

# HR Employment Report



2022

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Appendix B

**Calderdale**  
Council

# Progress on 2020/21

|                     |  |  |
|---------------------|--|--|
| Sex                 | The mean (average) Gender pay gap for Calderdale Council is: 1.7%  |  |
| Gender reassignment | There has been an increase in employees completing sensitive monitoring for the protected characteristic of Gender Reassignment. The declaration rate has increased to 28.97% (2021/22)  |  |
| Disability          | <p>The proportion of the workforce with a declared disability has risen to 5.29%</p> <p>There are an increased percentage of employees with a declared disability in fulltime roles</p> <p>There has been increased success rate in both internal and external recruitment campaigns for employees with a declared disability</p>  |  |
| Age                 | There has been an increase in external applications and improved success rate for candidates in the [16-19] [20-24] and [25-29] age brackets   |  |
| Ethnicity           | <p>There has been an increase in the proportion of apprentices from ethnic minority groups rising from zero in 2020/21 to 20% in 2021/22.</p> <p>The overall representation of minority ethnic in the workforce has increased to 10.32% and is comparable to ONS data for Calderdale.</p> <p>There has been an increased success rate for minority ethnic employees in internal recruitment campaigns – specifically Asian Pakistani with an appointment rate of 15.52% up from 11.68%</p> <p>Retention rate for minority ethnic improved.</p> |  |
| Religion/belief     | Declaration rate for religion and belief increased to 83.71%   |  |
| Sexual Orientation  | Proportion of Calderdale Council workforce declaring LGB 3.62%. ONS data 2022 for UK shows working age population of LGB 3.10%.  |  |

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## **HR Employment Report**

## Vision 2024

Our vision for Calderdale in 2024 is for a place where you can realise your potential whoever you are, whether your voice has been heard or unheard in the past. 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.

**Distinctiveness**

**Kindness and Resilience**

**Talented and Enterprising**

Our 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 policies and procedures comply with equality legislation and related guidance. We continue to inform our equality practice through the support from Inclusive Employers, Stonewall, consultation with qualified practitioners and our employee 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 Black, Asian, Minority Ethnic (BAME), Lesbian, Gay, Bi, Trans (LGBT) and Disability networks attend to provide an insight into current challenges and priority work areas.

### **Coronavirus Pandemic**

The Council's day-to-day aim when responding to this crisis has been to ensure no-one gets left behind. To recognise unequal impacts and to make the necessary changes in its approach locally, Calderdale Council is analysing information and continues to progress dialogue to help understand what impact the coronavirus and measures to tackle the pandemic are having on people with protected characteristics in Calderdale. Under the Equality Act 2010 this includes understanding the impact of people because of their age, having a disability, gender reassignment, being married or in a civil partnership, being pregnant or having a baby, race, religion or belief, sex, and sexual orientation. A Covid-19 Equality Impact Assessment has been carried out and formed the basis for current and future development work at the Council.

Information for staff regarding business continuity and health and wellbeing through the pandemic was made available on our intranet, web pages and through employee webinar and internal newsletters. Our Corporate Leadership Team disseminate updates from the Business Continuity Group, Workplace Accommodation and Covid recovery plan through our internal communications. The Employee Reference Group aims to provide employees an opportunity

to contribute to shaping what the Council does next in response to COVID-19 as it seeks to build back better.

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 2021 to 31st March 2022.

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 subject to publishing their own Equality Duty reports and such information on school's workforces are not included in this report.

**As of 31st March 2022, we have 2627 Council employees holding 2691 posts.**

Table showing headcounts and number of posts 2022/21 and 2020/21

| Year           | Headcount   | Posts       |
|----------------|-------------|-------------|
| <b>2021/22</b> | <b>2627</b> | <b>2691</b> |
| 2020/21        | 2694        | 2777        |

Table showing number of full-time roles and number of part-time roles

| Year           | Full time   |               | Part time   |               |
|----------------|-------------|---------------|-------------|---------------|
| <b>2021/22</b> | <b>1595</b> | <b>60.72%</b> | <b>1032</b> | <b>39.28%</b> |
| 2020/21        | 1574        | 58.43%        | 1120        | 41.57%        |

### **What does this data tell us?**

In 2021/22 the Council's headcount has reduced by 67 and the Council has 86 fewer posts. The percentage of part time posts has reduced from 41.57% in 2020/21 to 39.28% in 2021/22. Data in this report shows that higher percentages of women and disabled people hold part time posts. The lower availability of part time posts may therefore impact disproportionately on women and disabled people.

### **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.

## **Why does collecting diversity data benefit individuals and organisations?**

By declaring your protected characteristics, the council has a more accurate picture of diversity across the workforce, and this may help in the following ways:

- Identify any under representation and take action to address
- Provides data to inform equality impact assessments helping to expose and challenge any policies that adversely affecting people from certain groups. Data also helps to identify good practice.
- Provides a benchmark for the Council to monitor improvements
- Identify policy changes needed
- Challenge non inclusive behaviors, bias, and discrimination
- Inform bespoke learning and development opportunities

## **Developing our People**

Our 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 reduced budget for learning and development. Our career development strategy promotes development throughout the lifecycle of employment offering a range of blended learning and development opportunities for all. We do this by drawing on internal resources and encouraging coaching, mentoring and shadowing 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 Staff Led Networks**

Internal staff 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 mind sets and influence policy, forging real change and bringing about positive outcomes. Calderdale Council has an Employee Reference Group, Staff Disability Forum, BAME staff network, LGBT staff network and Peer Managers network. The chairs for each network meet regularly as a joint group to collaborate on shared work areas and challenges. The joint meetings also provide an opportunity for peer-to-peer support for the Council's network chairs.

### **Staff Disability Forum**

The Staff Disability Forum aims to create a working environment and policy framework for Disabled staff which is open, supportive and promotes equality of opportunity. The vision for the Forum is aligned to Vision 2024 and aims to help create inclusive working environments so that all staff can realise their full potential whoever they are.

Disability is used as an umbrella term to include physical disability, mental illness, chronic illness, sensory impairment, and neurodiversity. Not everyone who experiences these things would call themselves disabled. The network is open to all, you do not have to identify as disabled to attend meetings or join in the conversation.

### **Black, Asian Minority Ethnic Network**

We have an employee led BAME staff network. It provides a safe environment in which colleagues can share their lived experiences and through collaboration determine appropriate actions for positive change. All are welcomed to network meetings and the BAME steering group, whilst support meetings are held confidentially. In 2021/22 the BAME staff network worked in collaboration with Human Resources and Organisational Development on a range of projects across the employee lifecycle. This included development of induction resources, input on development opportunities, recruitment actions and improved processes around exit interviews.

## **Lesbian, Gay, Bi, Trans Network**

Calderdale Council's LGBT staff network aims to promote equality, inclusion, and representation of LGBT people in employment and service delivery and to help the organisation achieve the Council's ambition. The network works to ensure the views of LGBT service users and employees are considered. Membership is open to all Lesbians, Gay men/women, Bi and Trans people who work for the council. The network offers support for LGBT employees, promote understanding of LGBT issues, contribute, and facilitate consultation with LGBT employees and contribute to the development and delivery of Council policies

## **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 and ensures staff voices are heard as we continue to adjust through challenging times. The COVID-19 crisis has influenced the way that Calderdale Council operates, the ways that employees work and how services are delivered. As the Council continues to transition and stabilise there are important decisions to be made about how the Council will transform.

The purpose of the Calderdale Council Employee Reference Group is to provide opportunities for Cabinet and the Corporate Leadership Team to hear staff experiences. This enables employees to contribute to shaping what the Council does next as it seeks to continue to build back better in a post Covid world.

This is an employee led group and has diverse membership helping to ensure inclusive representation to support the Council's vision, values, and goals. The group meets remotely regularly and explores a wide range of topics which impact on all employees across the council. Points for discussion have included Covid 19 updates, health and wellbeing, workplace accommodation strategy and new ways of working.

## **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 31<sup>st</sup> March 2022

# Sex

### Employees by sex

| Year        | Male       |               | Female      |               |
|-------------|------------|---------------|-------------|---------------|
| <b>2022</b> | <b>857</b> | <b>32.62%</b> | <b>1770</b> | <b>67.38%</b> |
| 2021        | 892        | 33.11         | 1802        | 66.89%        |

### Post type by sex

| Year        | Male full time |               | Male part time |              | Female full time |               | Female Part time |               |
|-------------|----------------|---------------|----------------|--------------|------------------|---------------|------------------|---------------|
| <b>2022</b> | <b>642</b>     | <b>24.44%</b> | <b>215</b>     | <b>8.18%</b> | <b>953</b>       | <b>36.28%</b> | <b>817</b>       | <b>31.10%</b> |
| 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 males hold fulltime roles when compared to females. This means we have a higher proportion of female employees holding part time roles than we do males.

### **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. We recognise that there may be a higher ratio of females in 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, menopausal women are the fastest growing demographic. Menopause can affect a woman's working life in different ways and the Council provides guidance on reasonable adjustments. The Council has an internal menopause support group which provide general awareness sessions at intervals throughout the year. Calderdale Council's Occupational Health Team provide an inclusive Menopause Guidance which is available to all employees. Flexible working arrangements are an example of a reasonable adjustment which may help employees manage their symptoms but also provide increased harmony between a work life balance. The equality staff networks at Calderdale Council are open to all.

The mean (average) gender pay gap at Calderdale Council is 1.7% in 2021/22. This continues to be a positive step forward, but we recognise we have further work to do. (Please see aAppendix C Gender Pay Gap report)

# Gender Reassignment

## Gender Reassignment Declaration

| Date        | Yes       |              | No         |               | Rather not state |              | Not provided |               |
|-------------|-----------|--------------|------------|---------------|------------------|--------------|--------------|---------------|
| <b>2022</b> | <b>33</b> | <b>1.26%</b> | <b>709</b> | <b>26.99%</b> | <b>19</b>        | <b>0.72%</b> | <b>1866</b>  | <b>71.03%</b> |
| 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 28.97% in 2022 from 24.35% in 2021. This means more of the Council's employees are completing sensitive monitoring for this protected characteristic and stating 'yes', 'no' or 'rather not say'. This information tells us that 1.26% (33) of the Council's workforce have selected 'yes' when asked this question.

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

It is difficult to provide meaningful analysis where numbers are quite 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 diversity monitoring.

Our LGBT staff network meets regularly with LGBT employees. The staff network offers support for LGBT employees and promotes understanding of some of the challenges facing LGBT communities. The network contributes to, and facilitates, consultation with LGBT employees supporting the development and delivery of council policies and initiatives.

We continue to work with Inclusive Employers through their standardisation programme and with Stonewall as members of the Workplace Diversity Champion programme. Inclusive language acknowledges diversity and conveys respect to all people. The Transitioning at Work policy and the Menopause Guidance were reviewed in 2021. Whilst this 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 in all areas of policy and practice.

## Disability

**Table showing declaration of disability by council employees**

| Year        | Yes        |              | No          |               | Rather not state |              | Not provided |              |
|-------------|------------|--------------|-------------|---------------|------------------|--------------|--------------|--------------|
| <b>2022</b> | <b>139</b> | <b>5.29%</b> | <b>2374</b> | <b>90.37%</b> | <b>38</b>        | <b>1.45%</b> | <b>76</b>    | <b>2.89%</b> |
| 2021        | 132        | 4.90%        | 2441        | 90.61%        | 34               | 1.26%        | 87           | 3.23%        |

**Table showing disability by sex**

| Year        | Male      |               | Female    |               |
|-------------|-----------|---------------|-----------|---------------|
| <b>2022</b> | <b>56</b> | <b>40.29%</b> | <b>83</b> | <b>59.71%</b> |
| 2021        | 61        | 46.21%        | 71        | 53.79%        |

**Table showing disability by post type**

| Year        | Full time |               | Part time |               |
|-------------|-----------|---------------|-----------|---------------|
| <b>2022</b> | <b>90</b> | <b>64.75%</b> | <b>49</b> | <b>35.25%</b> |
| 2021        | 80        | 60.60%        | 52        | 39.40%        |

### **What does this data tell us?**

The declaration rate for disability has remained static at 97.11% (2022). The percentage of employees declaring a disability has risen to 5.29% (2022) from 4.90% (2021). There are slightly more disabled female employees (59.71%) than there are male disabled employees (40.29%). This data shows us that approximately two thirds of disabled employees hold full time roles, and this is a similar ratio when we look at the wider workforce. We have a slightly higher percent of disabled employees holding fulltime posts in 2022 (64.75%) when compared to 2021 (60.60%).

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

Calderdale Council has an active Staff 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.

The Forum consulted the wider workforce in 2021 on a range of workplace inclusion topics. The feedback has provided us with a range of experiences but most notably, gave a voice to those employees who have not declared a disability but are living with a disability. This gave us powerful insight into why choices are sometimes made not to declare a disability and ways that we can support and encourage colleagues. Actions arising from the Forum are monitored at regular meetings, the Human Resources/Organisational Development (HR/OD) Equality Review, and Corporate Equality Group. Reasonable Adjustments are an area of focus that our Staff Disability has brought to the attention of the Corporate Equality Group for discussion and progression.

Calderdale Council is a Disability Confident Employer this means we fulfil certain criteria under two themes: 'Getting the right people for our business' and 'Keeping and developing our people'. Examples in practice include inclusive recruitment, offering interviews to disabled candidates who meet the essential criteria, offering apprenticeships and work trials. Work trials are offered through Project Search and our Change Programme. In 2021/22 we saw a marked improvement in the employment rate of candidates with a disability with the appointment rate rising by 5%. (Recruitment data p 35)

Calderdale Council's Equality Statement references the Reasonable Adjustment Guidance. In addition, we have an Occupational Health Team who strive to ensure our employees needs are met. We recognise that as a council we have work to do to ensure that the provision of adjustments is actioned consistently across service areas. We ensure our managers are appropriately supported and have access to current information around Access to Work and Reasonable Adjustments.

## Age

**Table showing number of employees for each age bracket**

| Year | 16-24 |       | 25-34 |        | 35-44 |        | 45-54 |        | 55-64 |        | 65-70 |       | 70+ |       |
|------|-------|-------|-------|--------|-------|--------|-------|--------|-------|--------|-------|-------|-----|-------|
| 2022 | 78    | 2.97% | 399   | 15.19% | 543   | 20.67% | 797   | 30.34% | 707   | 26.91% | 84    | 3.20% | 19  | 0.72% |
| 2021 | 93    | 2.45% | 393   | 14.59% | 546   | 20.27% | 811   | 30.10% | 736   | 27.32% | 96    | 3.56% | 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 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. We recognise the positives that this brings for example, skill sets and a breadth of experience across service areas. It is important however, to recognise equally the skills and experiences younger generations bring. We have seven age cohorts working together with different expectations and needs so it is important to consider all age groups during each phase of the employee lifecycle. Some key areas of the Council's focus are coaching and mentoring to encourage mutual learning and development, increasing age diversity within our recruitment panels, providing advice and guidance on pensions and retirement, provision of work placements, internships, and the introduction of T level placements.

The Organisational team are working in collaboration with our Commercialisation teams to drive a culture of action through workforce planning. Key to this is



consideration of sustainability challenges across service areas specifically recruitment, and retention of talent.

# Ethnicity

**Table showing declaration of ethnicity by council employees**

| <b>Ethnicity</b>     | <b>2022</b> |               | <b>2021</b> |        |
|----------------------|-------------|---------------|-------------|--------|
| White British        | <b>2231</b> | <b>84.93%</b> | 2309        | 85.71% |
| White Irish or other | <b>54</b>   | <b>2.06%</b>  | 51          | 1.89%  |
| Asian                | <b>183</b>  | <b>6.97%</b>  | 178         | 6.61%  |
| Black                | <b>37</b>   | <b>1.41%</b>  | 39          | 1.45%  |
| Mixed                | <b>40</b>   | <b>1.52%</b>  | 38          | 1.41%  |
| Other                | <b>11</b>   | <b>0.42%</b>  | 10          | 0.37%  |
| Rather not state     | <b>22</b>   | <b>0.84%</b>  | 16          | 0.59%  |
| Not provided         | <b>49</b>   | <b>1.87%</b>  | 53          | 1.97%  |

**Total Ethnic Minority employed at the council**

|             |            |               |
|-------------|------------|---------------|
| <b>2022</b> | <b>271</b> | <b>10.32%</b> |
| 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 98.13% which means this data gives us an accurate picture of our workforce diversity as an organisation. The proportion of total minority ethnic employed at Calderdale Council is 10.32%. To check if we are representative of the communities, we serve we compare this figure to the percentage of working age populations (16 -64) of minority ethnic residents in Calderdale. Local working age populations are published by NOMIS (Official Census and Labour Market Statistics) and most recent data (Extracted from 2021 Census) are shown in the chart below.

**Chart showing working age population by ethnicity for Calderdale** (source Census data for 2021 released by NOMIS 2022)

| Date | Percent     | Confidence +5/-5    |
|------|-------------|---------------------|
| 2021 | <b>8.7%</b> | <b>3.7% - 13.7%</b> |

|      |              |                     |
|------|--------------|---------------------|
| 2020 | <b>8.8%</b>  | <b>3.8% - 13.8%</b> |
| 2019 | <b>10.1%</b> | <b>7.1% - 15.1%</b> |

### **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 very large which means the figures stated should be treated with some considerable caution.

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

The percentage of minority ethnic employed at Calderdale Council has increased steadily from 8.14% (2018/19) to 10.32% (2021/22). When we compare to most recent census data (extracted from NOMIS Census 2021 data released June 2022) above, this suggests it is likely that Calderdale Council as an organisation is representative or nearing representation of the working age populations within our local communities of Calderdale (by Total Minority Ethnic).

We recognise that we have significant work to do across the organisation to ensure there is representation across all service areas. It remains a priority to address under representation in senior leadership and managerial roles. Calderdale Council is committed to inclusive recruitment processes, with equity considered and embedded throughout. We are exploring how to support the development and progression of aspiring managers of Black, Asian, Minority Ethnic backgrounds. Employee retention, development and progression remain key priorities.

Our internal BAME staff 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 BAME network provides challenge to service areas and works in collaboration on inclusion issues. One piece of work in 2021 for example, was a joint exploration with the Children's and Young Peoples Directorate looking at ways to increase diversity amongst foster carer applications and ways to build cultural confidence in our foster carers and social workers.

Organisational Development continues to work in collaboration with the BAME steering group progressing shared objectives around diverse workforces and inclusive workplaces.

# Religion or belief

**Table showing declaration of religion or belief by council employees**

| Religion or belief | 2021/22 |        | 2020/21 |        |
|--------------------|---------|--------|---------|--------|
| Buddhist           | 11      | 0.42%  | 12      | 0.45%  |
| Christian          | 924     | 35.17% | 950     | 35.26% |
| Hindu              | 9       | 0.34%  | 7       | 0.26%  |
| Jewish             | 1       | 0.04%  | 1       | 0.04%  |
| Muslim             | 144     | 5.48%  | 146     | 5.42%  |
| Sikh               | 7       | 0.27%  | 4       | 0.15%  |
| Other              | 193     | 7.35%  | 180     | 6.68%  |
| No religion        | 796     | 30.30% | 782     | 29.03% |
| Rather not state   | 114     | 4.34%  | 115     | 4.27%  |
| Not provided       | 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 83.71% (2021/2022) from 81.55% (2020/2021). The data for religion/belief remains static when compared to 2020/21 with Christian denominations the majority declared religion at 35.17%. The category of 'No Religion' also remains high at 30.30%.

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

The increase in declaration rates is seen as a positive and for religion/belief the rate has risen steadily year on year from 49.30% in 2018 to 83.71% in 2021. This is important as we have a more accurate picture of the diversity of our workforce which is used to inform policy and practice which contribute to building inclusive workplaces.

As a council we recognise the importance of encouraging our workforce to build their cultural competence as this helps to enable effective working in cross cultural situations. We work closely with our BAME staff network on cultural development

initiatives such as ‘Living Diversity Stories’ and other awareness sessions. We publish religious holidays using internal communications and this includes celebratory and remembrance messages from the Leader of the Council and our Chief Executive.

Following the pandemic our physical workplaces have reduced and many of our employees are adopting a hybrid approach to working. Our Asset Management teams have consulted widely with our workforce during changes either through internal communications or through attendance at the Employee Reference group. Contemplation places can be found in our buildings. 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.

# Sexual Orientation

Table showing declaration of sexual orientation by council employees

| Sexual Orientation   | 2022 |        | 2021 |        |
|----------------------|------|--------|------|--------|
| Bi                   | 31   | 1.18%  | 28   | 1.04%  |
| Gay man              | 18   | 0.69%  | 17   | 0.63%  |
| Gay woman or lesbian | 40   | 1.52%  | 42   | 1.56%  |
| Heterosexual         | 1978 | 75.30% | 1974 | 73.27% |
| Other                | 6    | 0.23%  | 3    | 0.11%  |
| Rather not state     | 134  | 5.10%  | 140  | 5.20%  |
| Not provided         | 420  | 15.99% | 490  | 18.19% |

### What does this data tell us?

This data shows us the diversity in our workforce sorted by sexual orientation. The declaration rate is 84.01% (2021/22) and this has increased from 81.81% (2020/21). We have added together the categories Bi, Gay man, Gay woman/lesbian and other, to give a total for Lesbian, Gay, Bi (LGB) employed at Calderdale Council which is **3.62%**.

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

Calderdale Council's LGB workforce is 3.62% (2021/22). Office for National Statistics (ONS) data 2020 estimate that the UK's LGB population 16+ is 3.1%. This suggests that Calderdale Council's workforce is representative of national LGB communities.

Diversity means embracing & celebrating difference but equally, we are committed to recognising the challenges that having a protected characteristics or combination of characteristics brings. 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 training. Calderdale Council is a member of Stonewall's Diversity Champion Programme which provides practical supporting workforce development and inclusive workplaces.

The declaration rate for sexual orientation has increased from 51.08% in 2018 to 84.01% in 2021, this is important because it gives us a more accurate understanding of the diversity within our workforce. As an inclusive organisation we use our workforce diversity data to inform any changes needed to ensure we have inclusive environments. Diversity data informs our equality assessments enabling us to develop equitable policies, it also helps us to identify and challenge any disparities.

At Calderdale Council we have an active LGBT network that meets regularly and works in conjunction with Organisational Development on a range of challenges to bring about positive change. An area of focus for 2022 is building confidence in the Council's workforce around using inclusive language and sharing pronouns. It is recognised that safe learning environments should be encouraged and nurtured to build confidence across the organisation.

## Apprentices

Chart 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 |   |
|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|---|-------|---|-----|---|
| 2022 | 7     | 28.0% | 12    | 48.0% | 3     | 12.0% | 3     | 12.0% | 0     | 0 | 0     | 0 | 0   | 0 |

|             |   |        |   |        |   |       |   |       |   |   |   |   |   |   |
|-------------|---|--------|---|--------|---|-------|---|-------|---|---|---|---|---|---|
| <b>2021</b> | 5 | 31.25% | 5 | 31.25% | 4 | 25.0% | 2 | 12.5% | 0 | 0 | 0 | 0 | 0 | 0 |
|-------------|---|--------|---|--------|---|-------|---|-------|---|---|---|---|---|---|

#### Ethnicity of employees holding fixed term apprenticeship roles

| <b>Ethnicity</b>         | <b>2022</b> |       | <b>2021</b> |        |
|--------------------------|-------------|-------|-------------|--------|
| <b>White British</b>     | 20          | 80.0% | 15          | 93.75% |
| <b>White Irish/other</b> | 0           | 0     | 0           | 0      |
| <b>Asian</b>             | 3           | 12.0% | 0           | 0      |
| <b>Black</b>             | 1           | 4.0%  | 0           | 0      |
| <b>Mixed</b>             | 1           | 4.0%  | 0           | 0      |
| <b>Other</b>             | 0           | 0     | 0           | 0      |
| <b>Rather not state</b>  | 0           | 0     | 1           | 6.25%  |
| <b>Not provided</b>      | 0           | 0     | 0           | 0      |

#### What does this data tell us?

At Calderdale Council in 2021/22 we have 25 apprentices in fixed term roles which is an increase of 9 from the previous year 2020/21. We have an increase in fixed term apprenticeship roles held by Black, Asian, and Mixed employees (5) as compared to the previous year (0). Most apprenticeship roles are held by employees in the [16-24] and [25-34] age brackets. There are <5 employees in apprenticeship roles with a declared disability. The number of apprentices with a disability are included in the overarching figure for employees with a declared disability 5.29% (p15).

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

We have increased the total amount of apprentices employed at the council and the representation of minority ethnic employees has risen within this group. As a Council post covid, we have moved towards hybrid working arrangements. This provides managers with increased opportunities to support the learning and development of apprentices at the council, in person. We continue to encourage recruiting managers

to develop role profiles using plain English and to consider how to attract the widest pool of talent during apprentice recruitment campaigns.

Organisational Development continue to collaborate with the Recruitment and Resourcing Team embedding the Talent Management and Apprenticeship Strategy. School visits have resumed which means the Recruitment and Resourcing Team can promote careers at Calderdale Council, share role model examples and widen understanding of the variety of careers available at the council.

## Top 5% Earners

### Number of employees in the top 5 % bracket and average salary

| Year        | Number of employees in top 5% roles |              | Average salary    |
|-------------|-------------------------------------|--------------|-------------------|
| <b>2022</b> | <b>152</b>                          | <b>5.79%</b> | <b>£56,333.16</b> |
| 2021        | 152                                 | 5.64%        | £55,113.83        |

### SEX: Employees in top 5%

| Sex    | 2021/22 |        | 2020/21 |        |
|--------|---------|--------|---------|--------|
| Female | 87      | 57.24% | 88      | 57.89% |
| Male   | 65      | 42.76% | 64      | 42.11% |



### DISABILITY: Employees in top 5%

|            | 2021/22 |       | 2020/21 |       |
|------------|---------|-------|---------|-------|
| Disability | 4       | 2.63% | 5       | 3.29% |

### Ethnicity: Employees in top 5%

| Ethnicity         | 2021/22 |        | 2020/21 |        |
|-------------------|---------|--------|---------|--------|
| White British     | 133     | 87.50% | 134     | 88.16% |
| White Irish/other | 6       | 3.95%  | 6       | 3.95%  |
| Asian             | 6       | 3.95%  | 5       | 3.29%  |
| Black             | 2       | 1.32%  | 2       | 1.32%  |
| Mixed             | 1       | 0.66%  | 1       | 0.66%  |
| Other             | 1       | 0.66%  | 1       | 0.66%  |
| Rather not state  | 2       | 1.32%  | 1       | 0.66%  |
| Not provided      | 1       | 0.66%  | 2       | 1.32%  |

### What does this data tell us?

This data shows us that there are 152 employees in the top 5% of earners and this represents 5.79% of the workforce. The average salary is £56,333.16. These figures remain static when compared to 2020/21.

Females holding roles in the top 5% are underrepresented at 57.25% when compared to the overall percent of females employed at the council (67.38%). For the diversity strand of ethnicity, although there has been an increase to 6.58% from 5.92% (2020/21) there remains an under representation of minority ethnic employees in top 5%. Similarly, employees with a declared disability are underrepresented at 2.63%.

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

Women and disabled employees hold many of the part-time roles at the council. The Council recognises that to realise potential, all employees should have the choice, opportunities, and support to progress in the organisation. To support the growth of women, disabled and minority ethnic employees in the workplace, higher level leadership programmes and apprenticeships are offered to all employees and in 2021/22 there was diverse representation in all enrolments. 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.

The Council's BAME, Disability and LGBT staff networks work collaboratively with Organisational Development identifying appropriate developmental interventions. In 2021 lead members of the Council's networks attended workplace leadership conferences and coaching conversation training.

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 gender-neutral language, using specialist diversity recruitment companies and providing application support. The Council continues to provide a diverse pool of recruitment panelists to ensure panels are both representative and impartial. The Council uses a blind application process where names, sex, ethnicity, and age of candidates are not visible during the application and shortlisting stages. Recruitment training includes content on biases and encourages inclusive language principles in practice.

## Length of Service

Chart showing length of service of employees at Calderdale Council

| Length of service in years | 2021/22 |        | 2020/21 |        |
|----------------------------|---------|--------|---------|--------|
| Under 1                    | 254     | 9.67%  | 177     | 6.57%  |
| 1 to under 5               | 607     | 23.11% | 660     | 24.50% |
| 5 to under 10              | 528     | 20.10% | 515     | 19.12% |
| 10 to under 20             | 767     | 29.20% | 869     | 32.26% |
| 20 to under 30             | 308     | 11.72% | 300     | 11.14% |
| 30 to under 40             | 143     | 5.44%  | 154     | 5.72%  |
| 40 and above               | 20      | 0.76%  | 19      | 0.71%  |

# Turnover

During the period 1<sup>st</sup> of April 2021 to 30<sup>th</sup> March 2022 there was a **turnover of 12.81% (341)** employees, giving a retention rate of **87.19%**. There has been a slight increase in employee turnover for 2021/22 as compared to 2020/21 where the retention rate was 89.03%, with turnover at 10.97% (301) employees.

In 2021/22 the total amount of Involuntary leavers was 51 (4.96%) total voluntary leavers 290 (85.04%).

In 2020/21 the total amount of involuntary leavers was 97 (32.23%) total voluntary leavers 204 (67.77%).

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

**Chart 1: showing turnover by ethnicity**

| Ethnicity            | 2021/22 |        | 2020/21 |        |
|----------------------|---------|--------|---------|--------|
|                      |         |        |         |        |
| White British        | 290     | 85.04% | 247     | 82.06% |
| White Irish or other | 6       | 1.76%  | 4       | 1.33%  |
| Asian                | 22      | 6.45%  | 17      | 5.65%  |
| Black                | 6       | 1.76%  | 10      | 3.32%  |
| Mixed                | 6       | 1.76%  | 5       | 1.66%  |
| Other                | 1       | 0.29%  | 3       | 1.00%  |
| Rather not state     | 2       | 0.59%  | 1       | 0.33%  |
| Not provided         | 8       | 2.35%  | 14      | 4.65%  |

**Chart 2: showing turnover by disability**

| <b>Disability</b>                    | <b>2021/22</b> |               | <b>2020/21</b> |        |
|--------------------------------------|----------------|---------------|----------------|--------|
| <b>Disability – no</b>               | <b>300</b>     | <b>87.98%</b> | 263            | 87.38% |
| <b>Disability- yes</b>               | <b>17</b>      | <b>4.99%</b>  | 15             | 4.98%  |
| <b>Disability – rather not state</b> | <b>7</b>       | <b>2.05%</b>  | 7              | 2.33%  |
| <b>Disability – not provided</b>     | <b>17</b>      | <b>4.99%</b>  | 16             | 5.32%  |

**Chart 3: showing turnover by age**

| <b>Age</b>   | <b>2021/22</b> |               | <b>2020/21</b> |        |
|--------------|----------------|---------------|----------------|--------|
| <b>16-24</b> | <b>19</b>      | <b>5.57%</b>  | 20             | 6.64%  |
| <b>25-34</b> | <b>54</b>      | <b>15.84%</b> | 40             | 13.29% |
| <b>35-44</b> | <b>59</b>      | <b>17.30%</b> | 38             | 12.62% |
| <b>45-54</b> | <b>52</b>      | <b>15.25%</b> | 68             | 22.59% |
| <b>55-64</b> | <b>104</b>     | <b>30.50%</b> | 92             | 30.56% |
| <b>65-70</b> | <b>45</b>      | <b>13.20%</b> | 38             | 12.62% |
| <b>70+</b>   | <b>8</b>       | <b>2.35%</b>  | 5              | 1.66%  |

**Chart 4: showing turnover by sexual orientation**

| <b>Sexual orientation</b> | <b>2021/22</b> |               | <b>2020/21</b> |        |
|---------------------------|----------------|---------------|----------------|--------|
| <b>Bi</b>                 | <b>9</b>       | <b>2.64%</b>  | 1              | 0.33%  |
| <b>Gay Man</b>            | <b>4</b>       | <b>1.17%</b>  | 2              | 0.66%  |
| <b>Gay woman/lesbian</b>  | <b>9</b>       | <b>2.64%</b>  | 2              | 0.66%  |
| <b>Heterosexual</b>       | <b>231</b>     | <b>67.74%</b> | 208            | 69.10% |
| <b>Rather not state</b>   | <b>22</b>      | <b>6.45%</b>  | 9              | 2.99%  |
| <b>Not provided</b>       | <b>66</b>      | <b>19.35%</b> | 79             | 26.25% |

**Chart 5: showing turnover by religion/belief**

| <b>Religion / Belief</b> | <b>2021/22</b> |               | <b>2020/21</b> |        |
|--------------------------|----------------|---------------|----------------|--------|
| <b>Buddhist</b>          | <b>1</b>       | <b>0.29%</b>  | 2              | 0.66%  |
| <b>Christian</b>         | <b>121</b>     | <b>35.48%</b> | 97             | 32.23% |

|                  |    |        |    |        |
|------------------|----|--------|----|--------|
| Hindu            | 1  | 0.29%  | 0  | 0      |
| Jewish           | 1  | 0.29%  | 0  | 0      |
| Muslim           | 21 | 6.16%  | 12 | 3.99%  |
| Sikh             | 0  | 0      | 1  | 0.33%  |
| Other            | 32 | 9.38%  | 19 | 6.31%  |
| No religion      | 84 | 24.63% | 80 | 26.58% |
| Rather not state | 15 | 4.40%  | 11 | 3.65%  |
| Not provided     | 65 | 19.06% | 79 | 26.25% |

**Chart 6: showing turnover by Sex**

| Sex    | 2021/22 |        | 2020/21 |        |
|--------|---------|--------|---------|--------|
| Male   | 114     | 33.43% | 96      | 31.89% |
| Female | 227     | 66.57% | 205     | 68.11% |

Charts 7-10 below highlight **the total turnover** for underrepresented groups: Minority ethnic, employees with a declared disability and Lesbian, Gay & Bi (LGB)

**Chart 7: Total minority ethnic leaving the council**

| 2021/22 |        | 2020/21 |        |
|---------|--------|---------|--------|
| 35      | 10.26% | 35      | 11.63% |

The total minority ethnic employees leaving their employment in **2021/22** was 35 (10.26%), of these 8 employees (2.35%) left for involuntary reasons and 27 employees left for voluntary reasons (7.92%). This compares to **2020/21** when 15 employees left for involuntary reasons (4.98%) and 20 for voluntary reasons (6.64%).

**Chart 8: Employees with a declared disability leaving the council**

| 2021/22 |       | 2020/21 |       |
|---------|-------|---------|-------|
| 17      | 4.99% | 15      | 4.98% |

In **2021/22** 4 employees with a declared disability (1.17%) left their employment for involuntary reasons and 13 employees (3.81%) left for voluntary reasons. This compares to **2020/21** when 8 employees (2.66%) left their employment for involuntary reasons and 7 employees (2.33%) left for voluntary reasons

**Chart 9: Employees with a declared sexual orientation leaving the council**

| <b>Sexual orientation</b> | <b>2021/22</b> |               | <b>2020/21</b> |        |
|---------------------------|----------------|---------------|----------------|--------|
| <b>LGB</b>                | <b>22</b>      | <b>2.45%</b>  | 5              | 1.65%  |
| <b>Heterosexual</b>       | <b>231</b>     | <b>67.74%</b> | 208            | 69.10% |

In **2021/22** 19 employees (5.58%) identifying as Lesbian, Gay or Bi left their employment for voluntary reasons and 3 employees (0.87%) for involuntary reasons. This compares to 2020/21 when 5 (1.65%) employees identifying as Lesbian, Gay or Bi left their employment, 3 (0.99%) for involuntary reasons and 2 (0.66%) for voluntary reasons.

**Chart showing reasons for leaving**

| <b>Reason</b>                       | <b>2021/22</b> |               | <b>2020/21</b> |        |
|-------------------------------------|----------------|---------------|----------------|--------|
| Resignation                         | <b>226</b>     | <b>66.28%</b> | 140            | 46.51% |
| Early Retirement                    | <b>35</b>      | <b>10.26%</b> | 26             | 8.64%  |
| End of Contract/Secondment          | <b>18</b>      | <b>5.28%</b>  | 30             | 9.97%  |
| Redundancy - Compulsory             | <b>12</b>      | <b>3.52%</b>  | 42             | 13.95% |
| Redundancy - Voluntary              | <b>4</b>       | <b>1.17%</b>  | 7              | 2.33%  |
| Died in Service                     | <b>3</b>       | <b>0.88%</b>  | 2              | 0.66%  |
| Dismissal                           | <b>3</b>       | <b>0.59%</b>  | 5              | 1.66%  |
| Going to Other Payroll Provider     |                |               |                |        |
| Ill Health Dismissal                | <b>14</b>      | <b>4.11%</b>  | 16             | 5.32%  |
| Retirement - 65+                    | <b>19</b>      | <b>5.57%</b>  | 28             | 9.30%  |
| Transfer                            |                |               |                |        |
| Mutual Agreement                    | <b>2</b>       | <b>0.59%</b>  | 1              | 0.33%  |
| Transfer - TUPE                     | <b>0</b>       | <b>0</b>      | 2              | 0.66%  |
| Casual no longer required           | <b>1</b>       | <b>0.29%</b>  | 0              | 0      |
| New job                             | <b>0</b>       | <b>0</b>      | 0              | 0      |
| Other reason                        | <b>0</b>       | <b>0</b>      | 0              | 0      |
| Personal                            | <b>0</b>       | <b>0</b>      | 0              | 0      |
| Transfer to another Local Authority | <b>3</b>       | <b>0.88%</b>  | 2              | 0.66%  |
| Transfer - Secondment               | <b>1</b>       | <b>0.29%</b>  |                |        |
| Becoming an Academy                 | <b>1</b>       | <b>0.29%</b>  |                |        |

### **Exit Interview Data**

Exit interview data provides invaluable insight into employee experience at Calderdale Council. Employee feedback identifies both strengths and weaknesses in the employee lifecycle. We use this feedback to inform reviews or development of different aspects of employee life cycle for example, induction and continued professional development opportunities.

We are committed to improving the uptake of exit interviews from employees leaving Calderdale Council by offering different ways for the employee leaving to complete an exit interview. Employees have the option of completing an exit interview with their manager, or if they prefer not through their manager using the electronic version or through Organisational Development. Any employee feedback relating to harassment, prejudice or discrimination are followed up swiftly by Human Resource Advisors as outlined in our 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 2021/22 is provided in **bold**.

|            |             |           |
|------------|-------------|-----------|
| Applicants | Shortlisted | Appointed |
|------------|-------------|-----------|

## External Recruitment Campaigns

In 2021/22 Calderdale Council received **3588 external** applications (2238 in 2020/21) and appointed **574** individuals (171 in 2020/21).

For external posts we use multiple boards to advertise posts depending on our target audience, all adverts go on Indeed.com and some on specialist sites to widen the diversity of applications. We recognise that the Coronavirus pandemic has impacted the labour market significantly, business closure has brought increased unemployment, and this is coupled with the uncertainty felt by those individuals on the furlough scheme, isolating or shielding. The pandemic had in 2020/21 significantly affected an individual's ability to seek employment, but with increased applications in 2021/22 we see some recovery in employment campaigns post covid.

## Internal Recruitment Campaigns

In 2021/22 Calderdale Council received **269** internal applications (235 in 2020/21) and appointed **96** individuals (83 in 2020/21).

All internal vacancies are available on the Calderdale Jobs website, these roles are only available for Calderdale Council staff to apply to. Candidates can apply for any of the vacancies they wish to 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:** external applications, shortlisting, and appointments of candidates

| Date           | Sex                | Applied     |               | Shortlisted |               | Appointed  |               |
|----------------|--------------------|-------------|---------------|-------------|---------------|------------|---------------|
| <b>2021/22</b> | <b>Female</b>      | <b>2358</b> | <b>65.72%</b> | <b>992</b>  | <b>69.52%</b> | <b>400</b> | <b>69.69%</b> |
|                | <b>Male</b>        | <b>1230</b> | <b>34.28%</b> | <b>435</b>  | <b>30.48%</b> | <b>174</b> | <b>30.31%</b> |
|                | <b>Unspecified</b> | <b>0</b>    | <b>0</b>      | <b>0</b>    | <b>0</b>      | <b>0</b>   | <b>0</b>      |
|                |                    |             |               |             |               |            |               |
| 2020/21        | Female             | 1324        | 59.16%        | 376         | 67.99%        | 125        | 73.10%        |
| 2020/21        | Male               | 900         | 40.21%        | 176         | 31.83%        | 46         | 26.90%        |
| 2020/21        | unspecified        | 14          | 0.63%         | 1           | 0.18%         | 0          | 0.00%         |

## **Sex:** Internal recruitment campaigns

| Date           | Sex                | Applied    |               | Shortlisted |               | Appointed |               |
|----------------|--------------------|------------|---------------|-------------|---------------|-----------|---------------|
| <b>2021/22</b> | <b>Female</b>      | <b>174</b> | <b>64.68%</b> | <b>115</b>  | <b>66.47%</b> | <b>64</b> | <b>66.67%</b> |
|                | <b>Male</b>        | <b>95</b>  | <b>35.32%</b> | <b>58</b>   | <b>33.53%</b> | <b>32</b> | <b>33.33%</b> |
|                | <b>Unspecified</b> | <b>0</b>   | <b>0</b>      | <b>0</b>    | <b>0</b>      | <b>0</b>  | <b>0</b>      |
|                |                    |            |               |             |               |           |               |
| 2020/21        | Female             | 133        | 56.60%        | 101         | 61.96%        | 55        | 66.27%        |
| 2020/21        | Male               | 102        | 43.40%        | 62          | 38.04%        | 28        | 33.73%        |
| 2020/21        | unspecified        | 0          | 0             | 0           | 0             | 0         | 0             |

This data shows that females have a slightly higher success rate than males in both internal and external recruitment campaigns.

## Declared Disability: external recruitment campaigns

| Date    | Applied |       | Shortlisted |       | Appointed |       |
|---------|---------|-------|-------------|-------|-----------|-------|
| 2021/22 | 211     | 5.88% | 105         | 7.36% | 44        | 7.67% |
|         |         |       |             |       |           |       |
| 2020/21 | 119     | 5.32% | 25          | 4.52% | 4         | 2.34% |

## Declared Disability: Internal recruitment campaigns

| Date    | Applied |       | Shortlisted |        | Appointed |       |
|---------|---------|-------|-------------|--------|-----------|-------|
| 2021/22 | 8       | 2.97% | 7           | 4.05%  | 6         | 6.25% |
|         |         |       |             |        |           |       |
| 2020/21 | 15      | 6.38% | 11          | 6.75%% | 4         | 4.82% |

### Declared Disability: what does this data tell us?

This data shows that the percentage of applications from candidates with a declared disability has remained static at 5.88% (211) in 2021/22 and 5.32% (119) in 2020/21. There has however been a significant improvement in the success rate of candidates who have declared a disability in external recruitment campaigns. 7.67% (44) of the total appointments made in 2021/22 were to candidates with a declared disability and this has increased from 2.34% (4) in 2020/21.

This improvement in success rate is also visible in internal recruitment campaigns. Appointments for candidates with a declared disability has risen to 6.25% (6) in 2021/22 from 4.82% (4) in 2020/21.

## Age External recruitment campaigns

| Date           | Age bracket             | Applied    |               | Shortlisted |               | Appointed |               |
|----------------|-------------------------|------------|---------------|-------------|---------------|-----------|---------------|
| <b>2021/22</b> | <b>16-19</b>            | <b>194</b> | <b>5.41%</b>  | <b>78</b>   | <b>5.47%</b>  | <b>40</b> | <b>6.97%</b>  |
| 2020/21        | 16-19                   | 46         | 2.06%         | 6           | 1.08%         | 3         | 1.75%         |
|                |                         |            |               |             |               |           |               |
| <b>2021/22</b> | <b>20-24</b>            | <b>521</b> | <b>14.52%</b> | <b>176</b>  | <b>12.33%</b> | <b>58</b> | <b>10.10%</b> |
| 2020/21        | 20-24                   | 479        | 21.40%        | 73          | 13.20%        | 25        | 14.62%        |
|                |                         |            |               |             |               |           |               |
| <b>2021/22</b> | <b>25-29</b>            | <b>507</b> | <b>14.13%</b> | <b>179</b>  | <b>12.54%</b> | <b>69</b> | <b>12.02%</b> |
| 2020/21        | 25-29                   | 394        | 17.61%        | 84          | 15.19%        | 21        | 12.28%        |
|                |                         |            |               |             |               |           |               |
| <b>2021/22</b> | <b>30-34</b>            | <b>475</b> | <b>13.24%</b> | <b>204</b>  | <b>14.30%</b> | <b>78</b> | <b>13.59%</b> |
| 2020/21        | 30-34                   | 275        | 12.29%        | 77          | 13.92%        | 27        | 15.79%        |
|                |                         |            |               |             |               |           |               |
| <b>2021/22</b> | <b>35-39</b>            | <b>383</b> | <b>10.67%</b> | <b>147</b>  | <b>10.30%</b> | <b>62</b> | <b>10.80%</b> |
| 2020/21        | 35-39                   | 195        | 8.71%         | 57          | 10.31%        | 18        | 10.53%        |
|                |                         |            |               |             |               |           |               |
| <b>2021/22</b> | <b>40-44</b>            | <b>344</b> | <b>9.59%</b>  | <b>155</b>  | <b>10.86%</b> | <b>70</b> | <b>12.20%</b> |
| 2020/21        | 40-44                   | 192        | 8.58%         | 62          | 11.21%        | 18        | 10.53%        |
|                |                         |            |               |             |               |           |               |
| <b>2021/22</b> | <b>45-49</b>            | <b>305</b> | <b>8.50%</b>  | <b>134</b>  | <b>9.39%</b>  | <b>48</b> | <b>8.36%</b>  |
| 2020/21        | 45-49                   | 188        | 8.40%         | 54          | 9.76%         | 17        | 9.94%         |
|                |                         |            |               |             |               |           |               |
| <b>2021/22</b> | <b>50-54</b>            | <b>350</b> | <b>9.75%</b>  | <b>164</b>  | <b>11.49%</b> | <b>74</b> | <b>12.89%</b> |
| 2020/21        | 50-54                   | 177        | 7.91%         | 64          | 11.57%        | 18        | 10.53%        |
|                |                         |            |               |             |               |           |               |
| <b>2021/22</b> | <b>55-59</b>            | <b>223</b> | <b>6.22%</b>  | <b>91</b>   | <b>6.38%</b>  | <b>37</b> | <b>6.45%</b>  |
| 2020/21        | 55-59                   | 130        | 5.81%         | 47          | 8.50%         | 16        | 9.36%         |
|                |                         |            |               |             |               |           |               |
| <b>2021/22</b> | <b>60+</b>              | <b>134</b> | <b>3.73%</b>  | <b>57</b>   | <b>3.99%</b>  | <b>25</b> | <b>4.36%</b>  |
| 2020/21        | 60+                     | 37         | 1.65%         | 9           | 1.63%         | 3         | 1.75%         |
|                |                         |            |               |             |               |           |               |
| <b>2021/22</b> | <b>Rather not state</b> | <b>152</b> | <b>4.24%</b>  | <b>42</b>   | <b>2.94%</b>  | <b>13</b> | <b>2.26%</b>  |
| 2020/21        | Rather not state        | 125        | 5.59%         | 20          | 3.62%         | 5         | 2.92%         |

## Age Internal recruitment campaigns

| Date | Age bracket | Applied |  | Shortlisted |  | Appointed |  |
|------|-------------|---------|--|-------------|--|-----------|--|
|------|-------------|---------|--|-------------|--|-----------|--|

|                |                         |           |               |           |               |           |               |
|----------------|-------------------------|-----------|---------------|-----------|---------------|-----------|---------------|
| <b>2021/22</b> | <b>16-19</b>            | <b>0</b>  | <b>0</b>      | <b>0</b>  | <b>0</b>      | <b>0</b>  | <b>0</b>      |
| 2020/21        | 16-19                   | 5         | 2.13%         | 4         | 2.45%         | 1         | 1.20%         |
| <b>2021/22</b> | <b>20-24</b>            | <b>18</b> | <b>6.69%</b>  | <b>7</b>  | <b>4.05%</b>  | <b>4</b>  | <b>4.17%</b>  |
| 2020/21        | 20-24                   | 34        | 14.47%        | 14        | 8.59%         | 7         | 8.43%         |
| <b>2021/22</b> | <b>25-29</b>            | <b>47</b> | <b>17.47%</b> | <b>32</b> | <b>18.50%</b> | <b>13</b> | <b>13.54%</b> |
| 2020/21        | 25-29                   | 39        | 16.60%        | 27        | 16.56%        | 10        | 12.05%        |
| <b>2021/22</b> | <b>30-34</b>            | <b>35</b> | <b>13.01%</b> | <b>21</b> | <b>12.14%</b> | <b>13</b> | <b>13.54%</b> |
| 2020/21        | 30-34                   | 31        | 13.19%        | 18        | 11.04%        | 10        | 12.05%        |
| <b>2021/22</b> | <b>35-39</b>            | <b>36</b> | <b>13.38%</b> | <b>25</b> | <b>14.45%</b> | <b>16</b> | <b>16.67%</b> |
| 2020/21        | 35-39                   | 27        | 11.49%        | 21        | 12.88%        | 15        | 18.07%        |
| <b>2021/22</b> | <b>40-44</b>            | <b>30</b> | <b>11.15%</b> | <b>23</b> | <b>13.29%</b> | <b>12</b> | <b>12.50%</b> |
| 2020/21        | 40-44                   | 23        | 9.79%         | 16        | 9.82%         | 9         | 10.84%        |
| <b>2021/22</b> | <b>45-49</b>            | <b>32</b> | <b>11.90%</b> | <b>22</b> | <b>12.72%</b> | <b>13</b> | <b>13.54%</b> |
| 2020/21        | 45-49                   | 24        | 10.21%        | 20        | 12.27%        | 12        | 14.46%        |
| <b>2021/22</b> | <b>50-54</b>            | <b>42</b> | <b>15.61%</b> | <b>25</b> | <b>14.45%</b> | <b>17</b> | <b>17.71%</b> |
| 2020/21        | 50-54                   | 26        | 11.06%        | 23        | 14.1%         | 9         | 10.84%        |
| <b>2021/22</b> | <b>55-59</b>            | <b>17</b> | <b>6.32%</b>  | <b>12</b> | <b>6.94%</b>  | <b>6</b>  | <b>6.25%</b>  |
| 2020/21        | 55-59                   | 24        | 10.21%        | 20        | 12.27%        | 10        | 12.05%        |
| <b>2021/22</b> | <b>60+</b>              | <b>7</b>  | <b>2.60%</b>  | <b>5</b>  | <b>2.89%</b>  | <b>2</b>  | <b>2.08%</b>  |
| 2020/21        | 60+                     | 1         | 0.43%         | 0         | 0             | 0         | 0             |
| <b>2021/22</b> | <b>Rather not state</b> | <b>5</b>  | <b>1.86%</b>  | <b>1</b>  | <b>0.58%</b>  | <b>0</b>  | <b>0.00%</b>  |
| 2020/21        | Rather not state        | 1         | 0.43%         | 0         | 0             | 0         | 0             |

### **Age: what does this data tell us?**

For external recruitment campaigns in 2021/22 this data shows us that the highest application rates came from those candidates within the age ranges [20-24] and [25-29]. There has also been a marked increase in applications from candidates in the [16-19] age range and with improved success at appointment stage. Candidates in the age bands between [30 and 54] had a higher success rate at appointment stage.

For internal recruitment campaigns in 2021/22 we have seen a decrease in applications from candidates in the age bands [16-19] and [20-24]. There has been an increase in internal applications from candidates in the [25-29] age range, but with a slightly lower success rate at appointment stage when compared to age bands between [30- 54].

## Ethnicity external recruitment campaigns

| Date           | Ethnicity                | Applied   |              | Shortlisted |              | Appointed |              |
|----------------|--------------------------|-----------|--------------|-------------|--------------|-----------|--------------|
| <b>2021/22</b> | <b>Asian Bangladeshi</b> | <b>24</b> | <b>0.67%</b> | <b>11</b>   | <b>0.77%</b> | <b>5</b>  | <b>0.87%</b> |
| 2020/21        | Asian Bangladeshi        | 14        | 0.63%        | 1           | 0.18%        | 0         | 0            |
|                |                          |           |              |             |              |           |              |
| <b>2021/22</b> | <b>Asian Indian</b>      | <b>98</b> | <b>2.73%</b> | <b>30</b>   | <b>2.10%</b> | <b>9</b>  | <b>1.57%</b> |
| 2020/21        | Asian Indian             | 47        | 2.10%        | 5           | 0.90%        | 0         | 0            |
|                |                          |           |              |             |              |           |              |

|                |  |             |               |             |               |            |               |
|----------------|--|-------------|---------------|-------------|---------------|------------|---------------|
| <b>2021/22</b> | <b>Asian other</b>                               | <b>21</b>   | <b>0.59%</b>  | <b>8</b>    | <b>0.56%</b>  | <b>4</b>   | <b>0.70%</b>  |
| 2020/21        | Asian other                                      | 10          | 0.45%         | 6           | 1.08%         | 0          | 0             |
|                |  |             |               |             |               |            |               |
| <b>2021/22</b> | <b>Asian Pakistani</b>                           | <b>385</b>  | <b>10.73%</b> | <b>127</b>  | <b>8.90%</b>  | <b>36</b>  | <b>6.27%</b>  |
| 2020/21        | Asian Pakistani                                  | 253         | 11.30%        | 48          | 8.68%         | 13         | 7.60%         |
|                |  |             |               |             |               |            |               |
| <b>2021/22</b> | <b>Black African</b>                             | <b>51</b>   | <b>1.42%</b>  | <b>16</b>   | <b>1.12%</b>  | <b>5</b>   | <b>0.87%</b>  |
| 2020/21        | Black African                                    | 28          | 1.25%         | 4           | 0.72%         | 1          | 0.58%         |
|                |  |             |               |             |               |            |               |
| <b>2021/22</b> | <b>Black Caribbean</b>                           | <b>21</b>   | <b>0.59%</b>  | <b>10</b>   | <b>0.70%</b>  | <b>4</b>   | <b>0.70%</b>  |
| 2020/21        | Black Caribbean                                  | 23          | 1.03%         | 8           | 1.45%         | 0          | 0             |
|                |  |             |               |             |               |            |               |
| <b>2021/22</b> | <b>Black other</b>                               | <b>17</b>   | <b>0.47%</b>  | <b>10</b>   | <b>0.70%</b>  | <b>2</b>   | <b>0.35%</b>  |
| 2020/21        | Black other                                      | 7           | 0.31%         | 1           | 0.18%         | 0          | 0             |
|                |  |             |               |             |               |            |               |
| <b>2021/22</b> | <b>Chinese</b>                                   | <b>13</b>   | <b>0.36%</b>  | <b>0</b>    | <b>0.07%</b>  | <b>1</b>   | <b>0.00%</b>  |
| 2020/21        | Chinese  | 5           | 0.22%         | 1           | 0.18%         | 0          | 0             |
|                |  |             |               |             |               |            |               |
| <b>2021/22</b> | <b>Mixed other</b>                               | <b>23</b>   | <b>0.64%</b>  | <b>6</b>    | <b>0.42%</b>  | <b>4</b>   | <b>0.70%</b>  |
| 2020/21        | Mixed other                                      | 22          | 0.98%         | 4           | 0.72%         | 1          | 0.58%         |
|                |  |             |               |             |               |            |               |
| <b>2021/22</b> | <b>Mixed White &amp; Black Caribbean/African</b> | <b>48</b>   | <b>1.34%</b>  | <b>21</b>   | <b>1.47%</b>  | <b>9</b>   | <b>1.57%</b>  |
| 2020/21        | Mixed White & Black Caribbean/African            | 32          | 1.43%         | 9           | 1.63%         | 5          | 2.92%         |
|                |  |             |               |             |               |            |               |
| <b>2021/22</b> | <b>Other</b>                                     | <b>32</b>   | <b>0.89%</b>  | <b>13</b>   | <b>0.91%</b>  | <b>5</b>   | <b>0.87%</b>  |
| 2020/21        | Other  | 11          | 0.49%         | 5           | 0.90%         | 0          | 0             |
|                |  |             |               |             |               |            |               |
| <b>2021/22</b> | <b>White and Asian</b>                           | <b>43</b>   | <b>1.20%</b>  | <b>14</b>   | <b>0.98%</b>  | <b>6</b>   | <b>1.05%</b>  |
| 2020/21        | White and Asian                                  | 18          | 0.80%         | 1           | 0.18%         | 0          | 0             |
|                |  |             |               |             |               |            |               |
| <b>2021/22</b> | <b>White British</b>                             | <b>2626</b> | <b>73.19%</b> | <b>1105</b> | <b>77.44%</b> | <b>461</b> | <b>80.31%</b> |
| 2020/21        | White British                                    | 1621        | 72.43%        | 434         | 78.48%        | 143        | 83.63%        |
|                |  |             |               |             |               |            |               |
| <b>2021/22</b> | <b>White Irish</b>                               | <b>22</b>   | <b>0.61%</b>  | <b>14</b>   | <b>0.98%</b>  | <b>8</b>   | <b>1.39%</b>  |
| 2020/21        | White Irish                                      | 18          | 0.80%         | 5           | 0.18%         | 3          | 1.75%         |
|                |  |             |               |             |               |            |               |

|                |                         |           |              |           |              |           |              |
|----------------|-------------------------|-----------|--------------|-----------|--------------|-----------|--------------|
| <b>2021/22</b> | <b>White other</b>      | <b>96</b> | <b>2.68%</b> | <b>27</b> | <b>1.89%</b> | <b>11</b> | <b>1.92%</b> |
| 2020/21        | White other             | 72        | 3.22%        | 12        | 2.17%        | 2         | 1.17%        |
|                |                         |           |              |           |              |           |              |
| <b>2021/22</b> | <b>Rather not state</b> | <b>68</b> | <b>1.90%</b> | <b>14</b> | <b>0.98%</b> | <b>5</b>  | <b>0.87%</b> |
| 2020/21        | Rather not state        | 57        | 2.55%        | 9         | 1.63%        | 3         | 1.75%        |

## Ethnicity internal recruitment campaigns

| Date           | Ethnicity  | Applied   |               | Shortlisted |               | Appointed |               |
|----------------|--|-----------|---------------|-------------|---------------|-----------|---------------|
| <b>2021/22</b> | <b>Asian Bangladeshi</b>                         | <b>0</b>  | <b>0</b>      | <b>0</b>    | <b>0</b>      | <b>0</b>  | <b>0</b>      |
| 2020/21        | Asian Bangladeshi                                | 1         | 0.43%         | 0           | 0             | 0         | 0             |
|                |  |           |               |             |               |           |               |
| <b>2021/22</b> | <b>Asian Indian</b>                              | <b>6</b>  | <b>2.23%</b>  | <b>4</b>    | <b>2.31%</b>  | <b>1</b>  | <b>1.04%</b>  |
| 2020/21        | Asian Indian                                     | 2         | 0.85%         | 0           | 0             | 0         | 0             |
|                |  |           |               |             |               |           |               |
| <b>2021/22</b> | <b>Asian other</b>                               | <b>1</b>  | <b>0.37%</b>  | <b>0</b>    | <b>0</b>      | <b>0</b>  | <b>0</b>      |
| 2020/21        | Asian other                                      | 1         | 0.43%         | 1           | 0.61%         | 1         | 1.20%         |
|                |  |           |               |             |               |           |               |
| <b>2021/22</b> | <b>Asian Pakistani</b>                           | <b>37</b> | <b>13.75%</b> | <b>22</b>   | <b>12.72%</b> | <b>11</b> | <b>11.46%</b> |
| 2020/21        | Asian Pakistani                                  | 28        | 11.91%        | 11          | 6.75%         | 4         | 4.82%         |
|                |  |           |               |             |               |           |               |
| <b>2021/22</b> | <b>Black African</b>                             | <b>5</b>  | <b>1.86%</b>  | <b>2</b>    | <b>1.16%</b>  | <b>1</b>  | <b>1.04%</b>  |
| 2020/21        | Black African                                    | 0         | 0             | 0           | 0             | 0         | 0             |
|                |  |           |               |             |               |           |               |
| <b>2021/22</b> | <b>Black Caribbean</b>                           | <b>3</b>  | <b>1.12%</b>  | <b>1</b>    | <b>0.58%</b>  | <b>0</b>  | <b>0</b>      |
| 2020/21        | Black Caribbean                                  | 3         | 1.28%         | 2           | 1.23%         | 1         | 1.20%         |
|                |  |           |               |             |               |           |               |
| <b>2021/22</b> | <b>Black other</b>                               | <b>0</b>  | <b>0</b>      | <b>0</b>    | <b>0</b>      | <b>0</b>  | <b>0</b>      |
| 2020/21        | Black other                                      | 0         | 0             | 0           | 0             | 0         | 0             |
|                |  |           |               |             |               |           |               |
| <b>2021/22</b> | <b>Chinese</b>                                   | <b>0</b>  | <b>0</b>      | <b>0</b>    | <b>0</b>      | <b>0</b>  | <b>0</b>      |
| 2020/21        | Chinese  | 0         | 0             | 0           | 0             | 0         | 0             |
|                |  |           |               |             |               |           |               |
| <b>2021/22</b> | <b>Mixed other</b>                               | <b>0</b>  | <b>0</b>      | <b>0</b>    | <b>0</b>      | <b>0</b>  | <b>0</b>      |
| 2020/21        | Mixed other                                      | 1         | 0.43%         | 1           | 0.61%         | 0         | 0             |
|                |  |           |               |             |               |           |               |
| <b>2021/22</b> | <b>Mixed White &amp; Black Caribbean/African</b> | <b>5</b>  | <b>1.86%</b>  | <b>3</b>    | <b>1.73%</b>  | <b>1</b>  | <b>1.04%</b>  |

|                |                                       |            |               |            |               |           |               |
|----------------|---------------------------------------|------------|---------------|------------|---------------|-----------|---------------|
| 2020/21        | Mixed White & Black Caribbean/African | 7          | 2.98%         | 5          | 3.07%         | 1         | 1.20%         |
|                |                                       |            |               |            |               |           |               |
| <b>2021/22</b> | <b>Other</b>                          | <b>0</b>   | <b>0</b>      | <b>0</b>   | <b>0</b>      | <b>0</b>  | <b>0</b>      |
| 2020/21        | Other                                 | 0          | 0             | 0          | 0             | 0         | 0             |
|                |                                       |            |               |            |               |           |               |
| <b>2021/22</b> | <b>White and Asian</b>                | <b>0</b>   | <b>0</b>      | <b>0</b>   | <b>0</b>      | <b>0</b>  | <b>0</b>      |
| 2020/21        | White and Asian                       | 0          | 0             | 0          | 0             | 0         | 0             |
|                |                                       |            |               |            |               |           |               |
| <b>2021/22</b> | <b>White British</b>                  | <b>198</b> | <b>73.61%</b> | <b>136</b> | <b>78.61%</b> | <b>80</b> | <b>83.33%</b> |
| 2020/21        | White British                         | 180        | 76.60%        | 134        | 82.21%        | 72        | 86.75%        |
|                |                                       |            |               |            |               |           |               |
| <b>2021/22</b> | <b>White Irish</b>                    | <b>0</b>   | <b>0</b>      | <b>0</b>   | <b>0</b>      | <b>0</b>  | <b>0</b>      |
| 2020/21        | White Irish                           | 4          | 1.70%         | 3          | 1.84%         | 1         | 1.20%         |
|                |                                       |            |               |            |               |           |               |
| <b>2021/22</b> | <b>White other</b>                    | <b>8</b>   | <b>2.97%</b>  | <b>3</b>   | <b>1.73%</b>  | <b>1</b>  | <b>1.04%</b>  |
| 2020/21        | White other                           | 3          | 1.28%         | 2          | 1.23%         | 2         | 2.41%         |
|                |                                       |            |               |            |               |           |               |
| <b>2021/22</b> | <b>Rather not state</b>               | <b>6</b>   | <b>2.23%</b>  | <b>2</b>   | <b>1.16%</b>  | <b>1</b>  | <b>1.04%</b>  |
| 2020/21        | Rather not state                      | 5          | 2.13%         | 4          | 2.45%         | 1         | 1.20%         |

### **Ethnicity: what does this data tell us?**

For external recruitment campaigns in 2021/22 this data shows us that there was a slight increase in applications across most minority ethnic categories. If we look at the total minority ethnic as a group, the data shows us that there has been a higher success rate in both short listing and appointment stages. 21.63% of applications in 2021/22 from minority ethnic as compared to 20.99% in 2020/21.

In shortlisting this rose to 18.70% in 2021/22 as compared to 16.80% in 2020/21.

We saw a higher success rate at appointment stage with 15.52% in 2020/21 compared to 11.68% in 2020/21.



For internal recruitment campaigns the minority ethnic category of Asian Pakistani we can see a marked improvement at all stages of the recruitment process but particularly in the shortlisting and appointment stages.

## Sexual Orientation external recruitment campaigns

| Date           | Sexual orientation          | Applied     |               | Shortlisted |               | Appointed  |               |
|----------------|-----------------------------|-------------|---------------|-------------|---------------|------------|---------------|
| <b>2021/22</b> | <b>Bi</b>                   | <b>136</b>  | <b>3.79%</b>  | <b>55</b>   | <b>3.85%</b>  | <b>21</b>  | <b>3.66%</b>  |
| 2020/21        | Bi                          | 60          | 2.68%         | 16          | 2.89%         | 5          | 2.92%         |
| <b>2021/22</b> | <b>Gay man</b>              | <b>67</b>   | <b>1.87%</b>  | <b>31</b>   | <b>2.17%</b>  | <b>14</b>  | <b>2.44%</b>  |
| 2020/21        | Gay man                     | 34          | 1.52%         | 9           | 1.63%         | 3          | 1.75%         |
| <b>2021/22</b> | <b>Gay woman or lesbian</b> | <b>72</b>   | <b>2.01%</b>  | <b>32</b>   | <b>2.24%</b>  | <b>14</b>  | <b>2.44%</b>  |
| 2020/21        | Gay woman or lesbian        | 48          | 2.14%         | 14          | 2.53%         | 8          | 4.68%         |
| <b>2021/22</b> | <b>Heterosexual</b>         | <b>3068</b> | <b>85.51%</b> | <b>1205</b> | <b>84.44%</b> | <b>478</b> | <b>83.28%</b> |
| 2020/21        | Heterosexual                | 1959        | 87.53%        | 477         | 86.26%        | 143        | 83.63%        |
| <b>2021/22</b> | <b>Other</b>                | <b>25</b>   | <b>0.70%</b>  | <b>13</b>   | <b>0.91%</b>  | <b>5</b>   | <b>0.87%</b>  |
| 2020/21        | Other                       | 0           | 0             | 0           | 0             | 0          | 0             |

|                |                         |            |              |           |              |           |              |
|----------------|-------------------------|------------|--------------|-----------|--------------|-----------|--------------|
| <b>2021/22</b> | <b>Rather not state</b> | <b>220</b> | <b>6.13%</b> | <b>91</b> | <b>6.38%</b> | <b>42</b> | <b>7.32%</b> |
| 2020/21        | Rather not state        | 137        | 6.12%        | 37        | 6.69%        | 12        | 7.02%        |

## Sexual Orientation internal recruitment campaigns

| Date           | Sexual orientation          | Applied    |               | Shortlisted |               | Appointed |               |
|----------------|-----------------------------|------------|---------------|-------------|---------------|-----------|---------------|
| <b>2021/22</b> | <b>Bi</b>                   | <b>3</b>   | <b>1.12%</b>  | <b>3</b>    | <b>1.73%</b>  | <b>1</b>  | <b>1.04%</b>  |
| 2020/21        | Bi                          | 3          | 1.28%         | 2           | 1.23%         | 1         | 1.20%         |
| <b>2021/22</b> | <b>Gay man</b>              | <b>5</b>   | <b>1.86%</b>  | <b>3</b>    | <b>1.73%</b>  | <b>2</b>  | <b>2.08%</b>  |
| 2020/21        | Gay man                     | 4          | 1.70%         | 3           | 1.84%         | 0         | 0             |
| <b>2021/22</b> | <b>Gay woman or lesbian</b> | <b>2</b>   | <b>0.74%</b>  | <b>2</b>    | <b>1.16%</b>  | <b>2</b>  | <b>2.08%</b>  |
| 2020/21        | Gay woman or lesbian        | 1          | 0.43%         | 1           | 0.61%         | 1         | 1.20%         |
| <b>2021/22</b> | <b>Heterosexual</b>         | <b>241</b> | <b>89.59%</b> | <b>157</b>  | <b>90.75%</b> | <b>87</b> | <b>90.63%</b> |
| 2020/21        | Heterosexual                | 208        | 88.51%        | 142         | 87.12%        | 73        | 87.95%        |
| <b>2021/22</b> | <b>Other</b>                | <b>0</b>   |               | <b>0</b>    |               | <b>0</b>  |               |
| 2020/21        | Other                       | 0          | 0             | 0           | 0             | 0         | 0             |
| <b>2021/22</b> | <b>Rather not state</b>     | <b>18</b>  | <b>6.69%</b>  | <b>8</b>    | <b>4.62%</b>  | <b>4</b>  | <b>4.17%</b>  |
| 2020/21        | Rather not state            | 19         | 8.09%         | 15          | 9.20%         | 8         | 9.64%         |

### Sexual orientation: what does this data tell us?

The data for 2021/22 shows us that there has been a small increase in external applications from candidates identifying as Bi or Gay man as compared to 2020/21. There has been a small increase in the success rate for candidates identifying as Bi or Gay man at both shortlisting and appointment stage.

Where numbers are small it is difficult to provide meaningful analysis, but we continue to monitor.

## Religion/ Belief external recruitment campaigns

| Date    | Religion/belief | Applied |        | Shortlisted |        | Appointed |        |
|---------|-----------------|---------|--------|-------------|--------|-----------|--------|
| 2021/22 | Buddhist        | 16      | 0.45%  | 8           | 0.56%  | 4         | 0.70%  |
| 2020/21 | Buddhist        | 3       | 0.13%  | 1           | 0.18%  | 0         | 0.00%  |
|         |                 |         |        |             |        |           |        |
| 2021/22 | Christian       | 1070    | 29.82% | 453         | 31.74% | 184       | 32.06% |
| 2020/21 | Christian       | 693     | 30.97% | 208         | 37.61% | 71        | 41.52% |
|         |                 |         |        |             |        |           |        |
| 2021/22 | Hindu           | 44      | 1.23%  | 11          | 0.77%  | 2         | 0.35%  |
| 2020/21 | Hindu           | 12      | 0.54%  | 1           | 0.18%  | 0         | 0.00%  |
|         |                 |         |        |             |        |           |        |
| 2021/22 | Jewish          | 3       | 0.08%  | 1           | 0.07%  | 0         | 0.00%  |
| 2020/21 | Jewish          | 3       | 0.13%  | 1           | 0.18%  | 0         | 0.00%  |
|         |                 |         |        |             |        |           |        |
| 2021/22 | Muslim          | 474     | 13.21% | 157         | 11.00% | 47        | 8.19%  |
| 2020/21 | Muslim          | 297     | 13.27% | 59          | 10.67% | 13        | 7.60%  |
|         |                 |         |        |             |        |           |        |
| 2021/22 | Sikh            | 20      | 0.56%  | 11          | 0.77%  | 4         | 0.70%  |
| 2020/21 | Sikh            | 12      | 0.54%  | 1           | 0.18%  | 0         | 0.00%  |
|         |                 |         |        |             |        |           |        |

|                |                         |             |               |            |               |            |               |
|----------------|-------------------------|-------------|---------------|------------|---------------|------------|---------------|
| <b>2021/22</b> | <b>No religion</b>      | <b>1333</b> | <b>37.15%</b> | <b>540</b> | <b>37.84%</b> | <b>229</b> | <b>39.90%</b> |
| 2020/21        | No Religion             | 813         | 36.33%        | 200        | 36.17%        | 62         | 36.26%        |
|                |                         |             |               |            |               |            |               |
| <b>2021/22</b> | <b>Other</b>            | <b>414</b>  | <b>11.54%</b> | <b>164</b> | <b>11.49%</b> | <b>75</b>  | <b>13.07%</b> |
| 2020/21        | Other                   | 258         | 11.53%        | 48         | 8.685         | 15         | 8.77%         |
|                |                         |             |               |            |               |            |               |
| <b>2021/22</b> | <b>Rather not state</b> | <b>214</b>  | <b>5.96%</b>  | <b>82</b>  | <b>5.75%</b>  | <b>29</b>  | <b>5.05%</b>  |
| 2020/21        | Rather not state        | 147         | 6.57%         | 34         | 6.15%         | 10         | 5.85%         |

## Religion/ Belief internal recruitment campaigns

| Date           | Religion/belief    | Applied    |               | Shortlisted |               | Appointed |               |
|----------------|--------------------|------------|---------------|-------------|---------------|-----------|---------------|
| <b>2021/22</b> | <b>Buddhist</b>    | <b>0</b>   | <b>0</b>      | <b>0</b>    | <b>0</b>      | <b>0</b>  | <b>0</b>      |
| 2020/21        | Buddhist           | 1          | 0.43%         | 1           | 0.61%         | 0         | 0             |
|                |                    |            |               |             |               |           |               |
| <b>2021/22</b> | <b>Christian</b>   | <b>100</b> | <b>37.17%</b> | <b>67</b>   | <b>38.73%</b> | <b>40</b> | <b>41.67%</b> |
| 2020/21        | Christian          | 80         | 34.04%        | 58          | 35.58%        | 34        | 40.96%        |
|                |                    |            |               |             |               |           |               |
| <b>2021/22</b> | <b>Hindu</b>       | <b>6</b>   | <b>2.23%</b>  | <b>4</b>    | <b>2.31%</b>  | <b>1</b>  | <b>1.04%</b>  |
| 2020/21        | Hindu              | 1          | 0.43%         | 0           | 0             | 0         | 0             |
|                |                    |            |               |             |               |           |               |
| <b>2021/22</b> | <b>Jewish</b>      | <b>0</b>   | <b>0</b>      | <b>0</b>    | <b>0</b>      | <b>0</b>  | <b>0</b>      |
| 2020/21        | Jewish             | 0          | 0             | 0           | 0             | 0         | 0             |
|                |                    |            |               |             |               |           |               |
| <b>2021/22</b> | <b>Muslim</b>      | <b>39</b>  | <b>14.50%</b> | <b>22</b>   | <b>12.72%</b> | <b>11</b> | <b>11.46%</b> |
| 2020/21        | Muslim             | 29         | 12.34%        | 11          | 6.75%         | 4         | 4.82%         |
|                |                    |            |               |             |               |           |               |
| <b>2021/22</b> | <b>Sikh</b>        | <b>0</b>   | <b>0</b>      | <b>0</b>    | <b>0</b>      | <b>0</b>  | <b>0</b>      |
| 2020/21        | Sikh               | 0          | 0             | 0           | 0             | 0         | 0             |
|                |                    |            |               |             |               |           |               |
| <b>2021/22</b> | <b>No religion</b> | <b>100</b> | <b>37.17%</b> | <b>69</b>   | <b>39.88%</b> | <b>38</b> | <b>39.58%</b> |
| 2020/21        | No Religion        | 80         | 34.04%        | 57          | 34.97%        | 28        | 33.73%        |

|                |                         |           |              |           |              |          |              |
|----------------|-------------------------|-----------|--------------|-----------|--------------|----------|--------------|
| <b>2021/22</b> | <b>Other</b>            | <b>1</b>  | <b>0.37%</b> | <b>1</b>  | <b>0.58%</b> | <b>1</b> | <b>1.04%</b> |
| 2020/21        | Other                   | 21        | 8.94%        | 15        | 9.20%        | 8        | 9.64%        |
| <b>2021/22</b> | <b>Rather not state</b> | <b>23</b> | <b>8.55%</b> | <b>10</b> | <b>5.78%</b> | <b>5</b> | <b>5.21%</b> |
| 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 has been a slight increase in applications from candidates identifying as Buddhist and Sikh with a slightly higher success rate at both shortlisting and appointment stages. Other categories remain static when compared to the previous year.

For internal recruitment campaigns we have seen a higher success rate for those candidates identifying as Christian, Muslim and Hindu in both shortlisting and appointment stages.

### **Recruitment: What are we doing well and where do we need to improve?**

We continue to support the development of managers responsible for recruitment by providing mandatory 'manager essential equality and diversity' training, alongside recruitment training. This training includes content on recruitment specifically attraction of talent and developing role profiles written in plain English. We encourage managers to signpost enquiring candidates to the application support pack which is attached to all recruitment adverts.

The Recruitment and Resourcing Team have resumed in person visits at schools, when safe to do so. The Team provides information on careers at Calderdale Council and guidance on application and interview skills. As Calderdale Council adopts hybrid working arrangements post covid, this has enabled us to resume work placements and increase apprenticeship roles.

Organisational Development are preparing the workforce for an intake of young people seeking industry placements as part of a 2-year T level qualification course. T level placements would give real experience of work and an opportunity to develop the practical and technical skills needed for a job. For Calderdale Council this brings added value as we increase our talent pool with highly motivated, skilled young individuals, whilst promoting Calderdale Council as an employer of choice to young people.

## 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 leads to a distortion of the data.



### Average salary for a male employee

| Salary type                           | 2021/22           | 2020/21           |
|---------------------------------------|-------------------|-------------------|
| Full time                             | £30,463.90        | £29,718.19        |
| Salary type                           | 2021/22           | 2020/21           |
| <b>Average (combined PT &amp; FT)</b> | <b>£28,309.47</b> | <b>£27,546.55</b> |
| Part time                             | £24,047.93        | £23,546.76        |
| <b>Average (combined PT &amp; FT)</b> | <b>£28,009.28</b> | £27,395.32        |

### Average salary for a female employee

### Average male full time salaries by ethnicity

| Ethnicity          | 2021/22    | 2020/21    |
|--------------------|------------|------------|
| White British male | £28,591.83 | £27,744.06 |
| Asian male         | £26,113.20 | £25,817.10 |
| Black male         | £31,148.71 | £29,502.03 |
| Mixed male         | £28,100.23 | £27,169.92 |

### Average female full time salaries by ethnicity

| Disability declaration | 2021/22    | 2020/21     |
|------------------------|------------|-------------|
| Female disability Yes  | £27,126.19 | £28,066.45  |
| Female disability No   | £27,993.95 | £27, 252.41 |

| Disability declaration | 2021/22    | 2020/21    |
|------------------------|------------|------------|
| Male disability Yes    | £26,530.64 | £25,862.96 |
| Male disability No     | £28,677.88 | £27,800.37 |

| Ethnicity            | 2021/22    | 2020/21    |
|----------------------|------------|------------|
| White British female | £27,944.05 | £27,213.85 |
| Asian female         | £28,281.10 | £27,352.99 |
| Black female         | £29,343.06 | £29,894.15 |
| Mixed female         | 27,550.23  | £28,253.16 |

**Average salary of disabled female compared to non- disabled female**

**Average salary of disabled male compared to non- disabled male**

**Average salaries for the top four declared religion/belief categories**

| Religion    | 2021/22    | 2020/21    |
|-------------|------------|------------|
| Christian   | £29,326.71 | £28,607.95 |
| No religion | £28,417.32 | £27,595.66 |
| Other       | £28,173.41 | £28,104.99 |
| Muslim      | £27,405.25 | £26,762.39 |

**Average salaries by declared sexual orientation**

| Sexual Orientation | 2021/22    | 2020/21    |
|--------------------|------------|------------|
| Bi                 | £26,867.39 | £25,753.66 |
| Gay man            | £32,744.55 | £32,745.24 |
| Gay woman/lesbian  | £29,763.22 | £30,657.57 |
| Heterosexual       | £28,706.60 | £27,937.77 |
| Other              | £24,116.33 | £23,794.14 |

### Average salaries by age bracket

| Age bracket | 2021/22    | 2020/21    |
|-------------|------------|------------|
| 16- 24      | £22,194.22 | £21,499.47 |
| 25-34       | £25,941.20 | £25,314.20 |
| 35-44       | £29,496.58 | £28,888.83 |
| 45-54       | £29,186.24 | £28,621.88 |
| 55-64       | £28,395.34 | £27,477.51 |
| 64-70       | £23,934.14 | £23,724.05 |

## Ill health, Grievances and Dismissals

The statistics for 2021/22 show an overall reduction in the number of employee relations cases to 29 (31 in 2020/21 and 41 in 2019/20). This may in part be due to the ongoing impact of the Covid-19 pandemic which has led to a large proportion of the workforce continuing to work from home for much of their working time.

### Dignity at Work – zero

The number of formal Dignity at Work cases for 2021/22 is zero, this was also the case last year. Whilst this may be viewed as a positive, we must consider confidence levels at bringing a case and continue to work with our staff led networks exploring ways to build confidence. Organisational Development are exploring ways to develop the exit interview proforma to include specific questions around equality and inequality. The Dignity at Work policy outlines the zero tolerance of bullying and harassment at Calderdale. Council employees are made aware of the Dignity at Work policy during induction and during mandatory equality and diversity training. All employees are made aware of their role and responsibilities in implementing it and how to report any incidents of bullying and/or harassment under it.

### Ill health cases- 15

The number of terminations of employment due to Ill health is 6 compared to 5 in the previous year, and the number of ill health retirements has reduced to 9 from 11. Significant work has been undertaken and initiatives have been introduced across the organisation to support with employee health and wellbeing and particularly in response to the issues arising because of the Covid pandemic and long covid.

As the number of cases is small, to avoid identifying individuals we have provided an outline of the diversity data relating to cases.



### Chart providing an outline of the diversity data related to ill health cases – 15 cases

|                              |   |   |
|------------------------------|---|---|
| 11 identify as male          | No cases related to LGBT                | 13 of the 15 cases identify as White British        |
| 4 identify as female         | No cases related to pregnancy/maternity | 11 of the 15 cases identified as non- disabled      |
| All within age bracket 50-69 | No cases related to gender reassignment | Two religions identified: Christian and no religion |

### Chart providing an outline of the diversity data related to disciplinary – 9 cases

|  |   |  |
|--|---|--|
| Majority female                        | No cases related to LGBT                | Majority cases identify as White British/other |
| Within age brackets<br>16 -49<br>50-69 | No cases related to pregnancy/maternity | In sufficient data recording religion/belief   |
|  | No cases related to Gender Reassignment | Majority non- disabled                         |

### Chart providing an outline of formal grievances – 9 cases (4 individual and one collective of 5)

|  |   |  |
|--|---|--|
| Majority female                        | No cases related to LGBT                | Majority cases identify as White British     |
| Within age brackets<br>16 -49<br>50-69 | No cases related to pregnancy/maternity | In sufficient data recording religion/belief |
|  | No cases related to Gender reassignment | Majority non- disabled                       |

### Summary of Cases

The number of disciplinary cases has decreased to 9 (10 in 2020/21) and (17 in 2019/20) and there have been 5 formal grievance cases compared to 3 in the previous year. One of the grievances raised was a collective grievance involving 5 members of staff. Work has been completed on the revision of the Code of Conduct for Employees to reinforce and provide additional clarity on Council expectations of behaviour. Communications to the workforce will continue during 2022.

Calderdale Council's staff led networks meet regularly and provide a forum to raise inclusion issues and provide solutions and support in a timely manner. Contact Officers across the Council 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.

**The HR/OD action plan 2021/22 focuses on three objectives:**

Addressing under representation and progression of all employees

Eliminating all forms of harassment and discrimination

Building cultural competence across the organisation