

Leicester City Council

Equality monitoring report 2016/17



Leicester
City Council

Leicester City Council will operate with creativity and drive for the benefit of Leicester and its people
Be confident | Be clear | Be respectful | Be fair | Be accountable

About this report

Leicester City Council is committed to having a workforce that is reflective of the communities we serve. This report provides an insight into our progress against this objective and fulfils part of our Public Sector Equality Duty under the Equality Act 2010. The report analyses the profile of our workforce (excluding school based employees) as at 31 March 2017 and, where range data is used, 1 April 2016 to 31 March 2017.

The report uses data from the most recent census (2011) to draw comparisons between the council's workforce and the city's population, publically available data from Manchester City Council, Coventry City Council and City of Bradford Metropolitan District Council to draw comparisons with similar unitary authorities, and the Local Government Association (LGA) workforce survey 2015/16 to provide national comparisons. Trends in key aspects of the data over the past five years are also identified where data is available.

Information we hold about our employees

We collect a high volume of data on the protected characteristics¹ of our workforce. This provides us with a valuable means to understand the potential needs of our workforce and the extent to which it reflects the communities in Leicester. The majority of data is collected via employees completing a declaration via the on-line Myview system. It is not mandatory to complete this but it is actively encouraged.

The table below shows declaration rates for each protected characteristic which we record (age and gender is recorded for all employees on our payroll system). There are high declaration rates for race, religion and disability². In some cases employees have selected that they prefer not to say but this is still counted as a declaration as they have made a choice to provide a response. We do not currently record marriage/civil partnership.

	Declared	Prefer not to say	Unknown
Race	83.7%	2.5%	13.8%
Religion or belief	68%	6.6%	25.4%
Sexual orientation	13.5%	1%	85.5%
Disability	80.8%	0.6%	18.6%
Transgender status	7%	0.3%	92.7%

Declaration rates have decreased for most protected characteristics over the last year, with the exception of sexual orientation (risen from 10.9% to 13.5%) and transgender status (risen from 3.8% to 7%).

This report analyses the workforce by the following 'protected characteristics' in the Equality Act 2010:

- Age
- Gender
- Race
- Religion or belief
- Disability

¹ Protected characteristics are those groups defined by the Equality Act 2010. There are nine protected characteristics covered by the Act – age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sexual orientation and sex.

² The council uses both the social model and equality act definitions of disability. For the purpose of this report an employee is considered to be 'disabled' if they have declared they consider themselves to have a disability under either of these definitions.

The Council is committed to continuing to improve the data it holds on employees' protected characteristics. As we strive to increase declaration rates for gender reassignment and sexual orientation we anticipate being able to also include analysis for these characteristics in future. Another area which can be readily addressed is how we use equalities data captured during recruitment to ensure that we have a complete data set for new employees, currently equality monitoring data does not migrate from the recruitment system to the HR system for appointees. The implementation of a new recruitment system in the coming months should provide a means to address this. Comparison data

There is no single comprehensive national source of data on the local government workforce in relation to equalities. The Local Government Association carries out a survey of the workforce within councils which Leicester City Council participates in each year. Their most recent survey was available to complete online between November 2016 and March 2017. The final overall response rate achieved was 47% (163 councils). 55% of English unitary councils responded

The detailed national report can be found [here](#).

This does not provide comprehensive coverage in terms of equalities but does provide some information on the top 5% of earners and also on aspects such as entry to employment. Relevant data is included in this report where appropriate.

In addition we have gathered a sample of workforce equality profiles from other large unitary authorities of similar size where they have produced and published such reports. These are:

- [Manchester City Council Equality Information 2016/17](#)
- [Coventry City Council's 2014/15 report on workforce profile information](#)
- [City of Bradford Metropolitan District Council workforce profile information 30th June 2016](#)
- [City of Wolverhampton Equality in Employment Monitoring Report 2016/17](#)

We have used these reports to provide a comparison of Leicester's workforce with these cities in respect of race, gender and disability. Only Manchester included any data on religion and belief and this was only based on a survey completed by 2,784 employees (39% of their workforce), the other authorities provided no information on religion and belief. Similarly only Manchester had any data on sexual orientation. Where possible we have also extracted data about the top 5% of earners / senior management grades from these reports.

The data from each city is based on a non-school workforce of the following size:

- Leicester – 5,656 full-time equivalent (FTE)
- Manchester – 6,916 FTE
- Coventry – 4,506 FTE
- Bradford – 6,765 FTE
- Wolverhampton – 4,305 (headcount)

Summary

The key points arising from the data in this report are:

Overall workforce profile

- The size of the council's central workforce has declined year on year since 2010 and as at 31 March 2017 totalled 6,664 (5,473 FTE).
- 58% of employees live in the city and 38% outside the city within Leicestershire. Only a very small proportion of employees live outside Leicestershire (4%). This has been consistent over the last 5 years.
- 59% of the workforce are women, a significantly higher figure than in Leicester's economically active population (45%). This figure has remained constant since 2010 and is not dissimilar to the other cities where we have identified comparative data, who also have higher proportions of female staff (Manchester 66%, Coventry 70%, Bradford 65% Wolverhampton 72%).
- 80% of our workforce have declared whether or not they consider themselves to have a disability, of these employees 7.8% have declared that they are disabled, a very similar level to Leicester's economically active population who are in employment (7.7%), and higher than other cities which we have comparative data for (Manchester 4.8%, Coventry 6%, Bradford 4.6% and Wolverhampton 1.8%).
- Of those that have made a declaration 37% of the workforce declare that they are from a black and minority ethnic (BME) background. This represents a steady increase from 34% in 2011/12, and is significantly higher than the other cities for which we have comparative data (Manchester 20%, Coventry 16%, Bradford 24% and Wolverhampton 24%).
- Representation in relation to employees declaring as black or mixed race is consistent with the economically active population of Leicester. 29% of the workforce have declared as Asian compared to 37% of the economically active population.
- The 51-55 age group is the largest age group (18%) in our workforce. 4.3% of the workforce is 25 or under, 8.5% 30 or under. The age profile of Leicester's workforce mirrors those of the other cities where we have identified comparative data.
- Compared to the median average for single/upper tier authorities Leicester compares very favourably in terms of both apprenticeship and graduate placements. Leicester had 81 apprentices compared with a median average of 37 for single/upper tier authorities (for 2015/16), and 37 graduate placements versus only a median average of three for single/upper tier authorities (for 2015/16).
- 68% of employees have declared their religion or belief. Of those who have made a declaration the greatest proportion of staff are Christian (41%) followed by those with no religion (23%).
- 79% of the men work full time, whilst just over half of women work part-time or term-time.

Top 5% earners

- Within the top 5% of earners, 64% are women, compared to 59% of the workforce overall, this has increased significantly from 51% in 2010/11.
- Within the top 5% of earners, 6% have declared they have a disability compared to 7.8% of the workforce overall.
- 18% of the top 5% of earners are from a BME background, compared with 37% of the workforce overall.
- Compared to the median average for single/upper tier authorities Leicester compares very favourably in terms of representation across the top 5% of earners, and particularly in terms of ethnicity and disability. On average across unitary/single tier authorities 52% of the top 5% of earners were women, 5% were BME and 3% had a disability. This compares to 64%, 18% and 6% respectively for Leicester.
- Leicester also has much higher proportions of BME, female and disabled staff within the top 5% of earners than Manchester, Coventry and Bradford.

Disciplinary, suspensions, grievance and capability cases

- There were 213 disciplinary cases, 34 suspensions and 51 grievance cases opened between 1 April 2016 and 31 March 2017. There were only three capability cases recorded for 2016/17.
- There was a higher proportion of disciplinary cases for men (4%) compared with women (2%).
- There is a correlation between age and disciplinaries, with older employees less likely to be subject to disciplinary, however the reverse is the case for suspensions.
- Disabled employees were less likely to be subject to both disciplinary or suspension. However a disproportionate number of grievances were raised by those who declared themselves as disabled.

Recruitment

- Between 1 April 2016 and 31 March 2017. 6,399 applications were received for vacancies, of which 2,954 (46%) were shortlisted. 901 candidates were appointed (14% of applicants).
- The highest number of applications, those shortlisted and appointments came from the 21-25 age group which is positive given the work done to seek to attract younger employees, however 21-25 year olds were least likely to be shortlisted (37%, compared with an average of 46% for all age groups). For those shortlisted, under 21's have the highest appointment rate (39%), followed by 31-35 year olds. 61-65 year olds have the lowest appointment after shortlisting rate (26%). 21-25 year olds and those over 65 have the lowest overall appointment success rates.
- Applicants aged 51-55 have the highest shortlist success rate (60%, compared with an average of 46%), excluding those aged over 65 (for which there were only 20 applicants).
- Women accounted for the highest proportion of applicants (53%), those short listed (54%) and those appointed (57%).
- There was an almost balanced split between white (3,706) and overall BME (3,453) applicants, with white employees accounting for 61% of appointments.

Update on equality action plan

We are committed to having a workforce that is reflective of the communities we serve. We will continue to work closely with our employee groups, along with others including trade unions, to identify ways in which we can support both our existing workforce in terms of their performance and development, and in recruiting and retaining employees in relation to different protected characteristics.

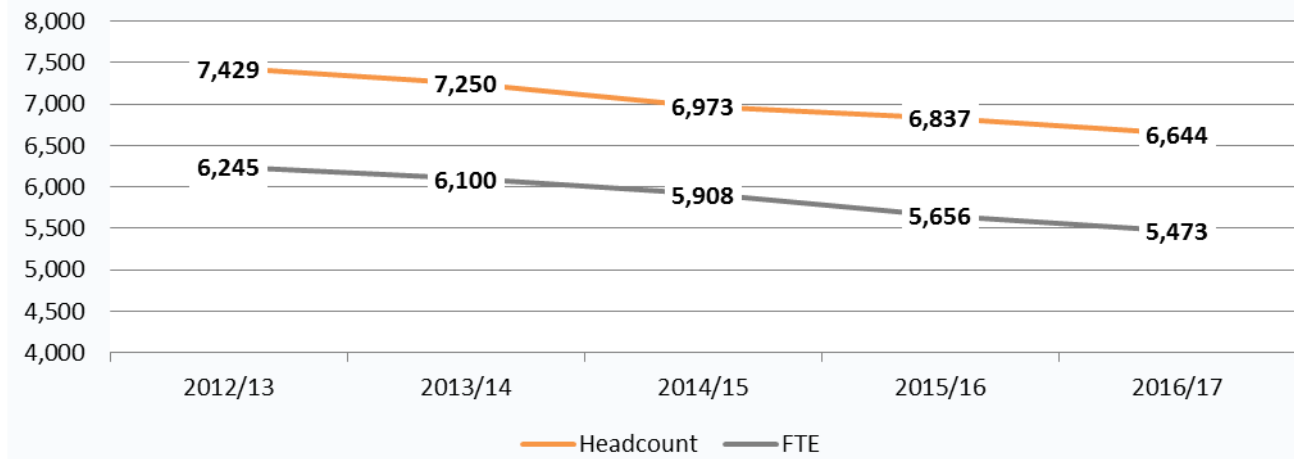
The table below summarises the key actions taken following the 2015/16 report.

Issue	Specific actions proposed in 2015/16 report	Update
Improving declaration rates	<p>As part of the Stonewall workplace equality index action plan, work on improving declaration rates in relation to sexual orientation and transgender status through effective communication including cascade via managers.</p> <p>Identify ways to better capture the data collected at recruitment for new employees.</p>	<p>Declaration rates for sexual orientation rose 24% in 2016/17 from 10.9% to 13.5%, and for transgender status they rose 84% from 3.8% to 7%.</p> <p>It is planned a new recruitment system will be in place in early 2018 which will allow equality monitoring data to be migrated onto an employee's HR record at appointment. Work needs to continue as part of the implementation of the new HR/Payroll system to continue to improve declaration rates underpinned by a sustained communications campaign.</p>
Succession planning in relation to an ageing workforce	<p>Continue the focus on entry to employment routes for graduates and apprenticeships.</p> <p>Work with the Young Employees Network and other young employees to understand their experience of both the recruitment process, and working for the council, and how we can further improve to support future recruitment and retention of young employees.</p> <p>Work with divisions to identify their specific risks in terms of succession planning and actions that can be taken.</p>	<p>Significant work has been undertaken on an external website specifically focused on our entry to employment offer, which we hope to launch soon. This focuses on the attraction of graduates and apprenticeships.</p> <p>Working with the YEN, we are developing what our 'offer' is and how we can retain graduates and apprentices post placement.</p> <p>Work has started on a workforce strategy which will underpin more detailed workforce planning across each department. This will consider issues such as hard to recruit / retain posts and ways of effectively succession planning for future workforce needs.</p>
Supporting disabled employees	<p>Review data on grievance cases to identify any common issues or trends raised by disabled employees and any actions needed in response to this.</p>	<p>This work has been undertaken looking at cases raised over the past two years. While there was a disproportionate number of grievances raised by disabled employees, in terms of absolute number these were small (fifteen over both years). Of these cases three were related either directly or indirectly to their disability, of which none were upheld.</p>

Our workforce

The total number of staff employed by the council on 31 March 2017 was 6,664, contracted to work 5,473 FTE.

Headcount and FTE 2012/13 to 2016/17

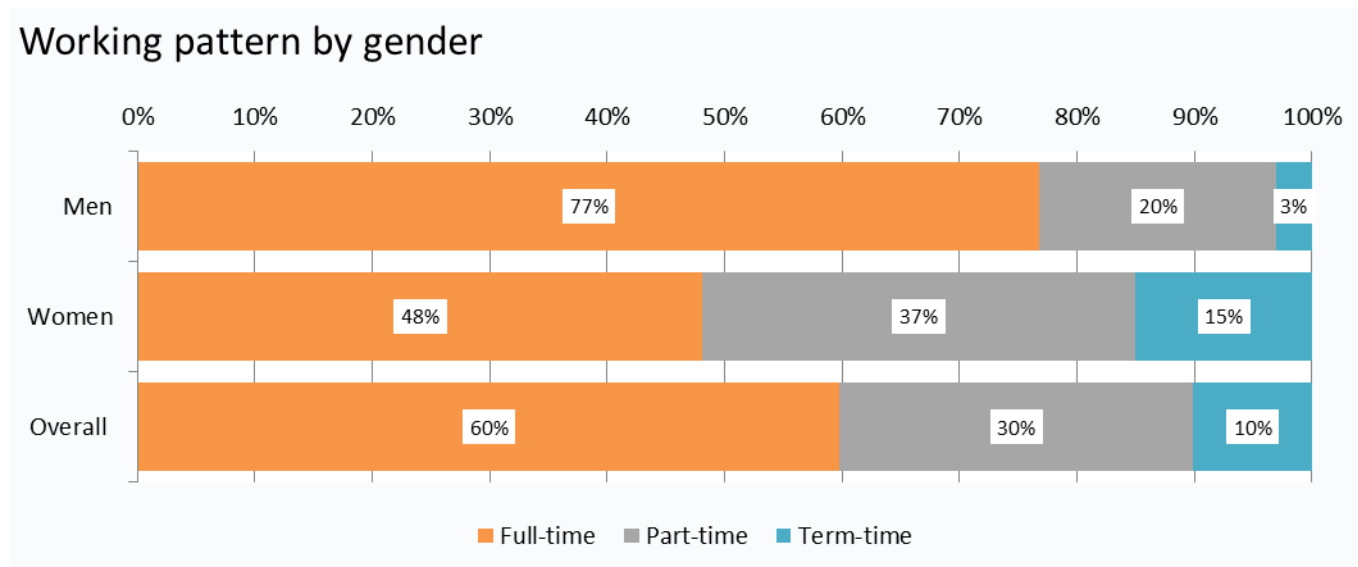


The FTE continues to decrease year on year which is expected and planned in terms of the council's reducing budget. Figures for 2016/17 show an overall decrease of 183 FTE (3.2%) since 2015/16 compared with a reduction of 252 FTE (4.3%) from 2014/15 to 2015/16. Since 2012/2013 FTE has reduced by 770 FTE (12.4%). These figures include employees transferring into and out of the authority via TUPE. The headcount reduction over the 2016/17 year was 2.8%, this is lower than the overall reduction in the local authority employment in the UK, which reduced by 4.1% over the same period (ONS, March 2017). The table below shows the size of each division³ by FTE and headcount (absolute numbers as well as proportion of the total workforce)*Headcount and FTE by division*

	Headcount	Headcount as % of workforce	FTE	FTE as % of workforce
Housing	1,070	16.1%	971.97	14.6%
Learning Services	972	14.6%	595.87	9.0%
Children's Social Care & Early Help	937	14.1%	796.70	12.0%
Neighbourhood & Environmental Services	724	10.9%	613.21	9.2%
Finance	625	9.4%	573.33	8.6%
Adult Social Care & Safeguarding	480	7.2%	407.42	6.1%
Adult Social Care & Commissioning	354	5.3%	308.50	4.6%
Estates & Building Services	337	5.1%	221.30	3.3%
Planning, Development & Transportation	329	5.0%	315.93	4.8%
Public Health	281	4.2%	193.28	2.9%
Tourism, Culture & Inward Investment	202	3.0%	170.35	2.6%
Delivery, Comms & Political Governance	189	2.8%	176.61	2.7%
City Barrister & Head of Standards	94	1.4%	80.58	1.2%
LLEP	25	0.4%	25.00	0.4%
Other	25	0.4%	23.34	0.4%

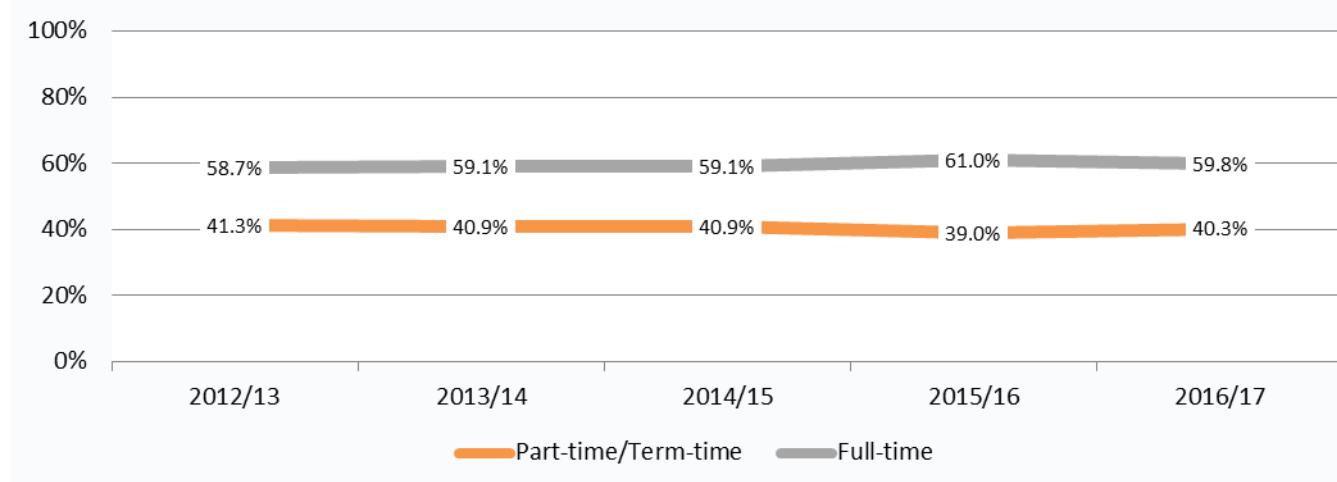
³ The 25 employees of the Leicester and Leicestershire Enterprise Partnership (LLEP) are included in the figures. Although the LLEP is a separate legal entity, the council is the employing body on its behalf.

Working pattern



The majority of employees work full time (60%) with 40% working either part-time (30%) or term-time (10%). When looked at by gender over half of women (52%) work either part-time or term time, compared with just under a quarter of men (23%).

Part-time & term-time employees (2012/13 to 2016/17)

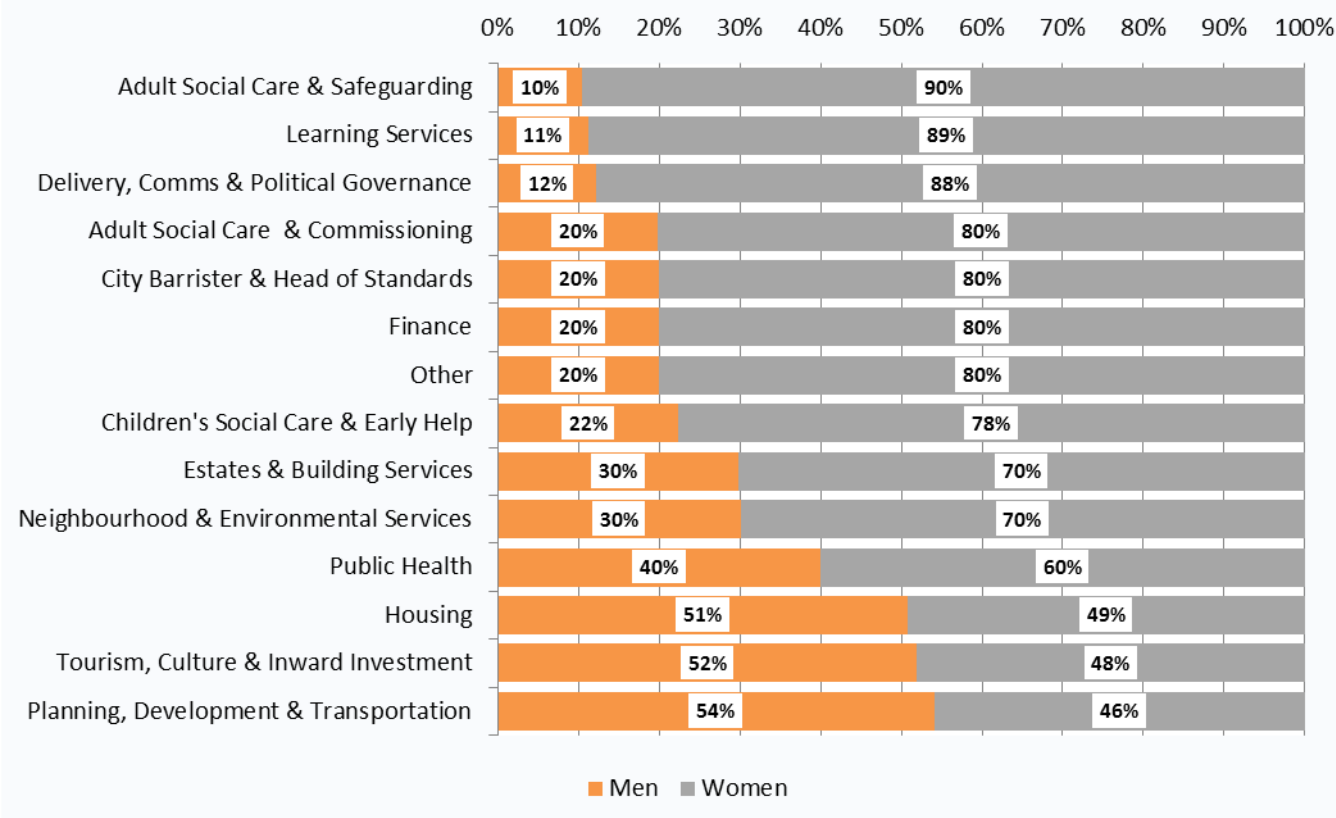


The proportion of part time/term-time employees has remained relatively constant over the past five years.

The table below shows the proportion of part-time and term-time workers in each division by gender, for example 90% of part-time and term-time employees in Adult Social Care & Safeguarding are women.

Women make up the majority of part-time or term time employees within each division, with the exceptions of Planning, Development & Transportation, Tourism, Culture and Inward Investment, and Housing (these divisions are male dominated).

Part-time employees by division and gender

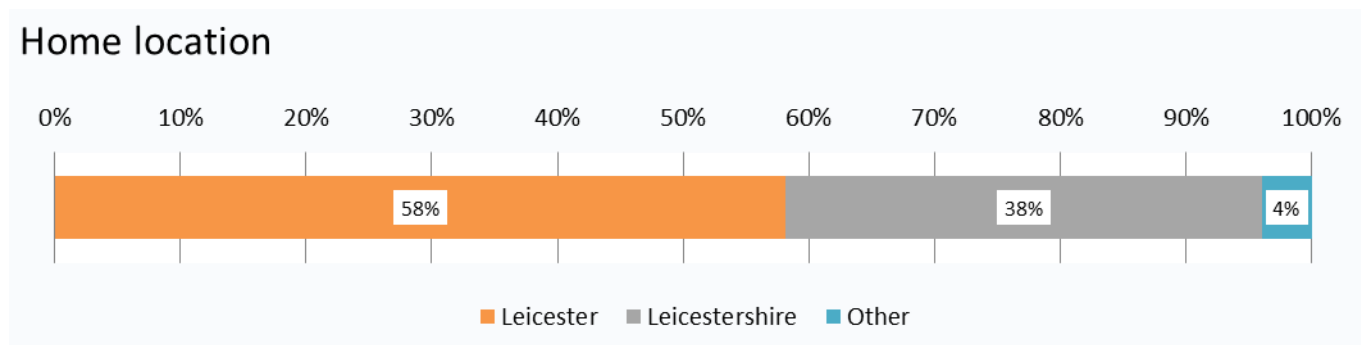


Coventry City Council has a much higher proportion of its female workforce who are part-time than Leicester, whereas the proportions are similar when compared to Manchester. Bradford and Wolverhampton did not include this information in their report.

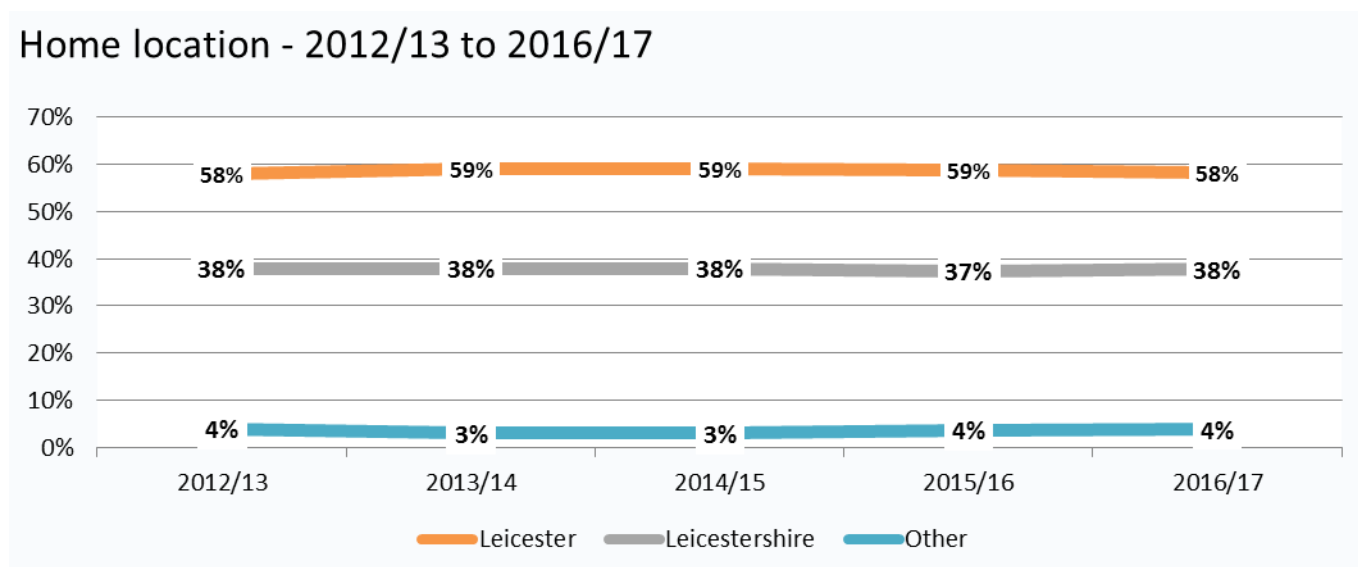
	Leicester	Manchester	Coventry
Percentage of female workforce who are part-time	37%	41%	58%
Percentage of male workforce who are part-time	20%	13%	23%

Home Location

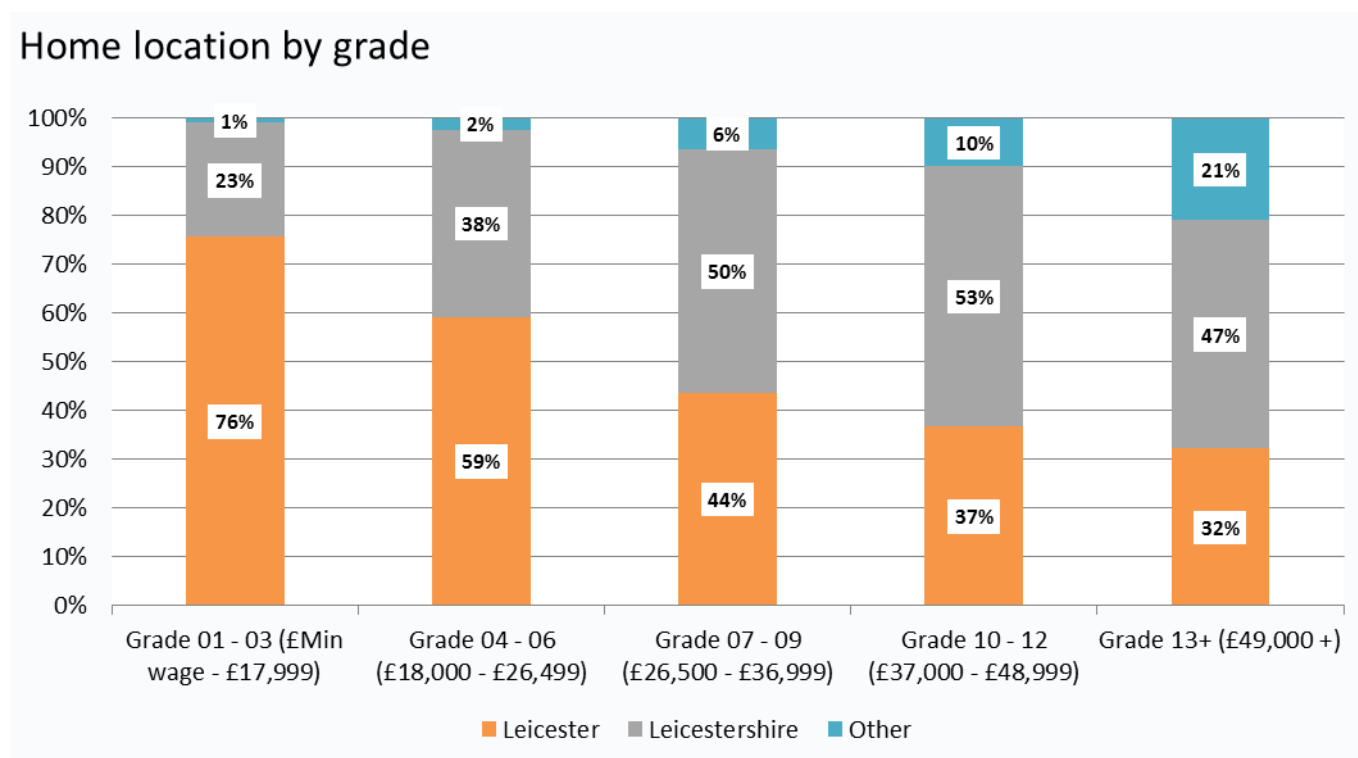
The majority of employees (58%) live within the city boundary with 38% living in Leicestershire and 4% living outside the county boundary.



Home location of employees has remained relatively consistent over the past five years.



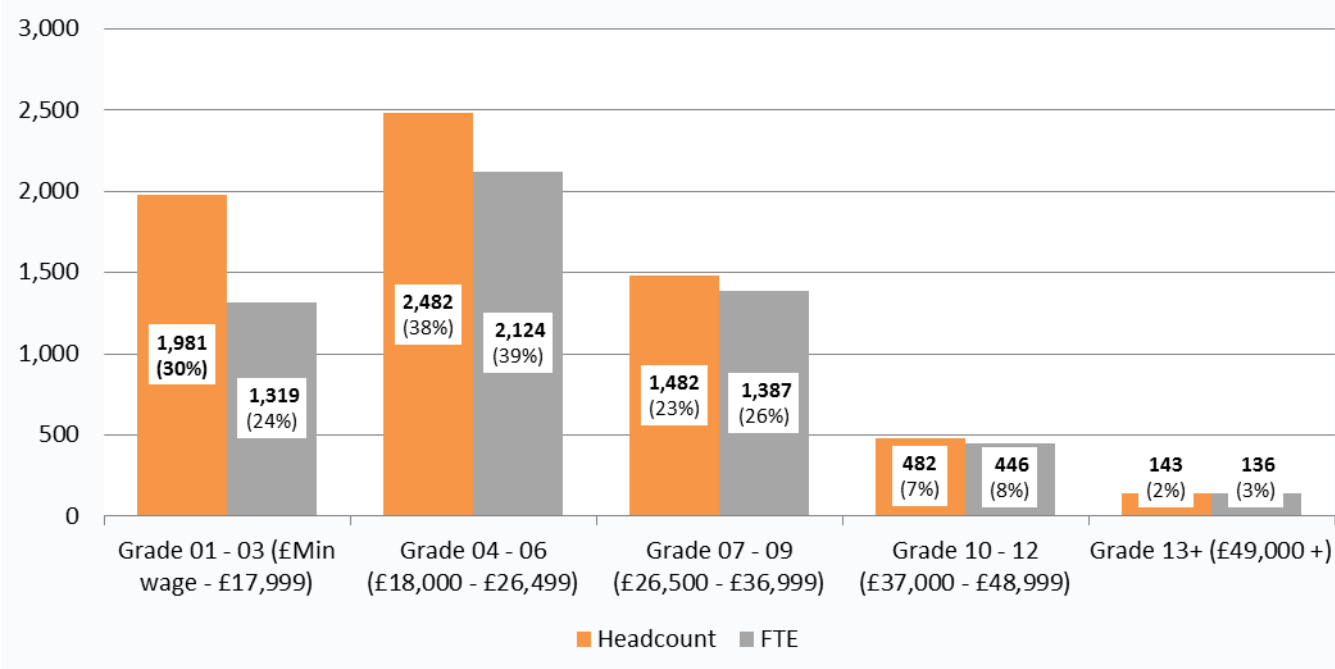
The majority of employees paid at grades 1-6 live in Leicester. The proportion of employees living outside of the city boundary increases with grade with the majority of employees at and above grade 7 living in either Leicestershire county or elsewhere.



Pay

As at the 31 March 2017 the council's grading structure for staff up to and including Head of Service had 15 grades with a salary range of £14,514 - £63,747. The council pays the UK Living Wage (£8.45) to all employees up to and including spinal point 9 of the pay scale, via a supplement. Above Head of Service level the 'City Officer' grade had a pay range of £65,877 - £70,535 and a further three grades covered the council's senior management, i.e. directors and the Head of Paid Service, with a salary range of £79,043 - £128,760. The grading structure in some service areas was different; however salary structures have been consolidated for the purposes of this report.

Headcount and FTE by grade



90% of employees are paid at grade 9 or below, with the largest group of staff being paid at grades 4-6. The large difference between headcount and FTE for group grade 01 – 03 reflects the high proportion of post holders working part-time or term-time (66%).

Top 5% of earners

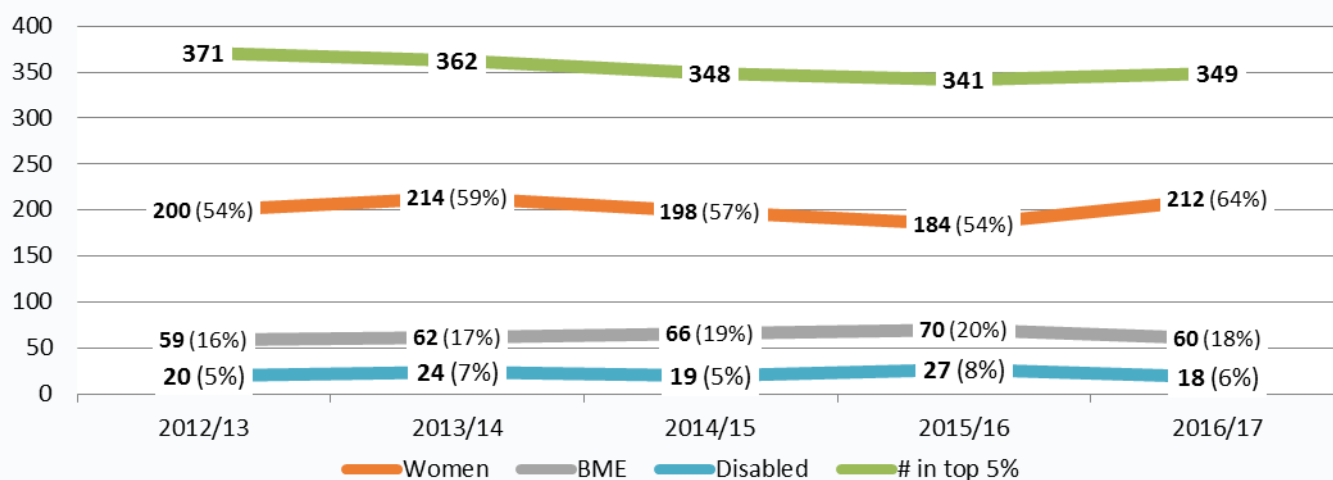
There are 349 employees in the top 5% of earners, for 2016/17 this includes all employees that earn £22.49 per hour or more (equivalent to the top of band 11, £43,387 per year). The figure is slightly greater than 5% of the overall headcount 332 due to a large number of people (70) being paid at £22.49 per hour which are all included.

Although there was a small decline in the proportion of women in the top 5% of earners between 2013/14 and 2015/16 there has been a large increase (18.5%, 28) in the last year (from 54% (184) in 2015/16 to 64% (212) in 2016/17), this increase takes the proportion of women in the top 5% of earners above the overall proportion of women in the workforce (59%). There has been a slight increase in the proportion of BME staff in this group since 2012/13, however the number of BME employees in the top 5% has declined over the last year. The proportion of disabled staff has increased over a five year period, again however there has been a small decline in the last year. Turnover for the top 5% is 16.3%, this is higher than overall turnover of 11.6%.

The decline in the proportion of disabled and BME employees in the top 5% can mostly be attributed to high turnover of this group (11.6%), and new recruits' equality monitoring data not automatically migrating from the recruitment system to the HR system meaning they show as 'unknown'. For 2016/17 the unknown figure for the top 5% was 19%, for 2015/16 this was only 12%. As noted earlier this needs to be addressed as part of the implementation of the new recruitment system. There has also been an increase in the proportion of employees within the Learning Services division within the top 5%, which has a low proportion of employees declared as disabled (3.5%), and is heavily female dominated (84.8%) this accounts for the increase in women in the top 5% for 2016/17. In relation to BME representation, in addition to turnover and the issue of equality data not migrating which accounts for part of the change, the remaining drop (2 percentage points or 6 employees) relates largely to four employees whose pay protection period ended and who therefore on

the basis of pay came out of the top 5% of earners but remain as employees of the Council still in comparatively senior roles.

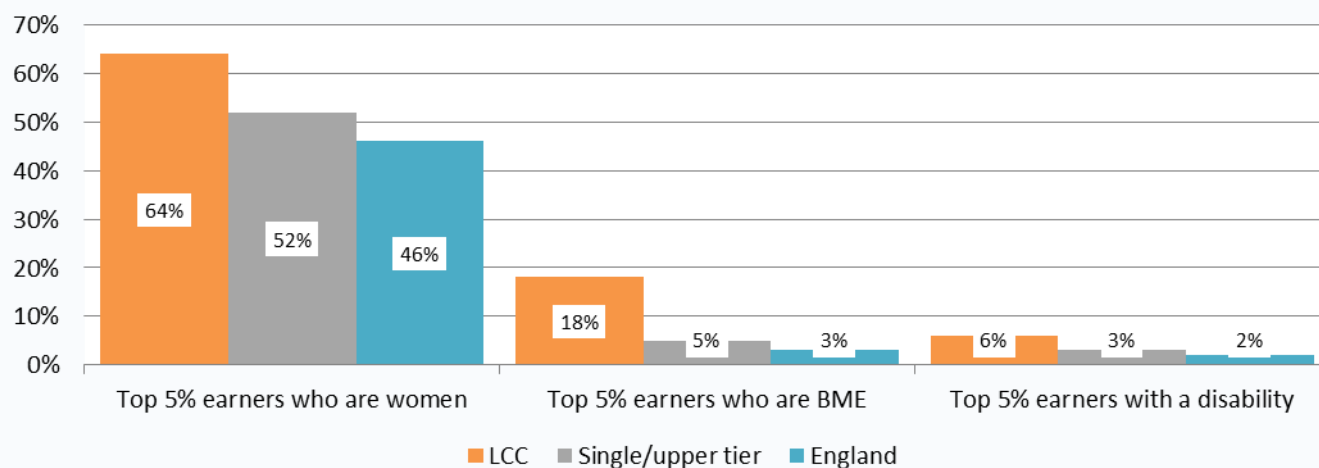
Top 5% earners - 2012/13 to 2016/17



Comparative data

The LGA workforce survey includes data on gender, race and disability for the top 5% of earners. Compared to the median average for single/upper tier authorities Leicester compares very favourably in terms of gender, race and disability. Leicester has 64% of its top 5% of earners who are female versus 52% median average for single/upper tier authorities, 18% BME versus only 5% median average for single/upper tier authorities and 6% disability versus only 3% median average for single/upper tier authorities.

Top 5% of earners - comparison



Leicester has higher proportions of female, disabled and BME staff in the top 5% of earners than the comparator cities.

Top 5% of earners	Leicester	Manchester*	Coventry*	Bradford
Women	64%	51%	53%	45%
BME	18%	6%	11%	15%

Disabled

6%

4%

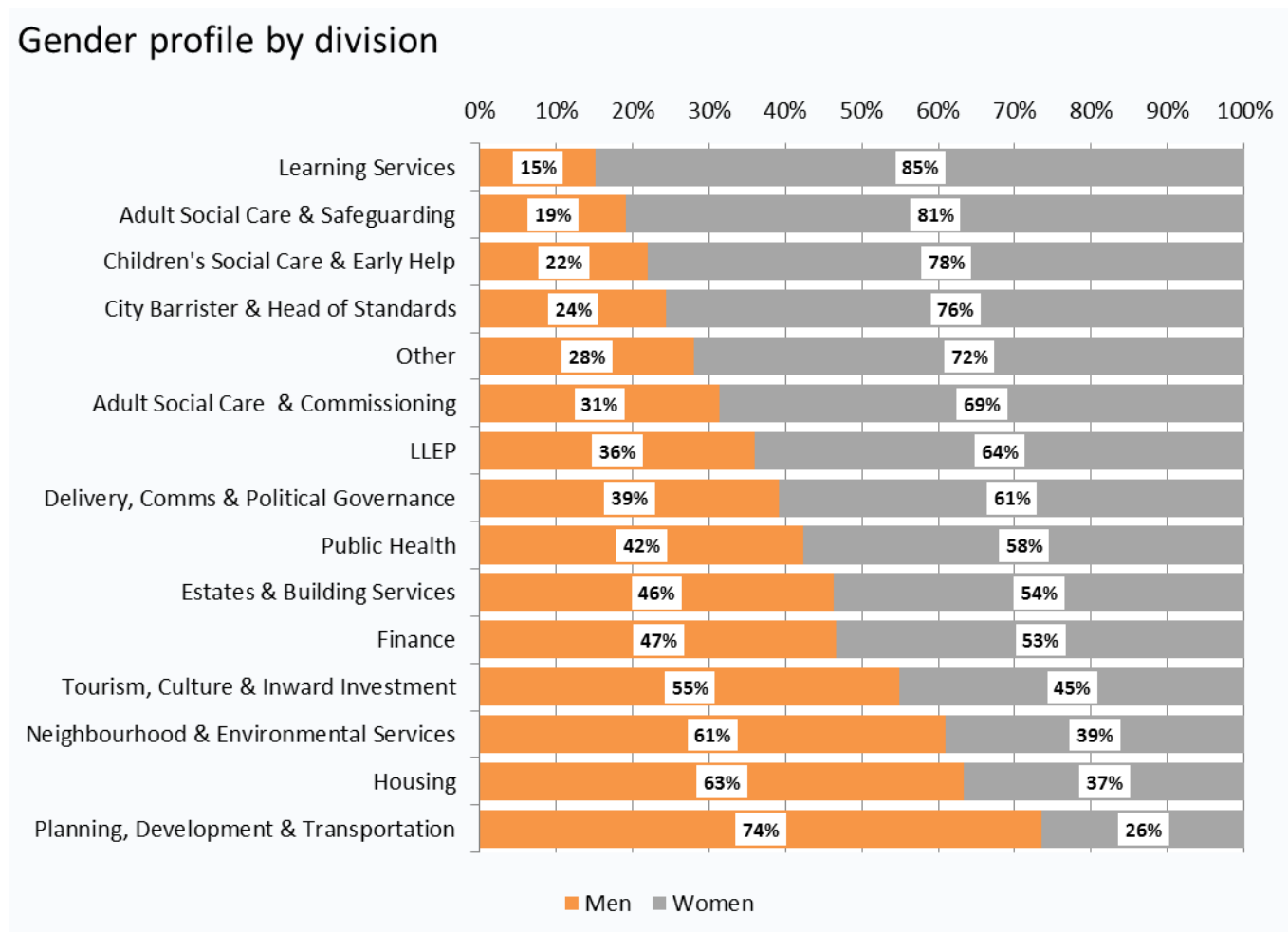
5%

4%

* only data from 2015/16 is available

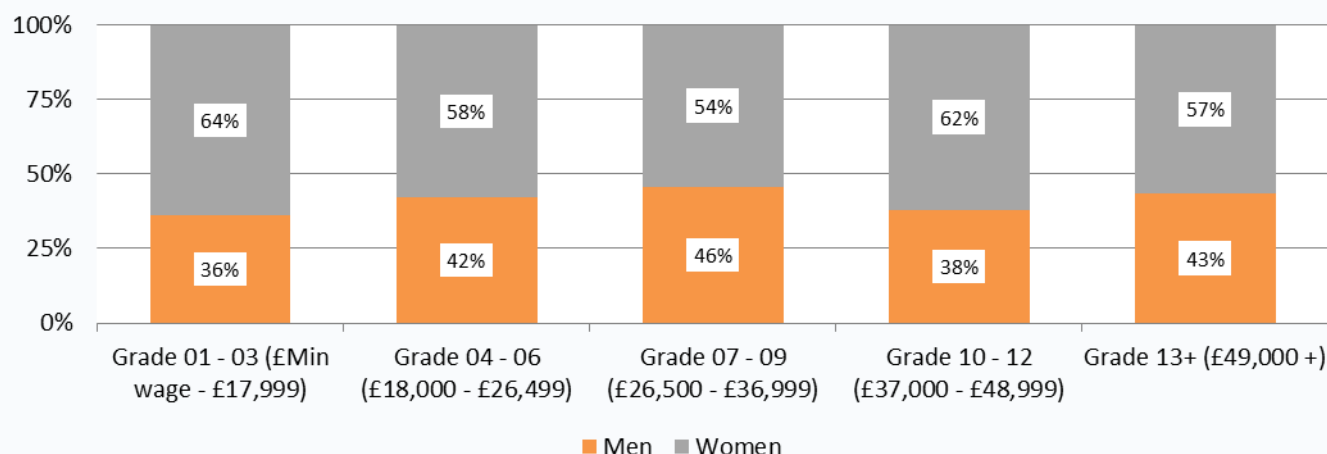
Gender

Women make up 59% of our workforce; this is higher than the economically active female population of Leicester (44%). The table below shows gender by division. Most divisions are female-dominated with the exceptions of Planning, Development & Transportation (74% male), Housing (63% male), Neighbourhood & Environmental Services (61% male) and Tourism, Culture & Inward Investment (55% male).



A higher proportion of women than in the workforce overall are paid at grades 1-3 and also at grades 10 - 12.

Gender by grade



Comparative data

LCC has a lower proportion of women in its workforce than the comparator cities.

	Leicester	Manchester	Coventry	Bradford	Wolverhampton
Percentage of overall workforce who are women	59%	66%	70%	65%	72%

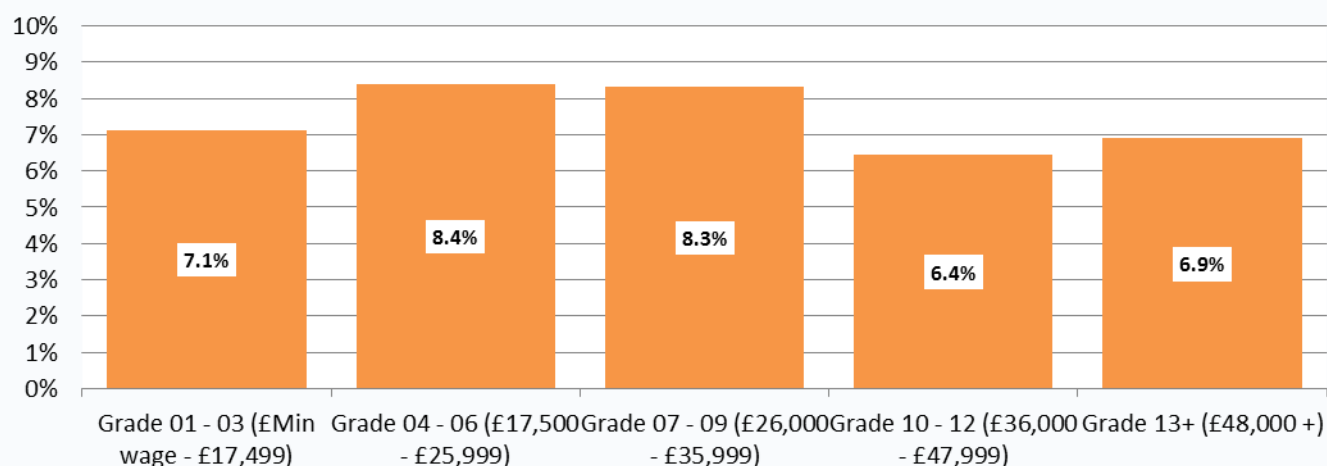
Disability

The council uses a system of positive declaration for disability: employees can declare whether they are disabled using 'MyView' – the self-service element of the council's HR system. 80% of employees have declared their disability status, only these employees are included in the figures below.

The proportion of employees (7.8%) who have declared that they are disabled is very close to the percentage of disabled people in Leicester's economically active population (8.1%) and in line with the disabled people in Leicester's economically active population who are in employment (7.7%).

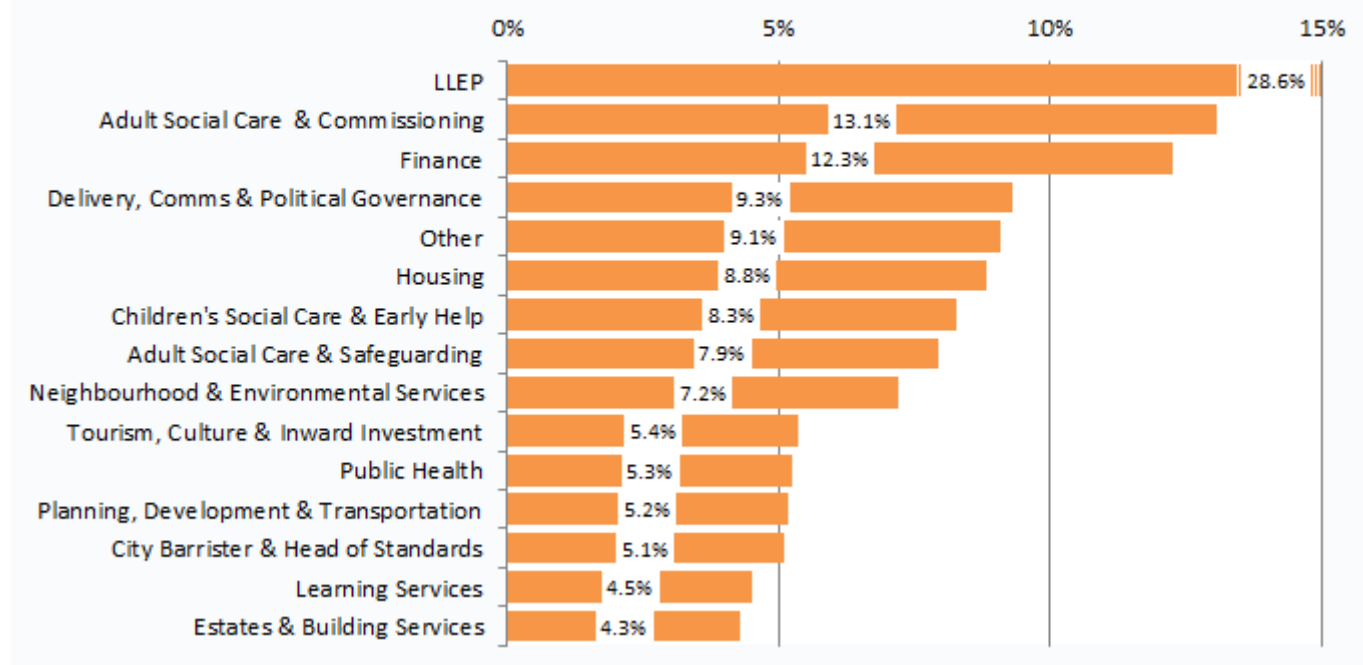
The grade band with the highest proportion of disabled employees is 4-6 (8.4%).

Disability by grade



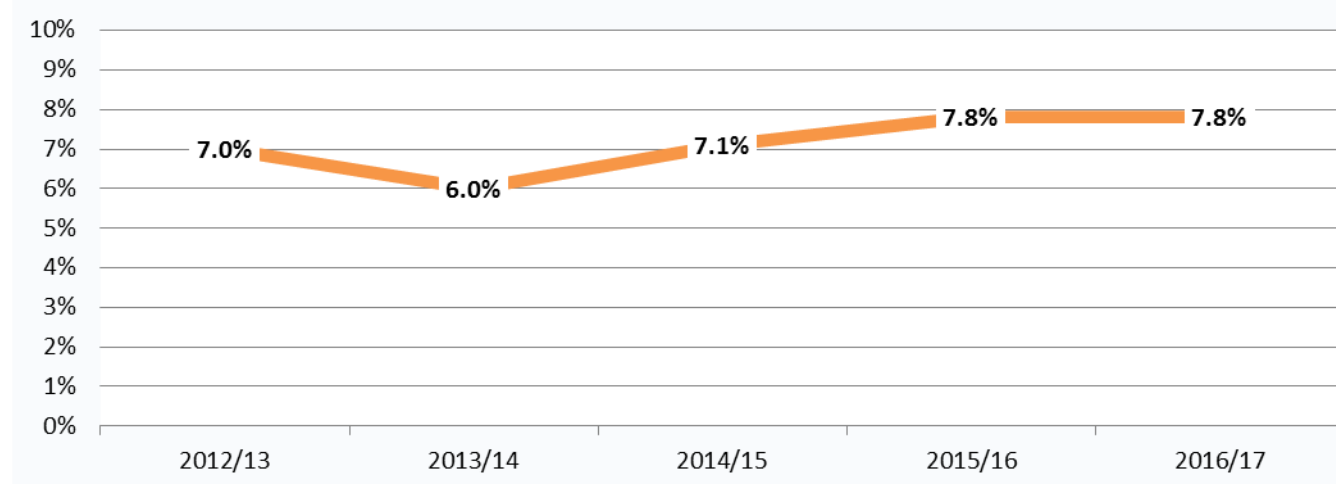
Seven divisions have either the same, or a higher, proportion of disabled staff compared with Leicester's economically active population (8.1%). The division with the highest proportion of disabled staff (excluding LLEP due to small number of staff) is Adult Social Care & Commissioning (13.1%), and Estates and Building Services (4.3%) has the lowest proportion.

Disability profile by division



The percentage of the workforce declaring themselves disabled has increased overall between 2012/13 and 2016/17, from 7% to 7.8%. It has remained the same over the last year.

% employees declared as disabled - 2012/13 to 2016/17



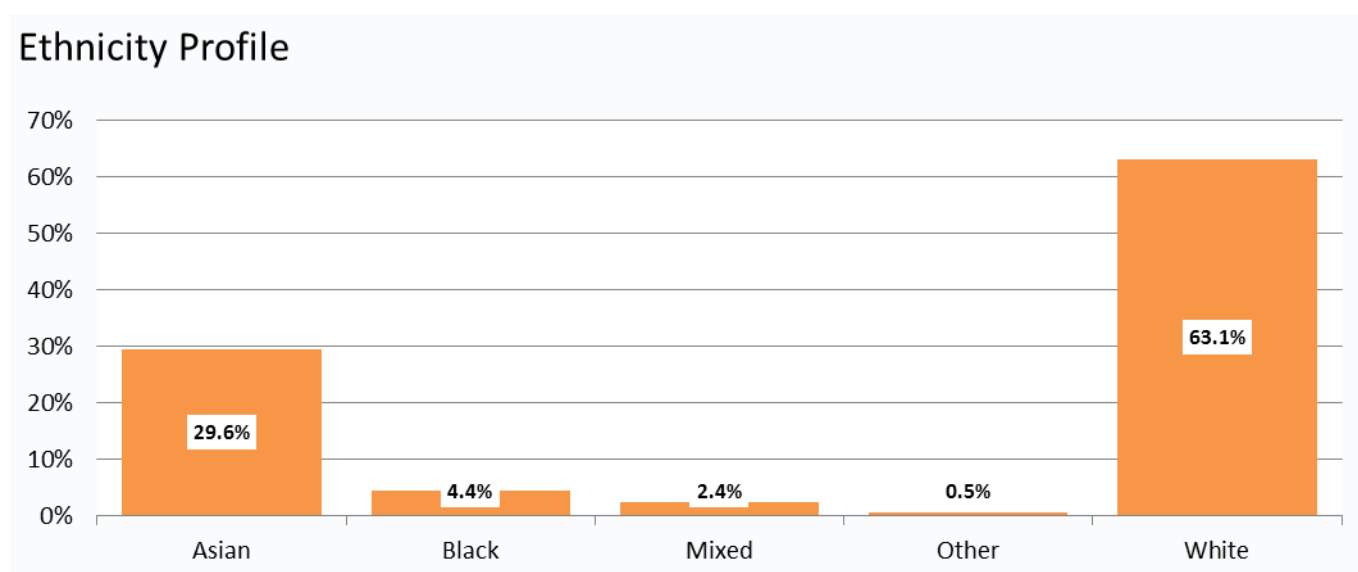
Comparative data

Leicester also has a higher proportion of disabled staff than the comparator cities.

	Leicester	Manchester	Coventry	Bradford	Wolverhampton
Percentage of overall workforce with a disability	7.8%	4.8%	6%	4.6%	1.8%

Race

Of those that have made a declaration 36.9% of the workforce declared that they are from a black and minority ethnic (BME) background (which includes those who are Asian, black and mixed race), and 63.1% declare their race as white.

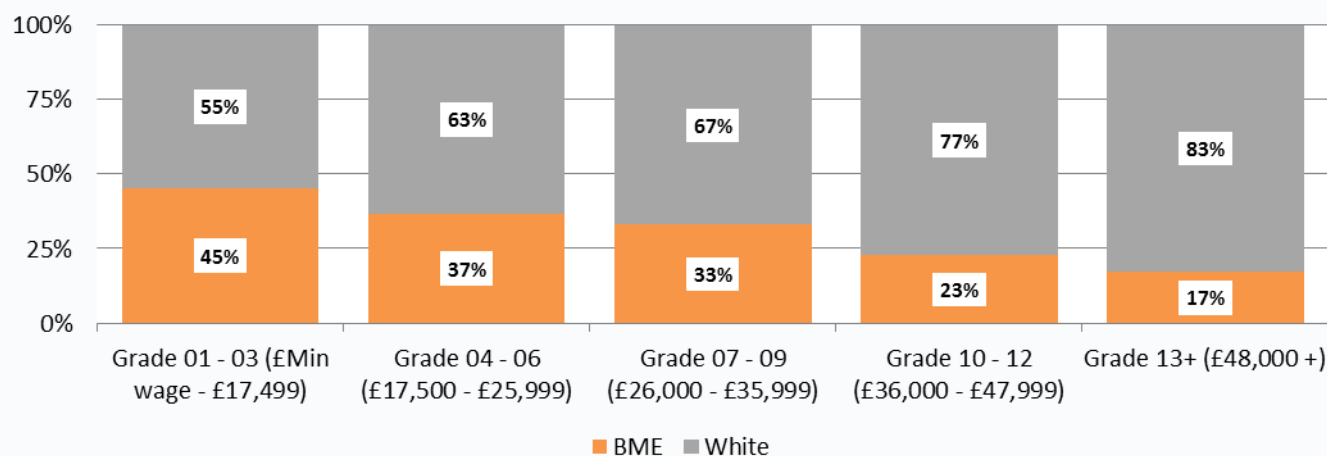


	White	Asian	Black	Mixed	Other
Leicester City Council	63.1%	29.6%	4.4%	2.4%	0.5%
Leicester - Economically Active	53%	37%	5%	2%	2%

Compared to the economically active population of Leicester workforce representation is proportionate in relation to black and mixed race employees. There is under-representation of those from an Asian background. However, it is important to note that 37% of the council's total workforce lives in Leicestershire where the proportion of the population from a BME background is considerably lower than in the city.

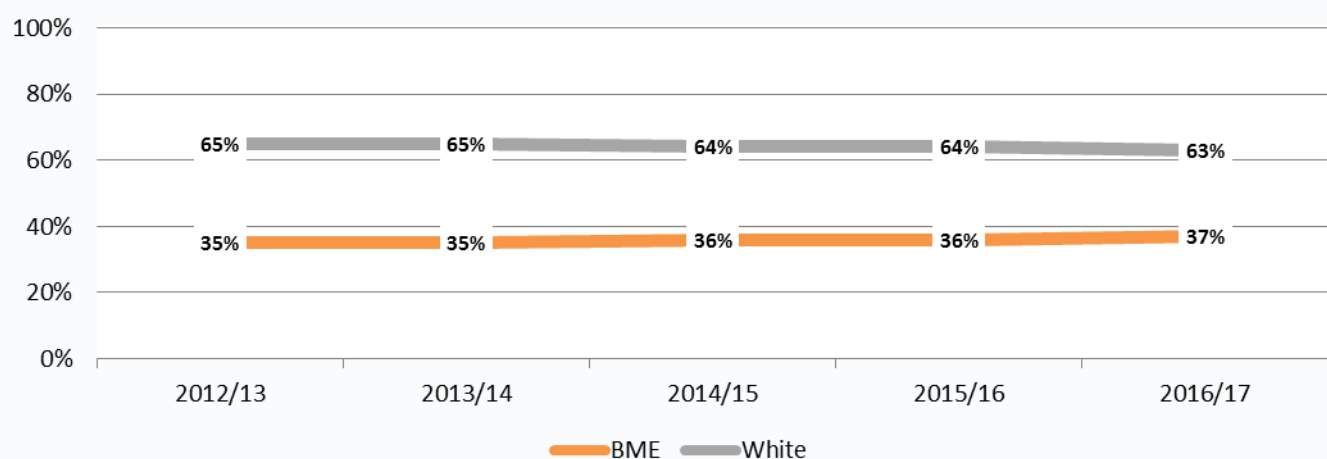
There is a lower level of representation of BME employees at more senior grades.

Race profile by grade



There has been a slight decrease in the proportion of staff declaring as white and slight increase in those declaring as BME over the past five years.

Race profile - 2012/13 to 2016/17

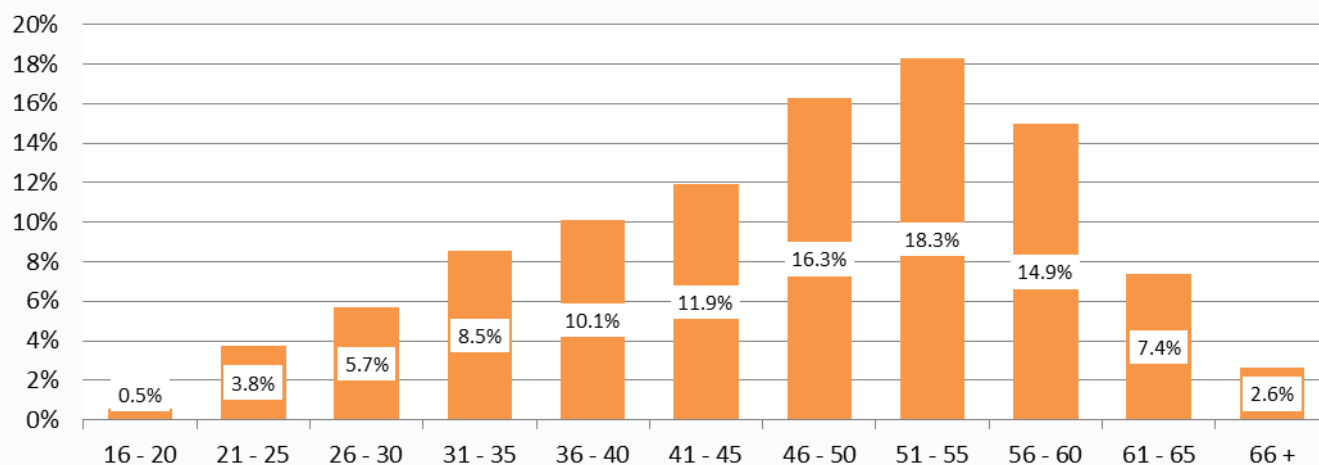


Leicester also has a higher proportion of BME staff than the comparator cities.

	Leicester	Manchester	Coventry	Bradford	Wolverhampton
Percentage of overall workforce who are BME	37%	20%	16%	24%	24%

Age

Age as % of workforce

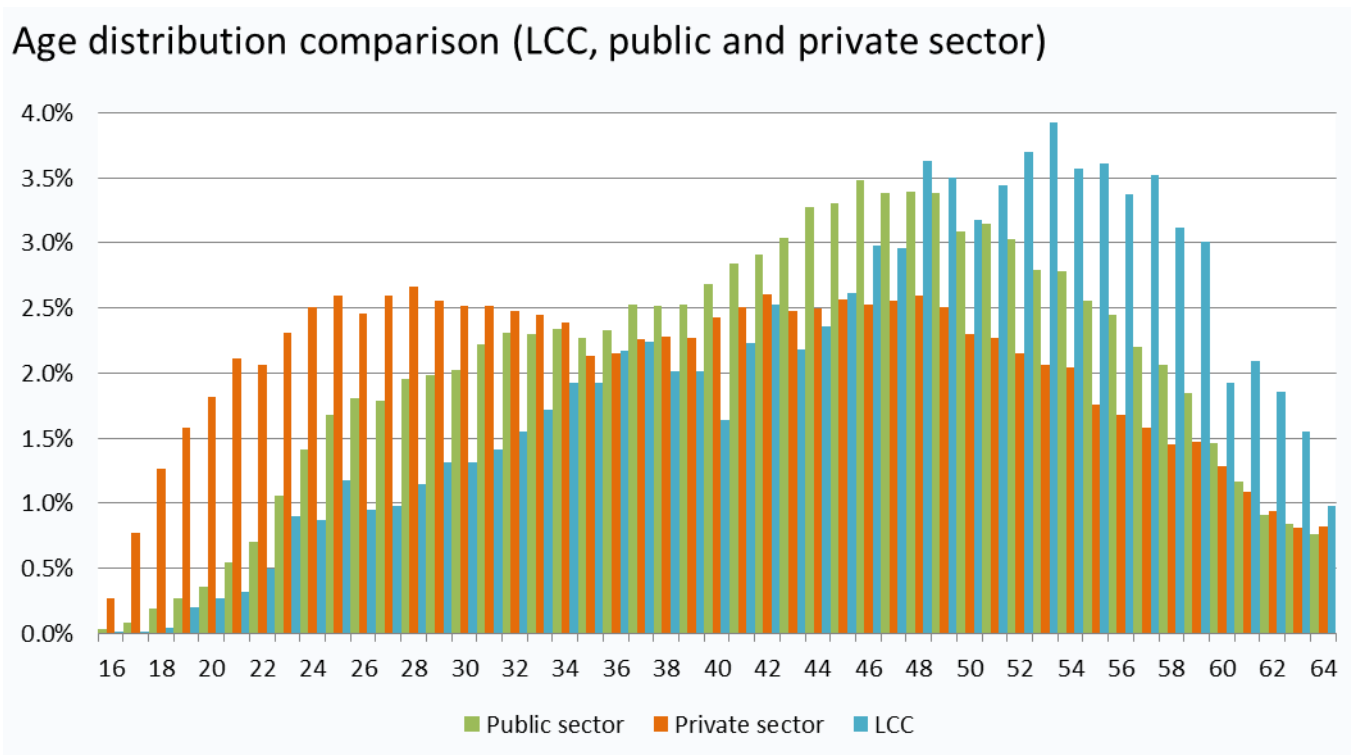


The 51-55 age group is the largest age group in the workforce (18.3%). 4.3% of the workforce is under 26 and 10% aged 30 or under, with 43.2% being aged over 50.

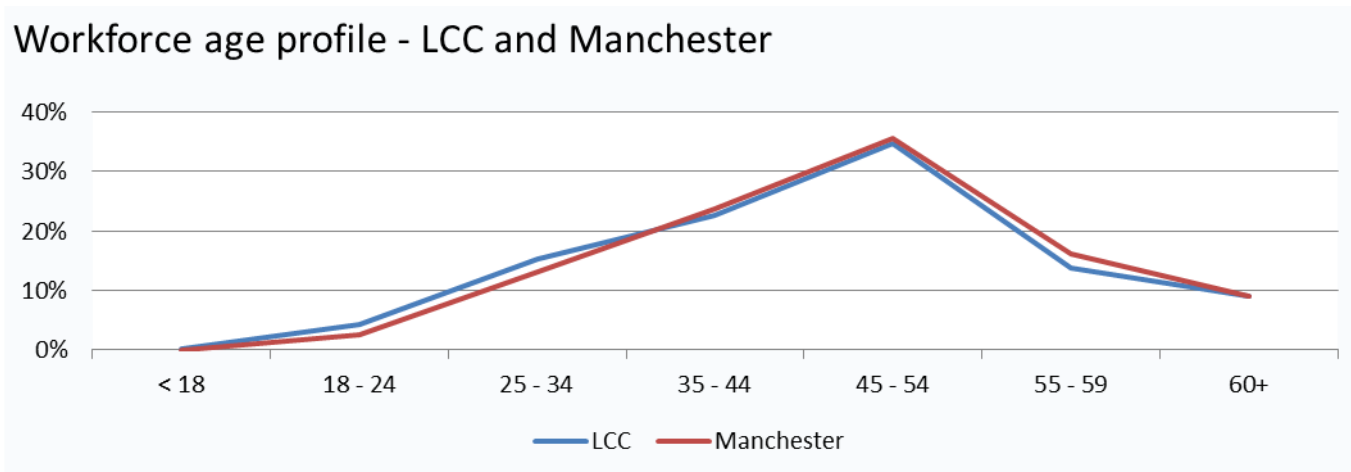
Division	Average age
Adult Social Care & Commissioning	47y 1m
Adult Social Care & Safeguarding	47y 5m
Children's Social Care & Early Help	45y 0m
City Barrister & Head of Standards	43y 3m
Delivery, Comms & Political Governance	44y 10m
Estates & Building Services	52y 1m
Finance	45y 10m
Housing	47y 7m
Learning Services	48y 1m
LLEP	42y 4m
Neighbourhood & Environmental Services	48y 5m
Other	52y 7m
Planning, Development & Transportation	45y 9m
Public Health	42y 9m
Tourism, Culture & Inward Investment	45y 0m
Overall	46y 6m

Average age of our employees is 46 years and 6 months. The division with the highest average age (excluding 'other' which has a small number of employees) is Estates & Building Services (52y 1m), the division with the lowest average age is LLEP (42y 4m).

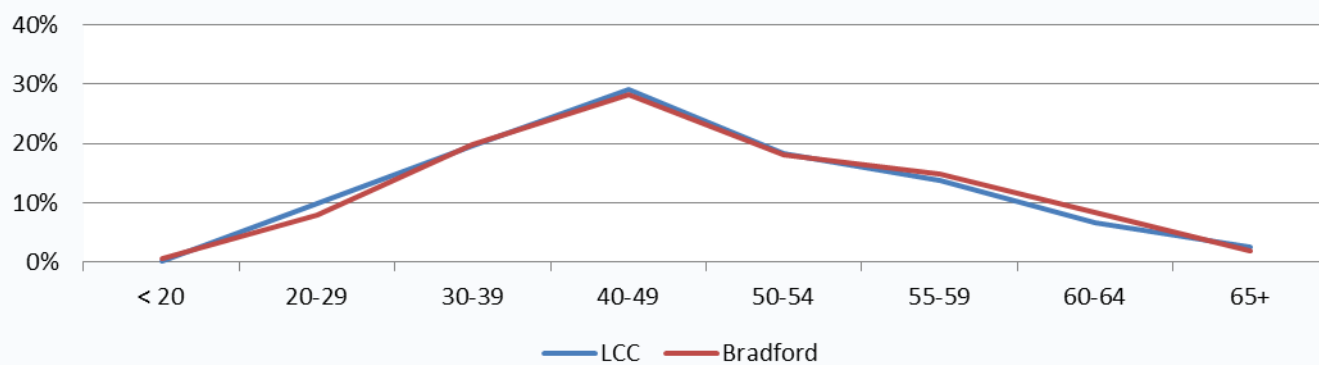
Comparative data – age profile



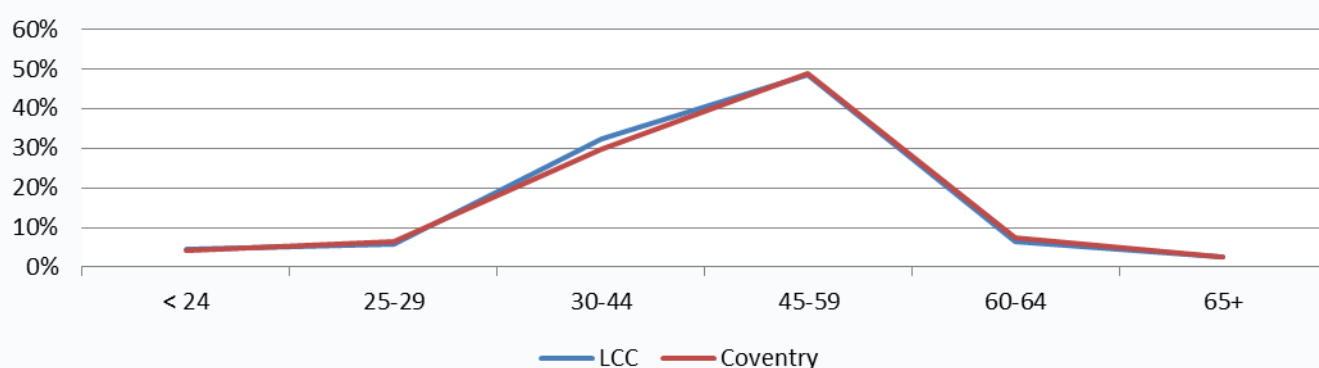
Compared with the public and private sector averages, LCC has a greater positive skew towards older workers. Separate data for local government is not available, however the following comparisons with our comparator authorities indicate that local authorities tend to have this profile.



Workforce age profile - LCC and Bradford



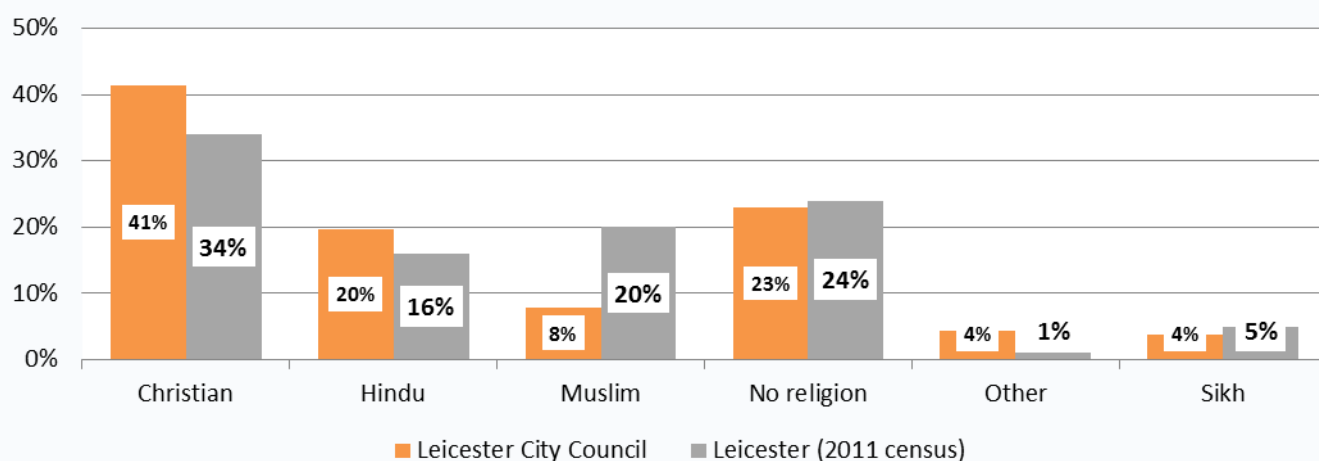
Workforce age profile - LCC and Coventry



Religion and belief

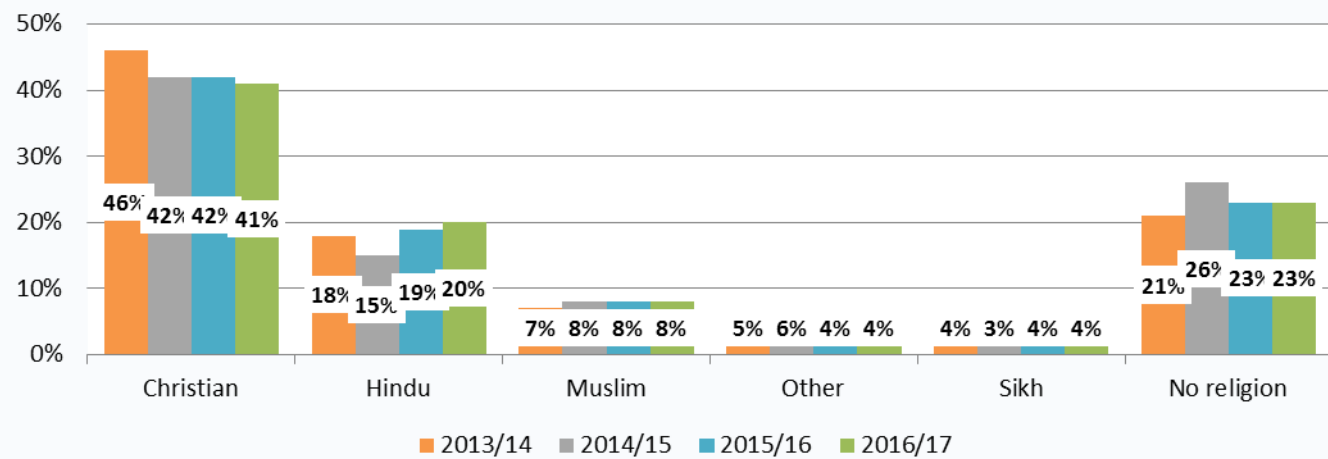
68% of employees have declared their religion or belief.

% headcount by religion



Of those who have made a declaration the greatest proportion of staff are Christian (41%) followed by those with no religion (23%). When compared with the census data, the biggest differences relate to Christians and Muslims – there is a higher proportion of Christians than in Leicester's population (a difference of 20%) and a lower proportion of Muslims (difference of minus 60%), note that 42% of our workforce live outside the city.

Religion profile - 2013/14 to 2016/17



Due to historically low declaration rates, trend data for religion and belief prior to 2013/14 is not available. There has been a slight decrease in the representation of Christians within the workforce (from 46% in 2013/14 to 41% in 2016/17). Hindu and those with no religion have slightly increased in representation since 2013/14, and Sikhs, Muslims and others have maintained a relatively similar level.

Leavers and staff turnover

There were 769 leavers between 1 April 2016 and 31 March 2017 representing a turnover of 11.6%, this is lower than the national average for public sector employers (14.7%).

Leaver reason ⁴	N of leavers	% of leavers
Dismissed	106	13.8%
Resigned	559	72.8%
Fixed term contract	61	7.9%
TUPE	3	0.4%
Other	39	5.1%

By far the majority of leavers resigned (72.8%), the second largest group was those who were dismissed, accounting for 13.8% of leavers.

Turnover by division	Headcount	Leavers	Turnover
Adult Social Care & Commissioning	354	43	12%
Adult Social Care & Safeguarding	480	79	16%
Children's Social Care & Early Help	937	102	11%
City Barrister & Head of Standards	94	17	18%
Delivery, Comms & Political Governance	189	17	9%
Estates & Building Services	337	22	7%
Finance	625	60	10%
Housing	1070	176	16%
Learning Services	972	97	10%
LLEP	25	3	12%
Neighbourhood & Environmental Services	724	54	7%
Other	25	2	8%
Planning, Development & Transportation	329	56	17%
Public Health	281	19	7%
Tourism, Culture & Inward Investment	202	21	10%

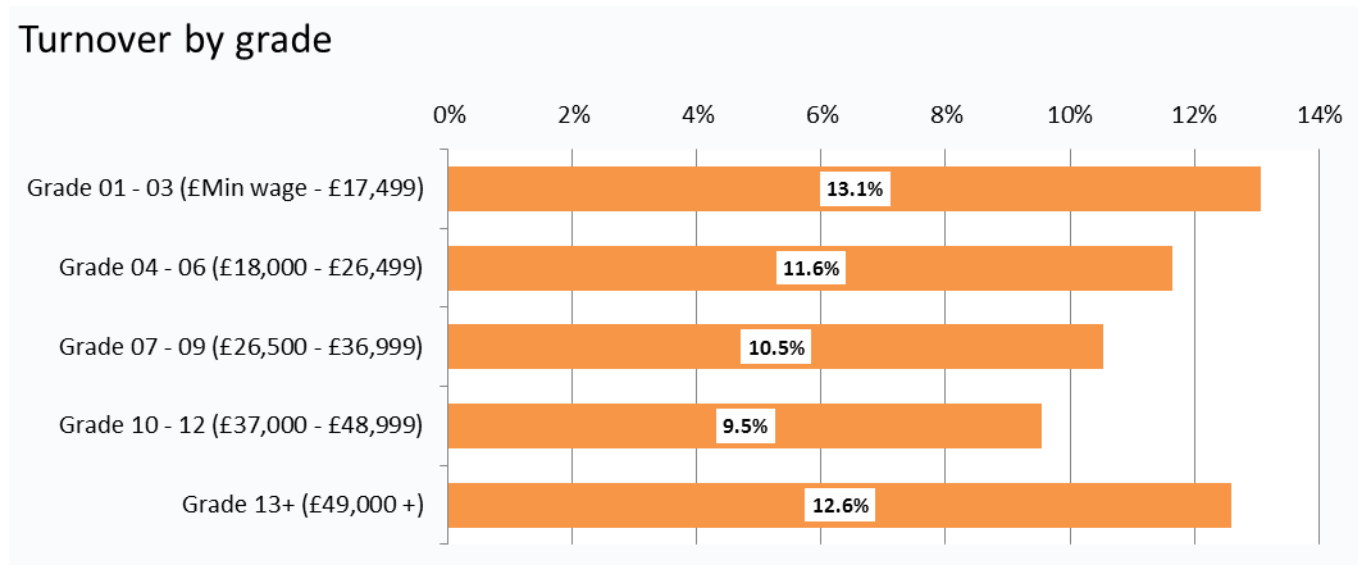
Turnover was highest in City Barrister & Head of Standards (18%), Planning, Development & Transportation (17%), Housing (16%) and Adult Social Care and Safeguarding (16%).

⁴ Leave reasons:

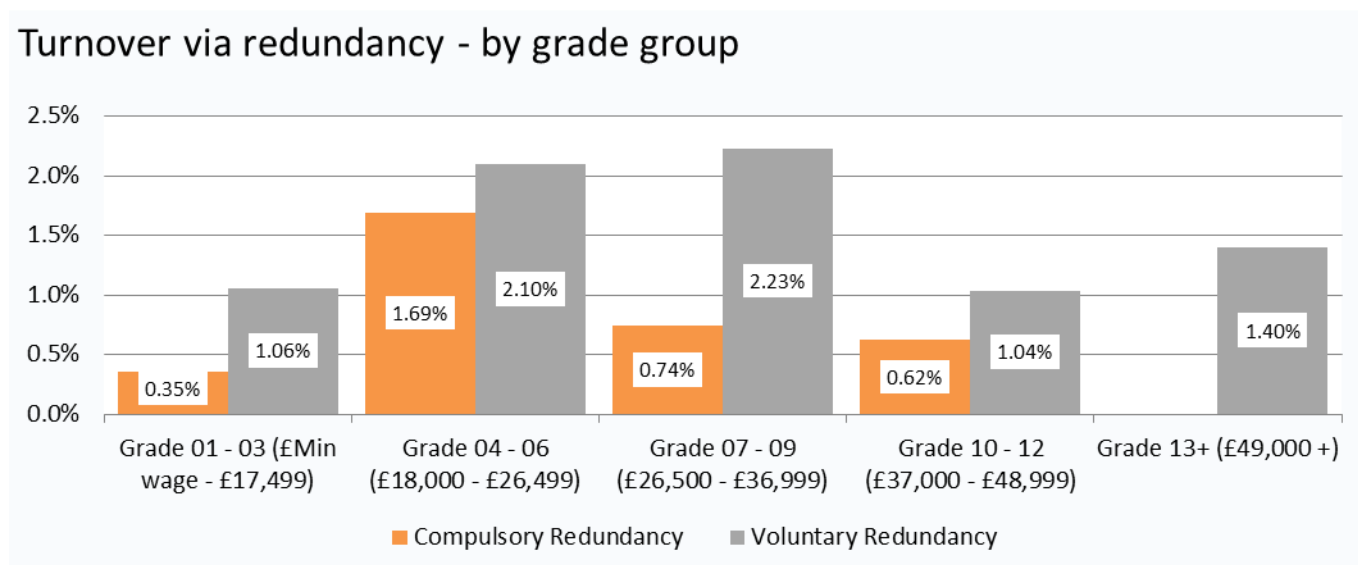
Dismissed	Resigned	Fixed term contract	TUPE	Other
Compulsory Redundancy	Resigned	End of Fixed Term	Transfer of employer	Compromise
Dismissal due to Misconduct	Objection to TUPE	Contract (<i>excludes casual contracts</i>)		Agreement Death in Service
Dismissal for other substantial reason	Resigned prior to Disciplinary			Mutual Agreement
Dismissal through Absence	Voluntary Redundancy			
Dismissal through Capability	Voluntary Retirement			
Ill Health Retirement				

Turnover by Grade

Turnover was highest for grades 1-3 and 13+ (being 13.1% and 12.6%) respectively, the lowest turnover was at grade 10 to 12.



The graph below shows turnover via redundancy (compulsory and voluntary). For each age group there was a lower level of turnover attributable to compulsory redundancy compared with voluntary redundancy.

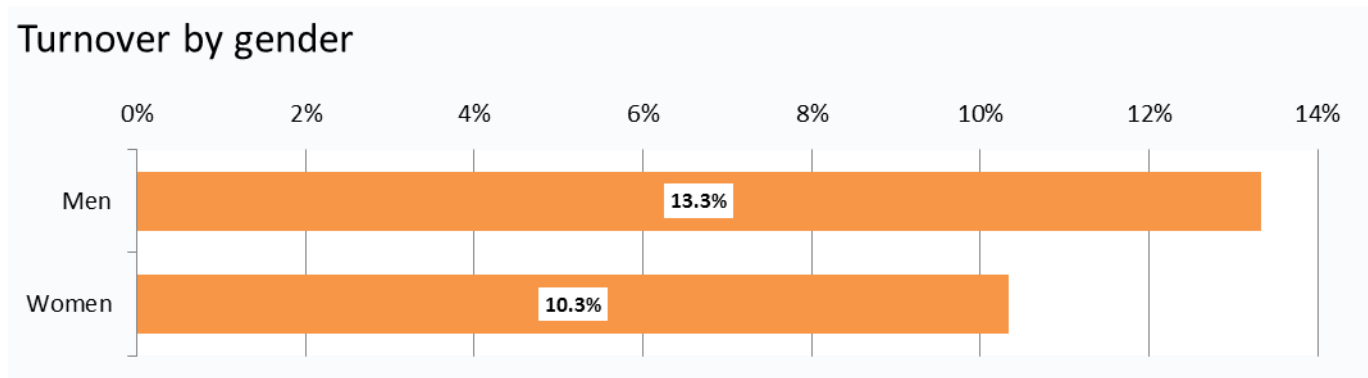


The table below shows reason for leaving by grade. Employees between grade 7 and 12 were more likely to resign than those in lower grades.

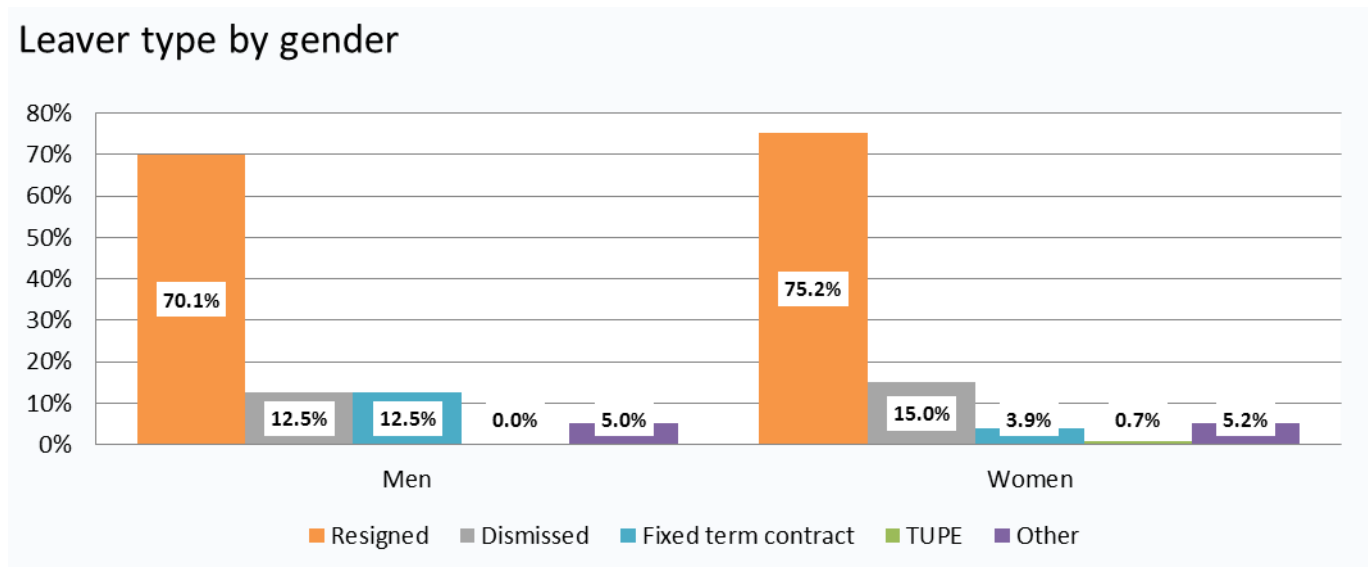
	Fixed term				
	Resigned	Dismissed	contract	TUPE	Other
Grade 01 - 03 (£Min wage - £17,499)	70%	10%	16%	1%	4%
Grade 04 - 06 (£18,000 - £26,499)	71%	20%	5%	0%	4%
Grade 07 - 09 (£26,500 - £36,999)	81%	11%	4%	0%	4%
Grade 10 - 12 (£37,000 - £48,999)	80%	9%	0%	0%	11%
Grade 13+ (£49,000 +)	44%	17%	6%	0%	33%
Overall	73%	14%	8%	0%	5%

Turnover by Gender

Turnover was higher for men than women which reverses the position in 2015/16 when it was 9.2% for women and 7.1% for men.

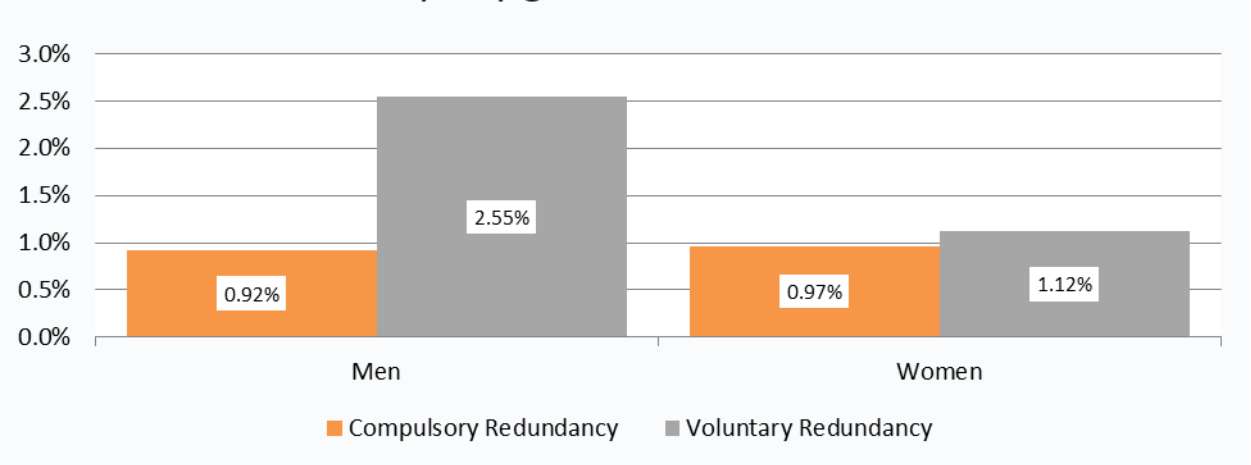


Resignations accounted for the greatest proportion of leavers for both women and men. A slightly higher proportion of women were dismissed compared with men, with a greater proportion of men leaving at the end of a fixed term contract.



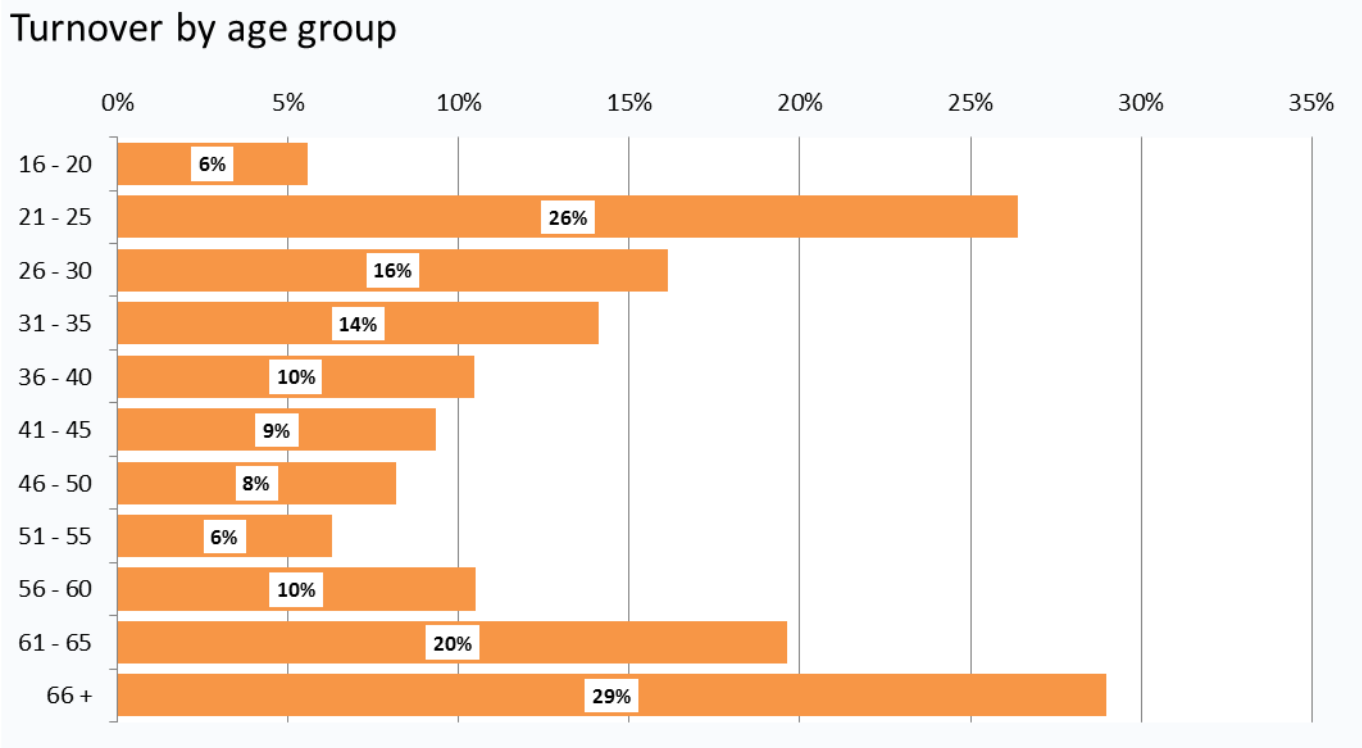
Turnover by voluntary redundancy was highest for men (2.55%). There was a similar level of turnover attributable to compulsory redundancy for both men and women.

Turnover via redundancy - by gender



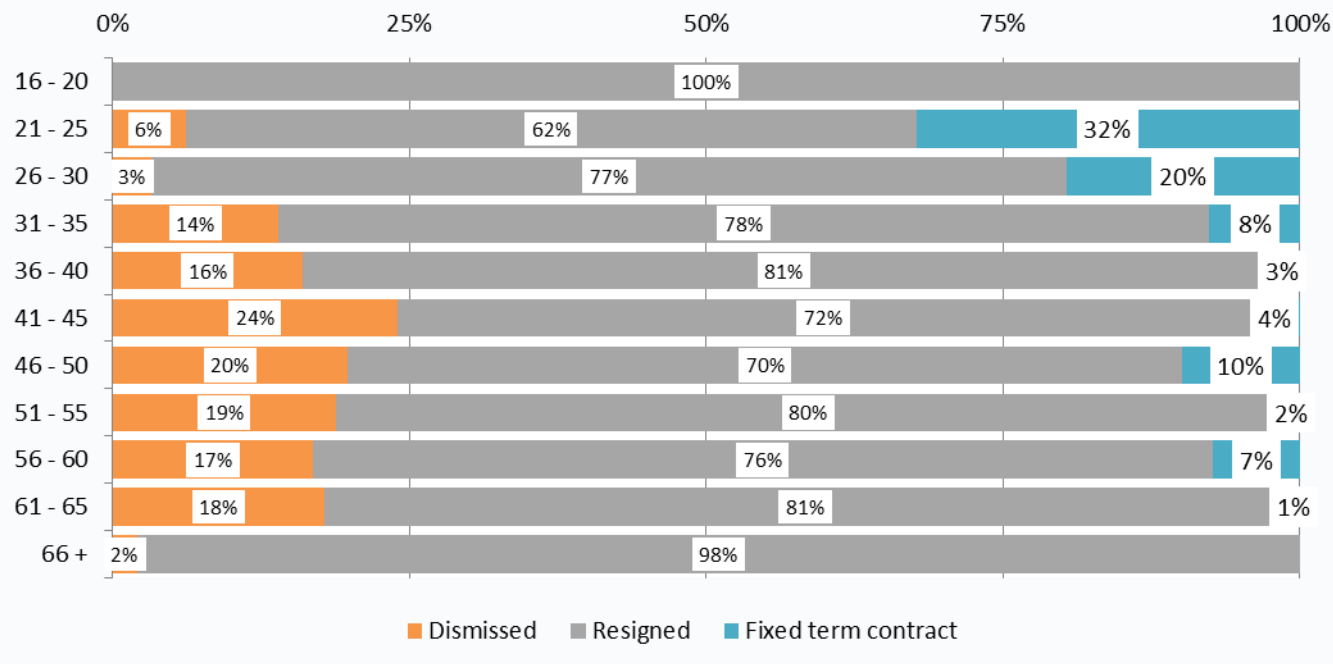
Turnover by Age

By far the highest turnover was in the 21-25 and 66+ age groups.



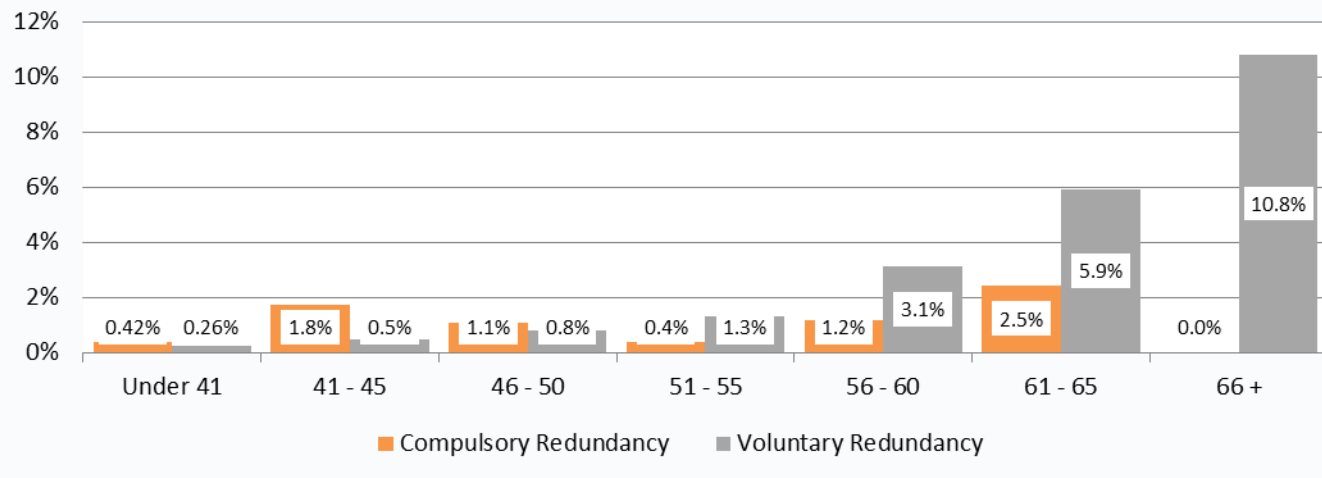
Resignations accounted for the greatest number of leavers for all age groups. For those aged 30 and under there were a disproportionately high number of employees who left at the end of their fixed term contract.

Dismissal, resignations and fixed term contract by age group



Turnover via voluntary redundancy increase with age which probably reflects the ability to access a pension in the older age groups.

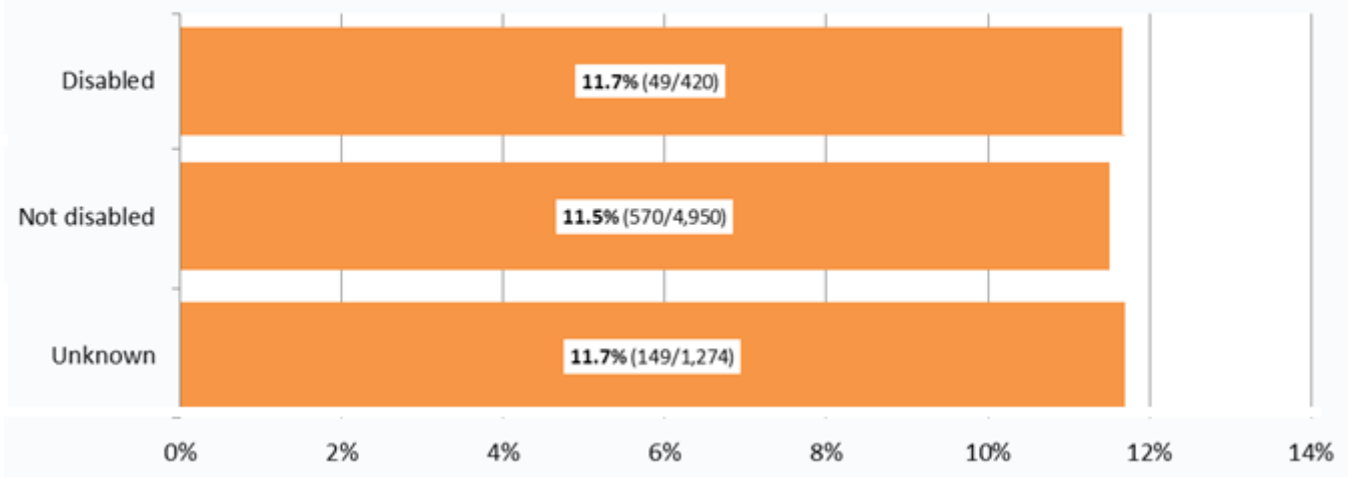
Turnover via redundancy - by age group



Turnover by Disability

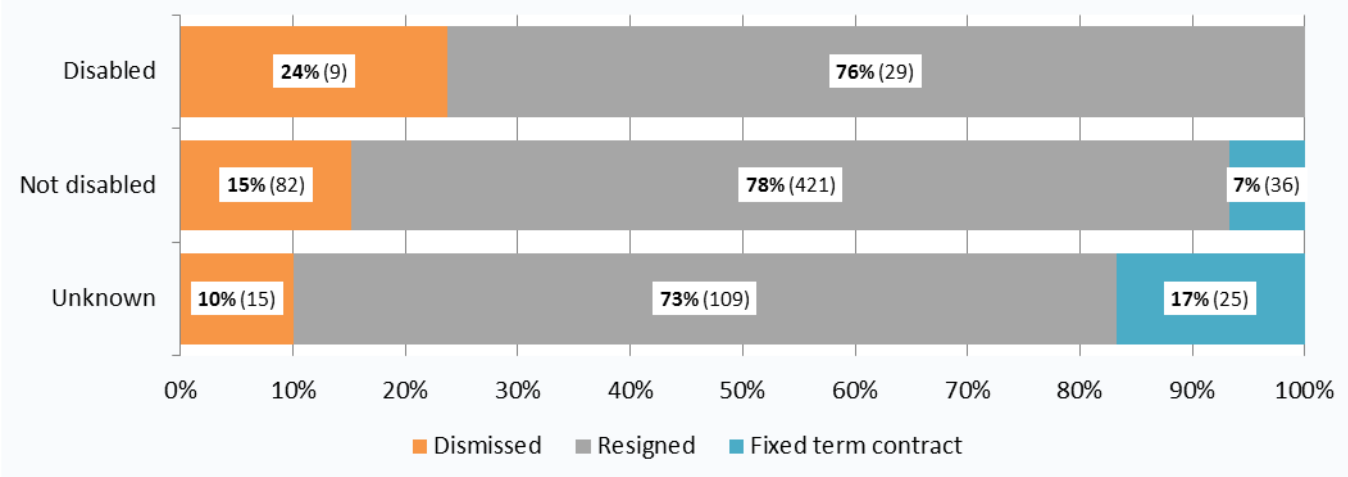
Turnover was the same for disabled, not disabled and those where disability status is unknown.

Turnover by disability

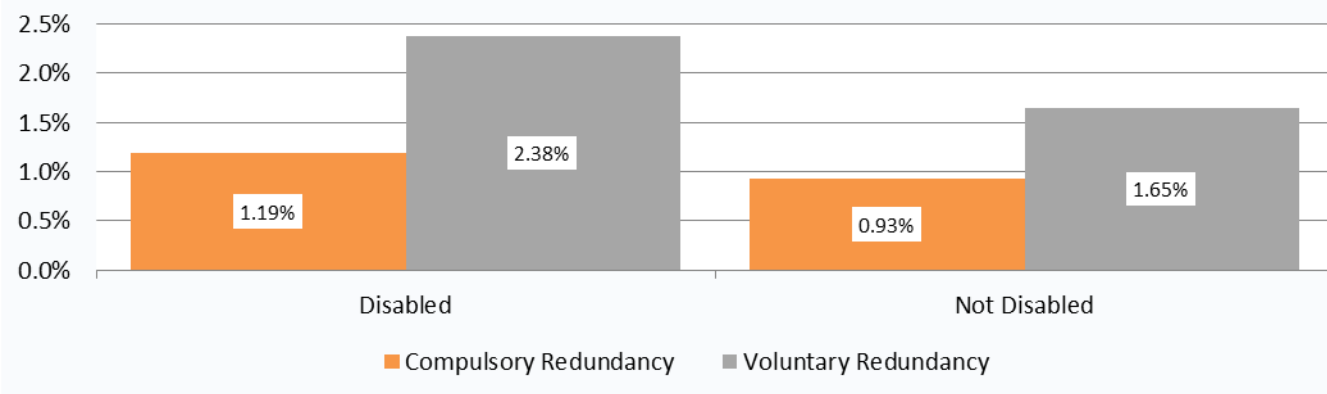


Resignations accounted for the greatest number of leavers for all groups. There were no disabled leavers that left due to end of a fixed term contract, whereas 7% (36) of non-disabled employees left for this reason. 76% (29) of disabled leavers resigned, this is similar to the proportion of non-disabled leavers who resigned (78% (421)).

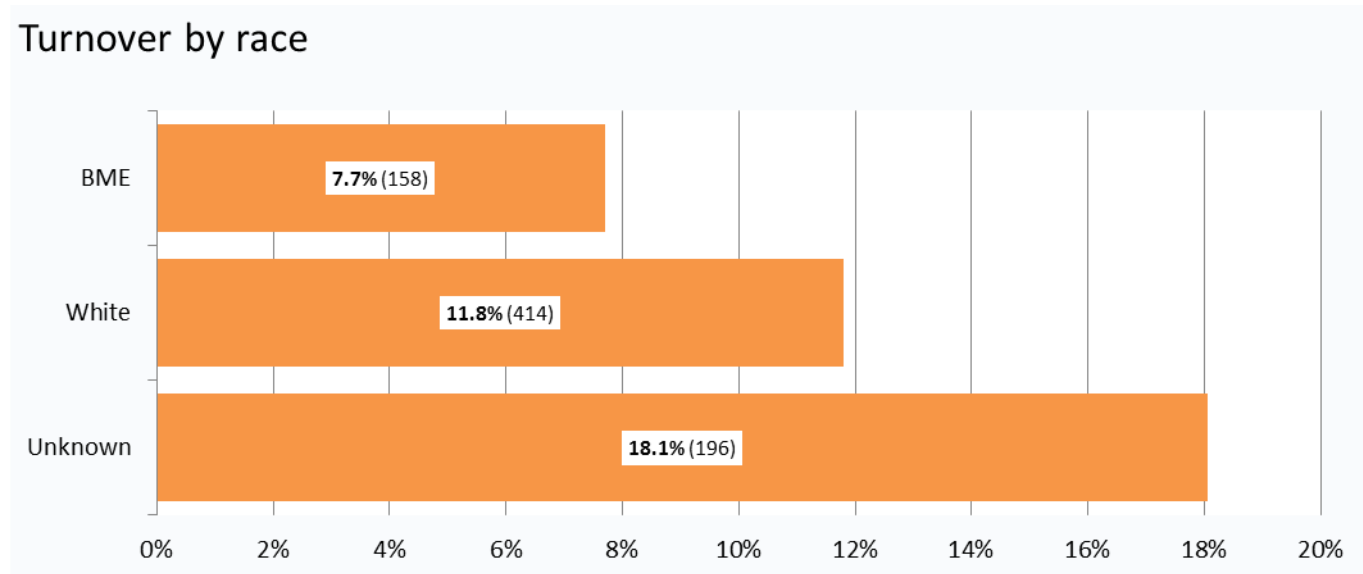
Dismissal, resignations and fixed term contract by disability



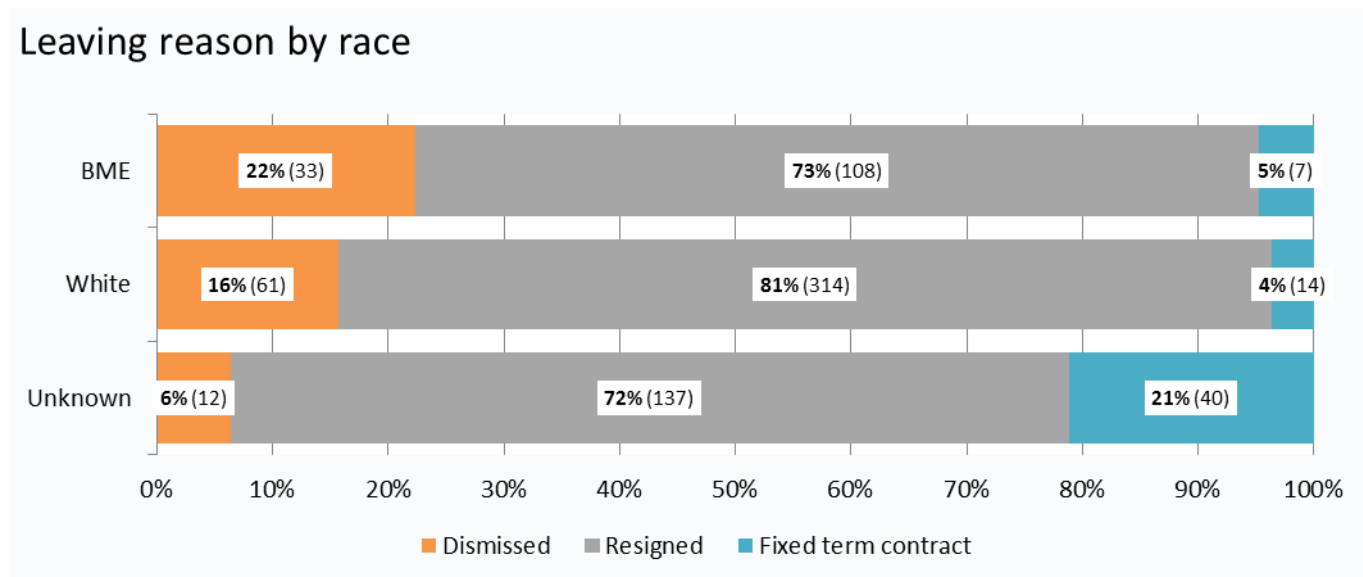
Turnover via redundancy - by disability



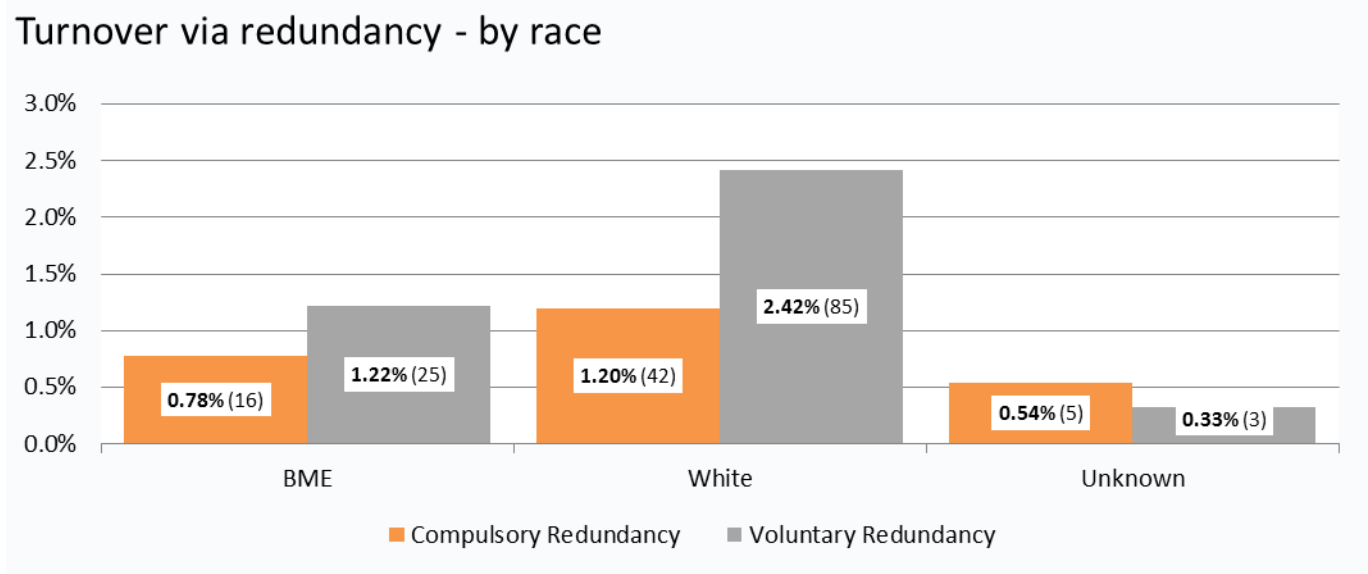
Turnover by race



Resignations accounted for the highest number of leavers for BME, white and those where race is unknown. White and those where ethnicity is unknown had the lowest rate of dismissals.

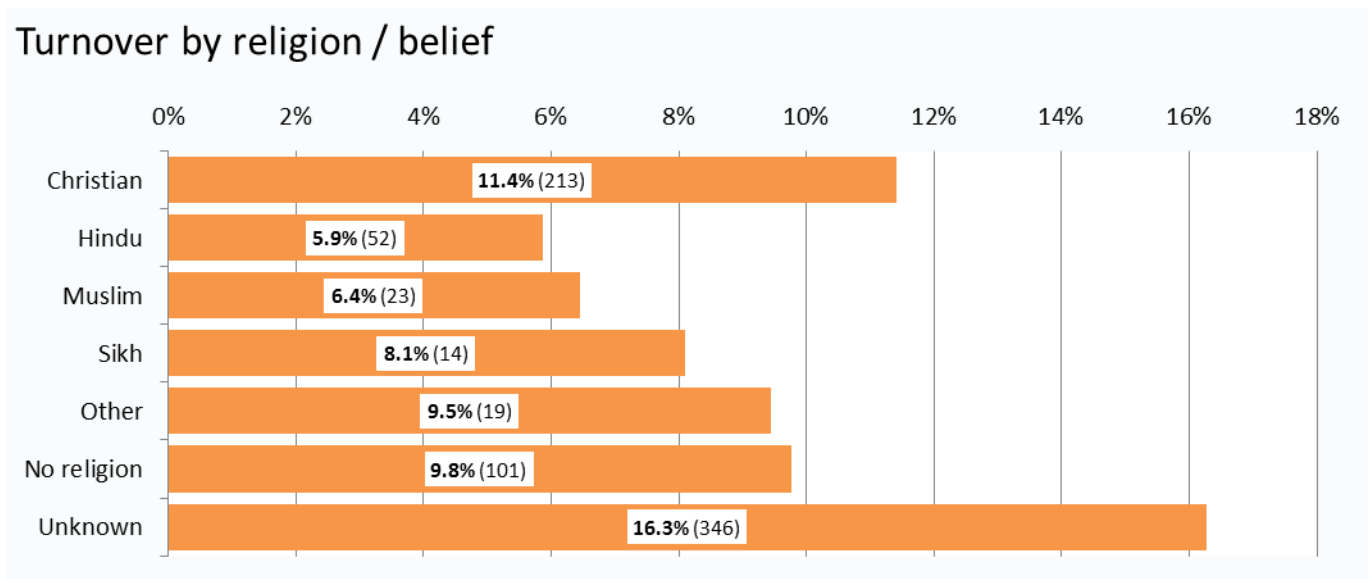


White employees had the highest level of turnover attributable to both voluntary and compulsory redundancy.



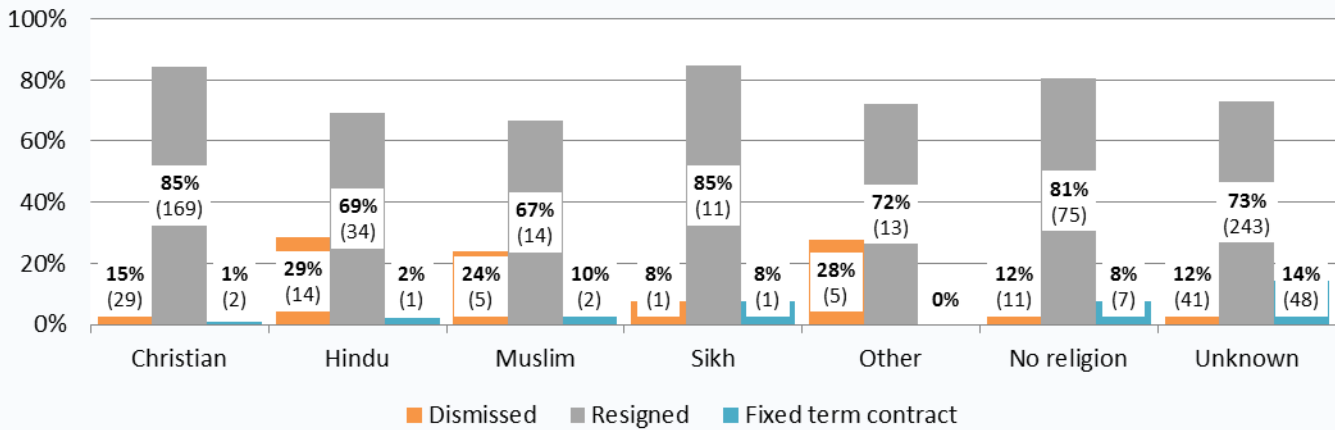
Turnover by Religion or Belief

Turnover was highest for those where religion or belief is unknown (this group accounts for 45% of all leavers), turnover excluding this group is 9.3%, those with no religion, Christians and other have turnover higher than this figure, with all other groups having turnover lower than this figure. Hindus have the lowest turnover rate of 5.9%.



For all religion or belief groups resignation accounted for the highest number of leavers.

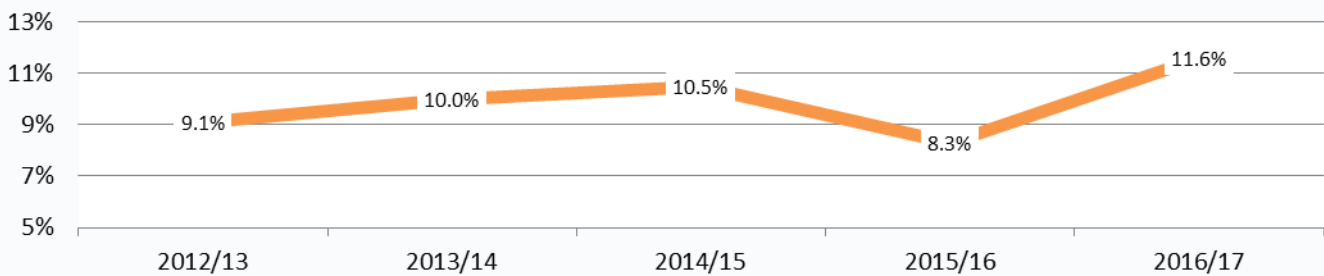
Leaving reason by religion or belief



Trend data

The chart below compares turnover over the period 2012/13 to 2016/17. Turnover has increased from 2012/13 to 2016/17, although there was a decrease in turnover in 2015/16.

Turnover 2012/13 to 2016/17



Disciplinary, grievance and capability cases

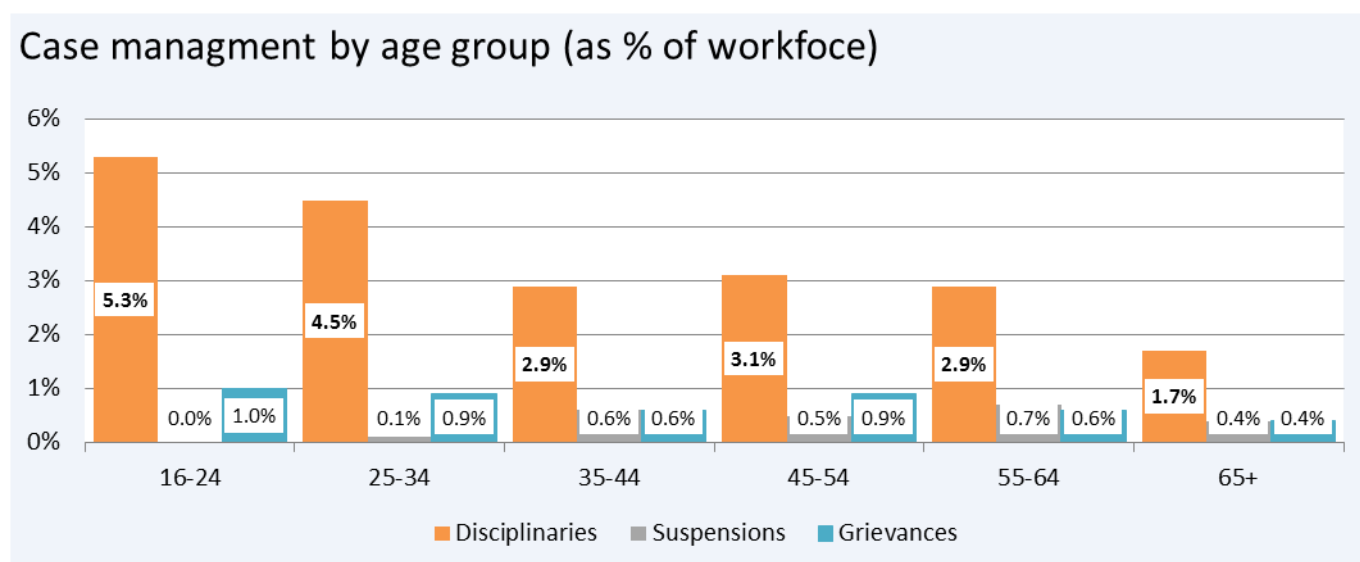
The following charts provide analyses of disciplinary cases, including suspensions, and grievance cases opened between 1 April 2016 and 31 March 2017. There were only three capability cases recorded, therefore due to the small number there is no analysis (other than by division) for these.

Figures show number of cases, and as a proportion of divisional workforce in brackets.

	Disciplinarys	Suspensions	Capability	Grievances
Adult Social Care & Commissioning	16 (4.5%)	2 (0.6%)	1 (0.3%)	1 (0.3%)
Adult Social Care & Safeguarding	18 (3.8%)	4 (0.8%)	(0%)	4 (0.8%)
Children's Social Care & Early Help	20 (2.1%)	8 (0.9%)	(0%)	14 (1.5%)
City Barrister & Head of Standards	3 (3.2%)	(0%)	(0%)	(0%)
Delivery, Comms & Political Governance	(0%)	(0%)	(0%)	(0%)
Estates & Building Services	8 (2.4%)	2 (0.6%)	(0%)	(0%)
Finance	24 (3.8%)	1 (0.2%)	(0%)	5 (0.8%)
Housing	54 (5%)	8 (0.7%)	(0%)	10 (0.9%)
Learning Services	11 (1.1%)	5 (0.5%)	(0%)	3 (0.3%)
LLEP	(0%)	(0%)	(0%)	(0%)
Neighbourhood & Environmental Services	17 (2.3%)	(0%)	1 (0.1%)	7 (1%)
Other	1 (4%)	(0%)	(0%)	(0%)
Planning, Development & Transportation	22 (6.7%)	1 (0.3%)	1 (0.3%)	4 (1.2%)
Public Health	11 (3.9%)	3 (1.1%)	(0%)	2 (0.7%)
Tourism, Culture & Inward Investment	8 (4%)	(0%)	(0%)	1 (0.5%)
Overall	213 (3.2%)	34 (0.5%)	3 (0%)	51 (0.8%)

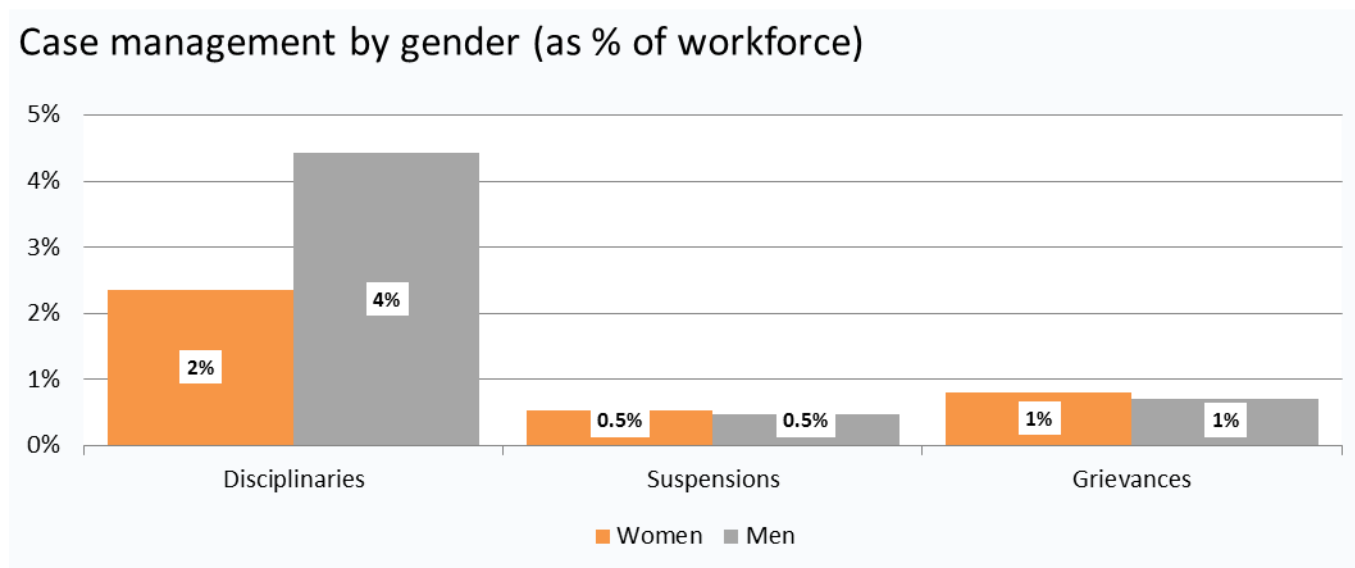
Age

The chart below shows that there is a trend for disciplinarys reducing with age, with a disproportionate number of 16 to 34 year olds were subject to a disciplinary. There appears to be no overall trend in relation to grievance and age.



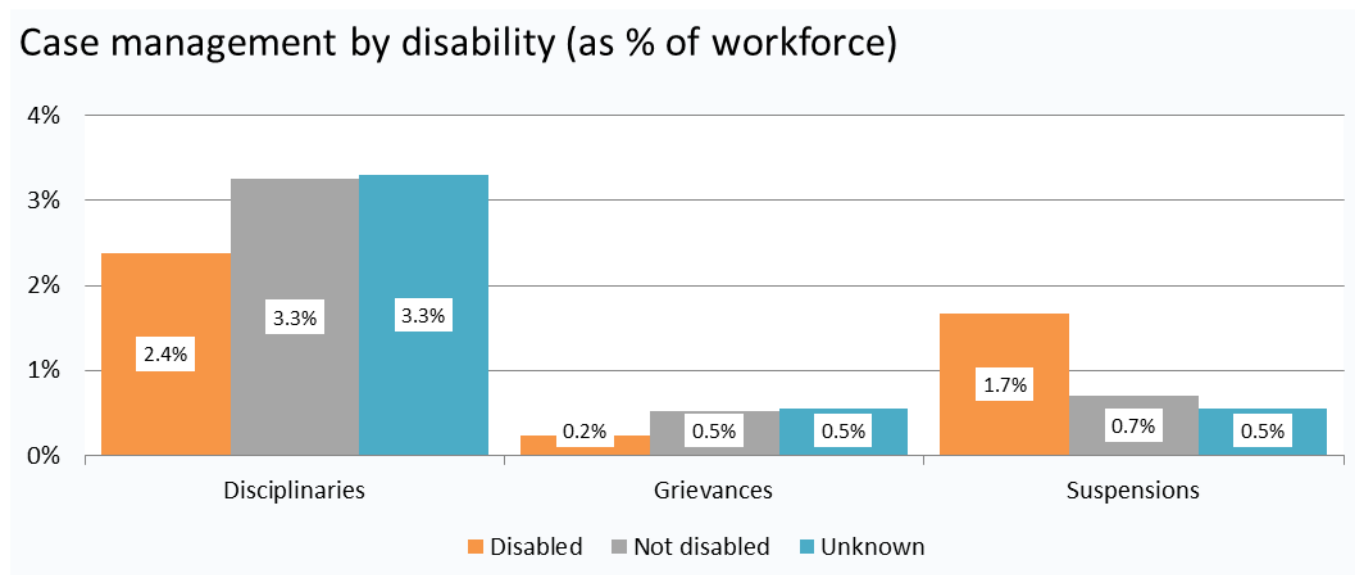
Gender

There were a higher proportion of men than women in terms of disciplinary cases. For grievances and suspensions however there were no variations between women and men.



Disability

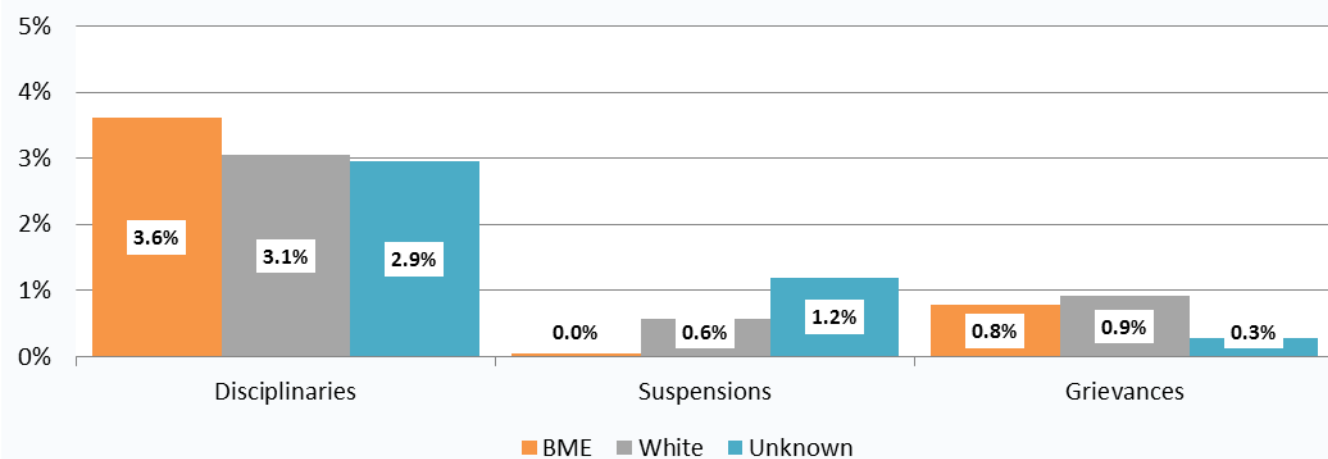
Disabled employees were less likely to be subject to both disciplinary or suspension. However a disproportionate number of grievances were raised by those who declared themselves as disabled. There was however only a small number of cases were raised by disabled employees (seven), and of these cases only two of the grievances related to disability.



Race

A slightly higher proportion of BME employees were subject to disciplinary, however there were no suspensions for this group.

Case management by race (as % of workforce)



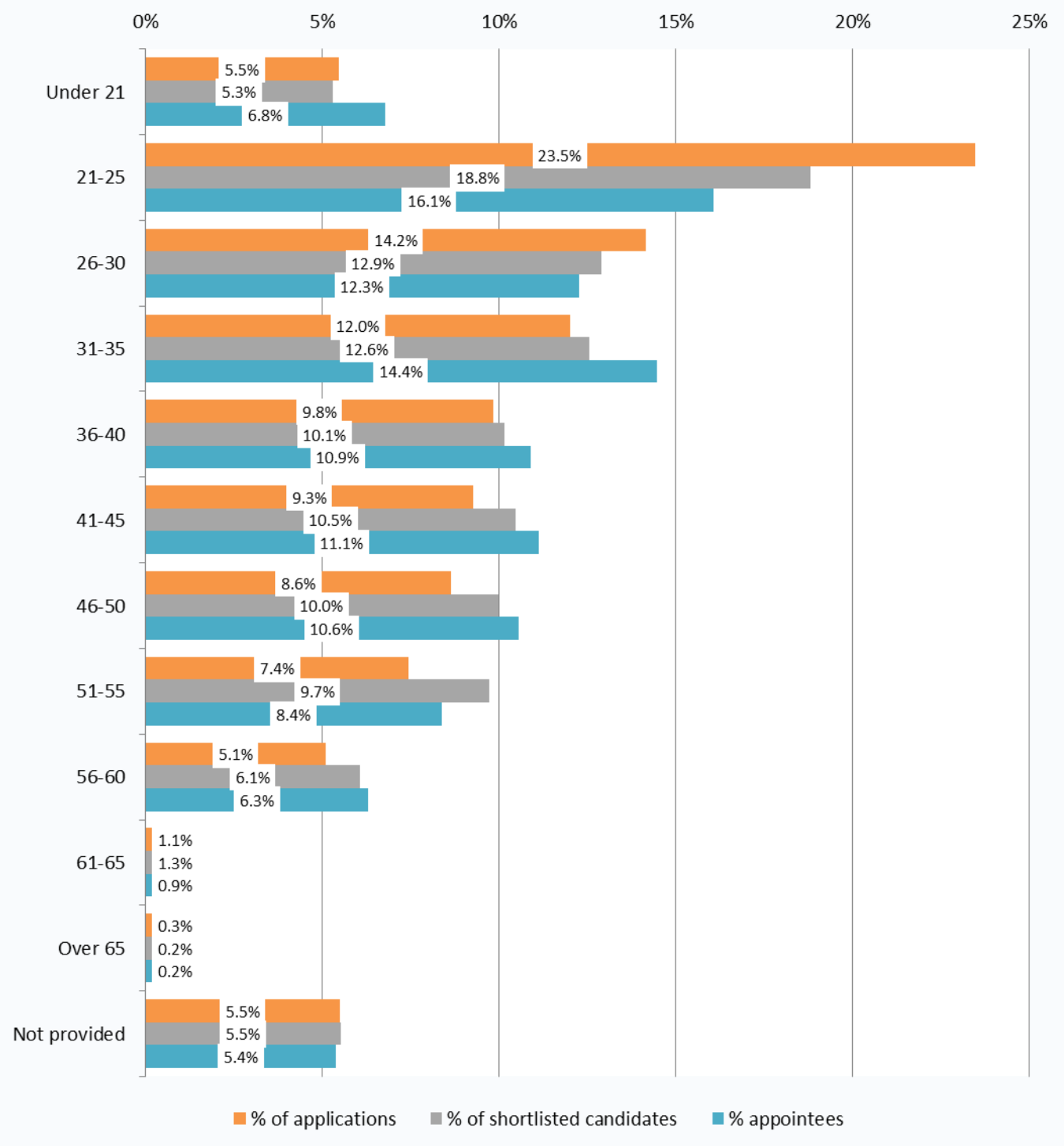
Recruitment

The following analysis is based on vacancies advertised (both internally and externally) for which the closing date fell between 1 April 2016 and 31 March 2017. 6,399 applications were received for these vacancies, 2,954 (46%) of which were shortlisted. 901 candidates were appointed (14% of applicants). This represents a drop in numbers of applications and appointments from 2015/16 when there were 7,436 applications and 1,078 candidates appointed. Applications, shortlisted candidates and appointed candidates are analysed by protected characteristic. It should be noted that applicants' equalities information is not available to shortlisting or selection panels.

Age

The highest number of applications, those shortlisted and appointments came from the 21-25 age group which is positive given the work done to seek to attract younger employees. Overall this pattern is very similar to the previous year.

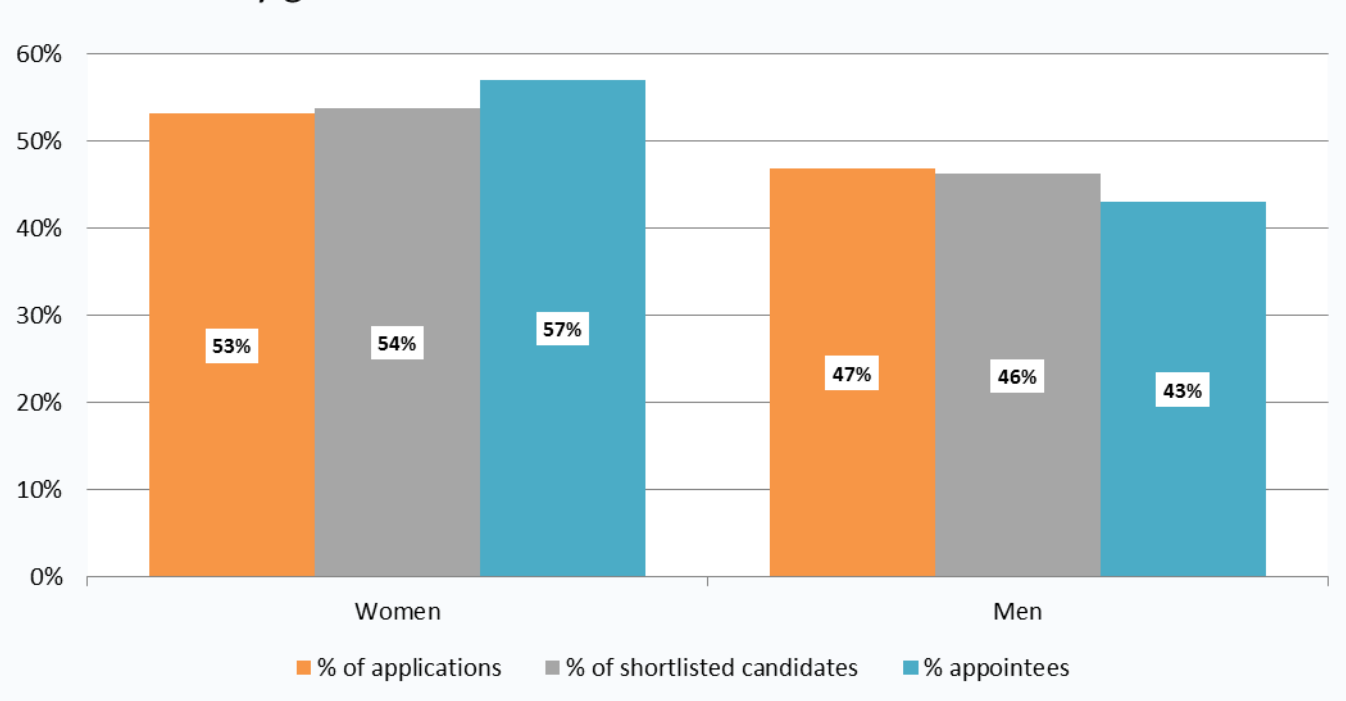
Recruitment by age group



Gender

Women accounted for the highest proportion of applicants (53%), those short listed (54%) and those appointed (57%). This is reflective of the local authority’s gender split as a whole.

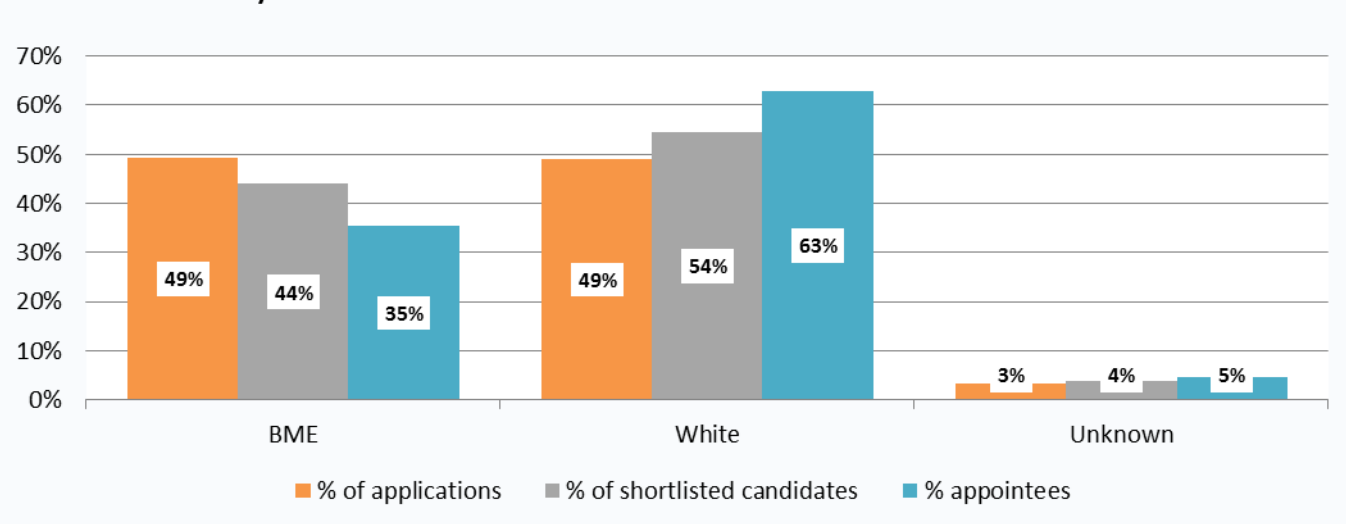
Recruitment by gender



Race

There was a balanced split between white (3,706, 49%) and BME (3,453, 49%) applicants, with 2% not declaring race. BME applicants were less successful in being appointed to posts.

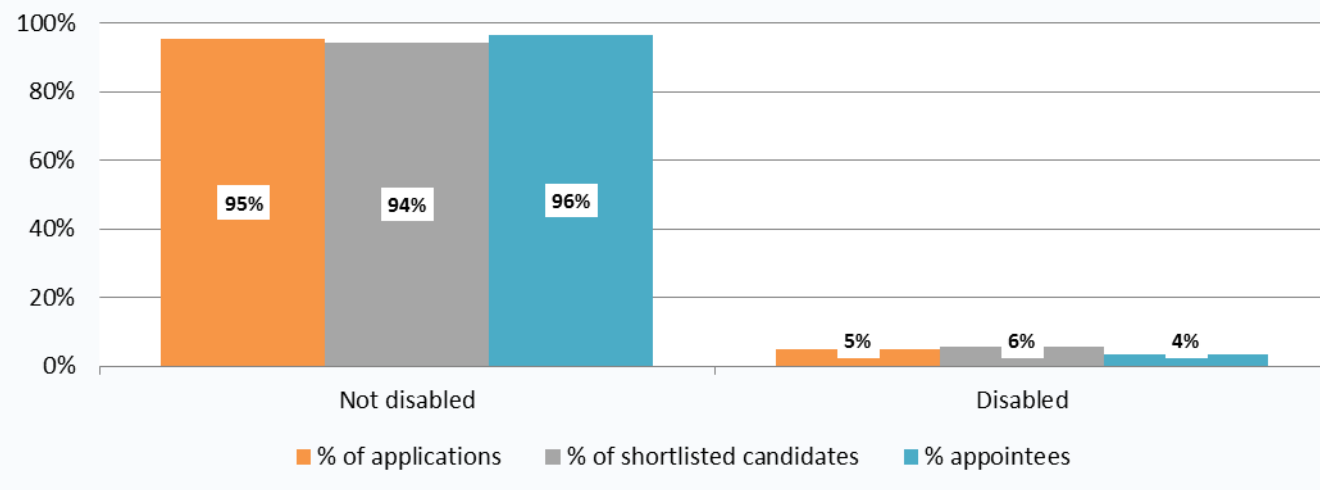
Recruitment by race



Disability

Disabled applicants who meet all the essential criteria identified on the person specification are guaranteed an interview. 302 (5%) of applicants declared that they were disabled, of these 169 (56%) were shortlisted (compared with 46% of applicants not declaring a disability). This is very similar to the previous year.

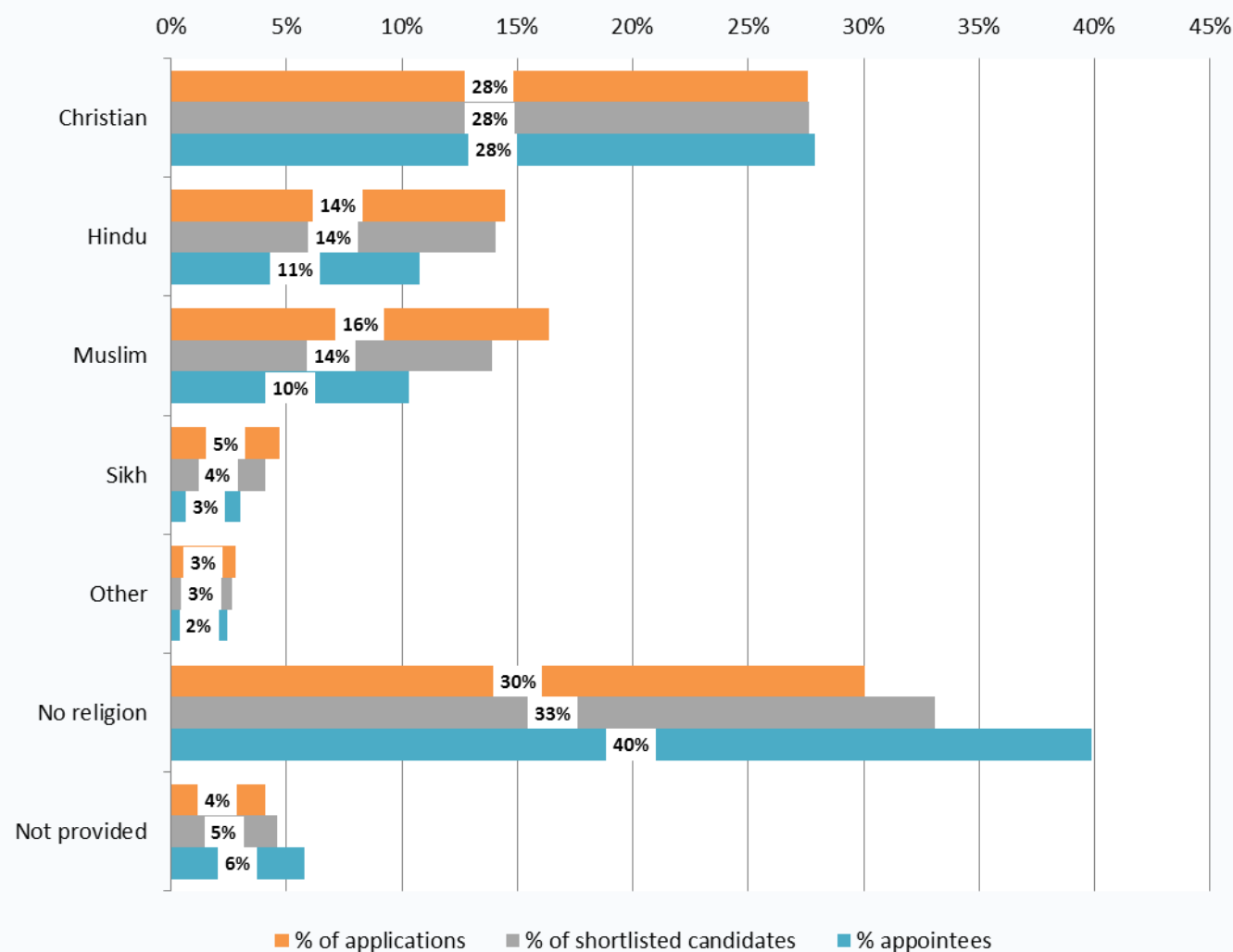
Recruitment by disability



Religion and Belief

The pattern of applications from different groups based on religion and belief follows a similar pattern to the proportions that these groups make up within the wider community. Again there is very little change to this pattern compared to the previous year.

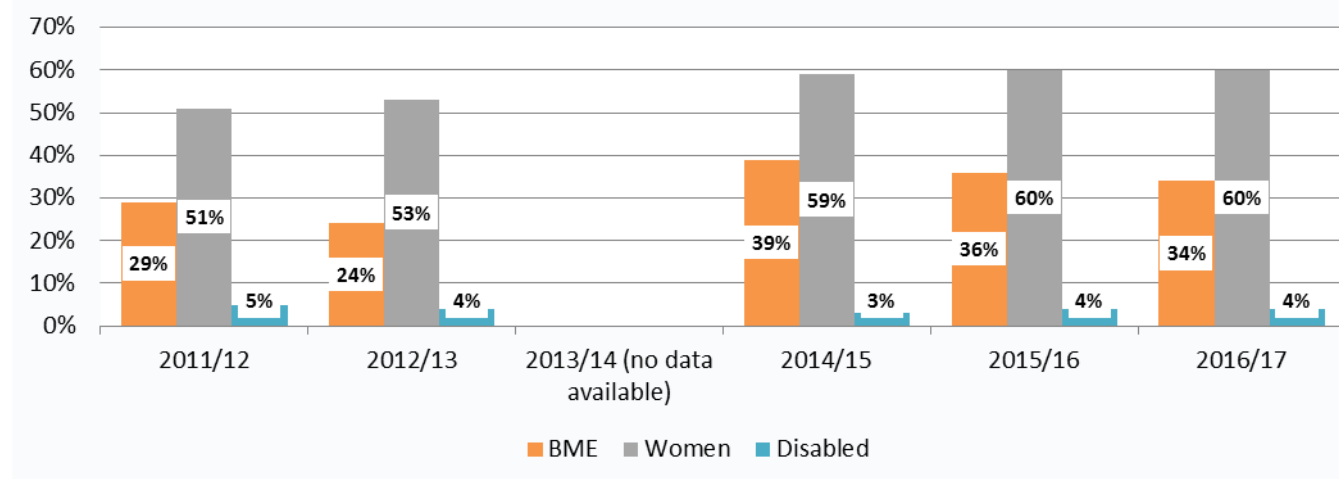
Recruitment by religion / belief



Trend data

Trend data is provided from 2011/12 with the exception of 2013/14 as data is not available for this period due to a change in the system used to support the recruitment process.

Appointment trend - 2011/12 to 2016/17



The proportion of appointees that were BME is higher than in both 2011/12 and 2012/13, however since 2014/15 there has been a decline (from 39% in 2014/15 to 34% in 2016/17).

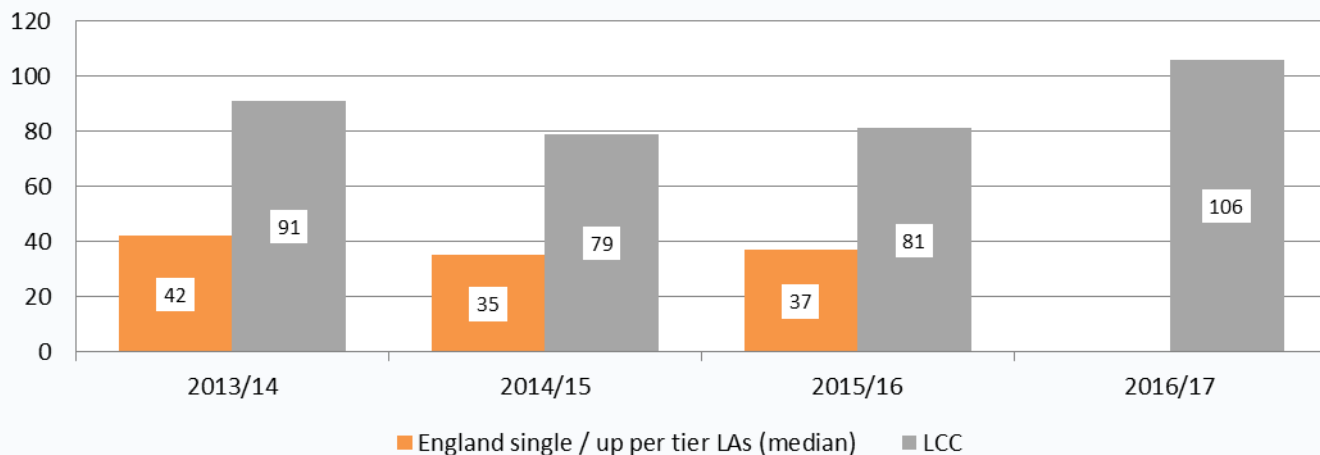
The proportion of appointees that were women has increased since 2011/12, with little change in the last three years (remaining around 60%, which is similar to the workforce).

There has been little variation in the proportion of appointees that declared a disability, remaining around 4% to 5% for most of this period.

Entry to employment

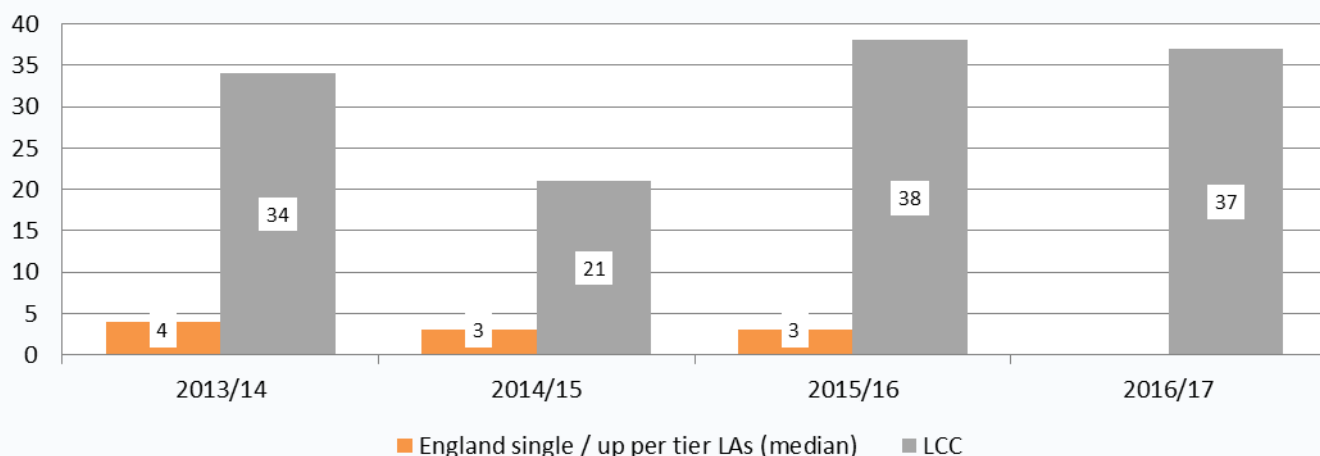
The chart below shows the number of apprentices employed throughout the financial year (including those who are in their second or third year), therefore these numbers are much higher than the intake figures. This is shown with a comparison to the median number of apprentices employed by English single / upper tier LAs for the same period (source: LGA Workforce surveys 2013/14 to 2015/16)

Apprentices employed 2013/14 to 2016/17



LCC employed significantly more graduates (on graduate specific schemes) in the past three years than the median number employed by English single / upper tier LAs for the same period (source: LGA Workforce surveys 2013/14 to 2015/16).

Graduate posts 2013/14 to 2016/17

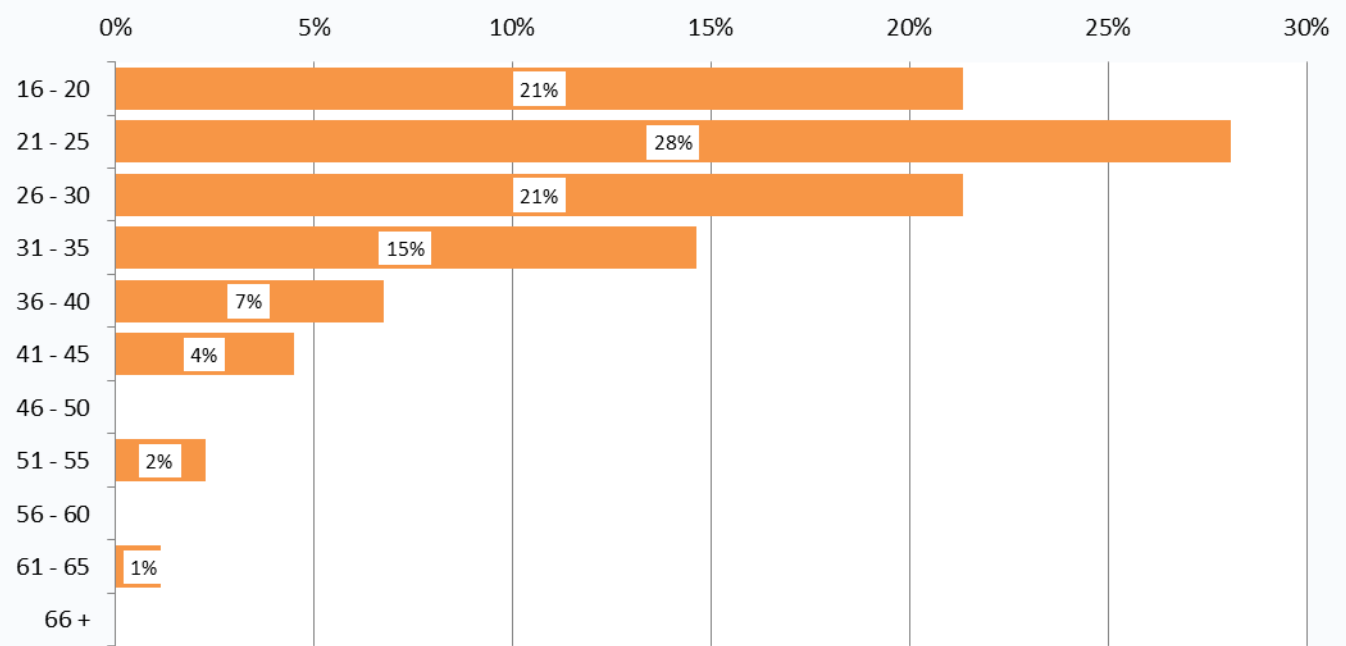


Age

57% of our apprentices are over 24, this is higher than the national average of 44% (House of Commons: Apprentices Statistics November 2016).

The bar chart below shows apprentices by age group, the largest group is 21-25 year old. The average age of our apprentices is 27 years and 6 months.

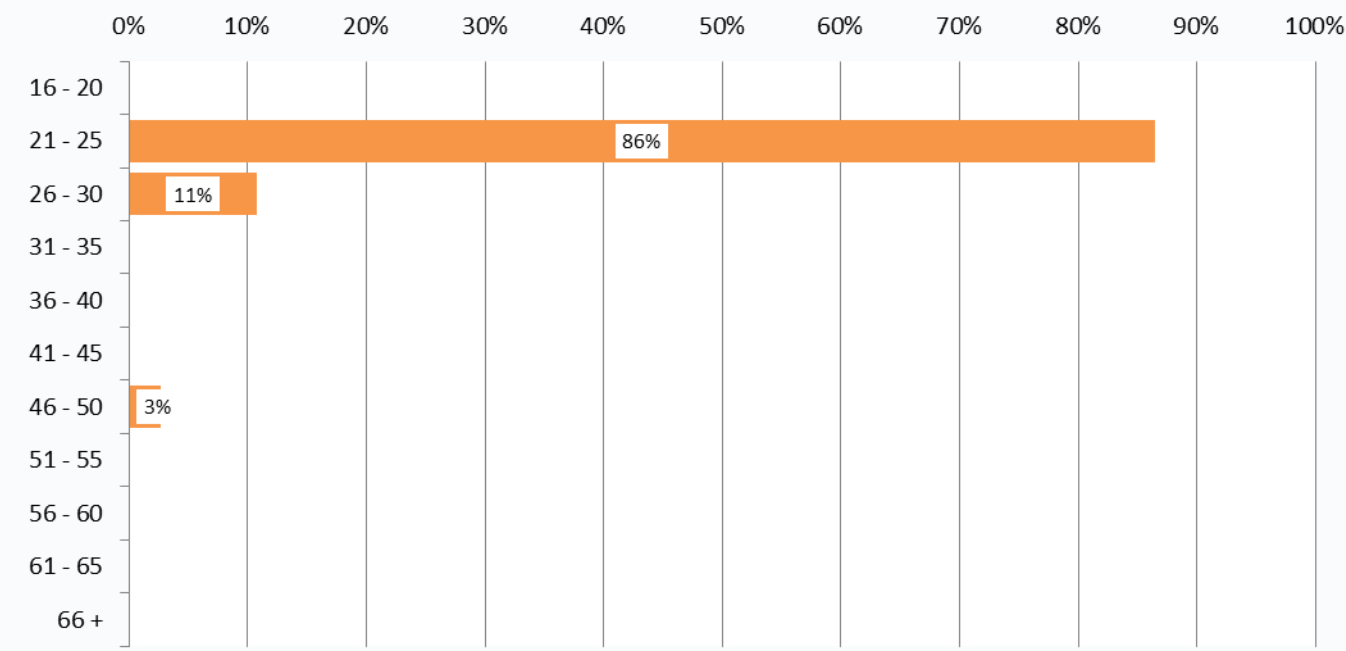
Apprenticeships by age group



Graduate

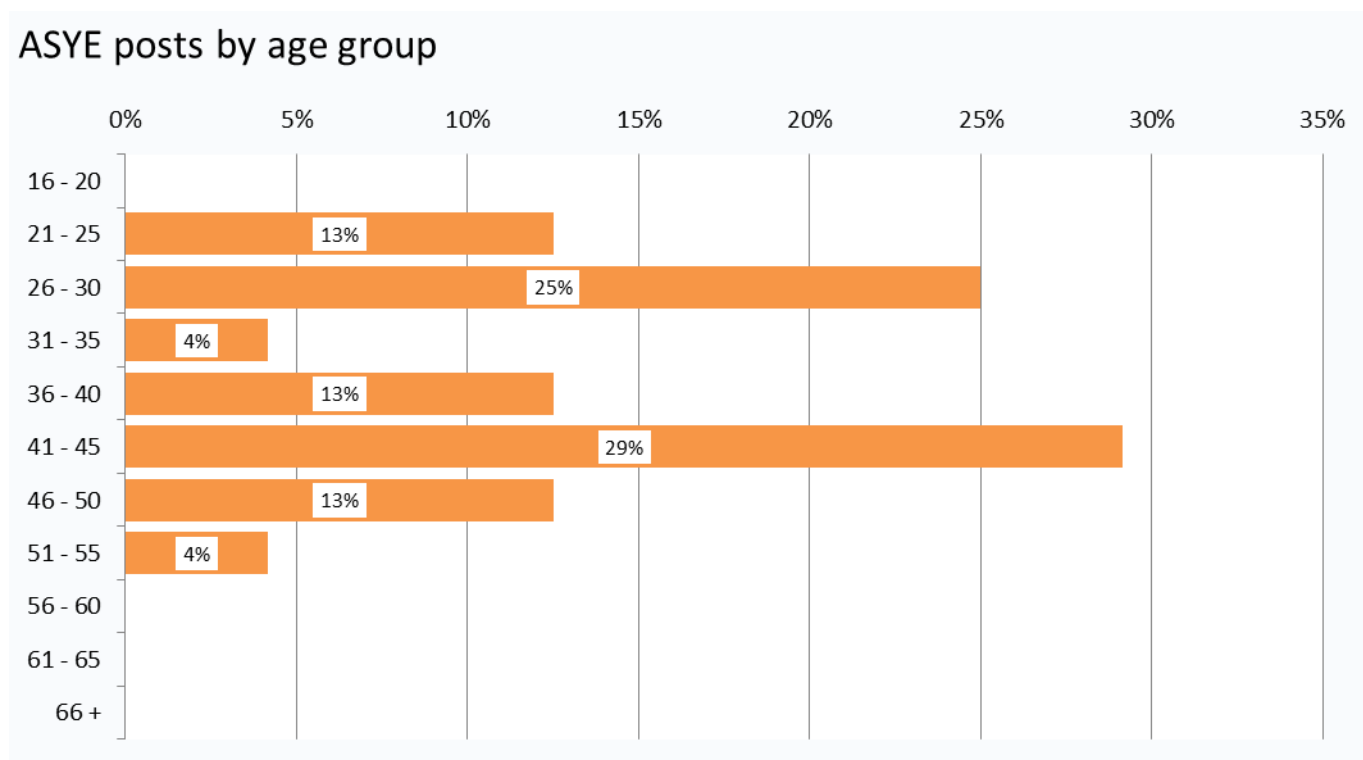
The vast majority of graduate posts filled with employees aged 21-25, this is due to the average age of those leaving university being between 21 and 22. The average age of those employees in graduate posts is 24 years and 3 months.

Graduate posts by age group



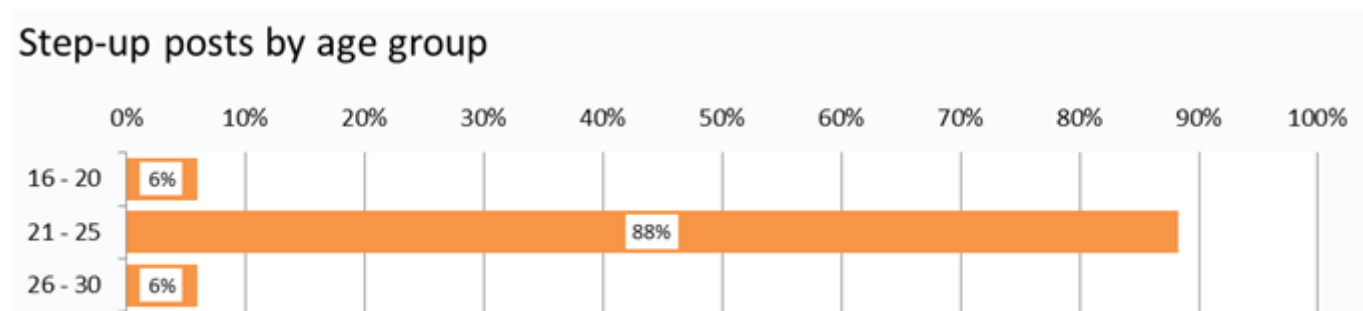
AYSE

The Assessed and Supported Year in Employment (ASYE) is a twelve month programme designed to assess newly qualified social workers (NQSW) and support them in their first year of employment. Participants in our ASYE programme are of wide range of ages, with the average age of our ASYE placement employees is 36 years and 11 months.



Step-up

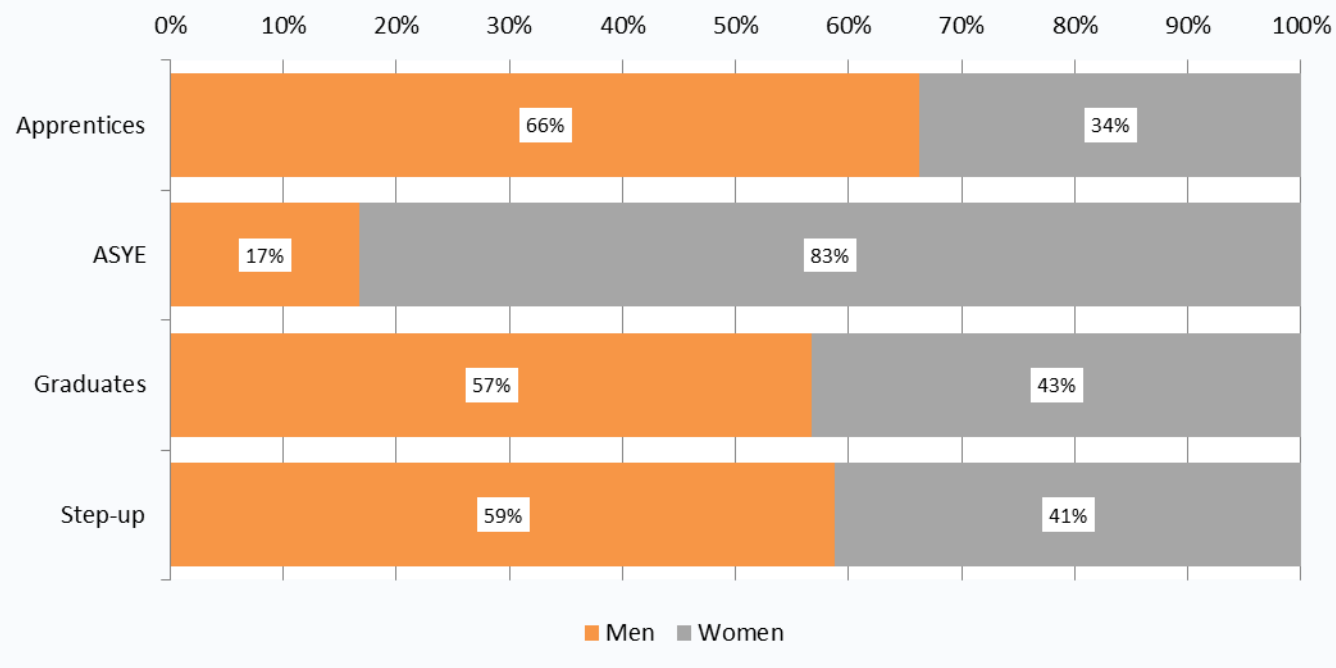
In 2013 we launched the Step-Up employment initiative to encourage paid work placements for unemployed younger people, who have been claiming jobseeker's allowance or employment support allowance for a minimum of six months. The average age of our step-up participants is 22 years and 9 months.



Gender

Excluding ASYE, our entry to employment schemes have more men than women.

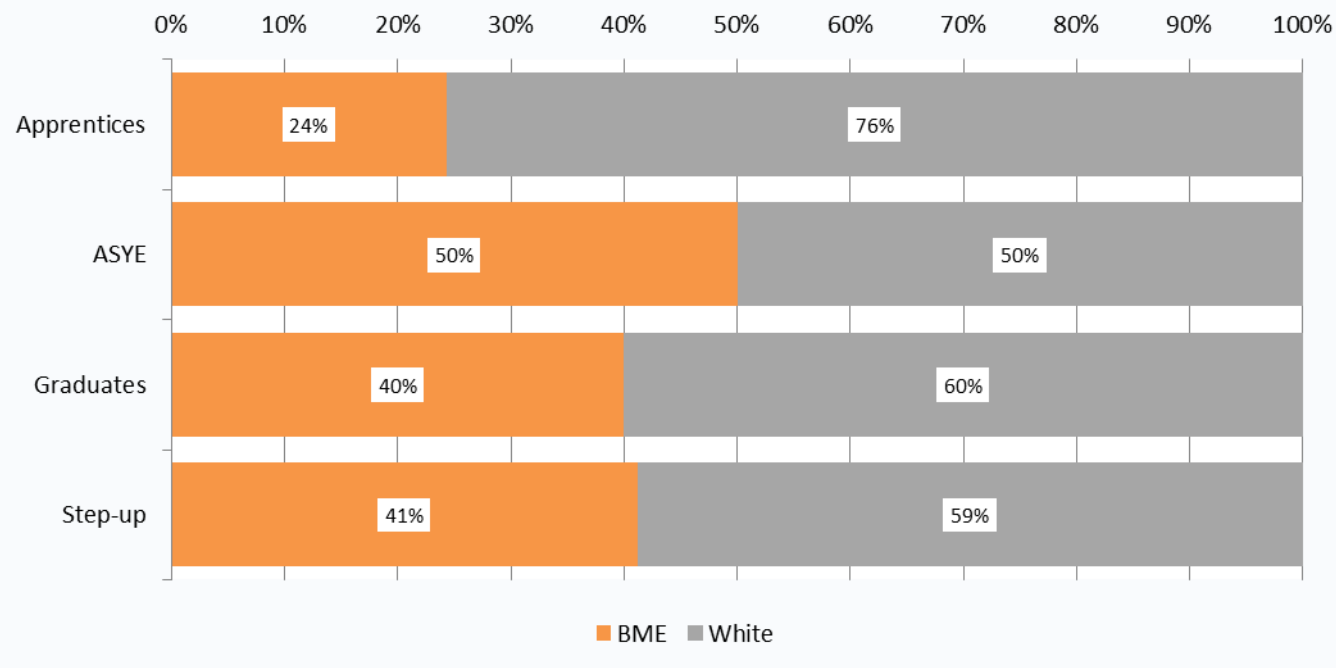
Entry to employment schemes by gender



Race

With the exception of apprentices the representation of BME within our entry to employment is greater than our overall workforce (37%), but lower than the overall % BME within Leicester’s economically active population.

Entry to employment schemes by race

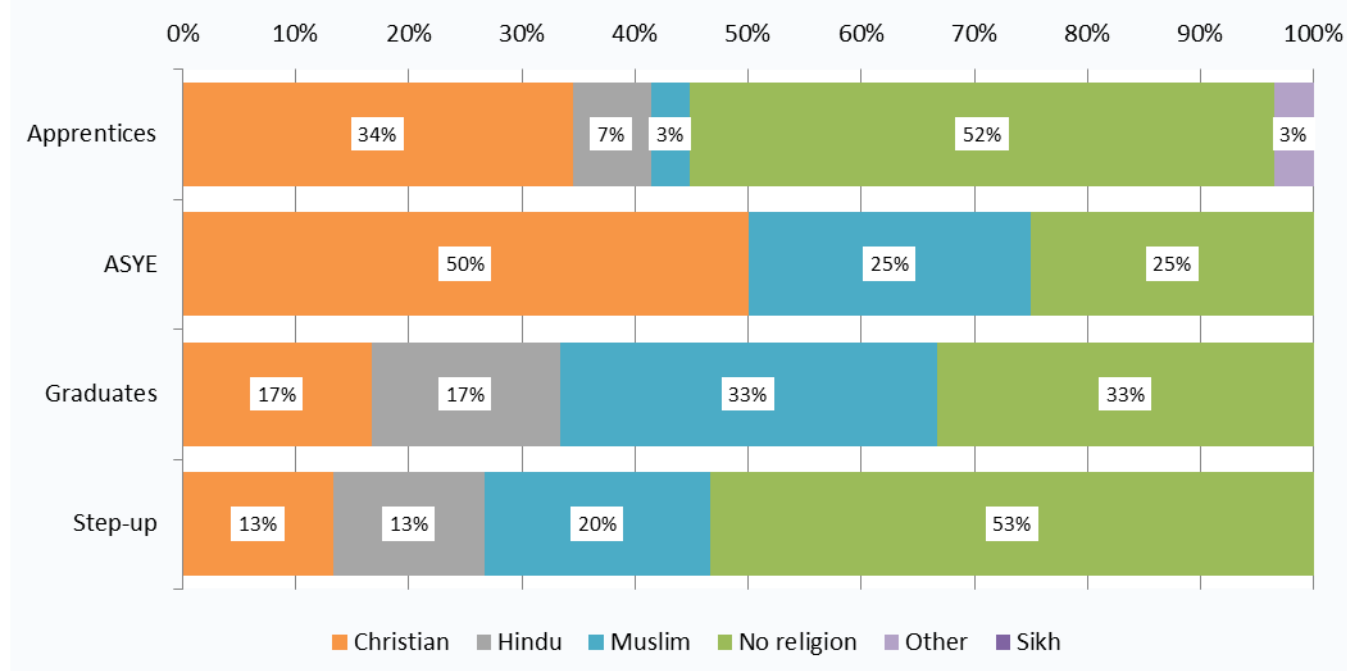


Religion

For apprentices and employees on the step-up programme, those who declared they had no religion were the majority group. For graduates there was an even split between Muslims and those with no religion as

the largest groups (33%). Half of ASYE participants were Christian.

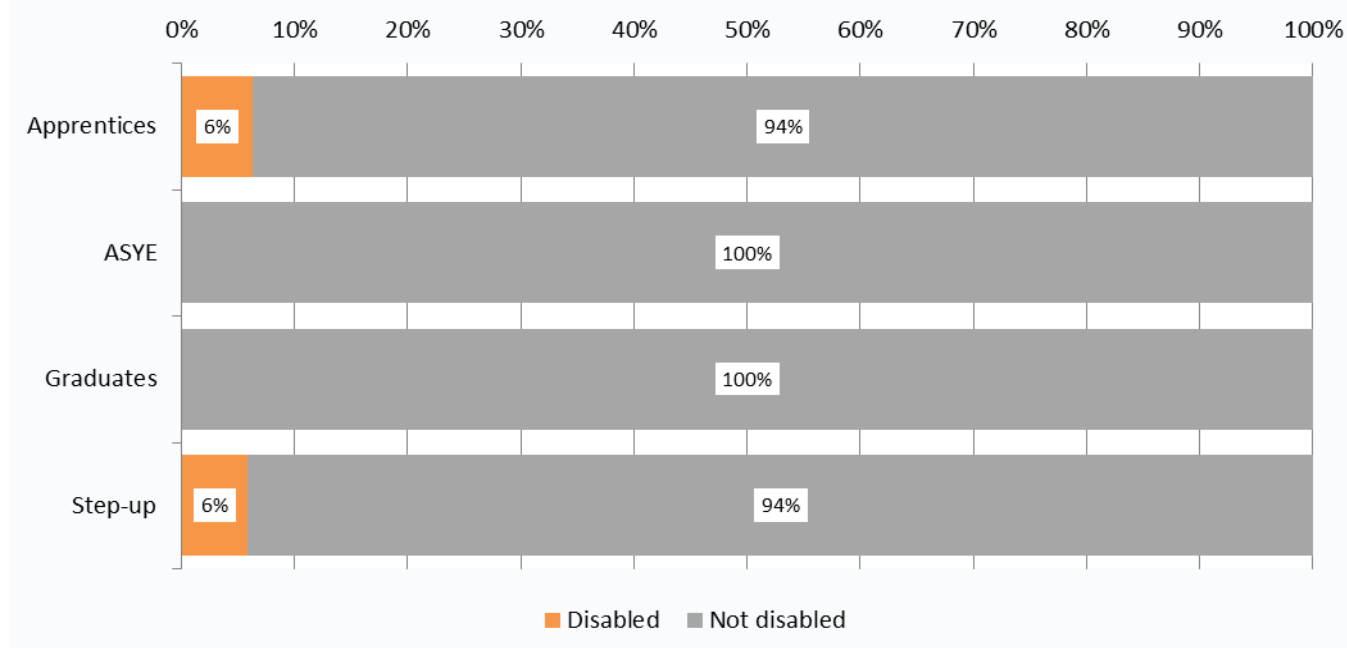
Entry to employment schemes by religion



Disability

For those employed on 31 March 2016/17 no employees in graduate posts or ASYE employees declared they had a disability. A similar proportion of employees who are apprentices and those on the step-up programme were disabled compared with the overall workforce (6% compared with 7.8%)

Entry to employment schemes by disability



Actions and next steps

Issue	Specific actions proposed
<p>Low declaration rates particularly on some protected characteristics</p>	<p>Work to ensure the new recruitment system supports transfer of appointed employee data into the main HR system</p> <p>Ongoing communications campaign to improve declaration rates.</p>
<p>The split of white/BME employees during recruitment and in the top 5% earners.</p>	<p>Undertake recruitment analysis to understand further the split of white/BME employees during recruitment including at the most senior levels.</p> <p>As part of this investigate possible training needs for managers.</p> <p>We already know that recruitment for more senior posts tends to come from the external labour market (rather than internal appointments), and the more senior the post the more likely the appointee lives outside the city (low BME concentration) rather than inside the city (high BME concentration). Investigate the extent this impacts BME representation in the top 5% of earners.</p>
<p>Ageing workforce</p>	<p>Continue work with the YEN, to develop our 'offer' and and how we can retain graduates and apprentices post placement.</p> <p>Continue work on the workforce strategy which will underpin more detailed workforce planning across each department. This will consider issues such as hard to recruit / retain posts and ways of effectively succession planning for future workforce needs.</p>