



HR Employment Report

1st April 2023 – 31st March 2024

Contents	Page
Highlights & recommendations	3 - 6
Vision 2024 Calderdale Renewed	7
Introduction	8 -12
Workforce profile by Sex	13 -14
Workforce profile by Gender Reassignment	15
Workforce profile by Disability	16 -17
Workforce profile by Age	18 – 19
Workforce profile by Ethnicity	20 - 21
Workforce profile by Religion/Belief	22 - 23
Workforce profile by Sexual Orientation	24 - 25
Apprentices in fixed term roles	26 – 27
Top 5% earners	28 - 29
Length of service	30
Turnover	30 - 34
Recruitment introduction	35
Recruitment by Sex	35 - 36
Recruitment by Disability	36 - 37
Recruitment by Age	37 - 40
Recruitment by Ethnicity	40 - 46
Recruitment by Sexual Orientation	46 - 48
Recruitment by Religion/Belief	48 - 50

<u>Recruitment summary</u>	51 - 52
<u>Average salary</u>	52 – 54
<u>III health/grievances/dismissals</u>	55 - 56
<u>2023 - 2030 Workforce Strategy Delivery</u>	57 – 58

Highlights and Recommendations

The HR Employment Report for Calderdale Council (1st April 2023 – 31st March 2024) underscores the Council's dedication to diversity and inclusion, aiming to create a workforce reflective of the community's diversity. Key highlights and recommendations are:

Age

Expand and promote strategies aimed at appealing to young talent.

The 2024 data shows no significant change from 2023, with over half of the employees falling within the 45-54 and 55-64 age groups. While this demographic provides a wide range of skills and experiences across various service areas, it's acknowledged that a more diverse age range could offer additional advantages. Therefore, the Council should continue to expand and promote strategies like workplace experiences, apprenticeships, T Level placements, and graduate programmes.

Sex

Monitor the decrease in part-time positions. Women hold 79% of the Council's part-time roles. The ongoing reduction in part-time positions may disproportionately affect women, and this trend should be consistently observed. Pay progression for women should also be a focus.

Highlight the Diversity of Job Roles at the Council. There's no evidence of unequal outcomes in recruitment efforts based on sex, but the application rate for males is lower. The Council offers a broad spectrum of job roles, with some roles like social care and care assistants traditionally being female dominated. As a preferred employer, the Council should continue showcasing the diverse opportunities available in local government to both sexes.

Track Equality in Top-Tier Positions. Women are represented among the top 5% of earners, with the male-to-female ratio mirroring the broader workforce. This balance should be continually tracked to ensure that women in part-time roles have equal opportunities for pay progression.

Monitor equity for both men and women in all aspects of employment The mean gender pay gap at the Council is -1.3% a further reduction from -0.4% in 2023/24. A gender pay gap of -1.3% indicates that on average, women are earning 1.3% more than men. This is generally seen as a positive sign as it suggests that women are not being

paid less than men for equivalent work. The Council should continue efforts to ensure equal opportunities for both men and women in all aspects of employment, not just pay.

Disability

Highlight the importance of disclosing sensitive information. 6% of employees have disclosed that they have a disability. However, qualitative data (Disability staff survey 2020) indicates that a certain percentage of the workforce has opted not to disclose their disability, and so may not be benefitting from the workplace adjustments they are entitled to. This decision could be a personal choice or stem from a concern, as suggested by the qualitative data, about potential differential treatment.

Continue to monitor the progression of candidates who disclose a disability during recruitment. There was a rise in the number of applications received from disabled candidates, and this led to more favourable results at both the shortlisting and appointment phases in all recruitment drives, both internal and external. The Council should persist in its efforts to ensure that, where feasible, applicants who disclose a disability receive the necessary reasonable adjustments to maintain fairness in the recruitment process.

Ethnicity

Improve our understanding of diversity within the Council. The Council's workforce includes 12% of staff from ethnic minority backgrounds, a statistic that has not varied from the previous year. Conducting a comprehensive analysis across different directorates would provide a deeper understanding of the representation and diversity within the Council. This could help identify areas of strength and opportunities for improvement in terms of ethnic diversity.

Examine the recruitment experiences & process for candidates from ethnic minorities. During the 2023/24 period, there was a noticeable increase in applications from all diversity groups. Specifically, there was a 50% rise in applications from candidates of certain ethnic minorities, including Asian Bangladeshi, Black African, Black Caribbean, Black other, and Mixed other. This increase resulted in more shortlisted candidates and appointments from the Black African category. However, this trend was not mirrored in the Asian and mixed categories.

Further investigation can provide valuable insights into potential disparities. It can help identify where certain ethnic groups may be facing challenges in the recruitment process. This understanding can then be used to address these gaps and ensure a more equitable hiring process.

Continue to expand the diversity of the talent pool in applications.

The significance of application rates is important. Candidates from white backgrounds tend to apply more frequently and experience more positive results during the shortlisting and hiring stages. Given the larger pool of white candidates, their success rate at the hiring stage is comparatively higher. Additional discussions with the Recruitment and Resourcing Team and hiring managers are necessary to determine how the Council can expand its scope during recruitment drives to attract the most diverse talent pool possible for job applications (this would also relate to sex, age & disability).

Religion or belief

Highlight the importance of disclosing sensitive information The declaration rate for religion & beliefs is 87%, the Council should continue to encourage the completion of sensitive monitoring. The workforce data for religion & belief broadly reflects the census data for the people of Calderdale.

Continue to build cultural competence within the workforce. By broadening understanding of cultural differences and building competence in this area will enable effective working in cross-cultural situations. The Council should continue to emphasise the completion of mandatory equality training, as well as other educational and developmental opportunities designed to cultivate cultural competence.

Sexual orientation

Highlight the importance of disclosing sensitive information.

The declaration rate for sexual orientation is 88.08% and this has risen steadily from 52.51% in 2019. Calderdale Council's LGB workforce is 4.42% in 2024. Census data (2021) for Calderdale (place) by sexual orientation is 3.1% (residents aged 16+). This suggests that the Council's workforce is representative of LGB communities within Calderdale (place). Monitoring sexual orientation is a crucial part of promoting equality and diversity, preventing discrimination, and addressing inequalities at the Council.

Continue to monitor the progression of LGB candidates during recruitment.

In general, the outcomes at every phase of the recruitment process for LGB applicants appear to be fairly consistent, with no notable differences. Nevertheless, in both internal and external recruitment drives, individuals who identify as heterosexual tend to have a marginally better success rate at the final appointment stage, considering the number of

applications. It's crucial to maintain ongoing monitoring in this area to guarantee that recruitment initiatives are inclusive and free from bias.

Top 5% of wage earners

Continue to scrutinise the diversity among the highest 5% of wage earners.

The diversity among the top 5% of income earners has seen a rise. The representation of different groups, including sex, ethnicity, and disability, has been steadily increasing since 2022 and mirrors the broader workforce profile in 2024. However, it's important to note that the total percentage of employees in the top 5% of earners is only 6.21% of the overall workforce. This means that the data can be skewed by the career progression of a few individuals. The Council remains committed to ensuring diversity within the top 5% of wage earners.

Vision 2024 Calderdale Renewed

The year 2024 signifies a milestone, marking the 50th anniversary of Calderdale and its Council's establishment in 1974. This year also represents the realisation of our Vision 2024 and the commencement of our celebrated Year of Culture. Our aspiration for Calderdale in 2024 is to be a place where individuals, regardless of who they are, can unlock their full potential. We strive to foster an environment where talent flourishes and enterprise prospers. Calderdale is characterised by its inherent kindness and resilience, a place where its inhabitants care deeply for one another, bounce back from adversity, and are brimming with optimism. Calderdale aims to be distinctive, recognised, and stand out from the rest. It's not just an excellent destination for visitors, but more importantly, it's a place where one can lead a fulfilling and expansive life.

Distinctiveness	Kindness and Resilience	Talented and Enterprising
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The Council's aim is to create a workforce that is representative of our diverse community, knowing that embracing difference enhances the capability of the Council to:

- Value the skills and perspectives that a diverse talent pool will bring to the workplace: **Enterprising and Talented**

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- Ensure our services are provided by knowledgeable and well skilled employees and managers who understand the needs of our diverse workforce and communities:

Distinctive

- Challenge discriminatory practice and behaviour within the workplace, including potential bullying and harassment and, in addition, we will endeavour to protect our employees from any form of third-party harassment: **Kind and Resilient**

- Implement effective and innovative workplace policies and procedures to further develop an inclusive workforce and equality improvements.

- Expect our suppliers and partners to actively support us in achieving a diverse and inclusive culture.

Introduction

Policy Development and Decision making

As one of the largest employers in Calderdale and one of the main providers of local services, we are committed to providing equality of opportunity and tackling discrimination, harassment and intimidation, and disadvantage. We are also committed to achieving the highest standards in service delivery, decision-making and employment practice. Equality of opportunity for all sections of the community and workforce is an important part of this commitment.

We are legally obligated to pay careful attention to our equality practices, which we accomplish by conducting equality impact assessments and documenting our findings using a standardised form. This approach aids in maintaining uniformity and adhering to our quality assurance procedures. The Council respects the objectives set forth in the Equality Act 2010 and ensures that its Human Resources (HR) policies and procedures are in compliance with equality laws and the statutory code of practice.

The Council's equality practice is continually guided by the assistance from Inclusive Employers, Stonewall, consultations with skilled practitioners, and our Equality network groups who possess the knowledge and understanding through their lived experience. We acknowledge the possibility of an uneven impact on groups safeguarded by the Equality Act 2010 as we seek future resource savings. The Council is faced with

challenging choices, but it is committed to ensuring that these decisions are equitable and mindful of the potential effects on service and/or workforce.

Accountability, Performance Management and Reporting

The performance of equality measures is tracked via corporate governance procedures. The Corporate Equality Group, which includes representatives from each directorate and staff equality networks, convenes on a quarterly basis to provide an insight into current challenges, priority work areas and progression of the Council's equality objectives.

The workforce diversity data used to create this report is extracted from the Council's Human Resources (HR) systems and covers the period: **1st April 2023 to 31st March 2024**.

This report has been based on employee head count. This increases the accuracy and precision of the report and is reflective of our current workforce. Schools are required to publish their own Equality Duty reports and therefore, information on schools' workforces is not included in this report.

As of 31st March 2024, the Council has a headcount of **2,752 employees**

Table showing headcount.

Year	Headcount
2023/24	2752
2022/23	2631
2021/22	2627

Table showing role type.

Year	Full-time		Part-time	
2023/24	1757	63.84%	995	36.16%
2022/23	1621	61.61%	1010	38.39%
2021/22	1595	60.72%	1032	39.28%

What does this data tell us?

The total headcount for Calderdale Council has increased by 121 employees. There has been a small reduction in part-time posts. The data in this report shows higher percentages of women and disabled people hold part-time posts. Lower availability of part-time posts may impact disproportionately on women and disabled people, and this continues to be monitored.

What is Diversity Data?

Diversity data refers to details about individuals' protected characteristics, including ethnicity, religion or belief, disability, sex, sexual orientation, gender reassignment, age, pregnancy & maternity, and marriage & civil partnership. This data is gathered either at the time of appointment or through optional sensitive monitoring on the Council's internal learning management system, ITRENT.

Intersectionality

Intersectionality offers a structure for considering the interplay of individuals' multiple identities and experiences, which helps the Council to understand the intricacies of potential biases and prejudices. By scrutinising both identities and experiences, the likelihood of missing subtle differences or distinct experiences is reduced.

Consequently, the Council is better equipped to take well-informed actions to mitigate any ensuing inequality and discrimination.

Why does diversity data collection benefit both employees and the Council?

When employees complete sensitive monitoring, the Council has a more accurate picture of diversity across the workforce, and this may help in the following ways:

- To check that the Council is representative of our communities.
- Targeted action can be taken where there are disparities.
- Initiatives are based on evidence rather than assumptions.
- Employees know that their experiences are being considered and this sends out signals of support.
- Enables robust analysis of the employment lifecycle.
- Informs the equality impact assessment process.

Developing our People

The Council recognises that a productive workforce is agile, skilled and resilient. This can only be accomplished by creating capacity through ongoing investment in our workforce' professional development and by attracting and retaining talent. Organisational Development are committed to delivering innovative and cost-effective professional development opportunities for our employees, to assist the Council in meeting its current and future skills needs.

The Workforce Strategy outlines work and performance improvement, talent, learning & career development, reward & recognition, leadership skills, knowledge and equity within the employment cycle.

Internal Staff Led Equality Networks

Equality networks provide a safe space for employees to have real, honest conversations on work life experiences highlighting both areas for success and improvement. Through a network, employees are empowered to challenge and influence policy, forging real change and bringing about positive outcomes. Staff led networks align to the vision and values of the Council and contribute to the advancement of the corporate equality objectives. The Council has six equality staff networks:

- Staff Disability Forum
- Race Equality network
- LGBTQIA+ network
- Women's network
- Working Carers
- Early Careers network.

The introduction of joint network meetings **Shared Identities** enables colleagues from across the networks and wider workforce to discuss shared challenges and work collaboratively on actions and events.

Recognition should be given to the colleagues that play an active role in the internal networks for their unwavering dedication, support, and inspiration. This is at times a demanding role, one that must be carefully balanced with existing work commitments.

Colleague led networks play an essential role in helping the Council to create inclusive work environments for all.

In 2023/24 staff led networks have organised and hosted events to mark Disability Pride event, International Women's Day and Islamophobia awareness. Representatives for the networks attend the corporate level meetings to provide updates on network activity and contribute to wider discussions around equity.

Employee Reference Group

Employee engagement is an important way to support staff resilience and wellbeing particularly during times of change and challenge. Calderdale Council's Employee Reference Group was established in June 2020 to give employees information on strategic projects the Council is delivering. The Employee Reference Group is co-chaired by two members of Calderdale Council's Corporate Leadership Team which provides visible leadership and ensures that issues raised are fed back to the Council's senior officers in a timely way.

Peer Managers Network

The Peer Managers network is facilitated by Organisational Development. Membership extends to managers across the organisation. The purpose and aims of this network are to provide a shared learning and development area where managers can connect, explore, and expand their knowledge developing their own practice and the practice of others.

Calderdale Council: Memberships and Charters

- Inclusive Employer Standard: Bronze
- Armed Forces Covenant: Bronze
- Stonewall Workplace Diversity Champion Programme
- Disability Confident Employer
- Mindful Employer
- Race at Work Charter Signatory
- Employers for Carers

Calderdale Council Workforce Profile as of 31st March 2024

Sex

Table showing employees by sex.

Year	Male		Female	
2024	876	31.83%	1876	68.17%
2023	843	32.04%	1788	67.96%
2022	857	32.62%	1770	67.38%

Table showing post type by sex.

Year	Male Full-time		Male Part-time		Female Full-time		Female Part-time	
2024	671	24.38%	205	7.45%	1086	39.46%	790	28.71%
2023	637	24.21%	206	7.83%	984	37.40%	804	30.56%
2022	642	24.44%	215	8.18%	953	36.28%	817	31.10%

What does this data tell us?

Approximately two thirds of our workforce is female and one third male. The ratio of male to female employees remains static when compared to previous years. A higher proportion of male employees hold full-time roles when compared to female employees. This means we have a higher proportion of female employees (79%) holding part-time roles than we do male employees (21%).

What are we doing well and where do we need to improve?

The higher ratio of female employees holding part-time roles could be attributed to several reasons including an element of choice and flexibility in how people prefer to work. Shorter working hours and part-time roles are often a way of combining paid and unpaid work. We recognise that there may be a higher ratio of females in unpaid caring roles or employed in caring roles (part-time) across Calderdale.

Given that two thirds of our workforce are women, and that the Council has an older workforce, it is recognised that menopause may impact across this demographic affecting a woman's working life in different ways. Calderdale Council is committed to providing an inclusive and supportive working environment for all its employees.

The Council has Menopause Guidance which has been developed by the Council's Occupational Health Team and Human Resources Advisory Team. This guidance aims to ensure that employees experiencing the menopause feel fully supported in the

workplace. Staff and managers are encouraged to have open and supportive conversations to recognise and put in place any reasonable adjustments that may support an employee presenting with associated symptoms.

The annual Wellbeing Event provides an opportunity for all employees to engage with mental health and wellbeing local services. The Council is exploring ways to provide wellbeing information and guidance in a variety of ways to ensure all colleagues have access to shared information.

The Women's network is creating a forum for employees within the Council to foster a sense of community through shared lived experience and collaboration around workplace related topics. The network played a lead role in organising events hosted to mark International Women's Day in March 2024. Health and wellbeing have been identified as priority areas by members of the network and have influenced the commissioning of health-related awareness sessions.

The mean (average) gender pay gap at Calderdale Council in 2023/24 is -1.3% (0.4% in 2022/23). This means women on average, are paid 1.3% more than men. (Please see Appendix C Gender Pay Gap report).

Gender Reassignment

Table showing gender reassignment declaration.

Date	Yes		No		Rather not state		Not provided	
2024	29	1.05%	990	35.97%	31	1.13%	1702	61.85%
2023	32	1.22%	840	31.93%	29	1.10%	1730	65.75%
2022	33	1.26%	709	26.99%	19	0.72%	1866	71.03%

Declaration rate: 38.15%

What does this data tell us?

The declaration rate for Gender Reassignment has increased to 38.15% in 2024 from 35.25% in 2023. This suggests more employees are completing sensitive monitoring for this protected characteristic and stating 'yes,' 'no' or 'rather not say.' This information tells us that 1.05% (29) of the Council's workforce have selected 'yes' when asked this question.

Table showing gender identity of the people (age 16+) of Calderdale (place)

Trans Woman 0.1%	Trans Man 0.1%	Non-Binary 0.1%
Gender Identity the same as sex registered at birth 94.2%	Not provided 5.4%	

[2021 Census Profile for areas in England and Wales - Nomis \(nomisweb.co.uk\)](https://www.nomisweb.co.uk/census/2021)

What are we doing well and where do we need to improve?

Analysing data can be challenging when the sample size is small. The question in focus might have received fewer responses due to potential confusion about its intent.

Monitoring is carried out either at the time of joining the Council or through optional sensitive tracking on the Council's systems. The monitoring question concerning gender reassignment is presently being reassessed to improve its clarity.

Inclusive language recognises diversity and expresses respect for all individuals. As part of the employment policy review process, the language is scrutinised to confirm its inclusivity, and staff networks are continually engaged for consultation. While incorporating inclusive language in policies is a positive move, we acknowledge that the practical application of these principles is even more crucial. We continue to implement these principles through ongoing learning, development opportunities, and organisational communications.

Disability

Disability declaration rate: 97.46%

Table showing declaration of disability.

Year	Yes		No		Rather not state		Not provided	
2024	166	6.03%	2464	89.53%	52	1.89%	70	2.54%
2023	155	5.89%	2360	89.70%	45	1.71%	71	2.70%
2022	139	5.29%	2374	90.37%	38	1.45%	76	2.89%

Table showing declaration of disability by sex.

Year	Male		Female	
2024	53	37.95%	103	62.05%
2023	59	38.06%	96	61.94%
2022	56	40.29%	83	59.71%

Table showing declaration of disability by post type.

Year	Full time		Part time	
2024	110	66.27%	56	33.73%
2023	106	68.39%	49	31.61%
2022	90	64.75%	49	35.25%

What does this data tell us?

The disability declaration rate stands at 97.46% in 2024, which is high. However, we must take into account the reasons why a certain percentage of Council employees choose 'prefer not to state' (1.89%) or abstain from providing this information (2.45%). It's also acknowledged that there's still a hesitance to disclose a disability due to various reasons, hence the data should be interpreted with discretion.

The percentage of employees declaring a disability has remained static at 6.03% in 2024 (5.89%, 2023). There are slightly more disabled female employees (62.05%) than there are disabled male employees (37.95%). This data shows us that approximately two thirds of disabled employees hold full-time roles. This is an increasing trend when

compared to the data across the last three years, with the number of disabled employees holding a part-time role declining.

What are we doing well and where do we need to improve?

Calderdale Council holds the status of a Disability Confident Employer, signifying that it meets specific criteria under two key themes: 'Attracting the right talent for our organisation' and 'Retaining and nurturing our employees.' Training on disability confidence is delivered to the staff, a program that has been designed in collaboration with the Council's Disability Forum, incorporating real-life experience testimonials.

There has been a heightened effort to raise awareness about Neurodiversity, achieved through training, resource provision, and the revision of workplace adjustment guidelines. The status of Disability Confident Employer undergoes a review and renewal process every two years.

Calderdale Council has an active colleague led Disability Forum and through this forum the voice of disabled employees and allies has been amplified. The Forum provides a safe space for support, but equally, encourages consultation and challenge on a range of inclusion issues.

Calderdale Council's Equality Statement references the Workplace Adjustment Guidance. The Council has an Occupational Health Team in place that offers wellness support and advice to all staff members. The Council acknowledges the need for improvements to ensure that the implementation of adjustments is uniformly executed across all service sectors. This remains a key area of focus for the Disability Forum.

Age

Table showing number of employees in each age bracket.

Age bracket	2024		2023		2022	
[16-24]	89	3.23%	95	3.61%	78	2.97%
[25-34]	456	16.57%	403	14.32%	399	15.19%
[35-44]	568	20.64%	533	20.26%	543	20.67%
[45-54]	770	27.98%	754	28.66%	797	30.34%
[55-64]	758	27.54%	730	27.75%	707	26.91%
[65-70]	95	3.45%	97	3.69%	84	3.20%
[70+]	16	0.58%	19	0.72%	19	0.72%

What does this data tell us?

This data tells us about the age of our workforce across seven broad age brackets. The data for 2024 remains static when compared to the previous year (2023) with more than half of the workforce within the [45-54] and [55-64] age bands.

What are we doing well and where do we need to improve?

The data indicates that the Council has an older workforce. It is recognised that whilst this brings a breadth of experience and skill sets across service areas, age diversity brings further benefits. Younger employees may have an improved understanding of younger service users, help to reduce the digital skills gap and provide broad opportunities for increased innovation and creativity across all service areas.

The Council is committed to providing workplace experiences for young people through placements across service areas. Placements provide essential on the job experience whilst introducing young people to careers within the public sector. The Council works alongside local schools and Calderdale College, to provide opportunities for students to complete T level placements and work experience at the Council.

Through the Local Government Association (LGA), the Council has invested in the National Graduate Development Programme which aims to match young graduates to service areas within the Council to support delivery of key projects. Graduates are employed by the Council and complete a minimum of three placements across two years to develop skills across a variety of services.

To support the engagement of employees of all ages, coaching and mentoring continue to be offered to encourage mutual learning and development across the workforce. Apprenticeships are open to all employees seeking higher level development opportunities regardless of age and role.

Calderdale Employment Hub offers support to people in Calderdale aged 16 years and over to find work, training or apprenticeships. One of the many successful initiatives facilitated by the hub in conjunction with local employers is the 50+ Reverse job fairs. The aim is to support people over the age of 50 with employment opportunities and help them get into work.

The Council's Retirement Policy provides advice and guidance on pensions and retirement, including flexible early, late, and phased retirement options.

Ethnicity

Ethnicity declaration rate: 99.64%

Table showing declaration of ethnicity.

Ethnicity	2023/24		2022/23		2021/22	
White British	2319	84.27%	2240	85.14%	2231	84.93%
White Irish or other	68	2.47%	61	2.32%	54	2.06%
Asian	217	7.89%	196	7.45%	183	6.97%
Black	48	1.74%	42	1.60%	37	1.41%
Mixed	55	2.00%	45	1.71%	40	1.52%
Other	11	0.40%	11	0.42%	11	0.42%
Rather not state	24	0.87%	25	0.95%	22	0.84%
Not provided	10	0.36%	11	0.42%	49	1.87%

Table showing total ethnic minority employed at the council.

2023/24	331	12.03%
2022/23	294	11.17%
2021/22	271	10.32%

What does this data tell us?

The declaration rate for ethnicity is high at 99.64% which means this data gives us an accurate picture of our workforce profile by ethnicity. The proportion of employees representing minority ethnic communities at Calderdale Council in 2024 has remained static at 12.03% (11.17% in 2023).

Current data provided by Census 2021 estimate the working age [16-64] population of Calderdale by ethnicity as 11.5%*.

***Confidence levels**

Annual Population Survey results for Calderdale are based on a relatively small data set. One impact of this is that the confidence intervals for some metrics, including the working age and economic inactivity rates for people aged 16-64 from ethnic minorities, are large which means the figures stated should be treated with some caution.

What are we doing well and where do we need to improve?

The percentage of employees from minority ethnic communities employed at Calderdale Council has increased marginally from 9.84% (2021) to 12.03% in 2024. When this is compared to the most recent census data above, this suggests that Calderdale Council as an organisation, is moving in a positive direction towards being a representative employer.

Representation encompasses four components: attraction, recruitment outcomes, progression and retention. Under-representation happens when there is a notable lack of representation and inclusion of employees from specific groups or identities. The Council recognises the significance of monitoring representation across the employee lifecycle (attraction, recruitment, progression & retention) and addressing areas of disparity.

Representation within the top 5% of earners has increased from 6.58% in 2022 to 9.36% in 2024. The total proportion of employees within the top 5% of earners equates to only 6.21% of the wider workforce, so data can be distorted by the career movement of a small number of employees.

The colleague led Race Equality Network meets regularly and is forging links with local and regional equality groups to share best practice and to identify areas of focus that can be jointly approached. The Race Equality Network provides challenge and works in collaboration with service areas on equity items.

Religion or belief

Declaration rate: 87.35%

Table showing declaration of religion or belief.

Religion or belief	2023/24		2022/23		2021/22	
Buddhist	12	0.44%	12	0.46%	11	0.42%
Christian	929	33.76%	921	35.01%	924	35.17%
Hindu	6	0.22%	5	0.19%	9	0.34%
Jewish	2	0.07%	1	0.04%	1	0.04%
Muslim	185	6.72%	162	6.16%	144	5.48%
Sikh	7	0.25%	7	0.27%	7	0.27%
Other	243	8.83%	210	7.98%	193	7.35%
No religion	912	33.14%	827	31.43%	796	30.30%
Rather not state	108	3.92%	113	4.29%	114	4.34%
Not provided	348	12.65%	373	14.18%	428	16.29%

What does this data tell us?

The declaration rate for religion & belief has increased to 87.35% from 85.82% in 2023. The data for religion & belief remains static when compared to 2022/23 with 33.76% of the workforce aligned to Christian denominations and 33.14% of the workforce selecting 'no religion'.

Table showing religions the people of Calderdale (place) connect or identify with

42.0% No religion	41.5% Christian	0.3% Buddhist	0.6% Hindu
0.1% Jewish	9.5% Muslim	0.3% Other	5.4% Not provided

Data from [Religion - Census Maps, ONS](#) (Office For National Statistics)

What are we doing well and where do we need to improve?

The rise in the declaration rate for religion and belief allows the Council to gain a more precise understanding of the religious affiliations and beliefs that the workforce identifies with. The data on religion and belief within the workforce generally mirrors the census data for the residents of Calderdale, as shown in the table above.

The Council recognises the importance of encouraging its workforce to broaden their understanding of cultural differences and build their competence in this area to enable effective working in cross-cultural situations. Building cultural competence is viewed as a lifelong learning journey and doesn't mean you are an authority on the values and beliefs of every culture. Instead, it means cultural differences are respected and that there is an acceptance that there are many ways of viewing the world. Learning

opportunities are being developed to support continuous professional development across the Council.

The Council is inclusive in its approaches to policy development, decision making and provision of workspaces and this includes ensuring reasonable workplace adjustments are made wherever practicable. Contemplation spaces can be found in Council buildings and are preserved to accommodate employee's observance of their religious beliefs. In addition to this, the Flexible Working Policy and working from home arrangements allow employees to balance work and life with increased harmony. The Council marks key religious holidays using internal communications, and this includes celebratory and remembrance messages from the Leader of the Council and the Chief Executive.

The Council is a part of the Regional Hate Crime Partnership and contributes to actions to support the reduction of hate crimes. Ways to report hate crime are communicated to our workforce through mandatory equality learning and development.

Sexual Orientation

Declaration rate: 88.08%

Table showing declaration of sexual orientation.

Sexual Orientation	2024		2023		2022	
Bisexual	44	1.60%	39	1.48%	31	1.18%
Gay man	27	0.98%	23	0.87%	18	0.69%
Gay woman or lesbian	45	1.64%	38	1.44%	40	1.52%
Heterosexual	2167	78.74%	2018	76.70%	1978	75.30%
Other	6	0.22%	8	0.30%	6	0.23%
Rather not state	135	4.91%	134	5.09%	134	5.10%
Not provided	328	11.92%	371	14.10%	420	15.99%

What does this data tell us?

The declaration rate for sexual orientation is high at 88.08% and this has risen steadily from 52.51% in 2019. This is viewed as positive because it suggests the workforce has an increasing understanding of the importance of sensitive monitoring.

This data in the table above indicates that in 2024 4.42% have declared they are bisexual, gay man or woman or lesbian and 78.74% heterosexual. There is a small proportion of the workforce that have chosen 'rather not state' 4.91% or 'not provided' 11.62%. The Council continues to communicate the benefits of sensitive monitoring.

Table showing sexual orientation of the people of Calderdale (place)

Heterosexual 89.9%	Gay or Lesbian 1.7%	Bi 1.2%	Other 0.2%
Not provided 6.9%			

[2021 Census Profile for areas in England and Wales - Nomis \(nomisweb.co.uk\)](https://www.nomisweb.co.uk/census/2021/profiles/areas)

What are we doing well and where do we need to improve?

Calderdale Council's LGB workforce is 4.42% in 2024. The 2021 Census data profile for Calderdale (place) by sexual orientation is 3.1% (residents aged 16+). This suggests that the Council's workforce is representative of LGB communities within Calderdale (place).

The LGBTQIA+ staff network continues to work collaboratively to advance positive actions at the Council to create inclusive environments.

Calderdale Council is a member of Stonewall's Diversity Champion Programme which provides an insight into supporting workforce experience and developing inclusive workplaces. Information and guidance are triangulated between our employee voice through staff networks, Equality Legislation & Statutory Code of Practice, guidance from Inclusive Employer and Stonewall collectively.

Apprentices

The charts in the is section provide information on the number employed at the Council in a fixed term apprenticeship. This does not include existing employees completing an apprenticeship as a form of development alongside their role.

Number of fixed term apprentices at the council: 23

Table showing number of employees in a fixed term apprenticeship role by age-band.

Year	16-24		25-34		35-44		45-54		55-64	65-70		+70	
2023/24	5	21.74%	10	43.48%	3	13.04%	5	21.74%	0	0	0	0	0
2022/23	9	34.62%	12	46.15%	3	11.54%	2	7.69%	0	0	0	0	0
2021/22	7	28.0%	12	48.0%	3	12.0%	3	12.0%	0	0	0	0	0

Table showing ethnicity of employees holding fixed term apprenticeship roles.

Ethnicity	2023/24		2022/23		2021/22	
White British	19	82.61%	22	84.62%	20	80.0%
White Irish/other	0	0.00%	0	0	0	0
Asian	2	8.70%	2	7.69%	3	12.0%
Black	1	4.35%	1	3.85%	1	4.0%
Mixed	1	4.35%	1	3.85%	1	4.0%
Other	0	0.00%	0	0	0	0
Rather not state	0	0.00%	0	0	0	0
Not provided	0	0.00%	0	0	0	0

Table showing the number of employees in a fixed term apprenticeship declaring a disability.

Disability	2023/24		2022/23		2021/22	
Yes	3	13.05%	4	2.58%	1	0.72%

What does this data tell us?

Calderdale Council employs 23 apprentices in fixed term roles (2023/24) which is a decrease of 3 from the previous year 2022/23. There is representation by ethnicity within this group 17.40% and by disability 13.05%. Apprenticeships are age inclusive and 43.48% (10) of apprentices are in the [25-34] age bracket, with 21.74% (5) in both the age brackets [16-24] and [45-54], 13.045 (3) in the age bracket [35–44].

What are we doing well and where do we need to improve?

Employees holding fixed-term apprenticeship roles constitute 0.84% of the workforce. The Council acknowledges the benefits of increasing the amount of apprenticeship positions. While these roles are open to all ages, they tend to attract younger individuals who are starting their professional journeys in local government.

Public sector organisations, including the Council, are experiencing substantial budget constraints. Present recruitment drives are primarily targeting only essential positions, with the creation of new roles being restricted. This could influence apprenticeships at the Council in two ways. On one hand, it could have a negative impact as the creation of fewer positions means fewer apprenticeships. On the other hand, we might witness a rise in apprenticeship roles if more existing positions are transitioned into apprenticeships, thereby opening up more opportunities for those at the early stages of their careers.

The Recruitment and Resourcing Team continue to support managers by providing advice on identifying appropriate opportunities that would be suitable for apprentice posts. In addition, support is offered to managers to explore ways to provide successful apprenticeships that thrive in hybrid working environments. This includes building a sense of community through a balanced use of Microsoft Teams and in person meetings to enable apprentices to engage with a broad range of colleagues.

The Council are represented at local Apprenticeship job fairs and work with local schools to promote opportunities.

Top 5% Earners

Table showing number of employees in the top 5% of earners.

Year	Number of employees in top 5% of earners	
2023/24	171	6.21%
2022/23	156	5.93%
2021/22	152	5.79%

Average salary: £60,510.95

Employees in top 5% of earners by sex.

Sex	2023/24		2022/23		2021/22	
Female	118	69.01%	100	64.10%	87	57.24%
Male	53	30.99%	56	35.90%	65	42.76%

Employees in top 5% of earners by disability.

Disability	2023/24		2022/23		2021/22	
Yes	12	7.02%	9	5.77%	4	2.63%

Employees in top 5% of earners by ethnicity.

Ethnicity	2023/24		2022/23		2021/22	
White British	144	84.21%	131	83.97%	133	87.50%
White Irish/other	8	4.68%	7	4.49%	6	3.95%
Asian	10	5.85%	9	5.77%	6	3.95%
Black	3	1.75%	3	1.92%	2	1.32%
Mixed	2	1.17%	2	1.28%	1	0.66%
Other	1	0.58%	1	0.64%	1	0.66%
Rather not state	16	9.36%	1	0.64%	2	1.32%
Not provided	2	1.17%	2	1.28%	1	0.66%

Table showing total minority ethnic employed in the top 5% of roles.

(Top 5%) Total Minority Ethnic	2023/24		2022/23		2021/22	
	16	9.36%	15	9.61%	10	6.59%

What does this data tell us?

This data shows us that there are 171 (6.21%) employees which represent the top 5% of earners within the workforce. The average salary is £60,510.95.

Sex: females are represented, holding two thirds of the roles (69.01%) this mirrors the ratio of the wider workforce female to male. **Disability:** the percentage of colleagues declaring a disability has risen to 7.02% in 2024 from 5.77% in 2023. **Ethnicity:** Total Ethnic Minority within the top 5% of roles is 9.36%, this has remained static when compared to 2023 (9.62%).

What are we doing well and where do we need to improve?

There is increased diversity within the top 5% of earners. For the diversity strands of sex, ethnicity and disability, representation has increased steadily since 2022 and in 2024 mirrors the wider workforce profile. It is recognised however, that as the total proportion of employees within the top 5% of earners equates to only 6.21% of the wider workforce, data can be distorted by the career movement of a small number of employees. Consideration of maintaining diverse representation in the top 5% of earners remains a priority for the Council.

The Council's Flexible Working policy, Family Friendly policy and hybrid working arrangements demonstrate a clear commitment to offering employees opportunities to balance work/family life, and encouragement to make choices around full and part-time working arrangements. This is particularly relevant to female and disabled colleagues who hold the greater number of part-time roles across the Council.

The Recruitment and Resourcing Team encourages hiring managers to explore methods to diversify the applicant pool. This involves creating role profiles using straightforward and inclusive language, engaging with specialised diversity recruitment firms, and offering assistance with applications. The Council maintains a diverse group of recruitment panelists to ensure fair representation and neutrality. The Council conducts anonymised recruitment application procedures where candidates' personal

details are omitted. Recruitment training encompasses topics on biases and promotes the practical application of inclusive language principles.

Length of Service

Table showing the length of service of employees at Calderdale Council

Length of service in years	2023/24		2022/23		2021/22	
Under 1	376	13.66%	313	11.90%	254	9.67%
1 to under 5	716	26.02%	601	22.84%	607	23.11%
5 to under 10	505	18.35%	537	20.41%	528	20.10%
10 to under 20	663	24.09%	704	26.76%	767	29.20%
20 to under 30	343	12.46%	327	12.43%	308	11.72%
30 to under 40	127	4.61%	128	4.87%	143	5.44%
40 and above	22	0.80%	21	0.80%	20	0.76%

Turnover

During the period 1st April 2023 to 30th March 2024 there was a turnover of 10.90% (293) employees, giving a **retention rate of 89.10%**. In 2022/23 turnover was slightly higher at 13.16%.

Tables 1 – 6 below provide further detail on employee turnover and are sorted by: ethnicity, disability, age, sexual orientation, religion/belief, and sex.

Table 1: showing turnover by ethnicity.

Ethnicity	2023/24		2022/23		2021/22	
White British	248	6.14%	297	86.09%	290	85.04%
White Irish or other	10	2.39%	6	1.74%	6	1.76%
Asian	18	1.02%	23	6.67%	22	6.45%
Black	7	1.02%	2	0.58%	6	1.76%

Mixed	3	6.14%	5	1.45%	6	1.76%
Other	3	2.39%	2	0.58%	1	0.29%
Rather not state	4	1.37%	2	0.58%	2	0.59%
Not provided	0	0	8	2.32%	8	2.35%
Total Ethnic Minority	31	10.58%	32	9.28%	35	10.26%

The total minority ethnic employees leaving their employment in 2023/24 was 31 (10.58%) compared to 32 (9.28%) in 2022/23. Of this number 6 (2.05%) were for involuntary reasons and 25 (8.53%) for voluntary reasons.

Table 2: showing turnover by disability.

Disability	2023/24		2022/23		2021/22	
Disability – no	263	89.76%	307	88.99%	300	87.98%
Disability- yes	15	5.12%	18	5.22%	17	4.99%
Disability – rather not state	4	1.37%	6	1.74%	7	2.05%
Disability – not provided	11	3.75%	14	4.06%	17	4.99%

The total amount of employees with a declared disability leaving their employment in 2022/23 was 18 (5.22%) of these, 3 (0.87%) due to involuntary reasons and 15 (4.35%) due to voluntary reasons. Those employees who selected 'rather not state' totaled 6 (1.74%) and of those 1 (0.29%) was due to involuntary reasons and 5 (1.45%) were due to voluntary reasons.

Table 3: showing turnover by age.

Age	2023/24		2022/23		2021/22	
16-24	11	3.75%	18	5.22%	19	5.57%
25-34	68	23.21%	69	20.00%	54	15.84%
35-44	46	15.70%	67	19.42%	59	17.30%
45-54	52	17.75%	71	20.58%	52	15.25%
55-64	68	23.21%	79	22.90%	104	30.50%
65-70	44	15.02%	38	11.01%	45	13.20%
70+	4	1.37%	3	0.87%	8	2.35%

Table 4: showing turnover by sexual orientation.

Sexual Orientation	2023/24		2022/23		2021/22	
Bisexual	4	1.37%	6	1.74%	9	2.64%
Gay Man	0	0.00%	1	0.29%	4	1.17%
Gay Woman/lesbian	5	1.71%	8	2.32%	9	2.64%
Heterosexual	223	76.11%	265	76.81%	231	67.74%
Other	2	0.68%	1	0.29%	N/A	N/A
Rather not state	15	5.12%	14	4.06	22	6.45%
Not provided	44	15.02%	50	14.49%	66	19.35%

Table 5: showing turnover by religion/belief.

Religion / Belief	2023/24		2022/23		2021/22	
Buddhist	0	0.00%	1	0.29%	1	0.29%
Christian	113	38.57%	114	33.04%	121	35.48%
Hindu	0	0.00%	2	0.58%	1	0.29%
Jewish	0	0.00%	0	0	1	0.29%
Muslim	19	6.48%	17	4.93%	21	6.16%
Sikh	1	0.34%	1	0.29%	0	0
Other	27	9.22%	38	11.01%	32	9.38%
No religion	79	26.96%	109	31.59%	84	24.63%
Rather not state	13	4.44%	10	2.90%	15	4.40%
Not provided	41	13.99%	53	15.36%	65	19.06%

Table 6: showing turnover by sex.

Sex	2023/24		2022/23		2021/22	
Male	101	34.47%	120	34.78%	114	33.43%
Female	192	65.53%	225	65.22%	227	66.57%

Reasons for Leaving

Table showing reasons for leaving.

Reason	2023/24		2022/23		2021/22	
Resignation	193	65.87%	240	69.57%	226	66.28%
Early Retirement	26	8.87%	26	7.54%	35	10.26%
End of Contract/Secondment	12	4.10%	17	4.93%	18	5.28%
Redundancy - Compulsory	3	1.02%	2	0.58%	12	3.52%
Redundancy - Voluntary	0	0.00%	4	1.16%	4	1.17%
Died in Service	3	1.02%	3	0.87%	3	0.88%
Dismissal	7	2.39%	3	0.87%	3	0.59%
Ill Health Dismissal	7	2.39%	16	4.64%	14	4.11%
Retirement - 65+	32	10.92%	26	7.54%	19	5.57%
Mutual Agreement	5	1.71%	3	0.87%	2	0.59%
Transfer - TUPE	0	0	0	0	0	0
Casual no longer required	0	0	0	0	1	0.29%
Other reason	0	0	0	0	0	0
Transfer to another Local Authority	5	1.71%	5	1.45%	3	0.88%
Transfer - Secondment	0	0	0	0	1	0.29%
Becoming an Academy	0	0	0	0	1	0.29%

Retention

The Council continues to consult with employees through Shared Conversations, engagement surveys and staff networks to seek a fuller understanding of employee engagement. Employees for example, cite flexible working, managerial support and connection and communication with colleagues as the top three factors that help build resilience. (Employee Wellbeing & Resilience survey 2021).

Internal staff led equality networks (Race Equality, LGBTQIA+, Disability, Women's, Working Carers & Early Careers) provide a safe space for employees to have real, honest conversations about work life experiences, highlighting both areas for success

and improvement. Through a network, employees are empowered to challenge mind sets and influence policy, forging real change and bringing about positive outcomes.

The availability of employee benefits can be a crucial element in retaining skilled staff. These benefits encompass flexible work arrangements and the option to work remotely in most positions, an extremely competitive pension plan, and a substantial annual leave provision. After consulting with the workforce, a wide array of staff discounts and benefits has been compiled and disseminated among the employees.

Information gathered through consultation supports the implementation of evidence-based initiatives which aim to improve employment experiences at the Council and create an environment where employee wellbeing is integrated into day-to-day practices.

Exit Interview Data

The exit interview process provides further invaluable qualitative data on the reasons why employees are choosing to leave the Council. There has been significant development of the exit interview process, with additional sections included to monitor employee experience & protected characteristic. Quarterly reports provide an overview of employee perspectives and reasons for leaving. The most recent data (2024) identifies 'enhanced career prospects' 'career change' and 'retirement' as the most common reasons cited.

Recruitment

The data in this section looks at both internal and external recruitment drives. Each chart represents a protected characteristic (age, sex, ethnicity, sexual orientation, religion/belief, and disability). Data is provided for each phase of the recruitment process and colour coded as below to aid comparison. Data for the current year 2023/24 is provided in **bold**.

Applicants	Shortlisted	Appointed
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External Recruitment Drives

In the period April 1st, 2023, to March 31st, 2024, Calderdale Council received a total of 4923 applications compared to 4328 in 2022/2023.

Internal Recruitment Drives

In 2023/24 Calderdale Council received **264** internal applications (250 in 2022/23) and appointed 79 individuals (91 in 2022/23).

For external posts, the Council uses multiple job boards, in addition to the Council's job website to advertise posts. All internal vacancies are available on the Calderdale Jobs website, these roles are only available for existing staff to apply for. Candidates can apply for any of the vacancies by completing an online application form as they would for external vacancies. Shortlisting is carried out in the same way as for external campaigns.

Sex

Table showing external recruitment drives by sex.

Date	Sex	Applied		Shortlisted		Appointed	
2023/24	Female	2830	60.74%	1120	63.17%	392	64.05%
	Male	1829	39.26%	653	36.83%	220	35.95%
	Unspecified	0	0.00%	0	0.00%	0	0.00%
2022/23	Female	2703	66.28%	1190	66.55%	441	67.43%
	Male	1375	33.72%	598	33.45%	213	32.57%
	Unspecified	0	0	0	0	0	0
2021/22	Female	2358	65.72%	992	69.52%	400	69.69%
	Male	1230	34.28%	435	30.48%	174	30.31%
	Unspecified	0	0	0	0	0	0

Table showing internal recruitment drives by sex.

Date	Sex	Applied		Shortlisted		Appointed	
2023/24	Female	172	65.15%	114	74.51%	60	75.95%
	Male	92	34.85%	39	25.49%	19	24.05%
	Unspecified	0	0.00%	0	0.00%	0	0.00%
2022/23	Female	182	72.80%	121	75.63%	71	78.02%
	Male	68	27.20%	39	24.38%	20	21.98%
	Unspecified	0		0		0	
2021/22	Female	174	64.68%	115	66.47%	64	66.67%
	Male	95	35.32%	58	33.53%	32	33.33%
	Unspecified	0	0	0	0	0	0

This data shows that a higher number of applications for both internal and external drives are from female candidates. Females have a higher success rate for both shortlisting and appointment stages across all recruitment drives.

Disability

Table showing external recruitment drives by disability.

Date	declaration	Applied		Shortlisted		Appointed	
2023/24	No	4268	91.61%	1613	90.98%	564	92.16%
	Yes	391	8.39%	160	9.02%	48	7.84%
2022/23	Yes	271	6.65%	112	6.62%	32	4.89%
2021/22	Yes	211	5.88%	105	7.36%	44	7.67%

Table showing internal recruitment drives by disability.

Date		Applied		Shortlisted		Appointed	
2023/24	No	241	91.29%	140	91.50%	71	89.87%
	Yes	23	8.71%	13	8.50%	8	10.13%
2022/23	No	231	92.40%	143	89.38%	83	91.21%
	Yes	19	7.60%	17	10.62%	8	8.79%
2021/22	Yes	8	2.97%	7	4.05%	6	6.25%

What does this data tell us?

For external recruitment drives applications from candidates declaring a disability has increased to 8.39% (23/24) from 6.65% (22/23). In 2023/24 candidates declaring a disability have a slightly lower success rate at appointment stage than candidates without a disability.

For internal recruitment drives, applications from candidates declaring a disability has increased to 8.71% (23/24) from 7.60% (22/23). In 2023/24 candidates declaring a disability have a good success rate at appointment.

What are we doing well and where do we need to improve?

From 2021/22 to 2023/24, there has been a consistent rise in applications from candidates who identify as having a disability, reaching 8.39% in 2024, in external recruitment drives. A similar upward trend is observed in internal recruitment drives.

In the 2023/24 period, the proportion of shortlisted candidates with a disability is similar to that of candidates without a disability. The rate of appointments is also comparable. As a Disability Confident Employer, the Council takes proactive measures to ensure that all applicants who disclose a disability and meet the essential criteria are shortlisted for a guaranteed interview. The results for candidates with disabilities are closely monitored, and if any disparity is observed, further actions seeking to remove barriers are implemented.

Calderdale Employment Hub offers support to job seekers, including building confidence in discussing skills, crafting a compelling CV and cover letter, job search and application, form completion, and interview preparation. Each job listing includes a link to Calderdale Employment Hub and an application support pack.

Age

Table showing external recruitment drives by age.

Date	Age bracket	Applied		Shortlisted		Appointed	
2023/24	16-19	272	5.84%	89	5.02%	53	8.66%
2022/23	16-19	162	3.97%	60	3.36%	42	6.42%
2021/22	16-19	194	5.41%	78	5.47%	40	6.97%
2023/24	20-24	664	14.25%	215	12.13%	57	9.31%

2022/23	20-24	622	15.25%	250	13.98%	88	13.46%
2021/22	20-24	521	14.52%	176	12.33%	58	10.10%
2023/24	25-29	767	16.46%	258	14.55%	83	13.56%
2022/23	25-29	593	14.54%	240	13.42%	76	11.62%
2021/22	25-29	507	14.13%	179	12.54%	69	12.02%
2023/24	30-34	574	12.32%	218	12.30%	64	10.46%
2022/23	30-34	582	14.27%	238	13.31%	84	12.84%
2021/22	30-34	475	13.24%	204	14.30%	78	13.59%
2023/24	35-39	547	11.74%	200	11.28%	66	10.78%
2022/23	35-39	431	10.57%	174	9.73%	51	7.80%
2021/22	35-39	383	10.67%	147	10.30%	62	10.80%
2023/24	40-44	437	9.38%	194	10.94%	69	11.27%
2022/23	40-44	363	8.90%	187	10.46%	66	10.09%
2021/22	40-44	344	9.59%	155	10.86%	70	12.20%
2023/24	45-49	324	6.95%	145	8.18%	58	9.48%
2022/23	45-49	371	9.10%	163	9.12%	52	7.95%
2021/22	45-49	305	8.50%	134	9.39%	48	8.36%
2023/24	50-54	427	9.85%	198	11.17%	70	11.44%
2022/23	50-54	351	8.61%	205	11.47%	93	14.22%
2021/22	50-54	350	9.75%	164	11.49%	74	12.89%
2023/24	55-59	221	5.10%	120	6.77%	39	6.37%
2022/23	55-59	256	6.28%	143	8.00%	57	8.72%
2021/22	55-59	223	6.22%	91	6.38%	37	6.45%
2023/24	60+	168	3.88%	70	3.95%	30	4.90%
2022/23	60+	171	4.19%	76	4.25%	34	5.20%
2021/22	60+	134	3.73%	57	3.99%	25	4.36%

2023/24	Rather not state	258	5.95%	66	3.72%	23	3.76%
2022/23	Rather not state	176	4.32%	52	2.91%	11	1.68%
2021/22	Rather not state	152	4.24%	42	2.94%	13	2.26%

Table showing internal recruitment drives by age.

Date	Age bracket	Applied		Shortlisted		Appointed	
2023/24	16-19	4	1.52%	2	1.31%	2	2.53%
2022/23	16-19	1	0.40%	0	0	0	0
2021/22	16-19	0	0	0	0	0	0
2023/24	20-24	35	13.26%	14	9.15%	5	6.33%
2022/23	20-24	24	9.60%	13	8.13%	5	5.59%
2021/22	20-24	18	6.69%	7	4.05%	4	4.17%
2013/24	25/29	39	14.77%	22	14.38%	11	13.92%
2022/23	25-29	32	12.80%	19	11.88%	11	12.09%
2021/22	25-29	47	17.47%	32	18.50%	13	13.54%
2023/24	30-34	46	17.42%	29	18.95%	15	18.99%
2022/23	30-34	42	16.80%	24	15.00%	16	17.57%
2021/22	30-34	35	13.01%	21	12.14%	13	13.54%
2023/24	35-39	25	9.47%	13	8.50%	4	5.06%
2022/23	35-39	29	11.60%	20	12.50%	14	15.38%
2021/22	35-39	36	13.38%	25	14.45%	16	16.67%
2023/24	40-44	33	12.50%	23	15.03%	14	17.72%
2022/23	40-44	32	12.80%	22	13.75%	10	10.99%
2021/22	40-44	30	11.15%	23	13.29%	12	12.50%
2023/24	45-49	26	9.85%	17	11.11%	12	15.19%
2022/23	45-49	23	9.20%	15	9.38%	17	13.19%

2021/22	45-49	32	11.90%	22	12.72%	13	13.54%
2023/24	50-54	23	8.71%	14	9.15%	8	10.13%
2022/23	50-54	28	11.20%	21	13.13%	11	12.09%
2021/22	50-54	42	15.61%	25	14.45%	17	17.71%
2023/24	55-59	18	6.82%	12	7.84%	4	5.06%
2022/23	55-59	24	9.60%	16	10.00%	10	10.99%
2021/22	55-59	17	6.32%	12	6.94%	6	6.25%
2023/24	60+	9	3.41%	6	3.92%	4	5.06%
2022/23	60+	8	3.20%	6	3.75%	2	2.20%
2021/22	60+	7	2.60%	5	2.89%	2	2.08%
2023/24	Rather not state	6	2.27%	1	0.65%	0	0.00%
2022/23	Rather not state	7	3.20%	6	3.75%	2	2.20%
2021/22	Rather not state	5	1.86%	1	0.58%	0	0.00%

What does this data tell us?

For external recruitment drives in 2023/24 the application rate, shortlisting and appointment stages have remained static across all age bands. Applications from candidates aged between [16-19] have remained static and candidates in this age bracket have good outcomes across all stages of the recruitment process. The highest percentage of applications are from candidates aged between 20 and 34 with a slightly lower success rate at the appointment stage. Candidates aged between 40 and 49 have a slightly higher success rate across all stages.

For internal recruitment drives in 2023/24 the application rate, shortlisting and appointment stages have remained static across all age bands when compared to 2022/23. On average there is a slightly higher success rate at appointment, from age band [25-29] onwards.

Ethnicity

Table showing external recruitment drives by ethnicity.

Date	Ethnicity	Applied		Shortlisted		Appointed	
2023/24	Asian Bangladeshi	44	0.94%	17	0.96%	2	0.33%
2022/23	Asian Bangladeshi	23	0.56%	9	0.50%	4	0.61%
2021/22	Asian Bangladeshi	24	0.67%	11	0.77%	5	0.87%
2023/24	Asian Indian	118	2.53%	29	1.64%	2	0.33%
2022/23	Asian Indian	114	2.80%	39	2.18%	6	0.92%
2021/22	Asian Indian	98	2.73%	30	2.10%	9	1.57%
2023/24	Asian other	33	0.71%	9	0.51%	1	0.16%
2022/23	Asian other	25	0.61%	13	0.73%	5	0.76%
2021/22	Asian other	21	0.59%	8	0.56%	4	0.70%
2023/24	Asian Pakistani	587	12.60%	170	9.59%	52	8.50%
2022/23	Asian Pakistani	484	11.87%	167	9.34%	43	6.57%
2021/22	Asian Pakistani	385	10.73%	127	8.90%	36	6.27%
2023/24	Black African	279	5.99%	65	3.67%	13	2.12%
2022/23	Black African	105	2.57%	27	1.51%	4	0.61%
2021/22	Black African	51	1.42%	16	1.12%	5	0.87%
2023/24	Black Caribbean	34	0.73%	16	0.90%	2	0.33%
2022/23	Black Caribbean	18	0.44%	8	0.45%	4	0.61%
2021/22	Black Caribbean	21	0.59%	10	0.70%	4	0.70%
2023/24	Black other	34	0.73%	8	0.45%	3	0.49%
2022/23	Black other	19	0.47%	6	0.34%	1	0.15%
2021/22	Black other	17	0.47%	10	0.70%	2	0.35%
2023/24	Chinese	28	0.60%	15	0.85%	2	0.16%
2022/23	Chinese	24	0.59%	5	0.28%	0	0.00%
2021/22	Chinese	13	0.36%	0	0.07%	1	0.00%

Date	Ethnicity	Applied		Shortlisted		Appointed	
2023/24	Mixed other	40	0.86%	13	0.73%	7	1.14%
2022/23	Mixed other	17	0.42%	13	0.73%	2	0.31%
2021/22	Mixed other	23	0.64%	6	0.42%	4	0.70%
2023/24	Mixed White & Black Caribbean/African	69	1.48%	22	1.24%	10	1.63%
2022/23	Mixed White & Black Caribbean/African	65	1.59%	33	1.85%	6	0.92%
2021/22	Mixed White & Black Caribbean/African	48	1.34%	21	1.47%	9	1.57%
2023/24	Other	34	0.73%	9	0.51%	3	0.49%
2022/23	Other	30	0.74%	11	0.62%	2	0.31%
2021/22	Other	32	0.89%	13	0.91%	5	0.87%
2023/24	White and Asian	45	0.97%	17	0.96%	5	0.82%
2022/23	White and Asian	35	0.86%	18	1.01%	9	1.38%
2021/22	White and Asian	43	1.20%	14	0.98%	6	1.05%
2023/24	White British	3051	65.49%	1296	73.10%	482	78.76%
2022/23	White British	2864	70.23%	1346	75.28%	546	83.49%
2021/22	White British	2626	73.19%	1105	77.44%	461	80.31%
2023/24	White Irish	7	0.36%	5	0.28%	3	0.49%
2022/23	White Irish	32	0.78%	20	1.12%	8	1.22%
2021/22	White Irish	22	0.61%	14	0.98%	8	1.39%
2023/24	White other	128	2.75%	50	2.82%	19	3.10%
2022/23	White other	113	2.77%	36	2.01%	9	1.38%
2021/22	White other	96	2.68%	27	1.89%	11	1.92%
2023/24	Rather not state	118	2.53%	32	1.80%	7	1.14%
2022/23	Rather not state	110	2.70%	37	2.07%	5	0.76%
2021/22	Rather not state	68	1.90%	14	0.98%	5	0.87%

What does this data tell us?

The significance of application rates is important. Candidates from white backgrounds tend to apply more frequently and experience more positive results during the shortlisting and hiring stages. Given the larger pool of white candidates, their success rate at the hiring stage is comparatively higher.

For combined White categories [White British, White Irish, White and Asian and White other] **1:6 applications lead to appointment.**

For combined Asian categories [Asian Bangladeshi, Asian Indian, Asian Pakistani, Asian other] **1:13 applications lead to appointment.**

For combined Black categories [Black African, Black Caribbean, Black other] **1:19 applications lead to appointment.**

What are we doing well and where do we need to improve?

In the 2023/24 period, there was a surge in applications across all diversity categories. Notably, applications from candidates belonging to certain minority ethnic groups [Asian Bangladeshi, Black African, Black Caribbean, Black other & mixed other] saw a 50% increase. This is seen as a positive development as it provides recruitment managers with a broader and more diverse pool of talent to select from. Specifically, for the Black African category, the rise in applications also led to an increase in shortlisting and appointments.

However, this upward trend was not observed in the Asian & Mixed categories, where the rate of shortlisting remained lower compared to the White categories. It's crucial for the Council to understand the reasons behind the lower success rates of candidates from certain minority ethnic categories in recruitment drives.

The Employment Hub offers 'Get Ready to Apply' sessions through which individuals are provided pre application support and interview practice. Each job advertised on the Council's recruitment pages includes a link to an advice and guidance booklet for pre application support.

The potential impact of unconscious bias in the recruitment process is emphasised during recruitment training and equality and diversity training. Managers are guided on how to ensure their recruitment drives are inclusive. For instance, advice is given on utilising the diversity pool of panel members to enhance diversity on panels, writing role

profiles in plain English, and providing constructive feedback to candidates who were not successful.

The Council holds the status of Disability Confident Employer, Bronze Armed Forces Covenant, and is firmly committed to supporting Care leavers and individuals with care experience. Managers are informed about the Council's dedication to positive action in recruitment for candidates who identify with one or more of these characteristics (disability, recent military service, or care experience). Where candidates fulfill the essential criteria for the role, they are assured a place on the shortlist for an interview.

Ethnicity

Table showing internal recruitment drives by ethnicity.

Date	Ethnicity	Applied		Shortlisted		Appointed	
2023/24	Asian Bangladeshi	1	0.38%	0	0	0	0
2022/23	Asian Bangladeshi	1	0.40%	0	0	0	0
2021/22	Asian Bangladeshi	0	0	0	0	0	0
2023/24	Asian Indian	5	1.89%	4	2.61%	1	1.27%
2022/23	Asian Indian	5	2.00%	2	1.25%	1	1.10%
2021/22	Asian Indian	6	2.23%	4	2.31%	1	1.04%
2023/24	Asian other	1	0.38%	0	0	0	0
2022/23	Asian other	1	0.40%	1	0.63%	1	1.10%
2021/22	Asian other	1	0.37%	0	0	0	0
2023/24	Asian Pakistani	32	12.12%	16	10.46%	5	6.33%
2022/23	Asian Pakistani	18	7.20%	6	3.75%	5	5.49%
2021/22	Asian Pakistani	37	13.75%	22	12.72%	11	11.46%
2023/24	Black African	9	3.41%	2	1.31%	1	1.27%
2022/23	Black African	1	0.40%	1	0.63%	0	0
2021/22	Black African	5	1.86%	2	1.16%	1	1.04%
2023/24	Black Caribbean	2	0.76%	1	0.65%	0	0.00%

Date	Ethnicity	Applied		Shortlisted		Appointed	
2022/23	Black Caribbean	2	0.80%	2	1.25%	1	1.10%
2021/22	Black Caribbean	3	1.12%	1	0.58%	0	0
2023/24	Black other	0	0	0	0	0	0
2022/23	Black other	1	0.40%	0	0	0	0
2021/22	Black other	0	0	0	0	0	0
2023/24	Chinese	0	0	0	0	0	0
2022/23	Chinese	1	0.40%	0	00		0
2021/22	Chinese	0	0	0	0	0	0
2023/24	Mixed other	3	1.14%	3	1.96%	2	2.53%
2022/23	Mixed other	3	1.20%	2	1.25%	0	0
2021/22	Mixed other	0	0	0	0	0	0
2023/24	Mixed White & Black Caribbean/African	3	1.14%	0	0	0	0
2022/23	Mixed White & Black Caribbean/African	5	2.00%	3	1.88%	1	1.10%
2021/22	Mixed White & Black Caribbean/African	5	1.86%	3	1.73%	1	1.04%
2023/24	Other	3	1.14%	1	0.65%	0	0
2022/23	Other	1	0.40%	1	0.63%	1	1.10%
2021/22	Other	0	0	0	0	0	0
2023/24	White and Asian	1	0.38%	0	0	0	0
2022/23	White and Asian	2	0.80%	0	0	0	0
2021/22	White and Asian	0	0	0	0	0	0
2023/24	White British	198	75.00%	123	80.39%	70	88.61%
2022/23	White British	200	80.00%	139	86.88%	80	87.91%
2021/22	White British	198	73.61%	136	78.61%	80	83.33%
2023/24	White Irish	0	0	0	0	0	0
2022/23	White Irish	1	0.40%	0	0	0	0
2021/22	White Irish	0	0	0	0	0	0
2023/24	White other	3	1.14%	2	1.31%	0	0
2022/23	White other	2	0.40%	1	0.63%	0	0

Date	Ethnicity	Applied		Shortlisted		Appointed	
2021/22	White other	8	2.97%	3	1.73%	1	1.04%
2023/24	Rather not state	3	1.14%	1	0.65%	0	0
2022/23	Rather not state	6	2.40%	2	1.25%	1	1.10%
2021/22	Rather not state	6	2.23%	2	1.16%	1	1.04%

What does this data tell us?

For internal recruitment drives there has been a slight increase in applications and shortlisting stages from candidates representing minority ethnic communities particularly Asian Pakistani and Black African. This increase isn't evident at appointment stage with appointment percentage remaining static.

Sexual Orientation

Table showing external recruitment drives by sexual orientation.

Date	Sexual orientation	Applied		Shortlisted		Appointed	
2023/24	Bisexual	196	4.21%	78	4.40%	18	2.94%
2022/23	Bisexual	172	4.22%	62	3.47%	23	3.52%
2021/22	Bisexual	136	3.79%	55	3.85%	21	3.66%
2023/24	Gay man	59	1.27%	18	1.02%	6	0.98%
2022/23	Gay man	57	1.40%	27	1.51%	13	1.99%
2021/22	Gay man	67	1.87%	31	2.17%	14	2.44%
2023/24	Gay woman or lesbian	102	2.19%	44	2.48%	17	2.78%
2022/23	Gay woman or lesbian	71	1.74%	31	1.73%	14	2.14%
2021/22	Gay woman or lesbian	72	2.01%	32	2.24%	14	2.44%
2023/24	Heterosexual	3879	85.40%	1513	85.34%	535	87.42%
2022/23	Heterosexual	3394	83.23%	1520	85.01%	556	85.02%
2021/22	Heterosexual	3068	85.51%	1205	84.44%	478	83.28%
2023/24	Other	62	1.33%	24	1.35%	9	1.47%
2022/23	Other	30	0.74%	11	0.62%	3	0.46%

Date	Sexual orientation	Applied		Shortlisted		Appointed	
2021/22	Other	25	0.70%	13	0.91%	5	0.87%
2023/24	Rather not state	261	5.60%	96	5.41%	27	4.41%
2022/23	Rather not state	354	8.68%	137	7.66%	45	6.88%
2021/22	Rather not state	220	6.13%	91	6.38%	42	7.32%

Table showing internal recruitment drives by sexual orientation.

Date	Sexual orientation	Applied		Shortlisted		Appointed	
2023/24	Bisexual	11	4.17%	6	3.92%	1	1.27%
2022/23	Bisexual	4	1.60%	2	1.25%	1	1.10%
2021/22	Bisexual	3	1.12%	3	1.73%	1	1.04%
2023/24	Gay man	3	1.14%	1	0.65%	1	1.27%
2022/23	Gay man	3	1.20%	3	1.88%	1	1.10%
2021/22	Gay man	5	1.86%	3	1.73%	2	2.08%
2023/24	Gay woman or lesbian	5	1.89%	4	2.61%	2	2.53%
2022/23	Gay woman or lesbian	3	1.20%	3	1.88%	3	3.30%
2021/22	Gay woman or lesbian	2	0.74%	2	1.16%	2	2.08%
2023/24	Heterosexual	233	88.26%	137	89.54%	73	92.41%
2022/23	Heterosexual	213	85.20%	134	83.75%	77	84.62%
2021/22	Heterosexual	241	89.59%	157	90.75%	87	90.63%
2023/24	Other	0	0	0	0	0	0
2022/23	Other	2	0.74%	1	0.61%	1	1.20%
2021/22	Other	0	0	0	0	0	0

2023/24	Rather not state	9	3.41%	5	3.27%	2	2.53%
2022/23	Rather not state	25	10.00%	17	10.63%	8	8.79%
2021/22	Rather not state	18	6.69%	8	4.62%	4	4.17%

What does this data tell us?

In both internal and external recruitment drives, candidates who identify as heterosexual or gay woman/lesbian have the highest success rates at the appointment stage, based on the volume of applications. Conversely, candidates who identify as bisexual experience the least successful outcomes.

Excluding candidates who identify as bisexual, the results at each stage of the recruitment process for other categories seem relatively stable and do not indicate any significant disparities. The Council is dedicated to ensuring that recruitment campaigns are inclusive and devoid of bias. Further investigation and analysis of intersecting diversity factors (such as sex, age, and sexual orientation) could assist the Council in gaining a more detailed understanding of specific profiles, thereby enabling the development of interventions based on evidence.

Religion/Belief

Table showing external recruitment drives by religion/belief.

Date	Religion/belief	Applied		Shortlisted		Appointed	
2023/24	Buddhist	25	0.54%	10	0.56%	2	0.33%
2022/23	Buddhist	19	0.47%	12	0.67%	3	0.46%
2021/22	Buddhist	16	0.45%	8	0.56%	4	0.70%
2023/24	Christian	1359	29.17%	514	28.99%	190	31.05%
2022/23	Christian	1288	31.58%	585	32.72%	224	34.25%
2021/22	Christian	1070	29.82%	453	31.74%	184	32.06%
2023/24	Hindu	56	1.20%	9	0.5%	0	0
2022/23	Hindu	60	1.47%	16	0.89%	1	0.15%
2021/22	Hindu	44	1.23%	11	0.77%	2	0.35%
2023/24	Jewish	6	0.13%	3	0.17%	1	0.16%
2022/23	Jewish	3	0.07%	3	0.17%	2	0.31%
2021/22	Jewish	3	0.08%	1	0.07%	0	0.00%

2023/24	Muslim	737	15.82%	225	12.69%	62	10.13%
2022/23	Muslim	562	13.78%	208	11.63%	58	8.87%
2021/22	Muslim	474	13.21%	157	11.00%	47	8.19%
2023/24	Sikh	11	0.24%	5	0.28%	0	0
2022/23	Sikh	16	0.39%	6	0.34%	2	0.31%
2021/22	Sikh	20	0.56%	11	0.77%	4	0.70%
2023/24	No religion	1897	40.72%	773	43.60%	62	45.92%
2022/23	No religion	1635	40.09%	755	42.23%	289	44.19%
2021/22	No religion	1333	37.15%	540	37.84%	229	39.90%
2023/24	Other	367	7.88%	164	9.25%	59	9.64%
2022/23	Other	231	5.66%	92	5.15%	43	4.89%
2021/22	Other	414	11.54%	164	11.49%	75	13.07%
2023/24	Rather not state	201	4.31%	70	3.95%	17	2.78%
2022/23	Rather not state	264	6.47%	111	6.21%	43	6.57%
2021/22	Rather not state	214	5.96%	82	5.75%	29	5.05%

Table showing internal recruitment drives by religion/belief.

Date	Religion/belief	Applied		Shortlisted		Appointed	
2023/24	Buddhist	0	0	0	0	0	0
2022/23	Buddhist	0	0	0	0	0	0
2021/22	Buddhist	0	0	0	0	0	0
2023/24	Christian	78	29.55%	49	32.03%	27	34.18%
2022/23	Christian	79	31.60%	53	33.13%	29	31.89%
2021/22	Christian	100	37.17%	67	38.73%	40	41.67%
2023/24	Hindu	2	0.76%	2	1.31%	0	0
2022/23	Hindu	5	2.00%	2	1.25%	1	1/10%
2021/22	Hindu	6	2.23%	4	2.31%	1	1.04%
2023/24	Jewish	0	0	0	0	0	0
2022/23	Jewish	0	0	0	0	0	0
2021/22	Jewish	0	0	0	0	0	0
2023/24	Muslim	39	14.77%	19	12.42%	6	7.59%
2022/23	Muslim	20	8.00%	6	3.75%	5	5.89%
2021/22	Muslim	39	14.50%	22	12.72%	11	11.46%

2023/24	Sikh	0	0	0	0	0	0
2022/23	Sikh	1	0.40%	0	0	0	0
2021/22	Sikh	0	0	0	0	0	0
2023/24	No religion	112	42.42%	59	38.56%	34	43.04%
2022/23	No religion	102	40.80%	66	41.25%	38	41.76%
2021/22	No religion	100	37.17%	69	39.88%	38	39.58%
2023/24	Other	18	6.82%	13	8.50%	6	7.59%
2022/23	Other	24	9.60%	19	11.88%	9	9.89%
2021/22	Other	1	0.37%	1	0.58%	1	1.04%
2023/24	Rather not state	15	5.68%	11	7.19%	6	7.59%
2022/23	Rather not state	19	7.60%	14	8.75%	9	9.89%
2021/22	Rather not state	23	8.55%	10	5.78%	5	5.21%

What does this data tell us?

In external recruitment drives, we observed a rise in applications from candidates who identify as Christian, have no religious affiliation, or are Muslim. The results at the shortlisting and appointment stages were more favourable for candidates identifying as Christian or having no religion. While there has been an improvement in the outcomes for candidates identifying as Muslim compared to the previous year, they remain less positive. Similar outcomes are also seen in internal recruitment drives.

Recruitment Summary

The recruitment data provides an insightful view into the application, shortlisting, and appointment rates of candidates, broken down by distinct diversity categories. Comparing this recruitment data at various stages - application, shortlisting, and appointment - with data from past years aids in pinpointing any potential inequalities that require additional examination.

The outcomes at each stage of external recruitment drives, when categorised by the diversity strand of sex, remain steady and show little fluctuation. Female candidates generally have more favorable results at all stages of recruitment campaigns. There is no indication of any inequality in recruitment campaigns based on the characteristic of sex.

There was a rise in the number of applications received from **disabled candidates**, and this led to more favourable results at both the shortlisting and appointment phases in all recruitment drives, both internal and external. The Council should persist in its efforts to ensure that, where feasible, applicants who disclose a disability receive the necessary reasonable adjustments to maintain fairness in the recruitment process.

Application and shortlisting rates across the **age** bands remain static when compared to the previous year. The Council had fewer applications from candidates in the [20-24] age bracket.

The recruitment data by the diversity strand of **ethnicity** reveals that candidates representing Asian & Black categories have consistently poorer outcomes at appointment stages when compared to candidates representing White categories. This disparity is evident when data sets are compared across previous years. The significance of application rates is important. Candidates from white backgrounds tend to apply more frequently and experience more positive results during the shortlisting and hiring stages. Given the larger pool of white candidates, their success rate at the hiring stage is comparatively higher(pp).

Candidates identifying as **lesbian, gay, or bisexual** (LGB) represent 9% of the total applications, this makes it more difficult to provide meaningful analysis in this area. In general, the outcomes at every phase of the recruitment process for LGB applicants appear to be fairly consistent, with no notable differences. Nevertheless, in both internal

and external recruitment drives, individuals who identify as heterosexual tend to have a marginally better success rate at the final appointment stage, considering the number of applications. It's crucial to maintain ongoing monitoring in this area to guarantee that recruitment initiatives are inclusive and free from bias.

The Council continues to support the development of managers responsible for recruitment by providing mandatory equality and diversity training, in addition to recruitment training. The Recruitment Policy provides managers with in-depth guidance on conducting inclusive recruitment campaigns, selecting diverse panel members, and awareness of bias at each stage. Applicants can access the application support package which is attached to each recruitment campaign.

Average Salary

For 2023/24 the average salary is £32,698.33.

The data in these charts provides an overview of average salaries across the workforce. Data is sorted by sex, ethnicity, sexual orientation, disability, and age. It is difficult to provide meaningful analysis of average salaries as the data does not identify role type or hours worked. In addition, any role changes in minority groups where numbers may be smaller leads to a disproportionate impact and distortion of the data.

Table showing average salary for a male employee.

Salary type	2023/24	2022/23	2021/22
Full time	£34,298.09	£32,277.40	£30,463.90
Part time	£25,420.74	£23,403.40	£21,840.36

Table showing average salary for a female employee.

Salary type	2023/24	2022/23	2021/22
Full time	£36,100.80	£34,099.42	£31,405.32
Part time	£28,550.71	£26,305.59	£24,047.93

Table showing average male full-time salaries by ethnicity.

Ethnicity	2023/24	2022/23	2021/22
White British male	£32,375.49	£30,164.43	£28,591.83
Asian male	£30,917.13	£28,820.09	£26,113.20

Black male	£32,875.06	£31,808.35	£31,148.71
Mixed male	£33,000.47	£30,636.80	£28,100.23

Table showing average female full-time salaries by ethnicity.

Ethnicity	2023/24	2022/23	2021/22
White British female	£32,884.46	£30,510.33	£27,944.05
Asian female	£32,805.15	£30,890.37	£28,281.10
Black female	£35,804.14	£32,250.87	£29,343.06
Mixed female	£32,681.63	£30,400.01	£27,550.23

Table showing average disabled female salary compared to a non-disabled female.

Disability & female	2023/24	2022/23	2021/22
yes	£33,055.68	£30,077.48	£27,126.19
no	£32,846.86	£30,588.55	£27,993.95

Table showing average disabled male salary compared to non-disabled male.

Disability & male	2023/24	2022/23	2021/22
yes	£29,926.59	£26,857.00	£26,530.64
no	£32,592.85	£30,601.01	£28,677.88

Table showing average salaries for the top four declared religion/belief categories.

Religion	2023/24	2022/23	2021/22
Christian	£33,692.17	£31,379.94	£29,326.71
No religion	£33,016.16	£30,866.98	£28,417.32
Other	£32,786.70	£30,866.98	£28,173.41
Muslim	£31,763.37	£30,142.47	£27,405.25

Table showing average salaries by declared sexual orientation.

Sexual Orientation	2023/24	2022/23	2021/22
Bisexual	£31,385.94	£29,240.96	£26,867.39
Gay man	£33,628.78	£30,102.86	£32,744.55
Gay woman/lesbian	£35,480.09	£34,659.64	£29,763.22
Heterosexual	£33,114.67	£31,009.36	£28,706.60
Other	£30,897.83	£26,172.78	£24,116.33

Table showing average salaries by age bracket.

Age bracket	2023/24	2022/23	2021/22
16- 24	£26,732.28	£24,229.49	£22,194.22
25-34	£30,992.46	£28,852.24	£25,941.20
35-44	£34,260.12	£32,282.64	£29,496.58
45-54	£33,488.66	£31,635.59	£29,186.24
55-64	£33,213.90	£30,341.53	£28,395.34
64-70	£27,952.38	£25,634.40	£23,934.14
70+	£24,776.94	£22,548.42	£20,220.37

The charts below provide more insight into average salaries by age & sex. Females earn slightly more than males across all age bands apart from [64 -70] where males earn more on average than females. This difference in the [64-70] age band could be attributed to many factors, including a higher proportion of women holding part time roles.

The Gender Pay gap for 2023/24 is -1.3 %, this means on average, women earn 1.3% more than men. For further information is included in appendix C – The Gender Pay Gap 2023/24.

Early careers: focus on average salaries by age & sex.

Age band	Percentage of workforce in this age band	Average salary: male	Average salary: female
16 - 24	3.23%	£24,955.25	£27,884.07
25 - 34	16.57%	£29,980.64	£31,483.54

Age bands of workforce: focus on average salaries by age & sex

Age band	Percentage of workforce in this age band	Average salary: male	Average salary: female
35 - 44	20.64%	£32,952.14	£34,777.53
45 - 54	27.98%	£33,187.69	£33,617.64
55 - 64	27.54%	£33,746.67	£32,948.57
65 -70	3.45%	£30,129.96	£26,151.70

Ill health, Grievances and Dismissals

The Council continues to monitor all diversity strands against all cases to ensure any disparities are highlighted and action is taken. As the number of cases is small, to avoid identifying individuals, only a brief outline of the diversity data relating to ill health terminations and disciplinary cases is provided.

Further detail of cases by ethnicity, sexual orientation & religion is not possible because of potential risk of revealing individual identities.

Ill health terminations	Male	Female	Disability 'yes'
	3	4	0
	7 cases		

Disciplinary	Male	Female	Disability 'yes'
	7	4	0
	11 cases		

Summary of cases

The overall statistics for 2023/24 for the number of employee relations cases have reduced to **21** (29 in 2022/23). This may be due to early resolution (in cases of Grievances/Dignity at Work) and resolved at informal stages rather than progressing to formal hearings. However, the number of formal Dignity at Work cases have increased to **4** (1 in 2022/23).

The number of terminations of employment due to Ill health was **7** compared to 11 in the previous year, there were no ill health retirements (this has reduced from 6 and from 9 in the previous two years), which has overall resulted in a reduction of ill health terminations. Significant work has been undertaken and initiatives have been introduced across the organisation to support with employee health and wellbeing and reasonable adjustments have been made to retain employees within the workplace.

The number of disciplinary cases has increased to **11** (from 8 in 2023/23) and there has been **1** formal grievance compared to 3 in the previous year. This may support the view that employees are able to raise matters through the informal mechanisms introduced and without having to access the formal Grievance Policy.

The number of formal Dignity at Work cases has increased to **4** (compared to 1 in 2022/23). The Council continues to have a zero tolerance of bullying and harassment within the Council and when complaints have been raised, this is taken very seriously, and issues are investigated.

The increase in Dignity at Work cases may be due to raised awareness of the Dignity at Work Policy and sources of support. The Council's Dignity at Work Policy is promoted during mandatory equality and diversity training & through ecall messages. Employees are encouraged to report and speak with managers, a Contact Officer, or Human Resources & Organisational Development. The Dignity at Work Policy complies with the Equality Act 2010. To support new employees, the Council's induction ensures that they are fully briefed on how to access and report any incidents of bullying and/or harassment under the Dignity at Work Policy. There are six staff led employee networks which meet regularly and provide a forum to raise matters and provide solutions and support in a timely manner. There are also a number of Contact Officers across the Council who provide direct support and guidance to individuals and link in with Human Resources Advisors who work with managers and employees to assist them in promptly resolving any issues that are raised. Additional recruitment activity for Contact Officers has taken place during 2023/24 to support with this work.

Workforce Strategy Delivery 2023-30

Purpose People Equity

Strategic Aim:

By 2030 we want to be recognised by our people, our peers and our community as being one of the best places to work in Yorkshire. A place where you are supported enabled and empowered to challenge yourself to do great work that makes a difference to people's lives. In a culture that is framed around equity and opportunity, with people working together and in support of each other and with leaders, managers, and colleagues working as one to make that a reality.

The **Workforce Strategy 2023 - 2030** encompasses six themes:

- Culture, Values and the Council Deal
- Work and performance improvement
- Talent, learning and development
- Reward and recognition
- Leadership
- Equity

These themes set out the overarching people objectives of a successful and sustainable council and also provide the framework for the actions included in the delivery plan.

The HR Employment Report 2023/24 provides an insight into workforce diversity and areas of challenge, disparity and focus. When developing equality actions, the Council is also informed through:

- Colleague led equality networks.
- Inclusive Employers Standardisation process.
- Disability Confident Scheme assessment.
- Stonewall Diversity Champion Programme.
- Mindful Employers Charter requirements.

The Council continues to progress equality actions through the delivery of the **Workforce Strategy Delivery Plan, The Talent Management Strategy & The Equality Strategy** which aim to:

- Address under representation and progression of all employees

-
- Eliminate all forms of harassment and discrimination.
 - Build cultural competence across the organisation.