%	9%
BME	2010*	43%	-	-	37%
	2011	29%	17%	33%	35%
	2012	36%	33%	25%	35%
Age over 50	2010*	37%	-	-	37%
	2011	47%	67%	83%	35%
	2012	45%	33%	50%	36%
Total Headcount	2010*	54	-	-	3,995
	2011	122	7	6	3,530
	2012	192	9	4	3,408

* The 2010 figures shown above are for half of the year, from April to September 2010. (Only data for employees attending a first formal meeting is held, data is not available for employees attending a final formal meeting or for those who were dismissed as a result of sickness absence).

2012:

- As in 2011, the representation from in protected groups for first and final formal sickness broadly matches the LBC workforce as a whole. It is worth noting that the increase in first formal sickness meetings has been as a result of both increased support to management from HR for the well being of staff, and a reduction in the sickness trigger from 9 days in a rolling year, to 7 days sickness absence.
- 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

In 2012, there was a total of 39 complaints (grievances) raised by employees, of these 19 (48.7%) were for bullying or harassment.

In 2011, 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	LBC
Female	2010*	56%	-	-	65%
	2011	50%	50%	17%	65%
	2012	82%	100%	79%	67%
Disabled	2010*	0%	-	-	8%
	2011	12%	10%	17%	9%
	2012	15%	0%	7%	9%
BME	2010*	62%	-	-	37%
	2011	30%	50%	33%	35%
	2012	62%	100%	64%	35%
Age over 50	2010*	44%	-	-	37%
	2011	27%	10%	67%	35%
	2012	11%	-	43%	36%
Total Headcount	2010*	16	-	-	3,995
	2011	26	10	6	3,530
	2012	39	1	14	3,408

* The 2010 figures shown above are for half of the year, from April to September 2010. (Only data for raised complaints is available, not the outcomes).

Compared to 2011 the number of employee complaints raised increased by 50%. In particular, female (82%) and BME (62%) are over-represented amongst those raising complaints. Women and BME staff are also over-represented amongst those whose complaints were not upheld at the first formal stage, the small base (14 complaints) means that this is not necessarily statistically significant.

		Employees who appealed first formal outcome	Management Decision Upheld	Complaints that were not upheld at first formal stage	LBC
Female	2011	50%	75%	50%	65%
	2012	71%	50%	0%	67%
Disabled	2011	12%	25%	0%	9%
	2012	29%	50%	0%	9%
BME	2011	30%	50%	50%	35%
	2012	71%	100%	100%	35%
Age over 50	2011	27%	75%	50%	35%
	2012	28%	0%	100%	36%
Total Headcount	2011	16	4	2	3,530
	2012	7	2	1	3,408

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

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 2012 Croydon Council has provided corporate training via the following centrally provided training events:

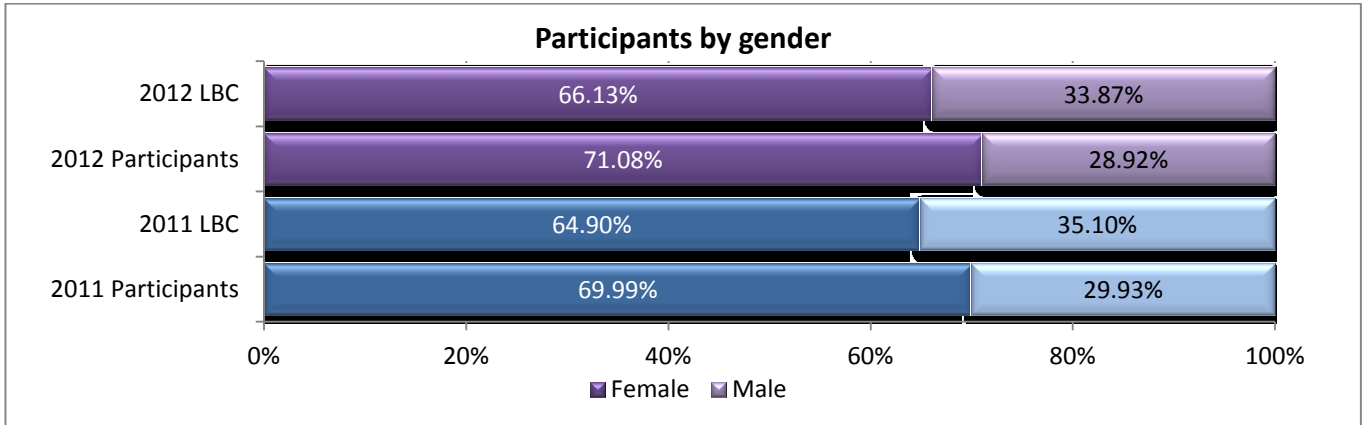
Course type	2011		2012	
	Participants	Courses	Participants	Courses
Child Protection	243	26	472	43
Communication Skills	10	3	8	1
Customer Services	63	9	-	-
Equality & Diversity	251	29	58	30
Health & Safety	613	89	320	82
HR Policy & Procedures	312	47	974	133
Induction	211	13	207	12
Learning Disability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

* These courses were introduced in 2012 for the first time, therefore there is no data available for 2011.

5.2 Learning event participants profile

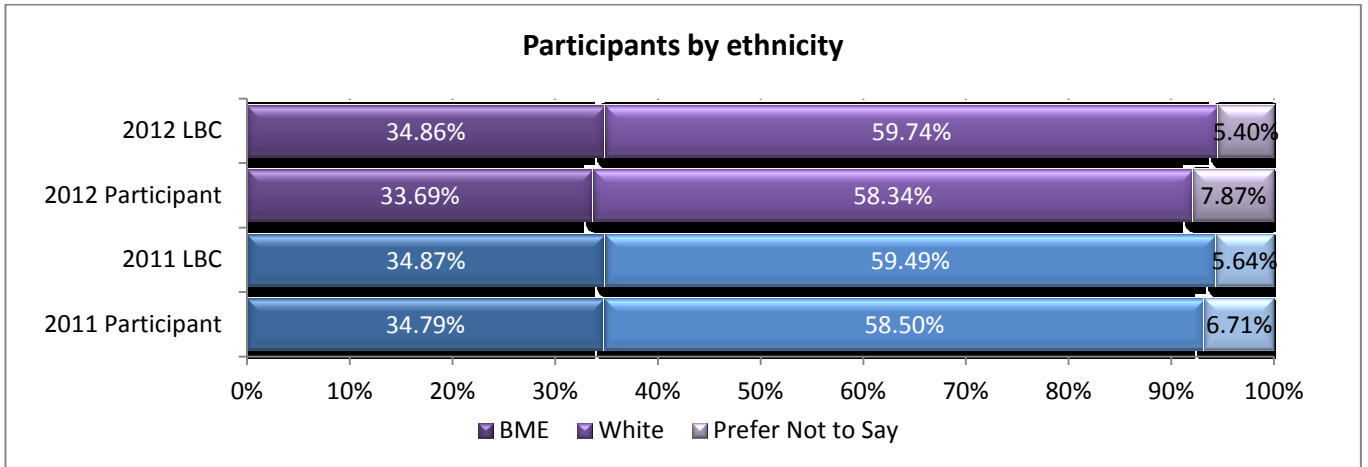
This section details the breakdowns for employees attending a centrally organised learning events and courses between October 2010 and September 2012.

5.2.1 Learning event participants by gender

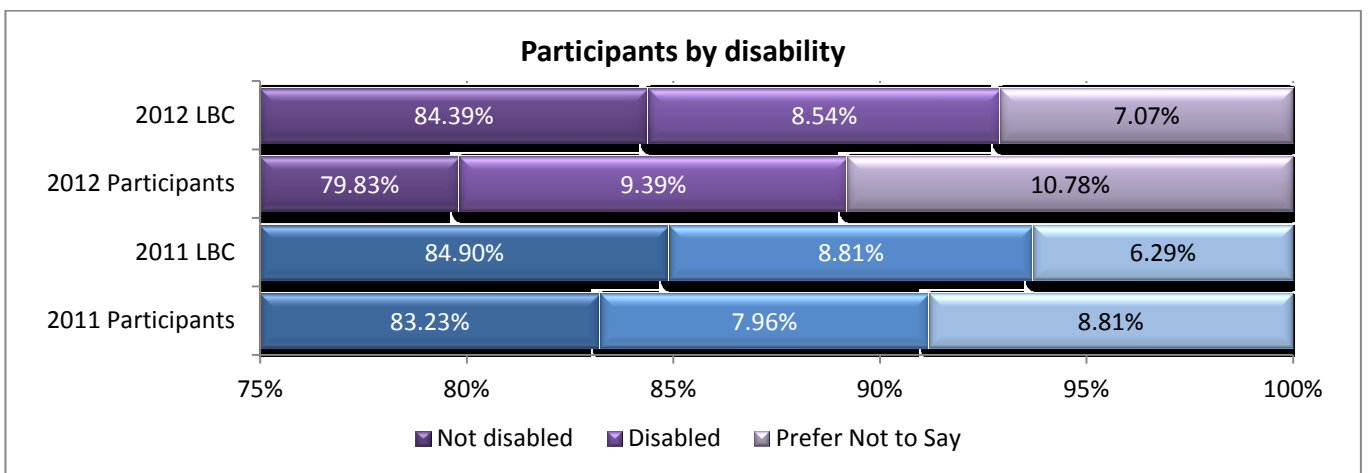


5.2.2 Learning event participants by ethnicity

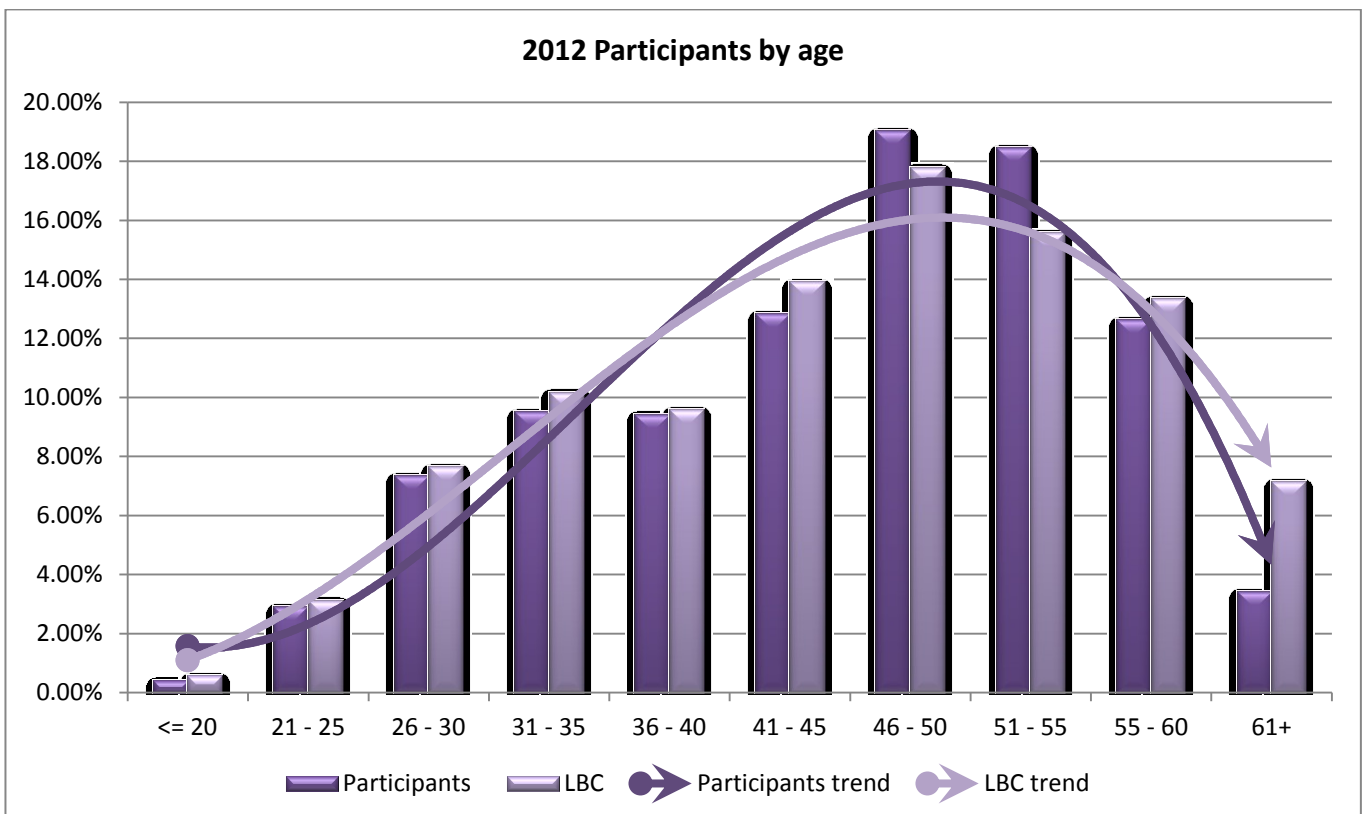
		2011		2012	
		Participants	LBC	Participants	LBC
BME	Bangladeshi	0.19%	0.23%	0.19%	0.38%
	Black African	8.11%	7.08%	6.74%	7.13%
	Black Caribbean	11.38%	10.93%	12.06%	10.83%
	Chinese	0.25%	0.37%	0.36%	0.41%
	Indian	2.21%	2.97%	2.91%	3.05%
	Mixed White and Asian	0.81%	0.99%	0.46%	0.82%
	Mixed White and Black African	0.55%	0.31%	0.39%	0.26%
	Mixed White and Black Caribbean	1.13%	1.50%	1.54%	1.53%
	BME Other	4.61%	5.67%	4.24%	5.43%
	Other Asian	1.93%	1.53%	1.40%	1.47%
	Other Black	1.55%	1.50%	2.05%	1.67%
	Other Mixed	1.76%	1.25%	1.08%	1.23%
	Pakistani	0.32%	0.54%	0.29%	0.65%
	BME Total:		34.79%	34.87%	33.69%
White	White British	51.56%	52.49%	51.34%	52.52%
	White Gypsy or Traveller	0.00%	0.00%	0.07%	0.03%
	White Irish	2.74%	2.49%	2.65%	2.46%
	White Other	4.20%	4.50%	4.28%	4.72%
White Total:		58.50%	59.49%	58.34%	59.74%
Prefer Not to Say		6.71%	5.64%	7.87%	5.40%



5.2.3 Learning event participants by disability

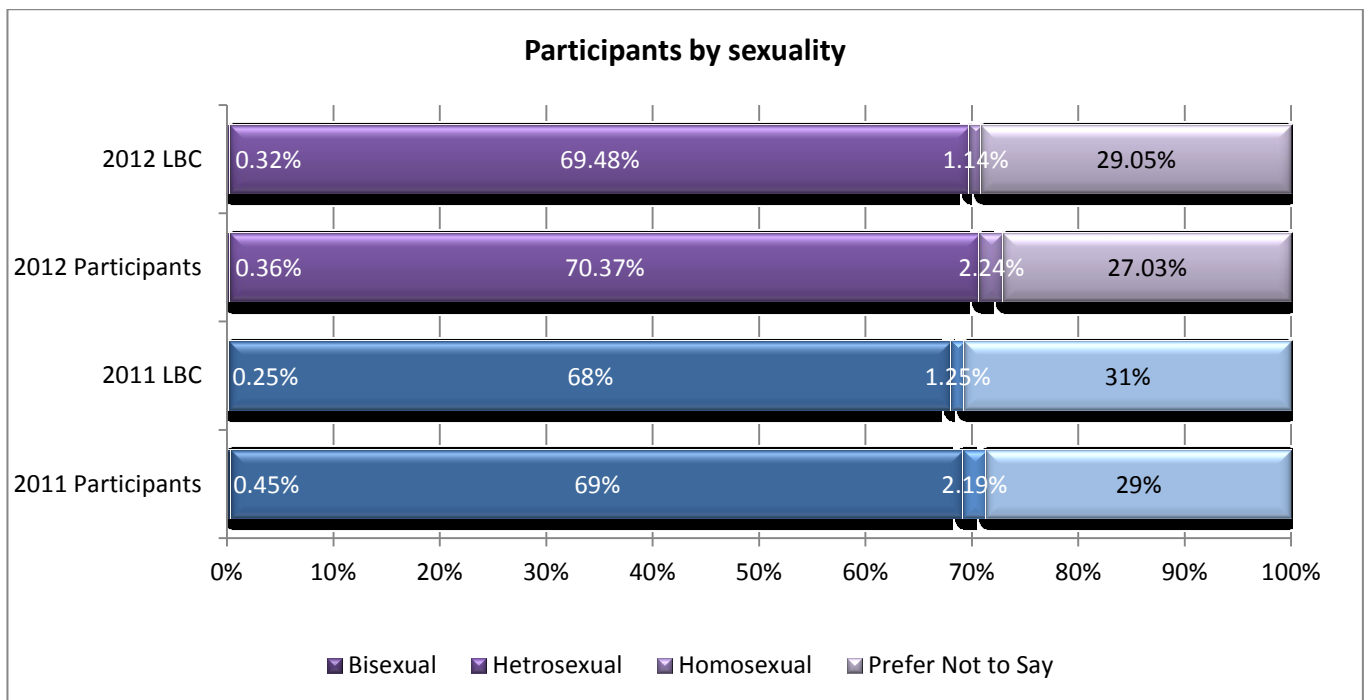


5.2.4 Learning event participants by age



		2011				2012			
		Participants		LBC		Participants		LBC	
Age bands	<=20	44	0.93%	30	0.85%	18	0.43%	20	0.59%
	21 – 25	199	4.22%	127	3.60%	121	2.91%	107	3.14%
	26 – 30	389	8.26%	304	8.61%	306	7.36%	261	7.66%
	31 – 35	432	9.17%	354	10.03%	396	9.53%	347	10.18%
	36 – 40	499	10.59%	372	10.54%	392	9.43%	327	9.60%
	41 – 45	600	12.74%	511	14.48%	533	12.83%	474	13.91%
	46 – 50	824	17.49%	585	16.57%	791	19.04%	607	17.81%
	51 – 55	833	17.68%	558	15.81%	767	18.46%	531	15.58%
	56 – 60	607	12.88%	440	12.46%	525	12.64%	455	13.35%
	61+	284	6.03%	222	6.29%	142	3.42%	244	7.16%

5.2.5 Learning event participants by sexuality



	2011				2012			
	Participants		LBC		Participants		LBC	
Bisexual	21	0.45%	9	0.25%	15	0.36%	11	0.32%
Heterosexual	3,238	68.73%	2,394	67.82%	2,924	70.37%	2,368	69.48%
Homosexual	103	2.19%	44	1.25%	93	2.24%	39	1.14%
Prefer Not to Say	1,349	28.64%	1,083	30.68%	1,123	27.03%	990	29.05%

5.2.6 Learning event participants by religion

	2011				2012			
	Participants		LBC		Participants		LBC	
Buddhist	14	0.30%	10	0.3%	23	0.55%	13	0.38%
Christian	2,103	44.64%	1,733	49.1%	2,093	50.37%	1,695	49.74%
Hindu	79	1.68%	65	1.8%	84	2.02%	64	1.88%
Jewish	11	0.23%	13	0.4%	9	0.22%	12	0.35%
Muslim	79	1.68%	67	1.9%	56	1.35%	69	2.02%
None	844	17.92%	705	20.0%	822	19.78%	690	20.25%
Other	103	2.19%	111	3.1%	142	3.42%	115	3.37%
Prefer Not To Say	1,471	31.22%	816	23.1%	915	22.02%	743	21.80%
Sikh	7	0.15%	10	0.3%	11	0.26%	7	0.21%

5.2.7 Learning event participants by marital status

	Participants		LBC	
Married or Civil Partner	1,939	46.67%	1,633	47.92%
Not Married or Not Civil Partner	1,506	36.25%	1,288	37.79%
Prefer not to say	710	17.09%	487	14.29%

6. Personal development and competency scheme profile

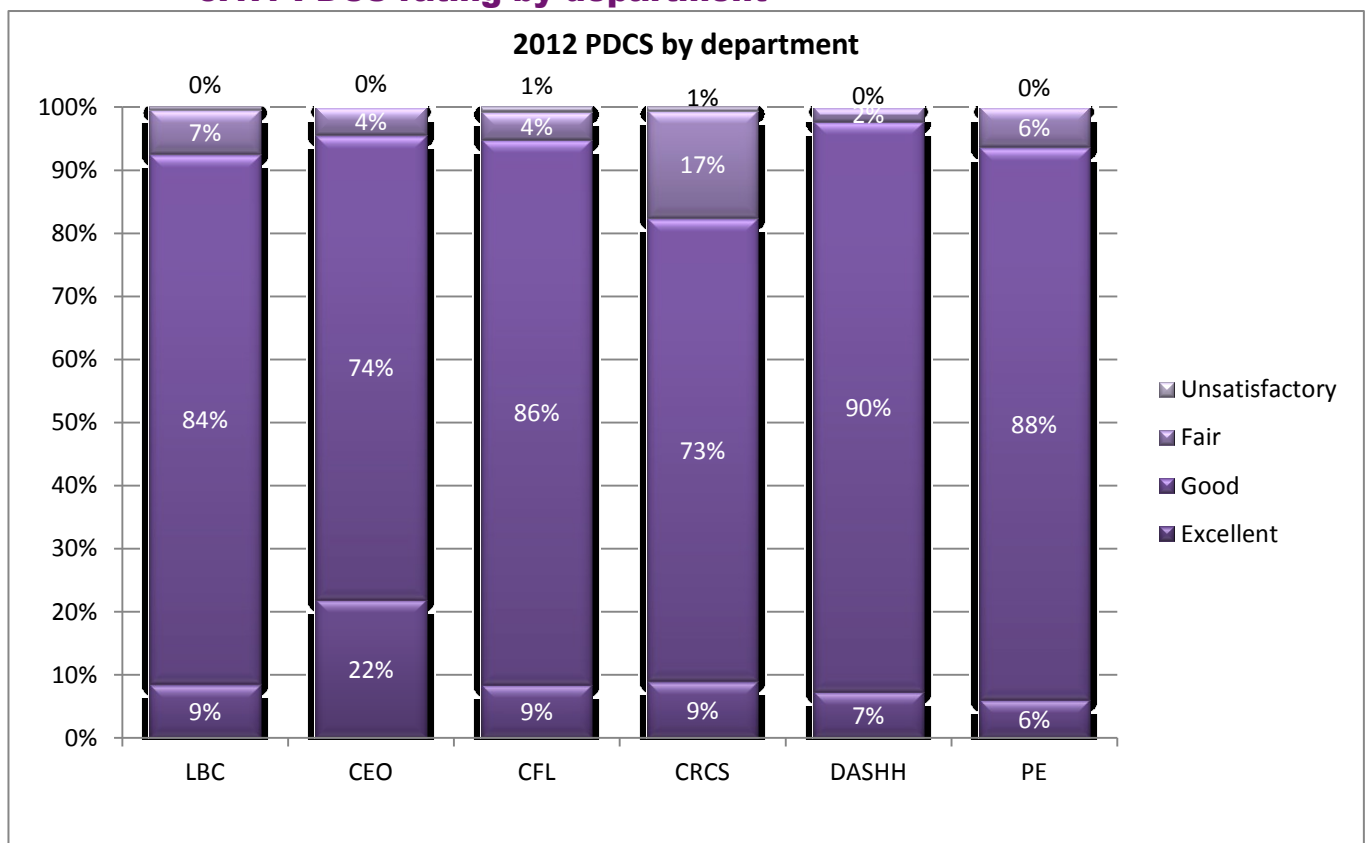
This section details the profile for employees who have completed their personal development and competency scheme by April 2012.



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

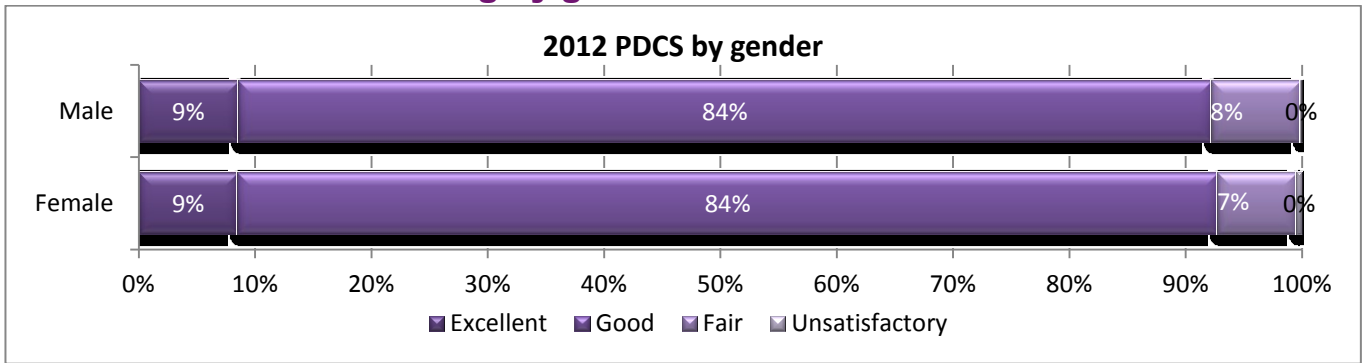
6.1 Annual appraisal (PDCS) profile

6.1.1 PDCS rating by department



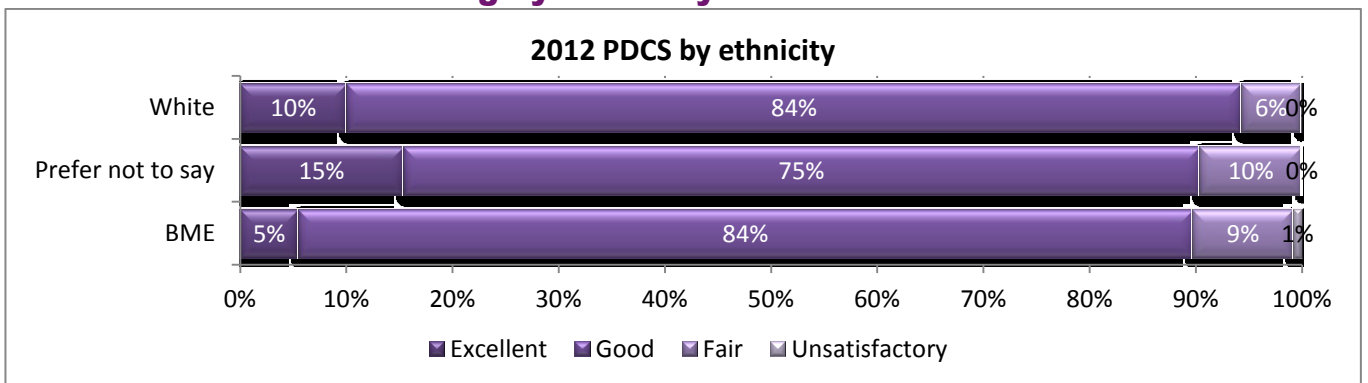
		Excellent		Good		Fair		Unsatisfactory		Totals	
LBC	2012	205	8.55%	2,015	84.03%	170	7.09%	8	0.33%	2,398	100%
	2011	164	6.22%	2,248	85.25%	222	8.42%	3	0.11%	2,637	100%
	2010	190	7.50%	2,126	83.97%	209	8.25%	7	0.28%	2,532	100%
CEO		25	21.93%	84	73.68%	5	4.39%	0	0.00%	114	100%
CFL		59	8.50%	599	86.31%	31	4.47%	5	0.72%	694	100%
CRCS		50	9.04%	406	73.42%	94	17.00%	3	0.54%	553	100%
DASHH		46	7.34%	567	90.43%	14	2.23%	0	0.00%	627	100%
PE		25	6.10%	359	87.56%	26	6.34%	0	0.00%	410	100%

6.1.3 PDCS rating by gender



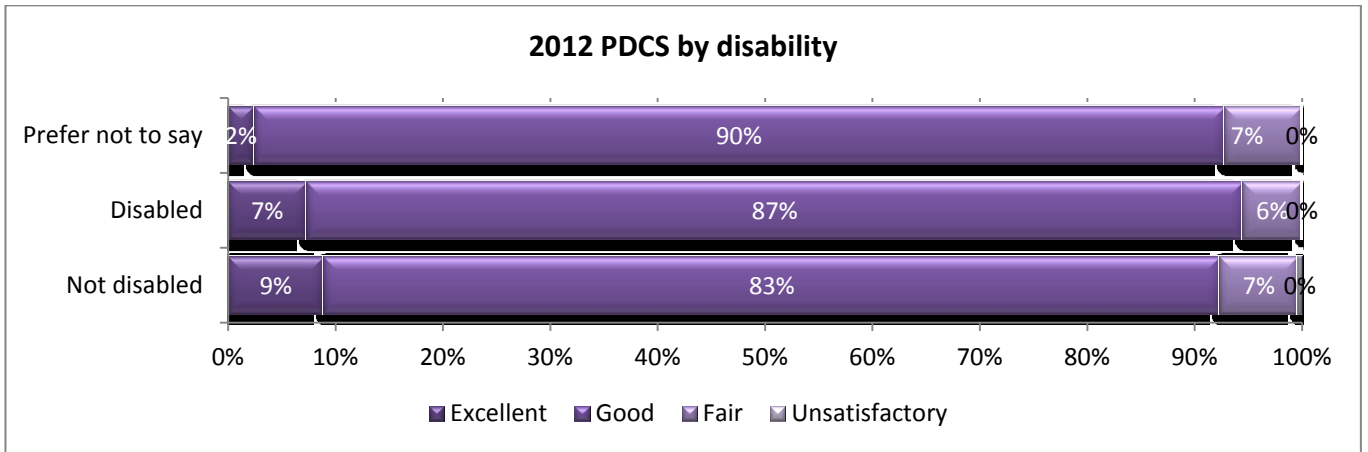
	Year	Excellent		Good		Fair		Unsatisfactory	
		Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Female	2012	131	8.53%	1293	84.23%	104	6.78%	7	0.46%
	2011	104	6.12%	1468	86.35%	127	7.47%	1	0.06%
	2010	131	8.51%	1,289	83.70%	118	7.66%	2	0.13%
Male	2012	74	8.57%	722	83.66%	66	7.65%	1	0.12%
	2011	60	6.40%	780	83.24%	95	10.14%	2	0.21%
	2010	59	6.15%	807	84.15%	88	9.18%	5	0.52%
Unknown	2012	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	2011	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	2010	0	0.00%	30	90.91%	3	9.09%	0	0.00%

6.1.5 PDCS rating by ethnicity



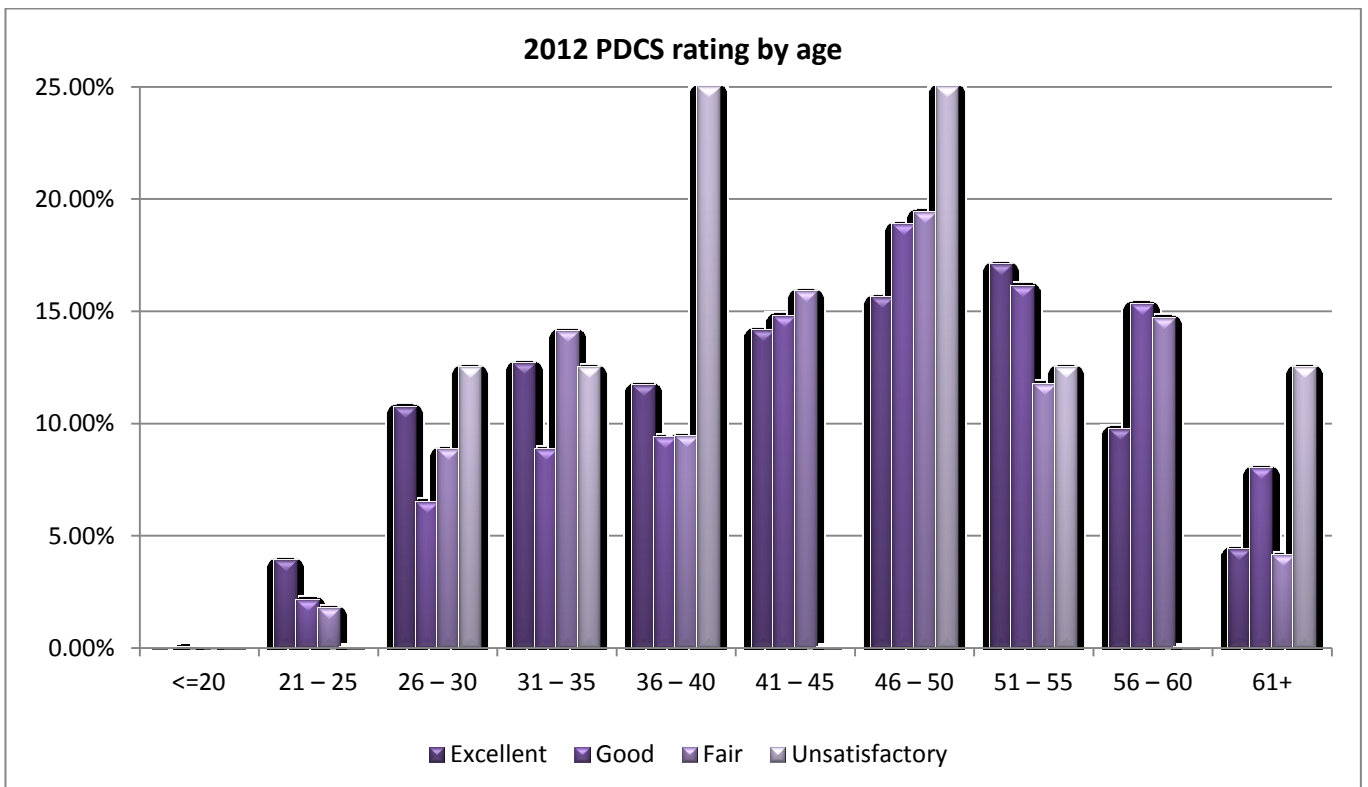
	Year	Excellent		Good		Fair		Unsatisfactory	
		Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
BME	2012	47	5.49%	721	84.23%	81	9.46%	7	0.82%
	2011	39	4.21%	773	83.48%	111	11.99%	3	0.32%
	2010	47	5.48%	705	82.26%	103	12.02%	2	0.23%
Prefer Not to Say	2012	8	15.38%	39	75.00%	5	9.62%	0	0.00%
	2011	6	9.52%	49	77.78%	8	12.70%	0	0.00%
	2010	7	4.38%	140	87.50%	12	7.50%	1	0.63%
White	2012	150	10.07%	1255	84.23%	84	5.64%	1	0.07%
	2011	119	7.22%	1,426	86.53%	103	6.25%	0	0.00%
	2010	136	8.98%	1,281	84.55%	94	6.20%	4	0.26%

6.1.6 PDCS rating by disability



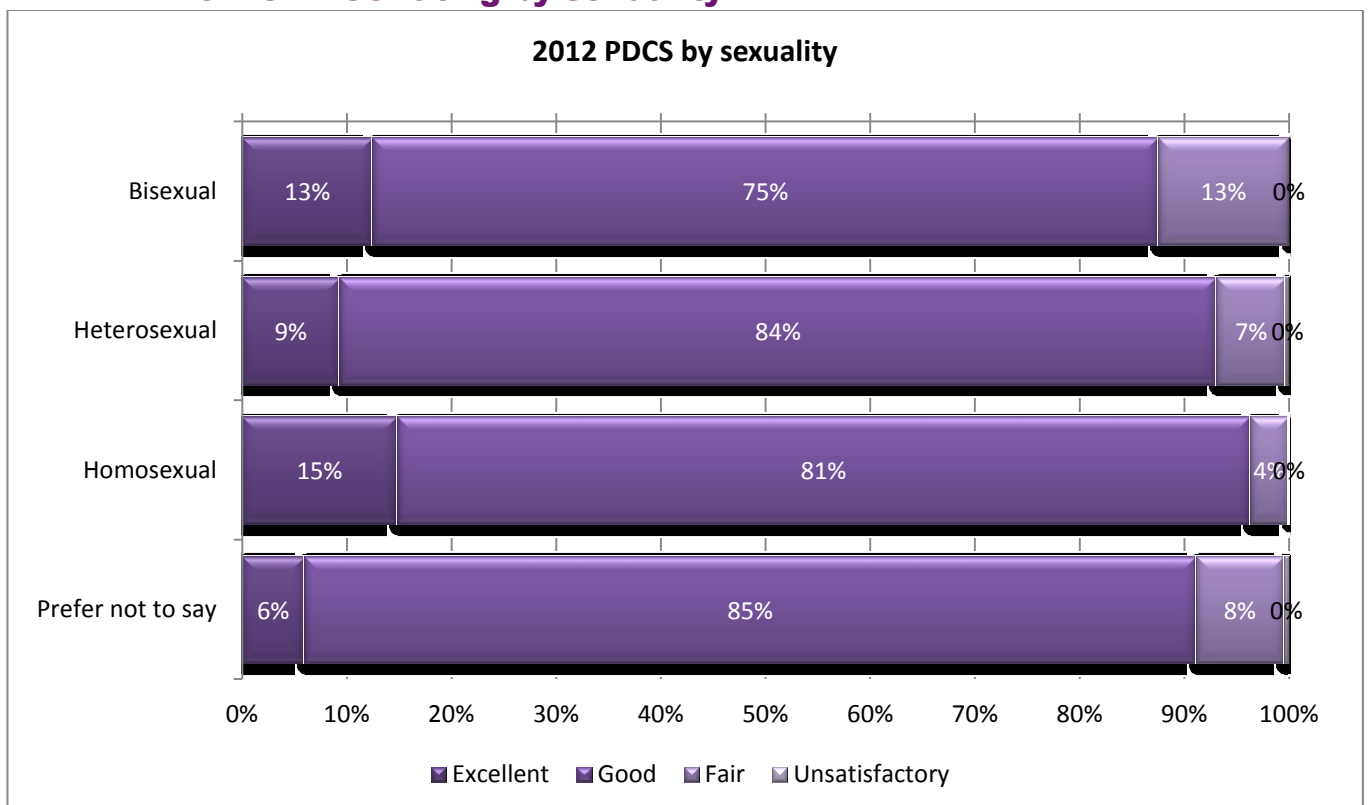
	Year	Excellent		Good		Fair		Unsatisfactory	
		Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Not Disabled	2012	187	8.92%	1,750	83.45%	152	7.25%	8	0.38%
	2011	150	6.46%	1,972	84.96%	197	8.49%	2	0.09%
	2010	180	7.95%	1,888	83.39%	190	8.39%	6	0.27%
Disabled	2012	16	7.34%	190	87.16%	12	5.50%	0	0.00%
	2011	10	4.20%	206	86.55%	21	8.82%	1	0.42%
	2010	10	5.03%	172	86.43%	16	8.04%	1	0.50%
Prefer Not to Say	2012	2	2.41%	75	90.36%	6	7.23%	0	0.00%
	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



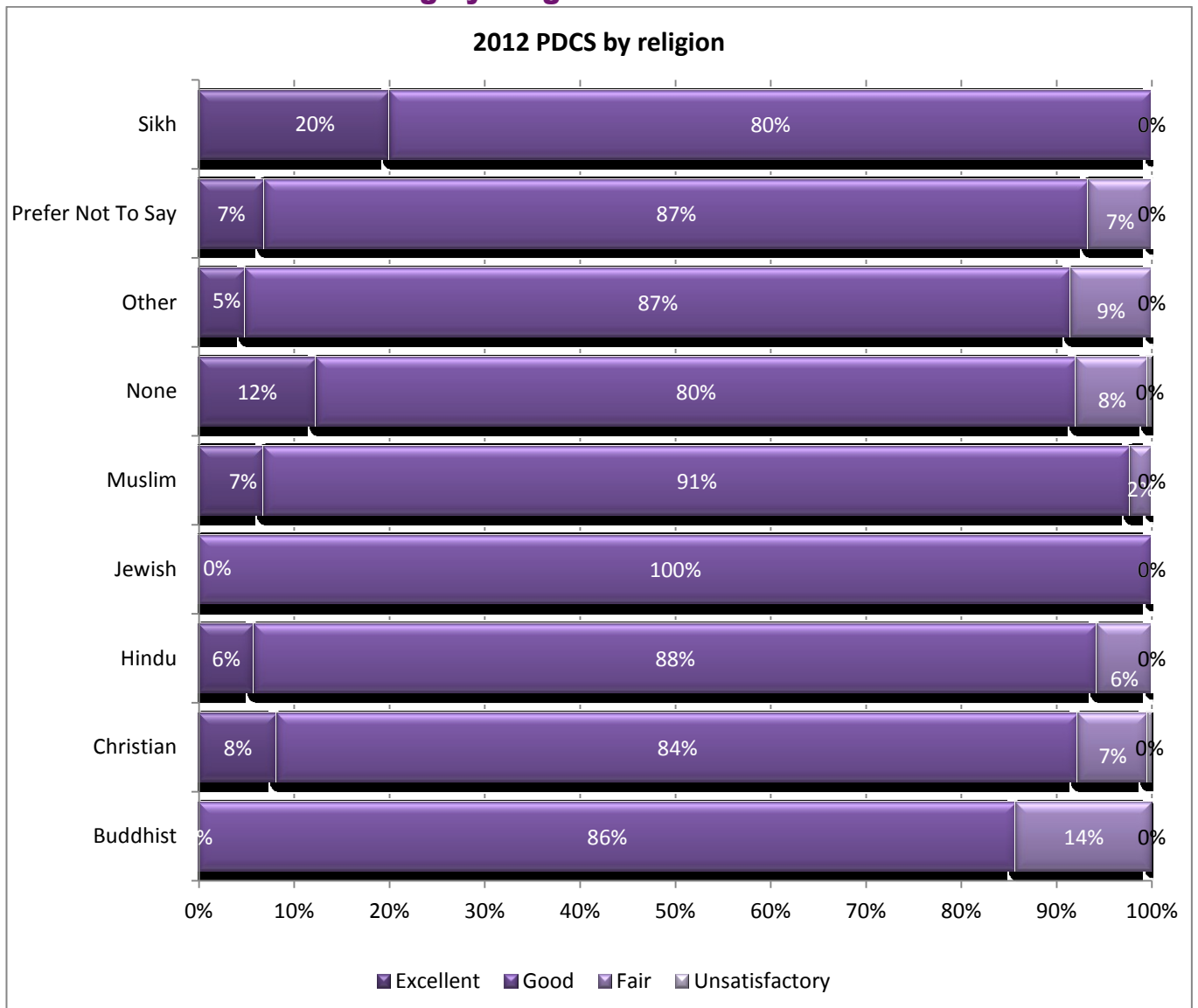
		Excellent		Good		Fair		Unsatisfactory		
Age Bands	<=20	2012	0	0.00%	1	100%	0	0.00%	0	0.00%
		2011	1	25.00%	2	50.00%	1	25.00%	0	0.00%
	21-25	2012	8	14.81%	43	79.63%	3	5.56%	0	0.00%
		2011	5	7.94%	51	80.95%	7	11.11%	0	0.00%
	26-30	2012	22	13.02%	131	77.51%	15	8.88%	1	0.59%
		2011	21	10.45%	157	78.11%	23	11.44%	0	0.00%
	31-35	2012	26	11.35%	178	77.73%	24	10.48%	1	0.44%
		2011	16	6.64%	209	86.72%	14	5.81%	2	0.83%
	36-40	2012	24	10.39%	189	81.82%	16	6.93%	2	0.87%
		2011	18	6.38%	239	84.75%	24	8.51%	1	0.35%
	41-45	2012	29	8.19%	298	84.18%	27	7.63%	0	0.00%
		2011	24	5.88%	339	83.09%	45	11.03%	0	0.00%
	46-50	2012	32	7.16%	380	85.01%	33	7.38%	2	0.45%
		2011	20	4.33%	405	87.66%	37	8.01%	0	0.00%
	51-55	2012	35	9.19%	325	85.30%	20	5.25%	1	0.26%
		2011	31	6.86%	392	86.73%	29	6.42%	0	0.00%
	56-60	2012	20	5.65%	309	87.29%	25	7.06%	0	0.00%
		2011	16	4.44%	313	86.94%	31	8.61%	0	0.00%
	61+	2012	9	5.06%	161	90.45%	7	3.93%	1	0.56%
		2011	12	7.32%	141	85.98%	11	6.71%	0	0.00%

6.1.8 PDCS rating by sexuality



		Excellent		Good		Fair		Unsatisfactory	
Bisexual	2012	1	12.50%	6	75.00%	1	12.50%	0	0.00%
	2011	1	12.50%	6	75.00%	1	12.50%	0	0.00%
	2010	1	10.00%	8	80.00%	1	10.00%	0	0.00%
Heterosexual	2012	163	9.35%	1,459	83.71%	116	6.66%	5	0.29%
	2011	115	6.25%	1,573	85.44%	151	8.20%	2	0.11%
	2010	96	6.68%	1,225	85.25%	112	7.79%	4	0.28%
Homosexual	2012	4	14.81%	22	81.48%	1	3.70%	4	14.81%
	2011	3	11.11%	22	81.48%	2	7.41%	0	0.00%
	2010	1	4.35%	21	91.30%	1	4.35%	0	0.00%
Prefer Not to Say	2012	37	5.97%	528	85.16%	52	8.39%	37	5.97%
	2011	45	5.91%	647	85.02%	68	8.94%	1	0.13%
	2010	92	8.66%	872	82.11%	95	8.95%	3	0.28%

6.1.9 PDCS rating by religion



		Excellent		Good		Fair		Unsatisfactory	
Buddhist	2012	0	0.00%	6	85.71%	1	14.29%	0	0.00%
	2011	1	14.29%	6	85.71%	0	0.00%	0	0.00%
	2010	0	0.00%	6	100.00%	0	0.00%	0	0.00%
Christian	2012	104	8.22%	1,063	84.03%	92	7.27%	6	0.47%
	2011	89	6.55%	1,147	84.46%	119	8.76%	3	0.22%
	2010	78	6.75%	979	84.76%	94	8.14%	4	0.35%
Hindu	2012	3	5.77%	46	88.46%	3	5.77%	0	0.00%
	2011	2	4.26%	43	91.49%	2	4.26%	0	0.00%
	2010	4	9.30%	34	79.07%	5	11.63%	0	0.00%
Jewish	2012	0	0.00%	11	100.00%	0	0.00%	0	0.00%
	2011	0	0.00%	11	100.00%	0	0.00%	0	0.00%
	2010	0	0.00%	12	100.00%	0	0.00%	0	0.00%
Muslim	2012	3	6.82%	40	90.91%	1	2.27%	0	0.00%
	2011	1	2.04%	44	89.80%	4	8.16%	0	0.00%
	2010	2	4.88%	33	80.49%	6	14.63%	0	0.00%
None	2012	59	12.29%	383	79.79%	36	7.50%	2	0.42%
	2011	39	7.20%	458	84.50%	45	8.30%	0	0.00%
	2010	46	7.46%	520	84.28%	50	8.10%	1	0.16%
Other	2012	4	4.88%	71	86.59%	7	8.54%	0	0.00%
	2011	3	3.53%	76	89.41%	6	7.06%	0	0.00%
	2010	2	3.39%	51	86.44%	6	10.17%	0	0.00%
Prefer Not To Say	2012	31	6.86%	391	86.50%	30	6.64%	0	0.00%
	2011	29	5.43%	459	85.96%	46	8.61%	0	0.00%
	2010	58	11.07%	419	79.96%	45	8.59%	2	0.38%
Sikh	2012	1	20.00%	4	80.00%	0	0.00%	0	0.00%
	2011	0	0.00%	4	100.00%	0	0.00%	0	0.00%
	2010	0	0.00%	3	100.00%	0	0.00%	0	0.00%

7. Absence profile

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

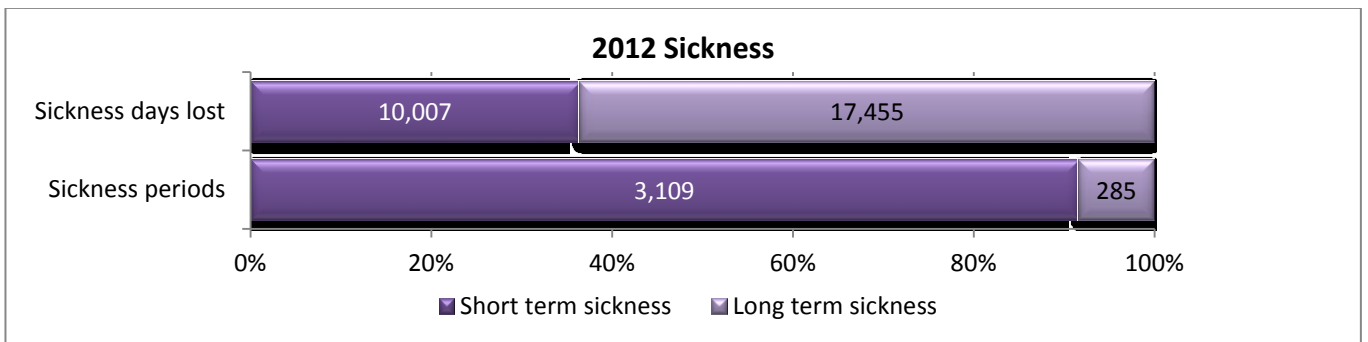
7.1 All sickness and long term sickness profile

This section details the profile for all employees absent due to sickness between October 2011 and September 2012.



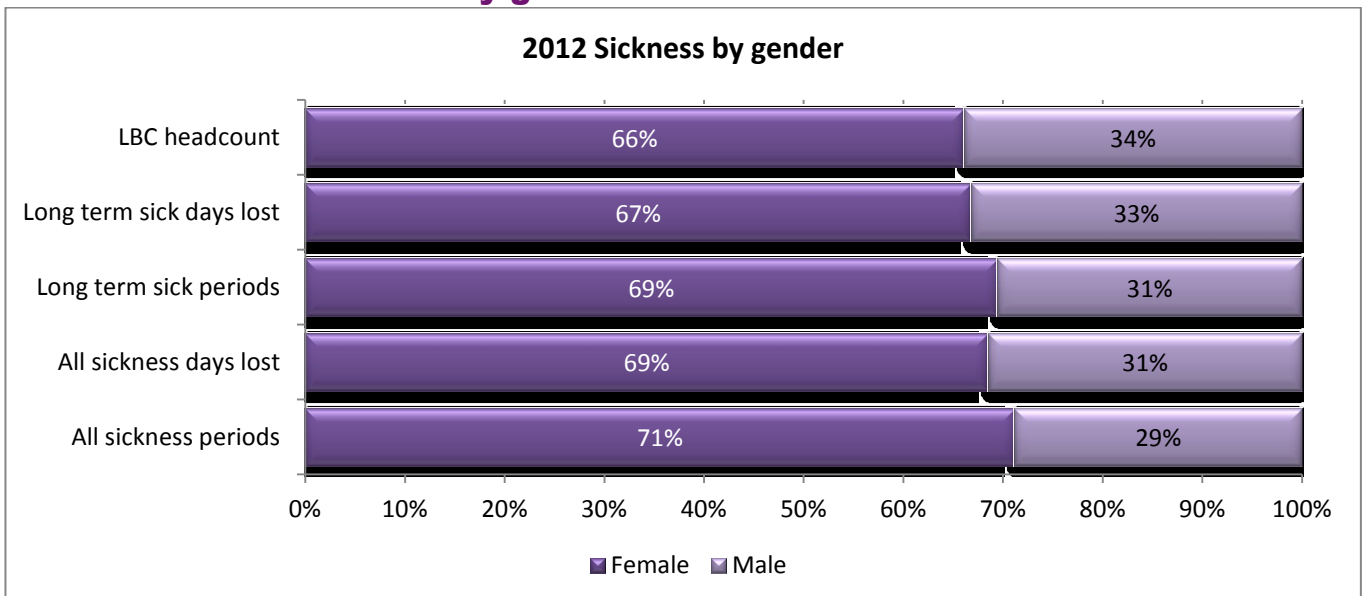
Definition: long term sickness absence is defined as a period of absence which continues for 20 or more working days. Any periods shorter than this are therefore considered to be short term.

7.1.1 Total sickness



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

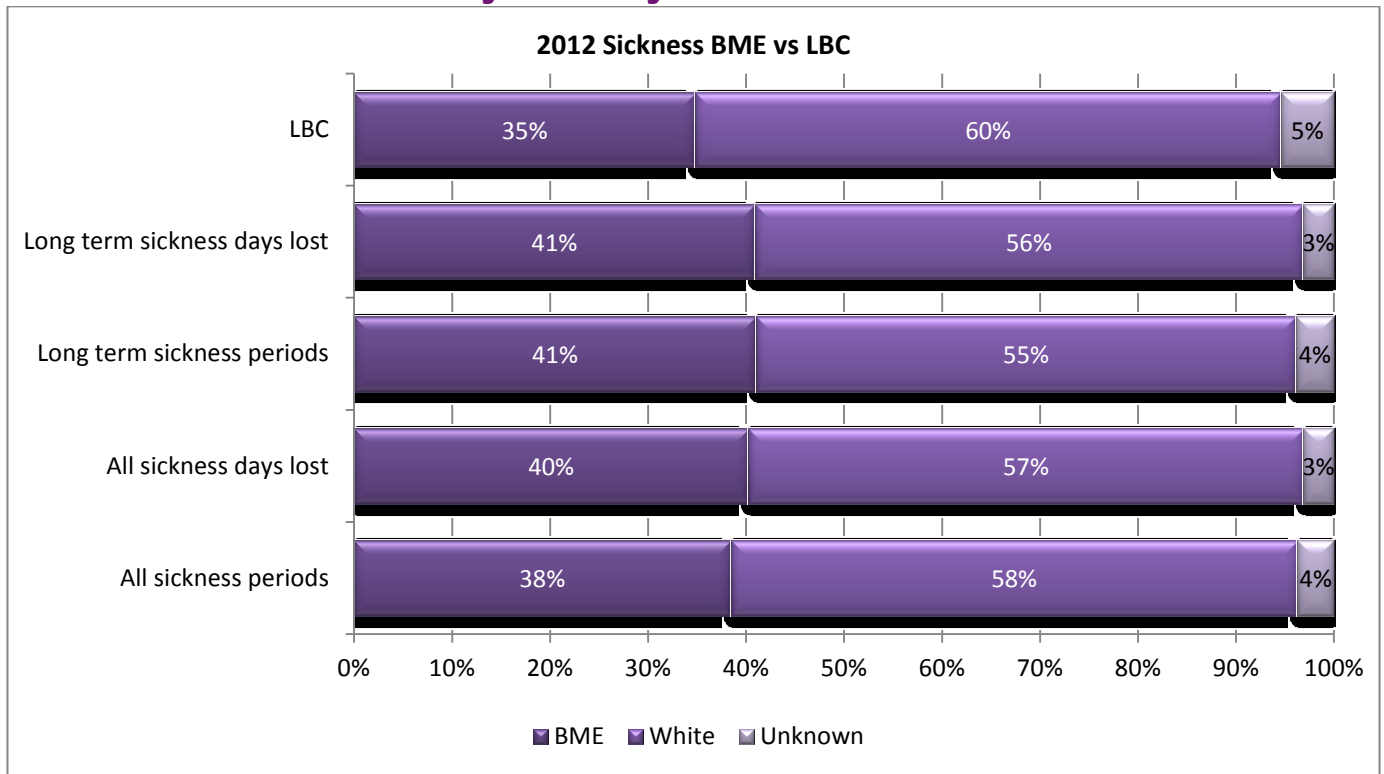
7.1.2 Sickness by gender



		All sickness periods		All sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount	
Female	2012	2,415	71.20%	18,821	68.54%	198	69.47%	11,664	66.82%	2,241	66.13%
	2011	2,592	67.98%	21,649	68.29%	222	67.68%	13,800	67.61%	2,291	64.90%
	2010*	939	67.60%	8,630	69.15%	103	67.76%	6,196	71.42%	2,592	64.88%
Male	2012	977	28.80%	8,637	31.46%	87	30.53%	5,791	33.18%	1,148	33.87%
	2011	1,221	32.30%	10,050	31.71%	106	32.32%	6,611	32.39%	1,239	35.10%
	2010*	450	32.40%	3,851	30.85%	49	32.24%	2,480	28.58%	1,403	35.12%

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

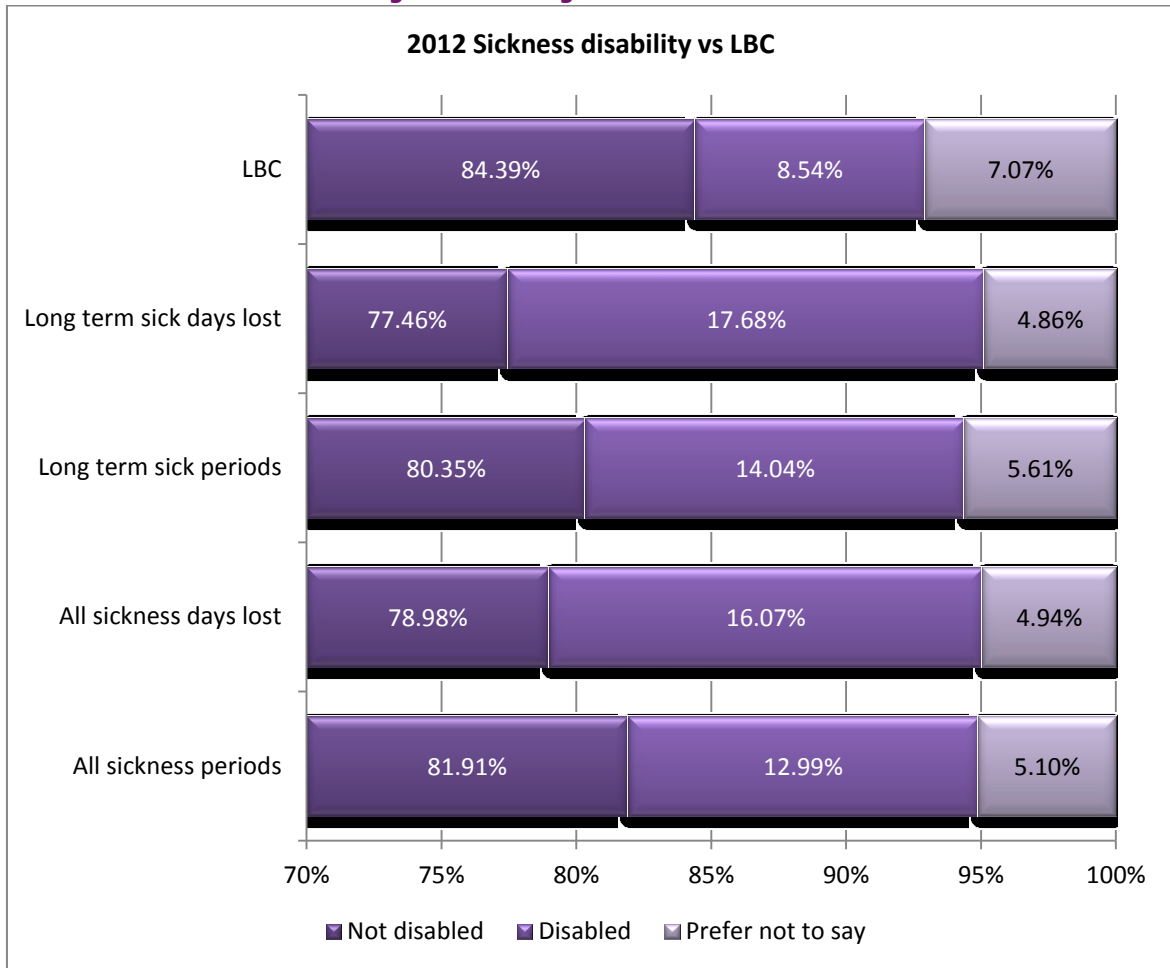
7.1.3 Sickness by ethnicity



		Sickness periods		Sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount	
BME	2012	1,306	38.48%	11,062	40.28%	117	41.05%	7,137	40.89%	1,188	34.86%
	2011	1,484	38.92%	12,848	40.53%	128	39.02%	8,324	40.78%	1,231	34.87%
	2010*	549	39.52%	4,939	39.58%	57	37.50%	3,443	39.67%	1,463	36.63%
White	2012	1,962	57.81%	15,547	56.61%	157	55.09%	9,772	55.98%	2,036	59.74%
	2011	2,221	58.25%	18,166	57.31%	191	58.23%	11,724	57.44%	2,100	59.49%
	2010*	794	57.16%	7,227	57.90%	92	60.52%	5,046	58.16%	2,287	57.25%
Prefer Not to Say	2012	126	3.71%	853	3.11%	11	3.86%	546	3.13%	184	5.40%
	2011	108	2.83%	685	2.16%	9	2.74%	364	1.78%	199	5.64%
	2010*	46	3.31%	315	2.52%	3	1.97%	187	2.16%	245	6.13%

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

7.1.4 Sickness by disability



	Year	Sickness periods		Sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount	
		Count	%	Count	%	Count	%	Count	%	Count	%
Not disabled	2012	2,780	81.91%	21,690	78.98%	229	80.35%	13,521	77.46%	2,876	84.39%
	2011	3,168	83.08%	25,056	79.04%	254	77.44%	15,646	76.65%	2,997	84.90%
	2010*	1,212	87.26%	10,651	85.34%	131	86.18%	7,309	84.24%	3,446	86.26%
Disabled	2012	441	12.99%	4,414	16.07%	40	14.04%	3,086	17.68%	291	8.54%
	2011	502	13.17%	5,737	18.10%	64	19.51%	4,259	20.87%	311	8.81%
	2010*	133	9.58%	1,662	13.32%	20	13.16%	1,308	15.08%	321	8.04%
Prefer not to say	2012	173	5.10%	1,358	4.94%	16	5.61%	848	4.86%	241	7.07%
	2011	143	3.75%	906	2.86%	10	3.05%	507	2.48%	222	6.29%
	2010*	44	3.17%	168	1.35%	1	0.66%	59	0.68%	228	5.71%

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

7.1.8 Sickness by age

		Sickness periods		Sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount		
Age bands	<=20	2012	28	0.82%	120.5	0.44%	2	0.70%	59	0.34%	20	0.59%
		2011	40	1.05%	68	0.21%	0	0.00%	0	0.00%	30	0.85%
		2010*	16	1.15%	59	0.47%	1	0.66%	27	0.31%	29	0.73%
	21 – 25	2012	134	3.95%	354	1.29%	1	0.35%	20	0.11%	107	3.14%
		2011	147	3.86%	530	1.67%	5	1.52%	226	1.11%	127	3.60%
		2010*	41	2.95%	55	0.44%	6	3.95%	294	3.39%	139	3.48%
	26 – 30	2012	310	9.13%	1,197	4.36%	11	3.86%	340	1.95%	261	7.66%
		2011	375	9.83%	1,878	5.93%	17	5.18%	784	3.84%	304	8.61%
		2010*	147	10.58%	655	5.25%	15	9.87%	889	10.25%	349	8.74%
	31 – 35	2012	414	12.20%	2,355	8.58%	25	8.77%	1,195	6.85%	347	10.18%
		2011	438	11.49%	2,423	7.65%	28	8.54%	1,266	6.20%	354	10.03%
		2010*	133	9.58%	1,160	9.29%	16	10.53%	828	9.54%	353	8.84%
	36 – 40	2012	347	10.22%	3,447	12.55%	34	11.93%	2,441	13.99%	327	9.60%
		2011	477	12.51%	4,356	13.74%	46	14.02%	2,896	14.19%	372	10.54%
		2010*	207	14.90%	1,473	11.80%	20	13.16%	1,174	13.53%	446	11.16%
	41 – 45	2012	511	15.06%	3,723	13.56%	42	14.74%	2,309	13.23%	474	13.91%
		2011	492	12.90%	3,772	11.90%	32	9.76%	2,297	11.26%	511	14.48%
		2010*	191	13.75%	1,659	13.29%	24	15.79%	1,462	16.85%	572	14.32%
	46 – 50	2012	511	15.06%	4,742	17.27%	52	18.25%	3,331	19.08%	607	17.81%
		2011	534	14.00%	5,096	16.08%	43	13.11%	3,338	16.36%	585	16.57%
		2010*	214	15.41%	2,063	16.53%	29	19.08%	1,842	21.23%	649	16.25%
	51 – 55	2012	527	15.53%	4,361	15.88%	49	17.19%	2,684	15.38%	531	15.58%
		2011	590	15.47%	5,986	18.88%	67	20.43%	4,170	20.43%	558	15.81%
		2010*	215	15.48%	2,476	19.84%	17	11.18%	916	10.56%	634	15.87%
	56 – 60	2012	387	11.40%	4,958	18.05%	43	15.09%	3,704	21.22%	455	13.35%
		2011	473	12.40%	4,889	15.42%	60	18.29%	3,420	16.75%	440	12.46%
		2010*	135	9.72%	1,333	10.68%	24	15.79%	1,244	14.34%	514	12.87%
61+	2012	223	6.57%	2,199	8.01%	26	9.12%	1,371	7.85%	244	7.16%	
	2011	247	6.48%	2,700	8.52%	30	9.15%	2,014	9.87%	222	6.29%	
	2010*	90	6.48%	1,548	12.40%	1	0.66%	27	0.31%	267	6.68%	
Prefer Not to Say	2012	2	0.06%	5	0.02%	0	0.00%	0	0.00%	35	1.03%	
	2011	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
	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	2012	16	0.47%	30	0.11%		0.00%		0.00%	11	0.32%
	2011	16	0.42%	139	0.44%	1	0.30%	105	0.51%	9	0.25%
	2010*	5	0.36%	123	0.99%	2	1.32%	102	1.18%	14	0.40%
Heterosexual	2012	2441	71.92%	20,274	73.82%	212	74.39%	13,025	74.62%	2,368	69.48%
	2011	2,645	69.37%	21,732	68.55%	223	67.99%	13,909	68.14%	2,394	67.82%
	2010*	858	61.77%	6,766	54.21%	85	55.92%	4,407	50.80%	2,336	58.50%
Homosexual	2012	54	1.59%	391	1.43%	2	0.70%	176	1.01%	39	1.14%
	2011	50	1.31%	469	1.48%	3	0.91%	331	1.62%	44	1.25%
	2010*	11	0.79%	59	0.47%	1	0.66%	44	0.51%	41	1.00%
Prefer not to say	2012	883	26.02%	6767	24.64%	71	24.91%	4254.5	24.37%	990	29.05%
	2011	1,102	28.90%	9,359	29.52%	101	30.79%	6,066	29.72%	1,083	30.68%
	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	2012	10	0.29%	168	0.61%	3	1.05%	155	0.89%	13	0%
	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	2012	1,640	48.32%	14,453	52.63%	152	53.33%	9,470	54.25%	1,695	50%
	2011	1,623	42.56%	13,262	41.84%	140	42.68%	8,342	40.87%	1,733	49%
	2010*	663	47.73%	6,170	49.44%	84	55.26%	4,320	49.79%	1,842	46%
Hindu	2012	75	2.21%	301	1.10%	2	0.70%	47	0.27%	64	2%
	2011	65	1.70%	178	0.56%	1	0.30%	28	0.14%	65	2%
	2010*	25	1.80%	178	1.43%	4	2.63%	105	1.21%	81	2%
Jewish	2012	8	0.24%	87	0.32%	1	0.35%	53	0.30%	12	0%
	2011	9	0.24%	190	0.60%	2	0.61%	160	0.78%	13	0%
	2010*	1	0.07%	2	0.02%	0	0.00%	0	0.00%	20	1%
Muslim	2012	72	2.12%	534	1.94%	4	1.40%	384	2.20%	69	2%
	2011	57	1.49%	226	0.71%	2	0.61%	90	0.44%	67	2%
	2010*	24	1.73%	291	2.33%	4	2.63%	245	2.82%	82	2%
None	2012	785	23.13%	4,977	18.12%	51	17.89%	2,710	15.53%	690	20%
	2011	722	18.94%	5,957	18.79%	55	16.77%	3,982	19.51%	705	20%
	2010*	254	18.29%	2,198	17.61%	22	14.47%	1,530	17.63%	762	19%
Other	2012	140	4.12%	1,894	6.90%	15	5.26%	1,429	8.19%	115	3%
	2011	143	3.75%	942	2.97%	8	2.44%	555	2.72%	111	3%
	2010*	56	4.03%	810	6.49%	10	6.58%	650	7.49%	112	3%
Prefer not to say	2012	646	19.03%	4,960	18.06%	56	19.65%	3,187	18.26%	743	22%
	2011	1,159	30.40%	10,711	33.79%	118	35.98%	7,116	34.86%	816	23%
	2010*	352	25.34%	2,808	22.50%	28	18.42%	1,826	21.05%	1,076	27%
Sikh	2012	18	0.53%	87	0.32%	1	0.35%	20	0.11%	7	0%
	2011	27	0.71%	135	0.43%	1	0.30%	68	0.33%	10	0%
	2010*	9	0.65%	18	0.14%	0	0.00%	0	0.00%	9	0%

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

7.1.11 Sickness profile by marital status

	All sickness periods		All sickness days lost		Long term sick periods		Long term sick days lost		LBC headcount	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Married or Civil Partner	1,500	44.20%	11,002	40.06%	125	43.86%	6,631	37.99%	1,633	47.92%
Not Married or Not Civil Partner	1,469	43.28%	12,367	45.03%	118	41.40%	7,948	45.54%	1,288	37.79%
Prefer not to say	425	12.52%	4,093	14.91%	42	14.74%	2,876	16.48%	487	14.29%

7.2 Maternity absence profile

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

In the 2012 reporting period 117 employees were absent due to maternity.

7.2.1 Maternity by department

	Maternity Headcount	Maternity Percentage	LBC (Women only)
CEO	5	4.27%	4.95%
CFL	47	40.17%	43.06%
CRCS	36	30.77%	20.35%
DASHH	22	18.80%	23.56%
PE	7	5.98%	8.08%
LBC	117	100%	100%

7.2.2 Maternity followed by leaving

Of the 117 employees on maternity leave, 15 left the council within 4 months of the end of their maternity leave.

	Maternity Percentage
Career Break	33.33%
Other	13.33%
Redundancy	6.67%
Resignation	40.00%
TUPE	6.67%
Total	100%

7.2.3 Maternity by grade

	Maternity Headcount	Maternity Percentage	LBC (Women only)
Officer	94	80.34%	82.20%
Manager	22	18.80%	15.71%
Senior Manager	1	0.85%	2.10%

7.2.4 Maternity by basis

	Maternity Headcount	Maternity Percentage	LBC (Women only)
Full time	73	62.39%	67.43%
Part time	44	37.61%	32.57%

End
