

# Annual Report 2010/11

## Appendix 3

### Workforce Profile Statistics



#### Workforce Profile Statistics – 01/04/2010 - 31/03/2011

##### Introduction

North Norfolk District Council has a statutory obligation to monitor, and make available to the public, certain information regarding the make-up of the workforce and to analyse any potential impact of employment policies and practices on employees. This information is contained in this report alongside some other general workforce profile information.

The information which is required on a statutory basis under the general and public sector equality duties arises from the 'Equality Act 2010'.

##### Protected Characteristics

The protected characteristics defined by the Equality Act and included in this report are:

- |   |             |
|---|-------------|
| *Gender (including gender reassignment) | *Ethnicity  |
| *Religion/belief                        | *Age        |
| *Sexual orientation                     | *Disability |

**NB:** Where the initials PNTS are used, this indicates the employee chose the option 'prefer not to say'

##### What is covered in this report?

The statistics in this report cover the following areas:

1. Workforce profile by protected characteristic
2. Top earners by gender, ethnicity and disability
3. Starters and leavers (including reasons for leaving and labour turnover)
4. Recruitment – including successful/unsuccessful candidates and internal promotions
5. Maternity leave and return to work rates
6. Paternity leave
7. Caring responsibilities
8. Sickness absence review meetings
9. Training and appraisals
10. Discipline and grievance

The workforce profile is also being monitored and analysed against a number of criteria for the purpose of carrying out 'Equality Impact Assessments' for policies, procedures and functions across the Council. These assessments are made available on the Council's website ([www.northnorfolk.org](http://www.northnorfolk.org)) once they are complete.

##### Equalities Statement

All new and revised employment policies now contain the following statement: -

"North Norfolk District Council wishes to promote equality and has a number of obligations under equality legislation. All employees are expected to adhere to this procedure in line with these obligations. Reasonable adjustments or supportive measures should be considered to ensure

equality of access and opportunity regardless of age, gender, gender reassignment, pregnancy, maternity, race, ethnicity, sexual orientation, marriage, civil partnership, disability, religion or belief.”

**A note on gender reassignment**

Whilst no statistics on gender reassignment are provided in this report, the organisation has given this protected characteristic consideration and has recently undertaken work in this area. This included consultation exercises with a number of local transgender groups and resulted in a document being produced to provide managers with a guidance framework in the instance that a transgender employee should wish to undergo gender reassignment.

**1. Workforce profile by protected characteristic**

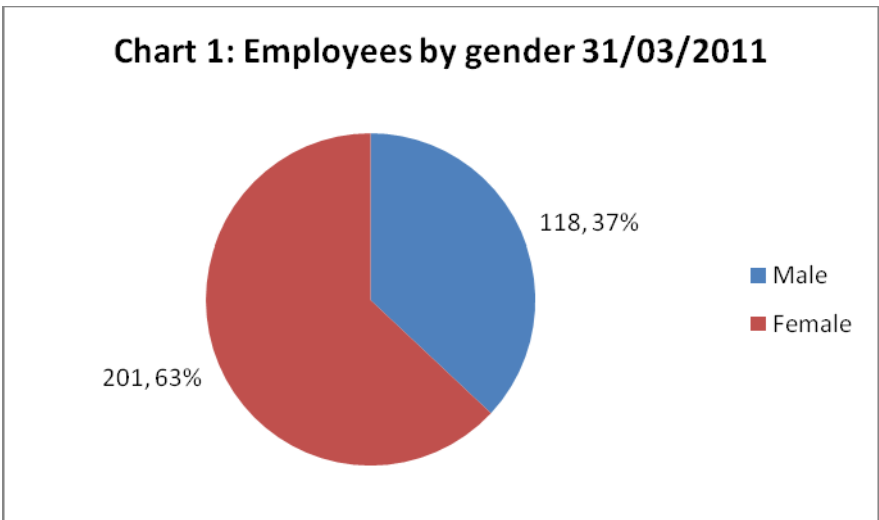
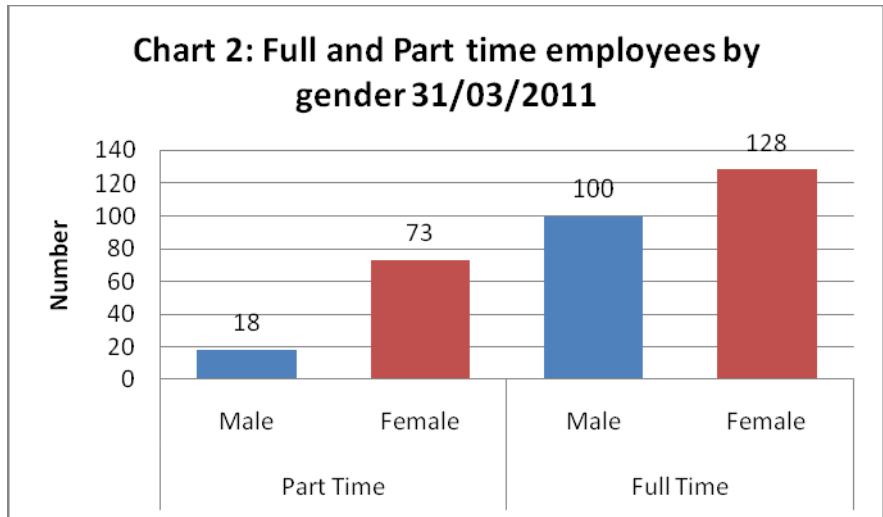


Chart 1 shows the gender split of the workforce and that there are more women than men at North Norfolk District Council. After consultation with local transgender groups and on advice from ‘Press for Change’, only two gender groups (male and female) are included in our monitoring.

Chart 2 shows that as well as more females in the workforce overall, there are more women working part time than men.

Overall the split between full and part time employees is 71.47% full time and 28.53% part time.



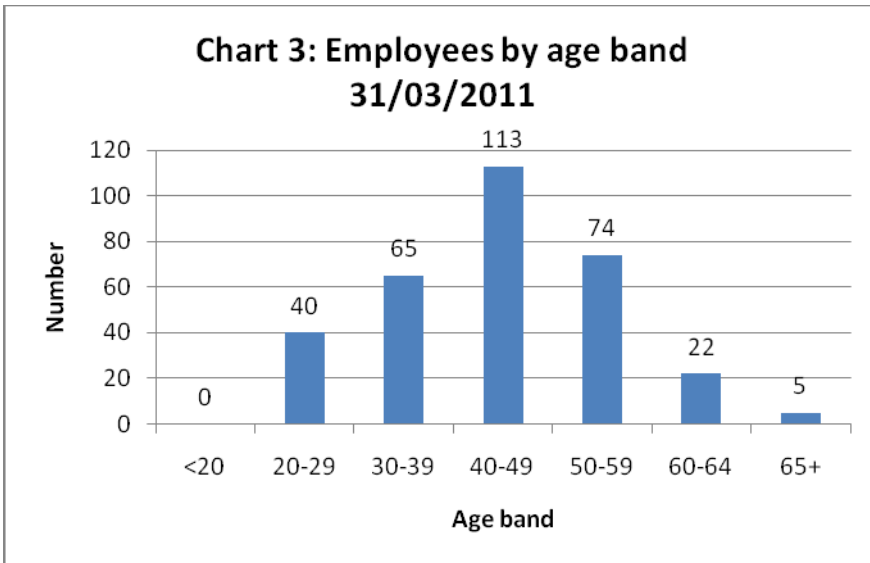


Chart 3 shows the age distribution of the workforce. This shows that the bulk of the workforce is aged 40-49.

67% of the workforce are aged 40 years or over.

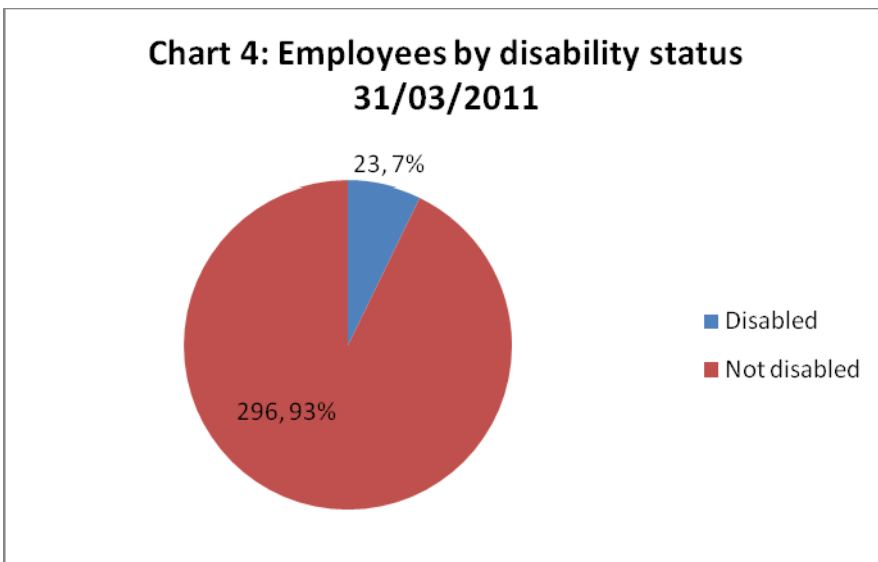
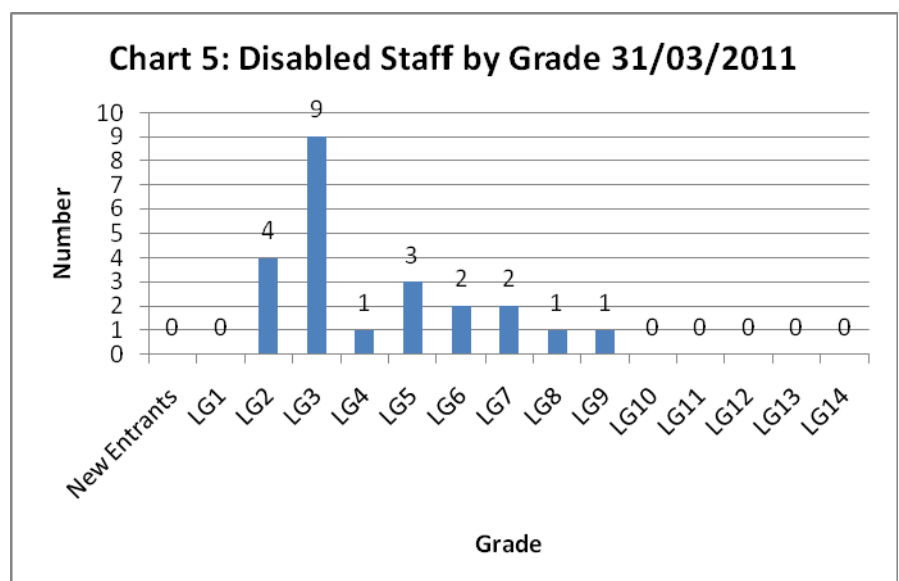


Chart 4 shows the disability status of the workforce. 23 employees have declared themselves as being disabled.

The remainder have either not declared a disability or have decided not to disclose their disability status.

Chart 5 shows the distribution of the staff that have declared themselves disabled across the different pay grades of the organisation.

This shows that the majority of our disabled staff (9) are working at Local Grade 3. This accounts for 39% of all disabled employees.



**Disability by Impairment Type - 31/03/2011**

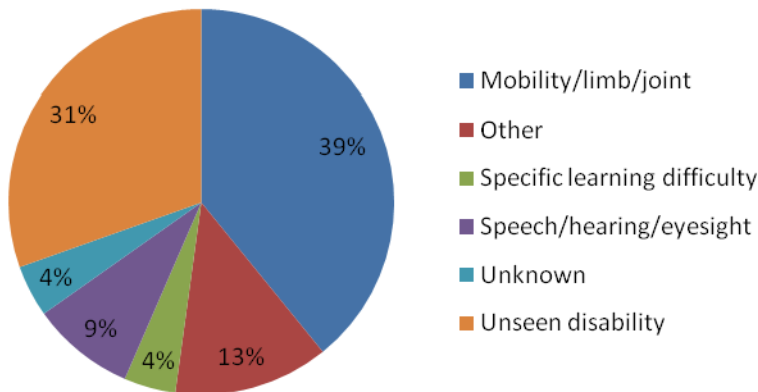


Chart 6 shows the various impairment types of disabled employees at North Norfolk District Council. The groupings are fairly wide as not to compromise any confidentiality.

The most common impairment types in the workforce are mobility/limb/joint issues, followed by 'unseen disabilities' which covers conditions such as diabetes and heart conditions.

**Chart 7: Employees by Sexual Orientation 31/03/2011**

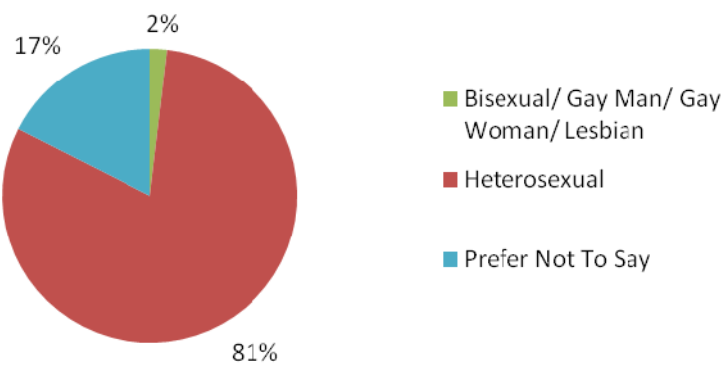
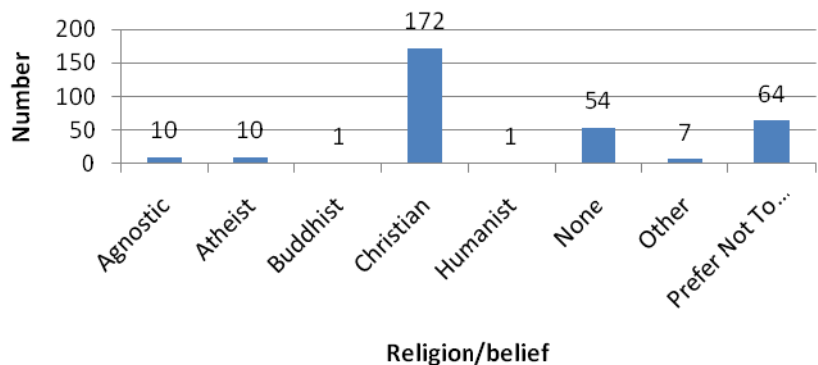


Chart 7 shows the sexual orientation of the workforce. Whilst information is collected separately regarding bisexual, gay male, and gay female/lesbian employees this data has been grouped together to protect privacy. Monitoring categories used are those recommended by Stonewall.

Chart 8 shows the religion/belief of the workforce.

This chart shows the majority of employees have declared themselves to be Christians; however a number of other religions or other beliefs are also present in the workforce.

**Chart 8: Employees by religion/belief 31/03/2011**



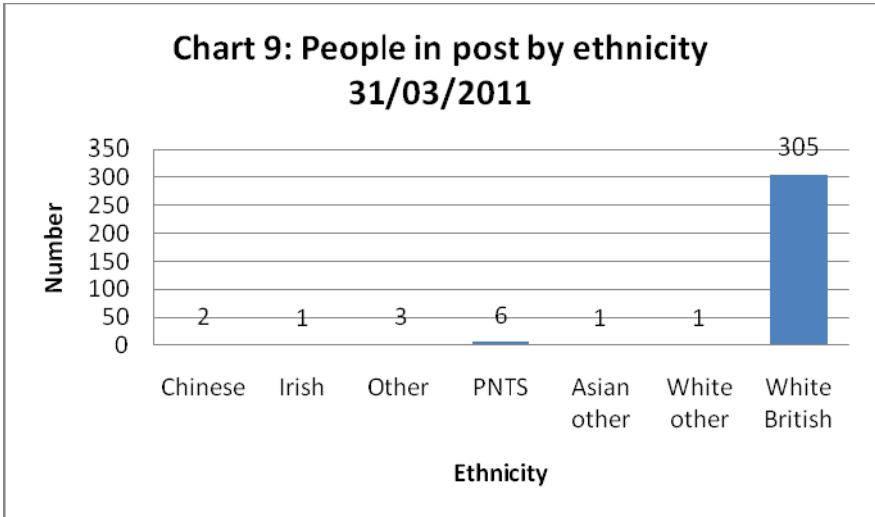


Chart 9 shows the ethnicity of the workforce at North Norfolk District Council.

This shows that the overwhelming majority of employees consider themselves to be of 'White British' origin.

PNTS stands for 'prefer not to say'.

**2. Top earners by gender, ethnicity and disability**

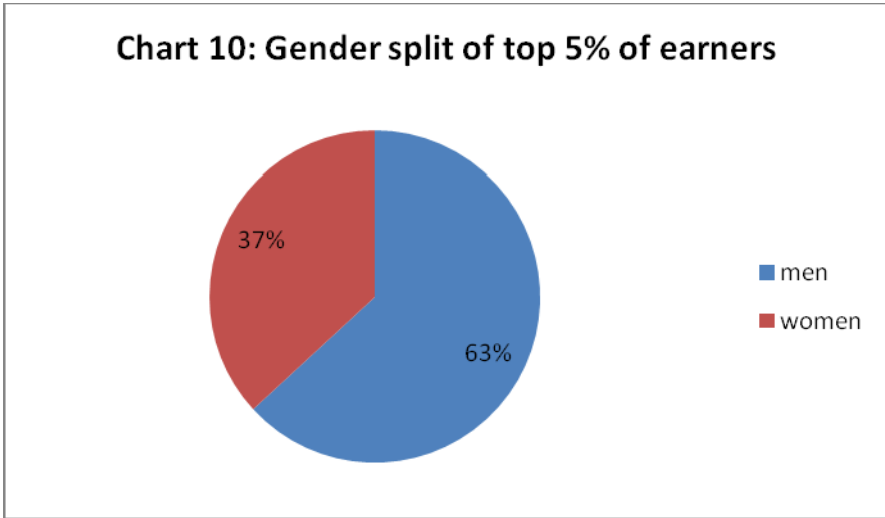


Chart 10 shows the gender split amongst the top 5% of earners.

None of the top 5% of earners are considered to be of an ethnic minority.

5.26% of the top earners have a disability.

**3. Starters and leavers (including reasons for leaving and labour turnover)**

**Reasons for leaving**

A total of 38 employees left employment with the Council between 01/04/10 - 31/03/11. 92.11% of these were of White British origin. The remainder were either of 'other' ethnic origin or had elected not to share their ethnic origin with the Council. The reasons for leaving are shown below in Table 1.

Reason for leaving	No
Dismissal - Redundancy	11
Dismissal - End of contract	2
Resignation - Personal Reasons	7
Resignation - Transfer to Other Public Sector	1
Resignation - Transfer to Private Sector	3

NB: PNTS = 'Prefer not to say'

Retirement - Natural	3
Retirement - Employers consent	5
Retirement - Redundancy	4
Secondment	1
Transfer	1
<b>Total</b>	<b>38</b>

**Table 1:** Reasons for leaving

### **Labour Turnover**

The labour turnover for the period 01/04/2010-31/03/2011 was 11.89%. Of these 38, 17 were male and 21 were female. When the turnover is broken down by gender, the turnover of males is higher at 14.29% compared to turnover of female employees which was 10.47%.

### **Redundancies, redeployments and retirements**

Since 2005, there have been 28 redundancies in total. These are made up of 20 ordinary redundancies and 8 retirement redundancies. For the period 01/04/2010-31/03/2011 there were a total of 15 redundancies. 11 of these were dismissal redundancies and 4 were retirement redundancies.

However, 4 employees who were 'at risk' were successfully redeployed to avoid further redundancies. There was no clear pattern in the age, disability status, sexual orientation, gender or religion of those redeployed. All of those redeployed were of white British origin; however, this is not thought to be significant as all of those on the register were of that same origin.

There were 12 retirements in the period, made up of 3 'natural' retirements, 5 early retirements (with employer's consent) and 4 retirement redundancies (where an employee is made redundant but also qualifies for their pension benefits). All of these employees were aged 60 or over, which is not surprising given the reasons for leaving and in some cases, the pension regulations. There were no ill health retirements for the year 2010/11.

#### 4. Recruitment – including successful/unsuccessful candidates and internal promotions

	Applications		Shortlisted		Application Withdrawn		Successful	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
	166	100	49	29.52	7	4.22	17	10
<b>M</b>	109	65.66	27	55.10	6	85.71	7	41.18
<b>F</b>	57	34.34	22	44.90	1	14.29	10	58.82
<b>White British</b>	150	90.36	47	95.92	7	100.00	17	100.00
<b>White Other</b>	0	0.00	0	0.00	0	0.00	0	0.00
<b>Black African</b>	0	0.00	0	0.00	0	0.00	0	0.00
<b>Chinese</b>	0	0.00	0	0.00	0	0.00	0	0.00
<b>Irish</b>	1	0.60	0	0.00	0	0.00	0	0.00
<b>Mixed other</b>	0	0.00	0	0.00	0	0.00	0	0.00
<b>Mixed white Asian</b>	0	0.00	0	0.00	0	0.00	0	0.00
<b>Mixed white Black Caribbean</b>	0	0.00	0	0.00	0	0.00	0	0.00
<b>Pakistani</b>	0	0.00	0	0.00	0	0.00	0	0.00
<b>Other</b>	6	3.62	1	2.04	0	0.00	0	0.00
<b>Not stated</b>	9	5.42	1	2.04	0	0.00	0	0.00
<b>&lt;20</b>	1	3.62	0	0.00	0	0.00	0	0.00
<b>20-29</b>	37	22.29	15	30.61	3	42.86	4	23.53
<b>30-39</b>	32	19.28	9	18.37	1	14.29	5	29.41
<b>40-49</b>	42	25.30	14	28.57	2	28.57	6	35.29
<b>50-59</b>	35	21.08	7	14.29	1	14.29	2	11.77
<b>60-64</b>	7	4.22	3	6.12	0	0.00	0	0.00
<b>65+</b>	0	0.00	0	0.00	0	0.00	0	0.00
<b>Not stated</b>	12	7.23	1	2.04	0	0.00	0	0.00
<b>Disabled - Y</b>	6	3.62	4	8.16	0	0.00	1	5.88
<b>Disabled - N</b>	114	68.68	38	77.55	6	85.71	14	82.35
<b>Disabled - PNTS/unknown</b>	46	27.71	7	14.29	1	14.29	2	11.77

**Table 2:** Applicants by protected characteristic at each stage in the recruitment process  
(This information is collected separately and those recruiting do not have access to this information.)

#### 5. Maternity Leave and return to work rates

Tax year	Total on Maternity Leave	left	returned	tbc	White British	Disabled	Average Age of woman*	Hours adjusted immediately	Hours adjusted later	Still in service
2005	12	2	10	0	12	0	-	4	5	7
2006	5	1	4	0	5	0	-	2	1	2
2007	5	0	4	0	5	0	-	3	2	5
2008	3	0	3	0	3	0	35	0	3	3
2009	4	0	4	0	4	0	37	1	2	4
2010**	6	1	1	4	6	1	32			5
<b>Totals</b>	<b>35</b>	<b>4</b>	<b>26</b>	<b>4</b>	<b>35</b>	<b>1</b>	<b>35</b>	<b>10</b>	<b>13</b>	<b>26</b>

\*correct to nearest year

\*\* Not able to confirm all data for this year yet as not all employees have confirmed their intentions.

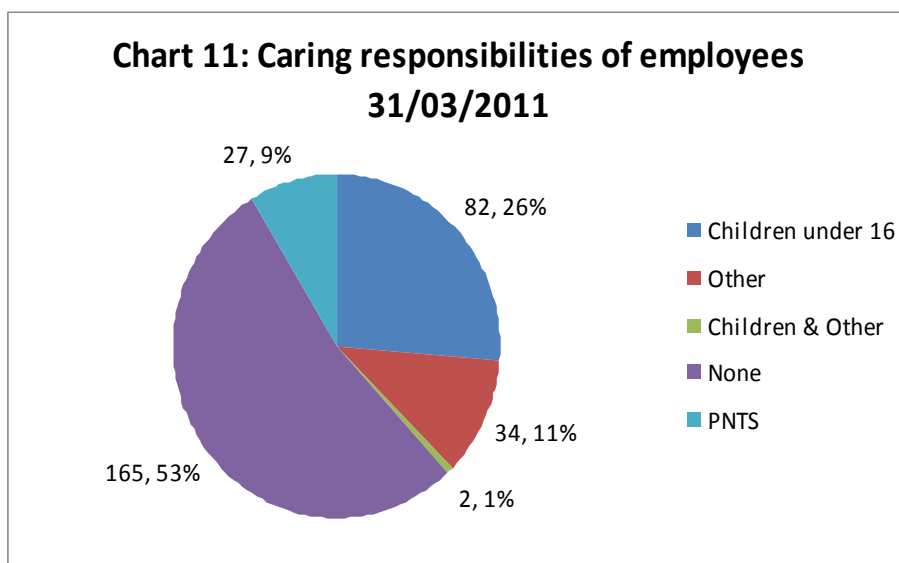
### Table 3: Maternity Leave 2005-2010.

As table 3 above shows, between 01/04/2010-31/03/2011, six employees went on maternity leave, five of which are still currently in service. The table does show however, that overall, of the 35 employees who have been on maternity leave in the last 6 years, 26 are still in service. This equates to a retention rate over 74%. In more recent years the retention rate has been 94%.

## 6. Paternity Leave

Since 2005, 12 employees have taken up paternity leave. 5 of these employees took their leave in 2010/11. All of the employees taking paternity leave in 2010 were white British; however, with 95.61% of the workforce being white British this is not thought to be significant.

## 7. Caring Responsibilities



36.36% of staff have some kind of caring responsibility.

Women are more likely to have caring responsibilities than men – 69.83% of those with caring responsibilities were female.

Of those with caring responsibilities slightly more were working full time than working part time. 55.17% of those with caring responsibilities were working full time.

## 8. Sickness Absence Review meetings

North Norfolk District Council operates an 'Attendance Policy'. The purpose of the policy is to manage sickness and attendance. The policy contains trigger points at which a Sickness Absence Review (SAR) meeting will be arranged with an employee to explore the reasons for their absence and whether or not there are any adjustments or interventions which can be put in place to support that employee's attendance.

The triggers are:

- Three or more instances of sickness in any rolling 3 month period.
- Ten days or more sickness absence within any rolling 12 month period (single incidents or continuous).
- Any other recurring recognisable patterns, such as frequent absenteeism e.g. on a Friday or Monday.

Table 4 below shows the SAR meetings held between 01/04/2010-31/03/2011, analysed by protected characteristic. Workforce totals by protected characteristic are also provided for comparison.

		SAR Meetings: triggered 1 April 2010 - 31 March 2011							
		Workforce Totals		Total		Trigger met			
		No	%	No	%	3 occs	10 days	Pattern	3 occs & 10 days
<b>Total</b>		<b>319</b>	<b>100</b>	<b>105</b>	<b>100</b>	<b>6</b>	<b>87</b>	<b>0</b>	<b>12</b>
<b>Gender</b>	<b>M</b>	118	36.99	22	20.95	2	17	0	3
	<b>F</b>	201	63.01	83	79.05	4	70	0	9
	<b>Total</b>	319	100	105	100	6	87	0	12
<b>Ethnicity</b>	<b>Chinese</b>	2	0.63	0	0.00	0	0	0	0
	<b>Irish</b>	1	0.31	0	0.00	0	0	0	0
	<b>Other</b>	3	0.94	1	0.95	0	1	0	0
	<b>PNTS</b>	6	1.88	0	0.00	0	0	0	0
	<b>Asian other</b>	1	0.31	0	0.00	0	0	0	0
	<b>White other</b>	1	0.31	5	4.76	0	3	0	2
	<b>White British</b>	305	95.61	99	94.29	6	83	0	10
<b>Age</b>	<b>&lt;20</b>	0	0	0	0.00	0	0	0	0
	<b>20-29</b>	40	12.54	20	19.05	3	11	0	6
	<b>30-39</b>	65	20.38	21	20.00	0	19	0	2
	<b>40-49</b>	113	35.42	44	41.91	1	39	0	4
	<b>50-59</b>	74	23.2	17	16.19	1	16	0	0
	<b>60-64</b>	22	6.89	3	2.86	1	2	0	0
	<b>65+</b>	5	1.57	0	0.00	0	0	0	0
<b>Disability Status</b>	<b>Yes</b>	23	7.21	13	12.38	0	10	0	3
	<b>No</b>	275	86.21	90	85.71	6	75	0	9
	<b>PNTS</b>	21	6.58	2	1.91	0	2	0	0
<b>Religion/ Belief</b>	<b>Agnostic</b>	10	3.14	3	2.86	0	3	0	0
	<b>Atheist</b>	10	3.14	2	1.91	1	1	0	0
	<b>Buddhist</b>	1	0.31	0	0.00	0	0	0	0
	<b>Christian</b>	172	53.92	47	44.76	3	39	0	5
	<b>Humanist</b>	1	0.31	3	2.86	0	3	0	0
	<b>None</b>	54	16.93	17	16.19	1	16	0	0
	<b>Other</b>	7	2.19	8	7.62	0	3	0	5
	<b>Prefer Not To Say</b>	64	20.06	25	23.81	1	22	0	2
<b>Sexual Orientation</b>	<b>Bisexual/ Gay Man/ Gay Woman/ Lesbian</b>	6	1.88	0	0.00	0	0	0	0
	<b>Heterosexual</b>	257	80.56	82	78.10	5	69	0	8
	<b>Prefer Not To Say</b>	56	17.56	23	21.90	1	18	0	4

**Table 4:** Sickness Absence Review Meetings (SARs) held by protected characteristic.

## 9. Training and Appraisals

### Training requests

At North Norfolk District Council, applications for training are made via the appraisal process. These training needs are then collated and form the basis for the 'Corporate Training Plan'. Table 5 below shows the number of requests made and the number of training opportunities offered as a result of these requests.

		2010									
		Workforce Totals - as at 31/03/11		Training Requested - 2010		Training Offered - 2010		Training offered, but declined - 2010		Training Offered & received - 2010	
		No	%	No	%	No	%	No	%	No	%
<b>Total</b>		319	100	136	42.63%	65	47.79%	9	13.85%	56	86.15%
<b>Disability Status</b>	<b>Disabled Y</b>	23	7.21%	10	43.48%	3	30.00%	0	0.00%	3	100.00%
	<b>Disabled N</b>	275	86.21%	116	42.18%	60	51.72%	8	13.33%	52	86.67%
	<b>Disabled PNTS</b>	21	6.58%	10	47.62%	2	20.00%	1	50.00%	1	50.00%
<b>Ethnicity</b>	<b>White British</b>	305	95.61%	132	43.28%	64	48.48%	8	28.13%	56	87.50%
	<b>White Other</b>	1	0.31%	0	13.85%	0	0.00%	0	0.00%	0	0.00%
	<b>Chinese</b>	2	0.63%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>Irish</b>	1	0.31%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>Asian Other</b>	1	0.31%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>Other</b>	3	0.94%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>Not known/PNTS</b>	6	1.88%	4	66.67%	1	25.00%	1	100.00%	0	0.00%
<b>Gender</b>	<b>M</b>	118	36.99	64	54.24%	33	51.56%	5	15.15%	28	84.85%
	<b>F</b>	201	63.01	71	35.32%	32	45.07%	4	12.50%	28	87.50%
<b>Age</b>	<b>&lt;20</b>	0	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>20-29</b>	40	12.54	19	47.50%	9	47.37%	1	11.11%	8	88.89%
	<b>30-39</b>	65	20.38	34	52.31%	20	58.82%	2	10.00%	18	90.00%
	<b>40-49</b>	113	35.42	46	40.71%	18	39.13%	3	16.66%	15	83.33%
	<b>50-59</b>	74	23.2	29	39.19%	15	51.72%	3	20.00%	12	80.00%
	<b>60-64</b>	22	6.89	6	27.27%	2	33.33%	0	0.00%	2	100%
	<b>65+</b>	5	1.57	2	40.00%	0	0.00%	0	0.00%	0	0.00%
<b>Religion /Belief</b>	<b>Agnostic</b>	10	3.14	7	70.00%	4	57.14%	0	0.00%	4	100.00%
	<b>Atheist</b>	10	3.14	2	20.00%	1	50.00%	0	0.00%	1	100.00%
	<b>Buddhist</b>	1	0.31	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	<b>Christian</b>	172	53.92	77	44.77%	38	49.35%	4	10.53%	34	89.47%
	<b>Humanist</b>	1	0.31	2	200%	1	50.00%	0	0.00%	1	100.00%
	<b>None</b>	54	16.93	20	37.04%	9	45.00%	2	22.22%	7	77.78%
	<b>Other</b>	7	2.19	1	14.29%	0	0.00%	0	0.00%	0	0.00%
	<b>Prefer Not To Say</b>	64	20.06	27	42.19%	12	44.44%	3	25.00%	9	75.00%
<b>Sexual Orientation</b>	<b>Bisexual/ Gay Man/ Gay Woman/ Lesbian</b>	6	1.88	3	50.00%	2	33.33%	0	0.00%	2	100.00%
	<b>Heterosexual</b>	257	80.56	110	42.80%	51	46.36%	5	9.80%	46	90.20%
	<b>Prefer Not To Say</b>	56	17.56	23	41.07%	12	52.17%	4	33.33%	8	66.67%

**Table 5:** Applications for training and training received via the Corporate Training Plan for period 01/04/10 – 31/03/11

This table shows the breakdown of requests and training received by protected characteristic. The figures show that for 47.79% of training requests, the training was offered to the employees. It is

important to note that decisions on corporate training provision are made based on a business case basis and by level of demand, so unfortunately it is not always possible to meet every request made.

Also, corporate training (requested via the appraisal scheme) is not the only training available to employees at North Norfolk District Council. There are additional training activities which occur at a departmental level, which are not part of the Corporate Training Plan or not covered by a training indemnity (see below). Central records are not currently kept on this so it is not possible to report on this data.

In addition to this there are often programmes of training run for all employees which are not recorded here, currently a training programme for 'dealing with difficult people' is being rolled out to all employees on a priority basis, determined by the level of risk of encountering difficult people in a job role.

Professional and technical qualifications are covered in the section below – 'training indemnities'.

### **Training Indemnities**

Employees may also undertake a professional or technical qualification. These are usually covered by a 'training indemnity' and the data for these courses by protected characteristic group is shown below in Table 6.

		Workforce Totals		Training Indemnities	
		Number	%	Number	%
	<b>Total</b>	319	100	7	100
<b>Disability Status</b>	<b>Disabled Y</b>	23	7.21	1	14.29
	<b>Disabled N</b>	275	86.21	6	85.71
	<b>Disabled PNTS</b>	21	6.58	0	0
<b>Ethnicity</b>	<b>White British</b>	305	95.61%	7	100
	<b>White Other</b>	1	0.31%	0	0
	<b>Chinese</b>	2	0.63%	0	0
	<b>Irish</b>	1	0.31%	0	0
	<b>Asian Other</b>	1	0.31%	0	0
	<b>Other</b>	3	0.94%	0	0
	<b>Not known/PNTS</b>	6	1.88%	0	0
<b>Gender</b>	<b>M</b>	118	36.99	1	14.29
	<b>F</b>	201	63.01	6	85.71
<b>Age</b>	<b>&lt;20</b>	0	0	0	0
	<b>20-29</b>	40	12.54	4	57.14
	<b>30-39</b>	65	20.38	1	14.29
	<b>40-49</b>	113	35.42	0	0
	<b>50-59</b>	74	23.2	1	14.29
	<b>60-64</b>	22	6.89	1	14.29
	<b>65+</b>	5	1.57	0	0
<b>Religion /Belief</b>	<b>Agnostic</b>	10	3.14	0	0
	<b>Atheist</b>	10	3.14	0	0
	<b>Buddhist</b>	1	0.31	0	0
	<b>Christian</b>	172	53.92	4	57.14
	<b>Humanist</b>	1	0.31	0	0
	<b>None</b>	54	16.93	2	28.57
	<b>Other</b>	7	2.19	0	0
	<b>Prefer Not To Say</b>	64	20.06	1	14.29
<b>Sexual Orientation</b>	<b>Bisexual/ Gay Man/ Gay Woman/ Lesbian</b>	6	1.88	0	0
	<b>Heterosexual</b>	257	80.56	6	85.71
	<b>Prefer Not To Say</b>	56	17.56	1	14.29

**Table 6:** Professional/technical training courses covered by a training indemnity; by protected characteristic.

## Appraisals

During the 2010 appraisal cycle, 25 employees did not receive an appraisal. This translates to approximately 7.31% of the 2010 workforce. 12 were not completed due to the employee being away on long term sick or maternity leave, 3 were not completed as the employee's retirement date

had been agreed and was imminent, 5 were not completed for 'other' reasons and 5 for unknown reasons.

		2010					
		Workforce totals at 01/04/2010		Appraisals received		Appraisals not received	
		Number	%	Number	%	Number	%
	<b>Total</b>	342	100	317	92.69	25	7.31
<b>Disability Status</b>	<b>Disabled Y</b>	27	7.89	25	7.89	2	8
	<b>Disabled N/PNTS</b>	315	92.11	292	92.11	23	92
<b>Ethnicity</b>	<b>White British</b>	328	95.91%	306	96.53	22	88
	<b>White Other</b>	1	0.29%	0	0	1	4
	<b>Chinese</b>	1	0.29%	0	0	1	4
	<b>Irish</b>	1	0.29%	1	0.32	0	0
	<b>Asian Other</b>	1	0.29%	1	0.32	0	0
	<b>Other</b>	4	1.17%	4	1.26	0	0
	<b>Not known/PNTS</b>	6	1.75%	5	1.58	1	4
<b>Gender</b>	<b>M</b>	132	38.6	124	39.12	8	32
	<b>F</b>	210	61.4	193	60.88	17	68
<b>Age</b>	<b>&lt;20</b>	1	0.29	1	0.32	0	0
	<b>20-29</b>	50	14.62	45	14.2	5	20
	<b>30-39</b>	65	19.01	60	18.93	5	20
	<b>40-49</b>	112	32.75	107	33.75	5	20
	<b>50-59</b>	80	23.39	73	23.03	7	28
	<b>60-64</b>	27	7.89	25	7.89	2	8
	<b>65+</b>	7	2.05	6	1.89	1	4
<b>Religion /Belief</b>	<b>Agnostic</b>	<b>Data from previous year unavailable</b>					
	<b>Atheist</b>						
	<b>Buddhist</b>						
	<b>Christian</b>						
	<b>Humanist</b>						
	<b>None</b>						
	<b>Other</b>						
<b>Prefer Not To Say</b>							
<b>Sexual Orientation</b>	<b>Bisexual/ Gay Man/ Gay Woman/ Lesbian</b>	<b>Data from previous year unavailable</b>					
	<b>Heterosexual</b>						
	<b>Prefer Not To Say</b>						
	<b>Prefer Not To Say</b>						

**Table 7:** Appraisal completion by protected characteristic

Please note: because of the timing of the appraisal cycle, these figures are given retrospectively and reflect the 2010 cycle. Appraisals are carried out in February/March each year; therefore the workforce profile for 01/04/2010 is given in this case, for a more accurate comparison.

## 10. Discipline and Grievance

For the period 01/04/2010-31/03/2011 there was 1 formal disciplinary case and 1 formal grievance case. Analysis of this data would not lead to any statistically significant results and could compromise confidentiality. Therefore, no analysis has been carried out.

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