



HR Employment Report

1st April 2022 – 31st March 2023

Contents	Page
Highlights	3
Vision 2024 & beyond	4
Introduction	5 – 8
Workforce profile by Sex	9 - 10
Workforce profile by Gender Reassignment	11 - 12
Workforce profile by Disability	13 – 14
Workforce profile by Age	15
Workforce profile by Ethnicity	16 -17
Workforce profile by Religion/Belief	18 - 19
Workforce profile by Sexual Orientation	20 - 21
Apprentices in fixed term roles	22 - 23
Top 5% earners	24 - 25
Length of service	26
Turnover	26 - 30
Recruitment introduction	31
Recruitment by Sex	31 - 32
Recruitment by Disability	32 - 33
Recruitment by Age	34 - 36
Recruitment by Ethnicity	36 - 41
Recruitment by Sexual Orientation	41 - 42
Recruitment by Religion/Belief	43 - 45

Recruitment summary	45
Average salary	46 - 48
Ill health/grievances/dismissals	49
2023 - 2030 Workforce Strategy Delivery	50

Highlights 2022-23

Sex: Two thirds of the workforce are female and one third are male ([p 9](#)). The top 5% of earners at the Council equate to 5.93% of the total workforce. In 2023, female employees hold 64% of the roles within the top 5%, an increase from 57% in 2022. In 2023, male employees hold 36% of the roles within the top 5%, a decrease from 43% in 2022. ([p 24](#))

Gender Reassignment: The workforce profile by gender reassignment remains static with 1.22% of the workforce stating that the characteristic of gender reassignment applies to them. The declaration rate for gender reassignment has risen to 34.25% in 2023 from 28.97% in 2021/22 ([p 11](#))

Disability: Employees declaring a disability remains static at 5.89%. The percentage of disabled employees represented in the top 5% of roles has risen to 5.77% from 2.63% (2021/22) ([p 13](#)).

Age: The age profile for the workforce in 2023 remains static with the larger proportion of the workforce in the [35-44] [45-54] [55-64] age brackets ([p15](#)).

Ethnicity: The proportion of employees from minority ethnic backgrounds has increased to 11.17% in 2023 from 10.32% in 2021/22 ([p16](#)). Representation in the top 5% earners has increased to 9.61% in 2023 from 5.59% in 2021/22 ([p26](#)).

Religion or belief: The workforce profile by religion or belief remains static when compared to 2021/22 with Christian denominations the majority declared religion at 35.01%. The category of 'no religion' remains static at 31.43% with Muslim at 6.16% ([p18](#))

Sexual Orientation: The proportion of employees identifying as lesbian, gay, or bi (LGB) has increased to 4.09% in 2023 a rise from 3.62% in (2021/22). The proportion of employees identifying as heterosexual remains static at 76.70% ([p20](#)).

Apprentices: The total number of apprentices in fixed term contracts in 2023 is 26 and this represents 0.99% of the workforce. The proportion of apprentices representing minority ethnic backgrounds in 2023 is 15.39% (20.0% in 2021/22). The proportion of disabled apprentices is 15.38% in 2023 (4.00% in 2021/22). 46.15% of apprentices are in the age band [25-34] with 34.62% in band [16-24], 11.54% in band [35-44] and 7.96% in band [45-54] ([p 22](#)).

Vision 2024

Our vision for Calderdale in 2024 is for a place where you can realise your potential whoever you are. We aspire to be a place where talent and enterprise can thrive. A place defined by our innate kindness and resilience, by how our people care for each other, can recover from setbacks and are full of hope. Calderdale will stand out, be known, and be distinctive. A great place to visit, but most importantly, a place to live a larger life. Vision 2024 is due to be reviewed mid to late 2023 to explore the Vision for 2034 and how this interacts with the wider West Yorkshire Combined Authority vision and plan.

Distinctiveness

Kindness and Resilience

Talented and Enterprising

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
- 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

We have a legal duty to give due regard to our equality practice and we do this by undertaking equality impact assessments, using a standard template form to record our findings. This helps to ensure consistency and meets our quality assurance processes. The Council pays due regard to the aims outlined in the Equality Act 2010 and ensures that its HR (Human Resources) policies and procedures comply with equality legislation and statutory code of practice. We continued to inform our equality practice through the support from Inclusive Employers, Stonewall, consultation with qualified practitioners and our colleague led network groups who have the knowledge, understanding and lived experience. There is recognition of the potential for disproportionate impact on groups protected by the Equality Act 2010 as we seek to achieve future resource savings. The Council must make difficult decisions but aims to ensure these decisions are fair and considerate of service and/or workforce impact.

Accountability, Performance Management and Reporting

Our equality performance is monitored through the Corporate Leadership Team and Corporate Equality Group. Each Directorate is represented at the Corporate Equality Group and provides an update on progression of our equality objectives. Representatives from the Staff Race Equality, LGBTQIA+, Disability & Women's networks attend to provide an insight into current challenges and priority work areas.

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 2022 to 31st March 2023.

This report has been based on employee head count and not the number of posts. 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 2023, we have **2631 Council employees** holding **2686 posts**.
[Workforce Profile | Calderdale Data Works](#)

Table showing headcounts and number of posts 2022/23

Year	Headcount	Posts
2022/23	2631	2686
2021/22	2627	2691

Table showing number of full-time roles and part-time roles in 2022/23

Year	Full-time		Part-time	
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 and number of posts at the council have remained static with minimal changes. 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 is information about people's protected characteristics such as race, religion or belief, disability, sex, sexual orientation, gender reassignment, age, pregnancy & maternity, and marriage & civil partnership.

Intersectionality

Intersectionality provides a framework for considering people's overlapping identities and experiences to understand the complexity of biases and prejudices that they may face and take steps to address any resulting inequality and discrimination. By looking at identities and experiences through a narrow or single lens there is the risk of overlooking nuances or unique experiences. To provide further clarity of recruitment experiences, additional data for both internal and external recruitment campaigns has been included. This data provides an insight into the variations in success rates between male and female candidates sharing additional characteristics such as ethnicity and disability.

Why does collecting diversity data benefit both Calderdale Council employees and the organisation?

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:

- Enables the Council to compare its workforce to the demographic of Calderdale
- Identify any under representation
- Informs equality impact assessments
- Diversity data when analysed alongside employee voice, helps to identify any disparities in employee experience, informing interventions which contribute to positive change.

Developing our People

The Council's vision for Calderdale in 2024 is for a place where you can realise your potential, feel valued and be ambitious. At Calderdale Council we recognise that people are our best asset and encourage continuous professional development for all. However, with increased financial challenges on the public purse there is a reduced budget for learning and development.

Consultation with the workforce to explore priorities for five key workforce strategy themes began in January 2023. The strategy will outline work and performance improvement, talent, learning & career development, reward & recognition, leadership skills, knowledge & behaviors and equity within the employment cycle. The strategy will be complete early 2023 with the delivery plan commencing early summer 2023. The workforce strategy will enhance the Council's existing career development strategy which promotes development throughout the lifecycle of employment offering a range of blended learning and development opportunities for all. This is achieved by drawing on internal resources and encouraging coaching & mentoring in addition to formal learning experiences. The Council uses the Apprenticeship Framework innovatively to offer opportunities at all levels to support the aspirations of the workforce.

Internal Colleague Led Networks

Internal colleague led 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. Colleague led networks align to the vision and values of the Council and contribute to the advancement of the Council's corporate equality objectives.

Colleagues lead and facilitate a Staff Disability Forum, Race Equality network, LGBTQIA+ network and a Women's network. The Chairs of each network meet regularly as a joint group to collaborate on shared work areas and challenges. The introduction of joint network meetings proposed for later in 2023 will enable colleagues to explore diversity characteristics and impacts through an intersectional lens.

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 2022/23 colleague led networks have provided representation and have contributed to the focus group activity around the Local Government Association Peer Challenge, the Vision 2034 & beyond focus groups, and Calderdale Council's Workforce Strategy. Representatives for the networks attend the Corporate Equality Group and the People Board 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 group provides an opportunity for staff voices to be heard and opinions considered. 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 and group 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
- Root out Racism Signatory

Calderdale Council Workforce Profile as of 31st March 2023

Sex

Table showing employees by sex

Year	Male		Female	
2023	843	32.04%	1788	67.96%
2022	857	32.62%	1770	67.38%
2021	892	33.11	1802	66.89%

Table showing post type by sex

Year	Male Full-time		Male Part-time		Female Full-time		Female Part-time	
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%
2021	663	24.61%	229	8.50%	911	33.82%	891	33.07%

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 holding part-time roles than we do male employees.

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 a 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 2023. Health and wellbeing have been identified as priority areas by members of the network and have influenced the commissioning of health-related awareness sessions. Representatives from the network have been involved in focus groups for the Corporate Peer Challenge, development of the Workforce Strategy and Refreshing the Long-term Vision for Calderdale.

The mean (average) gender pay gap at Calderdale Council has reduced to -0.4% in 2022/23 a further reduction from 1.7% in 2021/22. (Please see Appendix C Gender Pay Gap report)

Gender Reassignment

Table showing gender reassignment declaration

Date	Yes		No		Rather not state		Not provided	
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%
2021	20	0.74%	619	22.98%	17	0.63%	2038	75.65%

What does this data tell us?

The declaration rate for Gender Reassignment has increased to 34.25% in 2023 from 28.97% in 2022. 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 1.22% (32) 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://nomisweb.co.uk)

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

It is difficult to provide meaningful analysis where numbers are small. The improved declaration rates year on year for the protected characteristic of Gender Reassignment may suggest growing confidence in employees seeing the benefits of sensitive monitoring. The table above shows the gender identity of people aged 16+ in Calderdale (place).

Feedback from a Calderdale Council workplace survey in 2020 revealed that only a third of LGBTQ+ staff at Calderdale can 'be themselves at work' compared to two thirds of non-LGBTQ+ staff. Fewer of Calderdale LGBTQ+ staff feel confident in disclosing their identity to managers compared to other Local Authorities. (Ref: Calderdale Council staff feedback report, Stonewall). The LGBTQIA+ staff network continues to work collaboratively to advance positive actions at the council to create inclusive environments. Representatives from the network have been involved in focus groups for

the Corporate Peer Challenge, development of the Workforce Strategy and Refreshing the Long-term Vision for Calderdale.

Inclusive language acknowledges diversity and conveys respect to all people. During the review cycle for employment policies, language is checked to ensure it is inclusive and staff networks continue to be consulted. Whilst inclusive language in policies is a step forward, we recognise that it is more important to apply inclusive language principles in practice and continue to do this through learning and development opportunities and organisational communications.

Calderdale Council is a member of Stonewall's Diversity Champion Programme. Alongside employee voice, equality legislation, case law and statutory codes of practice, provides an insight into developing inclusive workplaces for Gay, Lesbian, Bi and Trans employees.

Disability

Table showing declaration of disability by council employees

Year	Yes		No		Rather not state		Not provided	
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%
2021	132	4.90%	2441	90.61%	34	1.26%	87	3.23%

Table showing declared disability by sex

Year	Male		Female	
2023	59	38.06%	96	61.94%
2022	56	40.29%	83	59.71%
2021	61	46.21%	71	53.79%

Table showing declared disability by post type

Year	Full time		Part time	
2023	106	68.39%	49	31.61%
2022	90	64.75%	49	35.25%
2021	80	60.60%	52	39.40%

What does this data tell us?

The declaration rate for disability is 97.30% in 2023 (97.11%, 2022). The percentage of employees declaring a disability has remained static at 5.89% in 2023 (5.29%, 2022). There are slightly more disabled female employees (61.94%) than there are disabled male employees (38.06%). 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 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.

Between April 2022 and March 2023 Disability Forum provided a challenge leading to review of the Attendance Management Policy and the Reasonable Adjustments Guidance. Representatives from the network have been involved in focus groups for the Corporate Peer Challenge, development of the Workforce Strategy and Refreshing the Long-term Vision for Calderdale. The Forum has provided valuable insight and voice which has contributed to the creation of the Council's current Disability Confident training.

Calderdale Council is a Disability Confident Employer this means certain criteria are fulfilled under two themes: 'Getting the right people for our business' and 'Keeping and developing our people.' The Disability Confident Employer status is reviewed and updated every two years.

Calderdale Council's Equality Statement references the Reasonable Adjustment Guidance. The Council employs an Occupational Health Team who provide wellbeing support and guidance for all employees. The Council recognises that there is work to do to ensure that the provision of adjustments is carried out consistently across service areas, and this continues to be an area of focus for the Corporate Equality Group.

Age

Table showing number of employees in each age bracket

Age bracket	2023		2022		2021	
[16-24]	95	3.61%	78	2.97%	93	2.45%
[25-34]	403	14.32%	399	15.19%	393	14.59%
[35-44]	533	20.26%	543	20.67%	546	20.27%
[45-54]	754	28.66%	797	30.34%	811	30.10%
[55-64]	730	27.75%	707	26.91%	736	27.32%
[65-70]	97	3.69%	84	3.20%	96	3.56%
[70+]	19	0.72%	19	0.72%	19	0.71%

What does this data tell us?

This data tells us about the age of our workforce across seven broad age brackets. The data remains static when compared to the previous year (2022) 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?

With more than half the workforce in the upper age bands we have an older workforce. The council recognises that this brings a breadth of experience and skill sets across service areas. It is important however, to recognise equally the benefits that age diversity brings an organisation. Benefits include an improved understanding of different aged service users, a reduction in the digital skills gap and opportunities for increased innovation and creativity across all teams.

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. The Council continues to offer opportunities for work placements, T Level placements and internships through the National Graduate Programme.

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

Ethnicity

Table showing declaration of ethnicity by council employees

Ethnicity	2023		2022		2021	
White British	2240	85.14%	2231	84.93%	2309	85.71%
White Irish or other	61	2.32%	54	2.06%	51	1.89%
Asian	196	7.45%	183	6.97%	178	6.61%
Black	42	1.60%	37	1.41%	39	1.45%
Mixed	45	1.71%	40	1.52%	38	1.41%
Other	11	0.42%	11	0.42%	10	0.37%
Rather not state	25	0.95%	22	0.84%	16	0.59%
Not provided	11	0.42%	49	1.87%	53	1.97%

Table showing total number of employees from minority ethnic communities

2023	294	11.17%
2022	271	10.32%
2021	265	9.84%

What does this data tell us?

This data shows us the ethnicity of employees who have chosen to tell us their ethnicity. The declaration rate is high at 99.58% which means this data gives us an accurate picture of our workforce by the diversity strand of ethnicity. The proportion of employees representing minority ethnic communities at Calderdale Council in 2023 is 11.17% and this has risen from 10.32% in 2022. Current data provided by NOMIS 2023 estimate the working age [16-64] population of Calderdale by ethnicity as 11.5%*. ([Nomis - Official Census and Labour Market Statistics \(nomisweb.co.uk\)](https://nomisweb.co.uk))

*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 annually from 9.84% (2021) to 11.17% (2023). When we

compare this 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.

We recognise however, that we have significant work to do to ensure there is representation across all service areas. Progress has been made increasing total ethnic representation in the top 5% of earners from 6.58% in 2022 to 9.62% in 2023 (p 24), It remains a priority of the council to ensure the positive trend continues.

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.

Between April 2022 and March 2023, the Race Equality Network has provided focus groups exploring the development of a cultural competence learning and development framework, provided information and guidance supporting Adult Services and Wellbeing on equity items, participated in focus groups for the LGA (Local Government Association) Corporate Peer Challenge and development of the Workforce Strategy. The network continues to provide peer to peer support to colleagues across the organisation.

Religion or belief

Table showing declaration of religion or belief by council employees

Religion or belief	2022/23		2021/22		2020/21	
Buddhist	12	0.46%	11	0.42%	12	0.45%
Christian	921	35.01%	924	35.17%	950	35.26%
Hindu	5	0.19%	9	0.34%	7	0.26%
Jewish	1	0.04%	1	0.04%	1	0.04%
Muslim	162	6.16%	144	5.48%	146	5.42%
Sikh	7	0.27%	7	0.27%	4	0.15%
Other	210	7.98%	193	7.35%	180	6.68%
No religion	827	31.43%	796	30.30%	782	29.03%
Rather not state	113	4.29%	114	4.34%	115	4.27%
Not provided	373	14.18%	428	16.29%	497	18.45%

What does this data tell us?

The percentages show declared religion & belief of our workforce. The declaration rate for religion & belief has increased to 85.85% in 2023 (83.71% 2021/22). The data for religion & belief remains static when compared to 2021/22 with Christian denominations the majority declared religion at 35.01%. The category of 'No Religion' also remains high at 31.43%.

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 increase in the declaration rate for religion & belief provides the council with a more accurate picture of the religion & belief diversity of our workforce. The workforce data for religion & belief broadly reflects the census data for the people 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. By competence, we mean developing self-

awareness, knowledge of diverse cultures, and having the skills needed to interact and engage respectfully in cross cultural situations, challenging appropriately and seeking mutual solutions. The Council is collaborating with regional partners developing a framework for cultural competence and humility. Equalities learning and development is mandatory for all employees and access to wider resources exploring religion and belief are available, further learning and development opportunities will be offered later in 2023.

The Council aims to be inclusive in its approaches to policy development, decision making and provision of workspaces and this includes ensuring reasonable workplace adjustments are made where practicable. Contemplation spaces can be found in our buildings and are preserved to accommodate employee's observance of their religious beliefs. In addition to this, the Council's 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 committed to respecting and accommodating religion and belief in the workplace. To raise awareness and broaden understanding, a workplace event exploring Islamophobia began in 2022 and this is scheduled to run in the autumn of 2023.

The Council is a member 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

Table showing declaration of sexual orientation by council employees

Sexual Orientation	2023		2022		2021	
Bi	39	1.48%	31	1.18%	28	1.04%
Gay man	23	0.87%	18	0.69%	17	0.63%
Gay woman or lesbian	38	1.44%	40	1.52%	42	1.56%
Heterosexual	2018	76.70%	1978	75.30%	1974	73.27%
Other	8	0.30%	6	0.23%	3	0.11%
Rather not state	134	5.09%	134	5.10%	140	5.20%
Not provided	371	14.10%	420	15.99%	490	18.19%

What does this data tell us?

This data shows us the diversity in our workforce by the diversity strand of sexual orientation. Total employees identifying as LGB in 2023 is 4.09% (3.62% in 2021/22) with those identifying as Heterosexual 76.70%. The declaration rate for 2023 is 85.90% (84.01%, 2021/22).

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://nomisweb.co.uk)

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

Calderdale Council's LGB workforce is 4.09% in 2023. The 2021 Census data profile for Calderdale (place) by sexual orientation is 3.1%. This suggests that the Council's workforce is representative of LGB communities within Calderdale (place).

Feedback from a Calderdale Council workplace survey in 2020 revealed that only a third of LGBT staff at Calderdale can 'be themselves at work' compared to two thirds of non-LGBT staff. Fewer of Calderdale LGBTQ+ staff feel confident in disclosing their identity to managers compared to other Local Authorities. (Ref: Calderdale Council staff feedback report, Stonewall). The LGBTQIA+ staff network continues to work collaboratively to advance positive actions at the council to create inclusive environments.

Between April 2022 and March 2023, the Staff LGBTQIA+ network activity included contributing to policy review and development, presenting a briefing note on inclusive language to the Corporate Leadership Team, leading the communication and awareness raising around the use of pronouns, involvement in focus groups for the corporate peer challenge and development of the workforce strategy.

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.

Calderdale Council is a member 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 training.

Apprentices

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	9	34.62%	12	46.15%	3	11.54%	2	7.69%	0	0	0	0	0	0
2022	7	28.0%	12	48.0%	3	12.0%	3	12.0%	0	0	0	0	0	0
2021	5	31.25%	5	31.25%	4	25.0%	2	12.5%	0	0	0	0	0	0

Table showing ethnicity of employees holding fixed term apprenticeship roles

Ethnicity	2023		2022		2021	
White British	22	84.62%	20	80.0%	15	93.75%
White Irish/other	0	0	0	0	0	0
Asian	2	7.69%	3	12.0%	0	0
Black	1	3.85%	1	4.0%	0	0
Mixed	1	3.85%	1	4.0%	0	0
Other	0	0	0	0	0	0
Rather not state	0	0	0	0	1	6.25%
Not provided	0	0	0	0	0	0

Disability	2023		2022		2021	
Yes	4	15.38%	1	4.00%	2	1.52%

What does this data tell us?

Calderdale Council employs 26 apprentices in fixed term roles (2022/23) which is an increase of 1 from the previous year 2021/22. 15.39% of apprentices represent minority ethnic groups. In 2023, 15.38% of apprentices have declared a disability and this is an

increase from 4.00% in 2012/22. 46.15% of apprentices are in the age band [25-34] at 46.15% with [16-24] 34.62%, [35-44] 11.54% and [45-54] 7.96%.

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

Employees in a fixed-term apprenticeship role make up 0.99% of the overall workforce.

The Council acknowledges that it would be beneficial to increase the number of apprentice roles at the council as this broadens the opportunity for securing the best new talent. As a levy-paying employer, the Council recognises that the benefits apprenticeships bring to the organisation go beyond making good business sense.

Apprenticeships support employees to develop the skills and knowledge that are directly relevant to their role, helping teams to provide good quality services.

The Council are represented at local Apprenticeship job fairs and work with local schools to promote opportunities. The Recruitment and Resourcing Team advise managers to identify 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.

Top 5% Earners

Table showing number of employees in the top 5% bracket and average salary

Year	Number of employees in top 5% roles		Average salary
2023	156	5.93%	£58,546.85
2022	152	5.79%	£56,333.16
2021	152	5.64%	£55,113.83

Sex: Employees in top 5% of roles

Sex	2022/23		2021/22		2020/21	
Female	100	64.10%	87	57.24%	88	57.89%
Male	56	35.90%	65	42.76%	64	42.11%

Disability: Employees in top 5% of roles

	2022/23		2021/22		2020/21	
Disability	9	5.77%	4	2.63%	5	3.29%

Ethnicity: Employees in top 5% of roles

Ethnicity	2022/23		2021/22		2020/21	
White British	131	83.97%	133	87.50%	134	88.16%
White Irish/other	7	4.49%	6	3.95%	6	3.95%
Asian	9	5.77%	6	3.95%	5	3.29%
Black	3	1.92%	2	1.32%	2	1.32%
Mixed	2	1.28%	1	0.66%	1	0.66%
Other	1	0.64%	1	0.66%	1	0.66%
Rather not state	1	0.64%	2	1.32%	1	0.66%
Not provided	2	1.28%	1	0.66%	2	1.32%

(Top 5%) Total Minority Ethnic	2022/23		2021/22		2020/21	
	15	9.61%	10	6.59%	9	5.93%

What does this data tell us?

This data shows us that there are 156 (5.93%) employees which represent the top 5% of earners within the workforce. The average salary is £58,546. These figures remain static when compared to 2021/22.

The diversity of the employees within the top 5% of earners at the council has improved in 2022/23. **Sex:** females are represented holding 64.10% of the roles, an increase from 57.25% in 2021/22. **Disability:** Disabled employees hold 5.77% of the roles, an increase from 2.63% in 2021/22. **Ethnicity:** Employees from minority ethnic communities hold 9.61% of roles, an increase from 6.58%

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

The diversity of employees holding the top 5% of roles has increased and this means that in 2022/23, females, disabled employees and employees representing minority ethnic are reflective of the wider workforce profile. It is recognised however, that as the total proportion of employees within the top 5% of earners equates to only 5.93% 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 advise recruiting managers to consider ways to widen the diversity within the talent pool of applications. This includes development of role profiles using plain English and inclusive language, using specialist diversity recruitment companies, and providing application support. The Council continues to provide a diverse pool of recruitment panelists to ensure representation and impartiality. The Council uses an anonymous recruiting application process where personal information about candidates is removed. Recruitment training includes content on biases and encourages inclusive language principles in practice.

Length of Service

Table showing the length of service of employees at Calderdale Council

Length of service in years	2022/23		2021/22		2020/21	
Under 1	313	11.90%	254	9.67%	177	6.57%
1 to under 5	601	22.84%	607	23.11%	660	24.50%
5 to under 10	537	20.41%	528	20.10%	515	19.12%
10 to under 20	704	26.76%	767	29.20%	869	32.26%
20 to under 30	327	12.43%	308	11.72%	300	11.14%
30 to under 40	128	4.87%	143	5.44%	154	5.72%
40 and above	21	0.80%	20	0.76%	19	0.71%

Turnover

During the period 1st of April 2022 to 30th March 2023 there was a **turnover of 13.16% (345)** employees, giving a retention rate of **86.84%**. There has been a slight increase in employee turnover for 2022/23 as compared to 2021/22 where the retention rate was 87.19%, with turnover at 12.81% (341) employees.

In 2022/23 the total Involuntary leavers was 41 (11.88%) with 304 (88.12%) total voluntary leavers.

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	2022/23		2021/22		2020/21	
White British	297	86.09%	290	85.04%	247	82.06%
White Irish or other	6	1.74%	6	1.76%	4	1.33%
Asian	23	6.67%	22	6.45%	17	5.65%
Black	2	0.58%	6	1.76%	10	3.32%
Mixed	5	1.45%	6	1.76%	5	1.66%
Other	2	0.58%	1	0.29%	3	1.00%
Rather not state	2	0.58%	2	0.59%	1	0.33%
Not provided	8	2.32%	8	2.35%	14	4.65%
Total Ethnic Minority	32	9.28%	35	10.26%	35	11.63%

The total minority ethnic employees leaving their employment in 2022/23 was 32 (9.28%) compared to 35 (10.26%) in 2021/22. Of this number 6 (1.74%) were for involuntary reasons and 26 (7.54%) for voluntary reasons.

Table 2: showing turnover by disability

Disability	2022/23		2021/22		2020/21	
Disability – no	307	88.99%	300	87.98%	263	87.38%
Disability- yes	18	5.22%	17	4.99%	15	4.98%
Disability – rather not state	6	1.74%	7	2.05%	7	2.33%
Disability – not provided	14	4.06%	17	4.99%	16	5.32%

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	2022/23		2021/22		2020/21	
16-24	18	5.22%	19	5.57%	20	6.64%
25-34	69	20.00%	54	15.84%	40	13.29%
35-44	67	19.42%	59	17.30%	38	12.62%
45-54	71	20.58%	52	15.25%	68	22.59%
55-64	79	22.90%	104	30.50%	92	30.56%
65-70	38	11.01%	45	13.20%	38	12.62%
70+	3	0.87%	8	2.35%	5	1.66%

The age bands with highest involuntary leavers were [16-24] involuntary 5 (1.45%) voluntary 13 (3.77%), [45-54] involuntary 14 (4.06%) voluntary 57 (16.52%) and [55-64] involuntary 16 (4.64%) voluntary 63 (18.26%). There were no involuntary leavers from the age bands [65-70] and [70+].

Table 4: showing turnover by sexual orientation

Sexual orientation	2022/23		2021/22		2020/21	
Bi	6	1.74%	9	2.64%	1	0.33%
Gay Man	1	0.29%	4	1.17%	2	0.66%
Gay woman/lesbian	8	2.32%	9	2.64%	2	0.66%
Heterosexual	265	76.81%	231	67.74%	208	69.10%
Other	1	0.29%	N/A	N/A	N/A	N/A
Rather not state	14	4.06	22	6.45%	9	2.99%
Not provided	50	14.49%	66	19.35%	79	26.25%

In 2022/23 there were no employees identifying as bi, gay man, gay woman/lesbian or other that left their employment for involuntary reasons. The total amount of employees identifying as heterosexual leaving their employment for involuntary reasons was 25 (7.25%) and 240 (69.57%). For employees selecting 'rather not state' 3 (0.87%) were for involuntary reasons and 11 (3.19%) for voluntary reasons.

Table 5: showing turnover by religion/belief

Religion / Belief	2022/23		2021/22		2020/21	
Buddhist	1	0.29%	1	0.29%	2	0.66%
Christian	114	33.04%	121	35.48%	97	32.23%
Hindu	2	0.58%	1	0.29%	0	0
Jewish	0	0	1	0.29%	0	0
Muslim	17	4.93%	21	6.16%	12	3.99%
Sikh	1	0.29%	0	0	1	0.33%
Other	38	11.01%	32	9.38%	19	6.31%

No religion	109	31.59%	84	24.63%	80	26.58%
Rather not state	10	2.90%	15	4.40%	11	3.65%
Not provided	53	15.36%	65	19.06%	79	26.25%

In 2022/23 for the top three declared religion/belief categories, reasons for leaving are as follows: Christian, 9 (2.61%) for involuntary reasons and 105 (30.43%) for voluntary reasons. Muslim, 3 (0.87%) for involuntary reasons and 14 (4.06%) for voluntary reasons. No religion, 6 (1.74%) for involuntary reasons and 103 (29.86%) for voluntary reasons.

Table 6: showing turnover by Sex

Sex	2022/23		2021/22		2020/21	
Male	120	34.78%	114	33.43%	96	31.89%
Female	225	65.22%	227	66.57%	205	68.11%

Reasons for Leaving

Table showing reasons for leaving

Reason	2022/23		2021/22		2020/21	
Resignation	240	69.57%	226	66.28%	140	46.51%
Early Retirement	26	7.54%	35	10.26%	26	8.64%
End of Contract/Secondment	17	4.93%	18	5.28%	30	9.97%
Redundancy - Compulsory	2	0.58%	12	3.52%	42	13.95%
Redundancy - Voluntary	4	1.16%	4	1.17%	7	2.33%
Died in Service	3	0.87%	3	0.88%	2	0.66%
Dismissal	3	0.87%	3	0.59%	5	1.66%
Going to Other Payroll Provider						
Ill Health Dismissal	16	4.64%	14	4.11%	16	5.32%
Retirement - 65+	26	7.54%	19	5.57%	28	9.30%
Transfer						
Mutual Agreement	3	0.87%	2	0.59%	1	0.33%
Transfer - TUPE	0	0	0	0	2	0.66%
Casual no longer required	0	0	1	0.29%	0	0

New job	0	0	0	0	0	0
Other reason	0	0	0	0	0	0
Personal	0	0	0	0	0	0
Transfer to another Local Authority	5	1.45%	3	0.88%	2	0.66%
Transfer - Secondment	0	0	1	0.29%		
Becoming an Academy	0	0	1	0.29%		

Exit Interview Data

Exit interview data provides invaluable insight into employee experience at the Council highlighting both strengths and weaknesses providing data that contributes to informing workplace improvements. The exit interview / conversation proforma was updated in 2022 to include an additional section monitoring diversity and employee experiences related to the protected characteristics.

The Council is committed to improving the uptake of exit interviews from employees leaving the council. The Organisational Development team monitors completion rates and takes steps to proactively encourage completion prior to an employee leaving the council. Any employee feedback relating to harassment, prejudice or discrimination are actioned swiftly by Human Resource advisors who follow the processes as outlined in the Council's Dignity at Work policy.

Recruitment

The data in this section looks at both internal and external recruitment campaigns. 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 2022/23 is provided in **bold**.

Applicants	Shortlisted	Appointed
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External Recruitment Campaigns

In 2022/2023 Calderdale Council received **4078 external** applications (3588 in 2022/22) and appointed **654** individuals (574 in 2021/22).

For external posts, the council uses multiple job boards, in addition to the Council's job website to advertise posts.

Internal Recruitment Campaigns

In 2022/23 Calderdale Council received **250** internal applications (269 in 2021/22) and appointed **91** individuals (96 in 2020/21).

All internal vacancies are available on the Calderdale Jobs website, these roles are only available for Calderdale Council 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 campaigns by sex

Date	Sex	Applied		Shortlisted		Appointed	
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
2020/21	Female	1324	59.16%	376	67.99%	125	73.10%
	Male	900	40.21%	176	31.83%	46	26.90%
	unspecified	14	0.63%	1	0.18%	0	0.00%

Table showing internal recruitment campaigns by sex

Date	Sex	Applied		Shortlisted		Appointed	
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
2020/21	Female	133	56.60%	101	61.96%	55	66.27%
	Male	102	43.40%	62	38.04%	28	33.73%
	unspecified	0	0	0	0	0	0

This data shows that female employees have a slightly higher success rate than male employees in both internal and external recruitment campaigns. Recruitment data has been further examined by combining the characteristics of sex & disability (p33), and sex & ethnicity (p39).

Disability

Table showing external recruitment campaigns by disability (table 1)

Date	declaration	Applied		Shortlisted		Appointed	
2022/23	No	3807	93.35%	1676	93.74%	662	95.11%
	Yes	271	6.65%	112	6.62%	32	4.89%
2021/22	Yes	211	5.88%	105	7.36%	44	7.67%
2020/21	Yes	119	5.32%	25	4.52%	4	2.34%

Table showing internal recruitment campaigns by disability (table 2)

Date		Applied		Shortlisted		Appointed	
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%
2020/21	Yes	15	6.38%	11	6.75%%	4	4.82%

What does this data tell us?

This data in table 1 (external recruitment campaigns) shows that the percentage of applications from candidates with a declared disability has risen slightly at 6.65% in 2022/23 compared to 5.88% in 2021/22. The appointment rate for candidates with a declared disability has decreased to 4.89% in 2022/23 when compared to 7.67% in 2021/22.

Candidates with a declared disability have improved outcomes at all stages of the internal recruitment campaigns as shown in table 2, with appointments rising to 8.79% in 2022/23 from 6.25% in 2021/22.

Tables 3 and 4 below provide further insight into recruitment outcomes for candidates by disability & sex for both internal and external campaigns.

Table showing External Recruitment Campaigns by Sex and Disability
(Table 3)

Date	Yes	Applied		Shortlisted		Appointed	
	Female	173	64.0%	69	62.0%	22	69.0%
	Male	98	36.0%	43	38.0%	10	31.0%

Table showing Internal Recruitment Campaigns by Sex and Disability
(Table 4)

Date	Yes	Applied		Shortlisted		Appointed	
2022/23	Female	15	79.0%	14	82.0%	7	87.5%
	Male	4	21.0%	3	18.0%	1	12.5%

What does this data tell us?

For external recruitment campaigns (chart 3) disabled female candidates have higher success rate at each stage of the recruitment process. Fewer disabled male candidates are applying for jobs at the council and have poorer overall outcomes.

For internal recruitment campaigns (chart 4) disabled female candidates have a higher success rate at each stage of the recruitment process, with disabled male candidates having overall poorer outcomes.

Age

Table showing external recruitment campaigns by age

Date	Age bracket	Applied		Shortlisted		Appointed	
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%
2020/21	16-19	46	2.06%	6	1.08%	3	1.75%
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%
2020/21	20-24	479	21.40%	73	13.20%	25	14.62%
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%
2020/21	25-29	394	17.61%	84	15.19%	21	12.28%
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%
2020/21	30-34	275	12.29%	77	13.92%	27	15.79%
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%
2020/21	35-39	195	8.71%	57	10.31%	18	10.53%
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%
2020/21	40-44	192	8.58%	62	11.21%	18	10.53%
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%
2020/21	45-49	188	8.40%	54	9.76%	17	9.94%
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%
2020/21	50-54	177	7.91%	64	11.57%	18	10.53%
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%
2020/21	55-59	130	5.81%	47	8.50%	16	9.36%
2022/23	60+	171	4.19%	76	4.25%	34	5.20%
2021/22	60+	134	3.73%	57	3.99%	25	4.36%
2020/21	60+	37	1.65%	9	1.63%	3	1.75%

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%
2020/21	Rather not state	125	5.59%	20	3.62%	5	2.92%

Table showing internal recruitment campaigns by age

Date	Age bracket	Applied		Shortlisted		Appointed	
2022/23	16-19	1	0.40%	0	0	0	0
2021/22	16-19	0	0	0	0	0	0
2020/21	16-19	5	2.13%	4	2.45%	1	1.20%
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%
2020/21	20-24	34	14.47%	14	8.59%	7	8.43%
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%
2020/21	25-29	39	16.60%	27	16.56%	10	12.05%
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%
2020/21	30-34	31	13.19%	18	11.04%	10	12.05%
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%
2020/21	35-39	27	11.49%	21	12.88%	15	18.07%
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%
2020/21	40-44	23	9.79%	16	9.82%	9	10.84%
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%
2020/21	45-49	24	10.21%	20	12.27%	12	14.46%
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%
2020/21	50-54	26	11.06%	23	14.1%	9	10.84%

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%
2020/21	55-59	24	10.21%	20	12.27%	10	12.05%
2022/23	60+	8	3.20%	6	3.75%	2	2.20%
2021/22	60+	7	2.60%	5	2.89%	2	2.08%
2020/21	60+	1	0.43%	0	0	0	0
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%
2020/21	Rather not state	1	0.43%	0	0	0	0

Age: what does this data tell us?

For external recruitment campaigns in 2022/23 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 campaigns in 2022/23 the application rate, shortlisting and appointment stages have remained static across all age bands when compared to 2021/22. Slightly higher success rate from age band [25-29] onwards.

Ethnicity

Table showing **external recruitment campaigns by ethnicity** (table 1)

Date	Ethnicity	Applied		Shortlisted		Appointed	
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%
2020/21	Asian Bangladeshi	14	0.63%	1	0.18%	0	0
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%
2020/21	Asian Indian	47	2.10%	5	0.90%	0	0

Date	Ethnicity	Applied		Shortlisted		Appointed	
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%
2020/21	Asian other	10	0.45%	6	1.08%	0	0
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%
2020/21	Asian Pakistani	253	11.30%	48	8.68%	13	7.60%
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%
2020/21	Black African	28	1.25%	4	0.72%	1	0.58%
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%
2020/21	Black Caribbean	23	1.03%	8	1.45%	0	0
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%
2020/21	Black other	7	0.31%	1	0.18%	0	0
2022/23	Chinese	24	0.59%	5	0.28%	0	0.00%
2021/22	Chinese	13	0.36%	0	0.07%	1	0.00%
2020/21	Chinese	5	0.22%	1	0.18%	0	0
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%
2020/21	Mixed other	22	0.98%	4	0.72%	1	0.58%
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%
2020/21	Mixed White & Black Caribbean/African	32	1.43%	9	1.63%	5	2.92%
2022/23	Other	30	0.74%	11	0.62%	2	0.31%
2021/22	Other	32	0.89%	13	0.91%	5	0.87%
2020/21	Other	11	0.49%	5	0.90%	0	0
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%
2020/21	White and Asian	18	0.80%	1	0.18%	0	0

Date	Ethnicity	Applied		Shortlisted		Appointed	
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%
2020/21	White British	1621	72.43%	434	78.48%	143	83.63%
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%
2020/21	White Irish	18	0.80%	5	0.18%	3	1.75%
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%
2020/21	White other	72	3.22%	12	2.17%	2	1.17%
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%
2020/21	Rather not state	57	2.55%	9	1.63%	3	1.75%

What does this data tell us?

This data in chart 1 shows us the success rate for each stage of external recruitment campaigns by ethnicity. This data suggests that candidates representing Asian categories and Black African categories have the poorest outcomes in recruitment campaigns.

It is important to gain further insight into the characteristics of those groups with poorer outcomes in recruitment. In charts 2,3,4 below this data has been further broken down to show the outcomes for each stage of the recruitment process for the categories of Asian Pakistani & Sex, Asian Indian & Sex, and Black African & Sex. (Categories were selected on the basis that there were 100+ applications per ethnicity strand). This exercise has not been repeated for activity within internal recruitment campaigns as the application numbers for each ethnicity strand apart from White British were below 100.

The data shows us that for each of the ethnicity strands shown below [Asian Indian], [Asian Pakistani] and [Black African] there are more applications from female candidates and suggests female candidates have better outcomes than male candidates.

Table showing external recruitment campaigns by ethnicity (Asian Pakistani) & Sex (table 2)

Asian Pakistani	Applied		Shortlisted		Appointed	
Male	186	38.5%	68	41%	16	37%
Female	298	61.5%	99	59%	27	63%
Total	484	100%	167	100%	43	100%

Table showing external recruitment campaigns by ethnicity (Asian Indian) & sex (chart 3)

Asian Indian	Applied		Shortlisted		Appointed	
Male	50	44%	17	43.5%	3	50%
Female	64	56%	22	56.5%	3	50%
Total	114	100%	39	100%	6	100%

Table showing external recruitment campaigns by ethnicity (Black African) & sex (chart 4)

Black African	Applied		Shortlisted		Appointed	
Male	49	47.5%	13	48%	1	25%
Female	56	52.5%	14	52%	3	75%
Total	105	100%	27	100%	4	100%

Ethnicity

Table showing internal recruitment campaigns by ethnicity

Date	Ethnicity	Applied		Shortlisted		Appointed	
2022/23	Asian Bangladeshi	1	0.40%	0	0	0	0
2021/22	Asian Bangladeshi	0	0	0	0	0	0
2020/21	Asian Bangladeshi	1	0.43%	0	0	0	0
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%
2020/21	Asian Indian	2	0.85%	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
2020/21	Asian other	1	0.43%	1	0.61%	1	1.20%
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%
2020/21	Asian Pakistani	28	11.91%	11	6.75%	4	4.82%
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%
2020/21	Black African	0	0	0	0	0	0
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
2020/21	Black Caribbean	3	1.28%	2	1.23%	1	1.20%

Date	Ethnicity	Applied		Shortlisted		Appointed	
2022/23	Black other	1	0.40%	0	0	0	0
2021/22	Black other	0	0	0	0	0	0
2020/21	Black other	0	0	0	0	0	0
2022/23	Chinese	1	0.40%	0	00		0
2021/22	Chinese	0	0	0	0	0	0
2020/21	Chinese	0	0	0	0	0	0
2022/23	Mixed other	3	1.20%	2	1.25%	0	0
2021/22	Mixed other	0	0	0	0	0	0
2020/21	Mixed other	1	0.43%	1	0.61%	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%
2020/21	Mixed White & Black Caribbean/African	7	2.98%	5	3.07%	1	1.20%
2022/23	Other	1	0.40%	1	0.63%	1	1.10%
2021/22	Other	0	0	0	0	0	0
2020/21	Other	0	0	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
2020/21	White and Asian	0	0	0	0	0	0
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%
2020/21	White British	180	76.60%	134	82.21%	72	86.75%
2022/23	White Irish	1	0.40%	0	0	0	0
2021/22	White Irish	0	0	0	0	0	0
2020/21	White Irish	4	1.70%	3	1.84%	1	1.20%
2022/23	White other	2	0.40%	1	0.63%	0	0
2021/22	White other	8	2.97%	3	1.73%	1	1.04%
2020/21	White other	3	1.28%	2	1.23%	2	2.41%
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%
2020/21	Rather not state	5	2.13%	4	2.45%	1	1.20%

What does this data tell us?

For internal recruitment campaigns application rates remain static, with slightly fewer Asian Pakistani and Black African candidates applying for internal roles. Candidates from Asian categories had slightly improved outcomes in internal recruitment campaigns when compared to external campaigns.

Sexual Orientation

Table showing external recruitment campaigns by sexual orientation

Date	Sexual orientation	Applied		Shortlisted		Appointed	
2022/23	Bi	172	4.22%	62	3.47%	23	3.52%
2021/22	Bi	136	3.79%	55	3.85%	21	3.66%
2020/21	Bi	60	2.68%	16	2.89%	5	2.92%
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%
2020/21	Gay man	34	1.52%	9	1.63%	3	1.75%
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%
2020/21	Gay woman or lesbian	48	2.14%	14	2.53%	8	4.68%
2022/23	Heterosexual	3394	83.23%	1520	85.01%	556	85.02%
2021/22	Heterosexual	3068	85.51%	1205	84.44%	478	83.28%
2020/21	Heterosexual	1959	87.53%	477	86.26%	143	83.63%
2022/23	Other	30	0.74%	11	0.62%	3	0.46%
2021/22	Other	25	0.70%	13	0.91%	5	0.87%
2020/21	Other	0	0	0	0	0	0
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%
2020/21	Rather not state	137	6.12%	37	6.69%	12	7.02%

Table showing internal recruitment campaigns by sexual orientation

Date	Sexual orientation	Applied		Shortlisted		Appointed	
2022/23	Bi	4	1.60%	2	1.25%	1	1.10%
2021/22	Bi	3	1.12%	3	1.73%	1	1.04%
2020/21	Bi	3	1.28%	2	1.23%	1	1.20%
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%
2020/21	Gay man	4	1.70%	3	1.84%	0	0
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%
2020/21	Gay woman or lesbian	1	0.43%	1	0.61%	1	1.20%
2022/23	Heterosexual	213	85.20%	134	83.75%	77	84.62%
2021/22	Heterosexual	241	89.59%	157	90.75%	87	90.63%
2020/21	Heterosexual	208	88.51%	142	87.12%	73	87.95%
2022/23	Other	2	0.74%	1	0.61%	1	1.20%
2021/22	Other	0	0	0	0	0	0
2020/21	Other	0	0	0	0	0	0
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%
2020/21	Rather not state	19	8.09%	15	9.20%	8	9.64%

Sexual orientation: what does this data tell us?

For external recruitment campaigns in 2022/23 there has been a slight increase in candidates identifying as bi and as heterosexual when compared to 2021/22.

For internal campaigns data has remained static. Where numbers are small it is difficult to provide meaningful analysis, but we continue to monitor.

Religion/Belief

Table showing external recruitment campaigns by religion/belief

Date	Religion/belief	Applied		Shortlisted		Appointed	
2022/23	Buddhist	19	0.47%	12	0.67%	3	0.46%
2021/22	Buddhist	16	0.45%	8	0.56%	4	0.70%
2020/21	Buddhist	3	0.13%	1	0.18%	0	0.00%
2022/23	Christian	1288	31.58%	585	32.72%	224	34.25%
2021/22	Christian	1070	29.82%	453	31.74%	184	32.06%
2020/21	Christian	693	30.97%	208	37.61%	71	41.52%
2022/23	Hindu	60	1.47%	16	0.89%	1	0.15%
2021/22	Hindu	44	1.23%	11	0.77%	2	0.35%
2020/21	Hindu	12	0.54%	1	0.18%	0	0.00%
2022/23	Jewish	3	0.07%	3	0.17%	2	0.31%
2021/22	Jewish	3	0.08%	1	0.07%	0	0.00%
2020/21	Jewish	3	0.13%	1	0.18%	0	0.00%
2022/23	Muslim	562	13.78%	208	11.63%	58	8.87%
2021/22	Muslim	474	13.21%	157	11.00%	47	8.19%
2020/21	Muslim	297	13.27%	59	10.67%	13	7.60%
2022/23	Sikh	16	0.39%	6	0.34%	2	0.31%
2021/22	Sikh	20	0.56%	11	0.77%	4	0.70%
2020/21	Sikh	12	0.54%	1	0.18%	0	0.00%
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%
2020/21	No Religion	813	36.33%	200	36.17%	62	36.26%
2022/23	Other	231	5.66%	92	5.15%	43	4.89%
2021/22	Other	414	11.54%	164	11.49%	75	13.07%
2020/21	Other	258	11.53%	48	8.685	15	8.77%
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%
2020/21	Rather not state	147	6.57%	34	6.15%	10	5.85%

Table showing internal recruitment campaigns by religion/belief

Date	Religion/belief	Applied		Shortlisted		Appointed	
2022/23	Buddhist	0	0	0	0	0	0
2021/22	Buddhist	0	0	0	0	0	0
2020/21	Buddhist	1	0.43%	1	0.61%	0	0
2022/23	Christian	79	31.60%	53	33.13%	29	31.89%
2021/22	Christian	100	37.17%	67	38.73%	40	41.67%
2020/21	Christian	80	34.04%	58	35.58%	34	40.96%
2022/23	Hindu	5	2.00%	2	1.25%	1	1/10%
2021/22	Hindu	6	2.23%	4	2.31%	1	1.04%
2020/21	Hindu	1	0.43%	0	0	0	0
2022/23	Jewish	0	0	0	0	0	0
2021/22	Jewish	0	0	0	0	0	0
2020/21	Jewish	0	0	0	0	0	0
2022/23	Muslim	20	8.00%	6	3.75%	5	5.89%
2021/22	Muslim	39	14.50%	22	12.72%	11	11.46%
2020/21	Muslim	29	12.34%	11	6.75%	4	4.82%
2022/23	Sikh	1	0.40%	0	0	0	0
2021/22	Sikh	0	0	0	0	0	0
2020/21	Sikh	0	0	0	0	0	0
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%
2020/21	No Religion	80	34.04%	57	34.97%	28	33.73%
2022/23	Other	24	9.60%	19	11.88%	9	9.89%
2021/22	Other	1	0.37%	1	0.58%	1	1.04%
2020/21	Other	21	8.94%	15	9.20%	8	9.64%
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%
2020/21	Rather not state	23	9.79%	21	12.88%	9	10.84%

Religion/Belief: What does this data tell us?

For external recruitment campaigns there were more applications from candidates who connect or identify as Christian, no religion and Muslim. Candidates who connect or identify with Christian, no religion, rather not state, Buddhist, Jewish and Sikh had better overall outcomes. Candidates who connect or identify with Hindu or Muslim had poorer outcomes.

For internal recruitment campaigns candidates identifying as Christian, no religion, rather not state and other had better outcomes across all stages of internal recruitment campaigns. In 2022/23 there were fewer applications from candidates who connect or identify as Muslim, Hindu, Sikh and Jewish.

Recruitment Summary

The recruitment data provides valuable insight into the application, shortlisting and appointment rates of candidates sorted by single diversity strands. Analysis of recruitment data across the fields of application, shortlisting, and appointments, compared to previous years, identifies where there may be disparities that require further monitoring. In summary:

Outcomes at each stage of external recruitment campaigns by the diversity strand of **sex** remain static and show little variance. Female candidates have slightly improved outcomes in internal recruitment campaigns when compared to male candidates.

For the diversity strand of **disability** in external campaigns application rates from disabled candidates remain low accounting for 6% of the total applications. Appointment rates across both internal and external are slightly lower when compared to non-disabled candidates. To provide the council with further insight into recruitment outcomes for disabled candidates, data is provided by two diversity strands: **disability and sex**. This data identifies that disabled males have poorer outcomes when compared to disabled female candidates, who have positive outcomes at each stage of both internal and external recruitment campaigns.

Application and shortlisting rates across the **age** bands remain static when compared to the previous year. Age bands [16-19] and [50-54] have the higher appointment rate.

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. To provide the council with further insight into recruitment outcomes for Asian and Black candidates, data is provided by two diversity strands: ethnicity and sex where the application numbers were +100 [Asian Indian], [Asian Pakistani] and [Black African].

This additional data provides a little more insight into recruitment outcomes for candidates by ethnicity and sex and suggests that Asian Pakistani and Black African

males have the poorest outcomes. The council is committed to addressing any disparities that have been identified by exploring ways targeted support can be offered.

Candidates identifying as **lesbian, gay, or bi** represent 8.1% of the total applications, this makes it more difficult to provide meaningful analysis in this area. Of the applications received, lesbian, gay and bi candidates when compared to candidates identifying as heterosexual achieve similar outcomes. The percentage of candidates who opt to 'rather not state' in both external (8.68%) and internal (10.00%) recruitment campaigns remains slightly higher when compared to declaration rates of other protected characteristics. This may be because candidates feel their sexual orientation has no bearing on the application process, but equally may be because candidates are concerned a declaration of lesbian, gay or bi may result in bias during the recruitment process. Further monitoring in this area may provide additional insight into ways the council can provide reassurance to prospective candidates that the council is an inclusive employer.

The council continues to support the development of managers responsible for recruitment by providing mandatory 'manager essential equality and diversity' training, alongside mandatory 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

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	2022/23	2021/22	2020/21
Full time	£32,277.40	£30,463.90	£29,718.19
Part time	£23,403.40	£21,840.36	£21,142.36
Average (combined PT & FT)	£30,071.04	£28,300.47	£27,516.55





Table showing average salary for a female employee

Salary type	2022/23	2021/22	2020/21
Full time	£34,099.42	£31,405.32	£31,040.68
Part time	£26,305.59	£24,047.93	£23,546.76
Average (combined PT & FT)	£30,549.81	£28,009.28	£27,395.32

Table showing average male full-time salaries by ethnicity

Ethnicity	2022/23	2021/22	2020/21
White British male	£30,164.43	£28,591.83	£27,744.06
Asian male	£28,820.09	£26,113.20	£25,817.10
Black male	£31,808.35	£31,148.71	£29,502.03
Mixed male	£30,636.80	£28,100.23	£27,169.92

Table showing average female full-time salaries by ethnicity

Ethnicity	2022/23	2021/22	2020/21
White British female	£30,510.33	£27,944.05	£27,213.85
Asian female	£30,890.37	£28,281.10	£27,352.99
Black female	£32,250.87	£29,343.06	£29,894.15
Mixed female	£30,400.01	£27,550.23	£28,253.16

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

Disability & female	2022/23	2021/22	2020/21
yes	£30,077.48	£27,126.19	£28,066.45
no	£30,588.55	£27,993.95	£27,252.41

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

Disability & male	2022/23	2021/22	2020/21
yes	£26,857.00	£26,530.64	£25,862.96
no	£30,601.01	£28,677.88	£27,800.37

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

Religion	2022/23	2021/22	2020/21
Christian	£31,379.94	£29,326.71	£28,607.95
No religion	£30,866.98	£28,417.32	£27,595.66
Other	£30,866.98	£28,173.41	£28,104.99
Muslim	£30,142.47	£27,405.25	£26,762.39

Table showing average salaries by declared sexual orientation

Sexual Orientation	2022/23	2021/22	2020/21
Bi	£29,240.96	£26,867.39	£25,753.66
Gay man	£30,102.86	£32,744.55	£32,745.24
Gay woman/lesbian	£34,659.64	£29,763.22	£30,657.57
Heterosexual	£31,009.36	£28,706.60	£27,937.77
Other	£26,172.78	£24,116.33	£23,794.14

Table showing average salaries by age bracket

Age bracket	2022/23	2021/22	2020/21
16- 24	£24,229.49	£22,194.22	£21,499.47
25-34	£28,852.24	£25,941.20	£25,314.20
35-44	£32,282.64	£29,496.58	£28,888.83
45-54	£31,635.59	£29,186.24	£28,621.88
55-64	£30,341.53	£28,395.34	£27,477.51
64-70	£25,634.40	£23,934.14	£23,724.05

Ill health, Grievances and Dismissals

The statistics for 2022/23 show that there were [29] employee relations cases which compared to 2021 [29] and 2020 [30] remains static. This may in part be due to a considerable proportion of the workforce continuing to work from home or hybrid working.

The total number cases are made up of [11] ill health terminations, [6] ill health retirements, [8] disciplinaries, [3] formal grievance and [1] formal dignity at work case. As the number of cases is small, to avoid identifying individuals an outline of the diversity data relating to cases is not provided, but the council continue to monitor this to ensure any disparities are highlighted.

Summary of cases

The number of terminations of employment due to Ill health is [11] compared to [6] in the previous year, and the number of ill health retirements has reduced to [6] from [9]. Significant work has been undertaken and initiatives introduced across the organisation to support employee health and wellbeing.

The number of disciplinary cases has decreased to [8] (from [9] in 2021/22 and [10] in 2020/21) and there have been [3] formal grievance cases compared to [5] in the previous year. The Code of Conduct for Employees has been revised in previous years to reinforce and provide additional clarity on the council's expectations of behaviour.

The number of formal Dignity at Work cases was [1] (compared to [0] in 2021/22 and the previous year). We continue to have a zero tolerance of bullying and harassment at Calderdale and when complaints have been raised, the Council takes these very seriously and investigates the issues.

The Dignity at Work policy complies with the Equality Act 2010 and reference to the policy is included in the mandatory equality and diversity training. To support new employees the Council's Corporate 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.

Calderdale Council has a pool 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. An additional recruitment activity for Contact Officers is taking place during 2023 to build diversity and widen the pool to ensure support is accessible when required. Internal colleague led networks continue to provide peer to peer support.

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.

In addition to this, the HR Employment Report 2022/23 provides an insight into workforce diversity and areas of challenge, disparity and focus. Further insight is provided by:

- The Council's colleague led networks
- Inclusive Employers Standardisation process
- Disability Confident Scheme assessment
- Stonewall Diversity Champion Programme
- Mindful Employers Charter requirements

The council continues to progress equity actions through the delivery of the **Workforce Strategy Delivery Plan** which aim to:

- Address under representation and progression of all employees
- Eliminate all forms of harassment and discrimination
- Build cultural competence across the organisation