



City of Westminster

**Human Resources Diversity and Equalities  
Workforce Profile and Monitoring  
Annual Report (1 April 2010 – 31 March 2011)**

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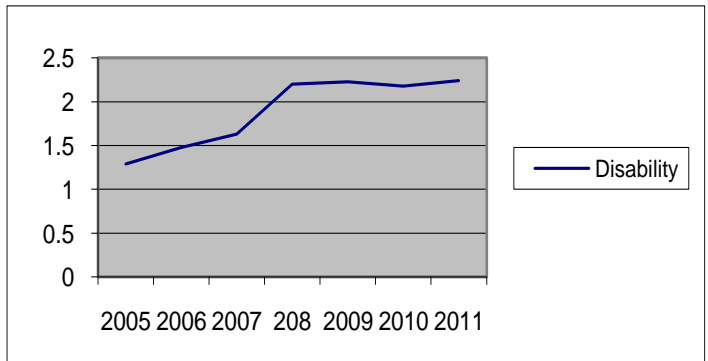
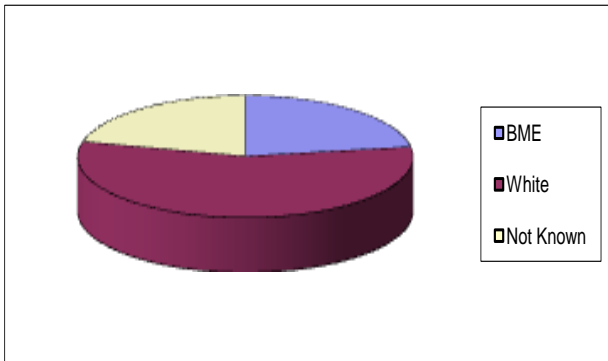
## Summary

Westminster is an employer of choice, promoting a culture, which is welcoming and accessible to all and providing a work environment which is free from discrimination, bullying, harassment and victimisation.

This report sets out the current workforce profile and the monitoring information for the period 1 April 2010 – 31 March 2011. Whilst workforce monitoring helps the council to meet its statutory equality obligations, more importantly it also allows for the promotion of good practice. The report provides management information (MI) in relation to the three diversity strands covered by the general equality duties - ethnicity, disability and gender. Additional information on other diversity strands is provided where available.

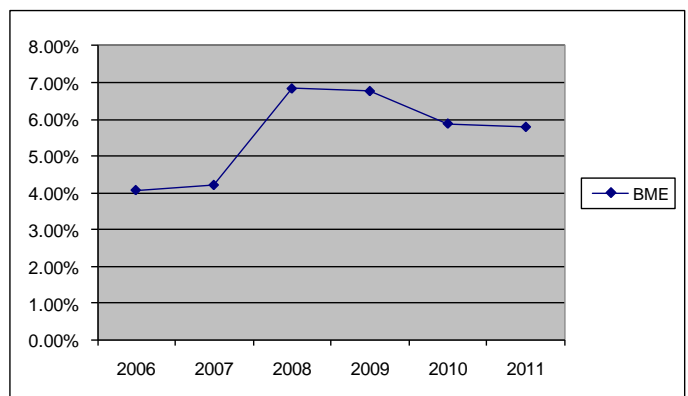
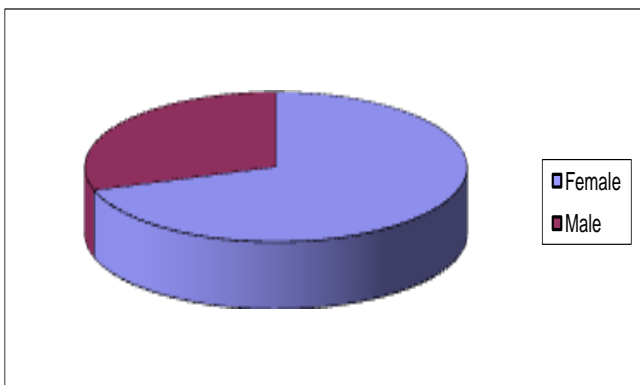
The provision of diversity information by staff is voluntary, staff may choose not to declare their ethnicity or disability status to the council. A large number of staff have chosen not to provide monitoring information and remain as “Not Known”. Due to the level of staff in the “Not Known” category, overall analysis is difficult and any trends should be considered open to variation. Where possible trends have been identified based on the MI available. Since 2005 the council has undertaken numerous campaigns to reduce the number of staff identified as Not Known. Of staff in the “not known” category 78.8% are in schools i.e. out of 1018 “Not Known” 802 are in schools.

### Key information and trends:



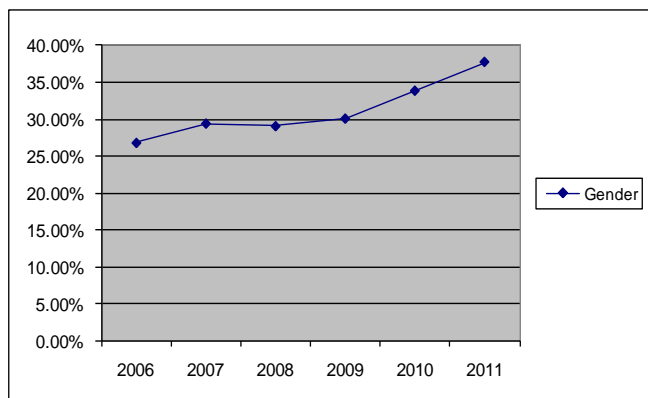
**Ethnicity** - There has been a decrease in all groups apart from Asian or Asian Black staff. In addition there has been an increase on the “Not Known” group. Therefore the above could be open to variation due to the large number of staff in the “Not Known” group. Refusals amounted to 0.04% of employees.

**Disability** - The number and % of disabled staff has increased from 2.18% (107) to 2.24% (108). This is below the community level of 11.1-14.8%.

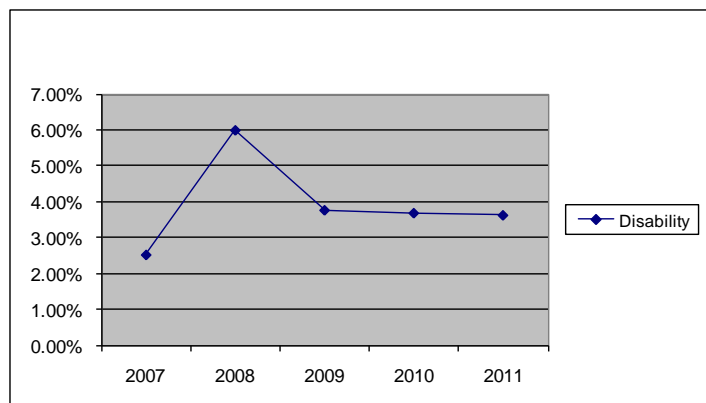


**Gender** - The % of female staff has continued to rise from 69.04% to 69.91%. This is above the community level of 51%.

**Senior Management** – The number of SMG BME staff has remained the same however the % has decreased from 5.88% to 5.80%.



**Senior Management** – the number and % of SMG female staff has increased from 33.82% to 37.68%.



**Senior Management** – The number of SMG disabled staff has stayed the same however the % of disabled staff has fallen from 3.68% to 3.62%.

## Employee Relations (ER)

Year to year comparison:

	2008-2009		2009-2010		2010-2011		Trend
	Closed	Open	Closed	Open	Closed	Open	
Disciplinary	60	24	45	8	31	7	↓ = Decrease
Grievances	23	14	23	5	20	3	↓ = Decrease
Discrimination, Bullying, Victimisation & Harassment	8	2	10	0	1	1	↓ = Decrease
Unsatisfactory Performance	3	2	3	2	4	4	↑ = Increase
Probation	0	0	3	1	2	1	↓ = Decrease
AWOL	2	0	2	0	2	0	= Equal
Tribunal	10	1	17	9	13	10	↓ = Decrease
Sickness	34	41	46	46	45	40	↓ = Decrease

## Corporate Training

BME staff are over represented in training applicants and those attending training courses compared to the overall workforce e.g. 36.57% of staff who attended training courses were BME staff however BME staff make up 22.51% of the workforce.

## Length of Service

41.43% of all staff are in the 1 – 5 years service bracket. 50.88% of staff have 5 years or less service

## Leavers

The number of all leavers has decreased by 76. The number of resignations has fallen by 74.

## Performance Management

0.72% of staff received a salary increase linked to performance in 2010-2011.

## Workforce Profile as at 31 March 2011

### Ethnicity

#### Ethnicity Profile (excluding casual, claims and tutors) and Trend Analysis 2006 -31 March 2011

Ethnicity	31.3.2006		31.3.2007		31.3.2008		31.3.2009		31.3.2010		31.3.2011		Trend since last report
	No	%	No	%	No	%	No	%	No	%	No	%	
Asian or Asian British	266	5.19	274	5.53	283	5.83	290	5.76	286	5.83	285	5.91	↑
Black or Black British	555	10.83	538	10.85	561	11.56	564	11.21	548	11.17	532	11.03	↓
Chinese	54	1.05	61	1.23	59	1.22	53	1.05	49	1.00	46	0.95	↓
Mixed	109	2.13	112	2.26	120	2.47	129	2.56	126	2.57	112	2.32	↓
White	3018	58.90	3020	60.90	309	63.66	2971	59.03	2817	57.42	2717	56.33	↓
Other	121	2.36	125	2.52	134	2.76	127	2.52	117	2.38	111	2.30	↓
Not Known	995	19.42	823	16.60	603	12.42	896	17.80	961	19.59	1018	21.11	↑
Refused			6	0.12	4	0.08	3	0.06	2	0.04	2	0.04	↔
<b>Total</b>	<b>5124</b>	<b>100</b>	<b>4959</b>	<b>100</b>	<b>4854</b>	<b>100</b>	<b>5033</b>	<b>100</b>	<b>4906</b>	<b>100</b>	<b>4823</b>	<b>100</b>	

**Extended Ethnicity Profile (excluding casual, claims and tutors) and Trend Analysis 2006 - 31 March 2011**

	31 March 2006	31 March 2007	31 March 2008	31 March 2009	31 March 2010	31 March 2011	Trend	2001 census – working age %		
								Westminster age 18 – 64	Inner London age 18 – 64	Outer London age 18 – 64
<b>Total Workforce</b>	5124	4959	4854	5033	4906	4823		131,557	1,882,302	2,779,617
<b>Asian or Asian British</b>										
Indian	2.30%	2.50%	2.41%	2.28%	2.32%	2.41%	↑	3.5%	3.2%	8.5%
Pakistani	0.60%	0.60%	0.76%	0.76%	0.75%	0.68%	↓	1%	1.5%	2.2%
Bangladeshi	1.25%	1.35%	1.50%	1.53%	1.59%	1.60%	↑	2%	3.6%	0.6%
Other Asian	1.03%	1.07%	1.15%	1.19%	1.16%	1.22%	↑	1.9%	1.4%	2.4%
	<b>5.19%</b>	<b>5.53%</b>	<b>5.83%</b>	<b>5.76%</b>	<b>5.83%</b>	<b>5.91%</b>	↑	<b>8.4%</b>	<b>9.7%</b>	<b>13.7%</b>
<b>Black or Black British</b>										
Caribbean	5.87%	6.03%	6.32%	6.10%	5.87%	5.74%	↓	2.9%	6.5%	3.7%
African	4.00%	3.77%	4.12%	4.01%	4.22%	4.19%	↓	3.5%	7.6%	3.4%
Other Black	0.96%	1.05%	1.11%	1.09%	1.08%	1.10%	↑	0.6%	1%	0.5%
	<b>10.83%</b>	<b>10.85%</b>	<b>11.56%</b>	<b>11.21%</b>	<b>11.17%</b>	<b>11.03%</b>	↓	<b>7%</b>	<b>15.1%</b>	<b>7.6%</b>
<b>Chinese</b>										
	<b>1.05%</b>	<b>1.23%</b>	<b>1.22%</b>	<b>1.05%</b>	<b>1.00%</b>	<b>0.95%</b>	↓	<b>2.6%</b>	<b>1.6%</b>	<b>1.1%</b>
<b>Mixed</b>										
White & Black Caribbean	0.66%	0.65%	0.74%	0.79%	0.75%	0.70%	↓	0.5%	0.7%	0.4%
White & Black African	0.39%	0.48%	0.58%	0.56%	0.53%	0.54%	↑	0.6%	0.5%	0.3%
White & Asian	0.59%	0.56%	0.41%	0.44%	0.45%	0.41%	↓	1.1%	0.7%	0.6%
Other Mixed	0.49%	0.56%	0.74%	0.77%	0.84%	0.66%	↓	1.1%	0.9%	0.5%
	<b>2.13%</b>	<b>2.26%</b>	<b>2.47%</b>	<b>2.56%</b>	<b>2.57%</b>	<b>2.32%</b>	↓	<b>3.3%</b>	<b>2.8%</b>	<b>1.8%</b>
<b>White</b>										
British	46.51%	48.24%	50.16%	47.13%	45.80%	43.81%	↓	47.1%	51.3%	63.8%
Irish	3.24%	3.29%	3.52%	3.20%	3.34%	3.34%	↔	3.4%	3.6%	3.3%
Other White	9.15%	9.38%	9.97%	8.70%	8.28%	9.19%	↑	23.7%	13.9%	7.3%
	<b>58.90%</b>	<b>60.90%</b>	<b>63.66%</b>	<b>59.03%</b>	<b>57.42%</b>	<b>56.33%</b>	↓	<b>74.2%</b>	<b>68.8%</b>	<b>74.4%</b>
<b>Other Ethnic Group</b>										
	<b>2.36%</b>	<b>2.52%</b>	<b>2.76%</b>	<b>2.52%</b>	<b>2.38%</b>	<b>2.30%</b>	↓	<b>4.5%</b>	<b>2.2%</b>	<b>1.5%</b>
<b>Not Known</b>										
	19.42%	<b>16.60%</b>	<b>12.42%</b>	<b>17.80%</b>	<b>19.59%</b>	<b>21.11%</b>	↑	-	-	-
<b>Refused</b>										
		<b>0.12%</b>	<b>0.08%</b>	<b>0.06%</b>	<b>0.04%</b>	<b>0.04%</b>	↔	-	-	-

## Gender

Gender	31.3.2006		31.3.2007		31.3.2008		31.3.2009		31.3.2010		31.3.2011		2001 census Westminster %
	No	%	No	%	No	%	No	%	No	%	No	%	
<b>Female</b>	3424	66.82	3374	68.04	3324	68.48	3,440	68.35	3387	69.04	3372	69.91	51
<b>Male</b>	1700	33.18	1585	31.96	1530	31.52	1,593	31.65	1519	30.96	1451	30.09	49
<b>Total</b>	<b>5124</b>	<b>100</b>	<b>4959</b>	<b>100</b>	<b>4854</b>	<b>100</b>	<b>5033</b>	<b>100</b>	<b>4906</b>	<b>100</b>	<b>4823</b>	<b>100.00</b>	<b>100</b>

## Disability

Disability	31.3.2006		31.3.2007		31.3.2008		31.3.2009		31.3.2010		31.3.2011		2001 census Westminster* %
	No	%	No	%	No	%	No	%	No	%	No	%	
<b>Yes</b>	76	1.48	81	1.63	107	2.20	112	2.23	107	2.18	108	2.24	11.1-14.8*
<b>Not Known</b>	1499	29.25	1297	26.15	742	15.29	857	17.03	920	18.75	979	20.30	-
<b>No</b>	3549	69.26	3581	72.21	4005	82.51	4,064	80.75	3879	79.07	3736	77.46	-
<b>Total</b>	<b>5124</b>	<b>100</b>	<b>4959</b>	<b>100</b>	<b>4854</b>	<b>100</b>	<b>5033</b>	<b>100</b>	<b>4906</b>	<b>100</b>	<b>4823</b>	<b>100</b>	

\*Westminster – People of working age population with limiting long term illness. Limiting long-term illness covers any long-term illness; health problem or disability, which limits daily activities or work. Working age population is 16-64 inclusive for men and 16-59 inclusive for women. Source: 2001 Census Key statistics table KS08.

## Age

Census 2001 ranges	Census 2001 Westminster %	2007 No	2007 %	2008 No	2008 %	2009 No	2009 %	2010 No	2010 %	2011 No	2011 %
15-19	17.32	16	0.32	12	0.25	20	0.40	5	0.10	3	0.06
20-24	9.58	242	4.88	179	3.69	203	4.03	139	2.83	121	2.51
25-29	13.2	779	15.71	695	14.32	673	13.37	619	12.62	589	12.21
30-44	27.14	2162	43.60	2118	43.63	2,162	42.96	2174	44.31	2107	43.69
45-59	16.28	1530	30.85	1574	32.43	1,669	33.16	1670	34.04	1675	34.73
60-64	4.04	152	3.07	202	4.16	228	4.53	229	4.67	244	5.06
65-74	6.66	56	1.13	63	1.30	74	1.47	66	1.35	80	1.66
Over 74	5.70	6	0.12	4	0.08	4	0.08	4	0.08	4	0.08
Not known	0	16	0.32	7	0.14	0	0	0	0	0	0
<b>Total</b>	<b>100</b>	<b>4959</b>	<b>100</b>	<b>4854</b>	<b>100</b>	<b>5033</b>	<b>100</b>	<b>4906</b>	<b>100</b>	<b>4823</b>	<b>100</b>

## Length of Service

Length of service	No	%
Less than 1 year	456	9.45
1-5 years	1998	41.43
6-10 years	1309	27.14
11-15 years	439	9.10
16-20 years	353	7.32
21-30 years	211	4.37
More than 30 years	57	1.18
<b>Total</b>	<b>4823</b>	<b>100</b>

## Sexual Orientation

Sexual Orientation	No	%
Bisexual	2	0.04%
Gay man	17	0.35%
Gay woman/Lesbian	5	0.10%
Heterosexual/Straight	188	3.90%
Other	1	0.02%
Prefer not to say	27	0.56%
Not Known	4583	95.02%
<b>Total</b>	<b>4823</b>	<b>100%</b>

## Religion or Belief

Religion or Belief	No	%
Bahai	0	0%
Buddhism	0	0%
Christianity	101	2.09%
Hinduism	5	0.10%
Humanism	2	0.04%
Islam	11	0.23%
Janinism	0	0%
Judaism	2	0.04%
Secularism	0	0%
Sikhism	3	0.06%
Zoroastrianism	1	0.02%
No religion or belief	65	1.35%
Other religion or belief	14	0.29%
Prefer not to say	29	0.60%
Not Known	4590	95.17%
<b>Total</b>	<b>4823</b>	<b>100%</b>

**Note:** The current provision of diversity information by staff is voluntary, staff may choose not to declare their status to the council. The 2010 Not Known Campaign was the first time that staff had been asked to provide details on Sexual Orientation, Religion or Belief. Further campaigns are planned for 2001 which the council hopes will improve the figures.

## Grade Analysis

### Grade and Ethnicity – Officers (excludes schools based staff and WAES)

\* SMG/CO - includes Reward Band 5, Reward Band 6, Reward Band 7 and Chief Executive.

Ethnicity	Reward Band 1		Reward Band 2		Reward Band 3		Reward Band 4		SMG/CO*		Other Grades	
	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	7	5.04	46	9.11	81	8.71	28	5.34	**	1.45	**	0.95
Black or Black British	52	37.41	119	23.56	146	15.70	52	9.92	**	2.17	11	10.48

Chinese	4	2.88	9	1.78	15	1.61	**	0.38		0.00		0
Mixed	6	4.32	23	4.55	21	2.26	7	1.34	**	2.17	**	0.95
White	41	29.50	269	53.27	600	64.52	408	77.86	123	89.13	63	60.00
Other	8	5.76	10	1.98	19	2.0	**	0.57		0	**	0.95
Unknown	21	15.11	29	5.74	47	5.05	24	4.58	6	4.35	28	26.67
Refused		0		.	**	0.11		0	**	0.72		0.
<b>Total</b>	<b>139</b>	<b>100</b>	<b>505</b>	<b>100</b>	<b>930</b>	<b>100</b>	<b>524</b>	<b>100</b>	<b>138</b>	<b>100</b>	<b>105</b>	<b>100</b>

\*\* Less than four people and may allow individuals to be identified.

### Grade and Gender – Officers (excludes schools based staff and WAES)

\* SMG/CO - includes Reward Band 5, Reward Band 6, Reward Band 7 and Chief Executive.

Gender	Reward Band 1		Reward Band 2		Reward Band 3		Reward Band 4		SMG/CO*		Other Grades	
	No	%	No	%	No	%	No	%	No	%	No	%
Female	98	70.50	333	65.94	524	56.34	294	56.11	52	37.68	58	55.24
Male	41	29.50	172	34.06	406	43.66	230	43.89	86	62.32	47	44.76
<b>Total</b>	<b>139</b>	<b>100</b>	<b>505</b>	<b>100</b>	<b>930</b>	<b>100</b>	<b>524</b>	<b>100</b>	<b>138</b>	<b>100</b>	<b>105</b>	<b>100</b>

### Grade and Disability – Officers (excludes schools based staff and WAES)

\* SMG/CO - includes Reward Band 5, Reward Band 6, Reward Band 7 and Chief Executive

Disability	Reward Band 1		Reward Band 2		Reward Band 3		Reward Band 4		SMG/CO*		Other Grades	
	No	%	No	%	No	%	No	%	No	%	No	%
Yes	6	4.32	23	4.55	28	3.01	18	3.44	5	3.62	**	1.90
No	114	82.01	458	90.69	869	93.44	486	92.75	133	96.38	76	72.38
Not known	19	13.67	24	4.75	33	3.55	20	3.82	0		27	25.71
<b>Total</b>	<b>139</b>	<b>100</b>	<b>505</b>	<b>100</b>	<b>930</b>	<b>100</b>	<b>524</b>	<b>100</b>	<b>138</b>	<b>100</b>	<b>105</b>	<b>100</b>

\*\* Less than four people and may allow individuals to be identified

**Grade and Ethnicity – Schools and WAES** (excludes staff in WCC Departments)

	LG and AST		MST		WUP and Unqualified		Support staff, Schools		WAES	
	No	%	No	%	No	%	No	%	No	%
<b>Ethnicity</b>										
Asian or Asian British	**	1.09	13	2.42	11	3.24	89	7.02	5	3.25
Black or Black British	7	3.80	14	2.61	11	3.24	98	7.73	19	12.34
Chinese	**	0.54	4	0.74	4	1.18	7	0.55	0	0
Mixed	5	2.72	10	1.86	6	1.76	30	2.37	0	0
White	130	70.65	203	37.80	217	63.82	596	47.04	67	43.51
Other	**	1.09	5	0.93	8	2.35	53	4.18	**	1.30
Unknown	37	20.11	288	53.63	83	24.41	394	31.10	61	39.61
<b>Total</b>	<b>184</b>	<b>100</b>	<b>537</b>	<b>100</b>	<b>340</b>	<b>100</b>	<b>1267</b>	<b>100</b>	<b>154</b>	<b>100</b>

\*\* Less than four people and may allow individuals to be identified

**Grade and Gender – Schools and WAES** (excludes staff in WCC Departments)

	LG and AST		MST		WUP and Unqualified		Support staff, Schools		WAES	
	No	%	No	%	No	%	No	%	No	%
<b>Gender</b>										
Female	144	78.26	421	78.40	257	<b>75.59</b>	1084	85.56	107	69.48
Male	40	21.74	116	21.60	83	<b>24.41</b>	183	14.44	47	30.52
<b>Total</b>	<b>184</b>	<b>100</b>	<b>537</b>	<b>100</b>	<b>340</b>	<b>100</b>	<b>1267</b>	<b>100</b>	<b>154</b>	<b>100</b>

**Grade and Disability – Schools and WAES** (excludes staff in WCC Departments)

	LG and AST		MST		WUP and Unqualified		Support staff, Schools		WAES	
	No	%	No	%	No	%	No	%	No	%
<b>Disability</b>										
Yes	**	1.63	5	0.93	**	0.29	13	1.03	4	2.60
No	144	78.26	250	46.55	257	75.59	864	68.19	91	59.09
Not known	37	20.11	282	52.51	82	24.12	390	30.78	59	38.31
<b>Total</b>	<b>184</b>	<b>100</b>	<b>537</b>	<b>100</b>	<b>340</b>	<b>100</b>	<b>1267</b>	<b>100</b>	<b>154</b>	<b>100</b>

\*\* Less than four people and may allow individuals to be identified.

**Grade and Ethnicity– Schools Support Staff** (excludes Officers in WCC departments, Schools Teaching and WAES staff)

Ethnicity	Range 1		Range 2		Range 3		Range 4		Range 5		Range 6-10		Range 11-14	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	47	8.94	23	8.42	**	2.83	6	6.74	4	4.04	**	1.53	4	9.30
Black or Black British	31	5.89	25	9.16	7	6.60	10	11.24	12	12.12	10	7.63	**	6.98
Chinese	**	0.38	0	0	**	0.94	**	3.37	**	1.01	0	0	0	0
Mixed	7	1.33	10	3.66	4	3.77	**	2.25	**	2.02	**	2.29	**	4.65
Other	22	4.18	8	2.93	4	3.77	8	8.99	5	5.05	5	3.82	**	2.33
White	207	39.35	132	48.35	57	53.77	42	47.19	53	53.54	84	64.12	21	48.84
Unknown	210	39.92	75	27.47	30	28.30	18	20.22	22	22.2%	27	20.61	12	27.91
<b>Total</b>	<b>526</b>	<b>100</b>	<b>273</b>	<b>100</b>	<b>106</b>	<b>100</b>	<b>89</b>	<b>100</b>	<b>99</b>	<b>100</b>	<b>131</b>	<b>100</b>	<b>43</b>	<b>100</b>

\*\* Less than four people and may allow individuals to be identified

**Grade and Gender – Support Staff** (excludes Officers in WCC departments, Schools Teaching and WAES staff)

Gender	Range 1		Range 2		Range 3		Range 4		Range 5		Range 6-10		Range 11-14	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Female	471	89.54	245	89.74	84	79.25	74	83.15	76	76.77	107	81.68	27	62.79
Male	55	10.46	28	10.26	22	20.75	15	16.85	23	23.23	24	18.32	16	37.21
<b>Total</b>	<b>526</b>	<b>100</b>	<b>273</b>	<b>100</b>	<b>106</b>	<b>100</b>	<b>89</b>	<b>100</b>	<b>99</b>	<b>100</b>	<b>131</b>	<b>100</b>	<b>43</b>	<b>100</b>

**Grade and Declared Disability – Support Staff** (excludes Officers in WCC departments, Schools Teaching and WAES staff)

Disability	Range 1		Range 2		Range 3		Range 4		Range 5		Range 6-10		Range 11-14	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Yes	5	0.95	2	0.73	2	1.89	1	1.12	2	2.02	1	0.76	0	0
No	313	59.51	197	72.16	74	69.81	70	78.65	75	75.76	104	79.39	31	72.09
Not known	208	39.54	74	27.11	30	28.30	18	20.22	22	22.22	26	19.85	12	27.91
<b>Total</b>	<b>526</b>	<b>100</b>	<b>273</b>	<b>100</b>	<b>106</b>	<b>100</b>	<b>89</b>	<b>100</b>	<b>99</b>	<b>100</b>	<b>131</b>	<b>100</b>	<b>43</b>	<b>100</b>

## Senior Management Profile

### Ethnicity

Ethnicity	31.3.06		31.3.07		31.3.2008		31.3.2009		31.3.2010		31.3.2011		Trend
	No	%	No	%	No	%	No	%	No	%	No	%	
BME	5	4.06	5	4.20	8	6.84	9	6.77	8	5.88	8	5.80	↓
White	118	95.90	104	87.39	105	89.74	117	87.97	127	93.38	128	92.75	↓
Refused	-	-	1	0.84	3	2.56	1	0.75	1	0.74	2	1.45	↑
Not Known	-	-	9	7.56	1	0.85	6	4.51	0	0	0	0	
<b>Total</b>	<b>123</b>	<b>100</b>	<b>119</b>	<b>100</b>	<b>117</b>	<b>100</b>	<b>133</b>	<b>100</b>	<b>136</b>	<b>100</b>	<b>138</b>	<b>100</b>	

### Gender

Gender	31.3.06		31.3.07		31.3.2008		31.3.2009		31.3.2010		31.3.2011		Trend
	No	%	No	%	No	%	No	%	No	%	No	%	
Female	33	26.82	35	29.41	34	29.06	40	30.08	46	33.82	52	37.68	↑
Male	90	73.17	84	70.59	83	70.94	93	69.92	90	66.18	86	62.32	↓
<b>Total</b>	<b>123</b>	<b>100</b>	<b>119</b>	<b>100</b>	<b>117</b>	<b>100</b>	<b>133</b>	<b>100</b>	<b>136</b>	<b>100</b>	<b>138</b>	<b>100</b>	

### Disability.

Disability	31.03.07		31.3.2008		31.3.2009		31.3.2010		31.3.2011		Trend
	No	%	No	%	No	%	No	%	No	%	
Yes	3	2.52	7	5.98%	5	3.76	5	3.68	5	3.62	↓
No	99	83.19	103	88.03%	122	91.73	131	96.32	133	96.38	↑
Not Known	17	14.29	7	5.98%	6	4.51	0	0	0	0	↔
<b>Total</b>	<b>119</b>	<b>100</b>	<b>117</b>	<b>100%</b>	<b>133</b>	<b>100</b>	<b>136</b>	<b>100</b>	<b>138</b>	<b>100</b>	

### Age

Age	2007		2008		2009		2010		31.3.2011		Trend
	No	%	No	%	No	%	No	%	No	%	
25-29	0	0	0	0%	1	0.75	2	1.47	0	0	↓
30-44	37	31.09	41	35.04	43	32.33	41	30.15	43	31.16	↑
45-59	78	65.55	71	60.68	82	61.65	84	61.76	84	60.87	↓
60-64	4	3.36	5	4.27	7	5.26	9	6.62	10	7.25	↑
65-74									1	0.72	↑
<b>Total</b>	<b>119</b>	<b>100%</b>	<b>117</b>	<b>100</b>	<b>133</b>	<b>100</b>	<b>136</b>	<b>100</b>	<b>138</b>	<b>100</b>	

## Casuals, Claims and Tutors Workforce Profile

It is also important for council to monitor the diversity details of casual, claims and tutor staff. This has been undertaken at an overall workforce level.

Large level of staff Not Known at 27.27% makes it difficult to identify clear trends.

Ethnicity	Total	
	No	%
Asian or Asian British	2	6.06
Black or Black British	2	6.06
Mixed	1	3.03
Unknown	12	36.36
White	16	48.48
<b>Total</b>	<b>33</b>	<b>100</b>

Majority of casual staff placed within the 30-44 age group.

Age	Total	
	No	%
20-24	1	3.03
25-29	1	3.03
30-44	19	57.58
45-59	9	27.27
60-64	1	3.03
65-74	2	6.06
<b>Total</b>	<b>33</b>	<b>100</b>

Women are over represented compared to men.

Gender	Total	
	No	%
Female	21	63.64
Male	12	36.36
<b>Total</b>	<b>33</b>	<b>100</b>

Declared disabled staff are under represented.

Disability	Total	
	No	%
Yes	0	0
Not Known	12	36.36
No	21	63.64
<b>Total</b>	<b>33</b>	<b>100</b>

## Recruitment

### Internal

The recruitment monitoring information relates to jobs which reached the final offer of appointment stage in the period 1 April 2010 – 31 March 2011

204 existing staff applied for posts within the council either as promotion or to a different job at the same level. 79 of those staff were appointed. This data excludes transition appointments as part of ring fenced procedures.

### Ethnicity

Ethnicity	Applied		Shortlisted		Appointed		Appointments out of applicants (%)	Workforce 31.3.2011
	No	%	No	%	No	%		
Asian or Asian British	9	6.87	5	5.88	0	0	0	5.91
Black or Black British	21	16.03	11	12.94	1	2.63	4.76	11.03
Chinese	3	2.29	2	2.35	1	2.63	33.33	0.95
Mixed	5	3.82	3	3.53	2	5.26	40.00	2.32
White	81	61.83	52	61.18	23	60.53	28.40	56.33
Other	2	1.53	2	2.35	2	5.26	100.00	2.30
Unknown	8	6.11	8	9.41	8	21.05	100.00	21.11
Refused	2	1.53	2	2.35	1	2.63	50.00	0.04
<b>Total</b>	<b>131</b>	<b>100</b>	<b>85</b>	<b>100</b>	<b>38</b>	<b>100</b>	<b>29.01</b>	<b>100</b>

### Gender

Gender	Applied		Shortlisted		Appointed		Appointments out of applicants (%)	Workforce 31.3.2011
	No	%	No	%	No	%		
Female	82	62.60	53	62.35	21	55.26	25.61	69.91
Male	49	37.40	32	37.65	17	44.74	34.69	30.09
<b>Total</b>	<b>131</b>	<b>100</b>	<b>85</b>	<b>100</b>	<b>38</b>	<b>100</b>	<b>29.01</b>	<b>100</b>

### Disability

Declared Disability	Applied		Shortlisted		Appointed		Appointments out of applicants (%)	Workforce 31.3.2011
	No	%	No	%	No	%		
Yes	1	0.76	0	0	0	0	0	2.24
No	121	92.37	76	89.41	29	76.32	23.97	77.46
Unknown	9	6.87	9	10.59	9	23.68	100.00	20.30
<b>Total</b>	<b>131</b>	<b>100</b>	<b>85</b>	<b>100</b>	<b>38</b>	<b>100</b>	<b>29.01</b>	<b>100</b>

## External

The recruitment monitoring information relates to jobs which reached the final offer of appointment stage in the period 1 April 2010 – 31 March 2011. During the period, there were 9056 applicants, 1003 were short-listed and 237 appointed.

### Ethnicity

Ethnicity	Applicants		Shortlisted		Appointed		Appointments out of applicants (%)	Workforce 31.3.2011
	No	%	No	%	No	%		
Asian or Asian British	543	15.31	36	9.65	12	12.12	2.21	5.91
Black or Black British	796	22.45	63	16.89	19	19.19	2.39	11.03
Chinese	32	0.90	2	0.54		0.00	0.00	0.95
Mixed	154	4.34	25	6.70	9	9.09	5.84	2.32
White	1626	45.85	201	53.89	41	41.41	2.52	56.33
Other	164	4.62	13	3.49	3	3.03	1.83	2.30
Unknown	149	4.20	27	7.24	12	12.12	8.05	21.11
Refused	82	2.31	6	1.61	3	3.03	3.66	0.04
<b>Total</b>	<b>3546</b>	<b>100</b>	<b>373</b>	<b>100</b>	<b>99</b>	<b>100</b>	<b>2.79</b>	<b>100</b>

### Gender

Gender	Applicants		Shortlisted		Appointed		Appointments out of applicants (%)	Workforce 31.3.2011
	No	%	No	%	No	%		
Female	2144	60.46	256	68.63	72	72.73	3.36	69.91
Male	1402	39.54	117	31.37	27	27.27	1.93	30.09
<b>Total</b>	<b>3546</b>	<b>100</b>	<b>373</b>	<b>100</b>	<b>99</b>	<b>100</b>	<b>2.79</b>	<b>100</b>

### Disability

Disability	Applicants		Shortlisted		Appointed		Appointments out of applicants (%)	Workforce 31.3.2011
	No	%	No	%	No	%		
Yes	27	0.76	4	1.07	0	0.	0	2.24
No	3509	98.96	360	96.51	96	96.97	2.74	77.46
Unknown	10	0.28	9	2.41	3	3.03	30.00	20.30
<b>Total</b>	<b>3546</b>	<b>100</b>	<b>373</b>	<b>100</b>	<b>99</b>	<b>100</b>	<b>2.79</b>	<b>100</b>

## Employee Relations Cases

**Closed Cases** - data is provided in relation to outcomes of: Disciplinary, Grievance, Discrimination, Bullying, Victimisation and Harassment, Unsatisfactory Performance Procedure (UPP), Probation, AWOL, Tribunal and Sickness cases concluded in the period 1 April 2010 – 31 March 2011. Data is separated into schools and non-schools cases.

**Open cases** - data is provide for all open cases, this is not separated into schools and non schools.

Note: if a diversity category does not appear in any of the tables below no member of staff has been identified from this group for the reporting period. A blank field in the table means there are no cases.

### Disciplinary – closed cases

	Departments - outcome							Schools - outcome						
	No Case to answer	Not Blameworthy	Formal Oral Warning	Formal Written Warning	Final Written Warning	Dismissal	Other*	No Case to answer	Not Blameworthy	Formal Oral Warning	Formal Written Warning	Final Written Warning	Dismissal	Other*
<b><u>Ethnicity</u></b>														
Asian or Asian British						1					1			
Black or Black British		1		1				1				1		
Chinese														
Mixed														
White	3	1			2	3		1					1	2
Not Known				1	1			1	1		4	1	2	1
<b><u>Disability</u></b>														
No	2	2			2	3		2			1		1	
Not Known	1			2	1	1		1	1		4	2	2	3
<b><u>Gender</u></b>														
Male	1	1		1	2	1		1	1					3
Female	2	1		1	1	3		2			5	2	3	
<b><u>Age</u></b>														
15-19													1	
25-29						1			1		2	1		
30-44	2	1		1	1	1		1			2	1	2	
45-59	1	1			1	1					1			
60-64				1	1	1		1						3
65-74								1						

\* resignations, withdrawn complaints.

## Disciplinary – open cases

Ethnicity	
Black or Black British	1
White	3
Not Known	3

Age	
30-44	2
45-59	3
60-64	2

Gender	
Female	5
Male	2

Disability	
No	4
Not Known	3

## Grievance – closed cases

	Departments - outcome				Schools - outcome			
	Not upheld	Partially Upheld	Upheld	Other*	Not upheld	Partially Upheld	Upheld	Other*
<b>Ethnicity</b>								
Black or Black British			1	1	1			
Chinese			1					
Mixed		1						
White	4		7	1				1
Unknown	2							
<b>Disability</b>								
No	4	1	9	2				
Not Known	2				1			1
<b>Gender</b>								
Female	5		8	2	1			1
Male	1	1	1					
<b>Age</b>								
25-29			4					
30-44	4		3	2				1
45-59		1	2					
60-64	2				1			

\* resignations, withdrawn complaints

## Grievance – open cases

Ethnicity	
Asian or Asian British	1
White	2

Age	
30-44	1
45-59	2

Gender	
Female	3
Male	

Disability	
No	3

## Discrimination, Bullying, Victimisation and Harassment – closed cases

Ethnicity	
White	1

Age	
60-64	1

Gender	
Male	1

Disability	
Not Known	1

No closed DBVH cases in schools

## Discrimination, Bullying, Victimisation and Harassment – open cases

Ethnicity	
White	1

Age	
30-44	1

Gender	
Male	1

Disability	
No	1

## UPP – closed cases

	Departments - outcome			Schools - outcome		
	Not Upheld	Dismissed	Other*	Not Upheld	Dismissed	Other
<b>Ethnicity</b>						
Mixed						1
White				1		
Unknown			1		1	
<b>Disability</b>						
No					1	
Not Known			1	1		1
<b>Gender</b>						
Female				1	1	1
Male			1			
<b>Age</b>						
45-59			1	1	1	1

Note \* = Sickness, Disciplinary, or Redundancy

## UPP – open cases

Ethnicity	
Asian or Asian British	1
Black or Black British	2
Unknown	1

Age	
30-44	1
45-59	2
60-64	1

Gender	
Male	1
Female	3

Disability	
No	3
Not Known	1

## Probation – closed cases

	Departments	
	Dismissed	Other*
<b>Ethnicity</b>		
Asian or Asian British	1	
Unknown		1
<b>Disability</b>		
No	1	1
<b>Gender</b>		
F	1	1
<b>Age</b>		
30-44	1	1

Note: \* = confirmation in pots, resigned or redundancy

No Schools cases in 2010/2011

## Probation – open cases

Ethnicity	
Unknown	1

Age	
30-44	1

Gender	
F	1

Disability	
Not Known	1

## AWOL – closed cases

	Departments - outcome		Schools - outcome	
	No Case to answer	Dismissed	No Case to answer	Dismissed
<b>Ethnicity</b>				
Asian or Asian British				1
Black or Black British	1			
<b>Disability</b>				
No	1			1
<b>Gender</b>				
F	1			1
<b>Age</b>				
30-44	1			1

## AWOL – open cases

No open cases

## Tribunal – closed cases

	Departments	Schools
<b>Ethnicity</b>		
Asian or Asian British	1	1
Black or Black British	4	
White	7	

<b>Disability</b>		
Yes	3	0
No	4	1
Not Known	5	

<b>Gender</b>		
Male	6	1
Female	6	

<b>Age</b>		
30-44	5	
45-59	4	
60-64	3	1

## Tribunal – open cases

<b>Ethnicity</b>	
Asian or Asian British	1
Black or Black British	1
White	5
Unknown	1
Other	2

<b>Age</b>	
30-44	1
45-59	8
65-74	1

<b>Gender</b>	
Female	6
Male	4

<b>Disability</b>	
No	3
Not Known	7

## Sickness – closed cases

	Departments - outcome			Schools - outcome		
	Return to Work	Dismissed	Other	Return to Work	Dismissed	Other
<b>Ethnicity</b>						
Asian or Asian British	1		1		1	
Black or Black British	2		3	1	2	1
Chinese	1					
Mixed			1			
White	3	1	7	5		5
Unknown	2	1	4	3		
<b>Disability</b>						
Yes		1				
No	6		6	6	1	1
Not Known	3	1	10	3	2	5
<b>Gender</b>						
Female	6	1	4	8	3	4
Male	3	1	12	1		2
<b>Age</b>						
20-24			1			
25-29	1		1			
30-44	4	1	7	4		3
45-59	4	1	6	4	2	2
60-64			1	1	1	1

## Sickness – open cases

Ethnicity	
Asian or Asian British	3
Black or Black British	5
White	22
Unknown	8
Other	2

Age	
20-24	2
25-29	4
30-44	17
45-59	13
60-64	3
65-74	1

Gender	
Female	33
Male	7

Disability	
No	31
Not Known	9

## Training

### Corporate

982 employees applied for places on training courses run between 1 April 2010 – 31 March 2011. Of these 933 were offered training places. The reasons places are not offered are either because the course is cancelled or oversubscribed. Where courses are oversubscribed individuals are placed on a waiting list.

Ethnicity	Applicants		Offered		Completed		Workforce 31.3.2011	
	No	%	No	%	No	%	No	%
Asian or Asian British	67	9.60	66	9.62	62	9.45	285	5.91
Black or Black British	146	20.92	143	20.85	137	20.88	532	11.03
Chinese	10	1.43	10	1.46	10	1.52	46	0.95
Mixed	23	3.30	23	3.35	22	3.35	112	2.32
White	394	56.45	386	56.27	368	56.10	2717	56.33
Other	9	1.29	9	1.31	9	1.37	111	2.30
Not Known	49	7.02	49	7.14	48	7.32	1018	21.11
Refused	0	0	0	0	0	0	2	0.04
<b>Total</b>	<b>698</b>	<b>100</b>	<b>686</b>	<b>100</b>	<b>656</b>	<b>100</b>	<b>4823</b>	<b>100</b>

Gender	Applied No	Applied %	Offered No	Offered %	Attended No	Attended %	Workforce 31.3.2011	
							No	%
Female	393	56.30	385	56.12	372	56.71	3372	69.91
Male	305	43.70	301	43.88	284	43.29	1451	30.09
<b>Total</b>	<b>698</b>	<b>100</b>	<b>686</b>	<b>100</b>	<b>656</b>	<b>100</b>	<b>4823</b>	<b>100</b>

Disability	Applied No	Applied %	Offered No	Offered %	Attended No	Attended %	Workforce 31.3.2011	
							No	%
Yes	19	2.72	19	2.77	19	2.90	108	2.24
No	622	89.11	612	89.21	583	88.87	3736	77.46
Not known	57	8.17	55	8.02	54	8.23	979	20.30
<b>Total</b>	<b>698</b>	<b>100</b>	<b>686</b>	<b>100</b>	<b>656</b>	<b>100</b>	<b>4823</b>	<b>100</b>

## Adults and Children's Training Data

The Adults and Children's Units operate a separate training and development team focused on professional development. A decision has been made to report such specific data separately to corporate training data due to the diversity codes used. In future the same diversity codes should be used to allow joint reporting.

	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
No of places available on Training Courses	5995	6021	6542	6989	5465	6189
No of successful Applications	4461	5899	5476	5814	5001	5716
No of applicants who attended training	3880	5204	4776	5677	4348	4801

	05-06	06-07	07-08	08-09	09-10	09-10	10-11	10-11
Ethnicity	Completed	Completed	Completed	Completed	Booked	Completed	Booked	Completed
White British	342	418	478	381	304	285	294	151
White Irish	34	37	44	40	42	41	33	19
White Other European	29	43	52	32	19	18	8	8
White Other White Background	62	52	68	55	45	41	25	17
Mixed White and Black Caribbean	5	7	12	7	9	9	74	42
Mixed White and Black African	3	2	4	1	1	1	3	2
Mixed White and Asian	3	4	5	3	3	3	6	5
Mixed Any Other Mixed Background	9	13	8	7	2	1	11	7
Asian or Asian British Indian	18	27	29	20	15	15	18	11
Asian or Asian British Pakistani	6	3	8	4	6	6	2	1
Asian or Asian British Bangladeshi	7	7	7	5	2	2	11	6
Asian or Asian British Any Other Asian Background	8	17	11	10	4	3	18	0
Black or Black British Caribbean	74	91	103	103	92	84	133	105
Black or Black British African	54	87	96	64	53	51	66	36
Black or Black British Any Other Black Background	12	15	8	10	7	7	22	15
Other Ethnic Group	9	15	12	10	9	8	19	12

Chinese								
Other Ethnic Group North African	1	1	1	1	2	2	2	2
Other Ethnic Groups Arab	1	3	4	1	1	0	13	5
Other Ethnic Groups Middle Eastern	0		1	2	0	0	28	16
Any Other Ethnic Group	9	10	8	5	4	2	1	0
Not Stated	823	1160	1301	1513	1892	1651	1602	959
<b>Total</b>	<b>1509</b>	<b>2012</b>	<b>2260</b>	<b>2274</b>	<b>2512</b>	<b>2230</b>	<b>2388</b>	<b>1429</b>

## Leavers

### Resignations

Ethnicity	2005-2006		2006-2007		2007-2008		2008-2009		2009-2010		2010-2011		Workforce 31.3.2011	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	26	3.20	63	5.98	39	5.81	24	4.01	22	4.73	14	3.58	285	5.91
Black or Black British	56	6.90	86	8.16	37	5.51	54	9.03	31	6.67	28	7.16	532	11.03
Chinese	7	0.86	8	0.76	6	0.89	3	0.50	5	1.08	3	0.77	46	0.95
Mixed	10	1.23	24	2.28	15	2.24	11	1.84	11	2.37	10	2.56	112	2.32
White	357	43.97	513	48.67	386	57.53	355	59.36	282	60.65	194	49.62	2717	56.33
Other	15	1.85	39	3.70	19	2.83	9	1.51	13	2.80	9	2.30	111	2.30
Not Known	340	41.87	321	30.46	168	25.04	142	23.75	100	21.51	133	34.02	1018	21.11
Refused	1	0.12	0	0	1	0.15	0	0	1	0.22	0	0	2	0.04
<b>Total</b>	<b>812</b>	<b>100</b>	<b>1054</b>	<b>100</b>	<b>671</b>	<b>100</b>	<b>598</b>	<b>100</b>	<b>465</b>	<b>100</b>	<b>391</b>	<b>100</b>	<b>4823</b>	<b>100</b>

Note: High level of staff Not Known in terms of ethnicity status does not allow for a clear indication of over and/or under representation.

Gender	2005-2006	2006-2007		2007-2008		2008-2009		2009-2010		2010-2011		Workforce 31.3.2011	
	%	No	%	No	%	No	%	No	%	No	%	No	%
Female	70.57	701	66.51	498	74.22	446	74.58	315	67.74	278	71.10	3372	69.91
Male	29.43	353	33.49	173	25.78	152	25.42	150	32.26	113	28.90	1451	30.09
<b>Total</b>	<b>100</b>	<b>1054</b>	<b>100</b>	<b>671</b>	<b>100</b>	<b>598</b>	<b>100</b>	<b>465</b>	<b>100</b>	<b>391</b>	<b>100</b>	<b>4823</b>	<b>100</b>

Disability	2005-2006		2006-2007		2007-2008		2008-2009		2009-2010		2010-2011		Workforce 31.3.2011	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Yes	5	0.62	10	0.95	12	1.79	10	1.67	11	2.37	12	3.07	108	2.24
Not Known	807	99.38	443	42.03	226	33.68	320	53.51	249	53.55	186	47.57	979	20.30
No			601	57.02	433	64.53	268	44.82	205	44.09	193	49.36	3736	77.46
<b>Total</b>	<b>812</b>	<b>100%</b>	<b>1054</b>	<b>100</b>	<b>671</b>	<b>100</b>	<b>598</b>	<b>100</b>	<b>465</b>	<b>100</b>	<b>391</b>	<b>100</b>	<b>4823</b>	<b>100</b>

Length of Service	2006-2007 number	2007-2008 number	2008-2009 number	2009-2010 number	2010-2011 number	Workforce number
Less than 1 year	158	49	110	40	82	456
1 - 5 years	680	486	379	255	229	1998
6 - 10 years	110	94	69	87	50	1309
11 – 15 years	30	23	15	35	18	439
16 – 20 years	71	17	17	20	7	211
20 years or more	5	2	8	28	5	57
<b>Total</b>	<b>1054</b>	<b>671</b>	<b>598</b>	<b>465</b>	<b>391</b>	<b>4823</b>

Age	2006-2007		2007-2008		2008-2009		2009-2010		2010-2011		Workforce 31.3.2011	
	No	%	No	%	No	%	No	%	No	%	No	%
16-19	4	0.37	5	0.75	4	0.67	3	0.65	2	0.52	3	0.06
20-24	105	9.96	40	5.96	30	5.02	25	5.38%	16	4.09	121	2.51
25-29	214	20.30	174	25.93	161	26.92	88	18.92	99	25.32	589	12.21
30-44	449	42.60	314	46.80	273	45.65	185	39.78	208	53.20	2107	43.69
45-59	228	21.63	111	16.54	97	16.22	101	21.72	49	12.53	1675	34.73
60-64	38	3.61	17	2.53	12	2.01	39	8.39	14	3.58	244	5.06
65-74	12	1.14	8	1.19	19	3.18	24	5.16	2	0.51	80	1.66
75 Or over									1	0.26	4	0.08
Not Known	4	0.38	2	0.30	2	0.33	0	0	0	0	0	0
<b>Total</b>	<b>1054</b>	<b>100</b>	<b>671</b>	<b>100</b>	<b>598</b>	<b>100</b>	<b>465</b>	<b>100</b>	<b>391</b>	<b>100</b>	<b>4823</b>	<b>100</b>

## All Leavers

Ethnicity	2005-2006		2006-2007		2007-2008		2008-2009		2009-2010		2010-2011		Workforce 31.3.2011	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	31	2.92	76	5.11	46	5.65	37	4.10	34	4.82	27	4.29	285	5.91
Black or Black British	73	6.87	134	9.02	61	7.49	93	10.31	56	7.94	63	10.02	532	11.03
Chinese	8	0.75	8	0.54	9	1.11	7	0.78	6	0.85	5	0.79	46	0.95
Mixed	15	1.41	31	2.09	18	2.21	19	2.11	17	2.41	18	2.86	112	2.32
White	460	43.31	733	49.33	458	56.27	509	56.43	409	58.01	330	52.46	2717	56.33
Other	26	2.45	43	2.89	23	2.83	22	2.44	20	2.84	11	1.75	111	2.30
Not Known	447	42.09	461	31.02	198	24.32	214	23.73	162	22.98	175	27.82	1018	21.11
Refused	2	0.19	0	0	1	0.12	1	0.11	1	0.14	0	0	2	0.04
<b>Total</b>	<b>1062</b>	<b>100</b>	<b>1486</b>	<b>100%</b>	<b>814</b>	<b>100</b>	<b>902</b>	<b>100</b>	<b>705</b>	<b>100</b>	<b>629</b>	<b>100.</b>	<b>4823</b>	<b>100</b>

Disability	2005-2006		2006-2007		2007-2008		2008-2009		2009-2010		2010-2011		Workforce 31.3.2011	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Yes	10	0.94	17	1.14	16	1.97	17	1.88	16	2.27	15	2.38	108	2.24
Not Known	1052	99.06	596	40.11	267	32.80	536	59.42	400	56.74	338	53.74	979	20.30
No	-	-	873	58.75	531	65.23	349	38.69	289	40.99	276	43.88	3736	77.46
<b>Total</b>	<b>1062</b>	<b>100</b>	<b>1486</b>	<b>100</b>	<b>814</b>	<b>100</b>	<b>902</b>	<b>100</b>	<b>705</b>	<b>100</b>	<b>629</b>	<b>100</b>	<b>4823</b>	<b>100</b>

Gender	2005-2006		2006-2007		2007-2008		2008-2009		2009-2010		2010-2011		Workforce 31.3.2011	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Female	734	69.11	956	64.33	583	71.62	647	71.73	482	68.37	406	64.55	3372	69.91
Male	328	30.89	530	35.67	231	28.38	255	28.27	223	31.63	223	35.45	1451	30.09
<b>Total</b>	<b>1062</b>	<b>100</b>	<b>1486</b>	<b>100</b>	<b>814</b>	<b>100</b>	<b>902</b>	<b>100</b>	<b>705</b>	<b>100%</b>	<b>629</b>	<b>100</b>	<b>4823</b>	<b>100</b>

Length of Service	06/07	07/08	08/09	09/10	10/11	Workforce 31.3.2011
Less than 1 year	237	74	150	53	124	456
1 - 5 years	953	556	533	411	312	1998
6 – 10 years	135	107	110	132	105	1309
11 - 15 years	52	32	40	39	34	439
16 - 20 years	93	28	50	28	17	211
20 years or more	16	17	19	42	37	57
<b>Total</b>	<b>1486</b>	<b>814</b>	<b>902</b>	<b>705</b>	<b>629</b>	<b>4823</b>

Age	2007		2008		2009		2010		2011		Workforce 31.3.2011	
	No	%	No	%	No	%	No	%	No	%	No	%
16-19	16	1.08	7	0.86	5	0.55	5	0.71	2	0.32	3	0.06
20-24	144	9.69	60	7.37	46	5.10	34	4.82	31	4.93	121	2.51
25-29	291	19.58	194	23.83	202	22.39	152	21.56	118	18.76	589	12.21
30-44	600	40.38	348	42.75	366	40.58	280	39.72	287	45.63	2107	43.69
45-59	316	21.27	143	17.57	204	22.62	145	20.57	128	20.35	1675	34.73
60-64	84	5.65	43	5.28	41	4.55	56	7.94	42	6.68	244	5.06
65-74	28	1.88	17	2.09	33	3.66	33	4.68	20	3.18	80	1.66
75 Or over	0	0	0	0	2	0.22	0	0	1	0.16	4	0.08
Not Known	7	0.47%	2	0.25%	3	0.33	0	0	0	0	0	0
<b>Total</b>	<b>1486</b>	<b>100</b>	<b>814</b>	<b>100</b>	<b>902</b>	<b>100%</b>	<b>705</b>	<b>100</b>	<b>629</b>	<b>100</b>	<b>4823</b>	<b>100</b>

## Performance Management

0.72% of staff received a salary increase linked to performance in 2010-2011.

Ethnicity	2010-2011		Workforce 31.3.2011	
	No	%	No	%
Asian or Asian British	1	2.86	285	5.91
Black or Black British	3	8.57	532	11.03
Chinese	1	2.86	46	0.95
Mixed	2	5.71	112	2.32
White	28	80.00	2717	56.33
Other	0	0	111	2.30
Not known	0	0	1018	21.11
Refused	0	0	2	0.04
<b>Total</b>	<b>35</b>	<b>100</b>	<b>4823</b>	<b>100</b>

Disability	2010-2011		Workforce 31.3.2011	
	No	%	No	%
Yes	0	0	108	2.24
Not Known	0	0	979	20.30
No	35	100	3736	77.46
<b>Total</b>	<b>35</b>	<b>100</b>	<b>4823</b>	<b>100</b>

Gender	2010-2011		Workforce 31.3.2011	
	No	%	No	%
Female	22	62.86%	3372	69.91
Male	13	37.14%	1451	30.09
<b>Total</b>	<b>35</b>	<b>100.00%</b>	<b>4823</b>	<b>100</b>

Length of Service	2010-2011		Workforce 31.3.2011	
	No	%	No	%
Less than 1 year	0	0	456	9.45
1-5 years	14	40.00	1998	41.43
6-10 years	12	34.29	1309	27.14
11-15 years	4	11.43	439	9.10
16-20 years	3	8.57	353	7.32
21-30 years	0	0	211	4.37
More than 30 years	2	5.71	57	1.18
<b>Total</b>	<b>35</b>	<b>100</b>	<b>4823</b>	<b>100</b>

Age	2010-2011		Workforce 31.3.2011	
	No	%	No	%
16-19	0	0.	3	0.06
20-24	0	0	121	2.51
25-29	3	8.57	589	12.21
30-44	20	57.14	2107	43.69
45-59	8	22.86	1675	34.73
60-64	4	11.43	244	5.06
65-74	0	0	80	1.66
Over 74	0	0	4	0.08
Not known	0	0	0	0
<b>Total</b>	<b>35</b>	<b>100</b>	<b>4823</b>	<b>100</b>