

COMMITTEE: Administration and Regulation Committee

DATE: 3 October 2019

SUBJECT: Equalities Impacts for Redundancies between April 2018 and March 2019

REPORT BY: Service Director, Human Resources and Monitoring Officer

CONTACT OFFICER: Paul Cripps, Senior HR Adviser **Tel:** 01582 547806

IMPLICATIONS:

LEGAL	✓	COMMUNITY SAFETY	N/A
EQUALITIES	✓	ENVIRONMENT	N/A
FINANCIAL	✓	CONSULTATIONS	✓
STAFFING	✓	OTHER	N/A

WARDS AFFECTED: None

PURPOSE

1. To note any changes in the profile of the Council's workforce comparing the workforce in March 2018 to the position in March 2019.
2. To consider the equalities affects in respect of redundancies between April 2018 and March 2019.
3. To note any similar or new trends since the previous years' Integrated Impact Assessment (IIA) report, which analysed impacts for redundancies between April 2017 and March 2018.
4. To note the number of separate 'employee change' projects undertaken in 2018 – 19.

5. To note the throughput in respect of the Council's Voluntary Separation Scheme, which has now been withdrawn.
6. To note the number of redundancy appeals and their outcomes.

RECOMMENDATION(S)

7. Note the report and conduct a further refresh on the analysis at year-end 2019/20.

BACKGROUND

8. The Council continues to address the spending reductions required by central government within public authorities, which began in the summer of 2010. Work continues on restructuring the Council to enable it to deliver quality services with fewer resources, as evidenced by the Senior Management Restructure in August 2019 when the People Directorate ceased to be, with Adult Social Care becoming part of the Wellbeing & Public Health Directorate and Children's Services as a separate entity. There is an ongoing programme to consider all possible options to help protect essential services and minimise compulsory redundancies.
9. During 2018/2019 there was a slight reduction in the total number of change programmes, falling from 27 to 23 that resulted in changes in the way the Council delivers its services. This signified a noticeable reduction in the number of employees affected, falling from 499 the previous year to 234 employees this year, which is only 7.8% of the current workforce. During this time, there was also a significant reduction in the actual number of redundancies, falling from 44 to only 14 in this year.

These 14 redundancies emanated from five departments within the council Human Resources, Building Control, School Catering, Schools Traded Business unit and the cessation of New Horizons service, Adult Social Care that accounted for nine out of the fourteen redundancies. Therefore, the majority of change programmes undertaken during this period under review resulted in no redundancies at all.

10. **This report focusses on the 14 redundancies made during 2018/19** bringing the overall total since September 2010 to 658 redundancies over this eight-and-a-half-year period in question. The equalities analysis for employees made redundant in 2018/19 compared to the Council's overall workforce profile is seen at Appendix 4.
11. Also included is commentary on employees leaving the Council's workforce for reasons other than redundancy provided at Appendix 5, together with a summary of the overall work programme around employee change exercises at Appendix 7.

REPORT

12. Redundancies since September 2010

	Sept 10 - Mar 12	Apr 12 – Mar 13	Apr 13 – Mar 14	Apr 14 – Mar 15	Apr 15 – Mar 16	Apr 16- Mar 17	Apr 17- Mar 18	Apr 18- Mar 19	Total since 2010
No. of redundant employees	315	134	83	36	12	20	44	14	658
Compulsory	67.9%	77.6%	47%	86%	66.7%	45%	77.25 %	64.25 %	66.46 %
Voluntary	32.1%	22.4%	53%	14%	33.3%	55%	22.75 %	35.75 %	33.54 %

13. Of the 14 redundancies that occurred in 2018/19, nine of these were compulsory and five were voluntary, with only one of these five agreed through the council's local **Voluntary Separation Scheme (VSS)**.
14. There were only three applicants for VSS during this year, which is considerably fewer than in the previous two years, 13 applications were received from employees in both of these years. The Voluntary Separation Scheme has currently been withdrawn, but the Flexible Retirement Scheme has been introduced, allowing people to access their pensions but are able to continue working.
15. The year 2018/19 continued the prevailing trend of previous years, with a higher composition of redundancies being compulsory with only a third being Voluntary. These compulsory redundancies were primarily due to the cessation of the New Horizons Service, within Adult Social Care, which resulted in seven of the total nine compulsory redundancies.
16. During periods of organisational change, volunteers for redundancy are sought from the outset, throughout formal employee consultation and again following committee approval for implementation. Volunteers are always given due consideration where these will mitigate compulsory redundancies.
17. However, the Council's overarching consideration is to retain skilled, trained and experienced employees by offering 'suitable alternative employment' wherever possible, to avoid redundancies and maximise employment opportunities.

Leavers

18. **Redundancies** significantly reduced during this period and accounted for only 3.5% of overall leavers during 2018/19. To put these redundancies into context it is worth noting that there were 401 leavers from the Council during 2018/19 – seven more employees than the previous financial year. It is only right to highlight and duly acknowledge that the workforce had increased to 3,077 employees as at 31 March 2019 compared to 3,032 in March 2018; a 1.5% increase in employed staff.

19. The largest group of leavers 271 on this occasion was again because of **resignations 67.5%** up from 65% the previous year. The most common reasons stated were '**Better Opportunities and Pay and Conditions**' (97 leavers now representing 35.5% of all resignations, a 2% increase on last year but in line with the increase in the workforce. What is interesting to note though is the large increase in '**Career Change**' being cited as the reason for 54 leavers, up from 30 the previous year and now equating to 20% of all resignations (was 11.67%). These three headings combined together, now make up over half- 55.5% of all the resignations for the year in question, which was only a third in the previous period under review.
20. The number of employees that stated that they were dissatisfied with LBC remains static at 15 employees, 5.0% of all resignations. (Appendix 5.) In addition, the online Exit 'interview' forms for Leavers are now in place and there is the option for employees to request the 'interview' with HR, if they prefer rather than management. I hope that this will help to gain a better understanding and ascertain the reasons for the dissatisfaction.
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21. It is interesting to note that the categories for moving house or location and found Luton too far to travel, had both increased to 18 and 13 employees respectively; 11% of all resignations.
22. The number of leavers recorded as **retirement (55 or over)** increased this time around to 58 up from 48 in 2107/18, increasing to 14.4% as opposed to 12.18% last year. We should also note, that four out of the 14 employees that were made redundant were also 55 or over, making the total number of employees of retirement age leaving the council 62, 15% of all leavers.
23. The data also shows a slight increase in all types of **dismissals**, excluding redundancies, 26 in total compared to 24 in the previous period. These comprised of 10 disciplinary dismissals and 4 unsuccessful probationary periods, which were both the same as before; but sickness dismissals increased from nine to 12.
24. There were actually eight employees who transferred from the Council in accordance with the **Transfer of Undertakings Protection of Employment regulations (TUPE), where the employer decides to outsource a service to an alternative provider**. These were because the Council lost the catering contracts at both Lealands High and Leagrave Primary schools, at the beginning of September 2018 and at the end of March 2019 respectively.
25. There was a total of 14 employees affected, although four chose to transfer to other LBC schools instead, one retired and one resigned. At the same time, duly acknowledge that catering was successful in securing contracts at four other schools, three of which were outside of Luton, and as a result, eight employees joined the Council.

26. In addition, the proposed transfer out (TUPE) of a service within the People Directorate to another neighbouring Authority, which affected six employees', did not proceed.

Although there has been a slight increase of seven additional leavers when compared to last year, this as a percentage remained at 13% of the total workforce. There are no significant differences in the reasons for people leaving the council when you compare the two years.

Shrinking workforce overall

	Sept 10	Mar 12	Mar 13	Mar 14	Jun 15	Mar 16	Mar 17	Mar 18	Mar 19
Employee Numbers	3817	3168	3085	2963	2937	2978	3051	3032	3077
Cumulative		-649	-732	-854	-880	-839	-766	-785	-740

27. The previous years' reduction in the workforce was not the case this year with an increase of 45 employees, 16 of these were due to the transfer back of the five remaining Community Centres from the Cultural Trust to the council on 1 October 2018.
28. Managers are identifying decisions around service delivery associated with the necessary savings that are required; to date six employees have been made redundant in the first three months of the current financial year. It is difficult to predict the exact number though until the current and future change programmes are either concluded or scoped, as only three new projects have been identified at this time: - Early Help, Children Services, Public Health and Parks, Place & Infrastructure.
29. However, the overall picture is favourable with the workforce numbers remaining at around the 3,000 level, which is greater than predicted at the outset of the central government spending restrictions.

Workforce Profile as at 31st March 2019 compared to 2018

30. The Council's workforce profile for March 2019 compared to March 2018 see **Appendix 3**.
31. Once again, the profile shows a stable position across the majority of the equalities groups. In general, variances are very slight. There has been previous comment to this Committee around the '**ageing workforce**' and the current data again shows an increase in the number of employees aged 51 or over, now at 43% of the workforce. It is important to register the fact that only 12% of the workforce are under the age of 31, which remains the same as last year. It is noted that 15.5% of the leavers, which equates to 62 ex-employees were under 31 years of age.
32. Employees declaring a **disability** remains constant at 8% of the total workforce, with 65% of employees now considered non- disabled, as

unfortunately the declining to specify or not known category has increased from 22.5% to 27%.

33. **Ethnicity-** Employees' describing themselves as White has reduced from 1814 to 1613 employees this year, but those employees from BME groups has only very slightly increased from 24.2% to 25.06% of the workforce, an additional 37 employees; again the not known/declined to specify category is recorded at 22.5%.
34. **iTrent data capture.** The categories of Not Known, declined to Specify or Prefer Not to Say is still an ongoing issue, as it remains at an average level of 25% of the data reviewed. With Ethnicity increasing from 16 to 22.5%, Sexuality and Religion remaining at 27% and 25% respectively and disability reported above.
35. The Cohesion and Equalities Adviser, in conjunction with the Internal Equalities Champion Group, are undertaking a piece of work with all employees to explain the importance for them to provide their equalities data, which is used anonymously for monitoring and analysis purposes.
36. For the first year, we are able to report to Committee on Belief as a new category alongside Religion, with Agnosticism and Atheism being recorded at 0.10% and 0.20%; three and 6 employees respectively.

Redundancies and Projects

37. There were 14 Luton Council redundancies during 2018/19. Appendix 7 shows the redundancies by directorate.
 38. Ten of these redundant employees came from a pool of 147 staff affected by the 13 restructuring projects undertaken across the Council this year; two were because of restructures from the previous year, and a cashier within the Catering service. The final one turned out to be the last successful redundancy from the Voluntary Separation Scheme.
 39. The departmental breakdown of these 13 restructures is five undertaken in Place & Infrastructure, three in People, two in both Customer & Commercial (C&C) and Chief Executive (CE) and one within Public Health (PH) Directorates.
 40. There was a variety in the number of employees affected, some groups being as few as four staff, which was because of the review for Business Intelligence (CE) being split into two phases. Whilst others were in the region of 40 employees e.g. Revenues & Benefits and Neighbourhood Regulatory Services.
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41. It is important to note that the majority of the change projects this year, which duly affected a significant smaller, number of employees' resulted in no redundancies being made within this year. Although there are five employees who will fall into the current years' 2019/20 redundancies statistics. This year the majority of redundancies were compulsory caused by the cessation of a

service i.e. New Horizons (7), plus a school catering cashier and an unsuccessful trial period (Building Control).

42. There were several team restructures within Public Realm, Place & Infrastructure (P&I) ; the outsourcing of the in House Design & Print service, Chief Executive and smaller restructures were undertaken in Building Technical Services, Legal Services both in Customer & Commercial (C&C) and finally within Procurement in Public Health.
43. Of the bigger projects undertaken, which included Revenues & Benefits, C&C this resulted in one compulsory redundancy, which took effect in April this year and with no employees redundant from the Neighbourhood Regulatory Services, P&I review. A consultation took place with the Adult Social Care staff working in Day Centres; due to a fall in demand for this type of service, a 30% reduction in staffing (85 hours) was required. We were able to achieve this through voluntary agreement with the 29 employees affected and by natural wastage i.e. deleting vacant posts.
44. Reasons why redundancies have been minimised this year, are more appointment to roles in a new structure via 'slot-in' or an assessment process, rather than through a ring-fenced interview. There were no instances of dismissal for 'Some Other Substantial Reason' during this year as the majority of the projects were restructures, with only two contract change processes and several TUPE's.

The profile of the redundant group (14 LBC employees) compared to the overall workforce profile as at 31st March 2019-Appendix 4

45. The redundancies this time represent 3.49% of the total workforce, much lower than the 11.17% (44 employees) of the previous year.

Age – profile of the redundant group

46. The number of employees who were aged 51 or over is now 71% of those redundancies and no one under 31 was made redundant. Which re-enforces the point that employees within the lower age bands continue to show under representation within the redundant group, which is reflective of the workforce within the council.
47. For those employees aged 55 or over, immediate access to the LGPS remains attractive. Out of these 14 redundancies, only four employees left with immediate access to their pension this time though.

Gender – profile of the redundant group

48. The gender profile of the redundant group shows an 85% to 15% split between female and male employees, which shows a marked differential with the overall workforce gender profile of 67.3% female and 32.7% male.

Disability – profile of the redundant group

49. The proportion of the redundant group with declared disabilities is only one employee 7.1%, which is in keeping to the total workforce figure, which remains constant at 7.99%.

Sexuality - profile of the redundant group

50. The sexuality profile of the redundant group shows an over-representation of employees sharing a heterosexual characteristic at 85.7%, although the other 14.29% were not known/declined to specify.

Religion - profile of the redundant group

51. Employees declaring their religion as 'Christian' was at a much higher representation at 71.43% compared to the council average of 41.5%. In addition, there was one employee identified as Hindu, which disproportionately gave a 7% representation compared to the 1.6% within the total workforce of the whole Council.

Ethnicity - profile of the redundant group

52. For the first time the redundancies for 2018/19 actually reflects the ethnic profile of the council, namely 28.57% representation of BME employees and 57.14% representation of 'White' employees in the redundant group.

Grade – profile of the redundant group

53. This year again shows that the composition of the redundant group is predominately non-management grades, increasing from last year's 61% to 85.7%, with only two managers being made redundant this time.
54. Due to the small number of redundancies only 14 during this period under review, this equates to 3.49% of the total leavers during 2018/19. The selected employees in the group were more representative as a whole of the wider council this time. The Council continues to work within the relevant legislation, to apply its Organisational Change Procedure consistently and fairly and to follow best HR practice and employment law in all matters concerning employment. The Council therefore maintains, being in one group rather than another does not increase or decrease an employee's chances of becoming redundant.

Appeals against Redundancy

55. There were no redundancy appeals during 2018/19.

General Conclusions 2018 – 19

56. There were only 14 redundancies across the Council compared to 44 in the previous year 17/18, a decrease of 68%

57. The second lowest figure since 2010 and a reversion to the previous ratio of 2 to 1 in favour of compulsory against voluntary redundancies.
58. A slight increase in the number of leavers compared to last year, but remained at 13% of the workforce, due to the slight increase in numbers this year.
59. The main reasons for resignations are consistently the same, better opportunities, better pay & conditions, followed by childcare/carer/family responsibilities.
60. The number of retirements remains high increasing by ten from 12% to 14.4%.
61. The workforce had increased since 2017/18.
62. Far fewer employees were engaged in formal consultation during the year, 234 compared to 499 in 2017/18, a significant reduction.
63. The total number of change projects undertaken reduced from 27 the previous year to 23 this time, with only two of these change projects resulted in redundancies during this particular period of review. Two redundancies were from the previous year's projects because the employees' notice periods spanned the two years and one was due to a Central Beds school going cashless (catering)
64. The equalities analysis for the total workforce shows a stable picture for the last six financial years now.
65. Bearing in mind this is a much smaller sample, the equalities analysis for the redundant group does not suggest any concerns overall.
66. Areas to keep under review over the coming year will be employees aged over 51, female employees and employees from non-management grades, which have all increased; but the number of disabled employees has reduced.

PROPOSAL/OPTION

67. Note the Report and Appendices

CONSULTATION

68. All consultations have been in line with employment legislation, the Council's Organisational Change Procedure and best practice. The Trades Unions were informed and consulted throughout the process.

EQUALITIES IMPLICATIONS

69. Integrated Impact Assessments (IIA) were completed for all projects.

- 70. The equalities implications are contained within the Report and Appendices. This report notes that there are some areas to keep under review for forthcoming redundancies as detailed above.
- 71. The Council will continue to minimise compulsory redundancies by seeking volunteers, natural wastage/freezing posts, redeployment/retraining and reducing use of agency/interim staff.
- 72. There is no significant relationship between any of the nine protected characteristics and leaving under redundancy.
- 73. Maureen Drummond, Cohesion and Equalities Adviser have cleared this report on 5 September 2019.

STAFFING IMPLICATIONS

- 74. There are the following staffing implications:
- 75. The Council continues to support employees through the Trades Unions, the confidential Employee Assistance Programme (counselling service) provided by Health Assured Ltd, and the Occupational Health section.
- 76. The HR Operations team will continue to work in accordance with the Handling Organisational Change Procedure, provide advice to managers to help them support employees from all groups, with particular regard to any further efforts to minimise redundancies within equalities groups highlighted in this report.
Angela Claridge, Service Director HR and Monitoring Officer have cleared this report on Wednesday 25 September 2019.

FINANCIAL IMPLICATIONS

- 77. All projects are managed in line with the Council's Organisational Change Procedure, which is compliant with employment law. This helps to minimise the potential financial risks that the Council could be exposed to, including redundancy costs, pension strain costs and costs associated with Employment Tribunal proceedings. Where the Council does need to pay redundancy costs and/or pension strain costs, the cost is calculated in line with the Council's agreed terms and conditions. An annual provision is included in the Council's approved budget to offer mitigation against such costs.
- 78. Dev Gopal, Service Director, Finance and Audit Section 151 Officer have cleared this report on 26th September 2019.

LEGAL IMPLICATIONS

- 79. The Council has a legal duty to ensure that its procedures and practices comply with employment legislation. Strict adherence to Council procedures and employment law in addition to best practice will guard against exposing

the Council to claims of unfair selection for redundancy and discrimination claims, poor public relations and loss of confidence from the local public.

80. Jasbir Josen, Solicitor in Legal Services, has cleared this report on 26th September 2019

APPENDICES

Appendix 1 Workforce Profile 31.3.18

Appendix 2 Workforce Profile 31.3.19

Appendix 3 Workforce Profile Percentages 31.3.18 and 31.3.19

Appendix 4 Redundancy IIA

Appendix 5 Leavers

Appendix 6 Leavers IIA

Appendix 7 Employee Change Projects 2018/2019

LIST OF BACKGROUND PAPERS

LOCAL GOVERNMENT ACT 1972, SECTION 100D

APPENDIX 1 (31 March 2018)

Age Bands	
Under 21	1.88%
21-25	4.19%
26-30	5.97%
31-35	8.48%
36-40	10.88%
41-45	12.34%
46-50	14.41%
51-55	18.11%
56-60	14.64%
Over 60	9.10%
Grand Total	100.00%

Age Bands	No. of Emps
Under 21	57
21-25	127
26-30	181
31-35	257
36-40	330
41-45	374
46-50	437
51-55	549
56-60	444
Over 60	276
Grand Total	3032

Gender	
Female	67.88%
Male	32.12%
Grand Total	100.00%

Gender	No. of Emps
Female	2058
Male	974
Grand Total	3032

Consider Disabled	
No	69.13%
Yes	8.34%
Not Known/Declined to Specify	22.53%
Grand Total	100.00%

Consider Disabled	No. of Emps
No	2096
Yes	253
Not Known/Declined to Specify	683
Grand Total	3032

Sexuality	
Heterosexual	71.21%
LGBT	1.25%
Not Known/Declined to Specify	27.54%
Grand Total	100.00%

Sexuality	No. of Emps
Heterosexual	2159
LGBT	38
Not Known/Declined to Specify	835
Grand Total	3032

Ethnicity	
BME	24.21%
Not Known/Declined to Specify	15.96%
White	59.83%
Grand Total	100.00%

Ethnicity	No. of Emps
BME	734
Not Known/Declined to Specify	484
White	1814
Grand Total	3032

Religion	
Buddhist	0.30%
Christian	42.18%
Hindu	1.52%
Jewish	0.20%
Muslim	9.00%
None	18.07%
Not Known/Declined to Specify	24.64%
Other	3.50%
Sikh	0.59%
Grand Total	100.00%

Religion	No. of Emps
Buddhist	9
Christian	1279
Hindu	46
Jewish	6
Muslim	273
None	548
Not Known/Declined to Specify	747
Other	106
Sikh	18
Grand Total	3032

APPENDIX 2 (31 March 2019)

Age Bands	
Under 21	1.53%
21-25	4.94%
26-30	5.92%
31-35	8.25%
36-40	11.12%
41-45	12.38%
46-50	13.06%
51-55	17.52%
56-60	15.08%
Over 60	10.20%
Grand Total	100.00%

Age Bands	No. of Emps
Under 21	47
21-25	152
26-30	182
31-35	254
36-40	342
41-45	381
46-50	402
51-55	539
56-60	464
Over 60	314
Grand Total	3077

Gender	
Female	67.31%
Male	32.69%
Grand Total	100.00%
Consider Disabled	
Yes	7.99%
Not Known/Declined to Specify	27.04%
Grand Total	100.00%

Gender	No. of Emps
Female	2071
Male	1006
Grand Total	3077
Consider Disabled	
Yes	246
Not Known/Declined to Specify	832
Grand Total	3077

Sexuality	
Heterosexual	71.53%
LGBT	1.20%
Not Known/Declined to Specify	27.27%
Grand Total	100.00%

Sexuality	No. of Emps
Heterosexual	2201
LGBT	37
Not Known/Declined to Specify	839
Grand Total	3077

Ethnicity	
BME	25.06%
Not Known/Declined to Specify	22.52%
White	52.42%
Grand Total	100.00%

Ethnicity	No. of Emps
BME	771
Not Known/Declined to Specify	693
White	1613
Grand Total	3077

Religion	No. of Emps
Agnosticism	0.10%
Atheism	0.20%
Buddhist	0.32%
Christian	41.50%
Hindu	1.60%
Jewish	0.26%
Muslim	9.68%
None	15.53%
Not Known/Declined to Specify	25.74%
Other	4.42%
Sikh	0.65%
Grand Total	100.00%

Religion	No. of Emps
Agnosticism	3
Atheism	6
Buddhist	10
Christian	1277
Hindu	49
Jewish	8
Muslim	298
None	478
Not Known/Declined to Specify	792
Other	136
Sikh	20
Grand Total	3077

31 March 2018

Age Bands	
Under 21	1.88%
21-25	4.19%
26-30	5.97%
31-35	8.48%
36-40	10.88%
41-45	12.34%
46-50	14.41%
51-55	18.11%
56-60	14.64%
Over 60	9.10%
Grand Total	100.00%

Gender	
Female	67.88%
Male	32.12%
Grand Total	100.00%

Consider Disabled	
No	69.13%
Yes	8.34%
Not Known/Declined to Specify	22.53%
Grand Total	100.00%

Sexuality	
Heterosexual	71.21%
LGBT	1.25%
Not Known/Declined to Specify	27.54%
Grand Total	100.00%

Ethnicity	
BME	24.21%
Not Known/Declined to Specify	15.96%
White	59.83%
Grand Total	100.00%

Religion	
Buddhist	0.30%
Christian	42.18%
Hindu	1.52%
Jewish	0.20%
Muslim	9.00%
None	18.07%
Not Known/Declined to Specify	24.64%
Other	3.50%
Sikh	0.59%
Grand Total	100.00%

31 March 2019

Age Bands	
Under 21	1.53%
21-25	4.94%
26-30	5.92%
31-35	8.25%
36-40	11.12%
41-45	12.38%
46-50	13.06%
51-55	17.52%
56-60	15.08%
Over 60	10.20%
Grand Total	100.00%

Gender	
Female	67.31%
Male	32.69%
Grand Total	100.00%

Consider Disabled	
No	64.97%
Yes	7.99%
Not Known/Declined to Specify	27.04%
Grand Total	100.00%

Sexuality	
Heterosexual	71.53%
LGBT	1.20%
Not Known/Declined to Specify	27.27%
Grand Total	100.00%

Ethnicity	
BME	25.06%
Not Known/Declined to Specify	22.52%
White	52.42%
Grand Total	100.00%

Religion	
Agnosticism	0.10%
Atheism	0.20%
Buddhist	0.32%
Christian	41.50%
Hindu	1.60%
Jewish	0.26%
Muslim	9.68%
None	15.53%
Not Known/Declined to Specify	25.74%
Other	4.42%
Sikh	0.65%
Grand Total	100.00%

Redundancies - IIA 2018-19

Age Bands	Headcount	
Under 21		
21-25		
26-30		
31-35	1	7.14%
36-40		
41-45	1	7.14%
46-50	2	14.29%
51-55	6	42.86%
56-60	3	21.43%
Over 60	1	7.14%
Grand Total	14	100.00%

Gender	Headcount	
Female	12	85.71%
Male	2	14.29%
Grand Total	14	100.00%

Religion	Headcount	
Agnosticism		
Atheism		
Christian	10	71.43%
Hindu	1	7.14%
Muslim		
None	1	7.14%
Other	1	7.14%
Not Known/Declined to Specify	1	7.14%
Buddhist		
Jewish		
Sikh		
Grand Total	14	100.00%

Consider Disabled	Headcount	
No	10	71.43%
Not Known/Declined to Specify	1	7.14%
Yes	3	21.43%
Grand Total		100.00%

Sexuality	Headcount	
Heterosexual	12	85.71%
LGBT		
Not Known/Declined to Specify	2	14.29%
Grand Total	14	100.00%

Ethnicity	Headcount	
BME	4	28.57%
White	8	57.14%
Not Known/Declined to Specify	2	14.29%
Grand Total	14	100.00%

Grade:People	Headcount	
L1a-L2	1	7.14%
L3-L4	5	35.71%
L5-L7	6	42.86%
M1-M6	2	14.29%
M7 and above		
Grand Total	14	100.00%

Total workforce profile 31st March 2019		
%	% Variance from profile of redundant group	Over or Under representation of this characteristic within the redundant group - greater than 5%
1.53%	-1.53%	
4.94%	-4.94%	
5.92%	-5.92%	
8.25%	-1.11%	
11.12%	-11.12%	
12.38%	-5.24%	
13.06%	1.23%	
17.52%	25.34%	
15.08%	6.35%	
10.20%	-3.06%	
100.00%		

67.31%	18.40%	
32.69%	-18.40%	
100.00%		

0.10%		
0.20%		
41.50%	29.93%	
1.60%	5.54%	
9.68%	-9.68%	
15.53%	-8.39%	
4.42%	2.72%	
25.74%	-18.60%	
0.32%	-0.32%	
0.26%	-0.26%	
0.65%	-0.65%	
100.00%		

64.97%	6.46%	
7.99%	-0.85%	
27.04%	-5.61%	
100.00%		

71.53%	-71.53%	
1.20%	13.09%	
27.27%	-27.27%	
100.00%		

25.06%	-10.77%	
22.52%	77.48%	
52.42%	-52.42%	
100.00%		

APPENDIX 5

LEAVERS 2018-2019

Reason for Leaving	Total Leavers 2018/19		Total Leavers 2017/18	
Resignations	271	67.58%	257	65.23%
Retirements (55 or over)	58	14.46%	48	12.18%
End of Temp/Apprentice employment	13	3.24%	15	3.81%
Ill Health Dismissals	12	2.99%	9	2.03%
Redundancies	14	3.49%	44	11.17%
Dismissal Disciplinary /Gross Misconduct	10	2.49%	10	2.54%
Death / Other	10	2.50%	5	1.27%
Dismissed failed probationary/ capability	4	1.00%	4	1.02%
Ill Health Retirement	2	0.50%	1	0.25%
TUPE OUT	7	1.75%	1	0.25%
TOTAL LEAVERS	401	100.00%	394	100.00%

Resignations	Headcount	
Career - dissatisfied with LBC	15	
Career - better pay & conditions	35	
Career - better training / development	7	
Career - career change	54	
Career - better opportunities	62	
Career - to become self employed	6	
Personal - moving house/location	18	
Personal - childcare/carer/family responsibilities	23	
Personal - too far to travel	13	
Personal - full time study	5	
Personal - travel abroad/emigrating	6	
Personal - giving up work (not retiring)	16	
Personal - ill health	11	
Personal	0	
Resig (Personal)-No reason obtained	0	
Resig (Career)-Promotion/better pay	0	
Grand Total	271	

Leavers IIA

Age Band	Headcount %	
21-25	27	6.73%
26-30	35	8.73%
31-35	40	9.98%
36-40	43	10.72%
41-45	41	10.22%
46-50	39	9.73%
51-55	51	12.72%
56-60	50	12.47%
Over 60	58	14.46%
Under 21	17	4.24%
Grand Total	401	100.00%

Gender	Headcoun %	
Female	275	68.58%
Male	126	31.42%
Grand Total	401	100.00%

Sexuality	Headcoun %	
Heterosexual	266	66.33%
LGBT	8	2.00%
Not Known/Declined to Specify	127	31.67%
Grand Total	401	100.00%

Ethnicity	Headcoun %	
BME	99	24.69%
Not Known/Declined to Specify	110	27.43%
White	192	47.88%
Grand Total	401	100.00%

Religion	Headcoun %	
Buddhist	1	0.25%
Christian	171	42.64%
Hindu	5	1.25%
Muslim	31	7.73%
None	58	14.46%
Not Known/Declined to Specify	114	28.43%
Other	21	5.24%
Grand Total	401	100.00%

Consider Disabled	Headcoun %	
No	250	62.34%
Not Known/Declined to Specify	123	30.67%
Yes	28	6.98%
Grand Total	401	100.00%

APPENDIX 7

Completed Employee Change Projects between April 2018 to March 2019				
	Restructures that resulted in redundancies			
Dept	Project Name	Lead Manager	No. People affected	Comments
People	New Horizons, ASC	Ian Hillsden	14	Post Deletion-9 Redundancies (7 compulsory & 2 voluntary)
People	School Catering Service	David Mackness	1	Post Deletion-1 Redundancy (compulsory)
People	School Traded Services team	Catherine Shieber	5	Restructure-1 Redundancy (voluntary)
		Total	20	NB there were 2 Redundancies (1 voluntary & 1 Compulsory) which resulted from projects undertaken the previous year
	Other Projects which incurred no redundancies			
Dept	Project Name	Lead Manager	No. People affected	Comments
People	Reablement Out of Hours service	Suzette Alleyne	6	Change of working pattern
C&C	Legal Services Secretarial Support	Phil Fairley	6	Restructure with no redundancies
People	School Catering Service	David Mackness	8	Lealands High School TUPE Out
People	School Catering Service	David Mackness	6	Church End School TUPE In
People	School Catering Service	David Mackness	1	Roxton School TUPE In
People	School Catering Service	David Mackness	1	Kings House School TUPE In
P&I	Parks Management team	Steve Battlebury	8	Restructure with no redundancies
People	Manor Centre Admin review	Jane Brown	2	Restructure/Evaluation of roles
People	Day Centres-ASC	Suzette Alleyne	29	Reduction in working hours
CE	Community Centres	Sandra Hayes	16	TUPE In from the Cultural Trust
C&C	Asset Management-BTS	Abdul Kahir	15	Restructure with no redundancies
C&C	Revenues & Benefits	Clive Jones	36	Restructure with no redundancies
P&I	Bereavement Services	Alex Greene	10	Restructure with no redundancies
P&I	Street Scene Admin Support	Alex Greene	3	Restructure with no redundancies
CE	In House Design & Print	Adam Kearney	2	Restructure with no redundancies
CE	Business Intelligence	Zoe Bulmer	was 50 reduced to 4	Restructure with no redundancies
PH	Procurement	Catherine Southern	10	Restructure with no redundancies
People	a Children Service's team	Adele Ellis	6	TUPE Out to another Local Authority that did not proceed
P&I	Neighbourhood Regulatory Services	Sarah Hall	39	Restructure with no redundancies
People	School Catering Service	David Mackness	6	Legrave Primary School TUPE Out
		Total	214	
GRAND TOTAL			234	