

## CORPORATE FINANCE AND PERFORMANCE SCRUTINY PANEL

### Human Resources – Performance Monitoring 2019/20 and 2020/21 (Excluding Schools)

#### Appendix I: Employee Numbers

##### a) RBG Headcount

Year	Workforce Headcount
Mar-11	4,438
Mar-12	4,095
Mar-13	3,902
Mar-14	3,976
Mar-15	3,887
Mar-16	3,890
Mar-17	3,731
Mar-18	3,866
Mar-19	3,938
Mar-20	3,868
Mar-21	3,750

Employee figures exclude agency, casuals, sessional workers and supply teachers. Figures include all permanent and fixed term employees.

##### b) Headcount & FTE by Directorate

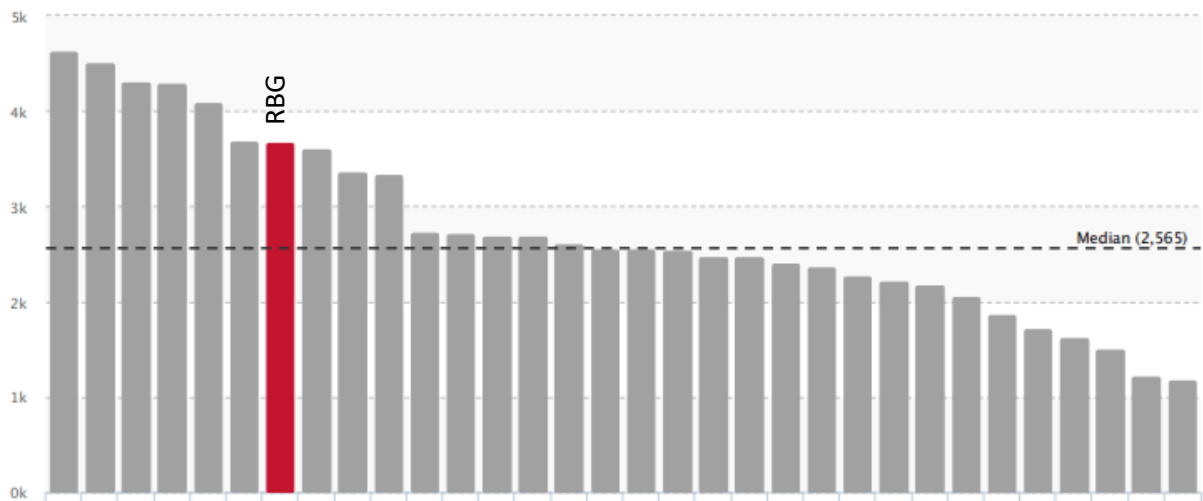
Directorate	2019/20	2020/21	FTE 2020/21	Difference in headcount	% Difference
Children's Services	709	681	632.01	-28	-3.9
Communities and Environment	954	913	889.12	-41	-4.3
Finance and Legal Services	344	332	316.01	-12	-3.5
Health and Adult Services	490	494	459.57	4	0.8
Housing and Safer Communities	1082	1058	1014.08	-24	-2.2
Regeneration, Enterprise and Skills	288	271	233.78	-17	-5.9
<b>RBG Headcount</b>	<b>3,868</b>	<b>3,750</b>	<b>3545.57</b>	<b>-118</b>	<b>-3.1</b>

Employee figures exclude agency, casuals, sessional workers and supply teachers.

The Chief Executive is not assigned to a Directorate, but is included in the total figures.

FTE = Full Time Equivalent

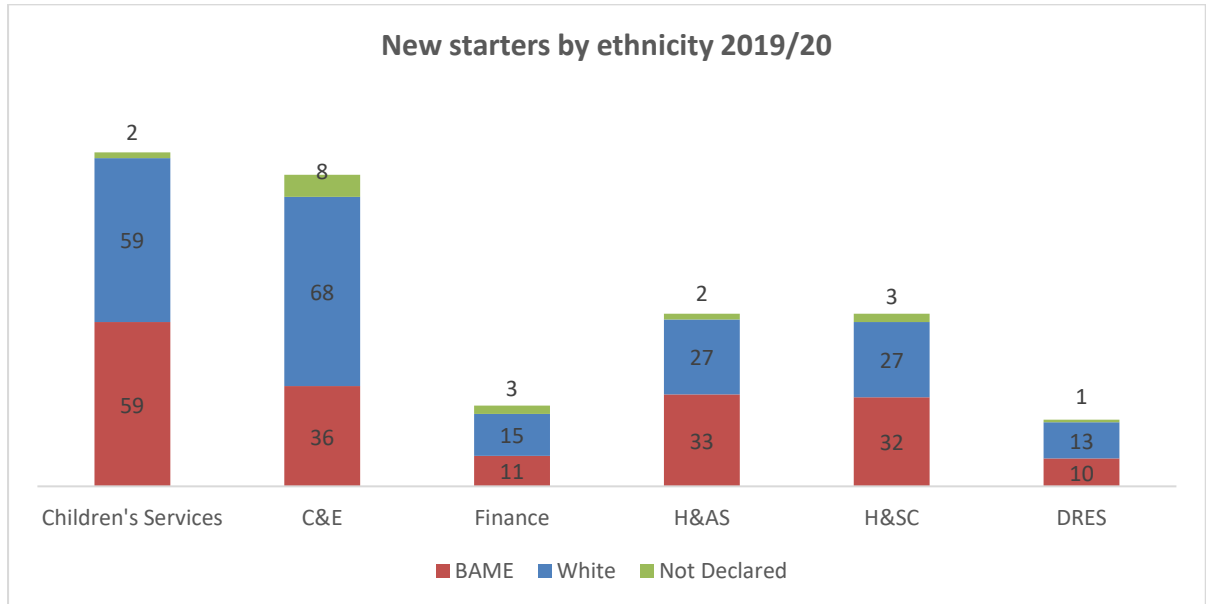
**c) London Councils Headcount 2020/21**



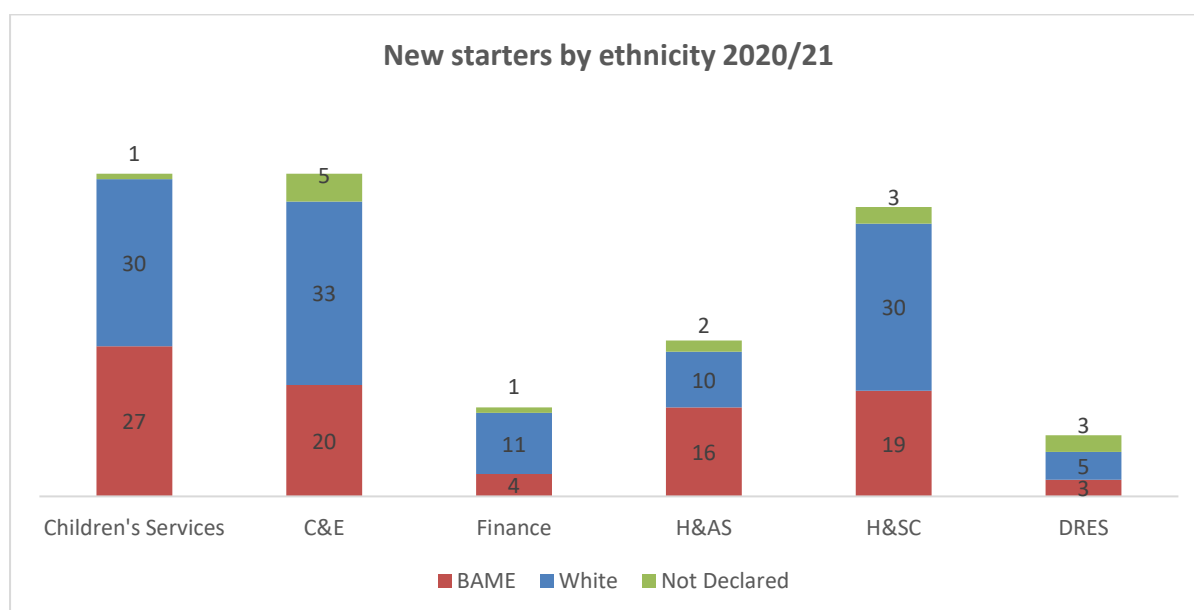
**Appendix 2: Recruitment**

**a) Number of new starters by ethnicity (aggregated) & directorate 2019/20 and 2020/21**

**i) 2019/20**



ii) 2020/21



**Appendix 3: Turnover & Retention**

a) Leavers by Broad Ethnic Origin & Directorate

i) 2019/20

Directorate	Asian	Black	Mixed	Not Declared	Other	White	BAME <sup>1</sup>	Total
Children's Services	8	30	4	3	1	53	43	99
Communities and Environment	2	14	7	5	1	76	24	105
Finance and Legal Services	1	6		1	1	14	8	23
Health and Adult Services	2	10	3			24	15	39
Housing and Safer Communities	5	21	3	1		45	29	75
Regeneration Enterprise and Skills	7	24	3	3	1	45	35	83
<b>RBG Total</b>	<b>25</b>	<b>105</b>	<b>20</b>	<b>13</b>	<b>4</b>	<b>257</b>	<b>154</b>	<b>424</b>

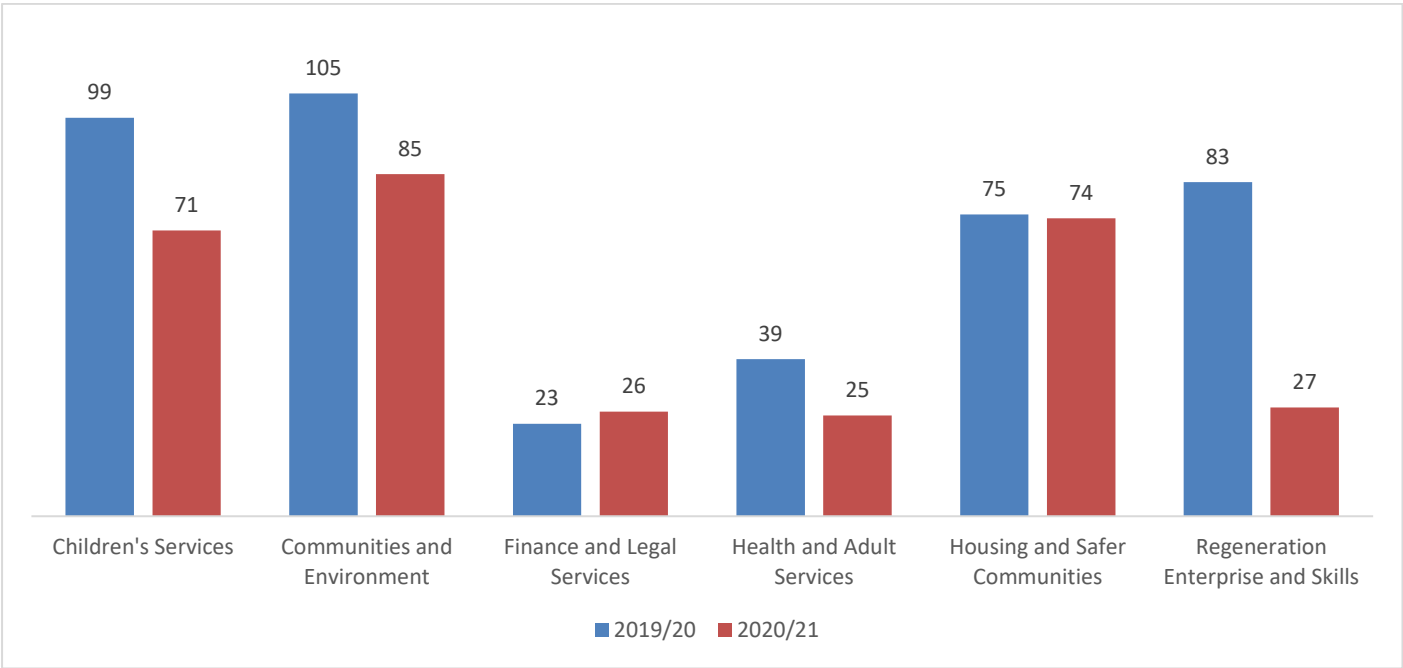
ii) 2020/21

Directorate	Asian	Black	Mixed	Not Declared	Other	White	BAME	Total
Children's Services	6	20	3			42	29	71
Communities and Environment	7	14	2			62	23	85
Finance and Legal Services	2	4		2		18	6	26
Health and Adult Services		10	2			13	12	25
Housing and Safer Communities	3	15	2	2		52	20	74

<sup>1</sup> Black, Asian and Minority Ethnic

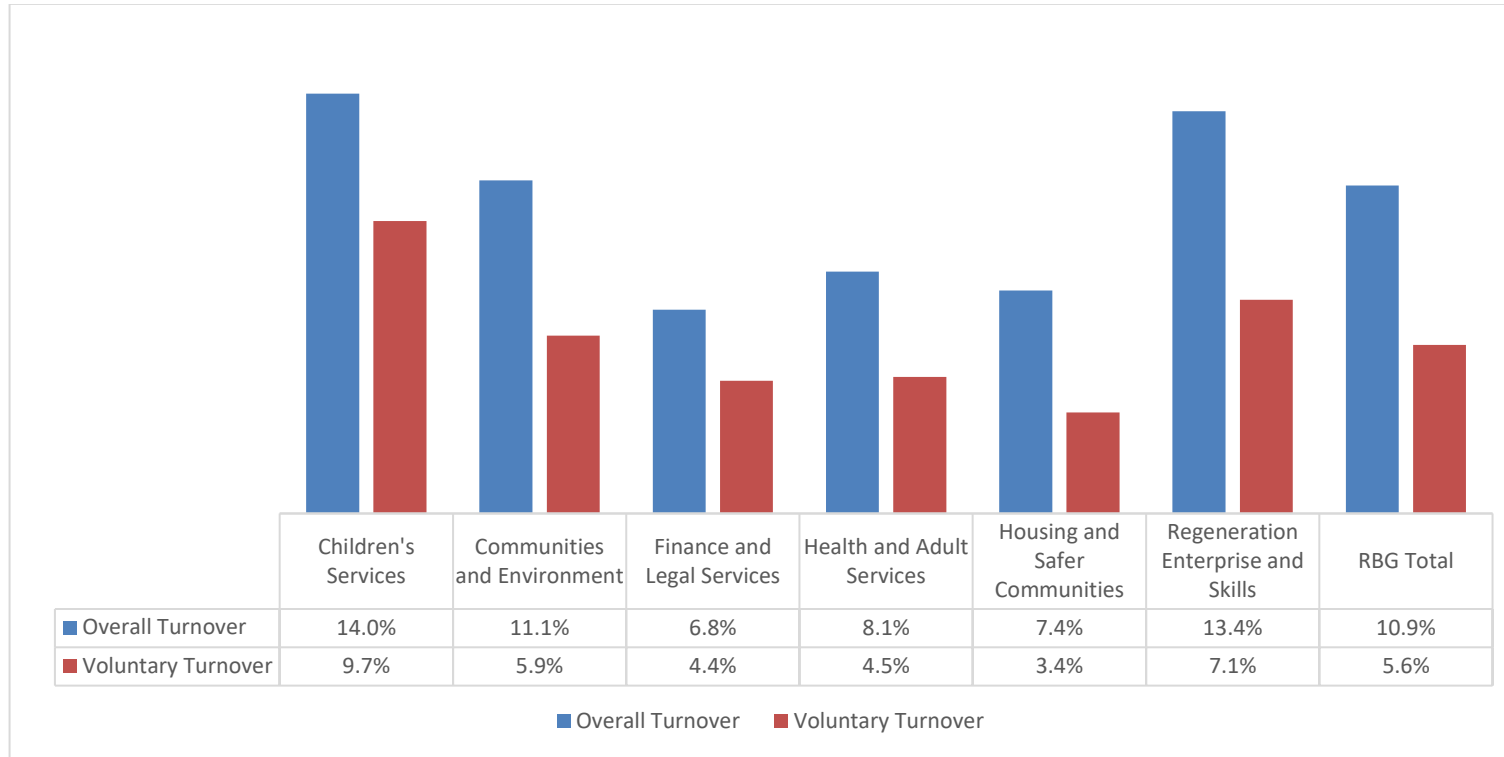
Regeneration Enterprise and Skills	2	4				21	6	27
<b>Total</b>	<b>20</b>	<b>67</b>	<b>9</b>	<b>4</b>	<b>0</b>	<b>208</b>	<b>96</b>	<b>308</b>

**b) Leavers by Directorate**

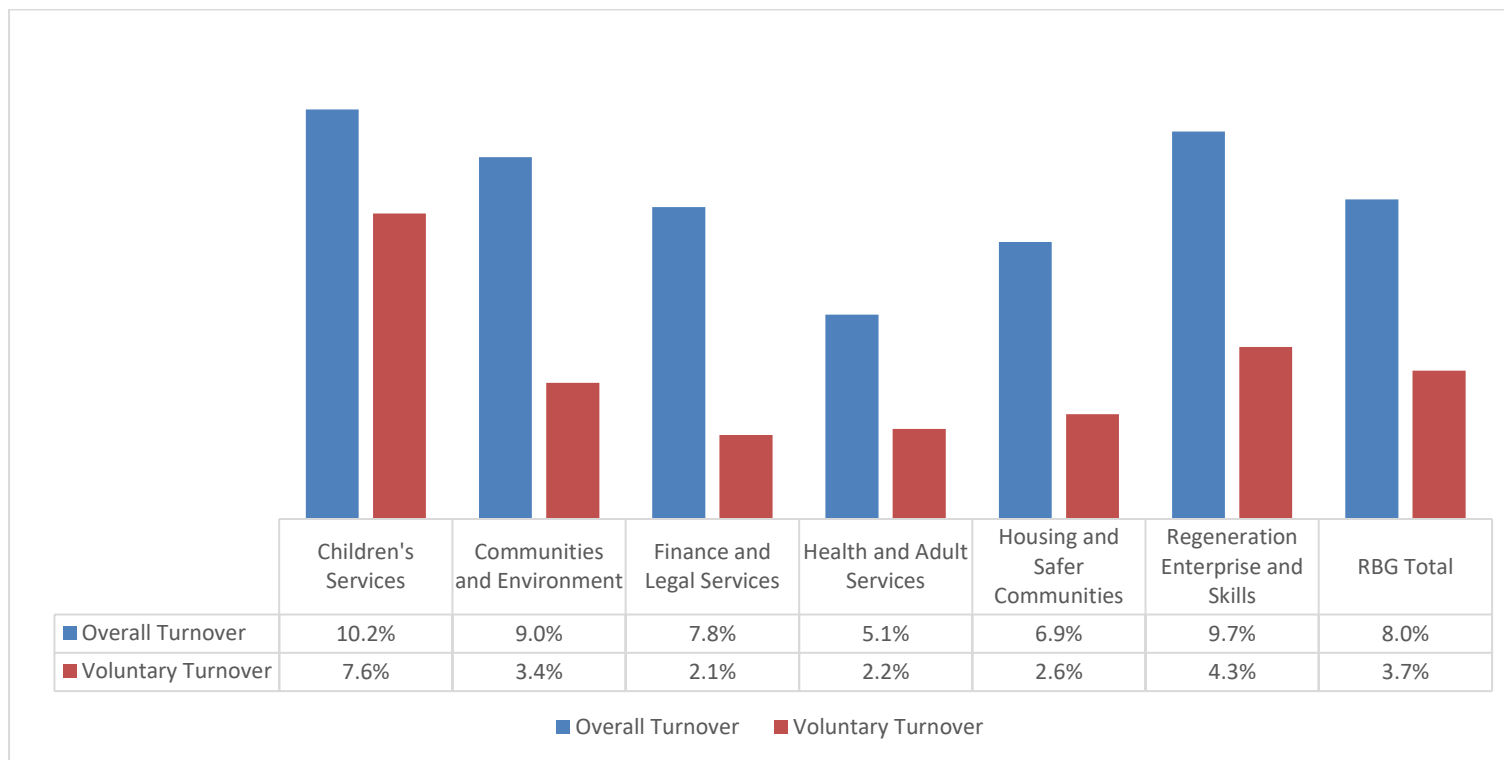


**c) Turnover Rate by Directorate**

**i) 2019/20**

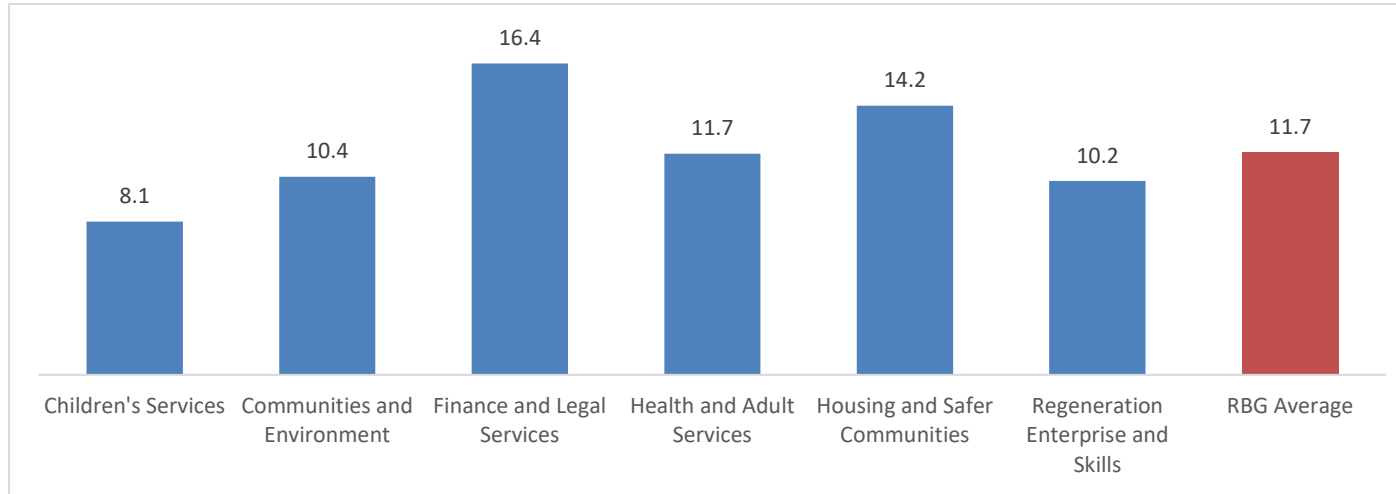


ii) 2020/21

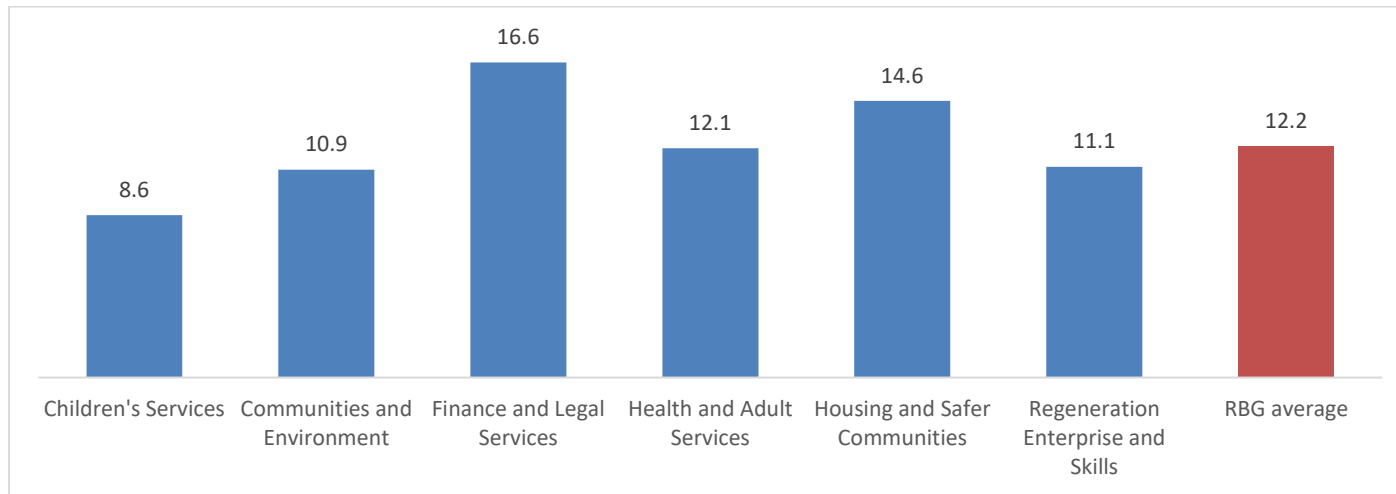


**d) Average Length of Service (in years)**

**i) 2019/20**



**ii) 2020/21**



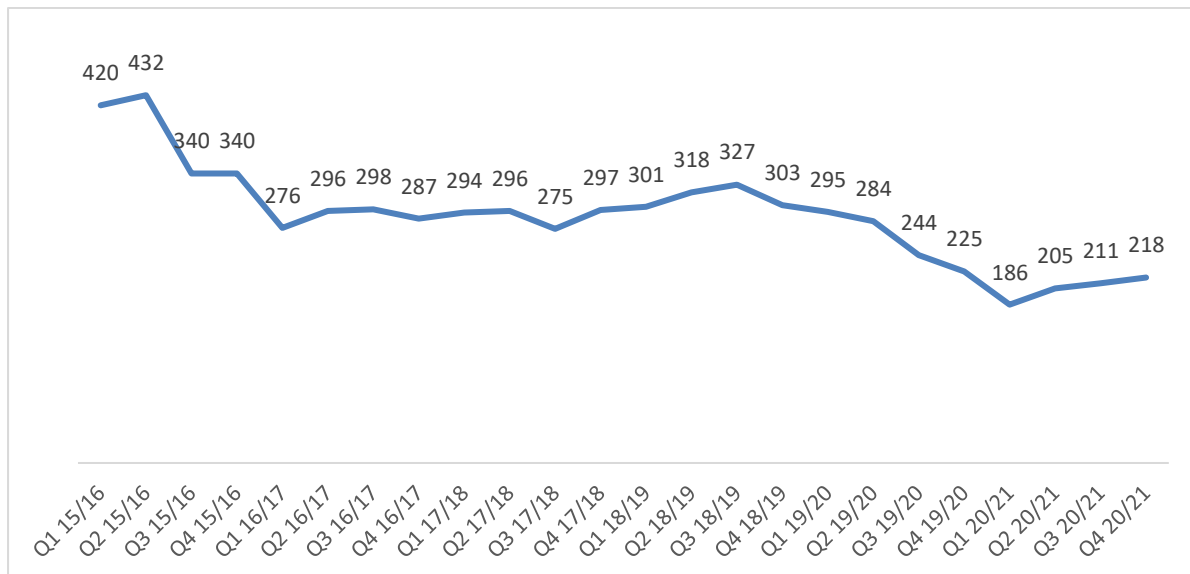


## Appendix 4: Agency Staff

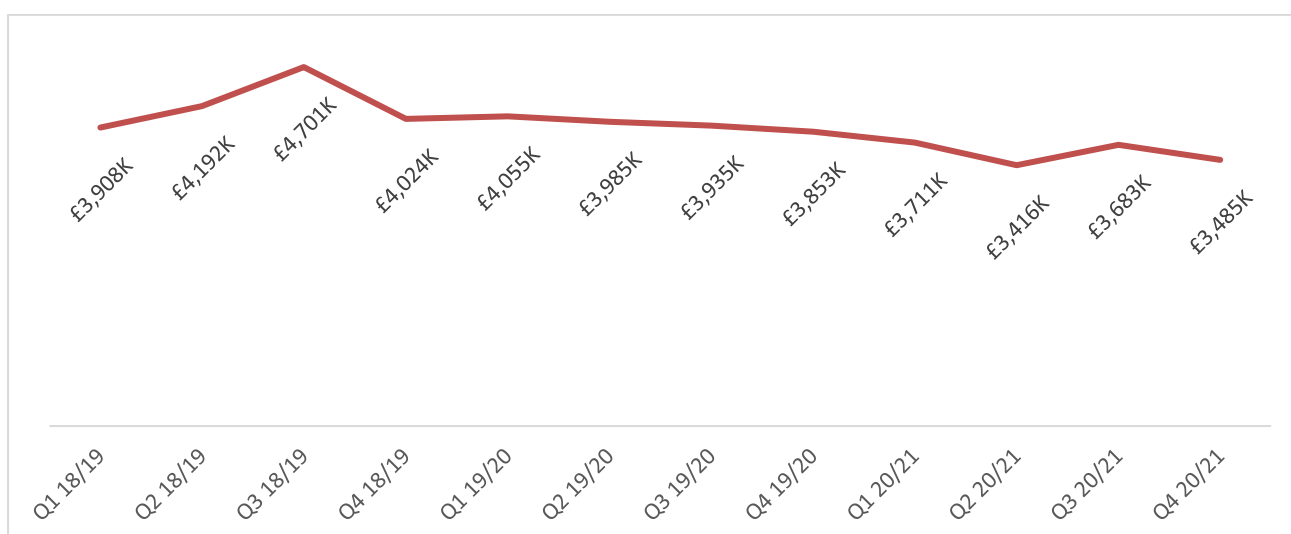
### a) Agency Headcount by Directorate

Directorate	Number			Difference		% Change	
	2018/19	2019/20	2020/21	Mar '19 to '20	Mar '20 to '21	Mar '19 to '20	Mar '20 to '21
Children's Services	47	36	31	-11	-5	-23.4%	-13.9%
Communities and Environment	12	23	31	11	8	91.7%	34.8%
Finance and Legal Services	44	34	25	-10	-9	-22.7%	-26.5%
Health and Adult Services	56	32	52	-24	20	-42.9%	62.5%
Housing and Safer Communities	80	45	19	-35	-26	-43.8%	-57.8%
Regeneration, Enterprise and Skills	64	55	60	-9	5	-14.1%	9.1%
<b>Total</b>	<b>303</b>	<b>225</b>	<b>218</b>	<b>-78</b>	<b>-7</b>	<b>-25.7%</b>	<b>-3.1%</b>

### b) Agency Headcount (time series)



### c) Agency Net Spend (time series)

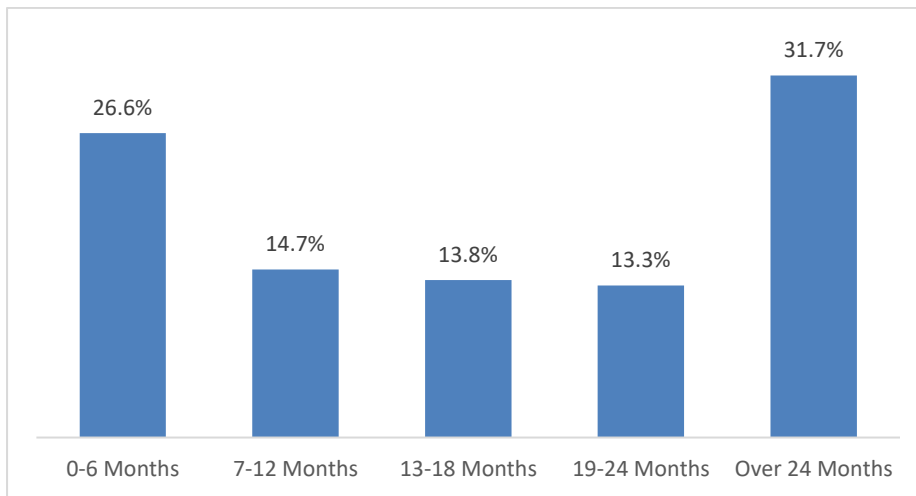


### d) Agency Headcount by Assignment Job Type

Assignment Type	March 2019/20		March 2020/21	
	Headcount	%	Headcount	%
Admin & Clerical	23	10.2%	14	6.4%
Community Housing	6	2.7%	4	1.8%
Community, Safety & Enforcement	15	6.7%	18	8.3%
Construction & Trades	9	4.0%	0	0.0%
Customer Service	1	0.4%	2	0.9%
Education	8	3.6%	7	3.2%
Employment & Skills	1	0.4%	0	0.0%
Engineering & Surveying	10	4.4%	4	1.8%
Environmental Health & Trading Standards	7	3.1%	1	0.5%
Finance & Accountancy	2	0.9%	0	0.0%
General Industrial & Manual Labour	5	2.2%	5	2.3%
Human Resources	2	0.9%	4	1.8%
ICT	11	4.9%	14	6.4%
Interim Executive	12	5.3%	14	6.4%
Legal	10	4.4%	10	4.6%
Procurement	6	2.7%	5	2.3%
Project & Programme Management	3	1.3%	3	1.4%
Property & Planning	14	6.2%	12	5.5%
Public Health	0	0.0%	1	0.5%
RBG Referred Candidate	3	1.3%	5	2.3%
Regeneration & Sustainability	18	8.0%	22	10.1%
Revenues & Benefits	13	5.8%	14	6.4%
Social Care - Qualified	45	20.0%	47	21.6%
Social Care - Unqualified	1	0.4%	12	5.5%

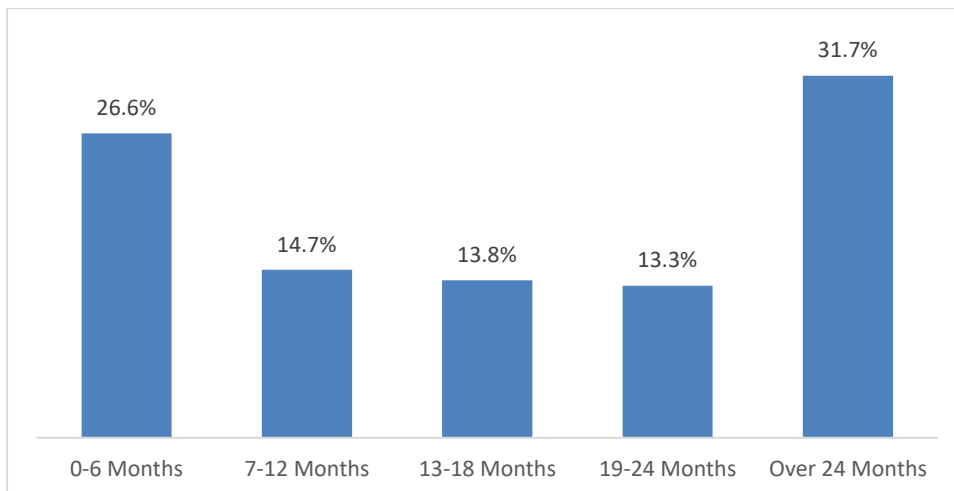
**e) Agency Length of Assignment**

i) **2019/20**



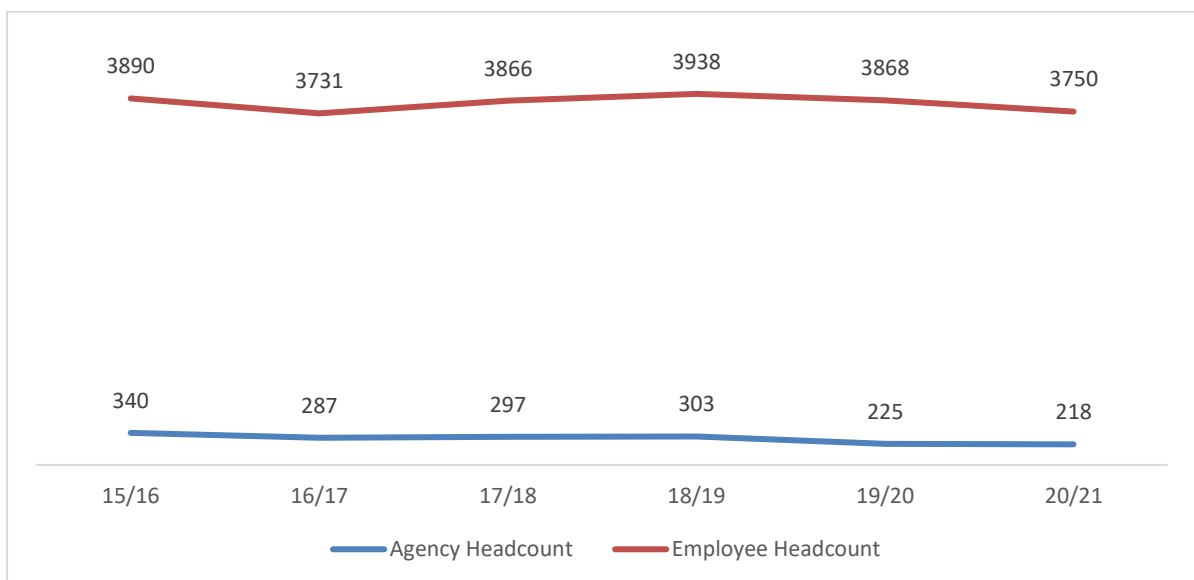
Directorate	0-6 Months	7-12 Months	13-18 Months	19-24 Months	Over 24 Months	Total Headcount
Children's Services	17	7	4		8	36
Communities & Environment	14	3	1	1	4	23
Finance & Legal Services	11	6	2	1	14	34
Health & Adult Services	7	3	3	1	18	32
Housing & Safer Communities	11	13	6	4	11	45
Regeneration, Enterprise & Skills	11	12	19	4	9	55
<b>Total</b>	<b>71</b>	<b>44</b>	<b>35</b>	<b>11</b>	<b>64</b>	<b>225</b>

ii) **2020/21**



Directorate	0-6 Months	7-12 Months	13-18 Months	19-24 Months	Over 24 Months	Total Headcount
Children's Services	11	9	6		5	31
Communities & Environment	9	4	7	6	5	31
Finance & Legal Services	2	6	4	6	7	25
Health & Adult Services	20	6	5	3	18	52
Housing & Safer Communities	4	3	3	5	4	19
Regeneration, Enterprise & Skills	12	4	5	9	30	60
<b>Total</b>	<b>58</b>	<b>32</b>	<b>30</b>	<b>29</b>	<b>69</b>	<b>218</b>

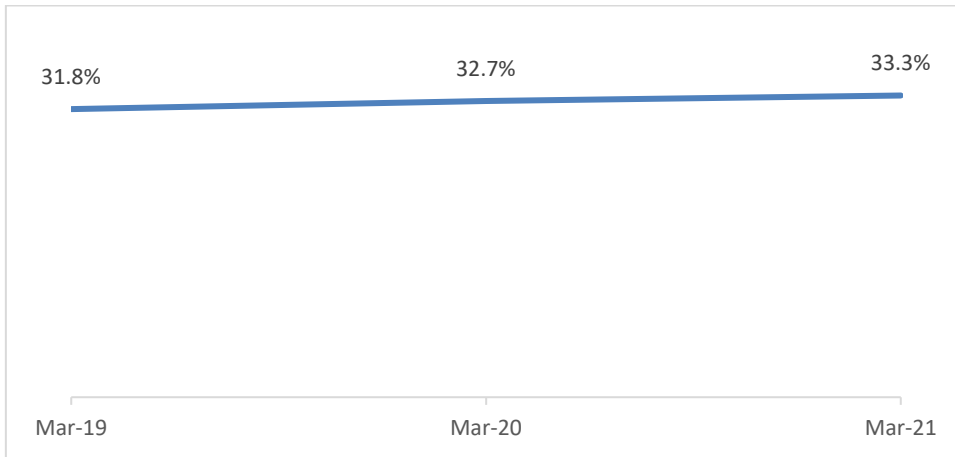
#### f) Agency vs Employee Headcount



## Appendix 5: Diversity

See school's appendix d for more detailed breakdown of ethnicity, gender and disability by grade.

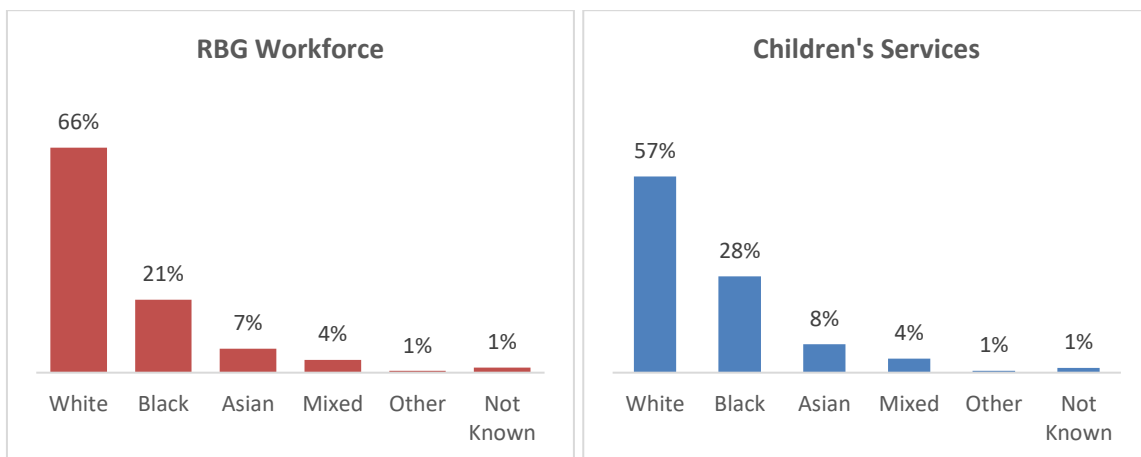
### a) Ethnicity - Percentage of staff from an ethnic minority background

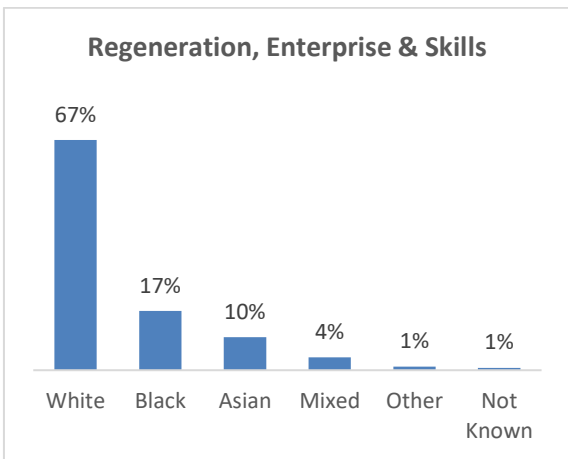
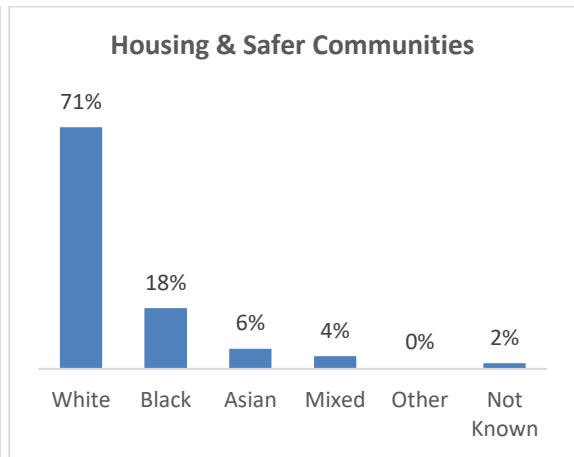
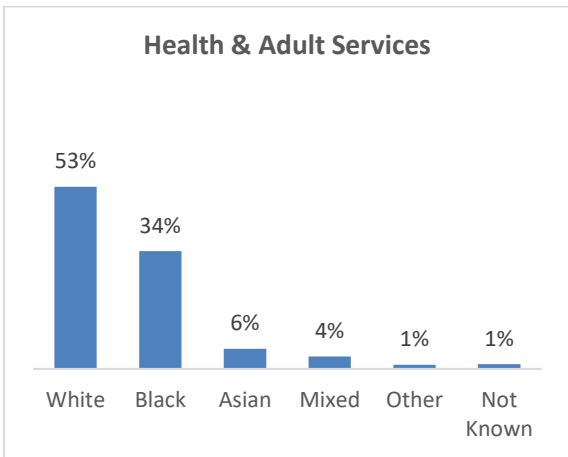
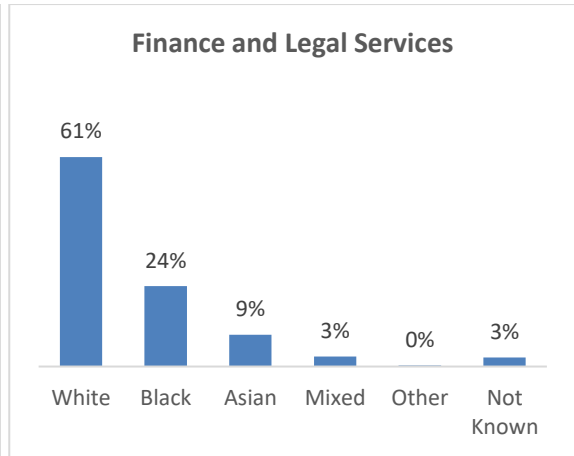
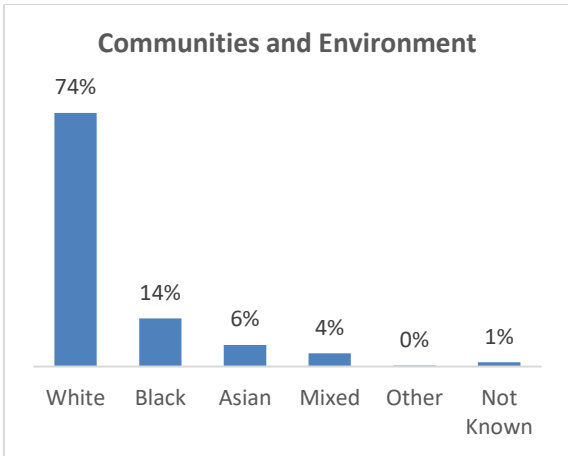


	Mar-19	Mar-20	Mar-21
Staff from an ethnic minority background	31.8%	32.7%	33.3%

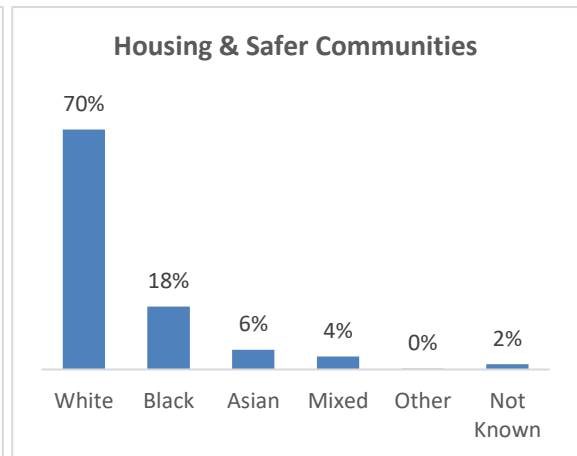
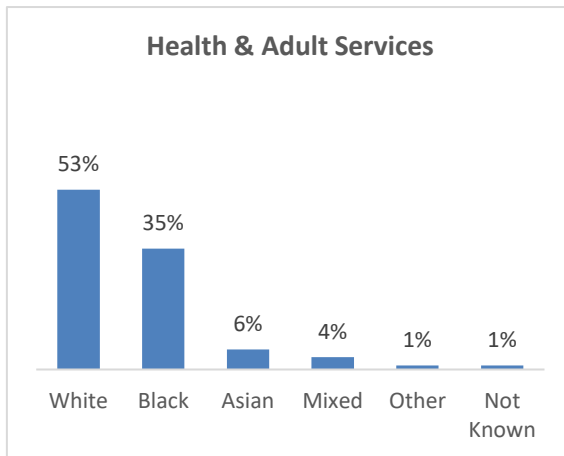
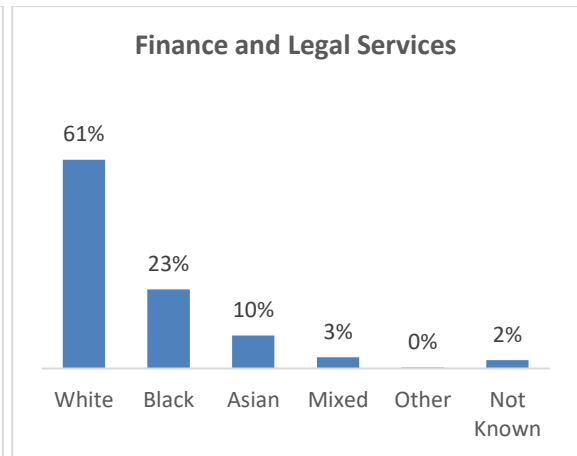
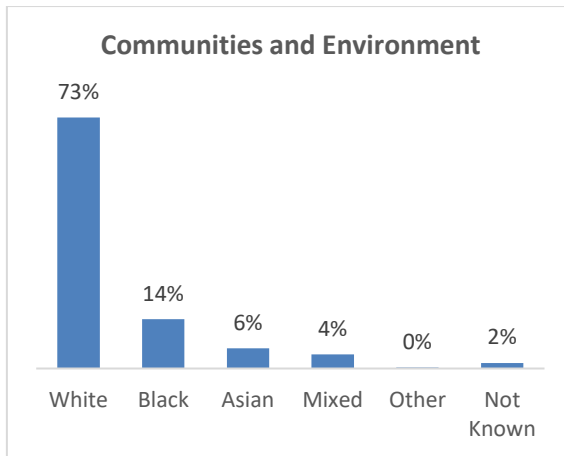
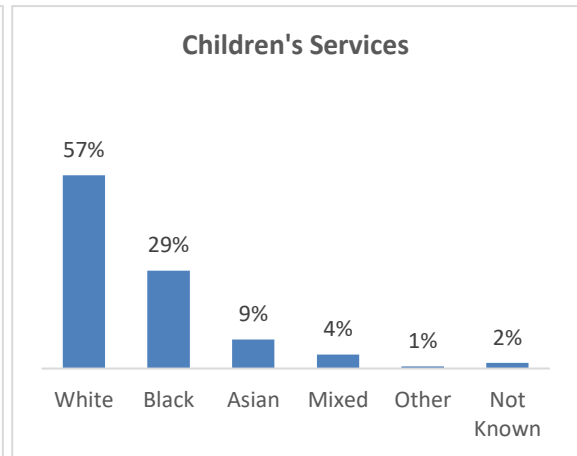
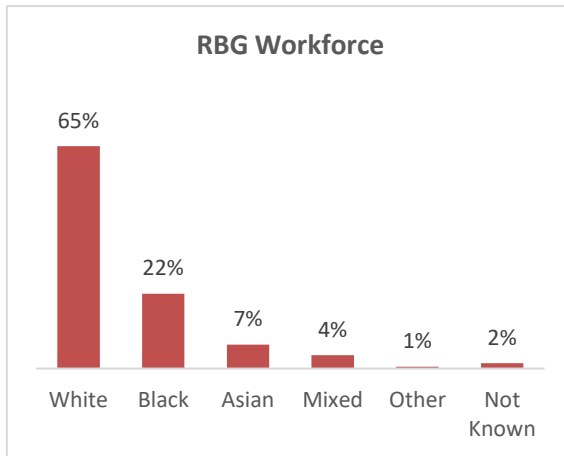
### b) Headcount by Broad Ethnic Origin by Directorate

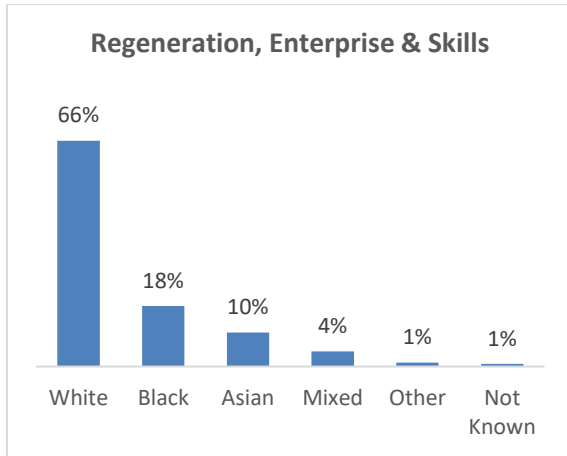
#### i) 2019/20



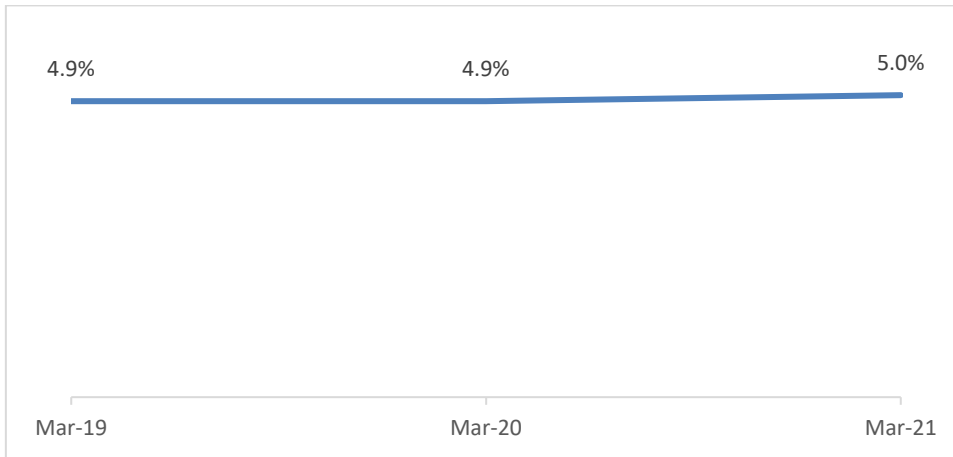


ii) **2020/21**





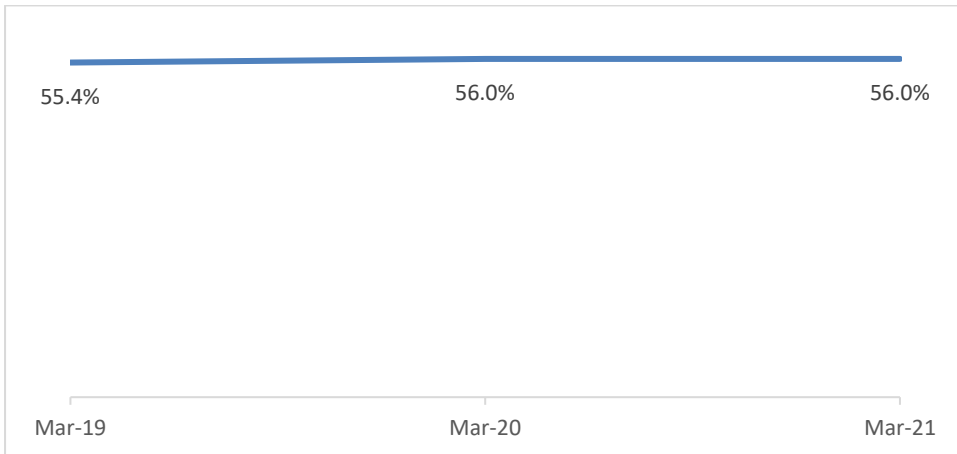
**c) Disability - Percentage of Staff declaring a Disability**



	Mar-19	Mar-20	Mar-21
Staff declaring a with disability	4.9%	4.9%	5.0%



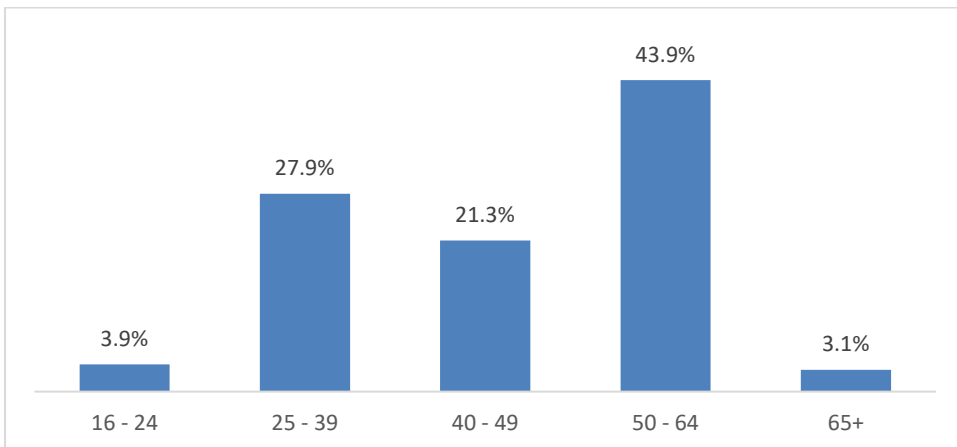
**d) Gender - Percentage of Female Staff**



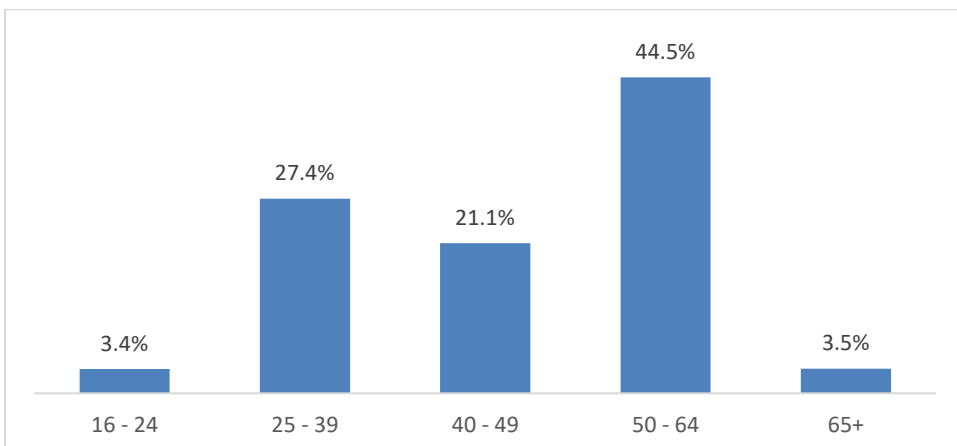
	Mar-19	Mar-20	Mar-21
Female staff representation	55.4%	56.0%	56.0%

**e) Age Distribution**

iii) **2019/20**



iv) **2020/21**



## Appendix 6: Sickness Absence

### a) Sickness Absence by Reason: Days Lost and Cost (Excluding leavers)

#### i) 2019/20

Absence Reasons	Sum of FTE Days Lost Absence	% of days lost	Sum of Absence Cost Inc LW	% Absence Cost Inc LW
Back / Neck Problems	2,351.74	5.9%	£287,290	5.9%
Benign and Malignant Tumour/Cancer	2,641.23	6.6%	£311,521	6.4%
Burns, Poisoning, Frostbite, Hypothermia	44.50	0.1%	£6,266	0.1%
Chest / Respiratory	1,580.11	3.9%	£183,898	3.8%
Endocrine/Glandular Problems	110.76	0.3%	£12,972	0.3%
Eye / Ear / Nose / Mouth / Dental	1,889.82	4.7%	£249,506	5.1%
Genito-urinary	981.82	2.5%	£125,675	2.6%
Heart / Blood Pressure / Circulation	1,711.82	4.3%	£192,931	4.0%
Inf Disease - Quarantine - Diagnosed	257.82	0.6%	£26,117	0.5%
Infections	3,494.87	8.7%	£443,764	9.1%
Neurological	1,437.88	3.6%	£178,487	3.7%
Other	4,865.49	12.1%	£565,692	11.6%
Other Musculo-skeletal Problems	5,710.41	14.3%	£703,938	14.5%
Phased Return to Work	415.81	1.0%	£51,172	1.1%
Pregnancy Related	914.29	2.3%	£112,676	2.3%
Stomach / Liver / Kidney / Digestion	3,514.72	8.8%	£416,950	8.6%
Stress / Depression / Mental Health & Fatigue	8,143.98	20.3%	£987,021	20.3%
<b>Total</b>	<b>40,067.07</b>	<b>100.0%</b>	<b>£4,855,878</b>	<b>100.0%</b>

ii) 2020/21

Absence Reasons	Sum of FTE Days Lost	% of days lost	Sum of Absence Cost Inc LW	% Absence Cost Inc LW
Back / Neck Problems	1,818.23	6.5%	£226,902	6.4%
Benign and Malignant Tumour/Cancer	1,492.77	5.3%	£211,719	6.0%
Burns, Poisoning, Frostbite, Hypothermia	12.00	0.0%	£1,447	0.0%
Chest / Respiratory	805.93	2.9%	£96,000	2.7%
Endocrine/Glandular Problems	160.02	0.6%	£22,053	0.6%
Eye / Ear / Nose / Mouth / Dental	1,166.00	4.1%	£105,654	3.0%
Genito-urinary	221.68	0.8%	£26,338	0.7%
Heart / Blood Pressure / Circulation	826.22	2.9%	£102,736	2.9%
Inf Disease - Quarantine - Diagnosed	1,598.74	5.6%	£215,246	6.1%
Infections	1,056.65	3.7%	£146,552	4.1%
Neurological	950.04	3.4%	£106,342	3.0%
Other	2,582.38	9.2%	£338,407	9.6%
Other Musculo-skeletal Problems	4,848.82	17.2%	£547,910	15.5%
Phased Return to Work	170.98	0.6%	£19,687	0.6%
Pregnancy Related	295.07	1.0%	£40,924	1.2%
Stomach / Liver / Kidney / Digestion	2,021.11	7.2%	£247,925	7.0%
Stress / Depression / Mental Health & Fatigue	8,162.27	29.0%	£1,084,933	30.6%
<b>Total</b>	<b>28,188.91</b>	<b>100.0%</b>	<b>£3,540,775</b>	<b>100.0%</b>

b) Absence due to COVID-19 – By Directorate 2020/21

Directorate	Headcount	Days lost	Days lost per FTE	Days lost excl. WFH	Days lost per FTE excl. SI WFH
Children's Services	691	4,929	7.1	1,666	2.4
Communities & Environment	928	15,444	16.6	11,580	12.5
Finance & Legal Services	330	2,457	7.4	1,670	5.1
Health & Adult Services	490	5,715	11.7	3,424	7.0
Housing & Safer Communities	1,078	12,051	11.2	10,299	9.6
Regeneration, Enterprise & Skills	270	5,242	19.4	4,952	18.3
<b>Total</b>	<b>3,788</b>	<b>45,838</b>	<b>12.1</b>	<b>33,591</b>	<b>8.9</b>

Data covers period of 23rd March 2020 to 29th March 2021.

c) Absence due to COVID-19 – Absence reason and cost

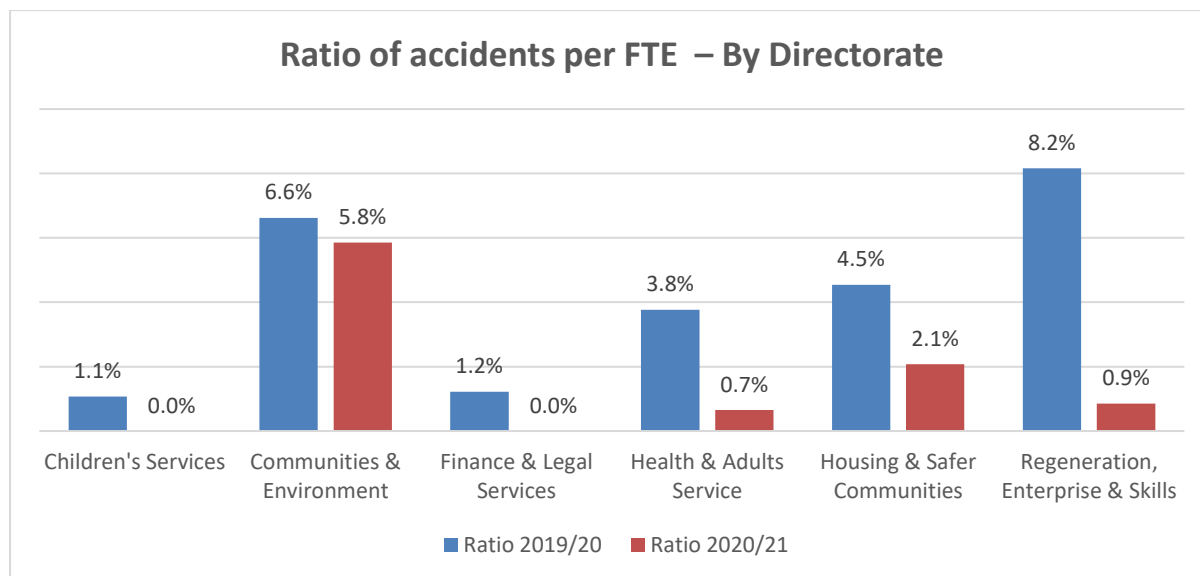
Absence Reason	Estimated Cost* (£m)
Self-Isolation – Inability to Work from Home	1.62
Self-Isolation – Unfit to Work	0.74
Shielding - Clinically Vulnerable	0.64
Quarantine - Diagnosed	0.25
<b>Total</b>	<b>3.26</b>
Self-Isolation – Working from Home	1.47
<b>Total including Working from Home</b>	<b>4.73</b>

*This estimate is based on employees' basic salaries, and does not include other payments, such as overtime, or on costs, such as National Insurance and pension contributions.*

- **Self-Isolation – Inability to Work from Home:** Staff who are fit to work but required to self-isolate either due to an underlying health condition or because they or a family member has had symptoms). However, due to the nature of their role and/or because they do not have access to IT equipment, they are unable to undertake any work from home.
- **Self-Isolation – Unfit to Work:** Staff have symptoms which cause them to be unfit for work.
- **Shielding – Clinically Vulnerable:** Staff with an underlying health condition who have been designated by the Government as 'clinically extremely vulnerable' and have been advised to shield themselves by staying at home.
- **Quarantine – Diagnosed:** Staff have a formal diagnosis of COVID-19 has been made.
- **Self-Isolation – Working from Home:** Staff are fit to work but are required to self-isolate (e.g. due to an underlying health condition or because they or a family member has had symptoms).

## Appendix 7: Accident Reporting

### a) Ratio of accidents per FTE – By Directorate

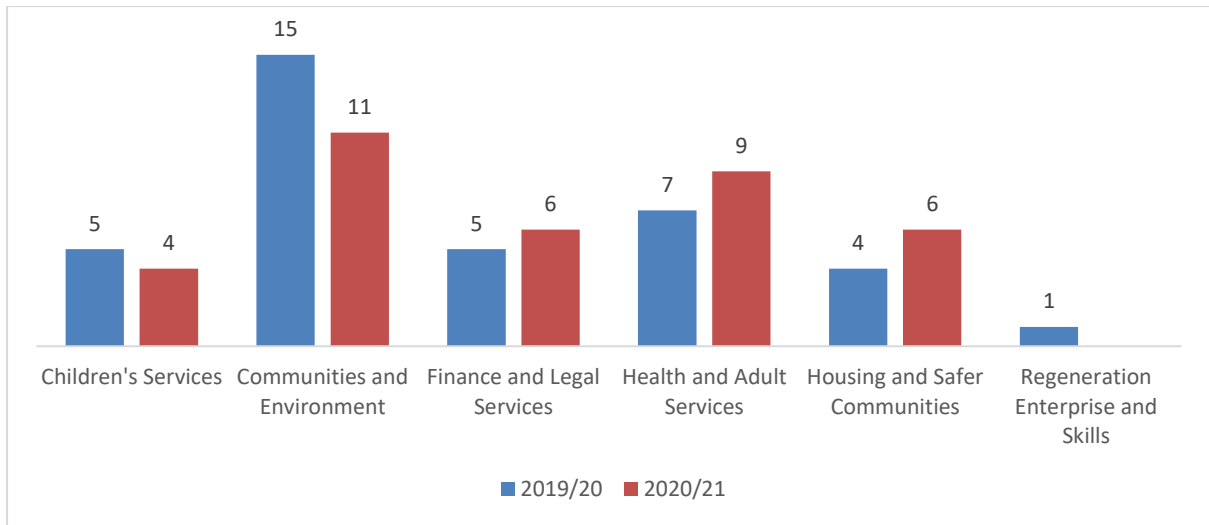


### b) Annual summary of accidents – By Type

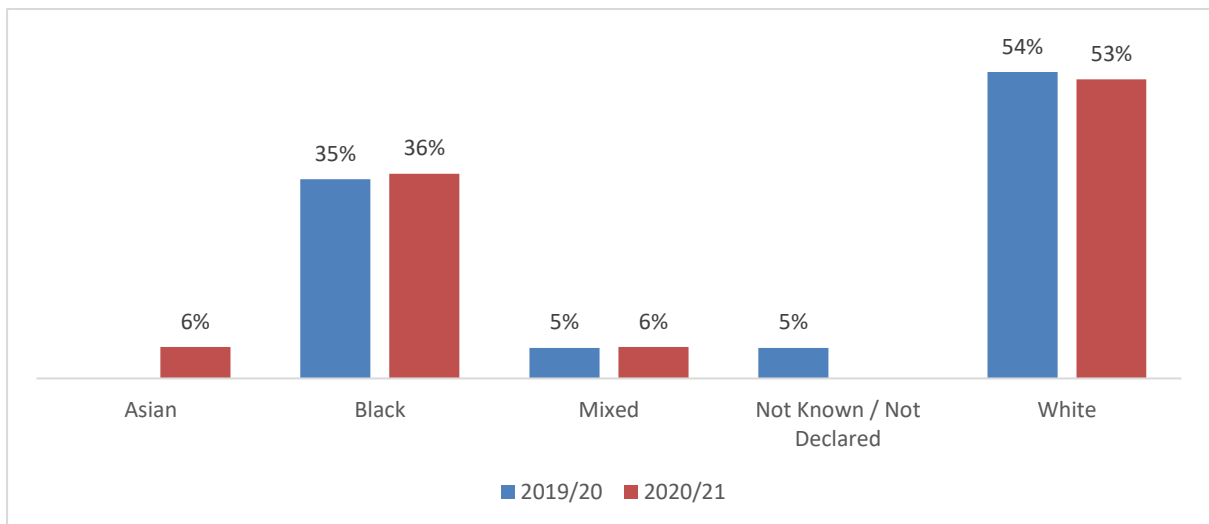
Type of accident	2018/19	2019/20	2020/21
Another kind of accident	3	1	3
Contact with electricity	0	0	0
Contact with machinery	4	3	2
Exposed harmful substance	1	3	2
Exposed to explosion	0	0	0
Exposed to fire	1	0	0
Falls from a height	10	17	5
Injured by animal	10	2	1
Injured while handling, lifting or carrying	55	32	22
Near Miss	35	23	7
Physical Assault	22	8	0
Slips, trips or falls on same level	78	34	15
Strike against something fixed or stationary	10	16	7
Struck by moving vehicle	9	3	1
Struck by moving, flying object	27	14	14
Trapped by something collapsing	0	0	0
Verbal Abuse	0	0	0
<b>Total</b>	<b>286</b>	<b>156</b>	<b>78</b>

## Appendix 8: Case Work

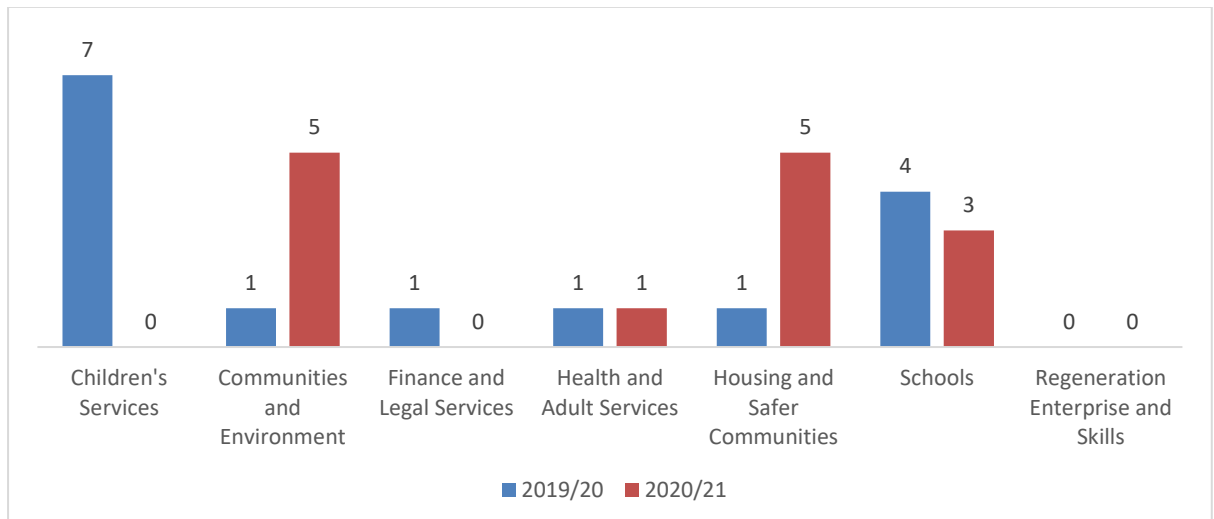
### a) Disciplinary Cases by Directorate



### b) Disciplinary Cases by Ethnic Origin



### c) Grievances by Directorate



**d) Grievances by Reason and Outcome**

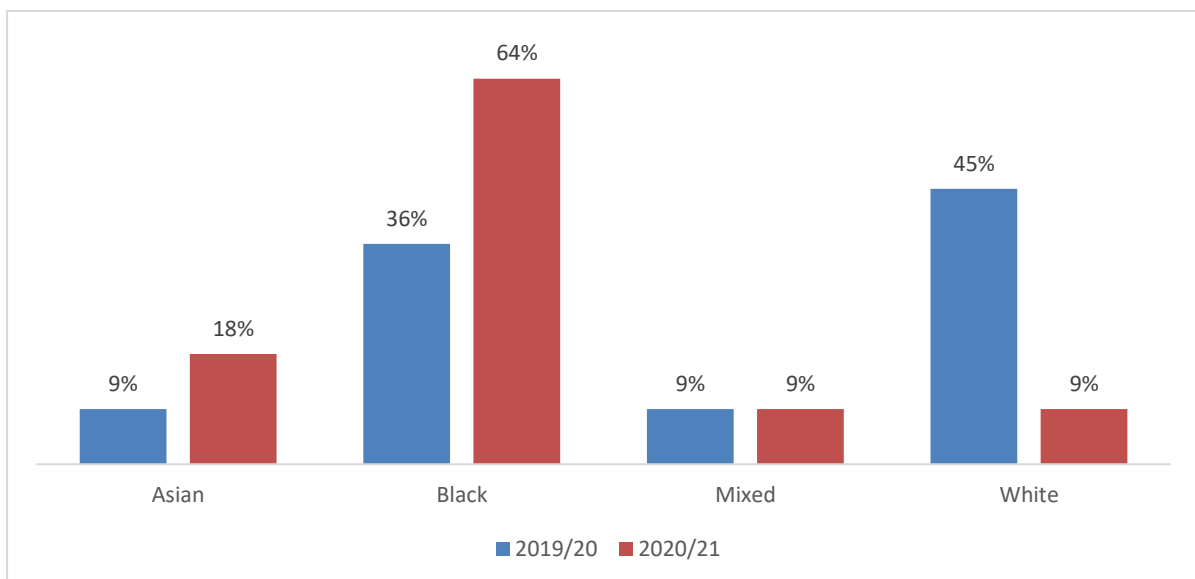
i) 2019/20

Grievance Reason	Not Upheld	Part Upheld	Upheld	Withdrawn	Total
Action of Another Employee		1			1
Action of Line Manager				2	2
Bullying and / or Harassment	1				1
Multiple Reasons		1	1		2
Other		1			1
<b>Total</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>7</b>

ii) 2020/21

Grievance Reason	Not Upheld	Part Upheld	Upheld	Total
Action of Line Manager		3		3
Bullying and / or Harassment	2			2
Discrimination - Multiple Grounds	1			1
Multiple Reasons			1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>7</b>

**e) Grievances by Ethnicity**



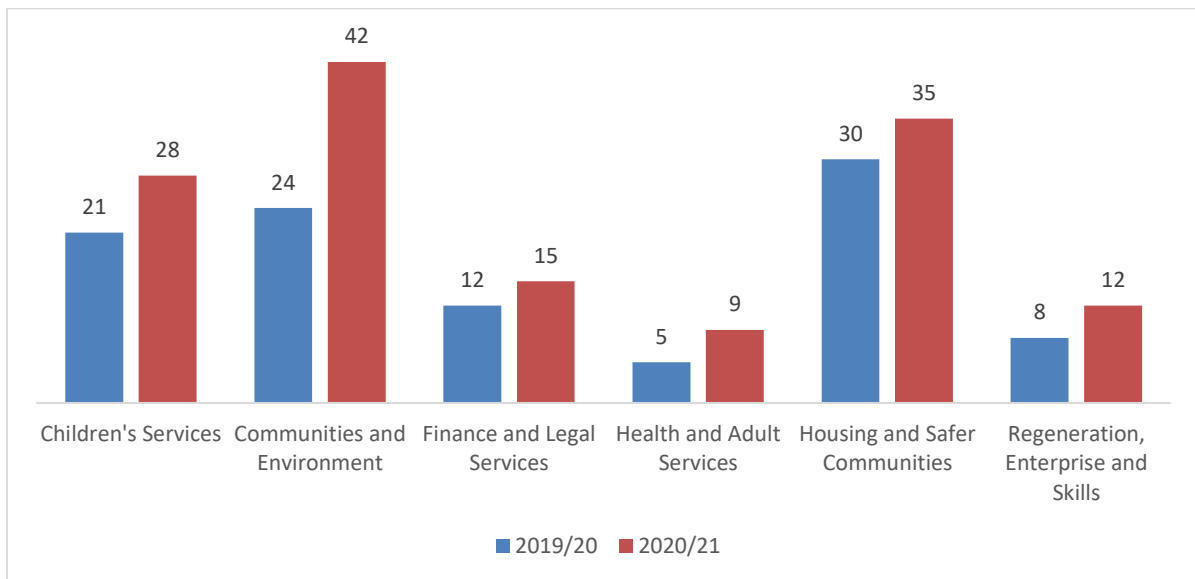
## Appendix 9: Workforce Development

### a) Apprenticeship performance against public sector target 2020/21 London Council Benchmarking (including schools)

Borough	% Workforce enrolled on apprenticeship programmes	Number of apprentices enrolled 2020/21	Difference between 2019/20
1	3.56%	108	35
2	2.79%	57	77
3	2.67%	69	106
4	2.31%	45	19
5	2.13%	73	-13
6	1.91%	135	-22
7	1.87%	132	6
8	1.76%	66	-13
9	1.62%	62	35
<b>10) RBG</b>	<b>1.47%</b>	<b>109</b>	<b>-1</b>
11	1.23%	51	4
12	1.21%	33	53
13	1.19%	98	-49
14	1.16%	65	-8
15	1.11%	118	-56
16	1.07%	123	-63
17	0.97%	94	-29
18	0.78%	59	-42
19	0.75%	56	-37
20	0.74%	65	-24
21	0.71%	52	-9
22	0.71%	47	-11
23	0.71%	57	-3
24	0.69%	95	-41
25	0.67%	83	-42
26	0.53%	59	-23
27	0.51%	35	-7
28	0.50%	64	-54
29	0.44%	76	-32
30	0.42%	45	-26
31	0.34%	46	-27
32	0.13%	8	-6
<b>Median</b>	<b>1.02%</b>	<b>65</b>	<b>-13</b>



**a) Active Apprentices by Directorate (as of 31 March)**



**b) Apprenticeship Qualifications by Framework Group (including schools)**

Framework Group	2019/20	2020/21
Business Administration	44	29
Leadership	13	43
Trades	12	8
Operations	8	23
Housing/Property	8	13
Other	15	25

**c) Completed Apprenticeship Qualifications by Framework**

Framework	2019/20	2020/21
Arborist	1	
Associate Project Management		14
Business Admin	41	12
Carpentry & Joinery	2	
Children and Young Peoples Workforce	1	
Customer Service		10
Early Years Educator (s)	3	
Early Years Practitioner		1
Facilities Management	2	
Facilities Management Supervisor		3
Facilities Services Operative		1
Horticulture and Landscape Operative	1	
Housing / Property Management	3	6

HR Support	2	
Installation Electrician	2	
Intelligence Analyst	2	
Lead Adult Care Worker	2	
Learning Mentor	6	
Operational Manager	6	19
PGTA (Teacher)		2
Plastering	1	
Plumbing	2	
Property Maintenance	2	
Public Relations	1	
Residential Childcare	3	
School Business Professional (s)	6	
Senior Leader Masters Degree Apprenticeship		2
Senior Leaders Executive MBA	3	6
Software Development Technician		2
Supporting Teaching & Learning (stds)	8	
Teaching Apprenticeship		12
Teaching Assistant (s)	1	
Teaching Assistant (standard)		3
Teaching Assistant Standards PE		1
Team Leader	10	19
<b>Grand Total</b>	<b>111</b>	<b>113</b>

#### d) Demographic of current apprentices

	Number	Percentage
Ethnic Minority	61	41%
Female	89	59%
Male	61	41%
Declared a disability	5	3.3%
Aged 16-24 at start	41	27%
Average age	33.6 years	
Care Leaver	2	1.3%

## Appendix 10: Data Including Schools 2019/20 and 2020/21

Benchmarking data from London Councils does not include schools' staff. For this reason, the information in the main HR Performance report excludes schools' staff. The data below is an overview of the whole Council workforce, including schools' staff for 2019/20 and 2020/21.

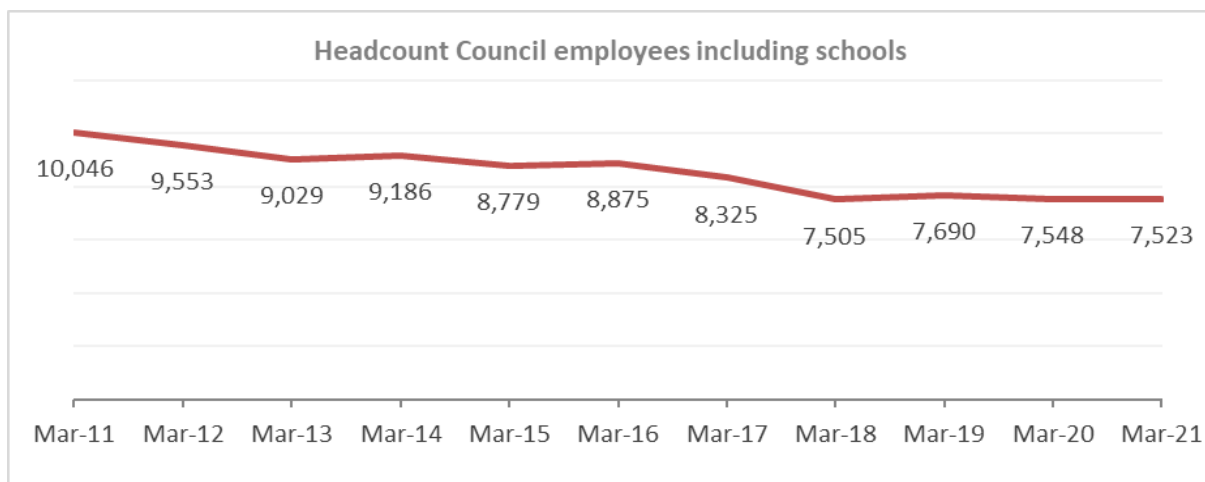
Many grant-maintained schools (and Academies) purchase services from the Council, such as HR Professional Services, Health, Safety and Wellbeing and Payroll via service level agreements.

Schools HR Professional Services gives access to a comprehensive, responsive, specialist HR service built on experience and holistic understanding of the specific demands faced by educational establishments. An overview of the Schools HR Professional Services core traded SLA package can be found here: <https://servicestoschools.royalgreenwich.gov.uk/services/hr>.

It is important to highlight that, some services/data is not provided centrally by the Council, such as recruitment and agency. These sections have been omitted in the school's appendices.

### a) Employee Numbers

- Headcount decreased by 2.2% over two years, down 0.3% to 7,523 in March 2021 from 7,548 in March 2020, which was down 1.8% from 7,690 in March 2019.
- Since March 2011 the headcount has reduced by 25.1% in total. A large proportion of this is due to maintained schools becoming academies.
- There are 455 fixed term employees as at March 2021, down from 461 in 2019/20.
- In 2020/21 and 2019/20, full time workers account for 60.9% of the Council workforce and part time workers 39.1%.
- In 2020/21 full time workers account for 36.8% of the school's workforce and part time workers 63.4%.
- In 2019/20, full time workers account for 36.2% of the school's workforce and part time workers 63.8%.



### i. Headcount including Schools

Workforce Headcount	Non-Schools	Schools	Total
Mar-11	4,438	5,608	10,046
Mar-12	4,095	5,458	9,553
Mar-13	3,902	5,127	9,029
Mar-14	3,976	5,210	9,186
Mar-15	3,887	4,892	8,779
Mar-16	3,890	4,985	8,875
Mar-17	3,731	4,594	8,325
Mar-18	3,866	3,639	7,505
Mar-19	3,938	3,752	7,690
Mar-20	3,868	3,680	7,548
Mar-21	3,750	3,773	7,523

Employee figures exclude agency, casuals, sessional workers and supply teachers. Figures include all permanent and fixed term employees.

### ii. FTE including Schools

RBG Workforce	2019/20	2020/21	FTE 2020/21	Difference in headcount	% Difference
RBG excluding Schools	3,868	3,750	3545.57	-118	-3.1
Schools	3,680	3773	2809.17	93	2.5
<b>Total</b>	<b>7,548</b>	<b>7,523</b>	<b>6354.74</b>	<b>-25</b>	<b>-0.3</b>

Employee figures exclude agency, casuals, sessional workers and supply teachers.

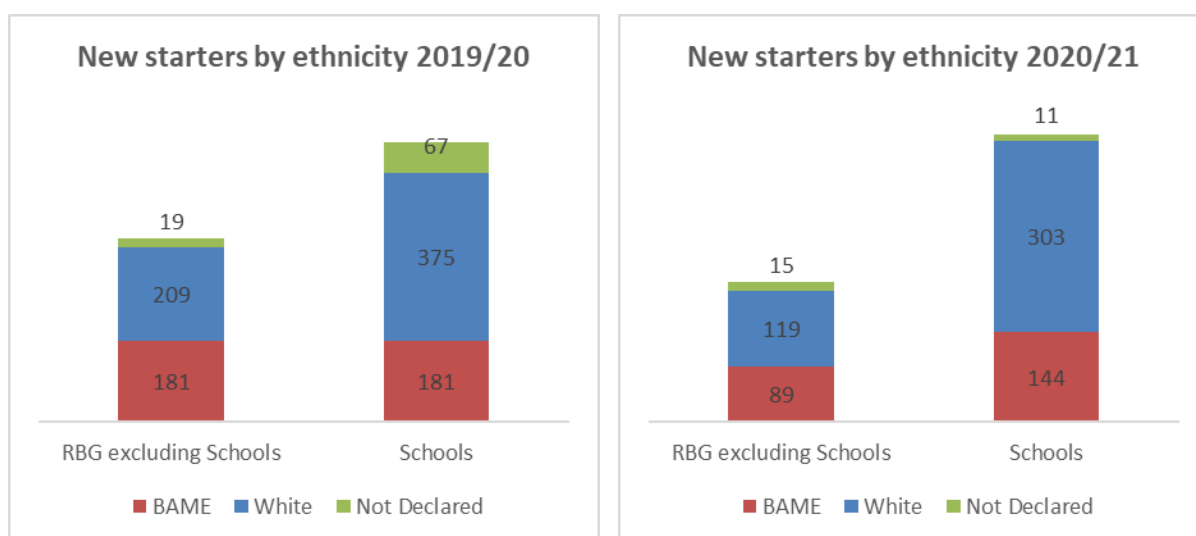
Schools data does not include four maintained schools who do not purchase RBG payroll services.

FTE = Full Time Equivalent

### b) Recruitment

- Schools appointed 458 new starters in 2020/21 and 632 in 2019/20.
- Schools candidates from ethnic minority backgrounds represented 31.4% of all new appointments in 2020/21, and 29.1% in 2019/20.

## i. New starters by ethnicity



## c) Retention & Turnover

- In schools, 478 staff left in 2020/21, and 659 left in 2019/20. Overall, 796 staff left in 2020/21, and 1,083 staff left in 2019/20.
- The overall turnover rate for schools in 2020/21 was 13.5%, down from 18.6% in 2019/20, and 15.5% in 2018/19. Including schools, the council's voluntary turnover rate in 2020/21 was 5.4% and 8.1% in 2019/20.
- The overall turnover rate in 2020/21 was 10.6%, down from 14.6% in 2019/20, and from 12.7% in 2018/19.
- Schools voluntary turnover rate in 2020/21 was 7.2% and 10.9% in 2019/20.
- For schools, in 2020/21 staff from an ethnic minority background accounted for 25.9% of all voluntary leavers (Asian 7.1%, Black 13.7%, Mixed 4.3%, Other 0.8%). For schools, in 2019/20 staff from an ethnic minority background accounted for 26.8% of all voluntary leavers (Asian 7.7%, Black 14.7%, Mixed 4.1%, Other 0.3%).
- In 2020/21 the school's voluntary turnover rate for staff from an ethnic minority background was 9.2% compared to the total voluntary turnover rate of 7.2% for all RBG staff. In 2019/20 the school's voluntary turnover rate for staff from an ethnic minority background was 15.0% compared to the total voluntary turnover rate of 10.9% for all RBG staff.
- In 2020/21 the overall voluntary turnover rate for staff from an ethnic minority background was 5.7% compared to the total voluntary turnover rate of 5.3% for all staff. In 2019/20 the overall voluntary turnover rate for staff from an ethnic minority background was 9.1% compared to the total voluntary turnover rate of 8.0% for all staff.
- The average length of service in RBG including schools is 9.9 years in 2020/21 and 2019/20 up from 9.4 in 2018/19. The average length of service in schools only was 7.5 years in 2020/21 and 2019/20.

**i. Leavers by Broad Ethnic Origin**

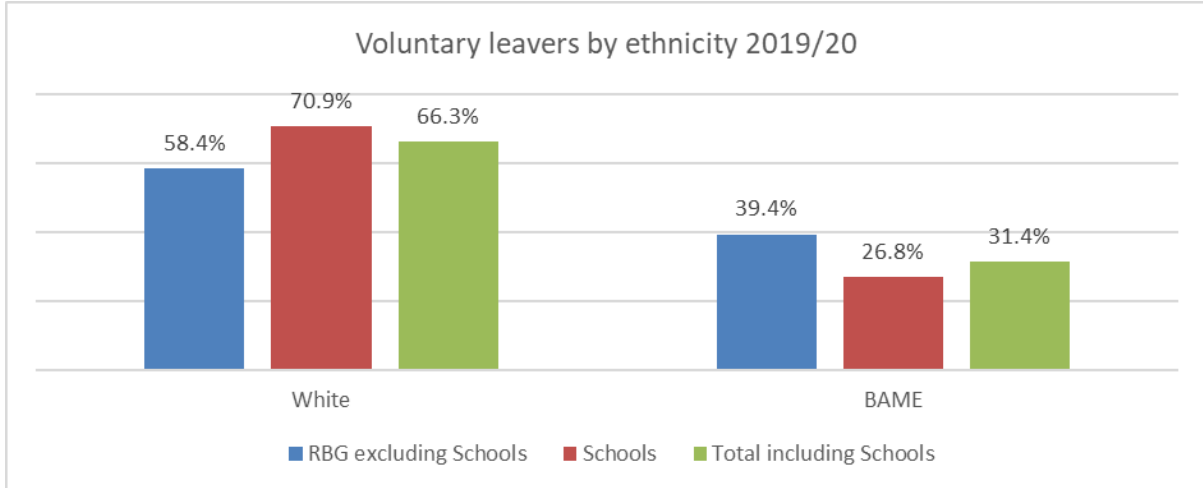
**2019/20**

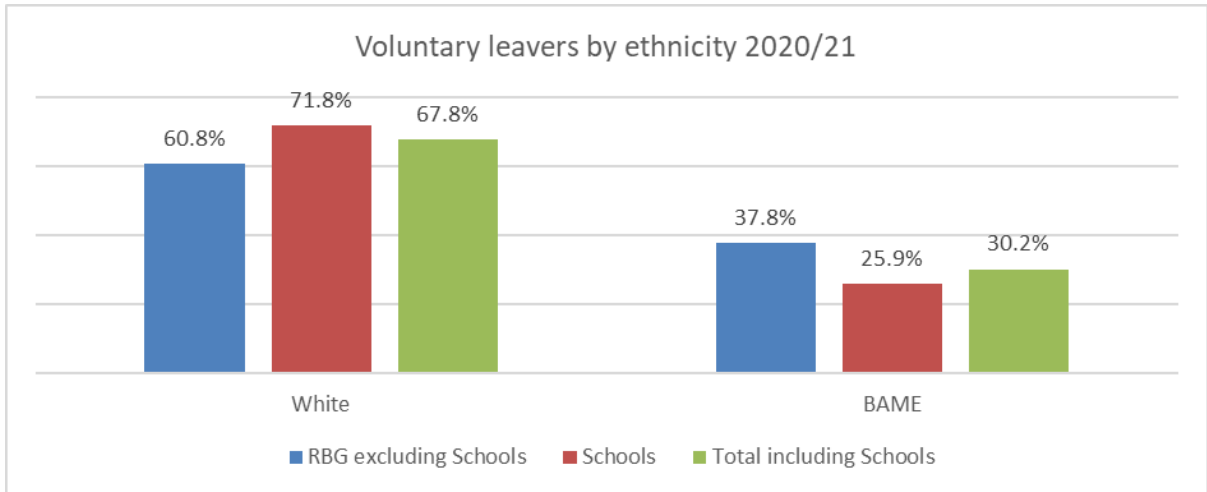
Leavers	Asian	Black	Mixed	Not Declared	Other	White	BAME	Total
<b>RBG excluding Schools</b>	25	105	20	13	4	257	154	424
<b>Schools</b>	45	99	28	14	3	470	175	659
<b>Total</b>	<b>70</b>	<b>204</b>	<b>48</b>	<b>27</b>	<b>7</b>	<b>727</b>	<b>329</b>	<b>1083</b>

**2020/21**

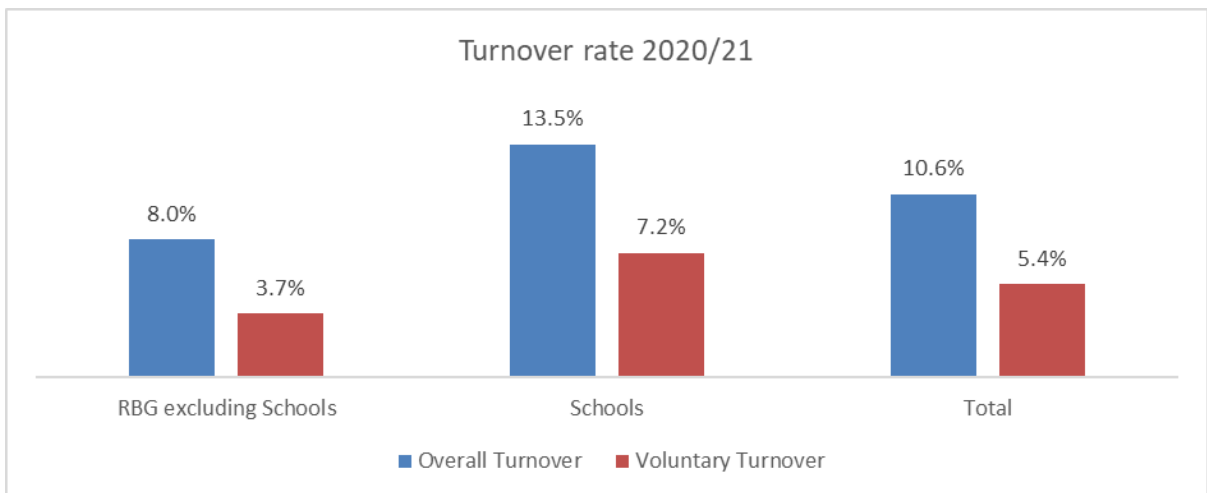
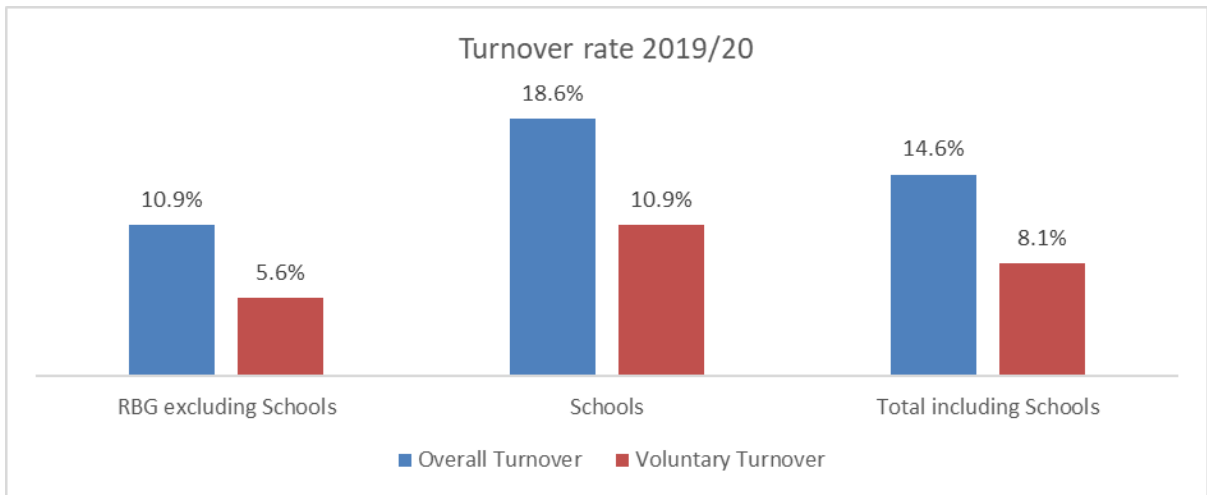
Leavers	Asian	Black	Mixed	Not Declared	Other	White	BAME	Total
<b>RBG excluding Schools</b>	20	67	9	4	0	208	96	308
<b>Schools</b>	32	54	17	52	2	321	105	478
<b>Total</b>	<b>52</b>	<b>121</b>	<b>26</b>	<b>56</b>	<b>2</b>	<b>529</b>	<b>201</b>	<b>786</b>

**ii. Voluntary Leavers by Ethnicity**

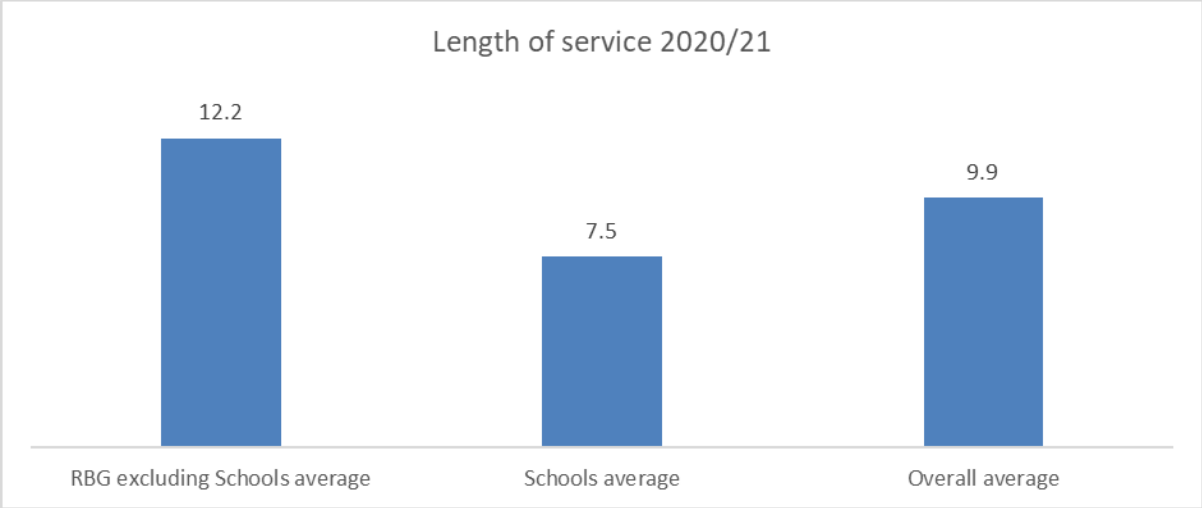
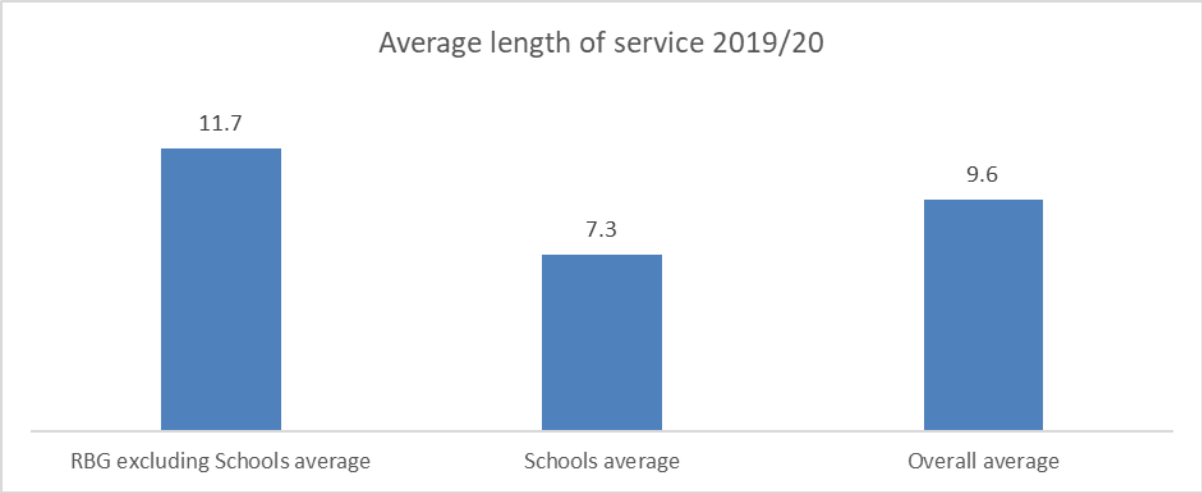




### iii. Turnover Rate



**iv. Average Length of Service**





**d) Workforce Diversity**

**i. Equalities Monitoring by Grade**

**2019/20**

Grade Band	WE/W/S/NI/B	WI	WG/IT	WO	BA	BC	BO	AI	AB	AP	AC	AO	MWBC	MWA	MWBA	MO	NK/ND/PNTS	Any Other	OA	Total BAME	% BAME	Male	Female	% Female	Disability	% w/ disability	Total
CEX & Chief Officers	31	0	0	2	1	3	0	1	0	0	0	0	0	1	0	0	0	0	0	6	15.4	22	17	43.6	3	7.7	39
PO7 - PO10	122	3	0	20	16	16	4	10	1	5	1	1	2	1	1	5	1	1	0	64	30.5	81	129	61.4	2	1.0	210
PO4 - PO6	227	8	0	28	44	27	4	19	1	2	2	7	5	2	2	1	8	2	0	118	30.3	158	231	59.4	21	5.4	389
PO1 - PO3	398	8	0	37	68	65	11	30	8	5	4	6	8	7	3	9	10	1	1	226	33.3	214	465	68.5	30	4.4	679
SO1 - SO2	471	9	0	29	104	72	18	35	7	3	1	7	17	4	5	8	21	4	0	285	35.0	228	587	72.0	33	4.0	815
Scale 4 - 6	867	15	1	69	146	94	23	55	12	8	7	19	24	13	10	12	26	8	1	432	30.6	427	983	69.7	60	4.3	1410
Scale 1 - 3	1310	29	0	128	141	83	23	55	16	17	7	45	34	6	6	17	50	17	3	470	23.7	576	1411	71.0	59	3.0	1987
Soulbury	16	1	0	6	0	2	1	0	0	0	0	0	1	1	0	1	0	0	0	6	20.7	4	25	86.2	1	3.4	29
Social Workers	53	2	0	22	65	27	6	13	1	0	0	1	2	0	2	1	1	2	0	120	60.6	30	168	84.8	8	4.0	198
Head Teachers	46	1	0	0	1	1	0	0	0	2	0	1	0	0	0	0	0	0	0	5	9.6	19	33	63.5	2	3.8	52
Leadership Teachers	157	2	0	12	3	4	2	3	3	3	0	4	1	1	0	0	6	1	0	25	12.4	36	166	82.2	2	1.0	202
Teachers	837	40	1	88	82	53	9	34	15	7	13	13	17	20	9	15	33	8	0	295	22.8	246	1048	81.0	15	1.2	1294
Other	191	6	0	10	4	8	1	4	1	0	5	5	2	3	0	0	4	0	0	33	13.5	195	49	20.1	8	3.3	244
<b>Total</b>	<b>4726</b>	<b>124</b>	<b>2</b>	<b>451</b>	<b>675</b>	<b>455</b>	<b>102</b>	<b>259</b>	<b>65</b>	<b>52</b>	<b>40</b>	<b>109</b>	<b>113</b>	<b>59</b>	<b>38</b>	<b>69</b>	<b>160</b>	<b>44</b>	<b>5</b>	<b>2085</b>	<b>27.6</b>	<b>2236</b>	<b>5312</b>	<b>70.4</b>	<b>244</b>	<b>3.2</b>	<b>7548</b>

WE/W/S/NI/B=White English/Welsh/Scottish/Northern Irish/British; WI=White Irish; WG/IT=White Gypsy or Irish Traveller; WO=White Other; BA=Black African; BC=Black Caribbean; BO=Black Other; AI=Asian Indian; AB=Asian Bangladeshi; AP=Asian Pakistani; AC=Chinese; AO=Asian Other; MWBC=Mixed White & Black Caribbean; MWA=Mixed White & Asian; MWBA=Mixed White& Black African; MO=Mixed Other background; NK/ND/PNTS=Not Known / Not Declared / Prefer Not To Say; OA=Other – Arab.  
 Other=Craft Workers, NHS Agenda for Change & GLLP participants.

Employee figures exclude agency, casuals, sessional workers and supply teachers. Figures include all permanent and fixed term employees. Figure are not representative of the total number of substantive posts.

**2020/21**

Grade Band	WE/W/S/NI/B	WI	WG/IT	WO	BA	BC	BO	AI	AB	AP	AC	AO	MWBC	MWA	MWBA	MO	NK/ND/PNTS	Any Other	OA	Total BAME	% BAME	Male	Female	% Female	Disability	% w/ disability	Total
CEX & Chief Officers	28	0	0	3	1	2	0	1	0	0	0	0	0	0	0	0	0	0	0	4	11.4	21	14	40.0	2	5.7	35
PO7 - PO10	134	3	0	17	18	20	3	11	2	4	0	1	3	0	1	5	1	1	0	69	30.8	90	134	59.8	3	1.3	224
PO4 - PO6	232	9	0	26	44	30	4	16	0	4	3	8	4	3	3	1	7	2	0	122	30.8	161	235	59.3	22	5.6	396
PO1 - PO3	371	8	0	37	63	68	9	29	9	3	4	6	8	7	4	9	11	2	1	222	34.2	208	441	68.0	28	4.3	649
SO1 - SO2	446	9	0	33	111	65	19	36	7	3	2	6	16	4	4	8	19	3	0	284	35.9	218	573	72.4	35	4.4	791
Scale 4 - 6	840	12	1	64	144	91	22	50	11	8	5	23	25	14	13	11	26	8	1	426	31.1	405	964	70.4	61	4.5	1369
Scale 1 - 3	1300	22	0	139	141	84	22	56	16	17	7	40	33	9	5	17	45	20	3	470	23.8	563	1413	71.5	59	3.0	1976
Soulbury	14	1	0	3	0	2	1	0	0	0	0	0	1	1	0	1	1	0	0	6	24.0	2	23	92.0	1	4.0	25
Social Workers	49	3	0	26	68	29	5	12	1	0	0	2	1	0	1	0	1	2	0	121	60.5	28	172	86.0	6	3.0	200
Head Teachers	49	1	0	0	2	1	0	0	0	2	0	1	0	0	0	0	0	0	0	6	10.7	19	37	66.1	3	5.4	56
Leadership Teachers	159	3	0	12	6	4	2	3	4	4	0	4	2	1	1	0	4	1	0	32	15.2	44	166	79.0	1	0.5	210
Teachers	855	43	1	90	81	61	11	40	16	11	15	14	21	19	8	14	42	9	1	321	23.7	249	1103	81.6	18	1.3	1352
Other	188	6	0	10	3	8	0	5	1	1	5	4	2	3	0	0	4	0	0	32	13.3	196	44	18.3	8	3.3	240
<b>Total</b>	<b>4665</b>	<b>120</b>	<b>2</b>	<b>460</b>	<b>682</b>	<b>465</b>	<b>98</b>	<b>259</b>	<b>67</b>	<b>57</b>	<b>41</b>	<b>109</b>	<b>116</b>	<b>61</b>	<b>40</b>	<b>66</b>	<b>161</b>	<b>48</b>	<b>6</b>	<b>2115</b>	<b>28.1</b>	<b>2204</b>	<b>5319</b>	<b>70.7</b>	<b>247</b>	<b>3.3</b>	<b>7523</b>

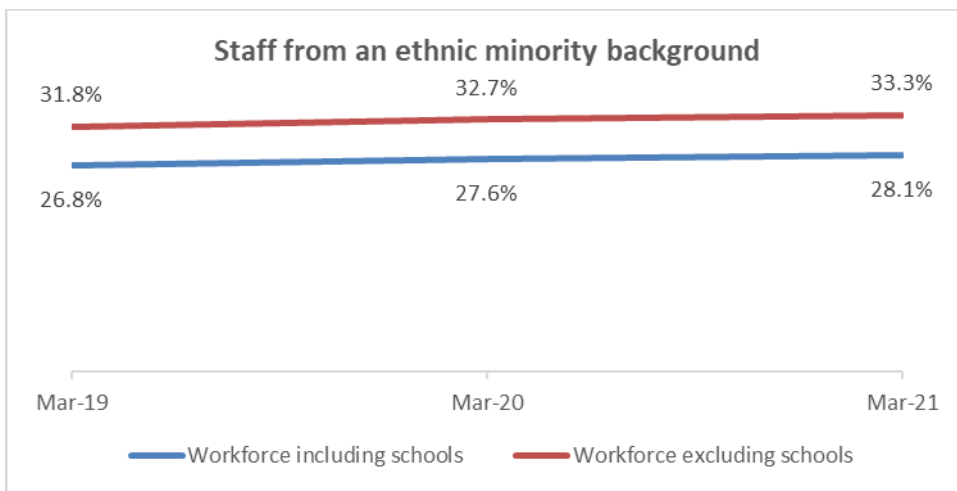
WE/W/S/NI/B=White English/Welsh/Scottish/Northern Irish/British; WI=White Irish; WG/IT=White Gypsy or Irish Traveller; WO=White Other; BA=Black African; BC=Black Caribbean; BO=Black Other; AI=Asian Indian; AB=Asian Bangladeshi; AP=Asian Pakistani; AC=Chinese; AO=Asian Other; MWBC=Mixed White & Black Caribbean; MWA=Mixed White & Asian; MWBA=Mixed White& Black African; MO=Mixed Other background; NK/ND/PNTS=Not Known / Not Declared / Prefer Not To Say; OA=Other – Arab. Other=Craft Workers, NHS Agenda for Change & GLLP participants.

Employee figures exclude agency, casuals, sessional workers and supply teachers. Figures include all permanent and fixed term employees. Figure are not representative of the total number of substantive posts.

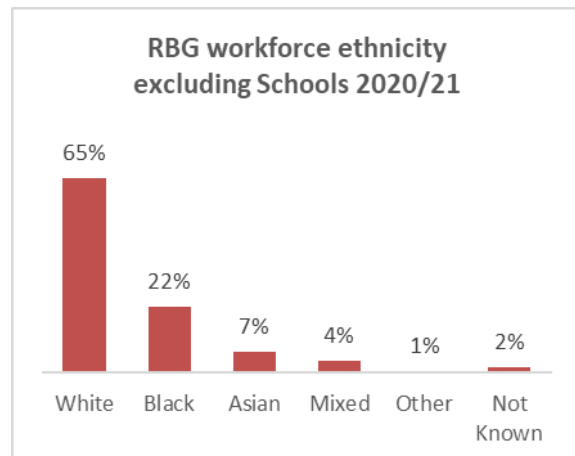
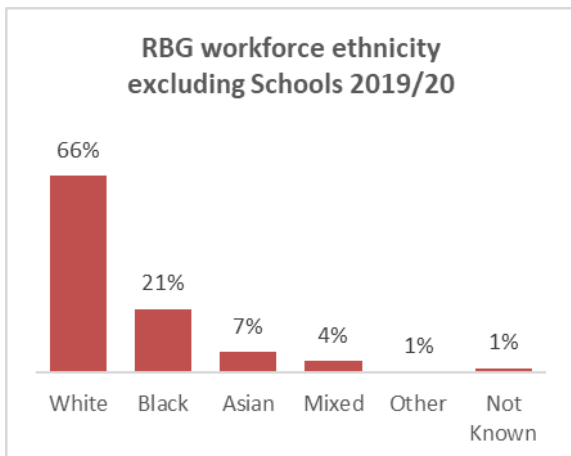
**ii. Ethnicity:**

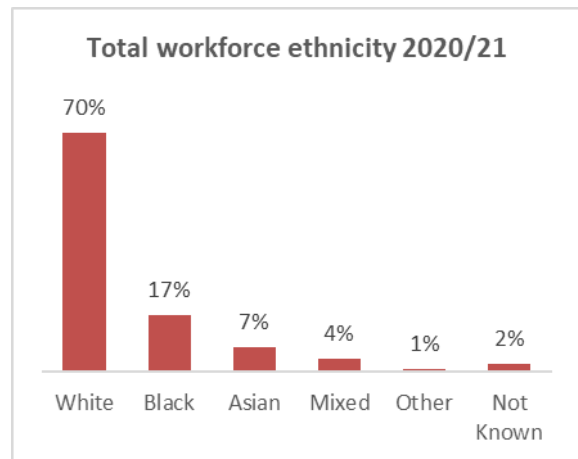
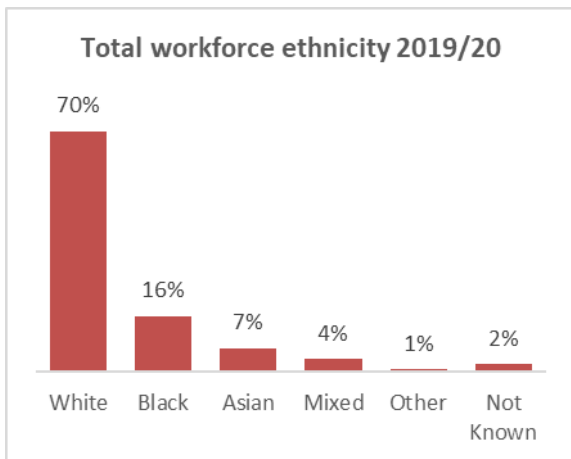
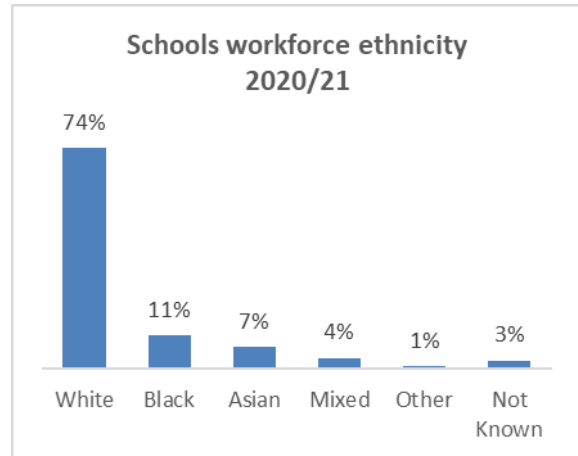
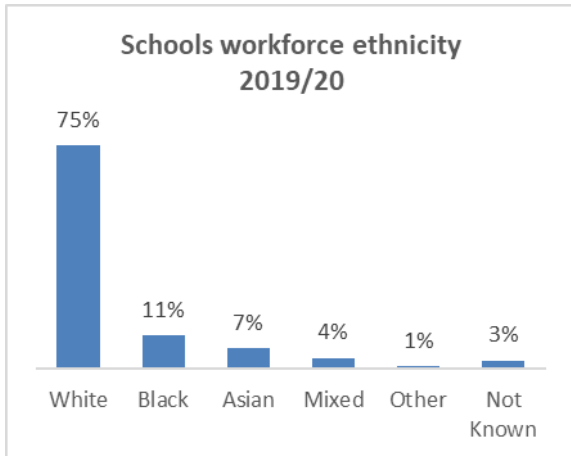
- In schools (only), the percentage of staff from an ethnic minority background increased annually to 22.9% in 2020/21, from 22.3% in 2019/20.
- Overall, representation of staff from an ethnic minority background continued to increase annually to 28.1% in 2020/21, from 27.6% in 2019/20 and 26.8% in 2018/19. While this remains slightly below the representation in the borough’s economically active population (35.8%), it reflects the increasing local minority ethnic population as identified in the 2011 Census;
- In schools, by broad ethnic origin 11.2% of staff are Black, 7.2% Asian, 3.6% are of mixed or multiple ethnic origin and 0.9% have identified as other
- Overall, by broad ethnic origin 16.6% of staff are Black, 7.1% Asian, 3.8% are of mixed or multiple ethnic origin and 0.7% have identified as other;

**Representation of staff from an ethnic minority background**



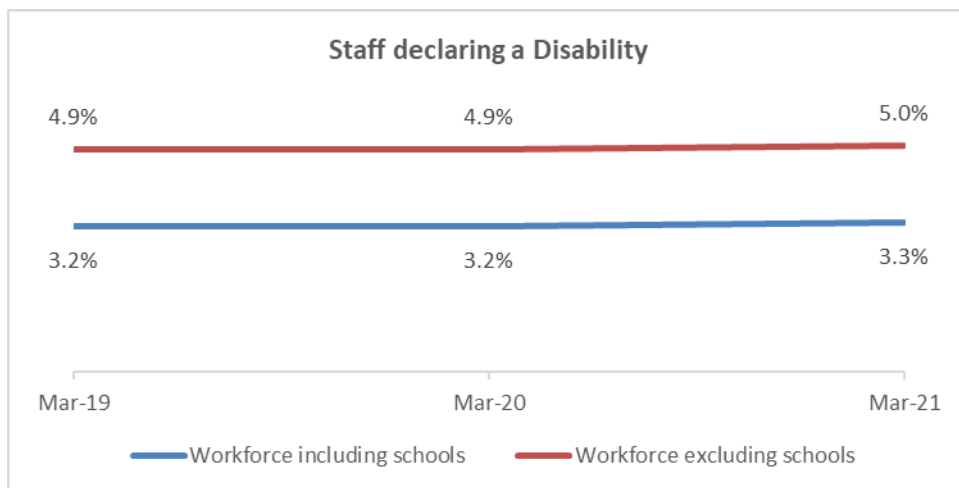
Representation of staff from an ethnic minority background	Mar-19	Mar-20	Mar-21
Workforce including schools	26.8%	27.6%	28.1%
Workforce excluding schools	31.8%	32.7%	33.3%





**iii. Disability**

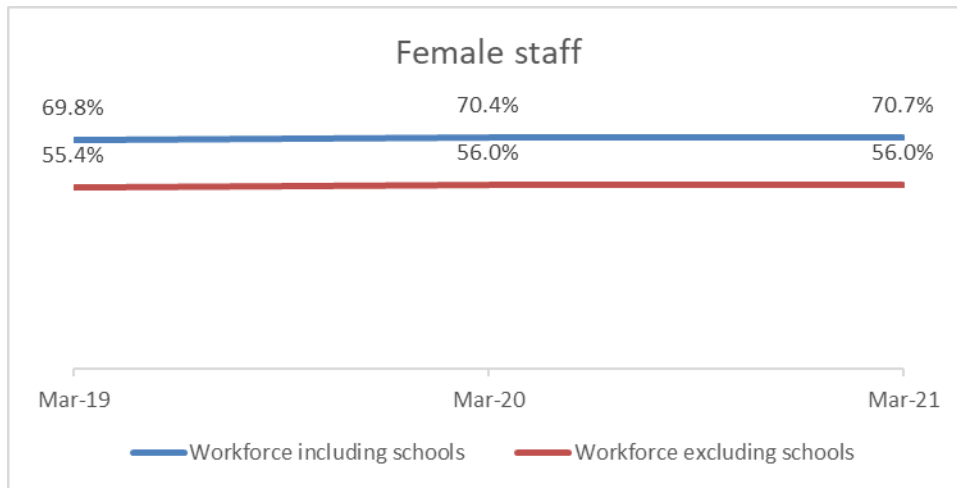
- In schools (only), 1.5% of the workforce identify themselves as having a disability.
- Overall, 3.3% of the workforce identify themselves as having a disability.



Representation of staff declaring a with disability	Mar-19	Mar-20	Mar-21
Workforce including schools	3.2%	3.2%	3.3%
Workforce excluding schools	4.9%	4.9%	5.0%

**iv. Gender:**

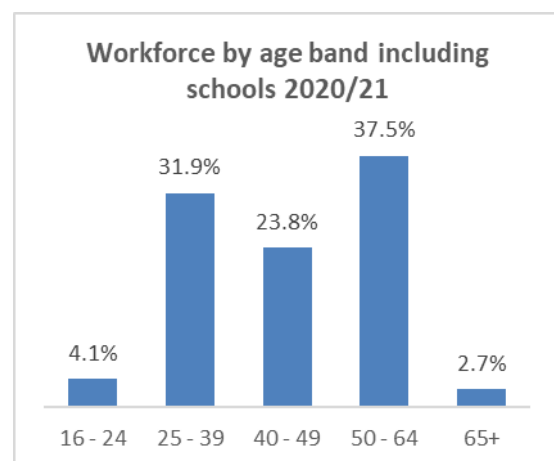
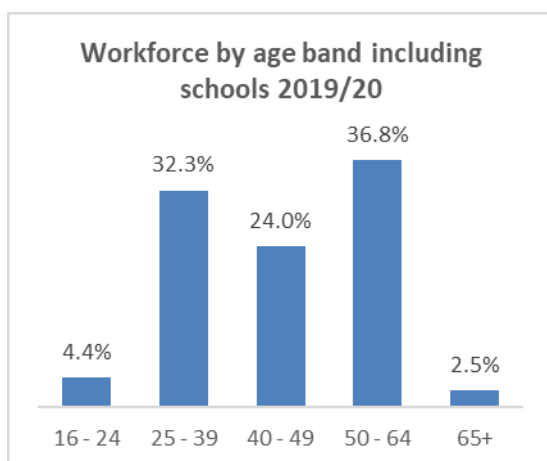
- Overall, women represent 70.7% of the workforce. This is over the 46.3% representation in the borough’s economically active population<sup>2</sup>.
- In schools, women represent 85.3% of the workforce.



Female staff representation	Mar-19	Mar-20	Mar-21
Workforce including schools	69.8%	70.4%	70.7%
Workforce excluding schools	55.4%	56.0%	56.0%

**v. Age:**

- In schools, the share of 16 to 24-year olds is 4.8%.
- Overall, the share of 16 to 24-year olds is 4.1%.
- The schools average is 43.6 years. The overall workforce has an average age of 45.0 years.



**e) Sickness Absence:**

- Sickness absence levels for schools were 5.1 FTE days lost per FTE.

<sup>2</sup> ONS Annual Population Survey 2019

## f) Health, Safety & Wellbeing (inc. Accidents)

- 100 accidents/incidents were reported in Schools in 2020/21 (including near misses), a decrease from 280 in 2019/20.
- Overall including schools, 178 accidents/incidents were reported in 2020/21 (including near misses), a decrease of 59% from the previous year. In 2019/20, 436 accidents/incidents were reported, also reflecting a 28% reduction from the previous year (608 in 2018/19).
- 3 RIDDOR instances (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) happened in both 2020/21 and 2019/20.
- 17 RIDDOR instances were reported in 2020/21, while 21 were reported in 2019/20.
- When including schools Slips, trips and falls was the highest category of accidents/incidents reported in 2020/21 (29.0%), and the second highest category in 2019/20 (28.2%).
- 'Physically assaulted by a person' was the second highest category of accidents/incidents reported in 2020/21 and highest in 2019/20, accounting for 28.0% and 28.6% each year respectively. Schools accounted for 100% and 91% of all recorded physical assaults in 2020/21 and 2019/20 respectively, which often involve pupils assaulting teaching staff, particularly children with additional needs).

## i. Type of Accident

Type of accident	2018/19	2019/20	2020/21
Another kind of accident	24	4	5
Contact with electricity	0	0	0
Contact with machinery	5	3	2
Exposed harmful substance	7	3	3
Exposed to explosion	0	0	0
Exposed to fire	1	0	0
Falls from a height	43	38	12
Injured by animal	11	2	1
Injured while handling, lifting or carrying	69	51	32
Near Miss	41	29	7
Physical Assault	132	88	28
Slips, trips or falls on same level	163	113	44
Strike against something fixed or stationary	32	42	15
Struck by moving vehicle	9	3	1
Struck by moving, flying object	71	60	27
Trapped by something collapsing	0	0	1
Verbal Abuse	0	0	0
<b>Total</b>	<b>608</b>	<b>436</b>	<b>178</b>

## **g) Employee Relations Cases**

### **i. Disciplinary Cases:**

- A reduction in schools' disciplinary cases<sup>3</sup> to 28 employees facing disciplinary action in 2020/21, from 32 in 2019/20 and 40 in 2018/19. The number of disciplinaries as a percentage of headcount was 0.74% in both 2019/20 and 0.87% in 2020/21;
- In 2020/21 the most frequent reason for disciplinary action was 'Failure to Adhere to Policies and / or Procedures' (6 cases);
- In 2019/20 the most frequent reason for disciplinary action was 'Child Protection / Safeguarding Issues' (14 cases);
- Of the 22 cases which started in 2020/21, 4 cases resulted in dismissal. Of the 25 cases which started in 2019/20, 5 cases resulted in dismissal.
- In 2020/21, 35.7% of disciplinary cases involved staff from an ethnic minority background and 53.6% involved white staff and 10.7% involved staff with ethnicity undeclared. In 2019/20, 15.6% of disciplinary cases involved staff from an ethnic minority background, 81.3% involved white staff and 3.1% involved staff with ethnicity undeclared.

### **ii. Grievance Cases:**

- Schools grievance cases were constant at 3 new cases in 2020/21 and 2019/20. This represents 0.08% of headcount in 2020/21 and 0.11% in 2019/20.
- There was a further case started before the financial year in 2019/20.
- In 2020/21 and 2019/20 the most reasons for staff lodging a grievance were 'Action of Line Manager' (1, 0), 'Bullying and Harassment' (1, 1), 'Multiple Reasons' (1, 2) and 'Other' (1, 0).
- Of the 3 concluded grievance cases in 2020/21, 1 was part upheld, 1 was not upheld and 1 was withdrawn. In 2019/20 of 3 concluded cases, 1 were part upheld and 2 were not upheld.
- In 2020/21 33.3% of new grievances were lodged by staff from ethnic minority backgrounds and 66.7 by white staff. In 2019/20 25% of new grievances were lodged by staff from ethnic minority backgrounds and 75% by white staff.

### **iii. Capability Cases:**

- 1 school employee was subject to capability proceedings in 2020/21 and 4 schools' employees in 2019/20.

### **iv. Employment Tribunals:**

- Three employment tribunal cases related to schools were opened in both 2020/21 and 2019/20.
- Three cases related to schools were also closed in the same year<sup>4</sup>, with one case successfully defended (33%). The other two cases (66%) were settled.
- Two cases related to schools were closed in the same year<sup>5</sup>, with one case successfully defended (50%) and the other settled (50%).

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<sup>3</sup> Employee relations cases are counted per individual and are based on the date the case opened.

<sup>4</sup> Some cases closed during the period, were opened prior to the start of the period.

<sup>5</sup> Some cases closed during the period, were opened prior to the start of the period.

## **h) Workforce Development**

Schools apprenticeship data reported in body of report (section 6.10.20 – 6.10.26).

### **i. Apprenticeship Data**

	<b>New</b>	<b>Existing</b>	<b>Total RBG</b>	<b>New</b>	<b>Existing</b>	<b>Total Schs</b>	<b>TOTAL</b>
<b>2018/19</b>	25	7	32	17	3	20	52
<b>2019/20</b>	55	29	84	11	17	28	112
<b>2020/21</b>	27	60	87	5	16	21	108