

Gloucester City Council

Workforce Equality and Diversity Report (April 2020)

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Gloucester City Council Workforce Diversity Report

1.0 Introduction

Gloucester City Council (the Council) continues to adapt to the population it serves, and the ever changing environment in which it operates. Our vision and values can be found within the [Gloucester City Council Plan 2017-2020](#).

As a public sector organisation with more than 150 employees, the Council is required under the duties of the Equalities Act 2010 (the Act) to publish workforce equalities information on annual basis. There are nine protected characteristics under the Equalities Act 2010; age, disability, gender reassignment (transgender), marriage/civil partnership, pregnancy and maternity, race, religion and belief, sex (gender), and sexual orientation. This report provides updated workforce equalities information as at 1 April 2020.

The Council is committed to promoting equality, diversity and cohesion. Our policies and procedures are intended to ensure fairness for all and reinforce our commitment to tackling inequalities wherever they exist and to eradicating the unacceptable treatment of any person or groups of people.

Monitoring equality and diversity in the workforce enables the Council to have sufficient evidence on which to base consideration of the impact of a policy or decision to ensure staff with protected characteristics under the Act are not disproportionately impacted. Monitoring the equality and diversity of our workforce helps us to show due regard to the aims of the general equality duty and can lead to the development of better and more informed, inclusive decision making, with an aim to:

- Removing or minimising disadvantages suffered by people due to their protected characteristics;
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people;
- Encouraging people from protected groups to participate in activities where their participation is disproportionately low.

2.0 Achievements since April 2019

The Equalities Working Group has been established since 2018. It has membership drawn from across customer facing services, HR and Communications and includes councillors from all political parties. Its purpose is to develop and monitor the implementation of our equalities action plan in order to achieve our equalities ambitions. Our Equality Action Plan and further information on the Equalities working group is available on our main [website](#). Our equality objectives were developed with regards to the '[Equalities Framework for Local Government](#)' which focusses on five key areas:

- Knowing your communities
- Leadership, partnership and organisational commitment
- Involving your communities
- Responsive services and customer care
- A skilled and committed workforce.

During 2019/2020 we have achieved:-

2.1 New Office Facilities

We have undertaken a major office move for the majority of our staff from our previous accommodation in a refurbished warehouse in the Gloucester Docks to new facilities within Shire Hall and Westgate Street. These two relocations have included new furniture and a move towards agile working and hot-desking for all staff. The new furniture allowed us to review the needs of those staff with disabilities and to plan future needs with increased use of rise and fall desks, two, fully adjustable monitors per desk and other technology to meet individual needs. In creating these new facilities we carried out assessments with both the Dementia Action Alliance and the Nelson Trust to ensure they were suitable and met the needs of those with disabilities and met the standards of being a trauma informed space. These new facilities have improved our overall accessibility for both employees and for visitors to our main customer services facilities.

2.2 IT infrastructure

As part of our transformation plan we have upgraded our IT infrastructure. The majority of employees now have their own laptop, access to skype telephony and access to remote working including MS teams. This facilitates agile working for many more staff enabling them to have a better home and work life balance. The

technology also improves accessibility and has been able to accommodate the needs of individuals such as larger screens and audio facilities.

2.3 Health, wellbeing and diversity initiatives

Throughout the year we have run initiatives to support all staff with improving their wellbeing and health and promote equality and diversity, including:

- Increased partnership working with Gloucestershire County Council's equality network groups including Dignity at Work; Disability Network; Prism network (LGBT+); Carers Network; Black Workers network; Young Employees Network. Including the promotion of events; increasing the membership of employees and attendance at meetings.
- Providing resilience training as an ongoing training provision for staff and managers.
- Well publicised proactive health and wellbeing information with regular features on the intranet and in our internal staff publications.
- Promoted national equality action events such as Mental Health and wellbeing days; Autism awareness and International Day Against Homophobia, Transphobia and Biphobia (IDAHOBIT).

2.4 Policy and Data

In line with our equality action plan for 2019-2020 we have continued to promote the importance and how we use the equality data on our employees which has resulted in more people completing the surveys. We have also implemented new policies and improved existing policies to ensure we are at the forefront of enabling and supporting our employees.

- There has been an increase in the number of people making a declaration regarding their equality data. In particular 75% of staff have not declared their marital status; 80% have not declared their religion and 82% have not declared their sexual orientation.
- Analysis was undertaken to better understand the BAME pay gap which has informed our equalities recommendations.
- Implemented paid compassionate leave for employees who have a premature baby.
- Implemented paid leave for employees who are legally awarded special guardianship status of a child/ children.
- Implemented Occupational Shared Parental Pay for eligible employees.
- Implemented the voluntary TUC 'Dying to Work Charter' supporting employees who are diagnosed with a terminal illness.
- Updated the Whistleblowing Policy, making reporting routes clearer for all employees. This was accompanied with awareness raising publicity and training.

- Provided guidance to managers on supporting staff experiencing the menopause.
- Introduced a policy and Guidance to managers/ staff on supporting those who may be experiencing domestic abuse.

2.5 Recruitment and development

- Gained Disability Confident level 2 status and are working towards level 3.
- New recruitment website provides details about our commitment towards equality and diversity.
- Increased the amount of information available to prospective candidates on the new recruitment website to attract a more diverse range of employees.
- Produced new guidance for managers on writing job description and adverts to ensure roles are open to a diverse range of candidates.
- Moved towards 'CV' based application process rather than a word based document to increase accessibility to our recruitment process.
- Held conscious/unconscious bias training for managers.
- Relunched corporate induction provides employees with more information about equality networks; health and wellbeing and policy guidance.
- Launched the 'Manager's Commitment' to make it clear to all what the role of a manager is within the City Council and aligned to the values.
- Training available for managers on a range of equality related subjects, including cognitive bias.
- Launched a coaching scheme in partnership with Gloucestershire County Council.

3.0 Equality Duty and Decision Making

The Public Sector Equality Duty (the Equality Duty) was created by the Equality Act 2010 in order to harmonise the previous race, disability and gender equality duties and to extend protection to the new protected characteristics listed in the Act. The Equality Duty replaced these duties and it came into force on 5 April 2011.

The aim of the general equality duty is to integrate considerations of the advancement of equality into the day-to-day business of public authorities. In summary, those subject to the equality duty, must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act;
- Advance equality of opportunity between people who share a characteristic and those who do not;

- Foster good relations between people who share a protected characteristic and those who do not.

In order to do this the Council carries out equality impact assessments to assess the impact on equality of proposed changes to policies, procedures and practices and assesses whether the policy has a disparate impact on persons with protected characteristics, to ensure policies, and the way functions are carried out are wholly inclusive. The Council refers to the assessments as People Impact Assessments (PIA).

People Impact Assessments continue to be undertaken in line with the Council's commitment under the Public Sector Equality Duty with discussions with Trade Unions continuing to form a key element of this.

Carrying out a PIA involves systematically assessing the potential (or actual) effects of policies, strategies, functions and processes on people in respect of the following protected characteristics:

- Age
- Disability
- Gender
- Marriage/Civil Partnership (where applicable)
- Pregnancy and Maternity (where applicable)
- Race (including Gypsy and travelers)
- Religion/Belief
- Sexual Orientation
- Transgender

The Council also seeks to consider community cohesion and socio-economic agendas within our People Impact Assessments, as well as looking to include opportunities to promote equality and identifying any adverse impacts that can be removed or mitigated.

Equalities information is collected at the time of recruitment on application forms and via periodic requests to encourage staff to review and update their equalities information. This information is held securely on the Council's HR & Payroll System.

All newly recruited staff are also required to complete a comprehensive induction programme. A key part of this involves the provision of training and information on the Public Sector Equality Duty, the Fairness and Diversity Policy and the expectations of all staff and managers associated with this.

The Council actively:

- Creates positive opportunities to employ a workforce that is representative of the City's workforce;
- Operates and monitors fair and open recruitment and selection processes and encourages applications from all sectors of the community;
- Ensures that all employees have fair access to learning and development opportunities;
- Provides a safe and accessible working environment that values and respects each individual.

4.0 Key Workforce Data and Findings: April 2020

On 1 April 2020 Gloucester City Council employed 228 staff, with a full time equivalent (FTE) figure of 201.96 when taking into account staff working part-time hours. These figures include core staff, but exclude staff engaged on casual contracts and those staff on contracts where no mutuality of obligation exists.

In line with many other local authorities there has been a reduction in staffing levels over the past five years.

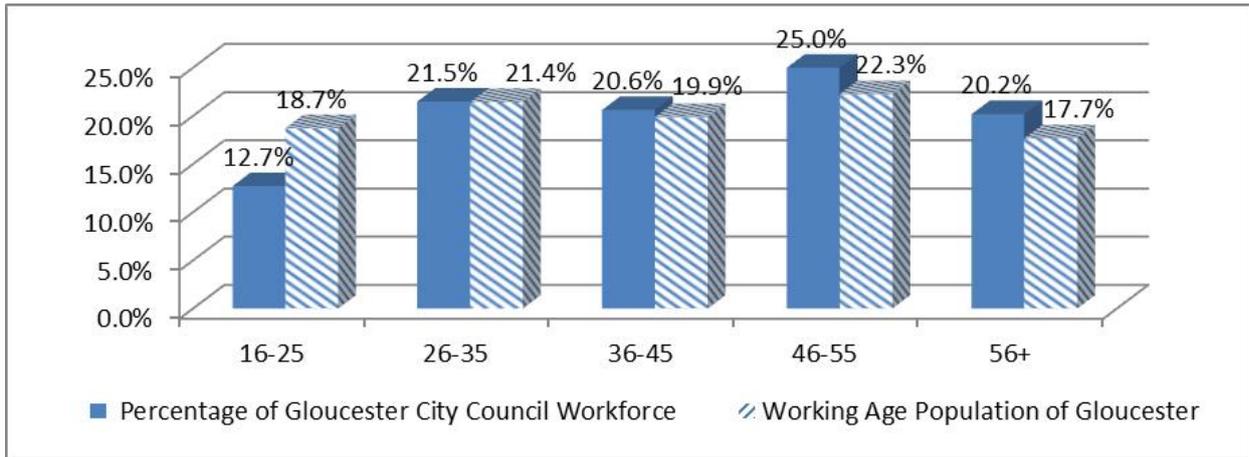
The workforce data and findings have been separated into the protected characteristics as defined by the Act. In addition, pay, starters and leavers has also been analysed. The charts and tables in the report provide a detailed breakdown of the Council's workforce as at 1 April 2020. Where the data indicates an "unstated" response this means that an individual has chosen not to disclose their equalities information to the Council.

4.1 Age

- The highest proportion (25.0%) of the workforce is aged between 46 and 55, just under half the workforce (45.2%) is aged 46 or more. This is higher than the population of the City of Gloucester, where as a comparison people aged 46-55 make up 22.3% of the city's working age¹ population² and 39.9% of the working age population are aged 46 or more.
- The lowest proportion of the workforce is aged between 16 and 25. This group accounts for 12.7% of the Council's workforce compared to 18.7% of the City of Gloucester's working age population.

¹ Working age is defined as 16 to 65 for the purpose of this report.

² Source: Mid-2018 revised Population Estimates, Office for National Statistics. Adapted from data from the Office for National Statistics licensed under the Open Government Licence v.3.0.



AGE	Percentage of Gloucester City Council Workforce	Working Age Population of Gloucester
16-25	12.7%	18.7%
26-35	21.5%	21.4%
36-45	20.6%	19.9%
46-55	25.0%	22.3%
56+	20.2%	17.7%
Total	100.0%	100.0%

Please note: to make the figures comparable, City of Gloucester residents under the age of 16 and those over the age of 65 have not been taken into account.

4.2 Disability

A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on that person’s ability to carry out normal day-to-day activities. Certain medical conditions are automatically classed as being a disability (e.g. cancer, HIV infection, multiple sclerosis).

- 76.3% of staff have declared their disability status (i.e. whether they do or do not have a disability).
- 2.2% of staff identified as having a disability. As a low number of the workforce have declared as having a disability, no further statistical breakdown can be presented without risking identifying individuals.



DISABILITY	Percentage of Gloucester City Council Workforce	Working Age Population of Gloucester
Disabled	2.2%	16.8%
Not Disabled	74.1%	83.2%
Unstated	23.7%	
Total	100.0%	
Workforce stated	76.3%	

What does this tell us?

The most recent ONS data available on long term health problems and disabilities states that within the City of Gloucester, 16.8% of the population have either a slight or significant disability.³ Only 2.2% of Gloucester City Council staff identify as having a disability. However, the rate of those choosing to declare their disability status in total is high (76.3% which is an increase of 1% since last year) which demonstrates the confidence of staff to provide this information. The Council is committed to its duty under the Equalities Act to make reasonable adjustments for individuals with disabilities or physical or mental health conditions, both within the recruitment process and within their employment position. With regard to the numbers of staff who have not yet declared their disability status, the Council continues to actively encourage staff to complete their equalities information and to facilitate higher disclosure rates from staff in this area.

4.3 Gender Reassignment

At present, Gloucester City Council does not collect information on employees who have undergone or are undergoing a gender reassignment process. The Council aims to review the potential for collecting this data going forward.

Estimates of gender variant people (individuals who identify as a gender other than their natal gender) over the age of 16 in the City of Gloucester is estimated at between 0.6% and 1%.⁴

4.4 Marriage & Civil Partnership

The majority (75.0%) of staff have not disclosed their marital status. The 25.0% of staff who have disclosed their marital status have indicated they are married/civil partnership; divorced/dissolved civil partnership, single and widowed, however as a low number of the workforce have chosen to declare their marital status, no further statistical breakdown of these categories can be presented without risking identifying

³ Source: ONS 2011 Census

⁴ Source: Gender Identity Research and Education Society (2011) The Number of Gender Variant People in the UK – Update 2011 applied to Mid 2016 Population Estimates ONS for people aged 16 and over

individuals and no meaningful comparison with the population of the City of Gloucester is possible. Although the percentage of staff that chose to disclose their marital status information is relatively low, it is an increase since last year, when 19% of staff had chosen to share this information. The Council continues to actively encourage staff to complete their equalities information and to facilitate higher disclosure rates from staff.

4.5 Pregnancy & Maternity

During 2019/20 (01/04/19 to 31/03/20), a total of six staff took maternity leave at Gloucester City Council. The Council has a wide range of flexible working practices and actively supports part time opportunities in order to encourage staff to return to work following maternity leave should they wish to do so.

4.6 Race

- 73.3% of the workforce has declared as being White British. Gloucester City as a whole is 84.6% White British.⁵
- 14.5% of staff have chosen not to declare their ethnicity.
- 9.2% of Council staff are from a Black, Asian or Minority Ethnic (BAME) background. In comparison the estimated BAME population in Gloucestershire County is 4.6%, whilst the proportion within Gloucester City itself is just under 10.9%.⁶



ETHNICITY	Percentage of Gloucester City Council Workforce	Population of Gloucester	Population of Gloucestershire
BAME	9.2%	10.9%	4.6%
Non BAME	76.3%	89.1%	95.4%
Unstated	14.5%	-	-
Total	100.0%	100.0%	100.0%
Workforce stated	85.5%		

⁵ Source: ONS 2011 Census

⁶ Source: ONS 2011 Census

What does this tell us?

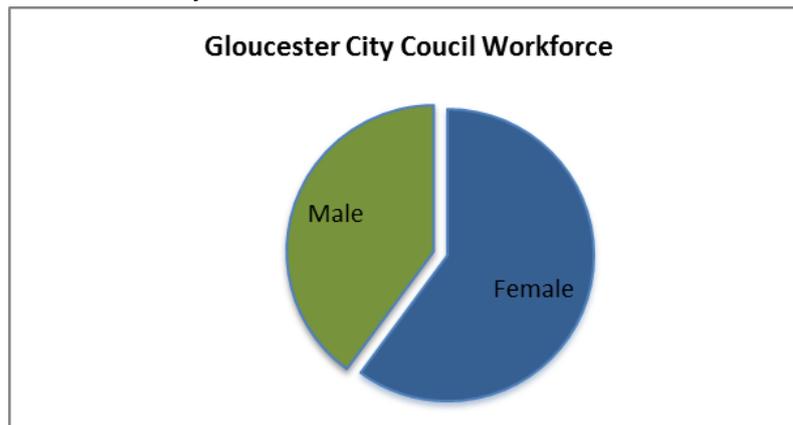
High proportions (86% in total) of the Council’s workforce have chosen to declare their ethnicity. The overall proportion of BAME staff within the Council is higher than the overall County figure, and closer to that of Gloucester City itself.

4.7 Religion & Belief

The majority (80.7%) of staff have not disclosed their religion and belief. The 19.3% of staff who have disclosed their religion and belief include Buddhist, Christian, Jewish, Muslim, other religion and no religion; due to low numbers in some categories, no further statistical breakdown of these categories can be presented without risking identifying individuals. Although the percentage of staff that chose to declare their religion or belief is low, it has increased since last year by 6%.

4.8 Sex (Gender)

- Overall, female employees make up 60.1% of Gloucester City Council staff. This is higher when compared to the national workforce profile, where 46.8% of all people in employment are female⁷ and also higher when compared to the population of the City of Gloucester where 50.6% of residents are female⁸.

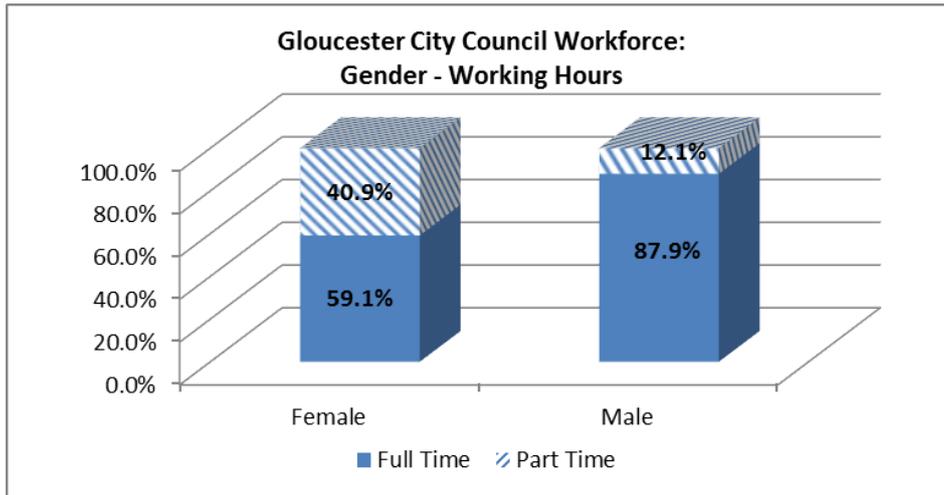


GENDER	Percentage of Workforce	Population of Gloucester
Female	60.1%	50.6%
Male	39.9%	49.4%
Total	100.00%	100.0%

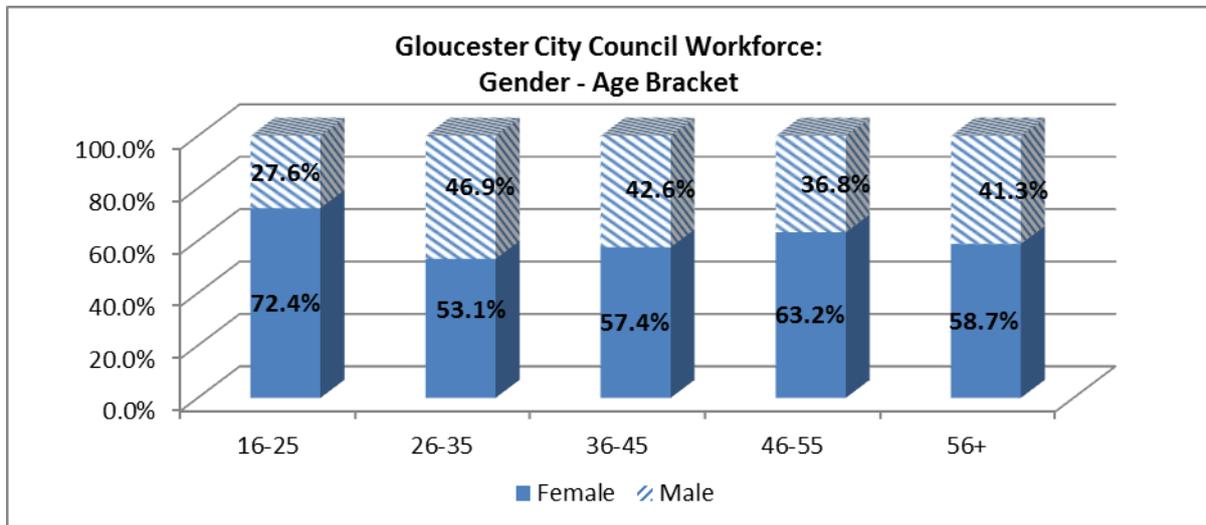
- The majority of both female and male employees within the Council work full time, however a significantly higher percentage of women work part time compared to men. 40.9% of the female workforce work part time, in comparison to only 12.1% of the male workforce.

⁷ Source - The World Bank, “Labour Force, Female (% of Total Labour Force),” *The World Bank Databank* (September 2019)

⁸ Source: Mid-2016 revised Population Estimates, Office for National Statistics. Adapted from data from the Office for National Statistics licensed under the Open Government Licence v.3.0.



- The greatest age disparity is in the 16-25 age bracket, where 72.4% of staff are female.



- A higher proportion of female employees have more than 5 years service within the City Council.

GENDER BY LENGTH OF SERVICE	0-2	2-5	5-10	10-20	20+
Female	55.0%	48.8%	70.3%	69.0%	56.7%
Male	45.0%	51.2%	29.7%	31.0%	43.3%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

What does this tell us?

There is a high proportion of female employees in the Council; higher than the workforce profile of the UK as a whole, where fewer women than men are employed. The City Council's flexible working and part time opportunities may help us to attract and retain female employees who may otherwise have chosen to leave employment

altogether, particularly if childcare or other caring arrangements become a consideration. This is further evidenced by the high proportion of female staff with in excess of 5 years' service with the Council.

4.9 Sexual Orientation

- 18.0% of the workforce have chosen to disclose their sexual orientation; this an increase from 8% last year. Almost all of those who have chosen to disclose this information have identified as heterosexual. As only a small number of staff have chosen to disclose their sexual orientation any further statistical breakdown would risk identifying individuals, therefore no further summary statistics can be presented.

What does this tell us?

There has been an increase in the number of staff choosing to disclose their sexual orientation. However this is still only a small percentage and further work is needed to encourage staff to provide this information. The Council continues to actively encourage staff to complete their equalities information and to facilitate higher disclosure rates from staff. However, we need to better understand the low declaration rate in this area and to continue to engage with employees as to why this might be.

5.0 Pay & Remuneration

Reporting on pay and remuneration across all protected groups without individuals being identifiable from the data is challenging due to the number of individuals who have chosen to disclose their equalities information. However three of the areas the Council is able to report on are outlined below. For the purposes of this report, 'senior manager level' is defined as those Managers and Directors paid at Job Size 1 and above.

We are committed to ensuring and promoting equality of opportunity in an inclusive working environment and to challenging discrimination in all areas of employment including recruitment, training and development and in all terms and conditions of employment. We are taking positive action steps to address any real or perceived barriers to progression. It is hoped that this, together with a comprehensive offering of flexible working and family friendly policies, will facilitate the recruitment and retention of a more diversity within middle and senior positions.

We remain committed, through our Gender Pay and Equalities Working Groups, to reviewing such family friendly policies and practices on a regular basis to ensure that they continue to facilitate an inclusive working environment for all our staff and to actively exploring positive measures to reduce our gender pay gap further.

Measures we undertake include:-

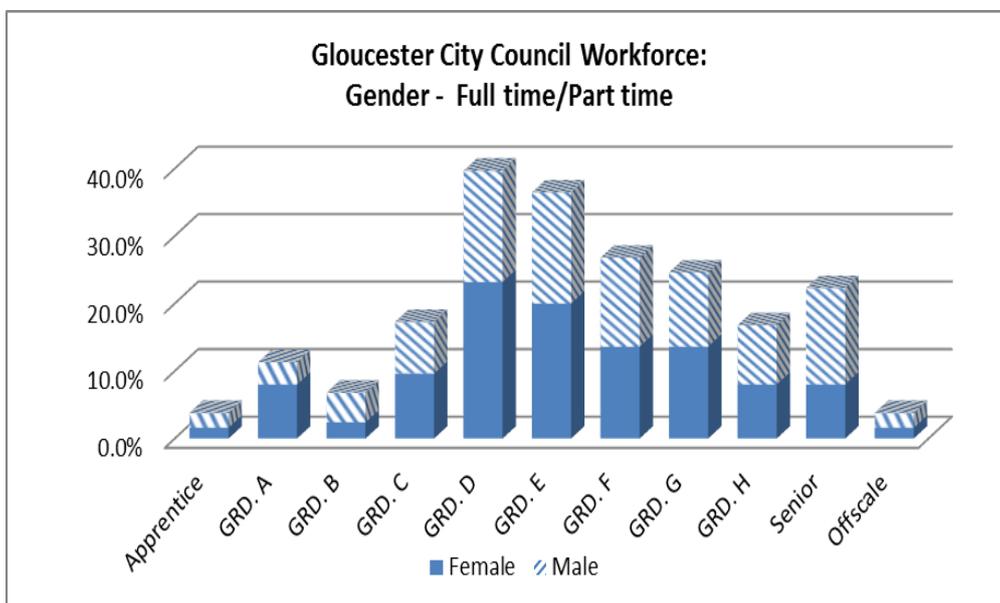
- Gloucester City Council is an 'equal pay employer' and is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. Gloucester City Council evaluates job roles and pay grades using a robust job evaluation process, which ensures that there is no gender bias in any of the job-related factors measured, and ensures that it pays all employees equally for the same or equivalent work or work of equal value.
- We have a number of managers accredited at ILM Level 5 Coaching and Mentoring and are actively promoting the benefits of coaching to our staff, including as a means of supporting career development paths.
- We continue to actively promote and facilitate a wide range of flexible working and family friendly policies and practices including:
 - The facilitation of remote, mobile and home working
 - A Flexible Working Hours Scheme
 - A Flexible Working Policy covering working arrangements including but not limited to part-time hours, compressed hours, job-share arrangements and term-time only hours
 - The ability to voluntarily purchase additional annual leave
- Creating positive opportunities to employ a workforce that is representative of the City's workforce;
- Operates and monitors fair and open recruitment and selection processes and encourages applications from all sectors of the community;
- Ensures that all employees have fair access to learning and development opportunities;
- Provides a safe and accessible working environment that values and respects each individual.

5.1 Gender

- The highest proportion of both female and male staff are employed in roles graded D – E.
- A similar proportion of female staff (21.9%) and male staff (22.0%) roles are within the £30 - 39,999 full time equivalent (FTE) salary brackets.
- A slightly higher proportion of female staff (53.3%) than male staff (48.4%) roles are seen within the £20 - 29,999 FTE salary brackets.
- A higher proportion of the male workforce is employed in senior roles, 14.3% compared to 8.00% of the female workforce.

- The average (mean) male FTE salary is £30,656 which is higher than the female average of £26,981. The median (mid-point) male FTE salary is £25,295, which is higher than the female salary of £24,799.

The tables and graph below show that a higher proportion of the female workforce are in the lowest grades. A similar proportion of the female and male workforces occupy middle management roles (21.9% of female staff in comparison to 22.0% of male staff) with salaries in the £30,000-£40,000 bracket. A higher proportion of the male workforce is at Senior and Director level with salary bandings in excess of £50,000 per annum. This explains why the average (mean) male FTE salary is higher than the female (more males at a Senior and Director level), the female median (mid-point) FTE salary is lower than male median (mid-point) FTE salary.



SALARY RANGE BY GENDER	Female	Male	All Staff
£0 - 19,999	20.4%	17.6%	19.3%
£20 - 29,999	53.3%	48.4%	51.3%
£30 - 39,999	21.9%	22.0%	21.9%
£40 - 49,999	0.7%	6.6%	3.1%
£50,000+	3.6%	5.5%	4.4%
Total	100.0%	100.0%	100.0%

5.2 Gender Pay Gap

Gloucester City Council is required by law to publish an annual Gender Pay Gap Report. This report is published both on the City Council's website and on a government website and shows the City Council's Gender Pay Gap at a snapshot date of 31 March 2019. The report can be found on our [website](#).

As at 31 March 2019, Gloucester City Council had a mean (average) gender pay gap of 5.4% and a median (mid-point) pay gap of 1.5%. The gender pay gap in 2019 is lower compared to the previous two years and remains below the public sector mean (average) gender pay gap of 15.7% and is below the public sector median (mid-point) gender pay gap figure of 16.8% (2019 ONS GPG report)⁹ and lower than England's Local Authorities (2018/19) mean (average) gender pay gap figure of 6.1% and median (mid point) of 5% (Local Government Association GPG report 2018/19)¹⁰. Gloucester City Council's gender pay gap as at 31 March 2020 will be published later in the year, in line with statutory reporting requirements.

Gloucester City Council has a Gender Pay Gap Action Plan and associated Gender Pay Gap Working Group to actively explore measures we can take to reduce our gender pay gap further.

5.3 Disability

The table below illustrates the distribution throughout the pay bracket of staff with a disability, those who are not disabled and those who have chosen not to disclose whether they have a disability. As reported on page 9 above, just 2.2% of all staff have declared as having a disability. These staff are represented in the lower and middle pay brackets outlined below (pay brackets with a maximum full time equivalent salary level of £30 - 39,999 per annum). It is recognised that there is, at present, a lack of representation at middle and senior level from staff with a declared disability. The Council continues to actively encourage staff to complete their equalities information and to facilitate higher disclosure rates from staff. However, we need to better understand if people with disabilities are applying for more senior posts and not being successful or if they are not viewing such roles as potential opportunities and take appropriate action to address any real or perceived barriers.

SALARY RANGE BY DISABILITY	Disabled	Not Disabled	Unstated	All staff
£0 - 19,999	20.00%	34.32%	27.78%	33.3%
£20 - 29,999	40.00%	43.79%	37.04%	42.4%
£30 - 39,999	40.00%	14.20%	27.78%	15.2%
£40 - 49,999	0.00%	2.96%	3.70%	3.0%
£50,000+	0.00%	4.73%	3.70%	6.1%
Total	100.00%	100.00%	100.00%	100.00%

⁹ Source: 2019 ONS Gender Pay Gap (provisional).

¹⁰ Source: Local Government Association: The Gender Pay gap in Local Government 2019 (2018/19).

5.4 Race

Whilst 9.2% of City Council staff are from a Black, Asian or Minority Ethnic (BAME) background, it is recognised that there is a lack of representation of BAME staff at senior manager level presently.

The table below illustrates the distribution of staff by ethnicity throughout the pay bracket. BAME staff are represented at lower and middle management grades (pay brackets up to £39,999 full time equivalent salary per annum) but are presently not represented at higher salary brackets. We need to better understand if people from a BAME background are applying for more senior posts and not being successful or if they are not viewing such roles as potential opportunities and take appropriate action to address any real or perceived barriers.

SALARY RANGE BY ETHNICITY	BAME	Non BAME	Unstated	All Staff
£0 - 19,999	23.81%	33.33%	33.33%	32.5%
£20 - 29,999	61.90%	39.66%	42.42%	42.1%
£30 - 39,999	14.29%	18.97%	15.15%	18.0%
£40 - 49,999	0.00%	3.45%	3.03%	3.1%
£50,000+	0.00%	4.60%	6.06%	4.4%
Total	100.0%	100.0%	100.0%	100.0%

6.0 Starters & Leavers

6.1 Starters

55.9% of starters over 12 month were female, higher than last year (44.7%). 44.1% of starters were male, slightly higher than when compared to the overall proportion of the workforce (40.0% male).

Gender key	Starters %
Female	55.9%
Male	44.1%
Grand total	100.00%

Due to the small number of leavers (28) any further statistical breakdown by protected characteristics could risk identifying individuals; therefore no further summary statistics can be presented.

6.2 Leavers

The majority of all leavers left for voluntary reasons including resignation and retirement with a number also leaving upon the ending of a fixed term contract. Voluntary turnover was 7.9%, lower than last year which stood at 11.3%. Overall annual workforce turnover was 12.3%, lower than last year which was 13.6%. Please note that turnover is calculated by dividing the number of leavers (from the organisation) in the last 12 months by the headcount at the end of the period.

6.3 Sex/Gender

53.6% of leavers over the past 12 months were male, higher than last year (30.0%), and higher than when compared to the overall proportion of the workforce (40% male).

Gender key	Leavers %
Female	46.4%
Male	53.6%
Grand total	100.0%

Due to the small number of starters (34) any further statistical breakdown by protected characteristics could risk identifying individuals; therefore no further summary statistics can be presented.

7.0 Recommendations for our 2020/21 Equality Action Plan

These are the key recommendations from the report and are addressed in the 2020-2021 equalities and diversity action plan.

1. To actively explore the possibility of system functionality to allow for data in respect of gender re-assignment to be obtained where disclosed.
2. To continue to actively encourage all staff to update their equalities data through active promotion in internal communication messages including those led at Director level.
3. To actively engage with representative groups covering key protected characteristics, including disability and sexual orientation, to ensure that communication messages encouraging staff to update their equalities data offer reassurance to all staff.

4. Continue to further promote the Gloucestershire County Council equality network partnership to all employees.
5. Through our Gender Pay Working Group and Equalities Working Group to continue to actively explore any real or perceived barriers for progression to senior management roles for existing/ prospective BAME staff, staff with a disability and female staff.
6. Consider how we use the apprenticeship scheme to further promote opportunities, particularly for younger people as a way to develop career opportunities within the council.