

Meeting Our Equality Duty

HR Employment Report

(Appendix B)

2021

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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, are able to 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 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 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 supplies and partners to actively support us in achieving a diverse and inclusive culture and to be able to demonstrate this.

Equality Act 2010: Public Sector Equality Duty

The three aims of the Equality Duty are:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it
- Foster good relations between people who share a protected characteristic and people who do not share it

Public Sector Equality Duty requires all Local Authorities to show:

1. How activities as employers affect people who share different protected characteristics
2. How the decisions made and the services delivered affect people who share different protected characteristics

The Protected Characteristics

Age

Sex

Disability

Sexual
orientation

Gender
Reassignment

Pregnancy
and
Maternity

Religion or
Belief

Race

Marriage
& Civil
Partnership

The Equality Duty requires public bodies to set and publish equality objectives

Calderdale Council's Equality Objectives

- The Council's work environment and services are accessible and capable of responding to the different and changing needs of our community;
- Vulnerable communities and individuals are supported to achieve and develop safe, healthy and resilient communities;
- Economic inequalities are addressed in partnership with other organisations;
- The heritage and diversity of Calderdale is celebrated and good relations are fostered between people of different backgrounds;
- The Council's workforce is committed to equality and is reflective of the diverse communities it serves;
- Equality is promoted in partnerships, procurement and when commissioning our services.

**Public bodies must publish information to show their compliance with Equality Duty.
Calderdale Council does this by publishing three reports annually.**

- 1. The Equality Progress Report**
- 2. The HR Employment Report (this document)**
- 3. The Gender Pay Gap**

Calderdale Council Workforce 2020/21 || Diversity Data

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.

What are the benefits for you as an individual?

Data collection does not only benefit the organisation but can also directly benefit all employees. By declaring your protected characteristics we can start to make changes to policies practices and improve the work culture and environment. Data collection can influence the following:

- Making sure there are sound policies in place that protect you from discrimination;
- Ensuring all policies and practices are fair and do not disadvantage you in any way;
- Ensures that your needs are respected;
- Ensure that the workplace is a safe environment where you can be yourself;
- Ensure that underrepresented groups are supported in professional development opportunities.

What are the benefits of collecting the data for the Council?

Data collection and monitoring benefits the Council in the following ways:

- It allows us to monitor workforce diversity and ensure that any disparities or lack of representation of certain groups is addressed;
- It enables us to devise strategies that eliminate barriers that certain groups may face;
- We can ensure we are meeting the Equality Act 2010;
- We are able to identify whether we are representative of the community that we serve;
- Create benchmarks with which to set targets for improvement;
- Compare our results with targets;
- Identify the need for new or changed services;
- Expose and challenge any discrimination in the workplace;
- Identify if any of our policies are adversely affecting people from certain groups.

Calderdale Council Workforce 2020/21 || Introduction

Policy Development and Decision making

We have a duty to assess our equality practice and do this by undertaking equality impact assessments, using a standard template form to record our findings; this ensures consistency and meets our quality assurance processes. The Council pays due regard to the aims outlined in the Equality Duty and ensures that our HR policies and procedures comply with current legislation and case law. We continue to inform our equality practice through the support from Inclusive Employers, Stonewall, consultation with qualified practitioners and employee reference groups who have the knowledge, understanding and 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 performance is monitored through the Corporate Leadership team and Corporate Equalities Group. Each Directorate is represented at the Corporate Equalities Group providing an update on progression of our equality objectives. Representatives from the BAME, LGBT and Disability networks attend to provide an insight into current priority work areas.

Coronavirus Pandemic The Council's day-to-day aim when responding to this crisis is to ensure no-one gets left behind. In order to recognise unequal impacts and to make the necessary changes in its approach locally, Calderdale Council is analysing information and progressing 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 forms the basis for future development work at the Council.

Information for staff regarding business continuity and health and wellbeing through the pandemic is made available on our intranet, web pages and through employee webinar and internal news letters. 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.

Calderdale Council Workforce 2020/21 || Introduction

The data used to create this report is extracted from the Council's Human Resources (HR) systems and covers the period: 1st April 2020 to 31st March 2021. The Equality Duty 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.

As of 31st March 2021 we have 2694 Council employees holding 2777 posts.

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. Our career development strategy promotes development throughout the lifecycle of employment offering a range of blended learning and development opportunities for all. Using the Apprenticeship framework we offer opportunities at higher levels to support aspiring managers and leaders in areas such as project planning & leadership. An annual learning and development programme is made available and includes a blended range of approaches to encourage lifelong learning. We promote the value of learning through peer networks, mentoring and coaching and the power of reflection to connect all areas of learning, through our Shared Conversation approach to appraisal. As the Coronavirus pandemic unfolded we recognised that opportunities for informal learning through workplace conversations were limited as we began to work remotely. We have encouraged the start up of peer to peer networks using Microsoft Teams, and Yammer community groups to encourage connection, collaboration and knowledge building. Calderdale Council's mandatory learning and development has been re developed and is offered either virtually or as E learning. Following consultation with our internal Disability Forum we are developing a package of accessible mandatory sessions for colleagues using BSL as their first language.

Memberships and Charters

Calderdale Council complete the Inclusive Employers Standardisation every two years, we are currently awarded bronze status. We are members of the Stonewall Diversity Champion programme. Calderdale Council are signatories of the following charters: Disability Confident, Race at Work and Mindful Employers. All memberships are reviewed annually and are subject to business case approval.

Staff 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. At Calderdale Council we have an Employee Reference group, Staff Disability Forum, BAME network and LGBT staff network. More information on the council's networks pages 9-11.

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 started in June 2020 and ensures staff voices are heard as we manoeuvre 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 transitions to the stabilisation, review and rebuild stages of recovering from COVID-19 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 of COVID-19 and enable employees to contribute to shaping what the Council does next in response to COVID-19 as it seeks to build back better and decide how to run the Council in the future.

This is an employee led group with diverse membership and helps 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.

Peer to Peer Listening Ear



It was recognised early on during the Covid-19 crisis that we needed a support system in place for our employees to provide a point of contact, a listening ear, crisis support and signposting for mental health and wellbeing resources. The phone lines and email were monitored by volunteer employees between the hours of 7am and 7pm seven days a week. The Peer to Peer Listening Ear service continues to operate during work hours offering support and guidance.

Covid-19 Shielding Support Group



This group was set up following requests from employees through the Employee Reference Group. Employees with the shared experiences of shielding during Covid-19 lockdowns and recognition of the additional challenges that this brings, are able to meet informally and remotely for peer to peer support.

Parent and Carer Network



An employee led Parent and Carer network is being trialled as a Yammer community. The forum is open to all employees who care for children in any capacity or who care for a family member or loved one. The group was set up in the spring of 2020 following requests from our workforce. It is recognised that home working has brought additional challenges to parents and carers who have the added responsibility of home schooling, shielding, managing the whole family's health and wellbeing and juggling work commitments. This network is evolving and after consultation & feedback from our workforce the opportunity to develop separate networks is being explored.

Calderdale Council Workforce 2020/21 || Staff led networks

Staff Disability Forum



The Staff Disability Forum meets once a month, and keeps in touch using TEAMS chat. The group is open to all members of staff at Calderdale Council who consider themselves to have a disability, cognitive difference or long term health/medical condition, and to members of staff who have a specific interest in this area of work. The group shares ideas and supports each other in addition to contributing and facilitating consultation with disabled colleagues, the wider workforce and other internal staff networks.

Black, Asian, Minority Ethnic Network



It is important that we have an employee led Black, Asian and Minority Ethnic (BAME) staff network. It provides a safe environment in which colleagues can share their lived experiences; and determine appropriate courses of action for the network, the Council, and partner agencies to address the inequalities we face. Our BAME staff network has a steering group that meets every Wednesday morning on Microsoft Teams. It also offers an informal Wednesday lunchtime meeting on Zoom between 12pm - 1pm and monthly Network meetings. BAME colleagues and Allies are encouraged to be solution focussed and are welcomed all to these meetings. In 2020/21 the BAME staff network worked in collaboration with Human Resources and Organisational Development on a range of projects across the employee lifecycle. Calderdale Council staff commemorated Black History Month in 2020 by sharing and celebrating how their own diverse stories contribute to the richness of their work, plus personal accounts of their families' journeys and contributions to the UK. They also shared information on Black, Asian and Minority Ethnic (BAME) historical figures, as well as BAME food recipes and videos. The Council's BAME Network launched its staff newsletter and continue to encourage safe, open discussions where all voices are heard, to ensure greater understanding, recognition of diversity and a path towards equity.

Lesbian, Gay, Bi, Trans (LGBT) Network



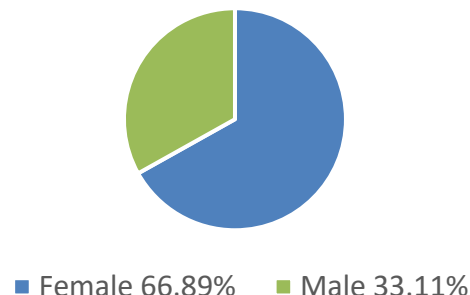
Calderdale Council's LGBT staff network aims to promote equality, inclusion and representation of LGBT people in employment and service delivery and to help the organisation achieve the Council's ambition. The network works to ensure the views of LGBT service users and employees are taken into account. Membership is open to all Lesbians, Gay men/women, Bi and Trans people who work for the council. We offer 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.

Calderdale Council Workforce 2020/21 || Sex

Total Number of People Employed (and posts) at Calderdale Council

Year	Total Calderdale Council Workforce	Total Posts at Calderdale Council	Full time Posts	Part time posts
2021	2694 Female: 1802 (66.89%) Male: 892 (33.11%)	2777	1574 (58.43%) Female: 911 (33.82%) Male: 663 (24.61)	1120 (41.57%) Female: 891 (33.07%) Male: 229 (8.50%)
2020	2795 Female 1867 (66.80%) Male 928 (33.20%)	2894	1576 (56.39%) Male: 673 (24.08%) Female: 903 (32.31%)	1219 (43.61%) Male: 255 9.12% Female: 964 34.49%

Workforce by sex



What does this data tell us?

66.89% of our Workforce is female and 33.11% is male; these ratios have remained static through 2020/21. The Workforce at Calderdale Council has decreased by 101 people and we have a decrease of 117 posts. The ratios of part-time males to females between 2020/21 also remains static, as does the ratio of male to female in full-time roles. We have more females holding part-time roles than males. There could be a number of reasons attributing to this including an element of choice and flexibility in how people prefer to work. We recognise that there may be a higher ratio of females employed in caring roles (part-time) across Calderdale this may in part account for the higher figure. The mean gender pay gap for Calderdale continues to reduce and has decreased from 2.2% in 2020 to 1.5% in 2021.

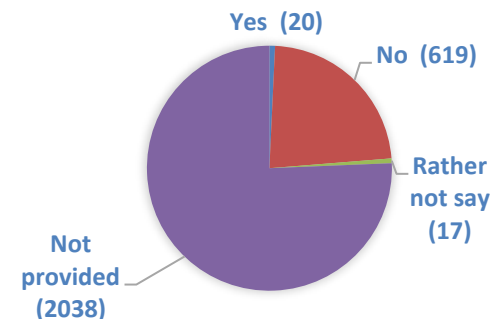
What are we doing well and where do we need to improve?

Following the outbreak of Coronavirus and following Government guidance, the majority of our workforce are working from home. We recognise that this has been a challenging period particularly for those with school age children, home schooling and for those shielding family members and we have ensured that we have extended flexible working arrangements to all that have needed additional flexibility. We continue to adopt a gender neutral approach throughout the recruitment and resourcing process. All of our recruitment training has been converted to either virtual sessions or eLearning and continues to include unconscious bias section. We provide additional training for recruiting managers which includes information on diversity data and areas of focus, The mean gender pay gap at 1.5% for Calderdale continues to be better than the UK average (8.9% Full time employees & 17.3% all employees ONS data 2019) but we recognise there is still work to do.

Calderdale Council Workforce 2020/21 || Gender Reassignment

Gender Reassignment	2021		2020	
Yes	20	0.74%	17	0.61%
No	619	22.98%	444	15.89%
Rather not say	17	0.63%	9	0.32%
Not provided	2038	75.65%	2325	83.18%

WORKFORCE BY GENDER REASSIGNMENT



What does this data tell us?

0.74% (20) of our workforce have chosen 'yes' when completing their sensitive monitoring. This means the declaration rate for Gender Reassignment 2021 is 24.35% and this has increased from 16.82% in 2020 and 10.33% in 2019.

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

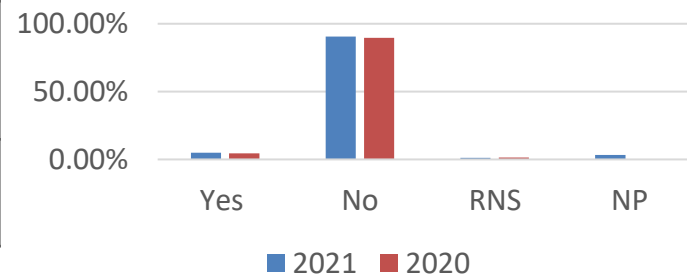
Although the statistics are too low for meaningful analysis, the improved declaration rates year on year for the protected characteristic of Gender Reassignment may suggest growing confidence in employees completing sensitive information. Our LGBT staff network meets regularly membership is open to all Lesbians, Gay men/women, Bi and Trans people who work for the council. The staff network offers support for LGBT employees, promotes understanding of LGBT issues, contributes and facilitates consultation with LGBT employees and contributes to the development and delivery of council policies and initiatives. We continue to work with Inclusive Employers and Stonewall. Inclusive language acknowledges diversity and conveys respect to all people. In 2020 the Council reviewed the Gender Reassignment policy and updated it to use more inclusive language. The policy was also retitled as the Transitioning at Work policy. 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.

Calderdale Council Workforce 2020/21 || Disability

Total number of people telling us they have a disability

Year	YES	NO	Rather Not state	Not Provided	YES: sex	YES: post type	
2021	132 (4.90%)	2441 (90.61%)	34 (1.26%)	87 (3.23%)	61 (46.21%) (M)	80 (60.60%)	Full-time
					71 (53.70%) (F)	52 (39.40%)	Part-time
2020	128 (4.58%)	2508 (89.73%)	39 (1.40%)	120 (4.29%)	58 (45.31%) (M)	73 (57.03%)	Full-time
					70 (54.69%) (F)	55 (42.97%)	Part-time

Workforce by Disability



What does this data tell us?

This data shows us that 4.90% (132) of our workforce have told us that they have a disability. 4.49% have chosen either not to state or have not provided information on whether they have a disability or not. This could be because they simply prefer not to say or because they may have a non visible disability and do not consider that it affects their role and so choose not to tell us. Equally we have to consider that a small portion of our workforce do not have the confidence to tell us about a disability and are concerned that through doing so it may impact negatively on their role and working relationships. This data shows us that there is fairly even split between sex with a disability and whether the post is full-time or part-time; there are slightly more male employees with a disability holding full-time posts. We have 16 apprentices at Calderdale Council, 2 have a disability. An estimated 19% of working age adults in the UK have a disability (DWP,2018). The declaration rate has risen to 96.77% (from 95.71% 2020) this includes those that have selected 'rather not state'.

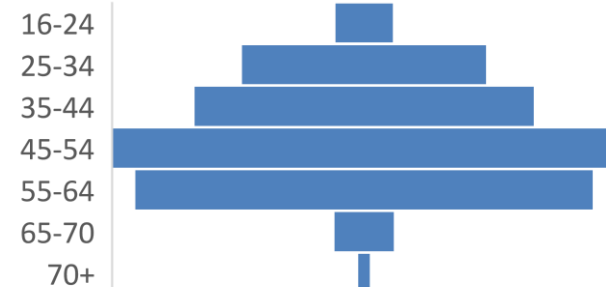
What are we doing well and where do we need to improve?

Covid-19 pandemic significantly impacts on everybody's lives, but we recognised very early on that for disabled colleagues or for those shielding, the impact of isolation and risks could be far greater. The health and wellbeing of colleagues working from home continues to be a priority. Managers make regular 'keep in touch' meetings and 'wellbeing catchups' with staff who are also encouraged to keep in touch to elevate feelings of isolation. The internal staff led disability network continued to meet virtually with membership continuing to grow. A survey devised by the group planned for spring 2021 aims to heighten awareness of the staff network and give the wider workforce an opportunity to share their workplace experiences, feedback from the survey will help shape and contribute to the wider equality action plan. Representatives for all the Council's internal networks attend the Corporate Equality Group and work areas are shared and disseminated through the Equality Champions across directorates. The Staff Disability Forum provides a collective voice and through this we are reviewing the Council's Disability Confident status to ensure that we go above and beyond in its themes and core actions.

Calderdale Council Workforce 2020/21 || Age

2021								
	Number of employees	93 3.45%	393 14.59%	546 20.27%	811 30.10%	736 27.32%	96 3.56%	19 0.71%
2020	Age group	16-24	25-34	35-44	45-54	55-64	65-70	70+
	Number of employees	123 4.40%	395 14.13%	554 19.82%	847 30.30%	771 27.58%	87 3.11%	18 0.64%

Workforce by Age



What does this data tell us?

We have an experienced but aging workforce with the majority of our workforce falling into the 45 – 54 age band. The majority of the age bands have remained static with changes. Like many other organisations, Calderdale Council has an aging workforce and this brings challenges ahead that we need to consider. Our data tells us that our retention levels are good; employees in the 45- 54 and 55-64 age bands tend to stay with us and this may in part be due to the continued support Calderdale Council employees receive during their employment lifecycle. Our data correlates with national employment data (ONS 2019) where rises in the state pension age, coupled with fewer school leavers entering the job market impacts significantly on the age profile of a workforce. We operate age diverse employment which means that the majority of roles including apprenticeships are open to all age groups 16+.

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

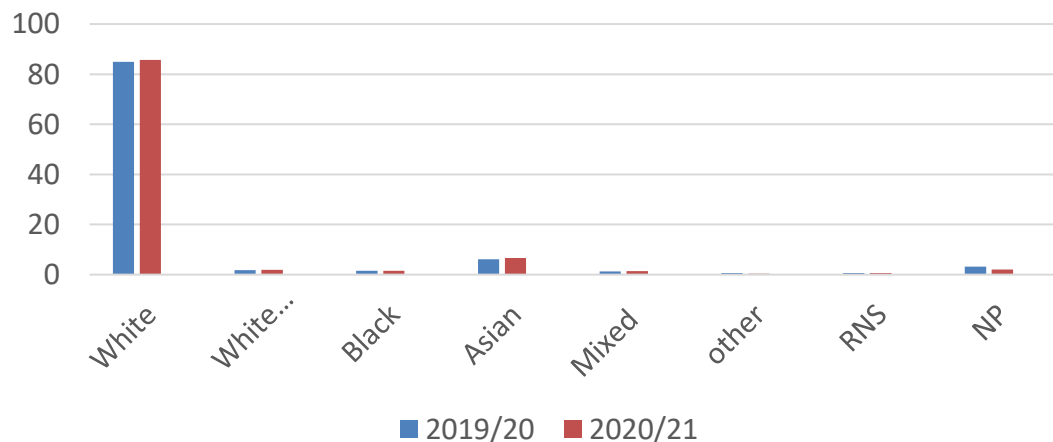
Calderdale Council is preparing for the demographic changes that an aging workforce represents and the challenges that this may bring in the future. We have thought about how we can manage a workforce with a growing number of older employees for example we continue to offer a flexible working policy; deliver on age positive employment; have appropriate health and wellbeing support for employees; ensure development opportunities are age positive, and promote an age inclusive workplace culture through training, development and internal messages. One of the key challenges ahead is future talent gaps across all service areas. In the last year we have implemented Workforce Planning in Children's Residential Service, Youth Services and Adults Services. As part of this work we have highlighted where the apprenticeship levy can be utilised to create Grow Our Own development pathways which will aid succession planning within the services. In the next 6 months, we will be completing a detailed analysis of each Council team based on age and demographic makeup and working with managers to improve where necessary through recruitment and skills development.

Calderdale Council Workforce 2020/21 || Ethnicity

		White British	White Irish/other	Total Ethnic Minority	Rather not say (RNS)	Not Provided (NP)	Declaration rate
2021	Number of employees	2309 85.71%	51 1.89%	265 9.84%	16 0.59%	53 1.97%	98.03%
2020	Number of employees	2373 84.90%	51 1.82%	264 9.45%	17 0.61	90 3.22%	96.78%

Total Ethnic Minority (by category)	Asian	Black	Mixed	Other
2021 (9.84%)	178 6.61%	39 1.45%	38 1.41%	10 0.37%
2020 (9.45%)	170 6.08%	41 1.47%	36 1.29%	17 0.61%

Workforce by Ethnicity



Declaration rate



■ Declaration 98.03%

Calderdale Council Workforce 2020/21 || Ethnicity

What does this data tell us?

This data tells us how diverse our workforce is and we use this to compare against the population data for Calderdale. The most current data provided by NOMIS Official labour market statistics (2019) includes a metric confirming percentage of people aged 16-64 (working age) who are from an ethnic minority and living in Calderdale is at 10.1%. We use this figure to compare against the diversity of our workforce and to check that we are representative of the communities that we serve. The percent of the workforce at Calderdale Council representing total ethnic minorities has risen to 9.84% (2020/21). The data tells us that although we have made progress we recognise that we have significant work to do and continue to strive to improve. We have identified addressing this underrepresentation as one of our six Equality Objectives (page 5). The declaration rate for this category has risen to 98.03% (2019 = 96.79%).

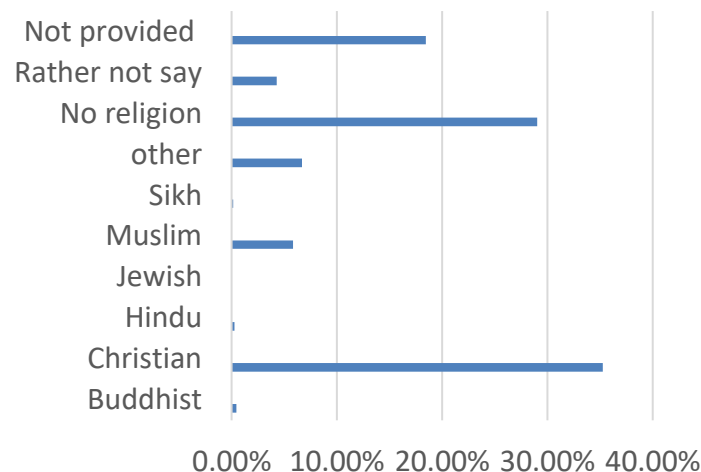
What are we doing well and where do we need to improve?

For 2020/21 ethnic minorities make up 9.84% of Calderdale Council's workforce this percentage has remained static when compared to the 2019/20 figure of 9.45%. Calderdale has made sustained progress in addressing under representation with the percent of total ethnic minorities within our workforce rising year on year from 7.67% in 2017. We recognise however, that we still have significant work to do particularly around ensuring this representation is achieved across service areas, and in apprenticeships, in all stages of recruitment processes, and within the top 5% of earners at Calderdale Council. Equality is a key objective for the Council and we are committed to ensuring that all employees have a clear understanding of equality, inclusion and the significant benefits diversity brings to a workforce. Recruiting managers are provided with workforce profile data and the shared objectives and actions in place to reduce under representation and advance equality (pages 45-55). This aims to set the context for recruiting managers ensuring they are clear in the role that they play in supporting progression of these initiatives. We continue to work collaboratively with the Council's BAME network to understand areas of focus and development across the employee life cycle but, with particular focus on attraction, recruitment, career development and progression opportunities.

Calderdale Council Workforce 2020/21 || Religion Belief

Religion/Belief	2021 Number of employees	% percent	2020 Number of employees	% percent
Buddhist	12	0.45%	13	0.47%
Christian	950	35.26%	853	30.52%
Hindu	7	0.26%	7	0.25%
Jewish	1	0.04%	1	0.04%
Muslim	146	5.42%	134	4.79%
Sikh	4	0.15%	4	0.14%
Other	180	6.68%	162	5.80%
No Religion	782	29.03%	757	27.08%
Rather not state	115	4.27%	125	4.47%
Not provided	497	18.45%	739	26.44%
Declaration rate	2197	81.55%	2056	73.56%

Workforce by Religion



Declaration rate 88.55%

What does this data tell us?

88.55% of Calderdale Council employees have completed the 'religion/belief' monitoring question and this has increased from 73.56% 2019/20. This suggests that employees are becoming increasingly comfortable in completing the optional sensitive monitoring questions around their personal beliefs and may also suggest there is increased awareness around why we collect and monitor sensitive information about our employees. However, there remains 11.45% of our workforce that have not completed the monitoring and we continue to explore whether there are any organisational or cultural barriers preventing this. The four dominant categories for religion and belief at Calderdale Council are: Christian 35.26%, 'no religion' 29.03%, Muslim at 5.42% and Other 6.68%.

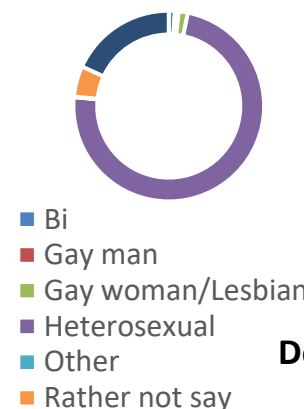
What are we doing well and where do we need to improve?

The increase in sensitive monitoring around religion/belief gives us an improved understanding of the belief systems held by employees. We continue to promote the benefits of diversity data collection whilst respecting that this is an optional monitoring question. Calderdale has a zero tolerance approach to all forms of bullying and harassment; the Dignity at Work policy & Code of Conduct are well promoted to employees. The Flexible Working Policy and working from home arrangements allow employees to balance work and life with increased harmony. We publish religious holidays using internal communications and this includes celebratory and remembrance messages from the Leader of the Council and our Chief Executive. A key area for development is supporting colleagues to feel comfortable talking to each about their different lifestyles, beliefs and cultures. Working more closely with our staff organised networks will support understanding of areas for focus and action.

Calderdale Council Workforce 2020/21 || Sexual Orientation

	2021 Number of employees	Percent %	2020 Number of employees	Percent %
Bi	28	1.04%	22	0.79%
Gay Man	17	0.63 %	15	0.54%
Gay Woman or Lesbian	42	1.56%	37	1.32%
Heterosexual	1974	73.27%	1876	67.12%
Rather not state	140	5.20%	148	5.30%
Other	3	0.11%	3	0.11%
Not Provided	490	18.19%	694	24.83%

Workforce by Sexual Orientation



Declaration rate 81.81%

What does this data tell us?

81.81% of Calderdale Council employees have completed the optional monitoring question regarding their sexual orientation; this has increased from 75.17% in 2019. This suggests that employees have a better understanding of how and why we use data and feel comfortable and confident in completing the sensitive monitoring questions around sexual orientation. 18.18% of our workforce have not completed the monitoring question around sexual orientation, and although this is lower than the figure for 2020 which was 24.83%, we recognise that it is essential to continue to promote the benefits for both the individual and the organisation of accurate data on workforce profiles.

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

Stonewall has suggested nationally the population of Lesbian, Gay or Bisexual (LGB) is between 5% and 7%. If the Stonewall proportion was applied to Calderdale using Census 2011 data this would equate to approximately 12,096 to 14,112 LGBT people in Calderdale. Based on this metric, our data (LGB 3.34%) is suggesting that we are under represented by LGB employees. We continue to strive to improve declaration rates whilst recognising and valuing that completion of sensitive monitoring is optional and therefore a personal choice. The Recruitment and Resourcing Team have encouraged increased diversity on interview panels by offering recruitment training to employees holding any role at Calderdale Council, this has increased our pool of panel members and the diversity within this pool too. The LGBT staff group at Calderdale Council aims to connect, support and develop LGBT colleagues across the Council. The group provide insight and assessment from an equalities perspective on HR policies, training materials, internal communications and learning and development opportunities. Calderdale Council are Stonewall Diversity Champions and receive guidance and support to ensure best practice.

Calderdale Council Workforce 2020/21 | | Apprentices

Ethnicity			2020	
White British	15	93.75%	25	92.59%
White other	0	0.0%	1	3.70%
Asian	0	0.0%	0	0.0%
Black	0	0.0%	0	0.0%
Mixed	0	0.0%	0	0.0%
Rather not State	1	6.25%	1	3.70%

Age			2020	
16-24	5	31.25%	11	40.74%
25-34	5	31.25%	10	37.04%
35-44	4	25.00%	4	14.81%
45-54	2	12.50%	2	7.41%
55-64	0	0.0%	0	0.0%
65-70	0	0.0%	0	0.0%
70+	0	0.0%	0	0.0%

Disability	2021		2020	
	2	1.52%	2	1.56%

What does this data tell us?

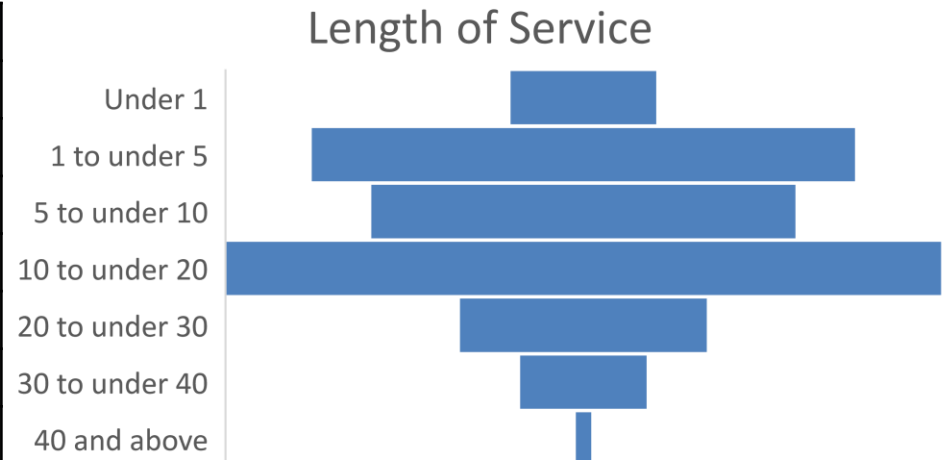
In 2020/21 we have 16 employees holding apprenticeship posts at Calderdale. The majority of apprentices are within the age bands of 16-24 and 25-34 although apprentice posts are open to applicants of all ages. The majority of our apprentices are from White British background; two apprentices have told us they have a disability. The number of apprentices employed at Calderdale Council has declined since 2019/20 and this is in part due to the impact of the pandemic Covid-19. As the organisation shifted its focus and priority to addressing the urgency that Covid-19 brought to local communities, recruitment campaigns planned for the spring of 2020 were no longer able to go ahead. Coupled with this is the introduction of social distancing has changed the way individuals work and impacts their ability to look for work. Budget reviews across services at this time further impacted and led to fewer posts being generated.

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

Addressing under representation is a priority for Calderdale. We are exploring different ways to attract applications for apprenticeships from the widest possible talent pool. We have included attraction and recruitment actions in our equality plan (page 45-55). We provide additional content in our manager's mandatory Equality and Diversity session which includes information on the importance of writing inclusive role profiles, conducting inclusive recruitment campaigns advocating diversity within recruitment panels and, the importance of giving detailed and formative feedback. Existing employees at the Council are able to access the apprenticeship levy for higher level apprenticeships in leadership, social work, engineering and project management. The current apprenticeship offers are disseminated through our staff networks and this has led to an increase in the take up of places from Black, Asian and Minority Ethnic colleagues. We continue to collaborate with our internal staff networks to shape our internal career development offer.

Calderdale Council Workforce 2020/21 | Length of service

Years of Service	2021		2020	
Under 1	177	6.57%	266	9.52%
1 to under 5	660	24.50%	673	24.08%
5 to under 10	515	19.12%	433	15.49%
10 to under 20	869	32.26%	980	35.06%
20 to under 30	300	11.14%	275	9.84%
30 to under 40	154	5.72%	150	5.37%
40 and above	19	0.71%	18	0.64%



What does this data tell us?

This data tells us about employee length of service at Calderdale and shows the highest percent of employees having between 10 and 20 years service at 32.26% (869). 6.57% (177) of our workforce have under 1 year service and this could in part be attributed to one year fixed apprentice contracts. In addition to this we have to consider the impact of the coronavirus crisis on the UK economy and labour market. Although Calderdale Council's retention rate in 2020/21 has remained static at 89.03% giving a turnover rate of 10.97% (pp 23-27) we recognise the impact caused through the Coronavirus pandemic specifically the Government's furloughing scheme, working from home mandate and the additional challenges shielding and isolation have brought. The pandemic has brought particular hardship to ethnic minority groups, disabled people and those living in deprivation and poverty. The temporary closure of businesses and service areas has affected the ability of many as they look for work; this has also impacted our own recruitment and movement of employees around the organisation.

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

Employee engagement, resilience and wellbeing are a priority. In 2020/21 as we began to realise the enormity of the challenges ahead due to the outbreak of the Coronavirus pandemic we made significant efforts to support home working and to ensure that employees remained connected to each other and the organisation. The roll out of Microsoft 365 across the organisation has been successful and digital inclusion continues as a key area of focus. A wellbeing survey and subsequent feedback has supported and shaped our wellbeing strategy to ensure it is fully inclusive. To encourage employee engagement, support staff resilience and wellbeing, an employee reference group led by members of the Corporate Leadership team was started in 2020 (p9). Our induction programme is now fully virtual with an emphasis on keeping in touch to enable the best start in a new role. We continue to monitor new starters progress including their access to equality and diversity training, meet the Chief Executive and political awareness. We are reviewing career development opportunities for all, with particular focus on providing opportunities for our managers and aspiring managers to ensure they are equipped to manage a workforce whose focus is firmly on a work life balance, flexible working and one where diversity and ethics will be front of mind.

Calderdale Council Workforce 2020/21 || Turnover (headcount not posts)

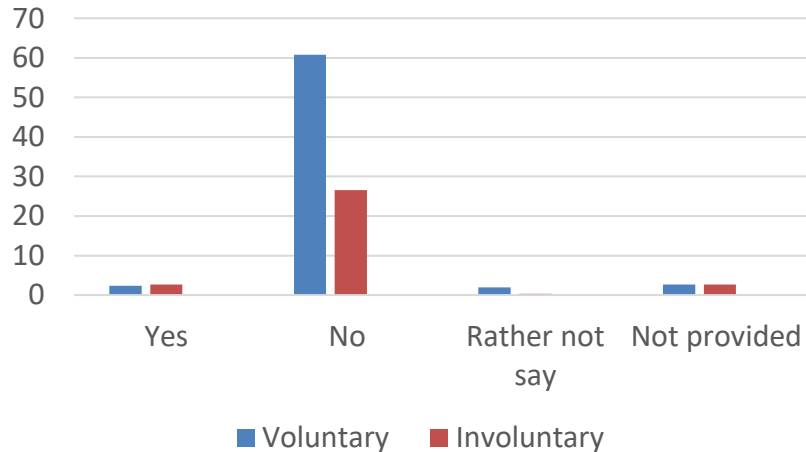
During the period 1 April 2020 to 31 March 2021 there was a turnover of **10.97% (301)** employees, this means we have a retention rate of **89.03%**. Our retention rate has remained static across the last 4 years with our turnover rate continuing to reduce from 11.11% in 2019. Of the 301 employees (10.97%) leaving Calderdale Council, 204 (67.77%) left of their own volition and 97 (32.23%) left due to involuntary reasons. **Sex:** of the employees leaving 68.11% were female and 31.89% were male. **Ethnicity:** 83.39% White British/Irish or Other; 11.62% Total Ethnic Minority, 4.65% not provided and rather not state 0.33% . **Disability:** 4.99% of leavers had a disability 2.66% for involuntary reasons and 2.33% of their own volition. Further detail on turnover (pp 23-27).

Chart showing reasons why employees left Calderdale Council 2020/21

Reason	2021	2020	Reason	2021	2020
Resignation	140 46.51%	192 64.0%	Ill health dismissal	16 5.32%	15 5.00%
Early Retirement	26 8.64%	22 7.33%	Retirement 65+	28 9.30%	9 3.00%
End of contract/secondment	30 9.97%	26 8.67%	Mutual agreement	1 0.33%	5 1.67%
Redundancy - compulsory	42 13.95%	7 2.33%	Transfer TUPE	2 0.66%	0 0.00%
Redundancy – voluntary	7 2.33%	6 2.00%	Casual no longer required	0 0.00%	0 0.00%
Died in service	2 0.66%	3 1.00%	New job	0 0.00%	0 0.00%
Dismissal	5 1.66%	11 3.67%	Other reason	0 0.00%	1 0.33%
Transfer to other LA	2 0.66%	3 1.00%	Personal	0 0.00%	0 0.00%

Calderdale Council Workforce 2020/21 || Turnover (headcount not posts)

Leavers by Disability



Leavers by Disability

- 15 employees (4.99%) who have told us they have a disability have left their employment, 8 (2.66%) for involuntary reasons and 7 (2.33%) for voluntary reasons.
- 16 employees (5.32%) who have chosen not to provide information on whether or not they have a disability have left their employment, 8 (2.66%) for voluntary reasons and 8 (2.66%) for involuntary reasons.
- 7 employees (2.32%) who would rather not state that they have a disability or not have left their employment, 6 (1.99%) for voluntary reasons and 1 (.33%) for involuntary reasons

The declaration rate for disability has increased to 96.77%.

Leavers by Age

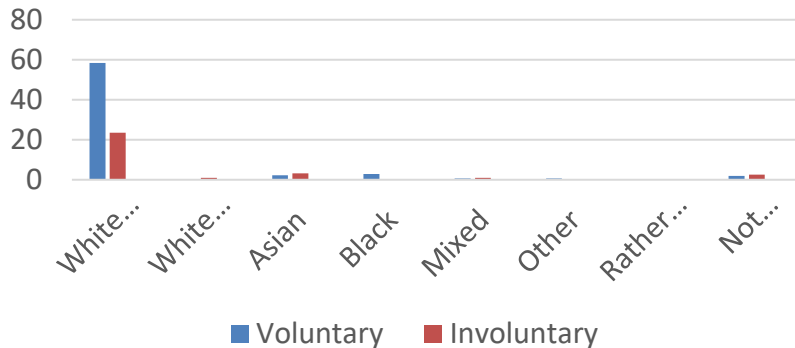


Leavers by Age

- The age group 55-64 saw the highest number of employees leaving of their own volition 19.93% (60) and 32 (10.63) for involuntary reasons; this could in part be due to retirement. The average age for retirement for women is 63.9 and for men 65.1 (DWP, 2018).
- In the 16-24 age band there have been 20 leavers (15 voluntary and 5 involuntary). Evidence from exit interviews shows that end of contract or secondment (of fixed term apprentice contracts) and return to education are provided as reasons for leaving employment on a voluntary basis here.
- In the age band 45-54, 34 (11.30%) employees left of their own volition and 34 (11.30%) for involuntary reasons.

Calderdale Council Workforce 2020/21 || Turnover (headcount not posts)

Leavers by Ethnicity



Total ethnic minority leaving 11.63% (Involuntary 4.98%, voluntary 6.64%)

Leavers by Ethnicity

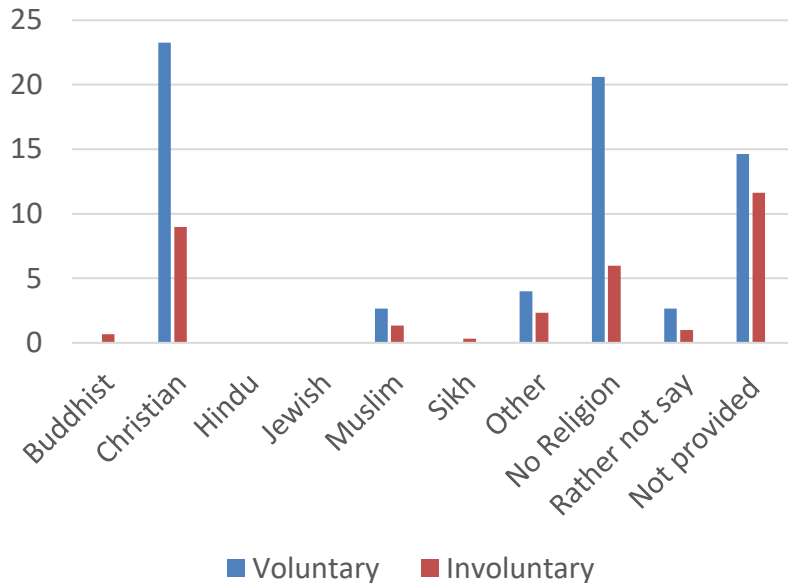
Total Ethnic Minority leavers relates to 11.62% (35/301) of employee turnover. This is broken down as follows: Asian 7 (2.33%) for voluntary reasons; 10 (3.22%) for involuntary reasons; Black 9 (2.99%) for voluntary reasons and 1 (.33%) for involuntary reasons; Mixed 2 (0.66%) for voluntary reasons and 3 (1.00%) for involuntary reasons; Other 2 (0.66%) and 1 (.33%) for involuntary reasons. White British and White Irish/other relates to 178 (58.80%) for voluntary reasons and 74 (24.59%) for involuntary reasons. Rather not say 1 (.33%) for voluntary reasons and Not Provided 8 (2.66%) for involuntary reasons and 6 (1.99%) for voluntary reasons.

The declaration rate for ethnicity has increased to 98.03%.

We recognised early on in Coronavirus pandemic that individuals from ethnic minorities could potentially be disproportionately affected by the virus and made efforts to ensure employee wellbeing continued to be a priority as we worked remotely or were furloughed. During the pandemic our internal BAME network continued to meet remotely and offered support sessions every Wednesday. A Peer to Peer support line was introduced early on in the pandemic and provided a listening ear, resources and crisis support seven days a week from 7am-7pm. We continued to offer wellbeing sessions and promoted the importance of accessing fresh air safely to enable time away from screens in our 'Take Ten' initiative. We conducted the first of two wellbeing surveys early on in the pandemic to help us identify where further support was needed and feedback from the surveys has helped shaped our future Wellbeing Strategy. Connection to each other continues to be recognised as a key pillar of wellbeing and through our shared conversations appraisal model, all employees have the opportunity for regular catchups with their managers. We continue to work collaboratively with our BAME network and other staff led networks to improve employee experience and wellbeing at the Council. Calderdale Council's Employee Reference Group was started in June 2020 and aims to ensure staff voices are heard as we manoeuvre 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 transitions to the stabilisation, review and rebuild stages of recovering from COVID-19 there are important decisions to be made about how the Council will transform.

Calderdale Council Workforce 2020/21 || Turnover (headcount not posts)

Leavers by Religion



Leavers by Religion/Belief

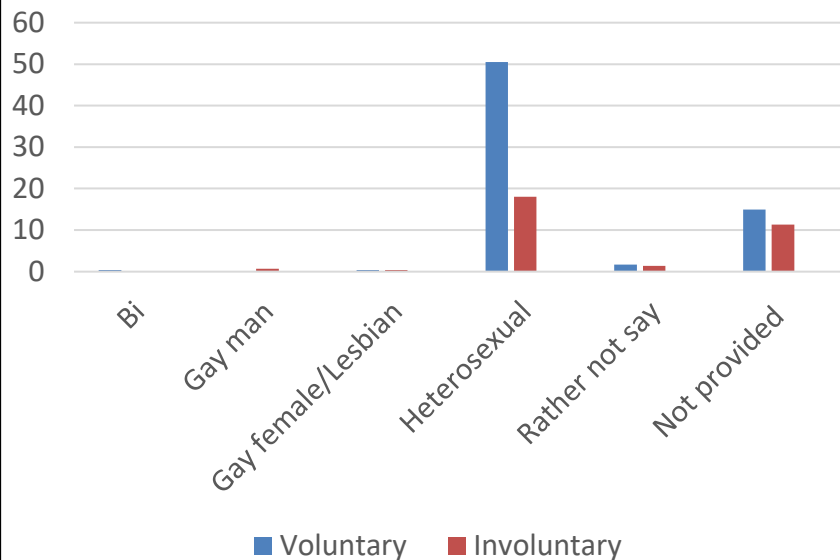
The religion/belief where we saw the highest number of leavers was Christian denominations with 23.26% (70) leaving for voluntary reasons and 8.97% (27) for involuntary reasons. This was followed by those selecting 'no religion' 20.60% (62) for voluntary reasons and 5.98% (18) for involuntary reasons. Those selecting 'not provided' 14.62% (44) for voluntary reasons and 11.63% (35) for involuntary reasons.

In some of the remaining religion belief categories, leavers numbers are >5 so are not disclosed to protect the identity of individuals.

The declaration rate for Religion/belief has risen to 88.55% in 2020/21 from 73.56% in 2019/20. Higher declaration rates are of benefit both to the individual employee and to us as council. It allows us to monitor workforce diversity and ensure that any disparities or lack of representation of certain groups is addressed. It also helps us to expose and challenge any discrimination in the workplace and identify the need for new or changed services. One of the areas of focus as detailed in our equality plan (pp 45-55) is improving the process for conducting exit interviews with the aim of increasing the volume of completed exit interviews. Data derived from exit interviews coupled with qualitative data can provide valuable insight into why employees leave an organisation. Currently employees leaving the council can complete an exit interview electronically or opt for a telephone interview both provide employees with an assurance that any concerns or issues around bullying and/or harassment during employment by any individual holding any role will be flagged and addressed with impartiality in the appropriate manner and in accordance with the Council's zero tolerance of harassment and/or bullying statement (Dignity at Work Policy).

Calderdale Council Workforce 2020/21 || Turnover (headcount not posts)

Leavers by Sexual Orientation



Leavers by Sexual Orientation

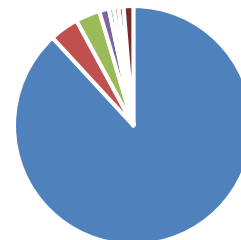
For the protected characteristic of sexual orientation the largest volume of leavers are heterosexual – voluntary 50.50% (152) and involuntary 18.60% (56). This is followed by those employees selecting 'not provided' voluntary 14.95% (45) and involuntary 11.30% (34). For the categories of Gay man, Gay Woman/Lesbian, Bi and Other the number of leavers is at or below (>5) and therefore to protect individual employees we do not include figures.

The declaration rate for sexual orientation has increased to 81.81% in 2020/21 from 75.17% in 2019/20. Higher declaration rates for all protected characteristics benefit both the employee and the Council. We continue to encourage completion of sensitive monitoring across all of the protected characteristics. Information on why this is important and how we use the data is included in our internal communications and on our intranet pages on a regular basis. For more information on why monitoring of sensitive data across **all of the protected characteristics** benefits employees and employers go to (p 6)

Calderdale Council Workforce 2020/21 || Top 5% of Earners

2021	Top 5% = 152 employees (5.64%)	Female: 57.89% (88) Male: 42.11% (64)	Average salary £55,113.83
2020	Top 5% = 143 Employees (5.12%)	Female 55.24% (79) Male 44.76% (64)	Average salary £54,108.04

Top 5% of Earners by Ethnicity

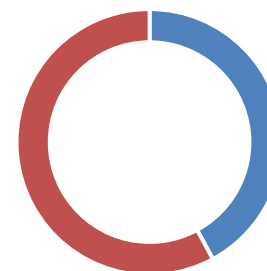


- White British
- White Irish/other
- Asian
- Black
- Mixed
- Other
- Rather not say
- Not provided

Top 5% of Earners by Ethnicity

2021			2020		
White British	134	88.16%	White British	129	90.21%
White Irish/Other	6	3.95%	White Irish/Other	4	2.80%
Asian	5	3.29%	Asian	4	2.80%
Black	2	1.32%	Black	2	1.40%
Mixed	1	0.66%	Mixed	1	0.70%
Other	1	0.66%	Other	1	0.70%
Rather not state	1	0.66%	Rather not state	1	0.70%
Not provided	2	1.32%	Not provided	1	0.70%
Declaration rate	150	98.68%	Declaration rate	142	99.30%

Top 5% of Earners by Sex



- Male
- Female

Top 5% of Earners by Disability

Top 5% earners by disability	2021		2020	
Disability - Yes	5	3.29%	3	2.10%
Disability -no	140	92.11%	129	90.21%
Rather not state	1	0.66%	2	1.40%
Not provided	6	3.95%	9	6.29%

Calderdale Council Workforce 2020/21 ||Top 5% of Earners

What does this data tell us?

The majority of top earners are from a White British or White Irish/other background 92.11% (140). Total Ethnic minority posts in the top 5% relates to 5.95% (9). Our total workforce is made of 67% female employees and 33% male employees (p12) and based on this data, the gender disparity continues with males holding a disproportionate amount of the top 5% posts (42.11%). The number of top earners with a disability has increased to 3.29% in 2020/21 from 1.94% in 2018/19 and 2.10% in 2019/20. The declaration rate has remained static at 98.68% (150) slightly lower than 2019/20 at 99.30% (142)

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

Our workforce have confidence in their leaders; responses from 'Our Voice Survey' (2019) confirm that there is a visible and positive connection between leaders and employees. The Coronavirus pandemic has impacted that way in which we all work. Visible leadership remains a commitment of our Corporate Leadership team who align senior management performance, transparency and workforce consultation with our Vision 2024. Our Chief Executive alongside members of the Corporate Leadership team update and consult with the workforce through regular organisational webinars, internal newsletters, employee reference group, business continuity group and through peer led networks and Yammer communities. Workforce mental health and wellbeing remain a priority area and additional emphasis was placed on the wellbeing of the workforce as the Coronavirus pandemic unfolded. Through the wellbeing Board chaired by our Chief Executive, consistent and regular wellbeing messages are disseminated to the workforce.

It is recognised that ethnic minorities are under represented in the top 5% of earners at Calderdale Council and this remains a priority action. Our Black, Asian and Ethnic Minority network presented to CLT in the spring of 2021 opening the dialogue around race and exploring potential solutions to bring positive change at the Council. As part of this change, a BAME steering group now works with Human Resources, Organisational Development and Recruitment & Resourcing developing appropriate and realistic actions for 2021/22. Representatives from our BAME, Disability and LGBT internal staff networks attend the Corporate Equalities group providing updates on priority areas, opening discussion and highlighting areas for review.

The mean gender pay gap at Calderdale Council has been reduced further from 2.2% in 2020 to 1.5% in 2020/21, whilst this is clearly a positive, we acknowledge that there is further work to be done.

Calderdale Council Workforce 2020/21 || Average Salary

Average salary in 2021 is: £27,395.32	[£26,291.85 in 2020]
Average full-time salary in 2021 is: £30,483.62	[£29,398.04 in 2020]
Average part-time salary in 2021 is £23,055.15	[£22,275.98 in 2020]

Salary by Sex

Average full-time salary for male in 2021 is £29,718.19	[£28,960.67 in 2020]
Average full-time salary for female in 2021 is £31,040.68	[£29,724.00 in 2020]
Average part-time salary for male in 2021 is £21,142.36	[£20,455.56 in 2020]
Average part-time salary for female in 2021 is £23,546.76	[£22,757.53 in 2020]

Salary by Disability

Average salary for disabled female in 2021 is £28,066.45	[£26,439.04 2020]
Average salary for disabled male in 2021 is £25,862.00	[£24,823.21 2020]
Average salary for female stating no disability in 2021 is £27,252.41	[£26,000.51 2020]
Average salary for male stating no disability in 2021 is £27,800.37	[£26,877.60 2020]
Average salary for female rather not stating if they have a disability in 2021 is £25,559.15	[£24,315.05 2020]
Average salary for male rather not stating if they have a disability in 2021 is £25,462.65	[£25,811.05 2020]

Calderdale Council Workforce 2020/21 || Average Salary

Salary by Age

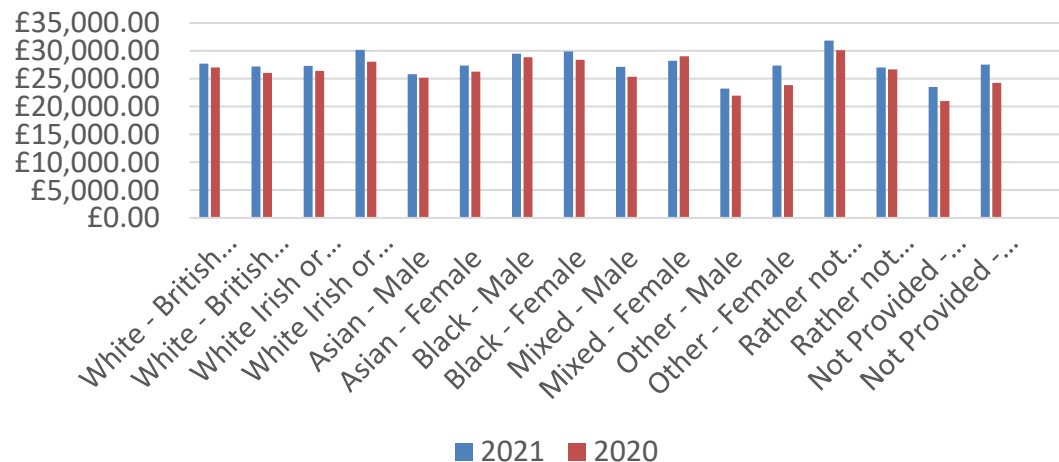
Average salary for age band 16 -24 in 2021 is £21,499.47	[£20,244.33 2020]
Average salary for age band 25-34 in 2021 is £25,314.20	[£24,644.51 2020]
Average salary for age band 35-44 in 2021 is £28,888.83	[£27,655.05 2020]
Average salary for age band 45-54 in 2021 is £28,621.88	[£27,734.27 2020]
Average salary for age band 55-64 in 2021 is £27,477.51	[£26,106.28 2020]
Average salary for age band 65-70 in 2021 is £23,724.05	[£23,067.43 2020]
Average salary for age band 70+ in 2021 is £19,391.89	[£18,698.68 2020]

Calderdale Council Workforce 2020/21 || Average Salary

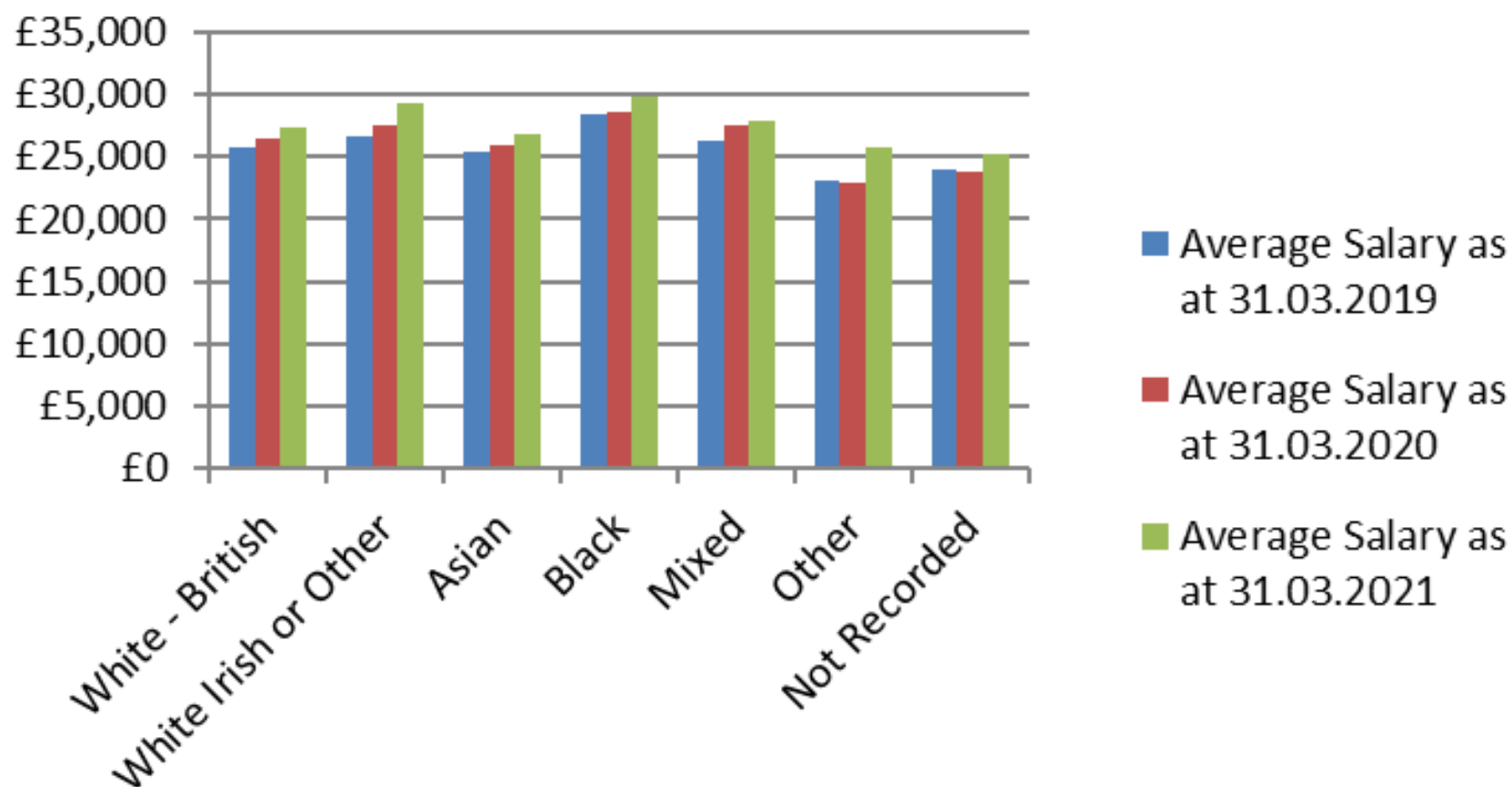
Salary by Ethnicity

Average salary for White British in 2021 is £27,384.92	[£26,375.18	2020]
Average salary for White British Irish/Other in 2021 is £29,273.80	[£27,434.84	2020]
Average salary for Asian in 2021 is £26,740.36	[£25,852.71	2020]
Average salary for Black in 2021 is £29,743.34	[£28,639.06	2020]
Average salary for Mixed in 2021 is £27,882.58	[£27,596.14	2020]
Average salary for Other in 2021 is £25,711.20	[£22,981.53	2020]
Average salary for Rather Not State in 2021 is £29,142.96	[£28,307.44	2020]
Average salary for Not Provided in 2020 is £25,953.26	[£22,930.25	2020]

Salary by Ethnicity and Sex



Average Salary by Ethnic Origin



Calderdale Council Workforce 2020/21 || Recruitment

The data in this section looks at recruitment of both internal and external candidates and is sorted by protected characteristic: Age, Sex, Ethnicity, Sexual orientation, Religion and Disability. As a Council we have updated the way in which we recruit to internal vacancies, all internal vacancies are available on our main Calderdale Jobs website. Candidates can apply for any of the vacancies they wish to by completing an online application form as they would for external vacancies and are shortlisted in the same way that external candidates are. These roles are only available for Calderdale Council staff to apply. 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. Further actions relating to recruitment, resourcing and addressing under representation at the Council are included (pp 45-55). In 2020/21 Calderdale Council received a 50% increase in applications for vacancies in comparison to 2019/20. 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 has significantly affected an individuals ability to seek employment.

Recruitment by Sex – external

Sex	Applied	Shortlisted	Appointed
Female	1324	376	125
Male	900	176	46
Unspecified	14	1	0
TOTAL	2238	553	171

Sex	Applied	Shortlisted	Appointed
Female	59.16%	67.99%	73.10%
Male	40.21%	31.83%	26.90%
Unspecified	0.63%	0.18%	0.00%
TOTAL	100.00%	99.82%	100.00%

Recruitment by Sex – internal

Sex	Applied	Shortlisted	Appointed
Female	133	101	55
Male	102	62	28
Unspecified	0	0	0
TOTAL	235	163	83

Sex	Applied	Shortlisted	Appointed
Female	56.60%	61.96%	66.27%
Male	43.40%	38.04%	33.73%
Unspecified	0.00%	0.00%	0.00%
TOTAL	100.00%	100.00%	100.00%

Calderdale Council Workforce 2020/21 || Recruitment

Recruitment by Sexual Orientation - external

Sexual Orientation	Applied	Shortlisted	Appointed
Bisexual	60	16	5
Gay man	34	9	3
Gay woman or lesbian	48	14	8
Heterosexual	1959	477	143
Rather not state	137	37	12
TOTAL	2238	553	171

Sexual Orientation	Applied	Shortlisted	Appointed
Bisexual	2.68%	2.89%	2.92%
Gay man	1.52%	1.63%	1.75%
Gay woman or lesbian	2.14%	2.53%	4.68%
Heterosexual	87.53%	86.26%	83.63%
Rather not state	6.12%	6.69%	7.02%
TOTAL	100.00%	100.00%	100.00%

Recruitment by Sexual Orientation - internal

Sexual Orientation	Applied	Shortlisted	Appointed
Bisexual	3	2	1
Gay man	4	3	0
Gay woman or lesbian	1	1	1
Heterosexual	208	142	73
Rather not state	19	15	8
TOTAL	235	163	83

Sexual Orientation	Applied	Shortlisted	Appointed
Bisexual	1.28%	1.23%	1.20%
Gay man	1.70%	1.84%	0.00%
Gay woman or lesbian	0.43%	0.61%	1.20%
Heterosexual	88.51%	87.12%	87.95%
Rather not state	8.09%	9.20%	9.64%
TOTAL	100.00%	100.00%	100.00%

Calderdale Council Workforce 2020/21 | | Recruitment

Recruitment by Age - external

Age	Applied	Shortlisted	Appointed
16-19 years	46	6	3
20-24 years	479	73	25
25-29 years	394	84	21
30-34 years	275	77	27
35-39 years	195	57	18
40-44 years	192	62	18
45-49 years	188	54	17
50-54 years	177	64	18
55-59 years	130	47	16
60+ years	37	9	3
Rather not state	125	20	5
TOTAL	2238	553	171

Age	Applied	Shortlisted	Appointed
16-19 years	2.06%	1.08%	1.75%
20-24 years	21.40%	13.20%	14.62%
25-29 years	17.61%	15.19%	12.28%
30-34 years	12.29%	13.92%	15.79%
35-39 years	8.71%	10.31%	10.53%
40-44 years	8.58%	11.21%	10.53%
45-49 years	8.40%	9.76%	9.94%
50-54 years	7.91%	11.57%	10.53%
55-59 years	5.81%	8.50%	9.36%
60+ years	1.65%	1.63%	1.75%
Rather not state	5.59%	3.62%	2.92%
TOTAL	100.00%	100.00%	100.00%

Recruitment by Age - internal

Age	Applied	Shortlisted	Appointed
16-19 years	5	4	1
20-24 years	34	14	7
25-29 years	39	27	10
30-34 years	31	18	10
35-39 years	27	21	15
40-44 years	23	16	9
45-49 years	24	20	12
50-54 years	26	23	9
55-59 years	24	20	10
60+ years	1	0	0
Rather not state	1	0	0
TOTAL	235	163	83

Age	Applied	Shortlisted	Appointed
16-19 years	2.13%	2.45%	1.20%
20-24 years	14.47%	8.59%	8.43%
25-29 years	16.60%	16.56%	12.05%
30-34 years	13.19%	11.04%	12.05%
35-39 years	11.49%	12.88%	18.07%
40-44 years	9.79%	9.82%	10.84%
45-49 years	10.21%	12.27%	14.46%
50-54 years	11.06%	14.11%	10.84%
55-59 years	10.21%	12.27%	12.05%
60+ years	0.43%	0.00%	0.00%
Rather not state	0.43%	0.00%	0.00%
TOTAL	100.00%	100.00%	100.00%

Calderdale Council Workforce 2020/21 || Recruitment

Recruitment by Ethnicity - external

Ethnicity	Applied	Shortlisted	Appointed
Asian Bangladeshi	14	1	0
Asian Indian	47	5	0
Asian Other	10	6	0
Asian Pakistani	253	48	13
Black African	28	4	1
Black Caribbean	23	8	0
Black Other	7	1	0
Chinese	5	1	0
Mixed Other	22	4	1
Mixed White & Black Caribbean / African	32	9	5
Other	11	5	0
Rather not state	57	9	3
White and Asian	18	1	0
White British	1621	434	143
White Irish	18	5	3
White Other	72	12	2
TOTAL	2238	553	171

Ethnicity	Applied	Shortlisted	Appointed
Asian Bangladeshi	0.63%	0.18%	0.00%
Asian Indian	2.10%	0.90%	0.00%
Asian Other	0.45%	1.08%	0.00%
Asian Pakistani	11.30%	8.68%	7.60%
Black African	1.25%	0.72%	0.58%
Black Caribbean	1.03%	1.45%	0.00%
Black Other	0.31%	0.18%	0.00%
Chinese	0.22%	0.18%	0.00%
Mixed Other	0.98%	0.72%	0.58%
Mixed White & Black Caribbean / African	1.43%	1.63%	2.92%
Other	0.49%	0.90%	0.00%
Rather not state	2.55%	1.63%	1.75%
White and Asian	0.80%	0.18%	0.00%
White British	72.43%	78.48%	83.63%
White Irish	0.80%	0.90%	1.75%
White Other	3.22%	2.17%	1.17%
TOTAL	100.00%	100.00%	100.00%

Calderdale Council Workforce 2020/21 || Recruitment

Recruitment by Ethnicity - internal

Ethnicity	Applied	Shortlisted	Appointed	Ethnicity	Applied	Shortlisted	Appointed
Asian Bangladeshi	1	0	0	Asian Bangladeshi	0.43%	0.00%	0.00%
Asian Indian	2	0	0	Asian Indian	0.85%	0.00%	0.00%
Asian Other	1	1	1	Asian Other	0.43%	0.61%	1.20%
Asian Pakistani	28	11	4	Asian Pakistani	11.91%	6.75%	4.82%
Black African	0	0	0	Black African	0.00%	0.00%	0.00%
Black Caribbean	3	2	1	Black Caribbean	1.28%	1.23%	1.20%
Black Other	0	0	0	Black Other	0.00%	0.00%	0.00%
Chinese	0	0	0	Chinese	0.00%	0.00%	0.00%
Mixed Other	1	1	0	Mixed Other	0.43%	0.61%	0.00%
Mixed White & Black Caribbean / African	7	5	1	Mixed White & Black Caribbean / African	2.98%	3.07%	1.20%
Other	0	0	0	Other	0.00%	0.00%	0.00%
Rather not state	5	4	1	Rather not state	2.13%	2.45%	1.20%
White and Asian	0	0	0	White and Asian	0.00%	0.00%	0.00%
White British	180	134	72	White British	76.60%	82.21%	86.75%
White Irish	4	3	1	White Irish	1.70%	1.84%	1.20%
White Other	3	2	2	White Other	1.28%	1.23%	2.41%
TOTAL	235	163	83	TOTAL	100.00%	100.00%	100.00%

Calderdale Council Workforce 2020/21 || Recruitment

Recruitment by Disability - external

Disability	Applied	Shortlisted	Appointed
No	2119	528	167
Yes	119	25	4
Rather not State	0	0	0
TOTAL	2238	553	171

Disability	Applied	Shortlisted	Appointed
No	94.68%	95.48%	97.66%
Yes	5.32%	4.52%	2.34%
Rather not State	0.00%	0.00%	0.00%
TOTAL	100.00%	100.00%	100.00%

Recruitment by Disability - internal

Disability	Applied	Shortlisted	Appointed
No	220	152	79
Yes	15	11	4
Rather not State	0	0	0
TOTAL	235	163	83

Disability	Applied	Shortlisted	Appointed
No	93.62%	93.25%	95.18%
Yes	6.38%	6.75%	4.82%
Rather not State	0.00%	0.00%	0.00%
TOTAL	100.00%	100.00%	100.00%

Calderdale Council Workforce 2020/21 || Recruitment

Recruitment by Religion or Belief – external

Religion	Applied	Shortlisted	Appointed
Buddhist	3	1	0
Christian denominations	693	208	71
Hindu	12	1	0
Jewish	3	1	0
Muslim	297	59	13
No religion	813	200	62
Other	258	48	15
Rather not state	147	34	10
Sikhism	12	1	0
TOTAL	2238	553	171

Religion	Applied	Shortlisted	Appointed
Buddhist	0.13%	0.18%	0.00%
Christian denominations	30.97%	37.61%	41.52%
Hindu	0.54%	0.18%	0.00%
Jewish	0.13%	0.18%	0.00%
Muslim	13.27%	10.67%	7.60%
No religion	36.33%	36.17%	36.26%
Other	11.53%	8.68%	8.77%
Rather not state	6.57%	6.15%	5.85%
Sikhism	0.54%	0.18%	0.00%
TOTAL	100.00%	100.00%	100.00%

Recruitment by Religion or Belief - internal

Religion	Applied	Shortlisted	Appointed
Buddhist	1	1	0
Christian denominations	80	58	34
Hindu	1	0	0
Jewish	0	0	0
Muslim	29	11	4
No religion	80	57	28
Other	21	15	8
Rather not state	23	21	9
Sikhism	0	0	0
TOTAL	235	163	83

Religion	Applied	Shortlisted	Appointed
Buddhist	0.43%	0.61%	0.00%
Christian denominations	34.04%	35.58%	40.96%
Hindu	0.43%	0.00%	0.00%
Jewish	0.00%	0.00%	0.00%
Muslim	12.34%	6.75%	4.82%
No religion	34.04%	34.97%	33.73%
Other	8.94%	9.20%	9.64%
Rather not state	9.79%	12.88%	10.84%
Sikhism	0.00%	0.00%	0.00%
TOTAL	100.00%	100.00%	100.00%

Calderdale Council Workforce 2020/21 || Recruitment

Headlines: Recruitment

- **Sex:** Female candidates continue the trend from 2019-20 of having a higher success rate during both internal and external recruitment campaigns. 59.16% of external applications (2020/21) are from female candidates; our data also tells us that females hold a disproportionate amount of part time roles at Calderdale Council as compared to males.
- **Sexual Orientation:** There has been a small increase in success at appointment stage for candidates identifying as Gay, Gay Woman, Lesbian, Bi or Other based on the percentage of applications. Applications at 3.59% leading to appointments at 4.32% in 2019/20 this rose to applications at 4.68% leading to appointments at 6.34% in 2020/21.
- **Age:** In a similar trend to 2019/20 we saw the highest percent of applications from the age bracket 20 -29 (external) at 39.01% followed by external applications from the 30-39 age bracket at 21%. The 30 -39 age bracket were more successful at appointment stage securing 26.32% of posts compared to 26.90% success rate from the 20-29 age bracket. This trend in 2020/21 mirrors data for 2019/20.
- **Ethnicity:** Total ethnic minority application rates (external) have increased slightly from 17.48% (2019/20) to 20.99% (2020/21). Appointment rates have remained static at around 11% for 2019/20 and 2020/21. Internal applications from Total Ethnic Minority have increased to 18.31% in 2020/21 but have a diminished success rate with appointments secured at 8.42% this is compared to an application rate of 14.34% with an appointment rate of 9.67% in 2019/20. We continue to explore ways in collaboration with our internal BAME network, Workforce Development, Recruitment and Resourcing Teams to increase improve success rates at all stages of the employment cycle. Please refer to the action plan (pp 45-55) for our objectives and proposed interventions to address under representation and provision of equitable career development at the Council.
- **Religion:** Those stating 'no religion/belief' and Christian denominations continue the trend of a higher success rate at application, shortlisting and appointment stages for both internal and external candidates. The next highest category of applications both internally and externally is from candidates holding the Muslim faith; the data shows that the success rate at both shortlisting and application is disproportionately low. Please refer to the action plan (pages 45-55) for our objectives and proposed interventions to address under representation at the Council.
- **Disability:** Applications from external candidates with a disability has remained static at around 6% with a slightly lower success rate at appointment stages (for both 2019/20 and 2020/21). In 2020/21 there was a higher percentage of applications from internal candidates at 6.38% (3.15% in 2019/20) with a higher success rate at appointment stage 4.82% (0.0% in 2019/20). The declaration rate for both internal and external candidates has increased to 100% which may suggest greater confidence in the Council as a Disability Confident Employer.

Calderdale Council Workforce 2020/21 || Recruitment

Recruitment training: It is recognised that bias can impact individual chances during the recruitment process and efforts are made to mitigate bias at every stage of the recruitment cycle including expanding the reach for engaging talent through use of external recruitment specialists and recruitment agencies such as Pride & Diversity job platforms. The recruitment training includes further content on unconscious bias and ways to recognise and challenge bias when identified. In 2020 in response to Covid-19 we changed the way we provide learning and development for employees. All recruitment training continues to be delivered either as e learning or through virtual sessions. The mandatory equality and diversity sessions were revised for managers and now include additional sections on workforce profile compared to local communities, addressing under representation and the role we all play in achieving the Council's priorities.

Diversity on recruitment panels: There is increased diversity on recruitment panels and this has been achieved through continuous offer to recruit and train colleagues from across the organisation to become part of a diverse recruitment panel pool. The information given to recruiting managers now includes guidance on achieving improved diversity and impartiality on panels, with checks being built in to the process.

Get Ready To Apply: In 2020/21 Covid-19 has impacted on our ability to visit schools, colleges and provide career development information sessions. Alongside our web pages we continue to use social media to inform communities of vacancies and apprenticeships at the Council. Apprentice opportunities are forwarded to our internal staff networks for further dissemination across communities. We have built application support resources which include guidance and short videos exploring aspects of recruitment such as 'writing a personal statement' and using STAR approach at interview.

Inclusive Role Profiles: We continue to advocate for the use of plain English when writing role profiles and offer recruiting managers support if needed to develop role profiles. We have trialled versions of role profiles for apprenticeship and Kickstart posts with more clarification around expected role and duties.

Senior posts: Addressing the under representation of Black, Asian, Minority Ethnic in the top 5% of earners remains a key objective for the Council. Recruitment and Resourcing work collaboratively with our internal BAME network and Workforce Development on recruitment actions. A key action is for example, providing appropriate development opportunities for aspiring managers at the Council.

Disability Confident Employers: Working with the internal staff network, we continue to review how we are meeting our Disability Confident commitment and are exploring ways we can go above and beyond in embedding its themes and core actions.

Calderdale Council Workforce 2020/21 || Grievances & Dismissals

Chart 1 Ill health Retirement = (13) Ill health Terminations = (5) (18 in total)

<u>Age</u>	<u>Sex</u>	<u>Disability</u>	<u>Sexual orientation</u>	<u>Gender Reassignment</u>	<u>Pregnancy and Maternity</u>	<u>Religion or Belief</u>	<u>Ethnicity</u>	<u>Marriage & Civil Partnership</u>
16 -49: 3 50 -69: 15	Male: 4 Female: 13 Other:1	No:10 Yes:6 Not provided: 2	Heterosexual : 13 Gay:1 Not provided: 3 Rather not state: 1	Yes: 1 No:3 Not Provided: 14	No: 0	None: 2 Christian:10 Sikh:1 Other;1 Not provided: 4	White British: 15 Asian Indian: 1 Mixed: 1 Not Provided: 1	Married: 7 Divorced: 2 Single: 3 Civil Partnership:1 Not provided:5

Chart 2 Disciplinary = 10

<u>Age</u>	<u>Sex</u>	<u>Disability</u>	<u>Sexual orientation</u>	<u>Gender Reassignment</u>	<u>Pregnancy and Maternity</u>	<u>Religion or Belief</u>	<u>Ethnicity</u>	<u>Marriage & Civil Partnership</u>
16 -49: 3 50 -69: 7	Male: 9 Female:1	No: 10	Heterosexual :5 Not provided: 5	Not Provided: 10	No: 10	None: 3 Christian: 1 Not provided: 5 Rather not state:1	White British: 9 Asian Pakistani :1	Married: 1 Single: 2 Not provided:7

Formal Grievances = <6

Formal Dignity at Work = 0

Calderdale Council Workforce 2020/21 ||Grievances & Dismissals

What does this data tell us?

The statistics for 2020/2021 reflect the fact that the overall number of cases has decreased to 31 (from 41 in 2019/20), with the most significant decrease seen in the number of disciplinary cases. This may in part be due to the impact of the Covid-19 pandemic which has led to a large proportion of the workforce working from home for more than a 12 month period.

The number of terminations of employment due to Ill health is 5 compared to 8 in the previous year, however the number of ill health retirements has increased from 11 to 13. There can be a number of reasons for this and further work will be undertaken to identify the underlying causes to establish if additional support around health and wellbeing is required. 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 as a result of the Covid-19 pandemic.

The number of disciplinary cases has decreased to 10 (from 17 in 2019/20) and there have been 3 grievance cases compared to 4 in the previous year. (One of the grievances raised was a collective grievance involving 4 members of staff). Work has been undertaken on the revision of the Code of Conduct for Employees in order to reinforce and provide additional clarity on Council expectations of behaviour and this is currently being reviewed for any final amendments.

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

It is positive to see that the number of formal Dignity at Work cases has decreased again and in 2020/21 zero formal cases were raised (from 1 in 2019/20). We continue to have a zero tolerance of bullying and harassment at Calderdale and when complaints have been raised, the Council takes these very seriously and investigates the issues.

The Dignity at Work policy complies with the Equality Act 2010. To support new employees the Council's induction ensures that they are fully briefed on how to access and report any incidents of bullying and/or harassment under the Dignity at Work Policy. There are employee led networks which meet regularly and which provide a forum to raise matters and provide solutions and support in a timely manner. There are also a number of Contact Officers across the Council who provide direct support and guidance to individuals and link in with Human Resources Advisors who work with managers and employees to assist them in promptly resolving any issues that are raised.

Progress on 2019/21

- Workforce diversity monitoring benefits both employee and employer (page 6) declaration rates at Calderdale Council are increasing. Disability at 96.77% (2020/21) ; Ethnicity at 98.03% (2020/21). There is significant year on year increase for the protected characteristic of sexual orientation which has risen to 81.81% up from 48.91% (2018) and for the protected characteristic of Religion/Belief which has risen to 88.55% up from 49.30% (2018).
- The mean gender pay gap at Calderdale Council has decreased further to 1.5% in 2020/21
- The disparity between males and females holding the top 5% jobs as decreased slightly with females now holding 57.89% of the posts as compared to 55.24% in 2019/20.
- Representation of disabled employees holding top 5% of posts has increased slightly to 3.29% from 2.10% in 2019/20.
- Our workforce profile by disability has increased slightly, and more of those roles are full time posts, 1.5% are apprentice posts. This has meant that the gap in the average salary between employees stating 'yes' (disability) and those stating 'no' (disability) is at its lowest for five years (page 29).
- The workforce profile by Ethnic Minority has increased to 9.84%; the most recent statistics for Calderdale working age population are at 10.1% (2019 NOMIS).
- The turnover percent for Calderdale Council has remained static at 10.97%.
- Internal application rates from disabled candidates has doubled from 3.15% in 2019/20 to 6.38% in 2020/21 with a success rate at appointment increase from 0% in 2019/20 to 4.82% in 2020/21. External application rates remain static. (page 38)
- Our internal networks – BAME, LGBT and Disability Forum have thrived in 2020/21. The networks work collaboratively to consider approaches to accelerate equality, diversity and inclusion at the Council. Leads from the networks are represented at the Corporate Equality Group.
- Calderdale Council has achieved bronze status in the Inclusive Employer Standardisation making clear progress on the previous submission in 2018 across all areas.

Workforce Development Equality and Diversity Plan 2021/22

This plan sets out our objectives and ongoing actions from April 2021 – March 2022, building on the progress of 2019/20. It is informed by our data, improvement areas highlighted by our internal staff networks, workforce consultation, scrutiny by elected members and feedback from Inclusive Employers standardisation.

Apprentices & Recruitment: Addressing under representation

Pages 46-51

Improve equalities monitoring across workforce

Page 52

Inclusive organisational culture development

Pages 53-55

Teams: Recruitment and Resourcing (R&R) Workforce Development (WFD) Human Resources (HR) Corporate Leadership Team (CLT) Member Development (MD) Networks: Lesbian, Gay, Bi, Trans (LGBT) Black, Asian, Minority Ethnic (BAME) Disability Forum.

Review dates scheduled for: 3/9/21, 20/10/21, 2/12/21, 19/1/22, 10/3/22, 29/4/22
Representation and updates from: Head of HR&OD; Recruitment and Resourcing manager, HR Advisory Manager; Workforce Development Manager; People Development Advisor Member Development; People Development Advisor.

Addressing Under Representation

Objective	Action	By who?	Measure	Review
<p>1) Make progress towards a target of achieving a representation of 12% of Black, Asian and Minority Ethnic workforce by 2024.</p> <p>Working age ethnic minority population of Calderdale = 10.1% (NOMIS, labour force statistics, 2019)</p>	<p><u>Retain talent</u></p> <p>a) Progression: Career development opportunities are communicated through our internal staff networks</p> <p>b) In collaboration with internal staff networks Identify areas of personal and professional development for under represented groups and provide L&D solutions.</p> <p>c) Value and listen: offer support to internal networks to continue to be represented and heard at corporate meetings/ regular Ecall messages/ through surveys and events.</p> <p>d) Reward and recognition – recognise and value the commitment made to networks by individuals through strong leadership statements and events including Our Stars.</p> <p><u>Widen attraction</u></p> <p>a) <u>See objective 4</u></p>	<p>Teams: HR,OD,R&R</p> <p>Network leads and/or steering groups</p>	<p>Increased percentage of Black, Asian and Ethnic Minority employees at CMBC Data source: annual workforce profile</p>	<p>3/9/21, 20/10/21, 2/12/21, 19/1/22, 10/3/22, 29/4/22</p> <p>Annual review of workforce profile due May 2022</p>

Addressing Under Representation

Objective	Action	By who?	Measure	Review
<p>1) (Cont.) Make progress towards a target of achieving a representation of 12% of Black, Asian and Minority Ethnic workforce by 2024.</p> <p>Working age ethnic minority population of Calderdale = 10.1% (NOMIS, labour force statistics, 2019)</p>	<p><u>Recruitment</u></p> <p>a) Prepare for an inclusive interview: Recruiting managers advised that recruitment panels must have an element of diversity and one member should be impartial. (recruitment pack & training)</p> <p>b) All recruitment panel members must have completed E&D within 3 years.</p> <p>c) Diversity pool – continue to recruit & train panel members for diversity pool & communicate widely.</p> <p>d) Widen attraction: see objective 4</p> <p>e) Provide recruitment training which includes activity and discussion around unconscious bias in recruitment.</p>	<p>HR/OD/ R&R</p> <p>Recruiting managers</p>	<p>Increased percentage of Black, Asian and Ethnic Minority employees at CMBC Data source: annual workforce profile</p>	<p>3/9/21, 20/10/21, 2/12/21, 19/1/22, 10/3/22, 29/4/22</p> <p>Annual review of workforce profile due May 2022</p>

Addressing Under Representation

Objective	Intervention	By who?	Measure/impact	Review date
2) Make progress in increasing Black, Asian and Minority Ethnic representation of the top 5% of earners from 5.92% to 8% in 2024	<p>a) Retention, progression, attraction, recruitment see objective 1</p> <p>b) Mentoring see objective 10</p> <p>c) Role models: collaborate with internal staff networks to provide articles/blogs/case studies from a diverse range of employees</p> <p>d) Shadowing: see objective 9</p>	<p>HR/OD/ R&R</p> <p>Network reps</p> <p>CLT/ELT</p>	<p>Increased percentage of Black, Asian and Ethnic Minority employees top 5% CMBC. Data source: annual workforce profile</p>	<p>3/9/21, 20/10/21, 2/12/21, 19/1/22, 10/3/22, 29/4/22</p> <p>Annual review of workforce profile due May 2022</p>
<p>3) Make progress in increasing Black, Asian and Minority Ethnic representation in apprenticeships From 0% to 10% in 2024</p> <p>(10% of total apprentice posts)</p>	<p>a) Recruitment see objective 1</p> <p>b) Inclusive role profiles – continue to work with recruiting managers to develop and provide profiles written in plain English for each apprenticeship role advertised</p> <p>c) Provide ‘get Ready to apply’ sessions before and during apprentice recruitment drives.</p> <p>d) Raise awareness of apprenticeships & promote across service areas. Include induction & support of apprentices in current remote working climate.</p>	<p>HR/OD/ R&R Recruiting managers</p> <p>HR/OD/ R&R</p> <p>HR/OD/ R&R</p>	<p>Increased percentages from recruitment statistics for apprentices (quarterly) Data source: annual workforce profile</p>	<p>3/9/21, 20/10/21, 2/12/21, 19/1/22, 10/3/22, 29/4/22</p> <p>Annual review of workforce profile due May 2022</p>

Addressing Under Representation

Objective	Intervention	By who?	Measure/impact	Review date
4) For each recruitment appointment to attract a wide talent pool of applications from candidates that represent the diversity of our communities.	<ul style="list-style-type: none"> a) Create inclusive job descriptions using plain English & gender neutral language b) Advise recruiting managers to be mindful of different groups that might want to apply & to consider using diversity job websites to widen search c) Provide recruitment alerts to internal staff networks for dissemination through wider communities. Apprenticeship drives and senior level posts. d) Use social media marketing e) Utilise bespoke support from diversity recruitment specialists for difficult to fill, higher level posts f) Provide application support through a range of resources available on the recruitment web page. g) Demonstrate clear & visible commitment to equality and diversity on web page. h) Provide Disability Confident statement & ensure recruiting managers are clear regarding provision of reasonable adjustments 	HR/OD Recruiting managers R&R	Quarterly review of recruitment data showing increase in ethnicity & disability applications	3/9/21, 20/10/21, 2/12/21, 19/1/22, 10/3/22, 29/4/22

Addressing Under Representation

Objective	Intervention	By who?	Measure/ impact	Review date
5) For children looked after and care leavers to have the best possible opportunity for a career in Calderdale (Place)	<p>a) Provision of work experience /shadowing opportunities (link to objective 9)</p> <p>b) Work closely with the Pathways service and care leavers to identify barriers to progression and support and or L&D needed</p> <p>c) Provide a career fair/ small event in collaboration with local businesses and employers as part of Care leavers week (End Oct)</p> <p>d) Work with R&R to review current arrangements for Care Leavers Apprenticeships</p> <p>e) Provide support for managers of care leavers & children looked after taking on an apprenticeship through managers network</p>	HR/OD R&R		3/9/21, 20/10/21, 2/12/21, 19/1/22, 10/3/22, 29/4/22
6) Make progress in increasing disability representation in the workforce from 4.9% to 6% in 2024	<p>a) Retention, progression, attraction, recruitment see objective 1</p> <p>b) Mentoring see objective 10</p> <p>c) Role models: collaborate with internal staff networks to encourage role modelling</p> <p>d) Shadowing: see objective 9</p> <p>e) Communication campaign biannually to encourage sensitive monitoring update.</p>	<p>HR/OD/ R&R</p> <p>Recruiting managers</p> <p>Network reps</p>	Increased percentage of disabled employees at CMBC Data source: annual workforce profile	3/9/21, 20/10/21, 2/12/21, 19/1/22, 10/3/22, 29/4/22

Addressing Under Representation

Objective	Intervention	By who?	Measure/impact	Review date
7) Be a Disability Confident Employer	<p>a) Collaborate with internal Disability Forum to review annually CMBC assessment with the aim to meet and/or exceed core values and actions. Any outstanding actions to be added to Staff Disability Forum workplan to progress.</p> <p>b) Provide disability awareness training across the organisation</p> <p>c) Provide regular updates/information regarding Disability awareness/ Access to work through the Managers Peer Teams group</p> <p>d) Work with service areas to raise awareness of Project Search</p> <p>e) Work with service areas to provide internship opportunities for Project Search candidates</p> <p>f) Collaborate with HR/occupational health and OD to explore areas for positive change</p> <p>g) Attraction, retention, recruitment see: Objective 6</p>	<p>HR/OD R&R Network reps</p> <p>Service leads</p>	Completed Disability Awareness assessment meeting and/or exceeding in all areas required.	3/9/21, 20/10/21, 2/12/21, 19/1/22, 10/3/22, 29/4/22

Improve equalities monitoring across workforce

Objective	Intervention	By who?	Measure/impact	Review date
<p>8) Make progress towards Increasing the workforce self-declaration rate to 100% for the protected characteristic of:</p> <p>Sexual orientation from 81.81%</p> <p>Religion and Belief from 88.55%</p> <p>Disability from 96.77% Ethnicity from 98.03%</p>	<p>a) Continue with a regular communications plan promoting benefits of diversity monitoring (Ecall, Manager peer network)</p> <p>b) E&D training: Include content showing benefits to individual and benefits to organisation of diversity monitoring</p> <p>c) Recruitment application pack: Include content showing benefits to individual and to organisation of diversity data collection</p> <p>d) Communication reminder biannually regarding update of sensitive information</p>	HR/OD/R&R	<p>Increased percentages for each protected characteristic</p> <p>Data source: annual workforce profile</p>	<p>3/9/21, 20/10/21, 2/12/21, 19/1/22, 10/3/22, 29/4/22</p> <p>Annual review of workforce profile due May 2022</p>

Inclusive organisational cultural development

Objective	Action	By who?	Measure/impact	Review date
9) Have strong visible leadership, aligned to Vision 2024 (Talented and Enterprising) enabling others from under represented groups to reach their full potential through provision of shadowing opportunities	a) Present benefits of shadowing to CLT and seek opportunities from senior leaders/managers to develop scheme.	HR/OD/ R&R CLT ELT Network Reps and/or steering gps	Register of shadowing opportunity and attendance.	3/9/21, 20/10/21, 2/12/21, 19/1/22, 10/3/22, 29/4/22
10) Have an established reciprocal mentoring scheme for under represented employment groups	a) Present benefits of reciprocal mentoring to Senior Leadership team and wider workforce and develop scheme.	HR/OD/ Network reps	3 pairings with CPD plans evidencing learning & embedded learning	3/9/21, 20/10/21, 2/12/21, 19/1/22, 10/3/22, 29/4/22

Inclusive organisational cultural development

Objective	Intervention	By who?	Measure/impact	Review date
<p>11) An increase in employee completion of mandatory equality and diversity training by 5% each quarter.</p> <p>March 2021 42%</p>	<p>a) Regular Internal communications including through manager peer network</p> <p>b) Provide service area levels of completion update to CLT and seek response</p> <p>c) Maintain E learning and current offer of virtual sessions</p>	<p>HR/OD/ R&R</p> <p>Managers</p>	<p>Quarterly data report</p>	<p>3/9/21, 20/10/21, 2/12/21, 19/1/22, 10/3/22, 29/4/22</p>
<p>12) Have effective collaboration within the workforce between external partners, networks and our employee led networks</p>	<p>a) Continue to work collaboratively with our internal networks to accelerate equality and inclusion</p> <p>b) Encourage representation from staff networks and/or updates to DLTs & Corporate Equality Group</p> <p>c) Continue to provide updates to lead for WYH Partnership action response to review into impacts of Covid-19 for Black, Asian and Minority Ethnic communities and staff</p>	<p>HR/OD/ R&R</p> <p>Staff network reps</p> <p>Lead for WYH</p>	<p>Minutes CEG Workplans from networks Joint equality plans</p>	<p>3/9/21, 20/10/21, 2/12/21, 19/1/22, 10/3/22, 29/4/22</p>

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Objective	Action	By who?	Measure/impact	Review date
<p>13) Eliminate discrimination in the workplace from 10% to zero (2024)</p> <p>(Our Voice survey 2019)</p>	<p>Collaborative effort across all of the objectives 1 -12 identified above, plus:</p> <p>a) Increase volume of exit interviews & monitor reasons for leaving & any qualitative information gathered.</p> <p>b) Collaborate with internal networks to explore areas for positive change</p> <p>c) Review recruitment processes for Contact Officers and maintain diversity</p> <p>d) Provision of a range of L&D opportunities in addition to mandatory E&D to include Disability awareness, LGBT awareness, Trans awareness & Race awareness</p> <p>e) Monitor and dissemination of diversity calendar – working collaboratively to provide diverse coverage/awareness</p>	<p>All</p> <p>WFD</p> <p>WFD</p> <p>HR/OD Network steering groups</p> <p>WFD</p> <p>All</p>	<p>Qualitative data (HR) Showing reduction in referrals, grievances, contacts, exit data related to harassment and/or discrimination</p>	<p>3/9/21, 20/10/21, 2/12/21, 19/1/22, 10/3/22, 29/4/22</p>