



# Calderdale Council Meeting Our Equality Duty

## HR Employment Report January 2018

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## **1. HR Equality Duty Information Report: An Introduction**

The concept of equality and diversity encompasses acceptance, fairness and respect. It means understanding that each individual is unique, and recognises our individual differences.

As a public body, Calderdale Council's approach to equality is to align its work to meet the requirements of the Equality Act 2010 and the Public Sector Equality Duty covering the following nine protected characteristics:

Age, disability, sex or gender reassignment (the process of transitioning from one gender to another), marriage and civil partnership, pregnancy and maternity, race, religion or belief and sexual orientation.

One of our main priorities as a Council is to reduce inequalities. Calderdale is an inclusive employer and it is our mission to ensure academic, financial and health equality for all by creating social cohesion in our community and in our workforce.

We understand that simply having diversity in our workforce is not enough; we must create an inclusive environment where staff feel valued and respected regardless of who they are and whatever background they come from, so that they contribute their best at work.

We will aim 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,
- Ensure our services are provided by knowledgeable and well-equipped employees who understand the needs of our diverse workforce and communities,
- 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,
- Implement effective and innovative workplace policies and procedures to further develop and inclusive workforce and equality improvements,
- Expect our suppliers and partners to actively support us in achieving a diverse and inclusive culture and to be able to demonstrate this.

The data used to create this report is extracted from the Council's Human Resources (HR) systems and covers the period 1<sup>st</sup> April 2016 to 31 March 2017. The Equality Duty report has been based on employee head count and not the number of posts. This increases the accuracy and precision of report and the reflection of our current workforce. As of 31st March 2017 we had 2,913 Council employees of which 1,631 were in full time posts and 1,282 are in part time posts. Since 2016 the Council's

workforce has decreased by 66 full time posts and however, there has been an increase of 34 part time posts.

We have excluded Schools' employees from this report as Schools are subject to publishing their own equality progress reports.

## **2. Policy Development and Decision Making**

Although the Public Sector Equality Duty does not require public sector bodies to complete equality impact assessment forms we continue to use this framework as a powerful service improvement tool. By paying, due regard to the aims outlined in the Equality Duty we will ensure our HR policies and procedures comply with current legislation and case law. We will continue to inform our equality practice through the support from Inclusive Employers and consultation with qualified practitioners and employee reference groups who have the knowledge, understanding and experience.

## **3. Accountability, Performance Management and Reporting**

Our performance is monitored through the Corporate Leadership Team and the Corporate Equality Working Group. 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 does not shy away from making difficult decisions; however these decisions will be fair and considerate of service and/or employment impact.

## **4. Developing Our People**

The work on Inclusivity is embedded in all of our development workshops and programmes. The Council became a member of Inclusive Employers in 2016. This provides the Council with support and access to development workshops tailored to the needs of our workforce for 3 years.

As part of Inclusivity Week 25 September – 1<sup>st</sup> October 2017 Inclusive Employers ran Balancing Wit and Wisdom Banter in the Workplace for up to 20 staff. In addition, we ran an Introduction to Migration and Safeguarding issues workshop which was well attended by a multi agency audience.

Our workforce is able to access the Inclusive Employers website and make use of resources and access a variety of webinars. The training offered includes Unconscious Bias, Mental Health Awareness, Non-Binary Inclusion and developing Black, Asian and Minority Ethnic (BAME) talent. In addition, regular blog articles are provided discussing the range of development offered.

We are involved with the House of Commons BAME challenge, working with the private sector, police and NHS. The focus of the work has been around diversity and inclusion initiatives in particular, advertising, branding and engaging communities. The outcome of this collaboration has been a toolkit which includes interventions and

guidance on the value of diversity in the social sector and barriers to BAME employees in organisations.

A dementia friendly workplace guide has also been developed. This development is providing our workforce with the necessary understanding skills and abilities to deliver good customer service to our diverse communities.

### **Shared Conversations**

Calderdale is committed to providing opportunities for its workforce to communicate openly and on a regular basis. Shared Conversations, is a new approach to employee appraisal introduced in 2017 which focuses on purposeful and rewarding discussions between staff and their line managers. It is a way to talk openly about wellbeing, development and goals. It is a place to share reflections, in addition to setting clear goals for the year and identifying what support staff may need along the way to achieve these. Employees are supported in embedding shared conversations and getting the most out of each of the four conversations they are encouraged to have each year with their managers.

### **Career development**

The workforce are offered development opportunities to support their personal and professional development for example, the Corporate Programme includes workshops on career support and effective interview skills which are also offered to local schools during recruitment campaigns. Other opportunities include coaching and mentoring and 'day in your shoes'.

The Aspirational Leadership programme is designed for existing managers and colleagues who aspire to be future leaders. The courses are run by a combination of internal and external facilitators, giving access to experience from both the public and private sectors and focus on the key skills and attributes to be fostered for a 21st Century Public servant. This requires an inclusive workforce which is commercially critical in the volatile, uncertain, complex and ambiguous world of the public sector. A workforce and leadership which is agile, flexible and responsive to uncertainty and is equipped for more remote working is essential in the Council.

In addition, there is a new programme 'Leading the Way' which seeks to identify future leaders in the council by giving those successful applicants the opportunity to prepare for leadership roles. The programme is designed to include role rotations within and across services/functions in an accelerated learning environment with a combination of formal training, external placements and Extended Leadership contact. It is designed to provide challenges that prepare delegates for 21st Century Public Service leadership roles.

### **Best Companies**

Last year the Council launched the Best Companies "b-heard" survey, the largest employee survey of its kind in the UK. The Council recognises that our workforce is our biggest asset and we continue to listen to ideas to improve the Council and make it a great inclusive place to work. The Council has been rated as "One to Watch" by

Best Companies - this means that we are an organisation with good levels of workplace engagement which we will explore and develop with employee networks and forums.

At the end of 2017 a Best Companies pulse survey has been conducted which invited 850 employees, selected by Best Companies, from every level of the organisation to complete an on-line survey completely anonymously. The opinions of the workforce are important and the results of this pulse survey will allow us to see progress made last year and take future action where improvements are required.

### **Equality and Diversity training**

We also provide Equality and Diversity training to all our employees as part of their induction programme. To ensure all employees are up-to-date with their knowledge of Equalities, refresher training is an integral part of continuous development. Between 1<sup>st</sup> April 2016 and 31<sup>st</sup> March 2017 an additional 337 members of staff completed and passed the Equality and Diversity Essentials e- learning, and an additional 117 have completed and passed the Managing Diversity e- learning. All the workforce is expected to retake the e- learning once every 3 years.

In addition, Equality Diversity and Inclusion workshops were included in the Adults Development Programme of which 69 people attended; 27 of those delegates were external to Calderdale. Also, as part of the Aspirational Leadership Programme 59 people attended the Inclusive Leadership: Managing Diversity workshops.

## **5. Employment Data**

We aim to publish all data we hold to our employees, disaggregated by protected characteristics annually. It should be noted that we are reliant on the information that employees provide to us – staff are not required to disclose all their personal data and this can have an impact on the validity and application of the data portrayed within this report.

It should also be noted that the employment data reporting period has changed to align with the **Gender Pay Gap Report** which is required from March 2018.

## 6. Our Workforce Profile: 2017

### Gender

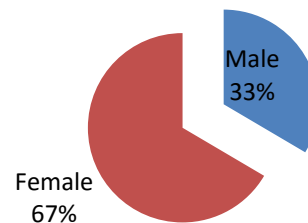
The profile of Calderdale Council consists of 2,913 employees of whom 975 are male and 1,938 are female. 52.01% of female employees and 28.1% of male employees work part time hours.

Headline figures (covering period April 2016 to March 2017):

- Full-time Male employees have decreased by 0.66%. Full-time Female employees have also decreased by 1.11%
- Part-time Male employment increased by 0.91% whilst Part-time Female employee fell 0.75%.

The trends may be indicative of a number of different variables including natural turnover of staff, increased budgetary savings and an ageing workforce.

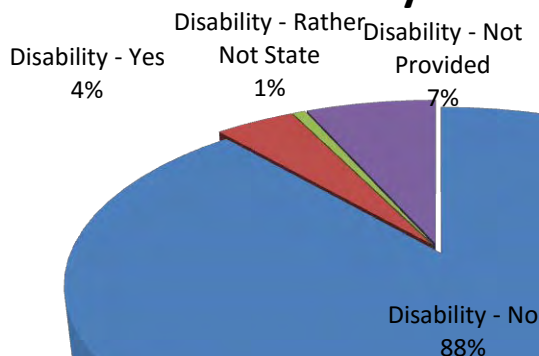
### Workforce by Gender (2017)



### Disability

To ensure equality of opportunity in employment, it is important that we meet the needs of people existing and prospective employees with physical, mental, sensory or learning disabilities when designing work environments and delivering our services.

### Workforce by Disability (2017)



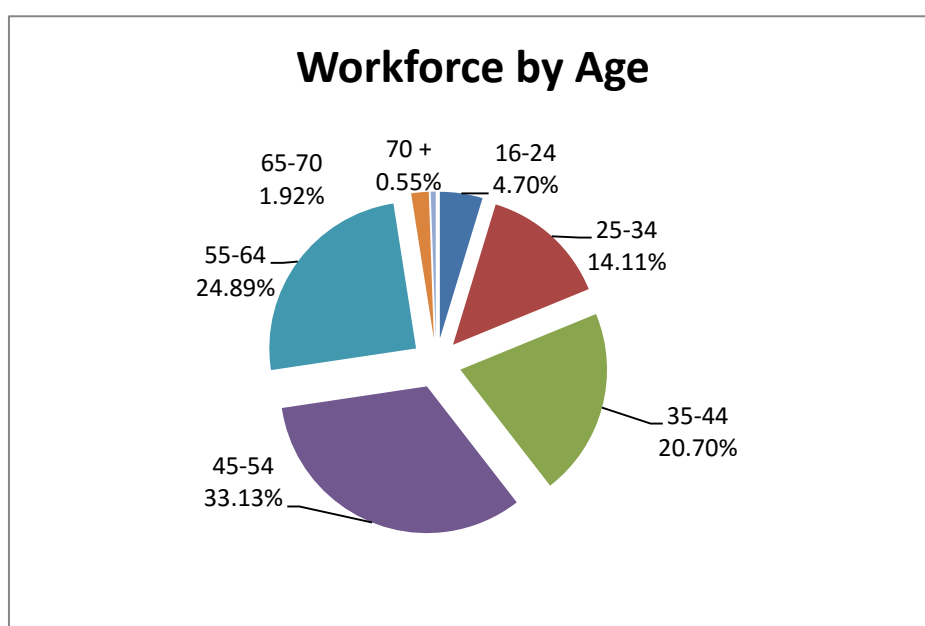
### **Headline figures (covering period April 2016 to March 2017):**

- The disability declaration rate has shown a slight decrease (0.97%)
- The number of employees who have stated that they have no disability has decreased by 8.7%.
- The number of employees who are recorded as having a disability has seen a small relative increase (0.84%)

In 2017 119 employees declared a disability and the statistic has slightly increased from the previous year. From the number of individuals declaring they have a disability 56 are men and 63 are women. From the 119 staff of who have declared a disability 62 are in full time posts and 57 are in part time posts.

**Age**

Over the past year, there has been a reduction in employees across the majority of age groups.



### **Headline figures (covering period April 2016 to March 2017):**

- Slight increases in employees aged 16-24 (2.2%), 55-64 (0.97%), and 70+ (6.66%).
- The workforce has seen falls in the number of employees aged 25-34 (12.9%), 34-44 (9.45%), 45-54 (16.7%) and 65-70 (12.5%).

There are 31 apprentices, which represents 1.06% of the workforce. 19 apprentices are in the age band 16 to 24 (61.29%) and 7 (22.58%) are in the 25 to 34 band. The additional 5 (16.13%) apprentices are in the 35 to 44 years age group.

This is indicative of the attraction and competitive nature of the labour market within West Yorkshire and that the scale of recruitment to the Authority hasn't been of a sufficient scale to alter the workforce profile.

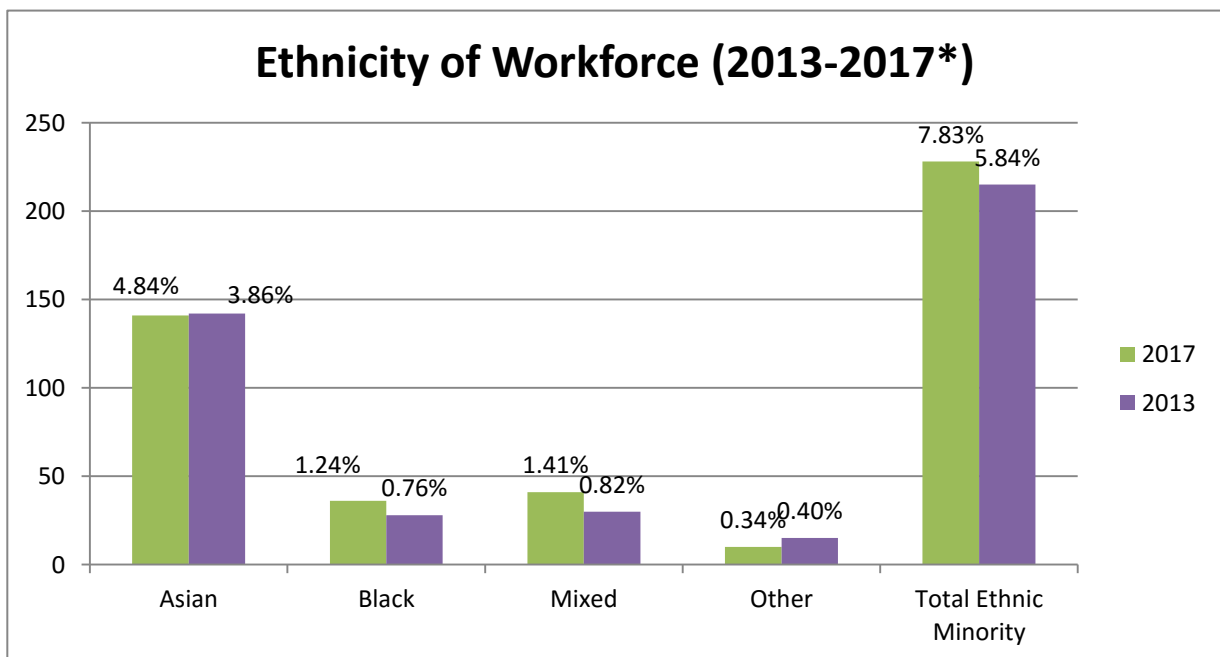
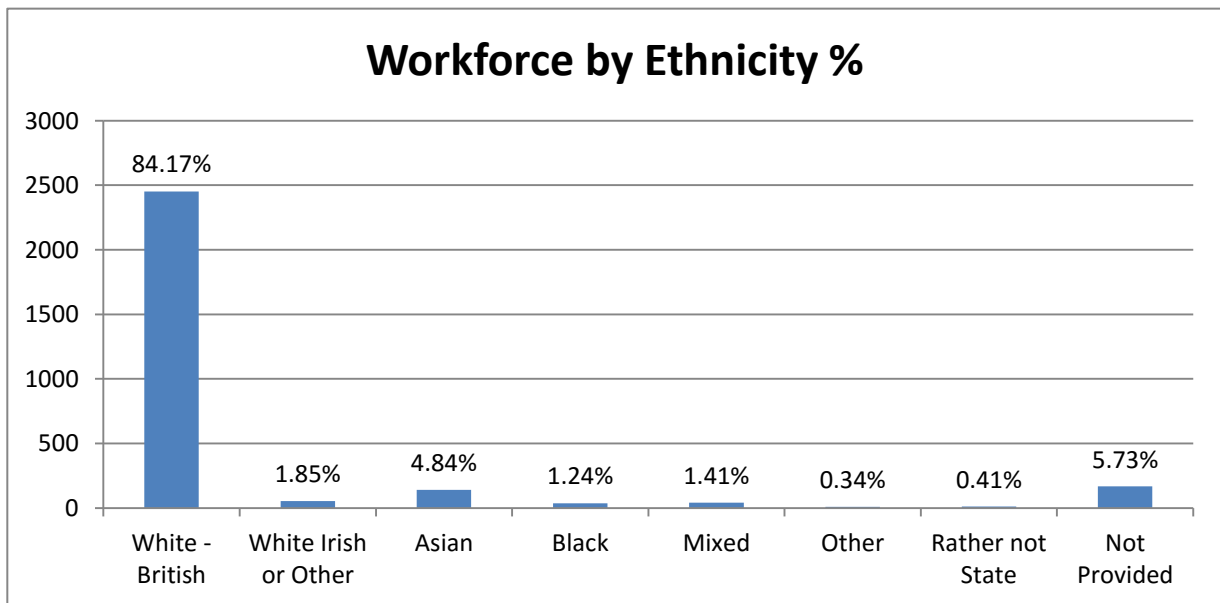


## Ethnicity

Calderdale has a rich and diverse multicultural range of communities. According to Census 2011 there were 21,039 Calderdale residents from ethnic minority backgrounds which is 10.3% of the total population. This includes 13,932 residents of working age from an ethnic minority background which is 8.5% of the working age population (16-64 years).

The Council is striving towards retaining a workforce that reflects the diversity of the community it serves.

(Graph of the current make up of our workforce by ethnicity)



### **Headline figures (covering period April 2016 to March 2017):**

During the period 2013-17 we have seen a rise in “Total Ethnic Minority staff”. For the purposes of this report, BAME is defined as all those declaring any ethnic background other than White. The proportion of “Asian” staff has fallen by 0.74% (1 individual); staff of “Black” heritage has increased by 28.5% (8 individuals), and the number of “Mixed” heritage staff has increased by 36.6% from 2013 (11 individuals). These figures illustrate that there has been improvement on Calderdale Council’s commitment to improving the number of Ethnic Minority staff working and serving the Council.

The workforce profile provides further evidence of this work, selected figures include;

- Employees from Mixed backgrounds have increased from 0.82% in 2013 to 1.41% (an increase of 0.59%; an increase from 30 to 41 employees).
- Number of Asian Staff has fallen, a decrease of 0.7% - 141 employees compared to 142 in 2013.
- The number of Black staff has increased from 0.76% to 1.24% (increase of 0.48%; an increase from 28 to 36 employees).
- Employees who have declared as “Other” in origin has decreased slightly from 0.40% to 0.34% (a decrease rate by 0.06%; a decrease from 15 staff to 10).

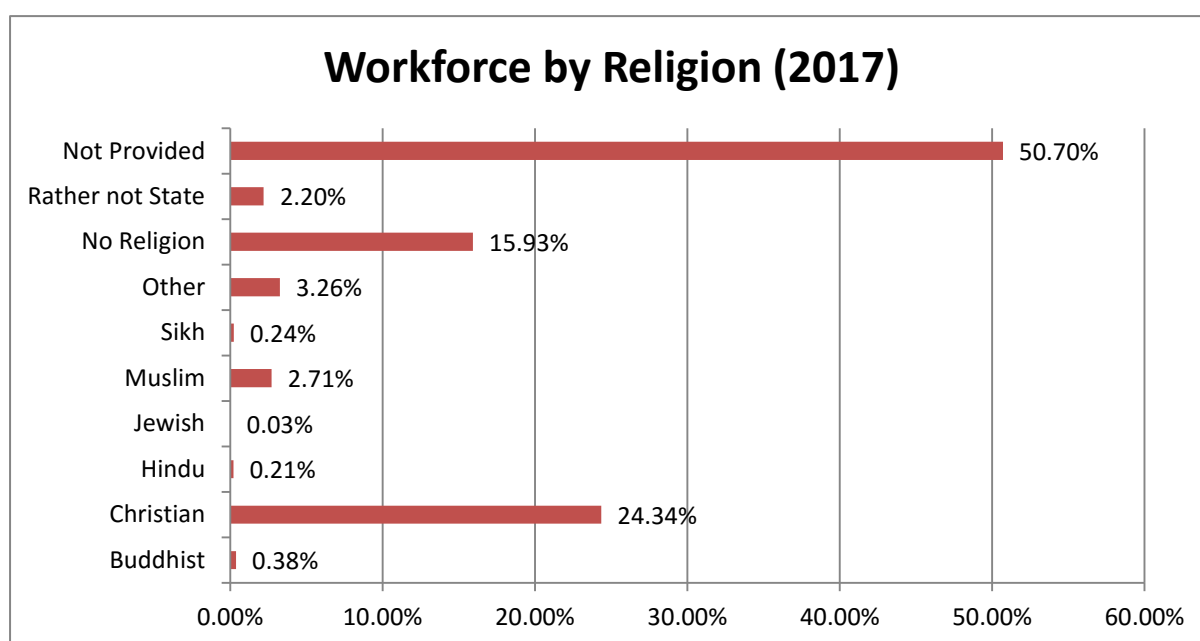
8.5% of Calderdale’s working age population (16-64) are from ethnic minority backgrounds and 9.68% of our apprentices are from a BAME background therefore we are currently not only representative but above representative of the community that we serve in relation to apprentice representation in the Council.

The ethnicity declaration rate has fallen slightly to 94.26 % in 2017. This figure is likely to be explained by 167 individuals who have not provided a response and 12 who have chosen not to declare. This is disappointing, however the Council continues to encourage employees to feel confident to declare their ethnicity anonymously by explaining how the data will be used.

## Religion or Belief

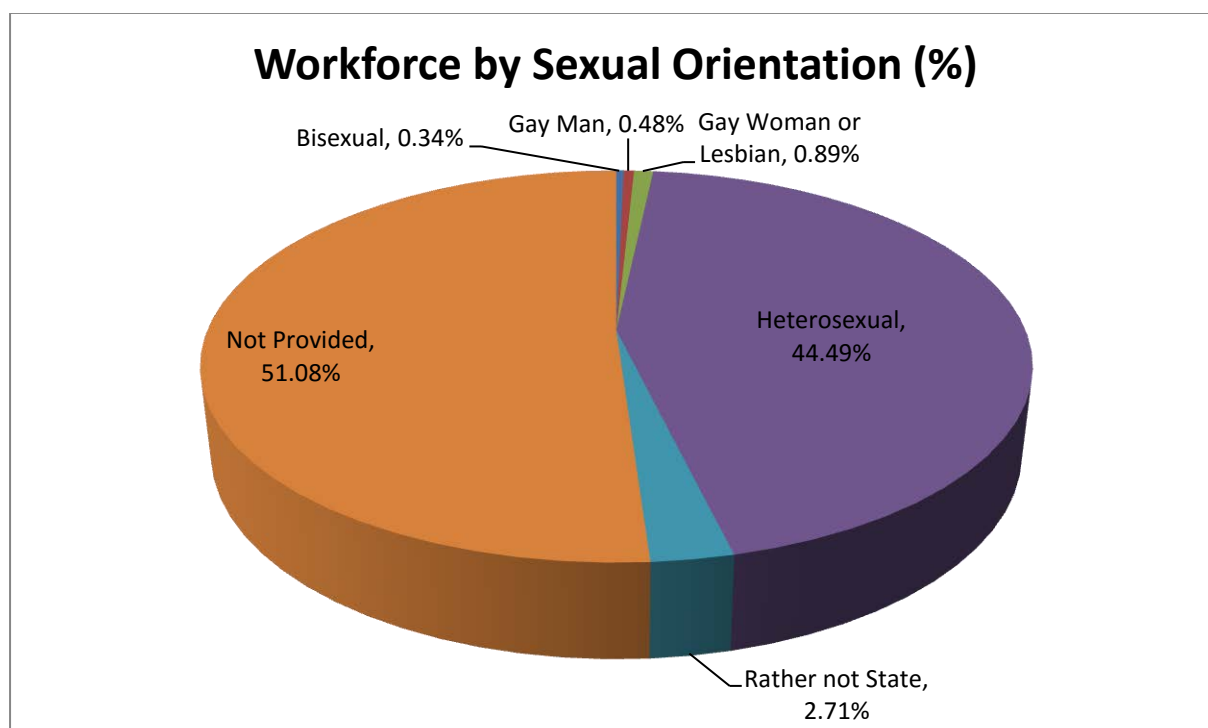
The richness and diversity in Calderdale includes a wide range of religions or beliefs, including people who do not have a religion (Atheist). Religious beliefs include Christian, Buddhist, Hindu, Jewish, Muslim and Sikh. One of the Councils' equality targets had been to increase the declaration rate for religion to 50% by April 2016 whilst this has not been achieved we will continue to work collaboratively with our employees to encourage improvements in declaration rates.

The declaration rate of religion or belief continues to grow. In comparison to 2016 this has increased from 33% to 49.3% this year. This shows an increase of 16.3%. The declaration rate has improved consistently however we have not achieved the Council's Equality objective target declaration rate of 50%. We will nonetheless continue to strive to improve the declaration rates by promoting an inclusive and diverse culture through encouraging shared conversations with employees explaining why the data is collected and the purpose of the collection.



## Sexual Orientation

Research by Stonewall (a Lesbian, Gay, Bisexual and Transgender (LGBT) charity) continues to suggest that 6-7% of the population nationally are gay, lesbian or bisexual. However, there is no hard data on the number of lesbians, gay men and bisexuals in the UK as this question is not included in the national Census.

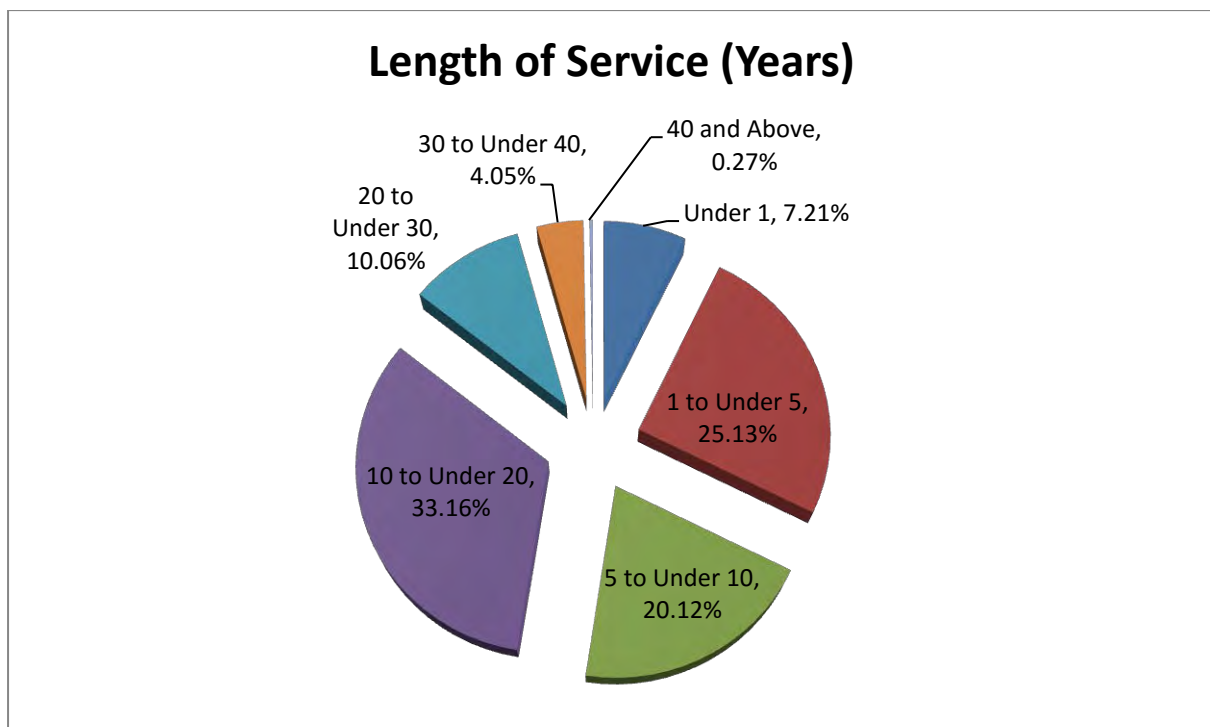


The declaration rate of sexual orientation has increased by 16.20% in comparison with 2016. However the response rate is still a relatively low figure against that of the total workforce (48.91% responded). One of the Councils' equality targets has been to increase the declaration rate for sexual orientation to 50% by April 2016 whilst this has not been achieved we will continue to work collaboratively with our employees to encourage improvements in all declaration rates.

Of those employees that have provided a specific response, 1,239 (44.49%) identify themselves as Heterosexual, Lesbian, 26 (0.89%), Gay Man 14 (0.48%), 10 Bisexual (0.34%) and Not Provided 1,488 (51.08%).

## Length of Service

In 2016 we had 1826 (58.38%) employees that had been in the organisation for less than 10 years, however this year we have 1528 (52.63%) employees that have worked for Calderdale Council for less than 10 years. This year 419 (14.38%) employees have served in the organisation for 20+ years which has increased from 2016 (398 employees 12.72%).



## 7. Pay and Remuneration

The average (mean) salary is an average of all Full Time Equivalent salaries (FTE). This is calculated by adding all the FTE salaries and dividing the total by the number of employees.

### Top 5% earners (Principal Officer 11 and above )

155 employees make up the top 5% of earners group, a decrease of 19 employees from 2016 (174 employees). The average salary of the top earners is £50,658.83. Of this group, 95 are female and 60 are male, this reflects a positive trend in remuneration whereby senior female colleagues are being recognised. There is a slight gap between female and male colleagues who the Council will strive to affect positively.

The ethnicity declaration rate for this group is 96.13% (149 employees). The majority of top earners (88.39%, 137 employees) are from a white background, with 9 (5.81%) from a BAME background. The highest occurrence of top earners is in the 45 to 54 age group (43.23%, 67 employees), followed by 55-64 age group (32.9%, 51 employees), and then the 35-44 age band (17.42%, 27 employees). The age bands 16-24 (0%). 25-34 (5.81%, 9 employees) and 65-70 (0.63%; 1 employee) are in the minority of top earners.

4.01% of the workforce declares they have a disability, 6 (3.87%) of these employees are within the top earner group. There has been an increase (6) in the number people with a disability in the top 5% of earners compared to the previous years (3).

### Gender

The overall average Full Time Equivalent (FTE) salary is £27,757.03 for Calderdale Council. The average FTE salary for female employees is £28,175.14; the male average is £27,200.61. This shows a notable increase in female average pay. The proportion of Female FTE Staff is 31.93% and FTE Male staff 24%.

Part time females earn on average £20,549.56 whereas males earn £18,961.92. The proportion of female staff in part-time employment is 52.01%, compared to male staff, 28.1%.

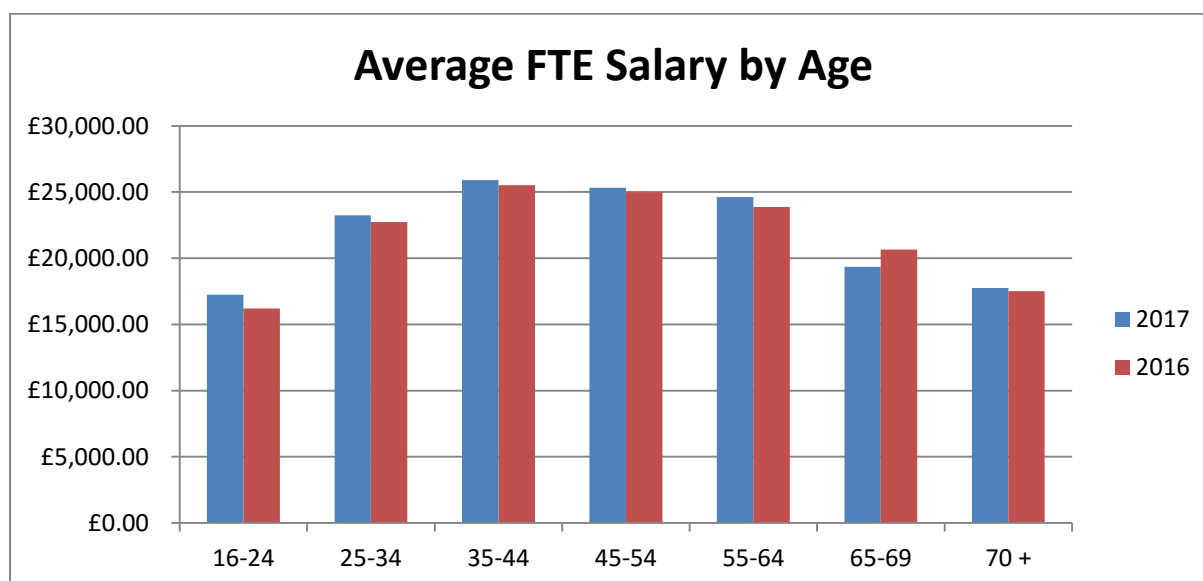
	Full-time	Part-time	Average
Female	£28,175.14	£20,549.56	£24,206.69
Male	£27,200.61	£18,961.92	£24,883.21

## Age

The highest average salary occurs in the 35 to 44 age group, which has remained the same from last year. Those in the 16 to 24 and 65+ age groups have the lowest average FTE salary. The 16-24 age bands tend to be in trainee, administrative and apprentice roles. The Council is proactively looking to redress these issues via numerous workforce development initiatives including the Leading the Way scheme.

For males the highest average salary is in the 55 to 64 age group.

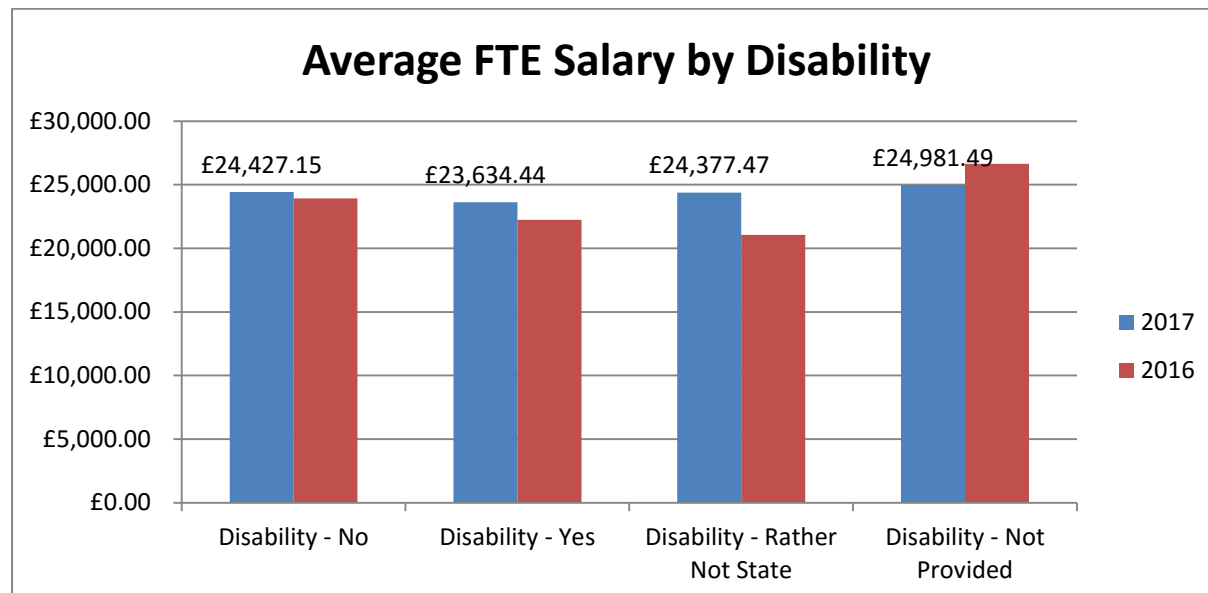
For females the highest average salary is in the 35-44 age group which is the same as last year.



	Female	Male	Total
<b>16 to 24</b>	£17,356.40	£17,044.63	£17,240.34
<b>25 to 34</b>	£24,063.56	£21,789.87	£23,255.87
<b>35 to 44</b>	£26,052.67	£25,577.09	£25,897.30
<b>45 to 54</b>	£24,825.76	£26,451.88	£25,320.37
<b>55 to 64</b>	£23,475.82	£26,815.84	£24,612.35
<b>65 to 70</b>	£18,752.40	£19,913.73	£19,357.26
<b>70 plus</b>	£18,927.92	£16,464.91	£17,749.96

## Disability

The average salary of those employees declaring a disability (119 staff) is lower than those who do not have a disability. Staff who have a disability are in various roles across the Council.

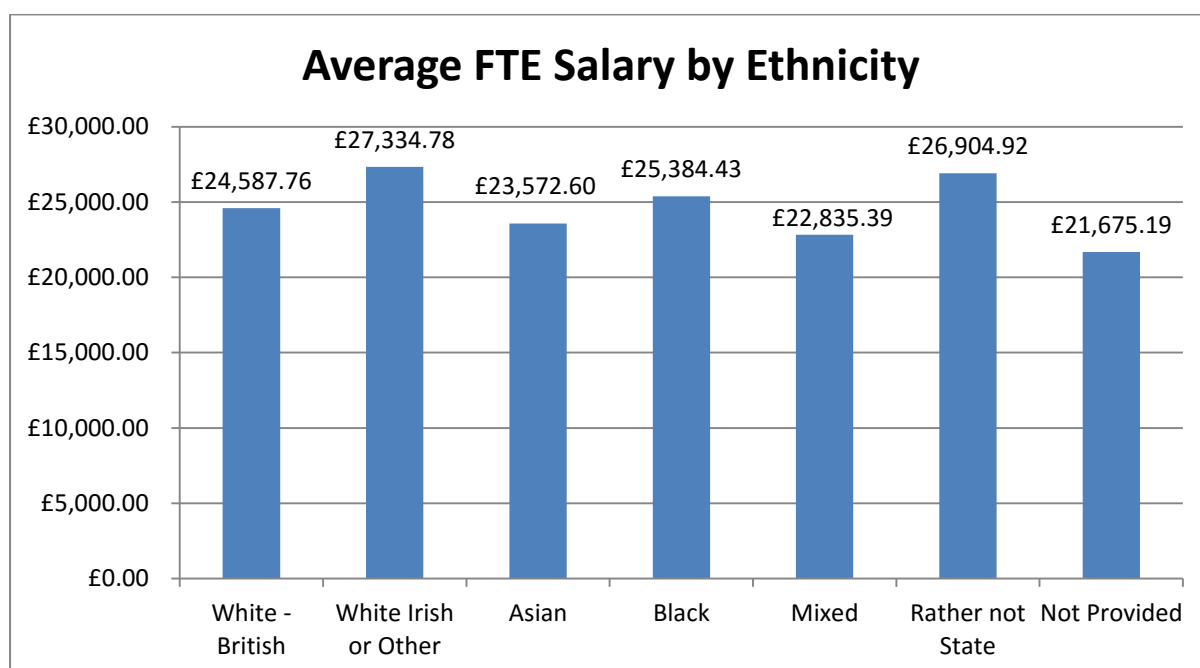


	Female	Male	Total
<b>Yes</b>	£24,150.11	£23,032.81	£23,634.44
<b>No</b>	£24,042.13	£25,220.59	£24,427.15
<b>Rather Not State</b>	£25,794.82	£22,428.63	£24,377.47
<b>Not Provided</b>	£26,290.91	£22,362.67	£24,981.49



## Ethnicity

The highest average salaries within this reporting year have been among, White Irish or Other staff, (£27,334.74) in comparison the lowest average salary has continued to be among the 'Not Provided' category, (£21,675.19). This isn't reflected in the figures for average males, in the 'Rather Not State' category (£31,559.40), the lowest figure recorded was in the 'Not Provided' category (£21,297.41). For Female staff the highest figure recorded was for the White Irish or Other (£28,129.50), the lowest was in the 'Not Provided' category (£22,006.28) which mirrored the highest and lowest categories for males.

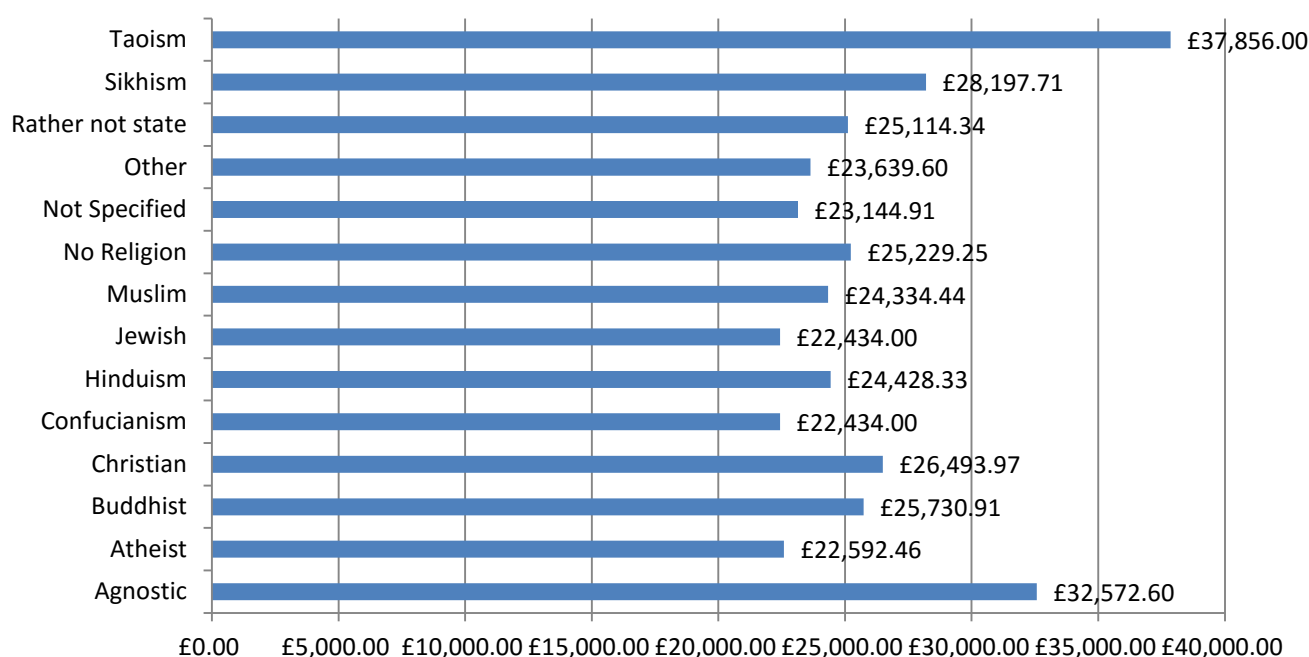


	Male	Female	Average
<b>White - British</b>	£25,378.18	£24,223.75	£24,587.76
<b>White Irish or Other</b>	£25,745.33	£28,129.50	£27,334.78
<b>Asian</b>	£23,870.93	£24,619.24	£23,572.60
<b>Black</b>	£27,680.46	£26,750.30	£25,384.43
<b>Mixed</b>	£22,790.01	£23,466.47	£22,835.39
<b>Rather not State</b>	£31,559.40	£23,580.29	£26,904.92
<b>Not Provided</b>	£21,297.41	£22,006.28	£21,675.19

## Religion

The Religion declaration rate has increased from 33% in 2016 to 49.3% in 2017, the percentage of 'not stated' or 'not provided' entries are still at significant levels of under-recording, which we will be looking to address. The Council has invested in a system that allows staff the opportunity to declare their religion anonymously during the recruitment process and also has a Human Resources system that enables staff to input this information at any time after they have been recruited.

### Average FTE Salary by Religion

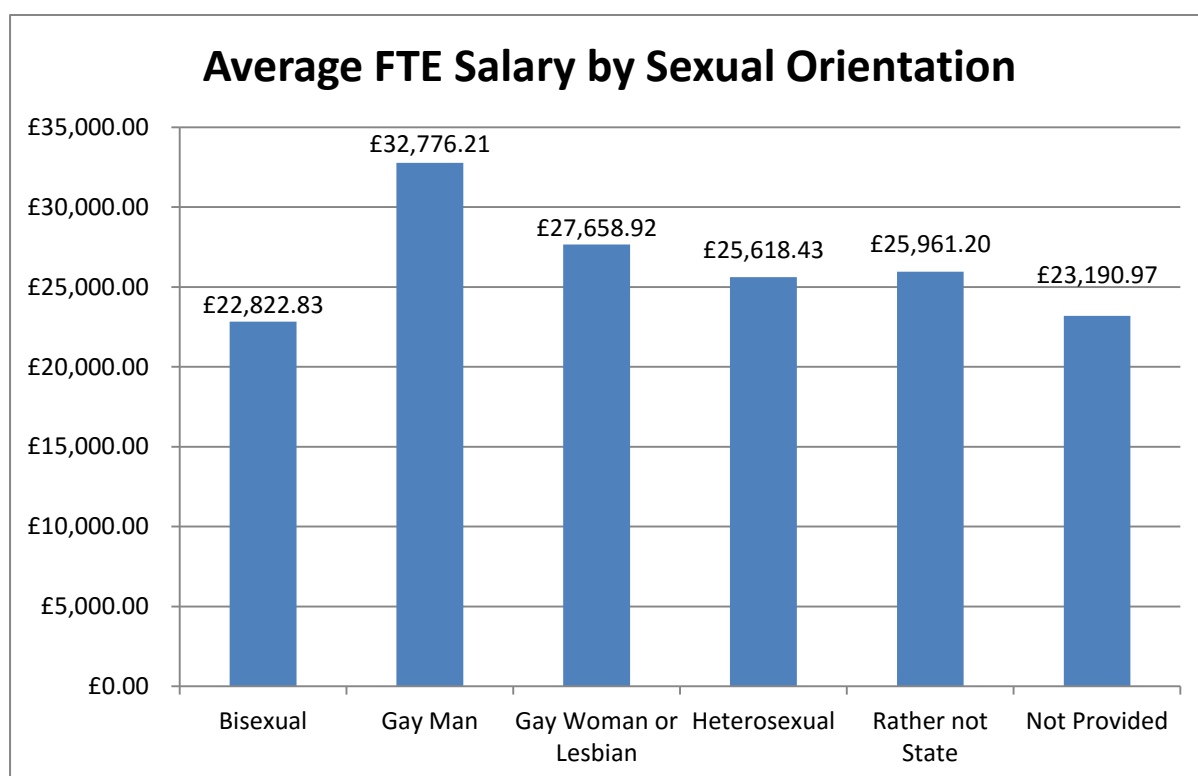


	Female	Male	Total
<b>Undecided</b>	£25,478.43	£26,172.75	£25,730.91
<b>Buddhist</b>	£25,991.88	£27,735.61	£26,493.97
<b>Christian</b>	£24,240.75	£24,803.50	£24,428.33
<b>Confucianism</b>	(Classified)	(Classified)	
<b>Hindu</b>	£24,057.16	£24,741.71	£24,334.44
<b>Jewish</b>	£24,319.33	£21,524.89	£23,639.60
<b>Muslim</b>	£24,938.23	£25,826.60	£25,229.25
<b>No Religion/Atheist</b>	£29,934.00	£34,331.67	£32,572.60
<b>Not Provided</b>	£23,716.78	£27,782.41	£25,114.34
<b>Other</b>	£23,024.94	£23,368.05	£23,144.91
<b>Rather Not State</b>	N/a	£22,434.00	£22,434.00
<b>Sikh</b>	£28,197.71	N/a	£28,197.71
<b>Taoism</b>	N/a	£37,856.00	£37,856.00

## Sexual Orientation

The majority of employees have not declared their sexual orientation, therefore meaningful analysis is difficult. We are trying to encourage higher declaration rates by promoting equality for the LGBT (Lesbian, Gay, Bisexual and Transgender) community which is part of our core values and behaviours and integral to our Stonewall diversity Champion commitment. We have a self-organised staff LGBT group where membership is open to all lesbians, gay men, bisexual and transsexual people who work for the Council. The group offers support for LGBT employees, promotes understanding of LGBT issues and contributes and facilitates consultation with LGBT employees. Individuals from this group have the highest average FTE salary when looked at collectively.

The Council strives to ensure that it is an inclusive workplace, working to encourage staff to be confident in declaring their sexual orientation. This is affirmed by the increased declaration rate from 2016, and is now 48.91%.



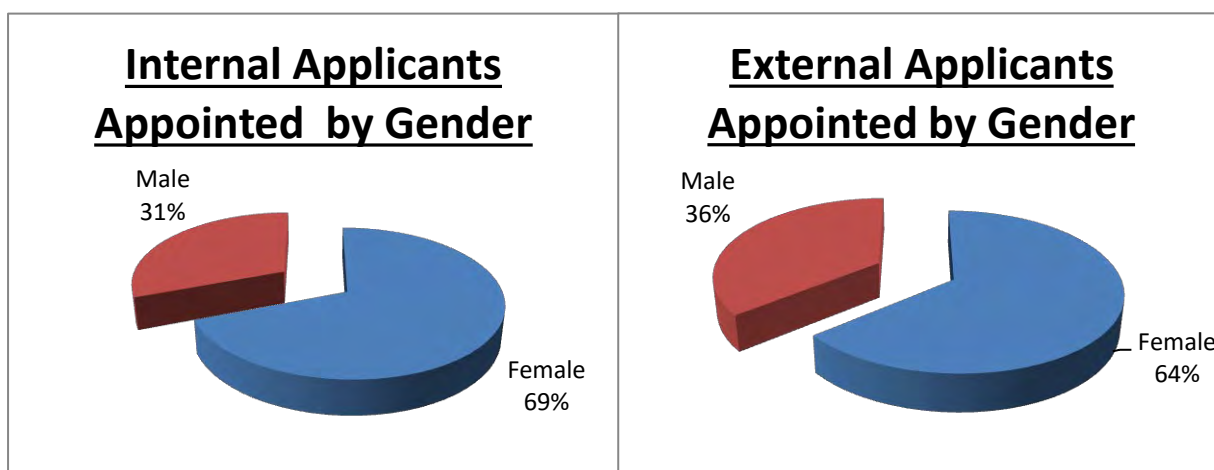
	Female	Male	Total
<b>Bisexual</b>	£21,681.43	£24,534.93	£22,822.83
<b>Gay man</b>	N/a	£32,776.21	£32,776.21
<b>Gay woman or lesbian</b>	£27,658.92	N/a	£27,658.92
<b>Heterosexual</b>	£25,335.97	£26,226.08	£25,618.43
<b>Rather Not State</b>	£25,359.23	£27,623.79	£25,961.20
<b>Not Provided</b>	£23,025.50	£23,498.59	£23,190.97

## 8. Recruitment and Promotion

### Gender

The figures show that from last year we have seen an increase of 8.29% in the number of females appointed internally last year (60.71%) compared to this year (69%). However we have seen a decrease in the number of males appointed internally this year (31%) compared to last year (39.29%). It suggests that there has been some progress with addressing the gender gap in internal recruitment. The increase is partly due to the Future Workforce Programme (FWP), which is an internal portal where employees are matched to internal jobs based on their skills and experience. However we have seen a marginal decline in the number of males recruited externally this year (36%), compared to last year (37.67%).

However we have recruited a higher percentage (36%) of males externally than internally (31%). This could in part be down to the gender inequality shown when we look at the staff ratio of males to females of staff in the Council. There has been a considerable increase in the amount of applications we have received in this 12 month period compared to the last, from 5584 applications to 8289.



### ***External Recruitment***

Gender	Applied	Appointed
Female	4764	264
Male	3525	148
Unspecified	32	1
<b>TOTAL</b>	<b>8289</b>	<b>412</b>

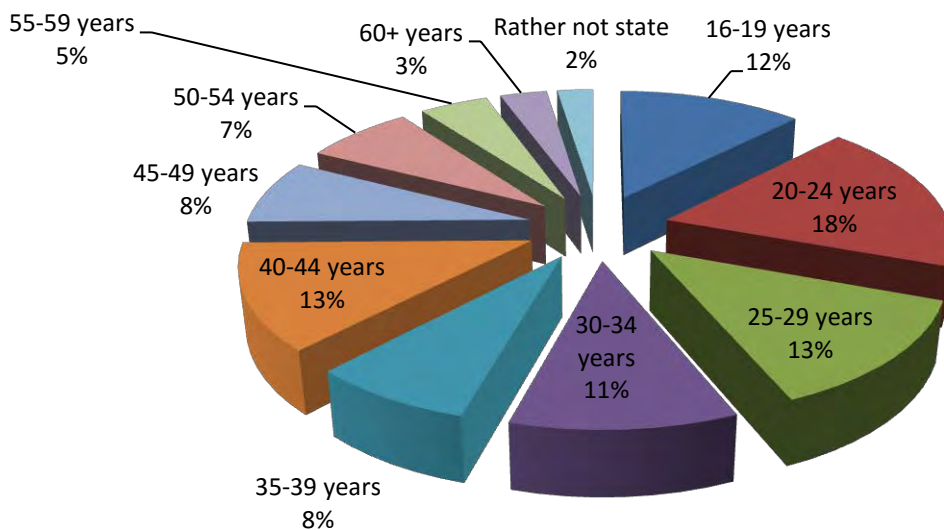
### ***Internal Recruitment***

Gender	Interviewed	Appointed
Female	632	65
Male	308	29
<b>TOTAL</b>	<b>940</b>	<b>94</b>

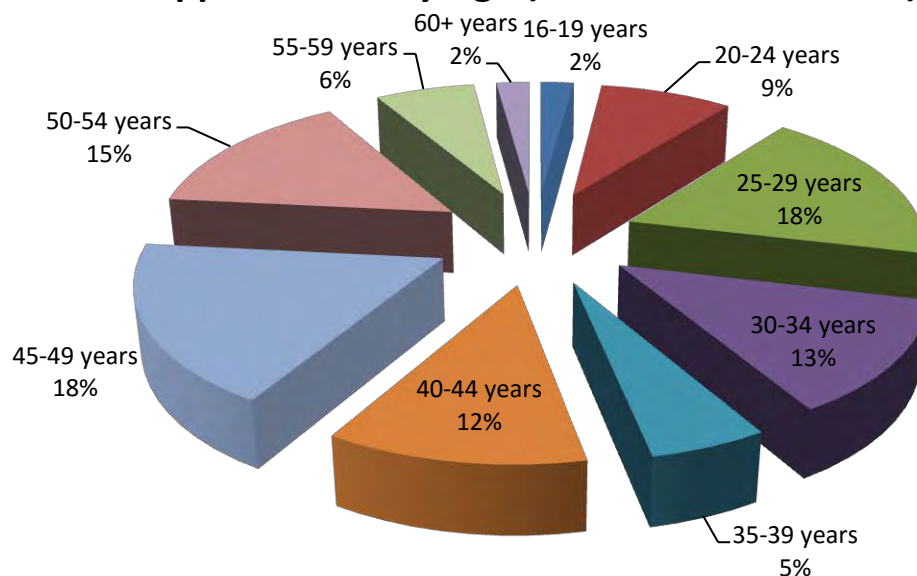
## Age

This year demonstrates that the highest amount of external applicants was from 20-24 year olds. This is likely to be a result of our ongoing Apprenticeship scheme. Internally, we are seeing the same number of appointed candidates in the 25-29 age range as well as the 45-49 age range, together accounting for more than 36% of internal appointments.

**Appointment by Age (External Recruitment)**



**Appointment by Age (Internal Recruitment)**



Internal Recruitment		
Age	Interviewed	Appointed
16-19 years	23	2
20-24 years	89	8
25-29 years	111	17
30-34 years	138	12
35-39 years	99	5
40-44 years	79	11
45-49 years	120	17
50-54 years	150	14
55-59 years	87	6
60+ years	44	2
<b>TOTAL</b>	<b>940</b>	<b>94</b>

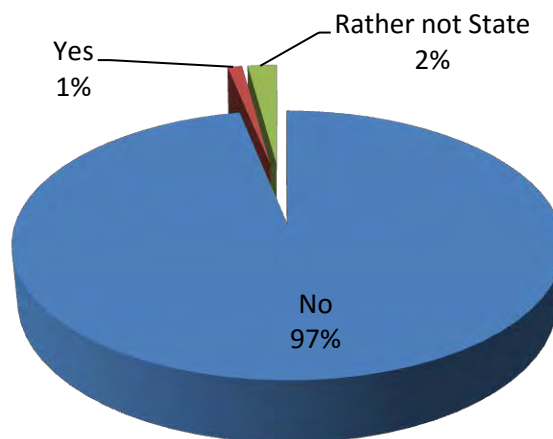
External Recruitment			
Age	Applied	Shortlisted	Appointed
16-19 years	740	84	51
20-24 years	1564	194	75
25-29 years	1109	155	54
30-34 years	852	122	44
35-39 years	875	85	32
40-44 years	786	111	52
45-49 years	723	120	32
50-54 years	630	92	30
55-59 years	411	62	19
60+ years	201	22	13
Rather not state	398	46	10
<b>TOTAL</b>	<b>8289</b>	<b>1093</b>	<b>412</b>

The most successful age group from application to appointment is 20-24 for external recruitment and 25-29 and 45-49 for internal recruitment.

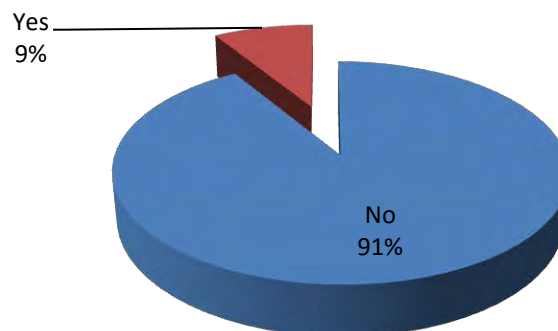
## Disability

The data shows that there is a higher percentage of external applicants that have declared a disability in comparison to internal applicants. This is also the case of appointments where we see a higher percentage (8.74%) from external candidates compared to internal (1.06%).

### Appointments by Disability (Internal Recruitment)



### Appointments by Disability (External Recruitment)



## Ethnicity

While the highest percentage in each category across all application, interview and appointed candidates remains to be White British, the data shows that Asian Pakistani candidates have increased in both external appointments (9.71%) and internal appointments (5.32%).

External Recruitment			
Ethnicity	Applied	Shortlisted	Appointed
Asian Bangladeshi	44	7	3
Asian Indian	145	11	3
Asian Other	43	8	6
Asian Pakistani	1095	133	40
Black African	160	18	1
Black Caribbean	37	5	1
Black Other	52	4	1
Chinese	7	0	0
Mixed Other	58	9	4
Mixed White & Black Caribbean / African	141	14	7
Other	65	7	0
Rather not state	135	8	3
White and Asian	65	9	2
White British	5998	826	330
White Irish	36	7	4
White Other	208	27	7
<b>TOTAL</b>	<b>8289</b>	<b>1093</b>	<b>412</b>

Internal Recruitment		
Ethnicity	Interviewed	Appointed
Asian Bangladeshi	0	0
Asian Indian	11	0
Asian Other	8	0
Asian Pakistani	58	5
Black African	4	1
Black Caribbean	2	0
Black Other	9	0
Chinese	0	0
Mixed Other	2	0
Mixed White & Black African / Caribbean	19	3
Mixed White & Asian	1	0
Other	40	0
Rather not state	0	0
White British	750	83
White Irish	4	1
White Other	32	1
<b>TOTAL</b>	<b>940</b>	<b>94</b>

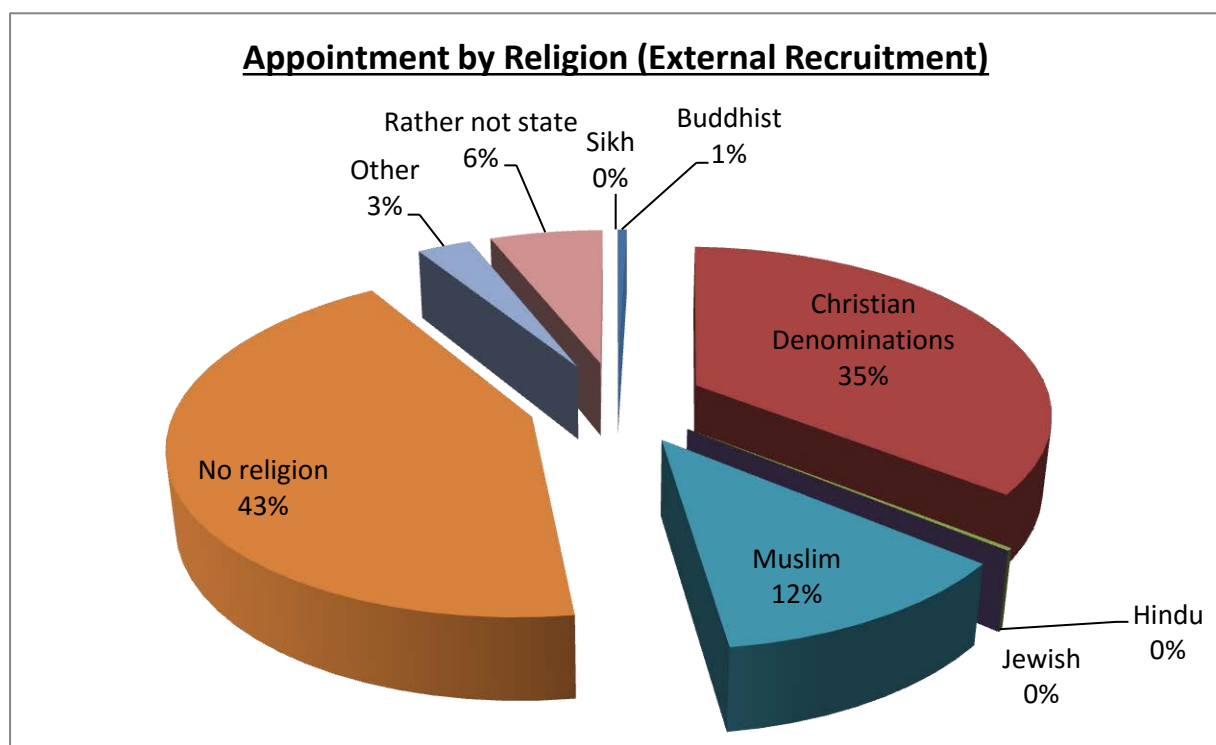


All managers and those involved in the recruitment process receive training in unconscious bias to raise awareness of subconscious preconceptions about people. An independent quality assurance of the Recruitment and Selection process has been undertaken this year. This was carried out by our internal audit team who analysed the whole of the Recruitment and Selection process.

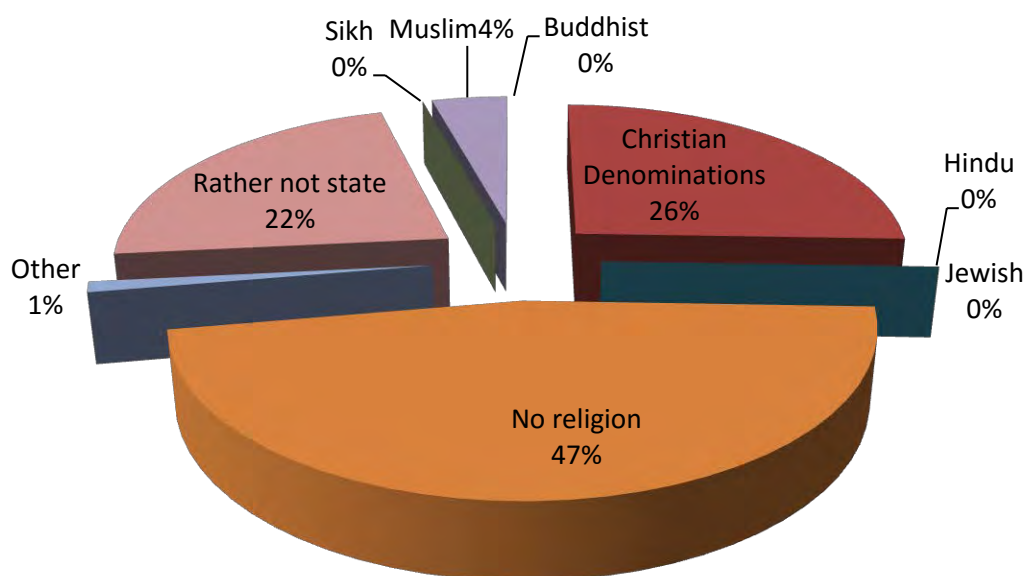
## Religion or Belief

Since 2016 we have seen a slight increase in people applying to work at Calderdale who are of a Christian denomination. There has been an increase in the number of Muslim people applying externally this year with an increase in those shortlisted being appointed. The data below indicates that there was no external appointment of people from the Jewish and Sikh faiths and no Buddhist, Hindu, Jewish, Muslim and Sikh staff were appointed internally.

Data shows us that the highest percentage of applications, interviews and appointments in both internal and external data sets are from people with no religion, with the second highest being Christian denominations.



### Appointment by Religion (Internal Recruitment)



Internal Recruitment			
Religion	Interviewed	Appointed	
Buddhist	1	0	
Christian Denominations	256	24	
Hindu	1	0	
Jewish	0	0	
No religion	408	44	
Other	12	1	
Rather not state	197	21	
Sikh	0	0	
Muslim	65	4	
<b>TOTAL</b>	<b>940</b>	<b>94</b>	

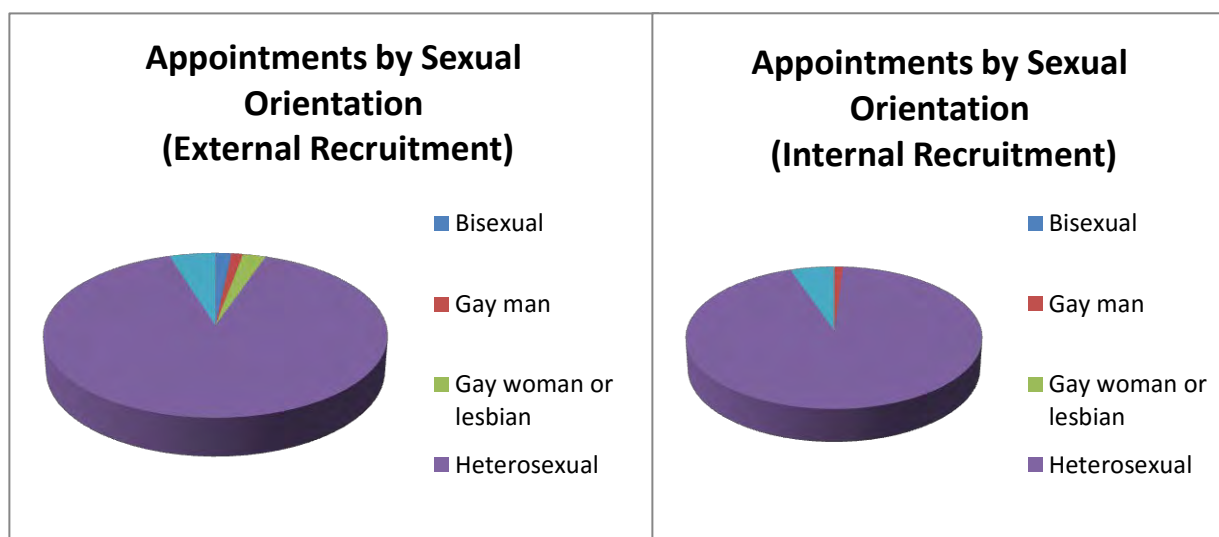
  

External Recruitment			
Religion	Applied	Shortlisted	Appointed
Buddhist	36	3	2
Christian denominations	3067	382	145
Hindu	44	1	1
Jewish	16	2	0
Muslim	1270	160	49
No religion	3110	463	178
Other	194	24	12
Rather not state	530	57	25
Sikh	22	1	0
<b>TOTAL</b>	<b>8289</b>	<b>1093</b>	<b>412</b>

## Sexual Orientation (including civil partnerships)

In comparison to the figures from last year, we have seen an increase in the number of Gay men appointed externally; there has been a marginal increase of 0.19%. We have seen an increase in the number of all other sexual orientations including heterosexual applying externally. However we have seen a rise in the number of external applications from Gay men and Gay women/Lesbians compared to last year. The number of people that would 'rather not state' when applying for jobs, differs from internal and external applications, this is due to the different systems that are used to collect the data for application forms, many of these 'rather not state' figures are simply blank fields that have not been entered rather than a true reflection of people who would rather not disclose this information.

However applications internally and externally are still predominantly being received from those of a heterosexual orientation. Applicants who would 'rather not state' are similar percentage from both internal and external applicants.



External				Internal		
Sexual Orientation	Applied	Short-listed	Appointed	Sexual Orientation	Interviewed	Appointed
Bisexual	139	15	7	Bisexual	16	0
Gay man	76	7	5	Gay man	3	1
Gay woman or lesbian	115	17	10	Gay woman or lesbian	3	0
Heterosexual	7490	1006	370	Heterosexual	837	88
Rather not state	469	48	20	Rather not state	81	5
<b>TOTAL</b>	<b>8289</b>	<b>1093</b>	<b>412</b>	<b>TOTAL</b>	<b>940</b>	<b>94</b>

## 9. Turnover

During the period 1 April 2016 to 31 March 2017 there was a turnover of 11.83% of staff, based on average headcount during the period.

Resignation accounted for 52.15% of all leavers, with 11.46% leaving due to Early Retirement. All other categories were below 10%.

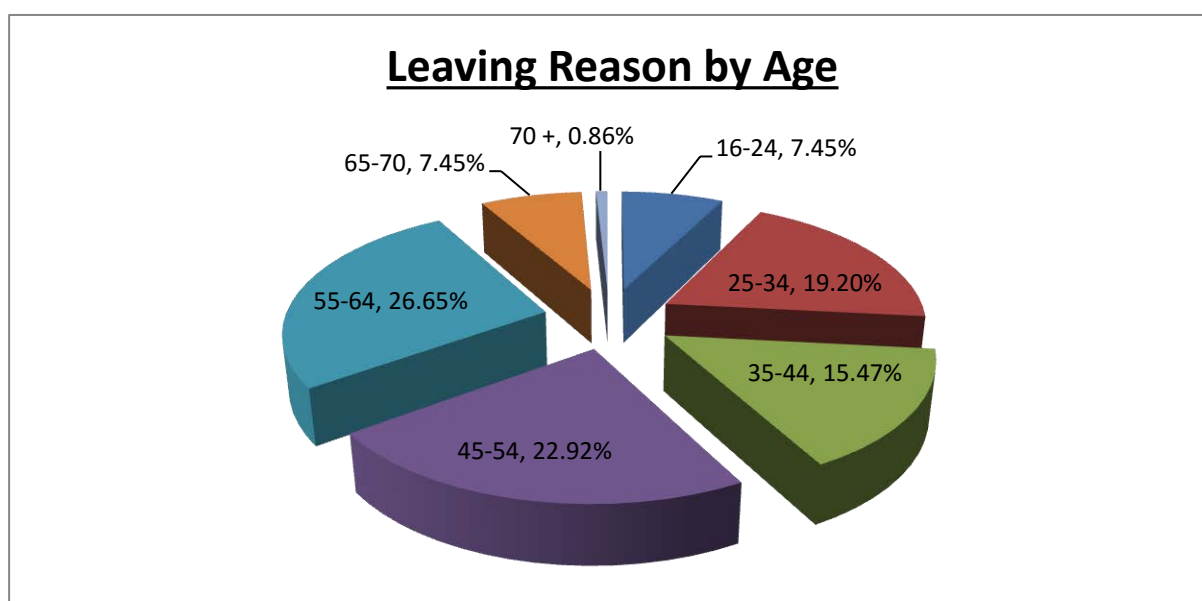
In line with last year, the most common involuntary reason was end of contract/secondment (8.8%), with (2.58%) leaving due to compulsory redundancy and voluntary redundancy at (1.43%).

The proportion of all female leavers (63%) is lower than the Council's gender profile at 66.53%. There has been a slight increase (1.21%) from last year when females made up 61.88% of all leavers. Male leavers accounted for 36.96% of all leavers .

Statistics published by the Office for National Statistics reveal that people are working longer than they used to. The average age at which people leave the labour market – a proxy for average age of retirement – rose from 63.8 years to 64.6 years for men and from 61.2 years to 62.3 years for women between 2004 and 2010.

### Age

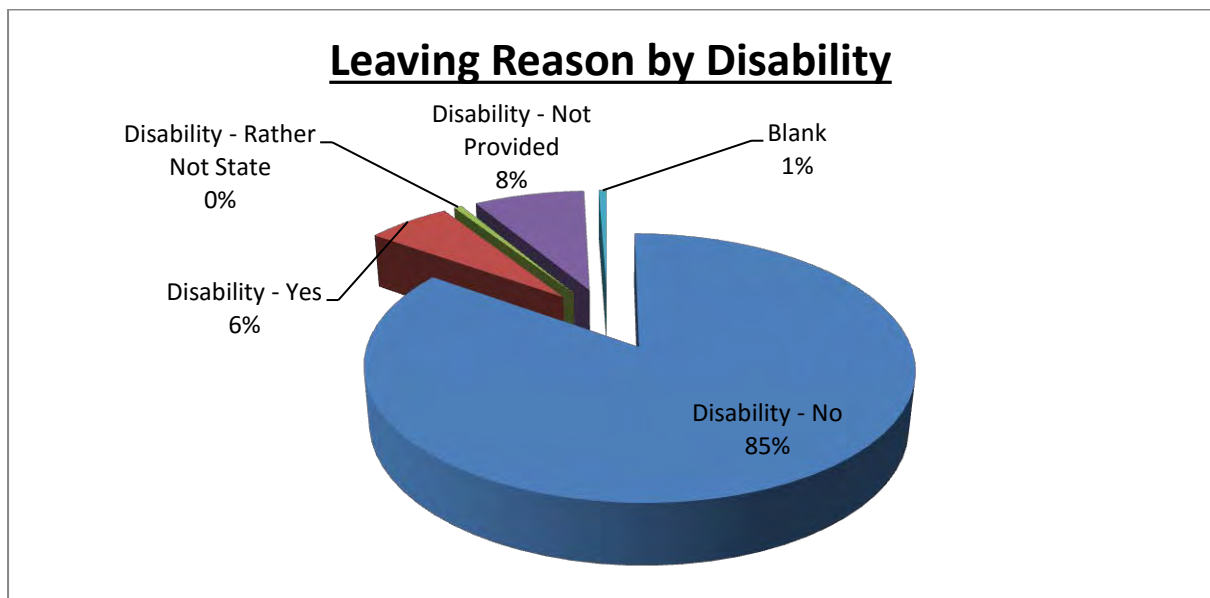
The leavers are broadly in line with the Council's workforce age profile; although the number of leavers aged 55-64 is noticeably higher at (26.65%) which has increased from last year (25.74%). Those aged 24 and under make up 7.45% of all leavers which has decreased from last year (7.99%).



Age	Voluntary	Involuntary	Total
16-24	12	14	26
25-34	55	11	66
35-44	40	14	54
45-54	53	26	79
55-64	71	22	93
65-70	14	12	26
70 +	0	3	3

## Disability

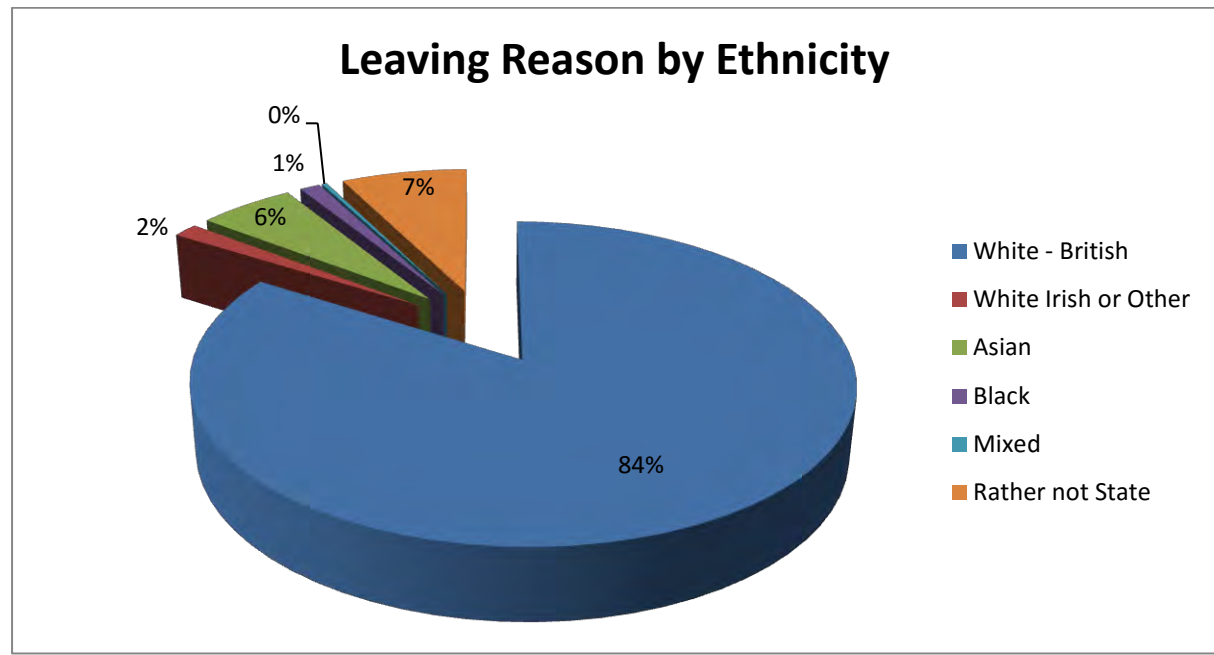
6% of leavers have declared a disability. This is representative of 4.09% of the total workforce, which is above our workforce profile who declare a disability. We are a Disability Confident Employer who support staff with a disability according to the Council's obligations under the Equality Act 2010. This includes making adjustments to roles such as ensuring they have specialist equipment like orthopaedic chairs, interpreters, lifts to ensure accessibility.



Disability Leavers	Involuntary	Voluntary	Total
Yes	9	12	21
No	80	214	294
Rather not state	1	1	2
Not provided	9	19	28
Total	99	246	345

## Ethnicity

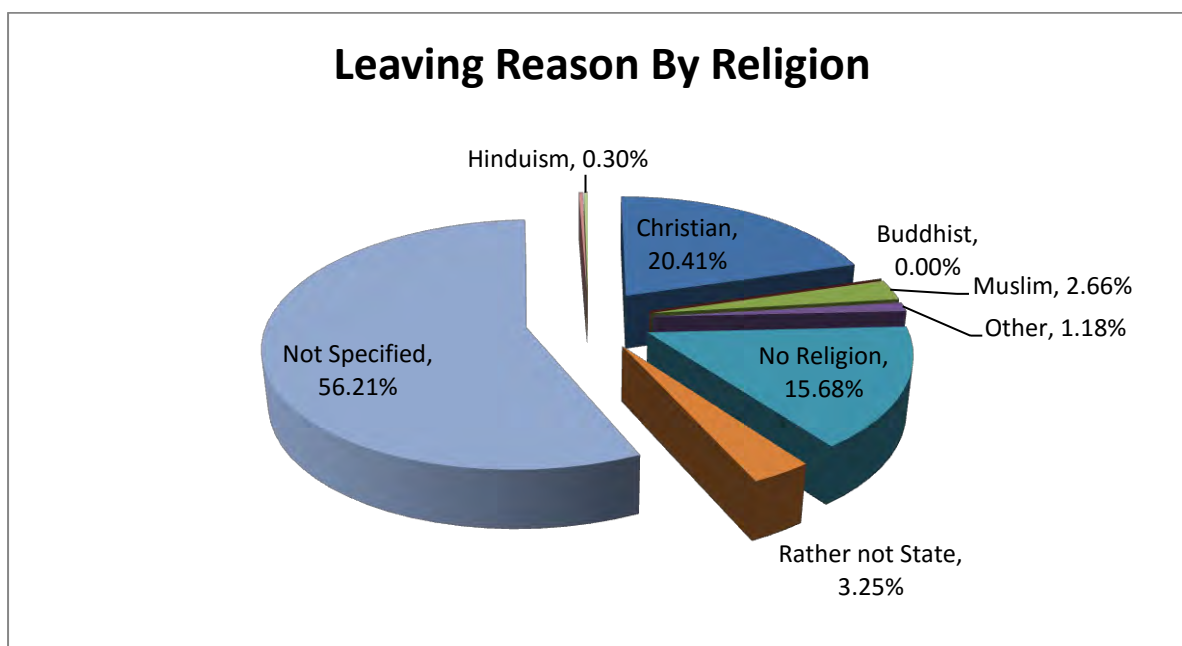
This year, the percentage of leavers from a BAME background has increased to 8.39% (0.86% increase from last reporting period). Our current BAME workforce profile has increased and is 7.83%. Since 2016 the Council's workforce has decreased by 66 fulltime posts and with an increase of 34 part time posts across the council.



	Total	Voluntary	Involuntary	Blank
<b>White - British</b>	281	203	76	2
<b>White Irish or Other</b>	5	4	1	0
<b>Asian</b>	19	2	6	11
<b>Black</b>	4	1	2	1
<b>Mixed</b>	1	1	0	0
<b>Rather not State</b>	25	15	10	0

## Religion

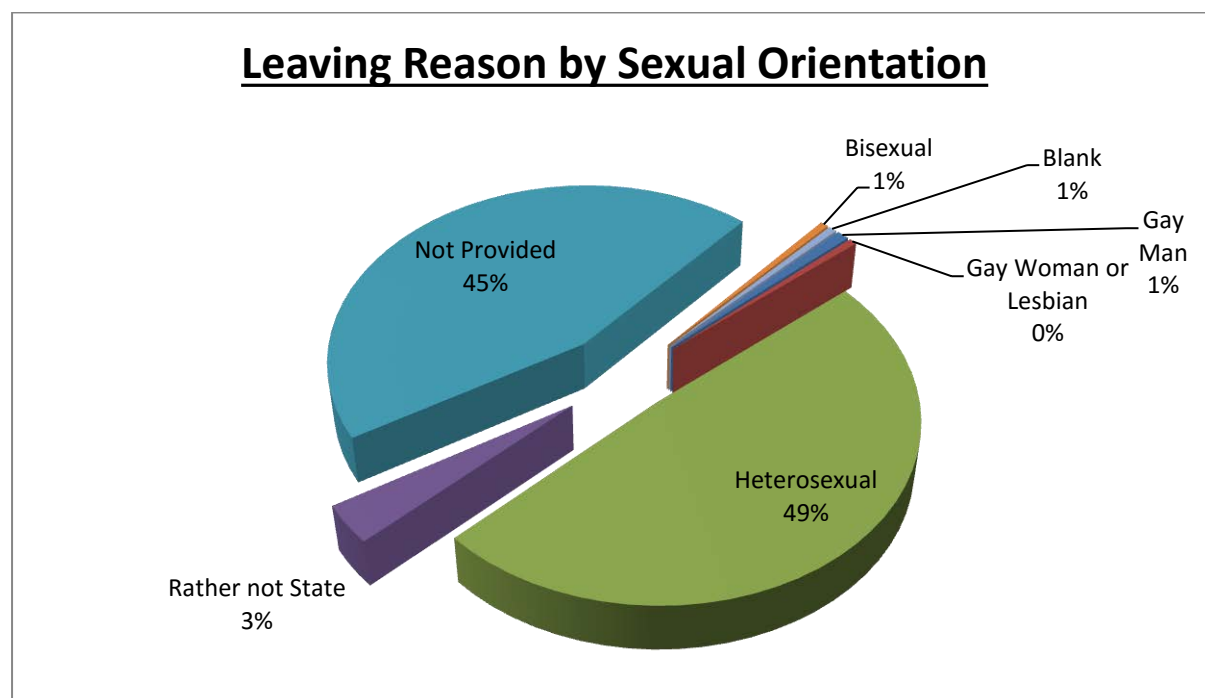
Although the declaration rate has increased the level of under recording for religion or belief is below the target, therefore meaningful trend analysis is not always possible at this stage.



<u>Religion</u>	Involuntary	Voluntary	Total
Christian	26	61	87
Buddhist	1	0	1
Islam	3	9	12
Hinduism	0	1	1
Other	0	4	4
No Religion	14	43	57
Rather not state	6	8	14
Not Provided	43	115	158
<b>Total</b>	<b>93</b>	<b>241</b>	

## Sexual Orientation

Although increasing, the declaration rate for sexual orientation is below 50% target ; therefore meaningful trend analysis is not possible at this stage.



	Involuntary	Voluntary	Total
Gay man	1	2	3
Gay woman or lesbian	1	1	2
Heterosexual	50	120	170
Bisexual	1	1	2
Rather not state	4	8	12
Not Provided	42	114	156
<b>Total</b>	<b>99</b>	<b>246</b>	



## 10. Grievances, Harassment and Bullying, and Dismissals

Data collected with regard to grievances harassment and bullying is gathered from the employees concerned, who do not have an obligation to disclose any protected characteristics. Where complaints of harassment or bullying are made, the Council take these very seriously and will investigate. The Dignity at Work policy complies with the Equality Act 2010. In addition, the Council's induction for new employees ensures that they are fully briefed on the Council's expectations on how to access and report any incidents of harassment under the Dignity at Work Policy.

Human Resources Advisors and Contact Officers work with Managers and employees to support them in resolving any issues raised, so that they can be dealt with in an appropriate and timely manner, and ensure that measures are put in place to prevent any further recurrence. The table below illustrates the data collected for all Council employees, disaggregated by protected characteristics.

Characteristic		Ill Health	Disciplinary	Formal Grievance	Bullying & Harassment Cases
Total Cases		20	26	7	3
Ill Health Terminations		11	0	0	0
Ill Health Retirement		9	0	0	0
Gender	Female	16	8	4	2
	Male	4	18	3	1
Disability	No Disability	18	24	5	2
	Disability	2	2	2	1
	Not Provided	0	0	0	0
Ethnicity	Asian Pakistani	0	0	0	0
	White British	18	22	6	3
	Black Caribbean	0	2	0	0
	Not Provided	0	2	1	0
	White Other	1	0	0	0
	White & Black African	1	0	0	0
Religion or belief	No Religion	1	3	2	0
	Christian	4	7	2	2
	Muslim	0	0	0	0
	Prefer not to Disclose	1	0	0	0
	Not provided	14	14	3	1
	Agnostic	0	0	0	0
	Other Religion	0	2	0	0
Age	16 – 49	4	14	3	1
	50 – 69	16	12	4	2
	70 – 75	0	0	0	0
Sexual	Heterosexual	5	10	3	2

Orientation	Do not wish to disclose	1	0	0	0
	Not Provided	13	15	3	1
	Gay	1	0	1	0
	Bi – Sexual	0	1	0	0
Marital Status	Married	5	3	1	1
	Divorced	1	2	0	0
	Single	3	4	1	1
	Civil Partnership	1	0	0	0
	Separated	0	0	0	0
	Not Provided	9	17	5	1
	Partner	1	0	0	0
	Widowed	0	0	0	0
Pregnancy	Yes	0	0	0	0
	No	20	26	7	3
Gender Re-Assignment	Yes	0	0	0	0
	No	0	0	0	0
	Not Provided	20	26	7	3

The data for the previous Equality Duty Report January 2017 reported on 1 November 2016 to 31 October 2017. The above data reports on 1 April 2016 to 31 March 2017 and therefore it is difficult to provide a useful comparison as some of the data was reported on in the previous report (November 16 to 31 March 2017). However, analysis of the data does not reveal any equality concerns.

3 cases of bullying and harassment have again been identified (2 new cases and 1 from the previous data). Both new cases did not involve any concerns about protected characteristics.

## 11. What the key areas of evidence tells us

Research tells us that most successful organisations are those which are able to attract and harness the skills, experience and energies of diverse employee groups. Collection of data about staff shows us how closely the workforce reflects the Calderdale population in relation to diversity.

## 12. Some of our success stories

### Addressing under-representation of BAME and disabled employed in the council.

The number of employees who are Black, Asian and Minority Ethnic (BAME) has shown a steady increase over the previous five years from 5.84% to 7.83%. Evidence shows that number of people of BAME heritage in senior management

positions has increased (1 person, 5.81%). There has been an increase (6) in the number people with a disability in the top 5% of earners compared to the previous years (3).

Of those declaring their Ethnicity, the second highest average salaries occur amongst staff from a Black background and in particular females.

This year through the Apprentice recruitment drives we have seen a slight reduction in the number of BAME apprentices recruited (9.68%) although this is still above Calderdale Council's average workforce profile and the economically active population of ethnic minorities in Calderdale. We have a plan in place to increase the number of apprentices from BAME background (10% target) and in particular people with a disability(5% target) .

Further work on providing apprenticeship opportunities for Care Leavers and Children Looked After will continue, there were 11 Care leaver apprentices this year and we will continue to improve, working closely with colleagues in the Pathway Service.

Through regular communication campaigns we are continuing to seek improvements for data collection and reducing under-recording for all Calderdale Council's employees against the protected characteristics. The declaration rate of sexual orientation and religion although below our target of 50%, continues to grow; 48.91% (sexual orientation), and 49.3% (religion).

The number of staff trained in the e-learning Equality and Diversity course has progressed to 74.39%. A further 101 have completed the Equality and Diversity training face to face. We continue to make progress on our target of 100% of our entire workforce to have undertaken Equality and Diversity training by April 2019.

### **Promoting Lesbian, Gay, Bi – sexual and Transgender (LGBT) Equality**

Stonewall (a LGBT rights charity) published its Top 100 Employers 2015, showcasing Britain's best employers for lesbian, gay and bisexual staff. Calderdale Council (on its first submission) came a very respectable 154 in the Index, on second submission we were placed at 130. The Index is important to a wide range of organisations in the private and public sectors. This was an excellent achievement demonstrating our continued commitment and hard work to furthering LGBT equality.

We are members Inclusive Employers as we want to promote a more inclusive diverse workforce and represent people from all backgrounds as well as the LGBT community. Inclusive Employers work with a variety of organisations including the public, private and third sectors and provide bespoke initiatives to help build inclusive cultures. However we are still a Stonewall Diversity Champion but do not submit to the workplace index.

## **Supporting disabled employees and prospective employees**

The Council has been a member of the Disability Employer Scheme for over five years. The Disability Employer Scheme aims to help employers like Calderdale Council make the most of the opportunities provided by employing disabled people. It is a voluntary scheme and has been developed by employers and representatives of people with disabilities. The scheme is about helping to positively change attitudes and behaviours towards people with disabilities.

Some things we currently do to support people with disabilities is;

- Helping them find at least 16 hours work a week
- Being an active Work Choice employer
- Offering advice on applying for and securing jobs
- Working in partnership with disability advocates such as Mindful Employer and Inclusive Employers
- Promoting mental wellbeing at work through literature, campaigns and mindfulness support and development.

Due to the positive actions we take to ensure we are a Disability Friendly Employer, our Disability Employer status has moved to a Disability Confident Employer which means our 'two ticks' logo is now replaced with a Disability Confident logo.

We also work in partnership with our Occupational Health Team and in consultation with our employees to implement a series of reasonable adjustments to assist individuals. These include: optical, additional time on assessments, job redesign, flexible working and encouraging applications from people with a disability.

One particular aspect of our support is the Flutter-bites café in Manor Heath Park, Halifax, which was created by the Council to provide training and paid work for people with learning disabilities. The Council works closely with a local High School to provide students with genuine work experience in the safe environment of Flutter-bites, helping to shape their future career options. Students are also employed from schools across Calderdale to give them part-time jobs at weekends and work experience in the summer holidays, building confidence in their working ability.

At the request of the Flutter bites Manager, Workforce Development designed some customer service training for all the café staff which was tailored and pitched at an appropriate level for colleagues who have varying levels of learning disabilities. Workforce development designed two sessions which we delivered at Higgins Close to up to twenty staff.

## **Promoting an Inclusive Workforce**

Inclusion matters because it enables Calderdale Council to have a productive and innovative workforce, one that attracts and retains diverse talents and gives us a competitive advantage reaching out to customers. An inclusive workplace is a place

where there is worker commitment, with better health, wellbeing, productivity and improved cooperation and collaboration.

As part of National Inclusion Week 2017 the focus was to accelerate inclusion in the workplace with the theme 'Connect for Inclusion'. Workforce Development launched a new webpage which contained links, case studies and great examples of positive activity across Calderdale. A short film on You tube 'Reducing Inequalities at Calderdale Council' was also created, as a resource for teams to continue the Equality and Diversity conversation linked to service improvements. In addition, Inclusive Employers ran Balancing Wit and Wisdom Banter in the Workplace workshop for up to 20 staff, we ran an Introduction to Migration and safeguarding issues workshop which was well attended by multi agency partners.

### **The Social Work Teaching Partnership**

The Yorkshire Urban and Rural Teaching Partnership is a social work teaching partnership between Calderdale, Kirklees, York and North Yorkshire Councils, together with Huddersfield & York Universities were successful in being awarded £1m from the Governments Innovation Fund to strengthen collaboration between universities and employers to deliver high quality training for social workers. The grant was awarded to Calderdale Council, acting as the lead organisation, on behalf of the partnership to work collaboratively to deliver inspirational education and training that leads to high quality social work. The partnership is led by Social Work Senior Managers within local authorities providing initial education, with flexibility to cover continuous professional development and workforce planning for those working with the most vulnerable people children and adults in society which is seeking to actively attract people into social work from diverse backgrounds.

Last year saw 27 Newly Qualified Social Workers (NQSWs) progress to the next level following successful submission of their portfolios to the internal moderation panel. The portfolio represents the journey that the NQSW has gone on during their first year (Assessed and Supported Year in Employment) putting theory learned during their degree into practice.

Of the 27, 20 are female and 7 are male, with 7 from diverse backgrounds and encouragingly there is a wide age span from ranging from people age 21 – 25 to 41 and over.

### **Contact Officers - Dignity at Work**

Everyone should be treated with dignity and respect at work. As an employer, Calderdale Council will not tolerate any form of harassment, discrimination, victimisation or bullying, whether this is based on age, disability, gender, gender reassignment, pregnancy or maternity, marital or civil status, race, religion or belief, sexual orientation, working patterns, or any other personal or related characteristic.

The Council endorsed the Dignity at Work Policy in April 2016 and as part of the bringing the policy to life in the Council, we recruited and trained some additional enthusiastic empathic Contact Officers to help us make Dignity at work a reality for everyone who works for the Council. The Contact Officers are a group of trained volunteers who come from a diverse range of backgrounds and service areas offering confidential support for employees experiencing personal harassment at work.

We now have 15 Contact Officers covering all the Council directorates who volunteer to be the first point of contact for those colleagues who feel unable to speak to their managers or supervisors about their experiences in the workplace. These volunteers have gone through a specialist development programme covering areas such as Equality and Diversity Training and are continuing to embed Restorative approaches in their work with colleagues in the Council. The Contact Officers meet quarterly as a network to share support and undertake learning and discuss some of the key issues being raised by employees. We are currently awaiting the results of the working life survey which was sent to over 500 employees to gauge their views of working life in the Council. The results will inform further work and development with the Contact Officers and action for all across the Council.

However, none of this can be achieved without engaging our workforce through the changes. We are continuing the journey of successfully unlocking innovation creativity and inclusion of our workforce by developing new skills in Commercialisation and Digital Literacy. Through the launch of our 'Leading the Way' Scheme in 2017, we will continue to identify and create future leaders career paths which map out how employees can progress.

We continue to encourage and listen to our employees ideas for service improvements through Shared Conversations, the Working life survey, and Best Companies to Work for 'One to Watch' (good) accreditation. The ideas raised by the workforce will inform our People Development Plan to 2020 to ensure that the Council continues to further develop an inclusive workforce.

## **Apprenticeships**

The Apprenticeship reform will drive our approach to creating amazing opportunities for young people and businesses. During 2017, we have been working with local employers and schools to design apprenticeships which focus on the skills, knowledge and behaviours that are required in our workforce of the future.

As an organisation we will continue to recruit and support apprentices, and use career graded roles to enable us to grow our own leaders. We continue to support equal workplace access for all groups, ages and abilities through our Inclusive Employer approach.

## **Apprenticeships for Care Leavers**

Calderdale Care Leaver Apprentice recruitment provides a robust matching process to ensure that support for right young person leaving care is matched to the most suitable vacancy. To date 11 of our young people leaving care have started in apprenticeships, successes include one young person successfully secured a permanent post that included a promotion. Another young person has completed a full year in employment and moved to external employment and aiming to complete a NVQ. The apprenticeships programme is overseen by a Strategic Programme Board that meets twice a year. Progress reviews are completed with apprentices at 4, 10 and 18 weeks into their apprenticeship alongside ongoing support and training for both our young people and the service managers. The pre apprenticeship programme for those young people interested in an apprenticeship but who may not be 'work ready' enables the development of skills and confidence to provide our care leavers with the best support to access this opportunity.

All our development interventions are linked to the Values and Behaviours of the Council which underpin the development offered to our workforce. This includes a code of conduct for delegates and trainers and facilitators which ensures that we bring the best out of our people by allowing all to participate fully, making sure that the learning experience is enjoyable and beneficial to all. As a learning organisation we ensure that evaluations of our development interventions are undertaken and that lessons learned are acted upon.

## **Project Search**

The goal for each student aged between 19-25 years is competitive employment. The programme provides real-life work experience combined with training in employability and independent living skills to help young people with significant disabilities make successful transitions from school to productive adult life. The Project SEARCH model involves an extensive period of training and career exploration, innovative adaptations, long-term job coaching, and continuous feedback from teachers, job coaches, and employers. Calderdale Council provided 12 opportunities in 2017 across directorate teams including: Finance, Safer Cleaner Greener. The placements were for 3 month periods with regular supervision and evaluation which was completed by all the students. The students completed their placement with the Council in December and have now moved to the NHS on a 3 month placement, at the end of which, it is hoped that the students have gained enough employable experience to progress to full time employment.

## **Tackling Poverty and Low Pay**

Calderdale has proactively committed to tackling poverty and low pay, leading the way on this in local government in the region. The Council was an early adopter in the sector in respect of the Living Wage which it has paid to its directly employed employees since April 2014. This has now been integrated into the Council's pay policy. The rate of the Living Wage is £8.45 per hour (2016-2017).

We became an accredited UK Living Wage employer with the Living Wage Foundation on 23 April 2015, becoming the first local authority in West Yorkshire to achieve this recognition.

The Council sees the introduction of the Living Wage as a means to positively affect the wellbeing of the Borough and its citizens economically and personally.

At this present time 296 directly-employed Council employees are in receipt of the Living Wage working in roles in key areas such as building cleaning, transport, school crossing, and catering. This has increased from 295 last year. The vast majority of these employees live locally. The gender split for Council employees (not including schools) in receipt of the Living Wage is approximately 67% female, 33% male (so two in three are female). 97% of females in receipt of the Living Wage are part-time employees; 77% of the males in receipt of the Living Wage are part-time employees.

An accredited UK Living Wage employer is not required to pay casual workers the Living Wage. However, since 1 April 2015 casual workers have been paid at the Living Wage rate.

Schools in Calderdale have been encouraged to follow the Council's approach and introduce the Living Wage. As of 2017, 63 schools have implemented the Living Wage, which covers 820 eligible employees. Of these 63 schools eight are Academies.

The Council is not just committed to paying the Living Wage to its employees but also expects the concept of the Living Wage to be recognised, and encourages its adoption by contractors to paying the Living Wage to their employees as part of being a good employer.

The Council applies the Living Wage requirements to best endeavours on new and renewable contracts by encouraging the Living Wage in procurement documentation where appropriate

Other large employers within Calderdale that have introduced the Living Wage for their employees are Nestle and Marshalls. The ambition of the Council is that other local employers will follow suit and actively consider the benefits of paying the Living Wage to their employees.

### **13. Work in Progress**

- The current Diversity and Inclusion Workforce Development Action (2018-2020) plan is under review and reveals that there are areas where we could provide further intervention to accelerate inclusion in the workforce.



- As part of the refresh of the plan the Extended Leadership Team recently spent time considering how to ensure that the Council was more inclusive and active in breaking down the barriers to develop a fully inclusive workforce  
The areas considered as part of the workshop included how Leaders demonstrated commitment to Calderdale being an Inclusive Organisation and how the Council further develops tolerance respect and empathy, giving people a voice (whether in a meeting or establishing a network) and a safe space to talk freely. The discussion included the use of evidence and data to expose areas which require further monitoring of our progress and recruiting for difference is likely to be embedded in the refreshed plan.
- Taking steps to improve the Council's workforce declaration rates through a sustained campaign working with colleagues throughout the council. Some of the areas that we are looking at addressing are increasing declaration rates for sexual orientation and religion, as these are both under 50%.
- Ensuring that our colleagues use customer insight to understand the differing diverse communities in Calderdale and what the Council needs to consider when planning delivering or redesigning services.
- Communicating more effectively and more often to the workforce about the impact of conscious and unconscious bias and the need for improvement of workforce declaration rates; the insight this provides the Council when further refining inclusion strategies.
- Providing more information on how to succeed in the Council for example during apprentice drives, induction, shared conversations, mentoring and coaching experiences.
- Increasing the ways we demonstrate our commitment to Equality and Diversity and Inclusion through a communication plan and programme of events throughout the year.
- Developing staff networks for BAME, Disabilities, and LGBT as strategic partners.
- Working with the Recruitment team to identify ways to support the recruitment process in accelerating inclusion.
- We will also be looking at increasing the number of people who have a disability working for us, through liaising with disability action groups and charities.

- We will continue to improve our Equality and Diversity development to ensure that our workforce is actively engaged with our values of diversity and inclusion, which are integral to the success of our organisation.
- We also will be striving to increase the number of BAME men and women in senior positions in the organisation.
- The HR and Organisational development division will establish a Task and Finish Group which will address holistically the issues raised in the report around Recruitment and Selection, the Future Workforce Programme, Apprenticeships and Care leavers, and develop activities which will continue to contribute to the delivery of an inclusive workforce reflective of the local communities we serve and support.