

# **Workforce Report**

An annual digest of  
employment data and  
statistics

Year ending 31 March 2013  
issue number: 18

## **Introduction**

This compendium provides information on a range of employee statistics and staff monitoring.

The information contained in this profile presents a range of employment statistics available from the GLA's HR group. For more detailed information or reports, please contact Jo Scott (020 7983 4242).

### Notes on the data

Unless otherwise indicated, the source of all the data tables is both the HR Resource Link and Cyborg systems and covers the year ending 31 March 2013.

Figures are presented to the nearest whole number, with the exception of turnover. As a result of the rounding process some percentages will not total 100. The data and figures include all permanent and fixed term employees on both the HR Resource Link and Cyborg systems as at dates indicated. The data excludes the Mayor and Assembly Members.

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## 1. TURNOVER

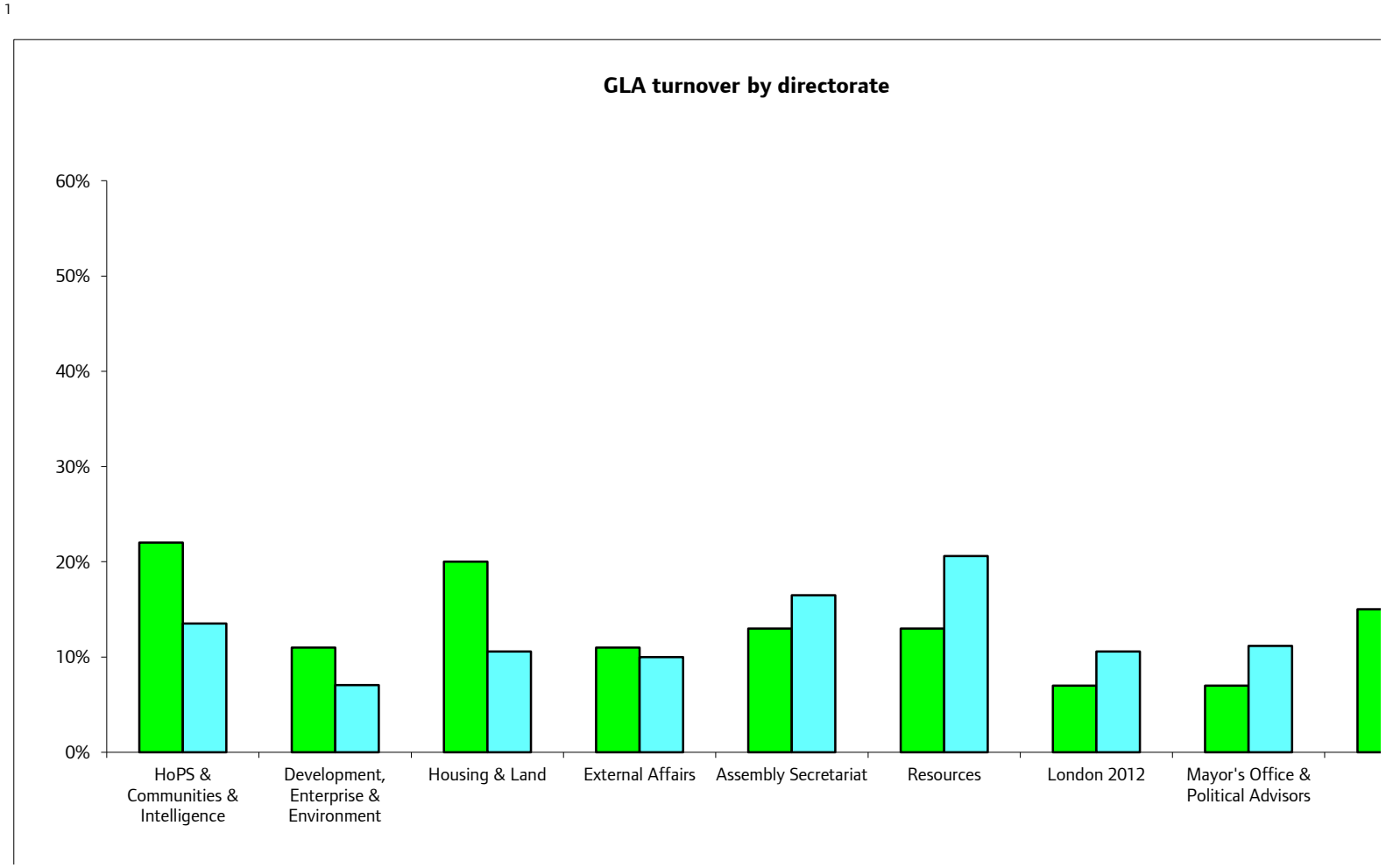
The following tables and charts set out the number of employees in post together with starters, leavers and turnover. Figures have been rounded to the nearest whole number.

Table 1.1 Employees by directorate

The percentage of employees broken down across directorates has remained broadly the same from 2011 to 2013. The total number of employees in post as at 31 March 2013 has decreased by 26. Overall turnover for the year ending 31 March 2013 was 22%, however if only looking at voluntary turnover e.g. resignations, turnover for the year is less at 12%. Within the overall turnover figures are staff who left as a result of fixed term contracts coming to an end (ie in the London 2012 Directorate), redundancy (arising from restructures across the GLA, resignation and TUPE transfer. The London 2012 Directorate was dissolved at the end of March 2013 as staff moved into new teams or left the GLA.

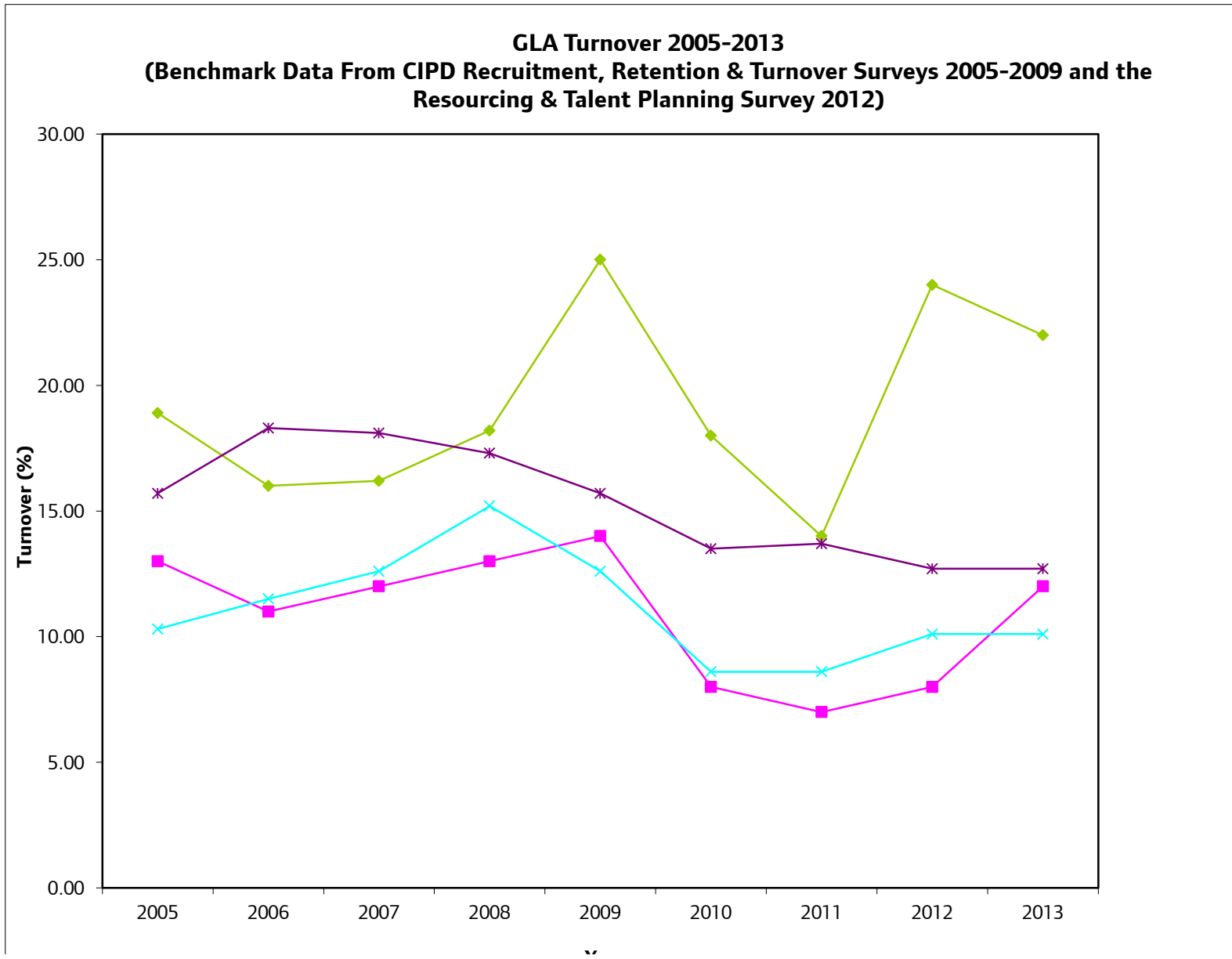
	In post		In post		In post		Starters		Leavers		Total turnover		Voluntary turnover	
Directorate	As at 31/03/2012		As at 30/09/2012		As at 31/03/2013		01/10/2012 to 31/03/2013		01/10/2012 to 31/03/2013		01/10/2012 to 31/03/2013		01/10/2012 to 31/03/2013	
HoPS & Communities & Intelligence	149	21%	128	17%	129	18%	7	13%	7	9%	7	1%	5	1%
Development, Enterprise & Environment	135	19%	136	18%	133	18%	3	6%	8	10%	8	1%	4	1%
Housing & Land	N/A	N/A	94	13%	83	11%	1	2%	13	16%	13	2%	12	2%
External Affairs	85	12%	73	10%	64	9%	2	4%	12	15%	12	2%	7	1%
Assembly Secretariat	103	14%	87	12%	96	13%	14	26%	5	6%	5	1%	5	1%
Resources	167	23%	155	21%	159	22%	16	30%	12	15%	12	2%	5	1%
London 2012	30	4%	31	4%	7	1%	1	2%	16	20%	16	2%	1	0%
Mayor's Office & Political Advisors	42	6%	46	6%	53	7%	10	19%	7	9%	7	1%	5	1%
<b>Total</b>	<b>711</b>		<b>750</b>		<b>724</b>		<b>54</b>		<b>80</b>		<b>80</b>	<b>11% (22% annualised)</b>	<b>44</b>	<b>6% (12% annualised)</b>

Figure 1.1 GLA turnover by directorate



1. Calculations for turnover show percentages of the Directorate totals.

Figure 1.2 Trends in turnover 2005-2013



Overall turnover at the GLA for the year ending March 2013 was 22%. Voluntary turnover was 12%. Comparative figures from the Resourcing and Talent Planning 2012 (source: Chartered Institute of Personnel and Development) show annual turnover rates for public sector as 10.1% with voluntary turnover as 1.9%, for the voluntary, community, not for profit sector as 13.0% overall turnover and voluntary as 7.6%, private sector as 16.1% overall and 8.9% voluntary and overall median turnover across all sectors as 12.7%. The CIPD report is based on 2012 survey results.

Table 1.2 Reasons for Leaving GLA

Reason	01/04/2012 to 30/09/2012		01/10/2012 to 31/03/2013	
	Number	%	Number	%
Resigned	29	32%	29	36%
End of contract	32	36%	15	19%
Dismissed	1	1%	1	1%
Mutual Agreement	1	1%	0	0%
Redundancy	19	21%	33	41%
Retirement	1	1%	1	1%
TUPE Transfer	7	8%	1	1%
<b>Total</b>	<b>90</b>		<b>80</b>	

The GLA has been using Survey Monkey (on line questionnaire) since Jan 2009 for the completion of all exit interviews. The GLA exit interview is designed in two parts. Part one is a quantitative questionnaire, with multiple choice sections on reasons for leaving, part two is a qualitative questionnaire and or face-to-face exit interview. All leavers are requested to complete an exit interview questionnaire except those that leave due to redundancy.



Of the total number of leavers between 01/04/12 and 31/03/13 139 were invited to complete the exit interview. Of these, 22% completed part one of the exit interview questionnaire and, of those, 10% agreed to have face-to-face exit interviews with a member of HR. Leavers are now followed up and encouraged to at least complete the part one questionnaire. The majority of respondents cited promotion/move to a higher paid job as their main reason for leaving whilst 80% of the total respondents stated that they would return to work at the GLA in the future.

Table 1.3 Exit interviews completed by ethnicity

Exit interviews completed	01/04/12 to 31/03/13	
	Number	%
Asian or Asian British	4	14%
Black or Black British	0	0%
Chinese/ any other group	0	0%
White	24	83%
Dual-heritage	1	3%
<b>Total</b>	<b>29</b>	

30 leavers completed exit interviews on-line using Survey Monkey of these, 29 answered the ethnicity question. The numbers and percentages in the above table refer to this 29.

## 2. EMPLOYEE NUMBERS BY MONITORING CATEGORIES

### 2.1 Ethnicity

Table 2.1 Employees by ethnic group

	In post		In post		In post		Starters		Leavers	
Ethnic group	As at 31/03/2012		As at 30/09/2012		As at 31/03/2013		01/10/2012 to 31/03/2013		01/10/2012 to 31/03/2013	
Asian or Asian British	54	8%	56	7%	58	8%	4	7%	6	8%
Black or Black British	87	12%	83	11%	78	11%	3	6%	8	10%
Chinese/ any other group	22	3%	20	3%	22	3%	1	2%	0	0%
White	526	74%	549	73%	544	75%	42	78%	54	68%
Dual-heritage	11	2%	13	2%	13	2%	3	6%	4	5%
Not stated	11	2%	29	4%	9	1%	1	2%	8	10%
<b>Total</b>	<b>711</b>		<b>750</b>		<b>724</b>		<b>54</b>		<b>80</b>	

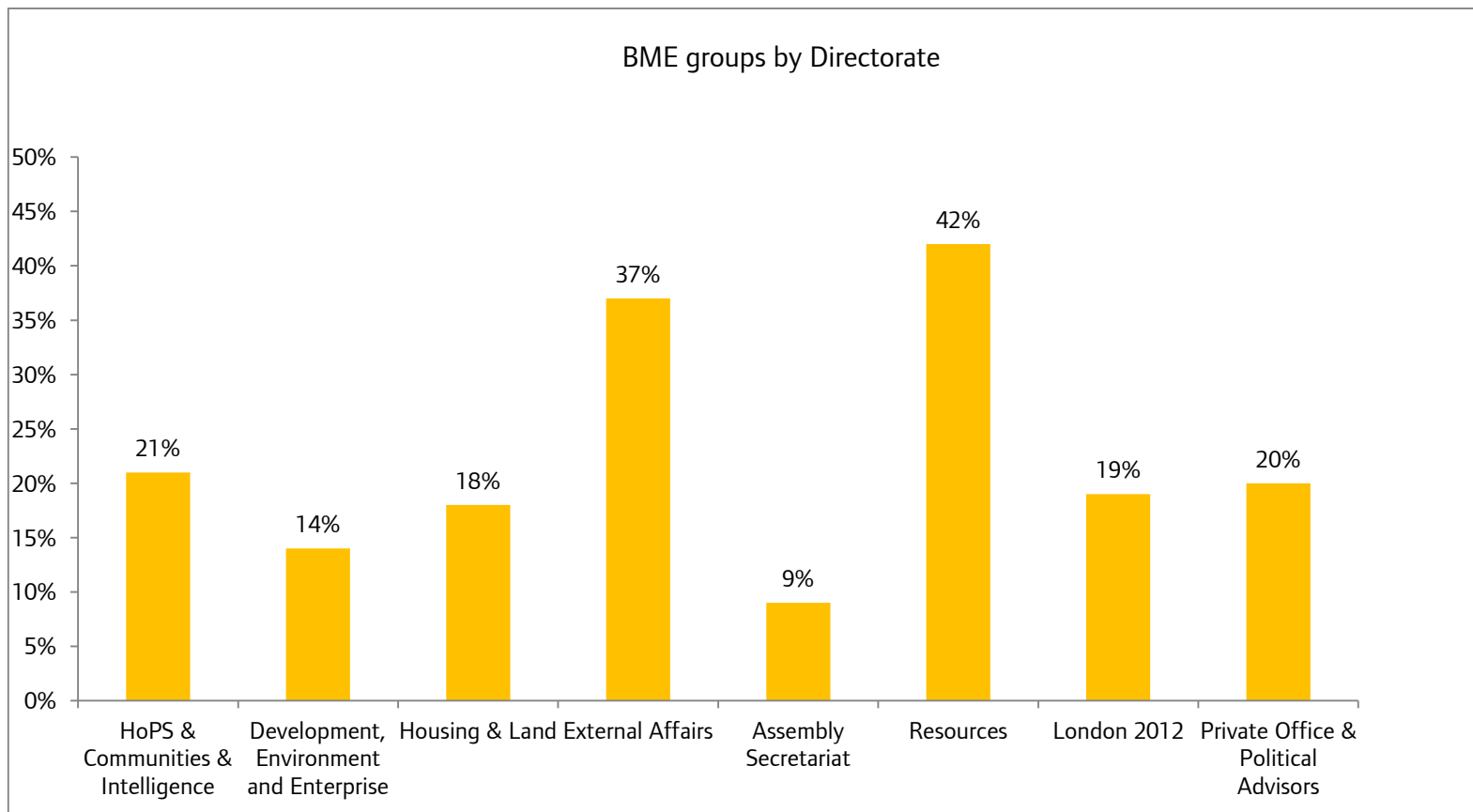
Ethnicity data is now held for virtually all employees. The ethnicity breakdown for all employees in post and new starters has remained fairly stable over the years ending 2007-2013. The BAME profile for the GLA has varied between 24% to 27% over the years 2007 to 2013 and is currently 24%.

Table 2.2 BAME employees by Directorate

Directorate	As at 31/03/2013	
	Directorate total	BAME employees
Assembly Secretariat	9	9%
HoPS & Communities & Intelligence	27	21%
Development, Enterprise & Environment	18	14%
External Affairs	23	37%
Housing & Land	15	18%
London 2012	3	19%
Private Office & Political Advisors	10	20%
Resources	66	42%
<b>Total</b>	<b>171</b>	

Staff from BAME backgrounds account for 24% of the total workforce, table 2.3 shows the percentage of staff in this group as a percentage of the directorate total.

Figure 2.2 BAME employees by Directorate



## 2.4 Gender

Table 2.4 Employees by gender

	In post		In post		In post		Starters		Leavers	
Gender	As at 31/03/2012		As at 30/09/2012		As at 31/03/2013		01/10/2012 to 31/03/2013		01/10/2012 to 31/03/2013	
Female	367	52%	385	51%	367	51%	25	46%	43	54%
Male	344	48%	365	49%	357	49%	29	54%	37	46%
<b>Total</b>	<b>711</b>		<b>750</b>		<b>724</b>		<b>54</b>		<b>80</b>	

The GLA's target is that women should comprise 51% of the workforce which the current profile reflects. Females also make up the greater percentage of leavers.

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<sup>2</sup> Calculations for staff in post, starters and leavers show percentages of overall staff . Calculations for turnover show percentages of that category.

## 2.5 Disability

Table 2.5 Employees by disability

	In post		In post		In post		Starters		Leavers	
Disability	As at 31/03/2012		As at 30/09/2012		As at 31/03/2013		01/10/2012 to 31/03/2013		01/10/2012 to 31/03/2013	
Disabled	48	7%	46	6%	43	6%	2	4%	5	6%
Non-Disabled	626	88%	653	87%	640	88%	51	94%	64	80%
Not stated/refused	37	5%	51	7%	41	6%	1	2%	11	14%
<b>Total</b>	<b>711</b>		<b>750</b>		<b>724</b>		<b>54</b>		<b>80</b>	

The GLA's definition of disability is based on the social model of disability: "a disabled person is someone who has an impairment, experiences externally imposed barriers and self identifies as a disabled person". This differs to the Equality Act 2010 definition, which is based on the medical model: "a physical or mental impairment which has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities". The HR Group records employees who consider they meet either definition as disabled (some external monitoring mechanisms use the Equality Act 2010 definition only).

The percentage of disabled employees at the GLA has remained at 6% as at 31 March 2013. The numbers of starters who have classified as disabled has decreased to 4% and the number of leavers who have classified as disabled has remained at 6%.

## 2.6 Age

Table 2.6 Employees by age

Age	In Post		In Post		In Post		Starters		Leavers	
	As at 31/03/2012		As at 30/09/2012		As at 31/03/2013		01/10/2012 to 31/03/2013		01/10/2012 to 31/03/2013	
< 20 years	4	1%	2	0%	10	1%	9	17%	1	2%
20-24 years	23	3%	16	2%	17	2%	9	17%	8	15%
25-29 years	84	12%	92	12%	99	14%	18	33%	11	20%
30-34 years	162	23%	180	24%	164	23%	4	7%	20	37%
35-39 years	137	19%	152	20%	142	20%	4	7%	14	26%
40-44 years	108	15%	110	15%	107	15%	5	9%	8	15%
45-49 years	75	11%	77	10%	73	10%	2	4%	6	11%
50-54 years	52	7%	55	7%	52	7%	3	6%	6	11%
55-59 years	42	6%	46	6%	42	6%	0	0%	4	7%
60-64 years	17	2%	14	2%	13	2%	0	0%	2	4%
65+ years	7	1%	6	1%	5	1%	0	0%	0	0%
<b>Total</b>	<b>711</b>		<b>750</b>		<b>724</b>		<b>54</b>		<b>80</b>	

The age profile of employees in post has remained stable over the past two years of reporting. The average age has reduced slightly from 39 years as at the 31 March 2012 to 36 years as at 31 March 20-13. The greatest number of staff are within the 30-39 age band.

## 2.7 Faith

Table 2.7 Employees by faith

	In post		In post		In post		Starters		Leavers	
Faith	As at 31/03/2012		As at 30/09/2012		As at 31/03/2013		01/10/2012 to 31/03/2013		01/10/2012 to 31/03/2013	
Buddist	2	0%	2	0%	1	0%	0	0%	1	1%
Christian	245	34%	255	34%	237	33%	13	24%	31	39%
Hindu	11	2%	12	2%	9	1%	0	0%	3	4%
Jewish	13	2%	13	2%	15	2%	2	4%	0	0%
Muslim	25	4%	29	4%	26	4%	0	0%	3	4%
Sikh	8	1%	7	1%	7	1%	1	2%	1	1%
None	255	36%	280	37%	291	40%	34	63%	22	28%
Prefer not to say	19	3%	14	2%	11	2%	1	2%	16	20%
Other	13	2%	11	1%	12	2%	1	2%	0	0%
Not stated	120	17%	127	17%	115	16%	2	4%	3	4%
<b>Total</b>	<b>711</b>		<b>750</b>		<b>724</b>		<b>54</b>		<b>80</b>	



## 2.8 Sexual Orientation

Table 2.8 Employees by sexual orientation

	In post		In post		In post		Starters		Leavers	
Sexual orientation	As at 31/03/2012		As at 30/09/2012		As at 31/03/2013		01/10/2012 to 31/03/2013		01/10/2012 to 31/03/2013	
Bisexual	5	1%	5	1%	6	1%	1	2%	0	0%
Heterosexual	529	74%	559	75%	548	76%	46	85%	56	70%
Lesbian or gay man	41	6%	41	5%	38	5%	3	6%	6	8%
Prefer not to answer	36	5%	14	2%	121	17%	3	6%	14	18%
Not stated	100	14%	131	17%	11	2%	1	2%	4	5%
<b>Total</b>	<b>711</b>		<b>750</b>		<b>724</b>		<b>54</b>		<b>80</b>	

## 2.9 Contract Type

Table 2.9 Employees by contract type

	In Post		In Post		In Post	
Contract type	As at 31/03/2012		As at 30/09/2012		As at 31/03/2013	
	Number	%	Number	%	Number	%
<b>Permanent</b>	623	88%	609	81%	581	80%
<b>Fixed term contract</b>	88	12%	141	19%	143	20%
<b>Total</b>	<b>711</b>		<b>750</b>		<b>724</b>	

Staff are engaged on fixed term contracts for a number of reasons. For example, temporary staff are used to cover temporary posts. Temporary posts include those linked to external funding, those linked to short-term work, and those linked to the Mayoral term.

Temporary staff can also be used to cover permanent posts. Examples include where the permanent postholder is absent (for example, due to sabbatical, secondment or maternity leave), where the post is being recruited to, where the manager is considering a review of the post or structure.

Apprentices and Mayoral appointments are included in the fixed term contract figures above.

The contract profile of staff in post has decreased from 88% employed on permanent contracts as at 31 March 2012 to 80% as at 31 March 2013.

### 3. SALARY

For salary, figures are based on full time equivalent salaries.

Table 3.1 Employees by salary

	In post		In post	
Salary	31-Mar-12		31-Mar-13	
<b>Under £20,000</b>	18	3%	19	3%
<b>£20,001 to £30,000</b>	99	14%	84	12%
<b>£30,001 to £40,000</b>	188	26%	204	28%
<b>£40,001 to £50,000</b>	230	32%	222	31%
<b>£50,001 to £60,000</b>	97	14%	109	15%
<b>£60,001 to £70,000</b>	23	3%	26	4%
<b>£70,001+</b>	56	3%	60	8%
<b>Total</b>	<b>711</b>		<b>724</b>	

The majority of employees at the GLA earn between £30,001-£50,000. Some of the movement between salary bands can be contributed to by annual increments, which can move employees from one salary band to another even whilst remaining in the same salary grade. The number of employees earning under £20,000 has increased for 31 March 2012 due to the increase in the number of apprentices, graduate trainees and interns. The average salary as at 31 March 2013 was £45,094. The difference between the highest and lowest paid employee is a ratio of 10 times which is well within the government recommendations of 20:1. The pay-scale for the GLA remains frozen as there was no cost of living increase paid during 2012.

Table 3.2 Number and percentage of employees by salary and ethnic group

Salary range	Under £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001+	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
<b>Asian or Asian British</b>	4	21%	8	10%	15	7%	24	11%	5	5%	0	0%	2	3%
<b>Black or Black British</b>	1	5%	24	29%	26	13%	17	8%	5	5%	3	12%	2	3%
<b>Chinese or any other ethnic group</b>	0	0%	1	%	6	3%	13	6%	1	1%	0	0%	1	2%
<b>White</b>	11	58%	49	58%	150	74%	164	74%	95	87%	22	85%	53	88%
<b>Dual-heritage</b>	3	16%	1	1%	5	2%	3	1%	0	0%	1	4%	0	0%
<b>Not stated</b>	0	0%	1	1%	2	1%	1	0%	3	3%	0	0%	2	3%
<b>Total</b>	<b>19</b>		<b>84</b>		<b>204</b>		<b>222</b>		<b>109</b>		<b>26</b>		<b>60</b>	

The majority of BAME employees earn between £20,000 and £50,000. The numbers of BAME staff earning over £70,000 remains low at 8%.

Table 3.3 Number and percentage of employees by salary and gender

Salary range	Female		Male	
	Number	%	Number	%
<b>Under £20,000</b>	11	3%	8	2%
<b>£20,001 to £30,000</b>	43	12%	41	11%
<b>£30,001 to £40,000</b>	112	31%	92	26%
<b>£40,001 to £50,000</b>	121	33%	101	28%
<b>£50,001 to £60,000</b>	49	13%	60	17%
<b>£60,001 to £70,000</b>	13	4%	13	4%
<b>£70,001 to £80,000</b>	18	5%	42	12%
<b>Total</b>	<b>367</b>		<b>357</b>	

Females outnumber males proportionately at salary levels under £20,000, £20,001 to £30,000, £30,001 to £40,000 and £40,001 to £50,000., however the situation reverses for salaries above £70,001.

Table 3.4 Number and percentage of allowances by grade

	<b>In Post</b>	
<b>Allowances</b>	<b>01/04/12 to 31/03/2013</b>	
	<b>No</b>	<b>%</b>
<b>Grade 4</b>	1	1%
<b>Grade 5</b>	3	3%
<b>Grade 6</b>	8	9%
<b>Grade 7</b>	15	17%
<b>Grade 8</b>	20	23%
<b>Grade 9</b>	6	7%
<b>Grade 10</b>	10	11%
<b>Grade 11</b>	9	10%
<b>Grade 12</b>	6	7%
<b>Grade 13</b>	4	5%
<b>Grade 14 and above</b>	6	7%
<b>Total</b>	<b>88</b>	

Allowances include recognition payments, honoraria payments and acting up allowances. The details above include anyone in receipt of such a payment during the period 1 April 2012 to 31 March 2013.

Table 3.5 Number and percentage of allowances by ethnicity

Ethnic origin	01/04/12 to 31/03/2013		
	No	%	Overall BAME GLA employees
<b>Asian or Asian British</b>	12	14%	8%
<b>Black or Black British</b>	3	3%	11%
<b>Chinese/ any other group</b>	2	2%	3%
<b>White</b>	70	80%	75%
<b>Dual-heritage</b>	1	1%	2%
<b>Not stated</b>	0	0%	1%
<b>Total</b>	<b>88</b>		

Allowances include recognition payments, honoraria payments and acting up allowances. The details above include anyone in receipt of such a payment during the period 1 April 2012 to 31 March 2013.

#### 4. SICKNESS

Average days lost due to sickness absence have fallen since 2006, from 8.4 days in 2006 to 3.11 days in 2013. Furthermore, figures for average days lost to sickness at the GLA are lower than published benchmark figures from the Chartered Institute of Personnel and Development (Absence Management Surveys 2005-2012) for both Central and Local Government who have reported 7.5 and 8.1 days respectively and are now more in line with the Private sector who have reported 6.6 days. The GLA's approach to absence management is more pro-active with managers and human resources following up instances of staff hitting trigger points. In addition human resources with the assistance of occupational health continue to support managers managing cases of long term absence.

Figure 4.1 Sickness – average days lost 2004 to 2013

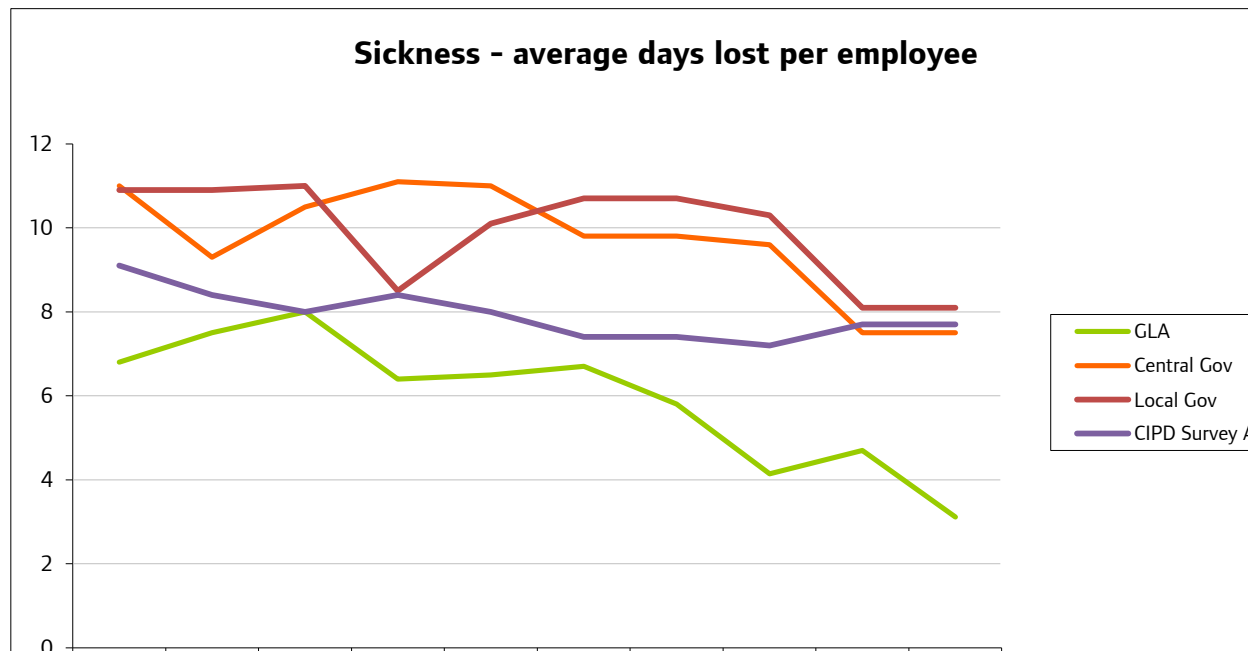




Table 4.2 Reasons for sickness absence

<b>Reason</b>	<b>01 April 2012 to 31 March 2013</b>	
Back and neck problems	180.00	8%
Chest and respiratory problems	157.00	7%
Eye, ear, nose, mouth and dental problems	111.00	5%
Genito-urinary problems	46.00	2%
Heart, blood pressure and circulation problems	17.00	1%
Infections (including colds and flu)	414.00	19%
Neurological (including headaches and migraines)	109.00	5%
Other musculo-skeletal problems (not back or neck)	156.00	7%
Pregnancy related	77.00	4%
Stomach, liver, kidney and digestion ailments	152.00	7%
Stress, depression, anxiety, mental health and fatigue	339.00	16%
Other / None given	411.00	19%
<b>Totals</b>	<b>2169.00</b>	

The CIPD Absence Management Survey Report 2012 identifies the leading cause of short term absence as “minor illnesses” (flu, colds and stomach upsets), followed by musculoskeletal injuries (neck strain, repetitive strain injuries). The CIPD survey also identifies stress as the main cause of long term absence for non-manual workers in the public sector. Table 4.1 shows that the majority of time lost due to sickness absence at the GLA is due to infections (including colds and flu) at 19% and stress at 16%. The average number of days per person per year remains low at an average of 3.11 days per person.

## **5. DISCIPLINE AND GRIEVANCE**

There were 3 disciplinary hearings in the period 1 April 2012 to 31 March 2013. Data from the CIPD Conflict Management Survey Report 2011 shows a median figure of disciplinary cases for the public sector is 8.5, although this is based on organisations that are mostly larger than the GLA

There were 3 formal grievances concluded during the period 1 April 2012 to 31 March 2013. Data from the CIPD Conflict Management Survey Report 2011 shows a median figure of grievance cases for the public sector is 2, although this is based on organisations that are mostly larger than the GLA

## 6. RECRUITMENT

92 vacancies were recruited to in the 2013 reporting period, with 38 of the vacancies filled internally. The following tables set out the number of people applying for, being shortlisted and appointed to GLA jobs by gender, BAME and Disabled groups. During the last six months of the reporting period, 41% of vacancies were filled during the internal advert round and therefore the data for external and internal applicants has been presented separately in this report.

**Female candidates** applying for, being shortlisted and appointed, as a percentage of the total number of applicants at each stage of the process.

Year ending 31 March	Posts	Applicants		Shortlisted		Appointed	
		Total	% female	Total	% female	Total	% female
2008 (Apr to Sept)	38	415	54%	127	54%	38	39%
2009	79	1043	53%	250	61%	79	58%
2010	160	2440	57%	558	54%	160	50%
2011	101	2206	52%	390	52%	86	58%
2012	125	1778	50%	421	55%	114	46%
2013	54	1330	53%	271	51%	54	54%

	Posts	Applicants		Shortlisted		Appointed	
		Total	% female	Total	% female	Total	% female
Internal							
2013 (Oct to Mar)	38	128	48%	98	49%	38	53%

During this reporting period the percentage of females applying for vacancies advertised externally was 53%. The percentage of females being shortlisted and appointed to jobs remained above 50% which is consistent with previous years. 48% of responses to the internal vacancies were from females and the percentage of internal females appointed is above 50%.

**Black, Asian and other minority ethnic candidates** applying for, being shortlisted and appointed, as percentage of total number of applicants at each stage.

Year ending 31 March	Posts	Applicants		Shortlisted		Appointed	
		Total	% BAME	Total	% BAME	Total	% BAME
2008 (Apr to Sept)	38	415	20%	127	19%	38	3%
2009	79	1043	12%	250	12%	79	10%
2010	160	2440	24%	558	16%	160	19%
2011	101	2206	23%	390	20%	86	17%
2012	125	1778	32%	421	24%	114	21%
2013	54	1330	22%	271	20%	54	18%

	Posts	Applicants		Shortlisted		Appointed	
		Total	% BAME	Total	% BAME	Total	% BAME
Internal							
2013 (Oct to Mar)	38	128	26%	98	20%	38	16%

The number of BAME candidates applying for external GLA roles has dropped during this reporting period. There is also a drop from application to shortlisting for this group, but this is less significant than in previous periods. 26% of responses to the internal vacancies were from BAME groups. The percentage of BAME candidates shortlisted and appointed dropped to 20% and 16% respectively.

**Disabled candidates** applying for, being shortlisted and appointed, as a percentage of the total number of applicants at each stage

Year ending 31 March	Posts	Applicants		Shortlisted		Appointed	
		Total	% Disabled	Total	% Disabled	Total	% Disabled
2008 (Apr to Sept)	38	415	9%	127	10%	38	11%
2009	79	1043	6%	250	6%	79	3%
2010	160	2440	5%	558	5%	160	6%
2011	101	2206	6%	390	10%	160	5%
2012	125	1778	5%	421	7%	114	4%
2013	54	1330	5%	271	7%	54	4%

Internal vacancies	Posts	Applicants		Shortlisted		Appointed	
		Total	% Disabled	Total	% Disabled	Total	% Disabled
2013 (Oct to Mar)	38	128	7%	98	6%	38	3%

The number of disabled applicants who were appointed following an external advert was proportionate to the number of disabled applicants who applied. 7% of candidates responding to the internal advert declared a disability and the number of appointments from this group dropped to 3%.