

**Oxford City Council  
Workforce Equalities Report  
2021 to 2024**

# Oxford City Council Workforce Equalities Report 2023-24

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## Introduction – Message from Chief Executive

I am pleased to outline a number of achievements since our last report, demonstrating our ongoing commitment to diversity and inclusion. We are focused on building a more inclusive culture, improving our work practices to deliver a more diverse workforce and meeting the goals set out in our Equalities Action Plan.

We have succeeded in a number of areas described below.

- To address the under-representation at senior levels of employees from minority ethnic backgrounds, employees with disabilities and women, we designed and launched a positive action management development programme to support career development. By developing talent internally and equipping individuals with the skills and confidence to progress, we will improve representation in management roles. The programme, called Aspiring Managers, is aimed at employees in the early stages of their careers.
- We have introduced Inclusive Recruitment training for hiring managers to develop the knowledge and skills to build more inclusive practices that reduce bias in the recruitment and selection process. This training is delivered online and in person to make sure it is accessible to all staff.
- We have designed and launched EDI level one training for all staff. This is delivered both online and in person. What EDI means at a personal and professional level is part of the content, equity is explained and it also includes case studies about intersectionality, which considers people's overlapping identities and experiences, and how this applies in our workplace.
- We have launched two new staff networks. The REACH staff network was set up in January 2024 and is going strong. REACH stands for Race Ethnicity and Cultural Heritage. A Disability and Neurodiverse Network was set up in June 2024. Both networks were set up by staff following the success of Lunch and Learn sessions in raising awareness and demonstrating the Council's commitment to inclusion.
- As we continue to build a more inclusive culture and foster a greater feeling of belonging, we continued the programme of Lunch and Learn events on a range of subjects and had over 900 attendees in the 12 months to March 2024.
- We are supporting two local schools to offer work experience and raise the profile of the Council as a local employer. We have delivered an interview techniques session in one school during a recruitment day. The two local schools were prioritised using their free school meals' data and their postcode to target schools with a diverse population and children facing disadvantage.

- We are working with Oxford Brookes University and the University of Oxford to offer internships, encouraging students from diverse backgrounds to apply. We had three interns for 10 weeks. Again, this is to promote the Council as a local employer and demonstrate our commitment to inclusion.
- The annual staff engagement survey showed improvements in views on diversity, inclusion and belonging since the previous year. 94% of 668 survey respondents agreed with the statement "At the Council, I think differences are respected, irrespective of things such as ethnicity, gender, disability, age and sexual orientation". This was a 3% increase on the 2023 survey. There was also an increase in results for the question "I feel like I belong here at the Council" with 84% of participants agreeing with this statement, compared to 81% last year.
- Our People Strategy continues our ambition to put equity, inclusion and respect at the heart of how we develop policy, practice and the behaviour that influences our culture.

**Caroline Green**  
**Chief Executive**

The purpose of this report is to help the Council understand its workforce and use the information to develop policies and measures to eliminate discrimination, and advance equality of opportunity.

## About the Data:

### Sources of Data

- The demographic data from the 2021 Census is used in this report.
- The Council is analysing data collected from applicants and employees over a rolling three-year period to enable greater insight into trends and to confirm the relevance of the current equality action plan and identify any new approaches.

### Who the report includes

- The report includes all directly employed Council staff, including OX Place. Agency staff and contractors are not included, nor are Oxford Direct Services (ODS). ODS is a wholly owned company, a separate entity from Oxford City Council and not a public body. Therefore, the Public Sector Equality Duty (PSED) to report on equalities information does not apply to ODS.

### Provision of equality data

- The Council asks job applicants and employees to provide data on certain characteristics for statistical monitoring purposes. They are informed that the

data provided will only be used in an anonymised way for these purposes. The data is provided on a voluntary basis using our Human Resources Information Management System (iTrent). Employees can amend or remove their information at any time.

- All employees are required to provide data in relation to sex (as assigned at birth) for HMRC purposes and this is used for monitoring purposes in relation to gender.

### **Non-reporting**

- We strongly encourage completion of non-mandatory equality data (all data except sex) and provide assurances in relation to confidentiality and use of the data. However, as provision of the data is entirely voluntary, we do not have a full picture for the whole of our workforce and integrity of the data analysis is affected.

### **Presentation of data**

- For the majority of information presented in the report, percentages have been used. When information has been broken down further, data has been presented in number format due to the small numbers involved.
- Data is either for the whole years of 1 April 2021 to 31 March 2022, 1 April 2022 to 31 March 2023 and 1 April 2023 to 31 March 2024 or on specific dates as at 31 March in 2022 and 2023 and 2024.

## Definitions

### Minority Ethnic Groups

People declaring themselves as Asian or Asian British (Indian, Pakistani, Bangladeshi, Chinese, Any other Asian background); Black, Black British, Caribbean or African (Caribbean, African, Any other Black, Black British or Caribbean background); Mixed or multiple ethnic Groups (White and Black Caribbean, White and Black African, White and Asian, Any other mixed or multiple ethnic background); Other ethnic group - Arab, Any other ethnic Group.

### Sex

The UK Government defines sex as the biological aspects of an individual as determined by their anatomy, which is produced by their chromosomes, hormones and their interactions; something that is assigned to an individual at birth and is generally female or male.

For HMRC purposes all staff are recorded as either male or female. Where this report refers to gender in respect of employees it usually categorises according to this.

### Gender

The UK Government defines gender as a social construction relating to behaviours and attributes based on labels of masculinity and femininity: gender identity is a personal, internal perception of oneself and so the gender category someone identifies with may not match the sex they were assigned at birth.

Individuals may see themselves as a man, woman, as having no gender, or as having a non-binary gender – where they identify as somewhere on a spectrum between a man and a woman.

Our job application allows applicants to self-identify as male or female or not declare this information. Employees are able to change their personal data to when they join, with transgender and non-binary options.

### Disability

People who consider themselves to have a disability/long term impairment.

### Sexual Orientation

Sexual orientation is an enduring pattern of romantic or sexual attraction which may be to the opposite sex or gender, same sex or gender or to both sexes and more than one gender.

### LGB

Lesbian, gay and bisexual (LGB).

## White

People declaring themselves as White English, Welsh, Scottish, Northern Irish or British; Gypsy or Irish Traveller; Roma; Any other White background.

## Headlines

**Total Workforce:** The number of people employed by the Council increased from 777 on the 31 March 2023 to 803 on 31 March 2024. During 2023/24, employee turnover was 13.5% on average, higher than in the previous year when it was 9.8%. There were 135 new starters compared to the 98 in the previous year.

**Gender:** Over half of the workforce are women (60%) which is around 10% above that of the population of Oxford at 50.1%. This year, the proportion of women in senior roles has stayed the same at 49%.

**Ethnicity:** Data indicates an increase from 14.2% to 14.8% in the representation of employees from minority ethnic groups in the workforce. The current target is 15%. The proportion of people from minority ethnic groups applying for jobs has increased from 32% to 39.8%. The proportion appointed has increased to 18.5% from 14% last year. Ethnic minority representation in management roles has increased from 9% to 10% (21% managers have not declared their ethnicity). Census data puts the economically active population from ethnic minority groups at 27.7%.

**Disability:** 10.2% of the workforce declared a disability, a small decrease from last year at 10.4%. This compares well to the local population of 9.2%. Employees with a disability are well represented at lower grades and at senior grades representation has increased from 2% to 5% 2024.

**Age:** The average employee age of employees is 45, the same as last year and in line with the local population where, at 34% of the total population, the 35-49 age band of Oxford residents is the largest. The largest employee group is the 51-60 age band.

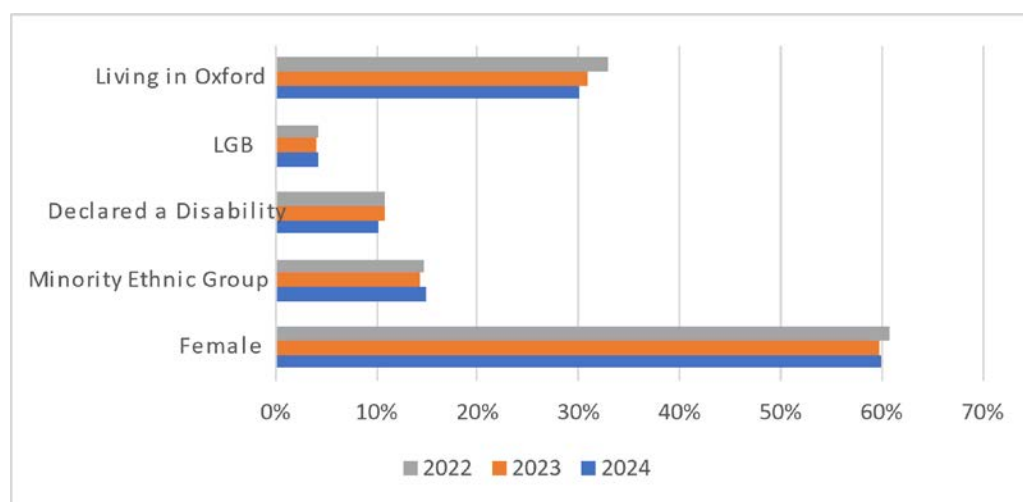
**Sexual Orientation:** 4.2% of the workforce identifies as bisexual, lesbian or gay. The 2021 census data indicates that 4.7% of economically-active residents in Oxford identify as bisexual, lesbian and gay. We have started to collect data on non-binary and trans staff but it is likely that individuals may feel reluctant to share this data before they learn about the organisation's culture.

**Religious Belief and Non-Belief:** 34% of the workforce has declared as Christian compared with 41% in Oxford. 29.1% is atheist/humanist/no belief compared to 40% in Oxford and 28.2% of employees have not provided information. 4.4% of the workforce has chosen other, 2.1% is Muslim (Oxford 7.2%) and 0.5% Sikh (Oxford 0.4%).

**Staff living within Oxford:** the proportion of staff living in Oxford City is 29.5% which is 1% less than the previous year.

## Oxford City Council Workforce Profile: Trends

	2022	2023	2024
<b>Total Workforce</b>	754	777	803
<b>New Starters</b>	142	98	135
<b>Leavers</b>	107	75	122
<b>Average Age of Total Workforce</b>	44	45	45

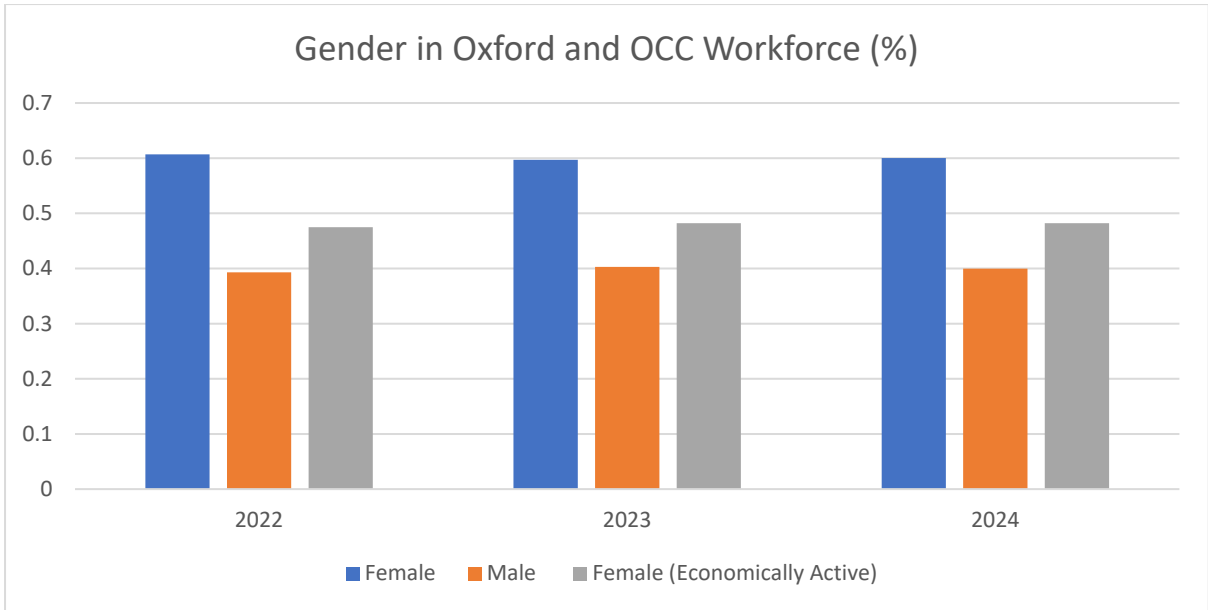


Year	Female	Minority Ethnic Group	Declared a Disability	Living in Oxford	LGB
2024	60%	14.8%	10.2%	30%	4.2%
2023	59.7%	14.2%	10.7%	30.9%	4.0%
2022	60.7%	14.6%	10.7%	33%	4.2%

## Oxford City Council Workforce Profile: Analysis

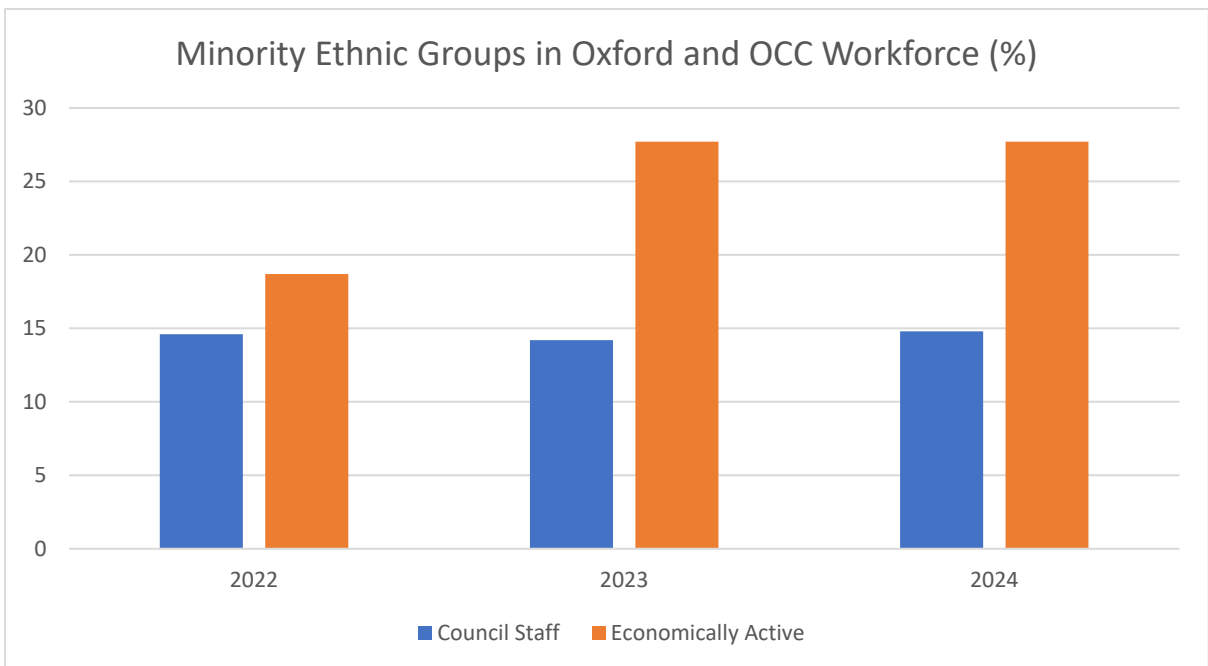
The Table below shows the proportion of males and females employed by Oxford City Council compared with economically active females in Oxford.





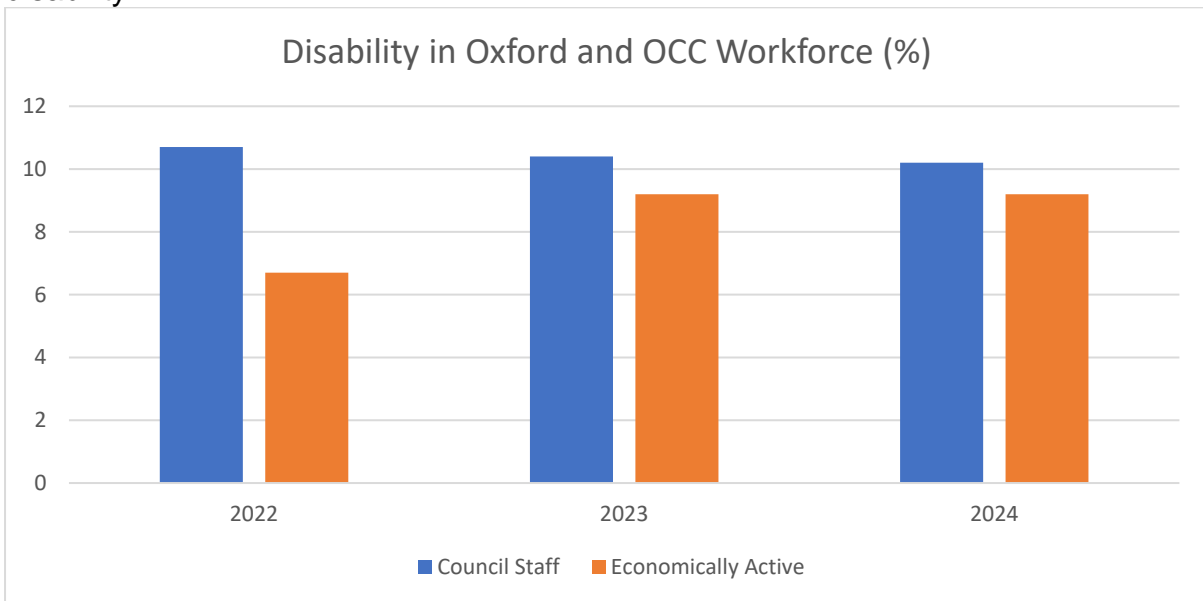
Gender	2022	2023	2024
Female	60.70%	59.70%	60%
Male	39.30%	40.30%	40%
Female (Economically Active)	47.50%	48.20%	48.20%

The table below shows the proportion of Oxford City Council employees declaring themselves to be from a minority ethnic group compared with the economically active population in Oxford declaring themselves to be from a minority ethnic group from the 2021 Census data.



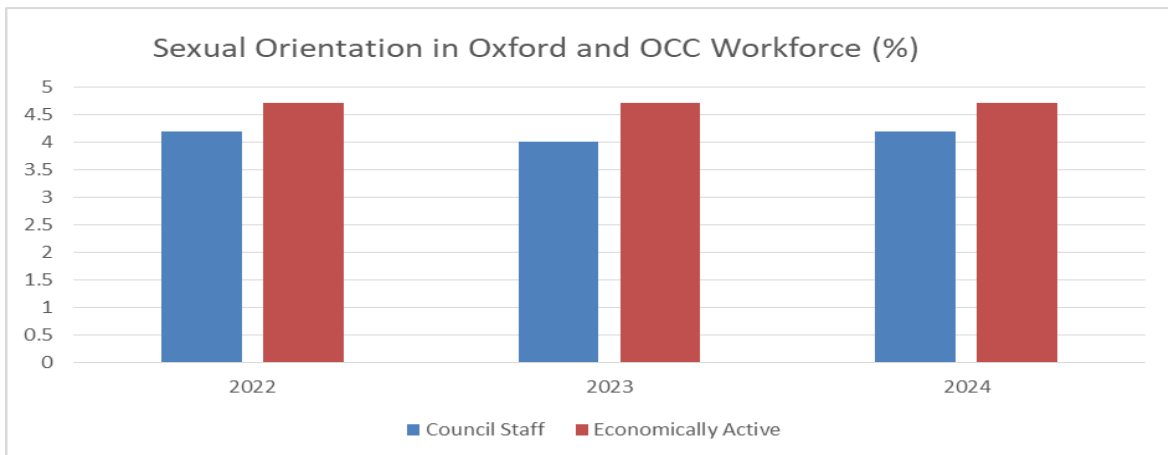
Minority Ethnic Group	2022	2023	2024
Council Staff	14.6%	14.2%	14.8%
Economically Active	18.7%	27.7%	27.7%

The table below shows the proportion of Oxford City Council employees declaring a disability compared with the economically active population in Oxford declaring a disability.



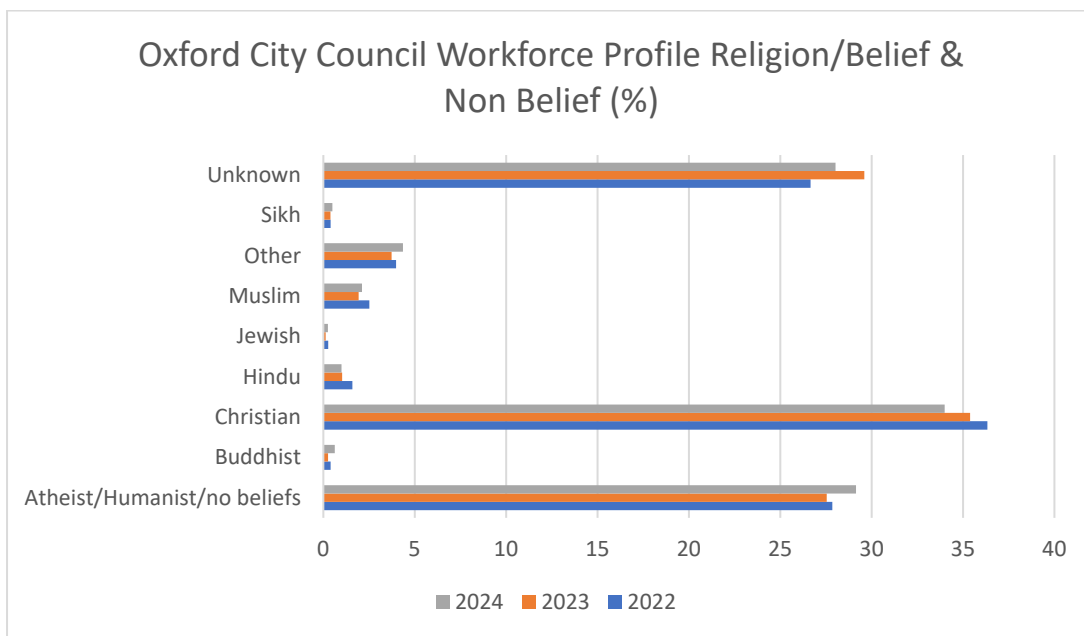
Disability	2022	2023	2024
Council Staff	10.7%	10.4%	10.2%
Economically Active	6.7%	9.2%	9.2%

For sexual orientation, the table below shows the proportion of Oxford City Council employees declaring themselves as LGB compared with the economically active LGBTQ+ population in Oxford. Note, scale on graph expanded to fit data – difference is small as shown in the table below.



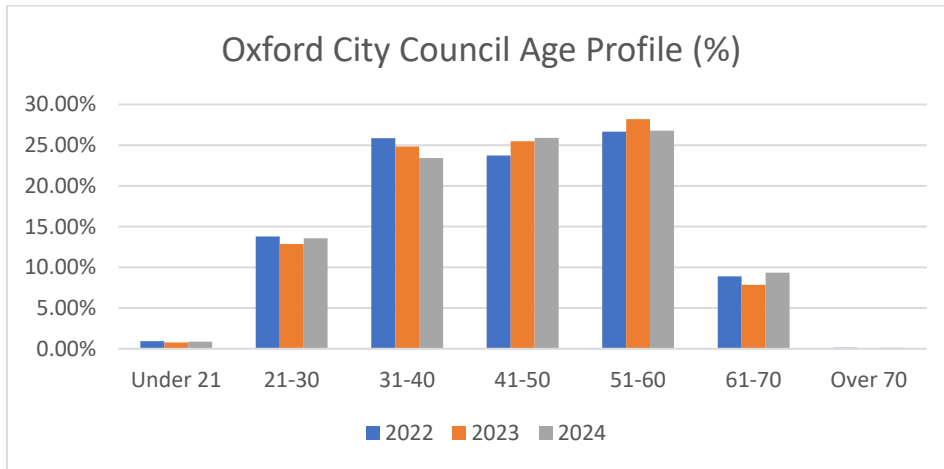
<b>LGBT</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Council Staff	4.2%	4.0%	4.2%
Economically Active	4.7%	4.7%	4.7%

The table below shows Oxford City Council's workforce profile by religion/belief or non-belief.



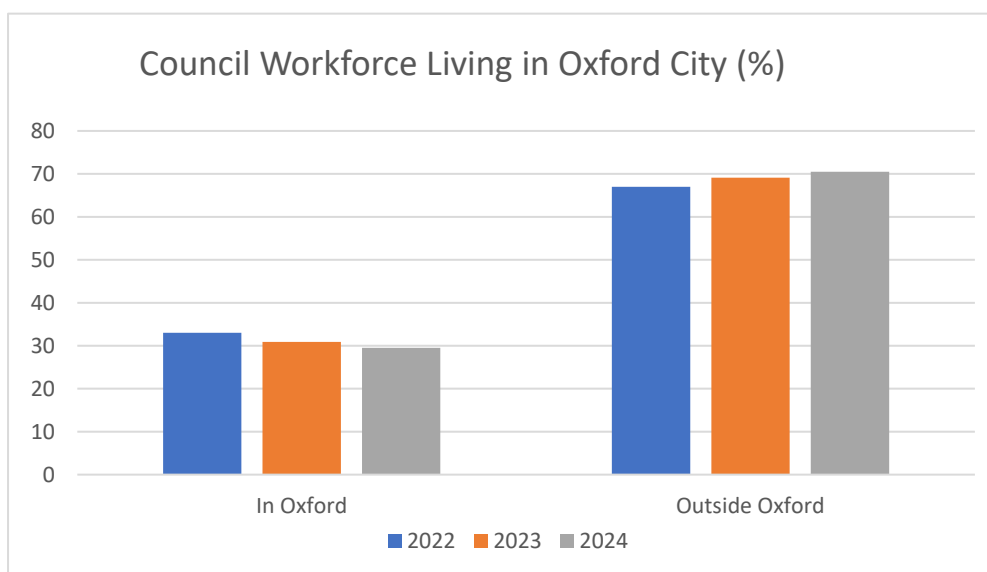
<b>Religion/Belief &amp; Non Belief</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Atheist/Humanist/no beliefs	27.85%	27.54%	29.14%
Buddhist	0.4%	0.26%	0.62%
Christian	36.33%	35.39%	34.00%
Hindu	1.59%	1.03%	1.00%
Jewish	0.27%	0.13%	0.25%
Muslim	2.52%	1.93%	2.12%
Other	3.98%	3.73%	4.36%
Sikh	0.4%	0.39%	0.50%
Unknown	26.66%	29.6%	28.02%

The table below shows Oxford City Council's workforce profile by age band



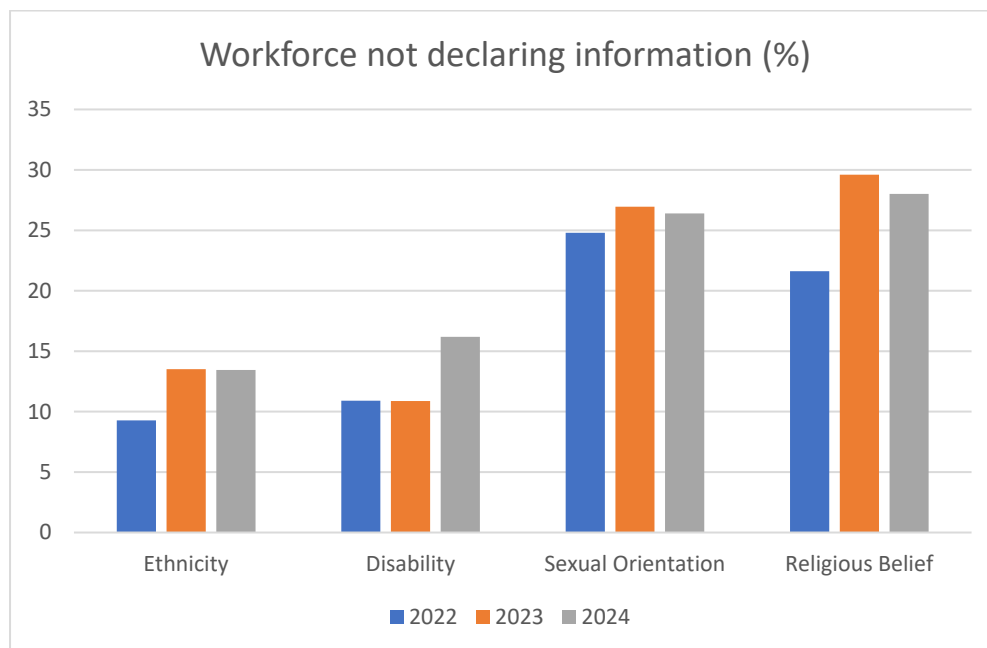
Age Band	2022	2023	2024
Under 21	0.93%	0.77%	0.87%
21-30	13.79%	12.87%	13.57%
31-40	25.86%	24.84%	23.41%
41-50	23.74%	25.48%	25.90%
51-60	26.66%	28.19%	26.77%
61-70	8.89%	7.85%	9.34%
Over 70	0.13%	0	0.12%

The table below shows Oxford City Council's workforce profile by where they live.



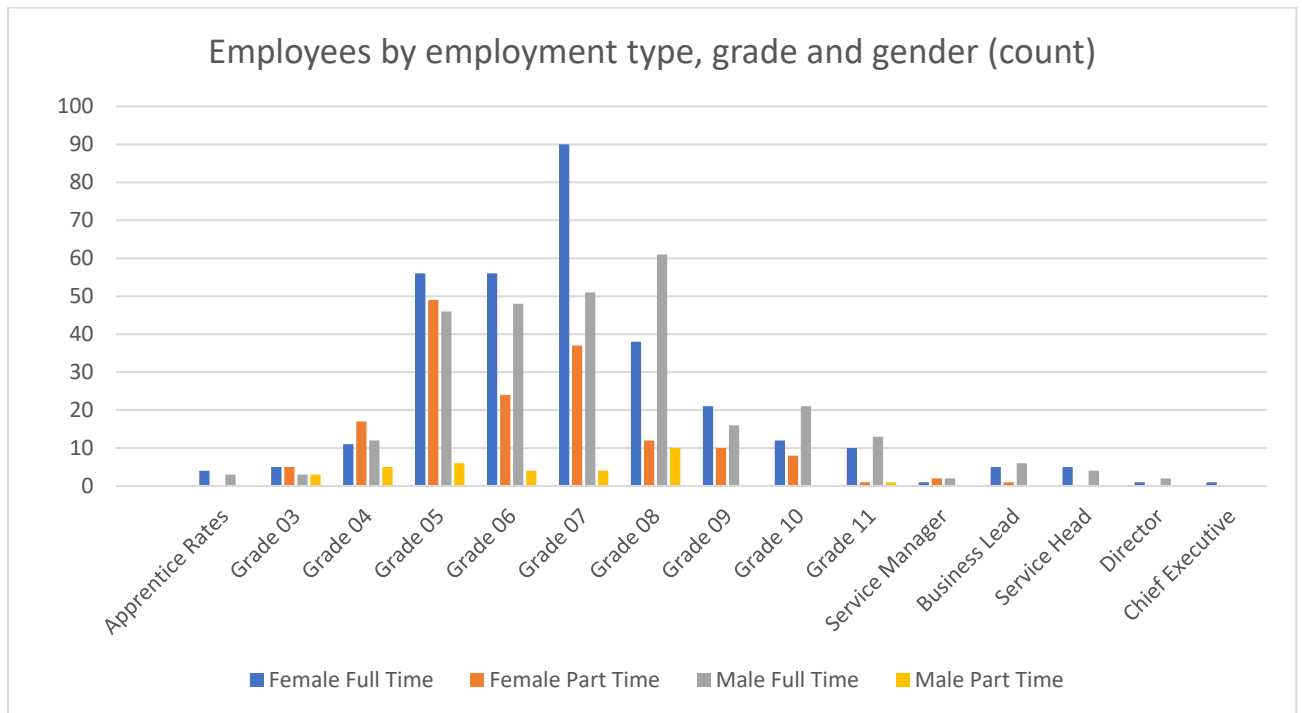
Location	2022	2023	2024
In Oxford	33.02	30.89	29.51
Outside Oxford	66.98	69.11	70.49

The table below shows the proportion of Oxford City Council employees who have not declared information by each personal characteristic shown.



Characteristic Not Declared	2022	2023	2024
Ethnicity	9.28%	13.51%	13.45%
Disability	10.9%	10.88%	16.19%
Sexual Orientation	24.8%	26.96%	26.40%
Religious Belief	21.62%	29.6%	28.02%

## Workforce Profile by Grade and Employment Type (full or part time)



	Female Full Time	Female Part Time	Female Total	Male Full Time	Male Part Time	Male Total	Grand Total
Apprentice Rates	4		4	3		3	7
Grade 03	5	5	10	3	3	6	16
Grade 04	11	17	28	12	5	17	45
Grade 05	56	49	105	46	6	52	157
Grade 06	56	24	80	48	4	52	132
Grade 07	90	37	127	51	4	55	182
Grade 08	38	12	50	61	10	71	121
Grade 09	21	10	31	16		16	47
Grade 10	12	8	20	21		21	41
Grade 11	10	1	11	13	1	14	25
Service Manager	1	2	3	2		2	5
Business Lead	5	1	6	6		6	12
Service Head	5		5	4		4	9
Director	1		1	2		2	3
Chief Executive	1		1				1
<b>Grand Total</b>	<b>316</b>	<b>166</b>	<b>482</b>	<b>288</b>	<b>33</b>	<b>321</b>	<b>803</b>

## Workforce Profile Summary

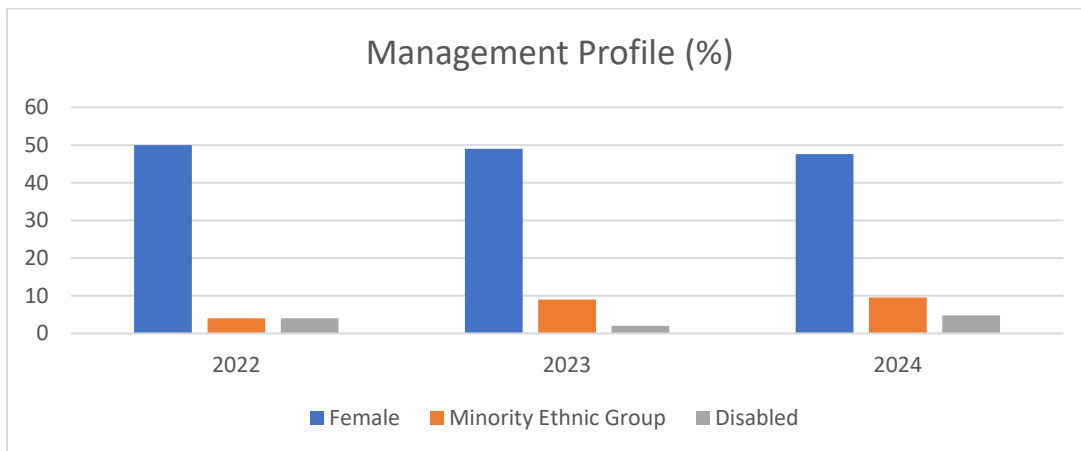
- The total workforce number has increased since March 2023 from 777 to 803. The proportion of women employed by Oxford City Council is 60% and compares favourably with Oxford demographic data of 48.2%.
- The proportion of the workforce that has not declared their sexual orientation and religion/ belief or non-belief has reduced since 2023. For ethnicity there is no change and for disability there is a significant increase of around 5% choosing not to provide this information. This impacts the overall integrity of the data.
- Minority ethnic groups represented 14.8% of the Council's workforce on 31 March 2024, an increase of 0.6%. This is just below the Council's target of 15% by 31 March 2023. The target remained at 15% for 2024 but is increasing. Based on the 2021 Census, the economically active minority ethnic population of Oxford is 27.7%.
- The proportion of economically active residents in Oxford who considered themselves to have a disability in the 2021 Census was 9.2%. The proportion of staff who consider themselves to have a disability remained steady for the previous two years at 10.7% and is now 10.2%. This greater than the proportion of economically active individuals in Oxford.
- The average age of the workforce is 45. There is little change year on year. Around 75% of the Council's workforce is evenly split between the three-decade groups within the 30 to 60 age range. The population of Oxford has its largest group as the 35 to 49 years group.
- The number of staff who identify as lesbian, gay or bisexual has increased slightly to 4.2%. The proportion of economically active residents in Oxford who identified as lesbian, gay or bisexual in the 2021 Census was 4.7%.
- The proportion of employees who consider themselves to be atheist or have no religion has increased from 27.5% to 29.1%, which compares to 40% of the population in Oxford. The number of staff who consider themselves to be Christian has decreased marginally to 34%. The number not declaring their religion has decreased from 29.6% to 28%, however this is still high compared to the Oxford population where 7.3% of religious belief is unknown.
- The proportion of staff living outside the city centre has risen from 69.11% in 2023 to 70.49% in 2024. The increase is likely to be a result of home working and therefore enabling the Council to attract staff from a wider geographical area. This is also likely to be related to the fact that Oxford remains the most expensive place to live in the UK outside London. Also, the City Council is able to attract talent from across the country due to its ambitious agenda and reputation, flexible and remote working arrangements and employee benefits.

- The Council employs more women than men with women making up 60% of the workforce. Women are employed in bigger numbers in grades 5 to 7. In senior grades, apart from grade 9, women are under-represented compared with the overall representation at 60%. In senior roles there are 27 women and 28 men.
- Almost quarter of the Council’s workforce is part time – the majority working part time are women with only 33 men working less than full time hours. There is a fairly even spread of part time workers across all grades up to grade 10, but fewer in management roles at or above grade 11. Full time staff are able to work flexibly and this is generally appreciated as a good benefit.

## Oxford City Council Management Profile

For the purposes of this report, senior managers are defined as those in the following positions:

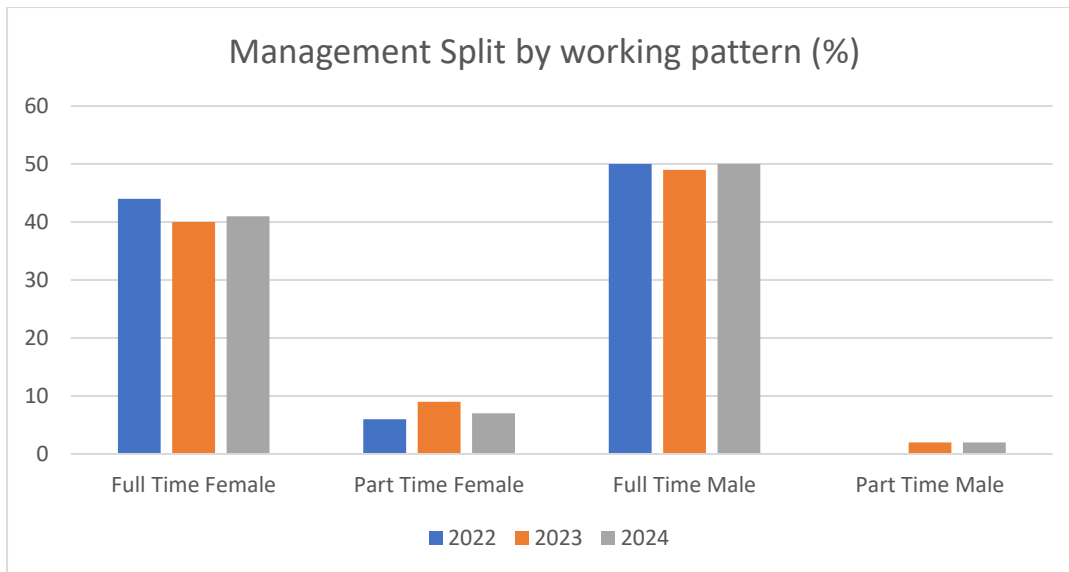
- Chief Executive
- Executive Directors
- Heads of Service
- Business Leads
- Service Managers
- Grade 11



Characteristic as a %	2022	2023	2024
Female	50	49	48
Minority Ethnic Group	4	9	10
Disabled	4	2	5

Information Not Declared as a %	2022	2023	2024
Ethnicity	22	26	21
Disability	26	32	24



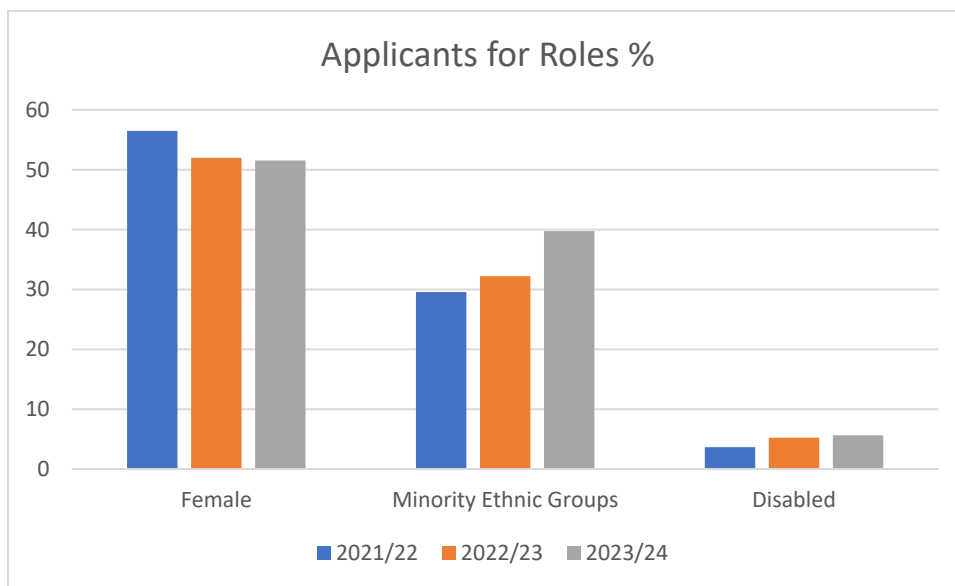


Working Pattern as a %	2022	2023	2024
Full Time Female	44	40	41
Part Time Female	6	9	7
Full Time Male	50	49	50
Part Time Male	0	2	2

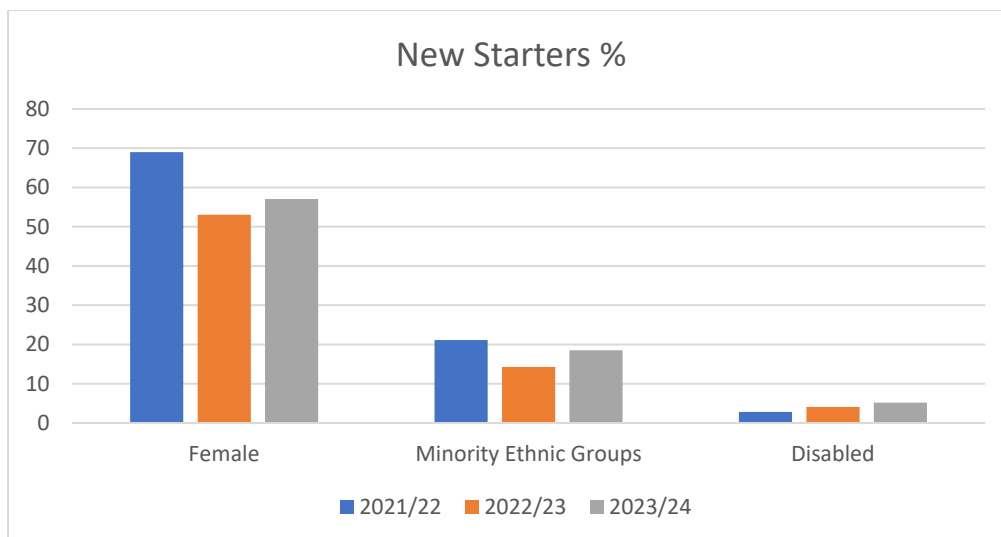
## Summary of Management Profile

- Since the last report, the number of women in management roles has decreased by 1% to 48%. This is not reflective of the total representation of women in the Council, which is 60%.
- The proportion of the managers from minority ethnic groups has increased by 1% and is now 10%. It must be noted that a significant proportion of employees (21%) has not declared their ethnicity, so we do not have an accurate picture.
- There has been an increase in people in management roles declaring they have a disability from 2% last year to 5%. The number who have not declared personal data is 24%, a decrease from last year by 5%.
- The proportion of managers who are part time is 9% which is lower than last year. However, we do not have data on all flexible working patterns open to staff.

## Attraction, Recruitment and On-Boarding



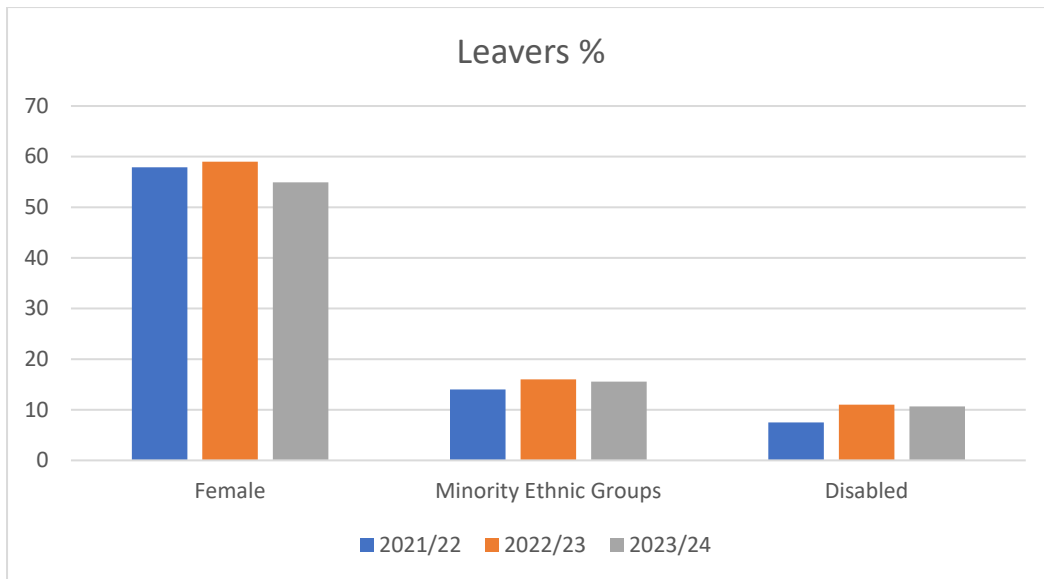
Characteristic as a %	2021/22	2022/23	2023/24
Female	56.48	52.01	51.54
Minority Ethnic Groups	29.57	32.21	39.76
Disabled	3.66	5.23	5.63



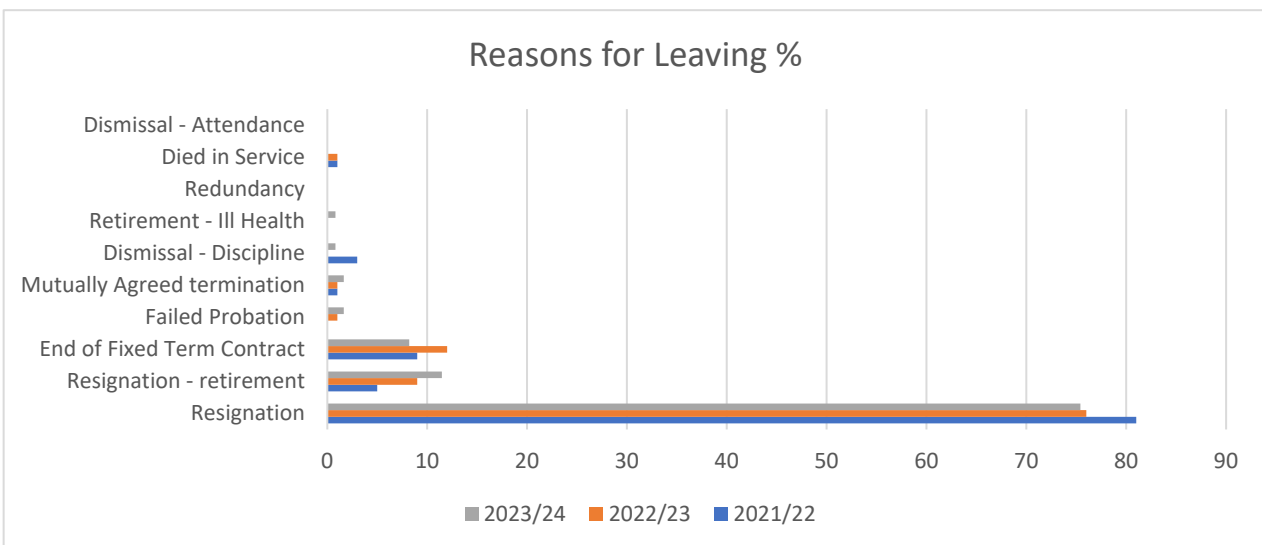
Characteristic as a %	2021/22	2022/23	2023/24
Female	69.01	53.06	57.04
Minority Ethnic Groups	21.13	14.29	18.52
Disabled	2.82	4.08	5.19

## Summary of Attraction, Recruitment and On-Boarding

- Over the reporting period, the total number of new starters joining Oxford City Council was 142 in 2021/22, 98 in 2022/23 and 135 in 2023/24. This is a significant increase and is reflective of an increase in employee turnover.
- The data shows that the proportion of female applicants has decreased by 1.5% but the proportion of female applicants appointed increased by 4%.
- There was an increase of over 7% for applicants from minority ethnic groups and 18.5% of new starters were from minority ethnic groups. This is a higher figure than the previous year at 14.29%.
- There was a small increase in applicants declaring a disability and in new starters declaring a disability.
- Data covers recruitment activity captured for applications through the Council's Human Resource Management Information System (HRMIS). A number of new starters will not have come through this route.

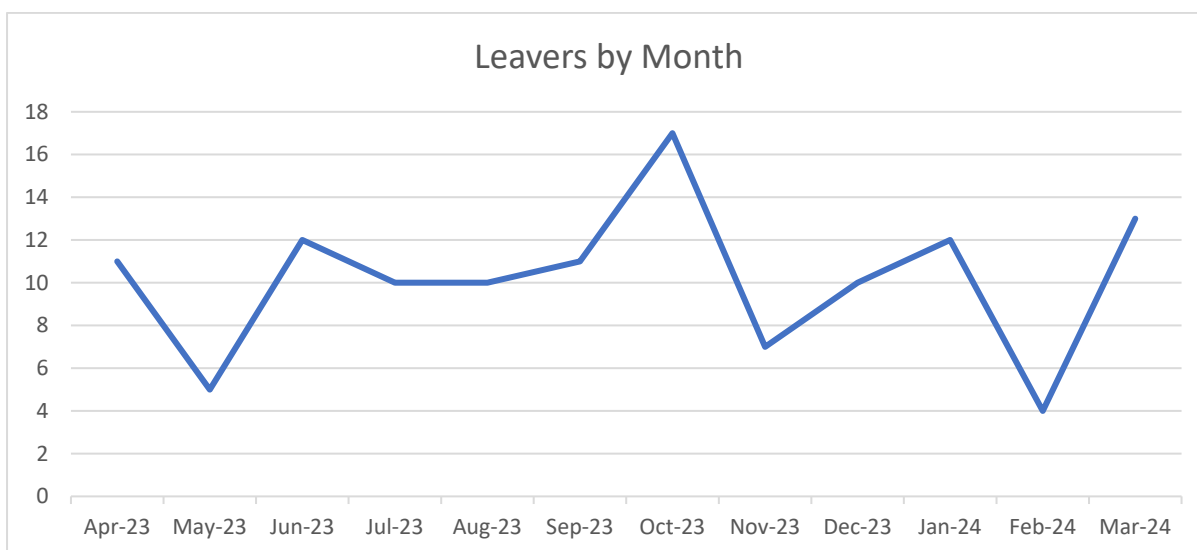


Characteristic as a %	2021/22	2022/23	2023/24
Female	57.9	59	54.92
Minority Ethnic Groups	14	16	15.57
Disabled	7.5	11	10.66



Leaving Reason	2021/22/ %	2022/23/ %	2023/24/ %
Resignation	81	76	75
Resignation - retirement	5	9	11
End of Fixed Term Contract	9	12	8
Failed Probation	0	1	2
Mutually Agreed termination	1	1	2
Dismissal - Discipline	3	0	1
Retirement - Ill Health	0	0	1
Redundancy	0	0	0

Died in Service	1	1	0
Dismissal - Attendance	0	0	0



Month	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Grand Total
Number of Leavers	11	5	12	10	10	11	17	7	10	12	4	13	122

## Leavers' summary

- The average turnover at 31st March 2024 was 13.5%
- Overall, the proportion of female leavers decreased from 59 to 54.92%. The proportion of leavers from minority ethnic minority groups and those with a declared disability have not changed much in the last 12 months. The proportion of leavers from each of the three groups mentioned is broadly in line with their representation in the workforce.
- The number of leavers who voluntarily resigned has decreased slightly from 76% to 75% and the retirements have increased from 9 to 11% of leavers.
- The top 3 reasons for leaving are voluntary resignation, retirement and end of fixed term contract.

## Priority Actions – 2024-2025

The Council will continue work to improve the diversity of its workforce by building inclusive recruitment practices to improve the diversity of candidates and recruits. This will include:

- Continued training for hiring managers on inclusive recruitment practices
- Online shortlisting and scoring carried out individually by panel members
- Blind application forms where personal data is hidden from the shortlisting panel
- Introduction of a positive action policy

We will support staff development to open up more opportunities and retain talent. This will include:

- A regular, short career planning programme
- Continued partnership with Activate learning to develop skills in local communities and develop more apprenticeship opportunities

We will continue to build inclusive leadership practices and culture. This will include:

- Building on the level 1 EDI training to design and deliver level 2 EDI training for hiring managers and Level 3 EDI training for strategic managers and leaders.
- Continued roll out of Bitesize Training for people managers to support inclusive management practices and personal development
- Set up of a network of mentors to deliver mentoring across the organisation for people developing in role or to support career development, making sure the mentors are from a diverse background
- Ongoing lunch and learn sessions to raise awareness and build inclusion and a sense of belonging for all groups
- Building the influence and strength of our Equalities Steering Group to better integrate Equality, Diversity, Inclusion and Belonging with policy, service design and operational delivery
- Designing a structured approach to staff networks to increase the number and establish a clear purpose and opportunities to influence

We will improve the understanding of our workforce and individual employee experiences. This will include:

- Improved collection of personal data in people processes
- Ongoing staff surveys and evaluation of results
- Working closely with Union colleagues and their equality and diversity leads
- Improving the understanding of our workforce and individual employee experiences.

- Raising awareness and understanding of the lives of transgender and gender non-conforming people and the issues they face

The full data tables are shown in the appendix.

## Appendix 1

Data Tables for job applicants, new starters and leavers for 2021/2022, 2022/2023 and 2023/2024

### Job applications in 2021/22

Characteristic	Number	Percentage
Female	571	56
Male	384	38
Sex Not Declared	56	6
Minority Ethnic Groups	299	30
White	624	61
Ethnicity Not Declared	88	9
Not Disabled	831	82
Disabled	37	4
Disability Not Declared	143	14
Total Applications	1011	100

### Job applications in 2022/23

Characteristic	Number	Percentage
Female	557	52
Male	440	41
Sex Not Declared	74	7
Minority Ethnic Groups	345	32
White	625	59
Ethnicity Not Declared	101	9
Not Disabled	849	79
Disabled	56	5
Disability Not Declared	166	16
Total Applications	1071	100

### Job applications in 2023/24

Characteristic	Number	Percentage
Female	1007	52
Male	816	42
Sex Not Declared	131	7
Minority Ethnic Groups	777	40
White	1004	51
Ethnicity Not Declared	173	9

Not Disabled	1558	80
Disabled	110	6
Disability Not Declared	286	15
Total Applications	1954	100

### New Starters Data Tables 2021/22 to 2023/24

#### Starters in 2021/22

Characteristic	Number	Percentage
Female	98	69
Male	44	31
Minority Ethnic Groups	30	21
White	82	58
Ethnicity Not Declared	30	21
Not Disabled	104	73
Disabled	4	3
Disability Not Declared	34	24
Total Starters	142	100

#### Starters in 2022/23

Characteristic	Number	Percentage
Female	52	53
Male	46	47
Minority Ethnic Groups	14	14
White	41	42
Ethnicity Not Declared	43	44
Not Disabled	45	46
Disabled	4	4
Disability Not Declared	49	50
Total Starters	98	100

#### Starters in 2023/24

Characteristic	Number	Percentage
Female	77	57
Male	58	43
Minority Ethnic Groups	25	19
White	76	56
Ethnicity Not Declared	34	25
Not Disabled	85	63
Disabled	7	5
Disability Not Declared	43	32
Total Starters	135	100



**Leavers in 2021/22**

Characteristic	Number	Percentage
Female	80	58
Male	45	42
Minority Ethnic Groups	15	14
White	68	64
Ethnicity Not Declared	24	22
Not Disabled	72	67
Disabled	8	8
Disability Not Declared	27	25
Total Leavers	107	100

**Leavers in 2022/23**

Characteristic	Number	Percentage
Female	44	59
Male	31	41
Minority Ethnic Groups	12	16
White	55	73
Ethnicity Not Declared	8	11
Not Disabled	55	73
Disabled	8	11
Disability Not Declared	12	16
Total Leavers	75	100

**Leavers in 2023/24**

Characteristic	Number	Percentage
Female	67	55
Male	55	45
Minority Ethnic Groups	19	16
White	78	64
Ethnicity Not Declared	25	20
Not Disabled	75	61
Disabled	13	11
Disability Not Declared	34	28
Total Leavers	122	100