



Cambridge City Council

Equality in Employment Workforce Report
April 2021 – March 2022

Published: September 2022

Introduction

This report provides a profile of the Council's workforce as at 31 March 2021. The report focuses on the City Council as an employer, and provides a 'snap shot' of what we look like as a council, data trend analysis for the key protected characteristics and a breakdown of the City Council's staffing for key equalities reporting areas. We have provided data in relation to aspects of the employment lifecycle; recruitment, development, employee relations and retention.

Cambridge City Council is committed to a [policy](#) of equality of opportunity in employment and aim to ensure that no job applicant or employee receives less favourable treatment on the grounds of:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

"We believe in the dignity of all people and their right to respect and equality of opportunity. We value the strength that comes with difference and the positive contribution that diversity brings to our community. Our aspiration is for Cambridge and the wider region to be safe, welcoming and inclusive."

Statutory duties are governed by the [Equality Act 2010](#) and it is a requirement that public-sector organisations with over 150 employees report at least annually on how their policies and practices affect staff with different protected characteristics.

Background

Our [Single Equality Scheme](#) for 2021 to 2024 was approved at Environment and Scrutiny Committee on 7 October 2021 and sets out the Council's priority areas for action and how the Council will meet these.

This Equality in Employment Report provides information on progress related to employment for one of five objectives set:

"To ensure that the City Council's employment and procurement policies and practices are non-discriminatory and to work towards a more representative workforce within the City Council."

The following information sets out the Council's workforce profile in relation to age, disability, ethnicity, religion or belief, sex and sexual orientation.

All the **data shown is for the headcount** (not full time equivalents). We encourage employees (and applicants) to declare their personal diversity information for statistical monitoring purposes, however, it is at their discretion whether they do so. They are informed that the data provided will only be used in an anonymised way for these purposes. Employees can amend their information at any time.

For those not wishing to disclose their data they have an option to record 'prefer not to say'.

Our workforce includes a wide range of management, professional, specialist, administrative and operational roles. We aim to be an employer of choice and we want to continue to develop our workforce to reflect the diversity of the communities we serve. This diversity will enable us to understand needs and deliver high quality, appropriate services as well as supporting our employees.

Equality, Diversity and Inclusion Achievements & Activity 2021/ 22

- ❑ **Single Equalities Scheme** 2021-24 approved at Environment Scrutiny & Communities Committee.
- ❑ Continued activity and support of key events during the Equality and Diversity Calendar: LGBTQ+ History Month, Mental Health Awareness Week, Race Equality Week, World Mental Health Day, Black History Month).
- ❑ We continued our **Investors in People Accreditation**.
- ❑ We undertook a **staff survey** across the Council with all contributions helping shape the future of our organisation through the 'Our Cambridge' **Transformation Programme**.
- ❑ Our **Domestic Abuse Policy** has been revised and re-launched in addition to receiving re-accreditation with the White Ribbon Campaign.
- ❑ The number of **Internal Promotions** within the organisation has increased, there were 32 up from 9 the previous year.
- ❑ There has been a **high volume of successful appointments** overall, 202 this year compared with 56 in the previous year. 59 of the successful appointments were to our Cultural Services (Corn Exchange).
- ❑ There has been an increase in **voluntary leavers** and **retirements** 95 this year compared to 47 in the previous year.
- ❑ The number of staff who have identified their **sexual orientation** as Lesbian, Gay, Bisexual, Trans or Questioning (LGBTQ) has increased by 8 since last year.
- ❑ There was a **significant increase** in the number of Males attending corporate training courses, an increase of 14.5% from the previous year.
- ❑ Launch of **Reward and Recognition Framework** for staff, including an Annual Awards Ceremony.
- ❑ The **Ethnic Minority employee staff group** continues to be active and there is interest in a **Disabled employee staff group** being set up.
- ❑ Equality, Diversity and Inclusion **Learning and Development Opportunities** have been run for staff including: Transgender Awareness and Gypsy, Traveller & Roma Cultural Awareness.
- ❑ **Menopause Café** and **Menopause Awareness** sessions hosted for staff, providing information, support and a safe space to share experiences.
- ❑ Continued accreditation as a **Disability Confident Employer**.
- ❑ A series of **wellbeing sessions** have been run for staff to support mental and physical wellbeing.
- ❑ Information session from '**Caring Together**' was run for managers to raise awareness and signpost support that is available to staff who may have caring responsibilities.
- ❑ Attendance at and participation in events (giving presentations, Q&A sessions) hosted by partner organisations to showcase the Council as an **inclusive employer**.
- ❑ We are awaiting the **2021 Census data** so that we may review our targets for Disability (8.5%) and Ethnicity (9.5%).

Workforce Summary Headlines (as at 31st March 2022)

819

Number of staff at Cambridge City Council
(up 3 from previous year)

45 - 54

The highest percentage of staff are in the 45 to 54 age group
(this has been consistent since 2010)

8.32%

Percentage of staff declaring themselves as from an Ethnic Minority
(up from 7.71% the previous year – target was 9.5%)

41.3%

Percentage of the workforce with 10 or more years' service
(of that 18% have 20+ years' service)

8.15%

Percentage of staff declaring themselves as disabled
(up from 7.11% the previous year – target was 8.5%)

8.37%

The median gender pay gap for 2021 is 8.37%
(This has increased from 4.75% in 2021)

48 /52

47.98% (393) of our staff are **female** and **52.02%** (426) are **male**

23.56%

Percentage of staff working part time (less than 37 hours a week)
(69.12% work full time and 7.32% work on zero hours)

Age

PAY GRADE BY AGE

- The highest percentage of Council Staff were in the **45 to 54** age group. This has been the case since 2010.
- There were 29 members of staff (**3.5%**) aged 24 or under and 30 members of staff (**3.7%**) aged 65 or over.
- There has been an increase in staff aged **24 and under** from the previous year which can be attributed to roles within the Cultural Services Team.

The following table represents the Pay Grade information for all staff from all age groups:

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9	Senior Management	TUPE & Other	Total	Percentage
18 and under	2	0	0	0	0	0	0	0	0	0	0	2	0.2%
19-24	13	2	1	7	3	0	0	0	0	0	1	27	3.3%
25-34	12	9	26	26	17	19	4	3	0	1	1	118	14.4%
35-44	8	1	33	39	50	29	21	7	4	5	1	198	24.1%
45-54	14	5	40	33	46	40	18	12	11	7	1	227	27.8%
55-64	7	3	52	40	44	25	14	13	7	9	3	217	26.5%
65 and over	6	1	8	5	3	1	0	4	0	1	1	30	3.7%
Total	62	21	160	150	163	114	57	39	22	23	8	819	

Age

RECRUITMENT

- The number of applications received in 2021/ 22 (**949**) is more than the previous two years (an almost **40%** increase).
- There has been a rise in the number of roles advertised (**294**) which is the highest it has been in five years, this is down to multiple roles (*for example within Cultural Services, Streets and Open Spaces*) and also where there have been specific funded projects/ initiatives (*for example in Community Services and Housing*).
- The age profile for recruitment shows that the majority of applicants span from **19-64** which is a wider spread than the majority of the previous year (25-54)
- Our successful applicants range from **18 or under to over 65**, again a wider spread than the previous year (19-64).
- Representation in the aged **24 and below** category has increased significantly.

The following table details the age profiles for all applicants, those which were shortlisted and those which were offered a role. For comparison there is data for the previous two years:

Year	No of Roles Advertised	2021/ 22			2020/ 21			2019/ 20			
		Applicant	Shortlisted	Successful	Applicant	Shortlisted	Successful	Applicant	Shortlisted	Successful	
		18 and under	5	3	3	0	0	0	3	1	0
		19-24	109	65	39	57	10	3	61	31	16
2021-22	294	25-34	232	119	47	218	62	17	179	85	19
		35-44	245	102	51	164	54	17	180	78	22
2020-21	83	45-54	191	85	43	145	55	11	135	72	14
2019-20	140	55-64	109	47	14	92	38	8	114	69	15
2018-19	168	65 and over	8	6	1	4	3	0	6	2	1
2017-18	163	Prefer not to say/ not disclosed	50	9	4	2	2	0	3	1	0
2016-17	142	Total	949	436	202	682	224	56	681	339	87

Age

LEARNING & DEVELOPMENT

- We held **110 Corporate Training courses** during 2021/ 22 with an overall attendance of 840 people.
- In addition to Corporate Training, training arranged and delivered at a service level is **not** accounted for within this report.

- This year we are providing a breakdown of training attendance into age categories rather than using the under or over 55 measurement.
- The age profile for training shows that staff aged **35-44** participated in the most training courses and accounted for **28.81%** of all attendees (*this age category accounts for 24.29% of our workforce*).
- The second highest attendee category was the **55-64** age group who accounted for **24.52%** of attendees (*this age category accounts for 26.5% of our workforce*).
- The lowest attending age categories were from those aged 19-24 and those aged 65+. These combined accounted for **7.98%** of attendees (*these age categories account for 7.2% of our workforce*). It is worth noting that the increase in 19-24 age category in the workforce took place following recruitment that was undertaken from August 2021.

	No. of attendees	% of overall course attendance
19-24	33	3.93%
25-34	145	17.26%
35-44	242	28.81%
45-54	180	21.43%
55-64	206	24.52%
65 and over	34	4.05%
TOTAL	840	

Continuing upward trend of staff accessing flexible learning via e-learning

Increase of 27% completion of e-learning modules (1662 completed)

65 managers attended a new two-part 'Ways of Working for Managers' course.

Disability

PAY GRADE BY DISABILITY

- We have retained our **Disability Confident Employer** status, which continues until 2023 when we will undertake and submit another Self-Assessment.
- We continue to monitor and review our Self-Assessment tool as good practice and to keep updated on our related activity and achievements which further support the organisation and our staff.

The following table represents the Pay Grade information for staff whether they declared themselves as having a disability, not having a disability or preferred not to say:

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9	Senior Management	TUPE & Other	Total	Percentage
Staff who declare themselves as having a disability	2	3	17	13	11	11	3	0	2	2	0	64	8.15%
Staff who declare themselves as not having a disability	50	15	139	127	149	101	54	38	20	20	8	721	91.85%
TOTAL DECLARATIONS	52	18	156	140	160	112	57	38	22	22	8	785	
Unknown/ Unrecorded/ Prefer not to say	10	3	4	10	3	2	0	1	0	1	0	34	
Total	62	21	160	150	163	114	57	39	22	23	8	819	

Year	% of workforce declaring themselves as disabled
2021/22	8.15%
2020/21	7.11%
2019/20	7.13%
2018/19	6.37%
2017/18	6.97%

8.15% of staff declared themselves as having a disability (increase of 1.04%)

Target for 2021/ 22 for staff declaring themselves as having a disability was 8.5%, this will remain for 2022/ 23

Following interest, work is taking place with staff members to set up a Disabled Employee Staff Group

Disability

RECRUITMENT

- The number of applications received in 2021/ 22 from candidates declaring themselves as having a disability, as a percentage of all applications received, was 4% (**38 individuals**). A decrease of 1.42% from the previous year.
- Shortlisted applicants remains (*as the number of individuals*) the same (15).
- Successful applicants (*as the number of individuals*) has increased (8) but is low when considered as part of the total number of offers made.

	Total Number of Applications	Number of Applications received from Candidates declaring themselves as disabled	% of all applications received
2021/ 22	949	38	4.00%
2020/ 21	682	37	5.42%
2019 /20	681	73	10.72%
2018/ 19	1330	86	6.47%
2017 /18	1180	65	5.51%

	Total Number of Applications Shortlisted	Number of Applications Shortlisted from Candidates declaring themselves as disabled	% of all applications Shortlisted
2021/ 22	436	15	3.44%
2020/ 21	224	15	6.69%
2019 /20	339	39	11.50%
2018/ 19	592	51	8.61%
2017 /18	421	26	6.17%

	Total Number of Applications Successful	Number of Successful Candidates declaring themselves as disabled	% of all Successful Applications
2021/ 22	202	8	3.96%
2020/ 21	56	4	7.14%
2019 /20	87	7	8.05%
2018/ 19	140	9	6.43%
2017 /18	135	11	8.14%

43 Applications Received from Candidates who did not wish to declare (*4.53% of all applications received*)

16 Applications Shortlisted from Candidates who did not wish to declare (*3.7% of all applications received*)

8 Applications Successful from Candidates who did not wish to declare (*4% of all applications received*)

Disability

LEARNING & DEVELOPMENT

- With an overall attendance of **840** people at our Corporate Training sessions, **8.45%** of attendees declared themselves as disabled. This is in line with the percentage of staff in the workforce who have declared a disability (8.15%).
- This is a **decrease of 1.55%** from where we saw 10% of attendees who declared themselves as disabled, attend the courses in 2020/ 21.
- While overall course attendance did **decline by 55%** compared to the previous year, this can largely be accounted for by the comprehensive programme consisting of **174** IT courses that were delivered for the implementation of MS 365 in 2020/ 21 which had been scaled down in 2021/ 22.

	Total Number of Attendees	Total Number of Attendees declaring themselves as disabled	Number of Attendees declaring themselves as not disabled	Number of Attendees who did not declare
2021/ 22	840	71 (8.45%)	692	77
2020/ 21	1889	189 (10%)	1691	9

Year	No of e-learning courses completed	Variance from 20-21 to 21-22
2021-22	1662	+27%
2020-21	1310	

Year	IT Training Attendance	Variance from 20-21 to 21-22
2021-22	109	-73%
2020-21	889	

Year	No of Courses Held	Overall Corporate L&D Attendance	Variance from 20-21 to 21-22
2021-22	110	840	-46%
2020-21	204	1889	-55.5%

Ethnicity

PAY GRADE BY ETHNICITY

- Our 2021/ 22 target for staff declaring themselves as being from an ethnic minority was 9.5%. We are awaiting the results of the 2021 Census to review our target.
- Whilst we have not met the target, the profile of the workforce has **increased** by 1.79% and **8.32%** of staff declare themselves as being from an ethnic minority.

The following table represents the Pay Grade information for staff whether they declared themselves as being from an ethnic minority or not, or , if they preferred not to say:

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9	Senior Management	TUPE & Other	Total	Percentage
Staff who declare themselves as being from an Ethnic Minority	9	2	10	11	13	10	3	5	1	1	0	65	8.32%
Staff who declare themselves as not being from an Ethnic Minority	47	15	144	129	144	101	53	34	20	21	8	716	91.68%
TOTAL DECLARATIONS	56	17	154	140	157	111	56	39	21	21	8	781	
Prefer not to say	6	4	6	10	6	3	1	0	1	1	0	38	
Total	62	21	160	150	163	114	57	39	22	23	8	819	

Year	% of workforce declaring themselves as from an ethnic minority
2021/ 22	8.32%
2020/ 21	7.71%
2019/ 20	7.54%
2018/ 19	7.59%
2017/ 18	7.18%

8.32% of staff declared themselves as being from an ethnic minority

The highest representation of ethnic minority staff is Asian or Asian British

4.63% of staff prefer not to disclose their ethnicity

City Pay Bands 1, 2, 6 & 8 have the highest representation of ethnic minority staff

City Pay Bands 9 and above have the lowest representation of ethnic minority staff

* Appendix A provides a full breakdown of the workforce by Ethnicity

Ethnicity

RECRUITMENT

- Analysis shows that we **continue to attract applications** from people who are from an ethnic minority, in a wide variety of roles and service areas.
- The number of applicants declaring themselves as from an ethnic minority has increased from last year, proportionate to the overall number of applications received (*211 applicants, compared to 167*).
- Shortlisted applicants from ethnic minorities (*as a percentage*) has **increased**.
- Successful applicants (*as the number of individuals*) has **increased**.
- Overall, the actual number of successful candidates from ethnic minorities is the **highest it has been in five years** though the percentage is low.

	Total Number of Applications	Number of Applications received from Candidates declaring themselves as from an ethnic minority	% of all applications received
2021/ 22	949	211	22.23%
2020/ 21	682	167	24.48%
2019 /20	681	199	29.22%
2018/ 19	1330	273	20.52%
2017 /18	1180	261	22.11%

	Total Number of Applications Shortlisted	Number of Applications Shortlisted from Candidates declaring themselves as from an ethnic minority	% of all applications shortlisted
2021/ 22	436	90	20.64%
2020/ 21	224	42	18.75%
2019 /20	339	72	21.23%
2018/ 19	592	94	15.87%
2017 /18	421	66	15.67%

	Total Number of Successful Applications	Number of Successful Applications from Candidates declaring themselves as from an ethnic minority	% of all applications received
2021/ 22	202	25	12.37%
2020/ 21	56	8	14.28%
2019 /20	87	11	12.64%
2018/ 19	140	23	16.42%
2017 /18	135	6	4.44%

64 Applications Received from Candidates who did not wish to declare (6.7% of all applications received)

24 Applications Shortlisted from Candidates who did not wish to declare (5.5% of all applications received)

2 offers made to Candidates who did not wish to declare (11.8% of all applications received)

Ethnicity

LEARNING & DEVELOPMENT

- Our data shows that 8.7% of staff attending training courses identify from an ethnic minority. This is slightly above the figure of 8.32% who identify as such in the wider workforce.
- There is a slight increase (0.9%) in the number of people from ethnic minorities compared to last year.

	Number of Attendees	% of overall Attendees
White	701	91.3%
Asian or Asian British	19	2.4%
Black, African, Caribbean or Black British	15	2.0%
Mixed or Multiple Ethnic Background	20	2.6%
Other Ethnic Group	13	1.7%
TOTAL DISCLOSED	768	
Not disclosed	72	8.57%
TOTAL	840	

8.7% of attendees of courses declared themselves as from an ethnic minority

Religion or Belief

WORKFORCE INFORMATION

- 11.84% of staff have not declared their religion, this is a decrease from the previous year (from 13.7%).
- 43.9% of staff have no religion.
- 44.04% of staff identify as Christian, an increase of 3.48% since last year.

	Number of Staff	% of Workforce
Buddhist	7	0.96%
Christian	318	44.04%
Hindu	4	0.55%
Jewish	1	0.14%
Muslim	16	2.21%
None	317	43.9%
Other	59	8.17%
TOTAL DECLARED	722	
Not declared	97	
TOTAL	819	

Sex

WORKFORCE INFORMATION

- The workforce profile is near to 50/ 50 female and male which has been a trend since 2016.
- Females are represented throughout the pay grades and there has been a significant increase in representation in Band 1 since last year.
- City Pay Band 4 has the greatest representation of Females compared to males (63%) and City Pay Band 3 has the greatest representation of Males compared to females (58%).

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9	Senior Management	TUPE & Other	Total	Percentage of Workforce
Female	33	10	62	93	74	53	25	19	9	11	4	393	47.98%
Full Time	0	2	27	62	47	32	20	16	9	11	3	229	27.9%
Part Time	2	3	35	31	27	21	5	3	0	0	1	128	15.6%
Zero Hours	31	5	0	0	0	0	0	0	0	0	0	36	4.4%
Male	29	11	98	57	89	61	32	20	13	12	4	426	52.02%
Full Time	0	6	63	49	83	59	31	19	11	12	4	337	41.1%
Part Time	8	3	35	7	6	2	1	1	2	0	0	65	8.0%
Zero Hours	21	2	0	1	0	0	0	0	0	0	0	24	2.9%
TOTAL STAFF	62	21	160	150	163	114	57	39	22	23	8	819	

47.98% of our workforce (393) are female and **52.02%** (426) are male

193 part time employees (a 28% decrease from last year)

66% of part time employees are female

7.32% of the workforce is made up of staff working zero hours

41.1% of the male workforce, work full time

Band 6 and above (top 31% of organisation) female representation is **45.9%**

Sex

LEARNING AND DEVELOPMENT

- 2021/ 22 saw a **significant increase** in the number of Males attending corporate training courses, an increase of 14.5% from the previous year, with Male overall attendance 43.5% compared to a Female overall attendance of 56.5%.
- The Learning and Development team focused on targeted skills, and Council locations to encourage more men to attend.
- When analysing actual attendance, there were a greater number of individual Males attend training: 51% Males to 49% Females during 2021/22. However, individual females attended more than one course more often, making the overall Female attendance higher
- Actual Female/Male training attendance is in line with the workforce Female/ Male breakdown.

2021/ 22			
	Council Workforce	Overall Courses Attended	Actual Individual Attendance
Female	393	475 (56.5%)	183 (49%)
Male	426	365 (43.5%)	189 (51%)
TOTAL	819	840	372

2020/ 21		
	Council Workforce	Overall Courses Attendance
Female	394 (48.2%)	79%
Male	422 (51.7%)	29%
TOTAL	816	

'Ways of Working' for Managers Course

- A bespoke two-part training course was delivered for managers in order to support them in managing remote teams. 65 individuals attended; the breakdown is as below:

38 Female
27 Male

9 individuals identified as being from an ethnic minority group

3 individuals declared themselves as having a disability

Highest representation was in the 55-64 age group (28 people)

Lowest representation was in the 25-34 age group (5 people)

Attendees:
19-24: 0
35-44: 19
45-54: 13

Sex

RECRUITMENT

- Applications received are generally evenly split, mirroring representation in the workforce.
- More females than males were shortlisted.
- Females were more successful in recruitment this year, a change from the previous year.

	Total Number of Applications	Number of Applications received from Female Candidates	Number of Applications received from Male Candidates	Number of Applications received from Undisclosed Candidates
2021/ 22	949	459	462	28
2020/ 21	682	366	314	2
2019 /20	681	332	348	1
2018/ 19	1330	698	632	0
2017 /18	1180	642	529	9

	Total Number of Applications Shortlisted	Number of Applications Shortlisted from Female Candidates	Number of Applications Shortlisted from Male Candidates	Number of Applications Shortlisted from Undisclosed Candidates
2021/ 22	436	243	188	5
2020/ 21	224	102	120	2
2019 /20	339	177	162	0
2018/ 19	592	328	264	0
2017 /18	421	236	184	1

	Total Number of Successful Applications	Number of Successful Applications from Female Candidates	Number of Successful Applications from Male Candidates	Number of Successful Applications from Undisclosed Candidates
2021/ 22	202	117	85	0
2020/ 21	56	26	30	0
2019 /20	87	46	41	0
2018/ 19	140	79	61	0
2017 /18	135	80	55	0

48.36% of applications were from female candidates, 48.68% of applications were from male candidates (2.96% were from candidates who did not wish to disclose)

55.73% of applications shortlisted were from female candidates, 43.11% of applications shortlisted were from male candidates (1.16% were from candidates who did not wish to disclose)

57.92% of successful candidates were female, 42.08% of successful candidates were male

Sexual Orientation

WORKFORCE INFORMATION

- The City Council remains signed up to the Safer Spaces campaign.
- 40 members of staff (6.19%) declare themselves as Lesbian, Gay, Bisexual, Trans or Questioning (LGBTQ), this is an increase of 8 individuals from last year.
- 93.8% of the workforce declare themselves as Heterosexual, this is an increase from last year.
- Those individuals who prefer not to declare their sexual orientation remains the same as the previous year.

	Number of Staff	% of Workforce
Bisexual	13	2.0%
Gay	9	1.4%
Heterosexual	606	93.8%
Lesbian	8	1.2%
Other	6	0.9%
Questioning	4	0.7%
TOTAL DECLARED	646	78.9%
Prefer not to say	173	
TOTAL STAFF	819	

WORKFORCE INFORMATION (1)

LEAVERS AND TURNOVER

- There has been an increase in retirement and voluntary leavers, 95 this year compared to 47 the previous year.
- This is a national trend, the “Great Resignation” and we too are seeing this trend.
- We are reviewing our recruitment and retention strategies in light of this and continue to monitor the data.

LEAVERS

122 Leavers

9.48% (11) of leavers declared a disability

63.1% (77) of leavers were Female
36.9% (45) of leavers were Male

10.8% (12) of leavers declared themselves as from an ethnic minority

STAFF TURNOVER

Staff turnover (based on all leavers) is **14.8%**, an **increase** from 7.97% from the previous year

Staff turnover (based on voluntary leavers) is **8.9%**, an **increase** from 3.92% from the previous year

Reason for Leaving	2021/22 Number of Staff Leavers	% of Leavers	2020/ 21 Number of Staff Leavers	% of Leavers
Career Break	3	2.5%	1	1.5%
Death in Service	1	0.8%	0	0%
Dismissal	4	3.3%	1	1.5%
End of Contract	7	5.7%	6	9.2%
Ill Health Retirement	4	3.3%	1	1.5%
Redundancy	8	6.6%	9	13.8%
Retirement	22	18.0%	15	23.0%
Voluntary	73	59.8%	32	49.2%
TOTAL STAFF	122		65	

WORKFORCE INFORMATION (1a)

LENGTH OF SERVICE

338 (41.3%) of staff have been with the Council over 10 years, a decrease of 2.9% from last year

Staff with between **10-20 years service** make up the largest percentage of the workforce

There has been an increase in retirements compared to the previous year

Length of Service	Number of Staff	% of Workforce
Less than 1 year	115	14.0%
1 year to 2 years	33	4.0%
2 years to 5 years	176	21.5%
5 years to 10 years	157	19.2%
10 years to 20 years	191	23.3%
20 + years	147	18.0%
TOTAL STAFF	819	

WORKFORCE INFORMATION (2)

RECRUITMENT

- All new appointments (whether internal or external) are monitored in terms of age, disability, ethnicity and gender.
- There were **202** successful appointments/ offers made for a total of 294 roles advertised.
- Some roles received no applications, some roles did not result in having candidates who were suitable for shortlisting and others had candidates who withdrew during the pre-employment stage.
- Of all offers made, **54** (26.7%) were internal appointments with **59.2%** of the internal offers (32) being a promotion.
- Of the 148 external appointments, **11.4%** (17) joined the organisation with Continuous Service.

Total Number of Roles Advertised	Roles with No Applications Received	Roles with No Applicants Shortlisted	Roles with No Offers Made	Roles with Candidates who Withdrew after job offer	No. of Roles Offered	No. of Roles Re-advertised	No of Roles Withdrawn	No. of Roles still progressing/ under review/ awaiting start date
294	18	7	17	13	202	15	7	15

202 Offers Made

54 Internal Offers*

*of which **32** Internal Promotions

148 External Offers

11.4% of the external appointments joined with Continuous Service

WORKFORCE INFORMATION (3)

PROMOTIONS

- Internal promotions have **increased** since last year (9). **16%** of all appointments (32) were an internal promotion.
- Promotions were **equally split** between Female and Male staff and spanned the age range between **25 and 64**, a slightly wider range than the previous year.
- The breakdown of promotions shows that the same number of individuals who declare themselves as being from an ethnic minority received a promotion as the previous year (4). The number of promotions to people who declare themselves as having a disability has **increased** since last year (1).
- **12.5%** of promotions were to staff who declare themselves as from an ethnic minority.
- **6.2%** of promotions were to staff who declare themselves as having a disability.
- **40.6%** of promotions were to staff aged between 25 and 34.
- Aged **under 24** and **over 65** were the least under-represented age groups with promotions.

	Total Number of Promotions (32)	% of Promotions
Female	16	50%
Male	16	50%

	Total Number of Promotions (32)	% of Promotions
18 or under	0	0%
19 – 24	0	0%
25 – 34	13	40.6%
35 – 44	10	31.2%
45 – 54	6	18.7%
55 – 64	3	9.5%
65+	0	0%

	Total Number of Promotions (32)	% of Promotions
Staff declaring themselves as from an ethnic minority	4	12.5%
Staff declaring themselves as not from an ethnic minority	28	87.5%

	Total Number of Promotions (32)	% of Promotions
Staff declaring themselves as having a disability	2	6.2%
Staff declaring themselves as not having a disability	30	93.8%

WORKFORCE INFORMATION (3a)

PROMOTIONS (Continued)

- Of all the promotions, **28%** (9) were progression across different departments (*staff being successfully appointed into another team*).
- 14 of the promotions, **43%**, were progression through more than one pay band (this applied to half of the promotions to staff who declared having a disability and to all staff who declared themselves as from an ethnic minority).
- Pay Bands 3, 5 & 6 saw the highest amount of promotions/ progression **from** the pay bands.
- Pay Bands 4, 6, & 8 welcomed the highest number of promotions.
- Community Services and Housing saw the highest number of individuals successfully obtain a promotion.
- Revenues & Benefits, Housing, Estates & Facilities and Transformation saw staff join/ remain in these services following a promotion.

City Pay Band	Total Number of Promotions from the band	% of all Promotions
1	2	6.2%
2	1	3.1%
3	7	22.0%
4	4	12.5%
5	6	19.0%
6	8	25.0%
7	2	6.2%
8	1	3.1%
9	1	3.1%
Senior Management	0	0.0%
TOTAL	32	

City Pay Band	Total Number of Promotions to the band	% of all Promotions
1	0	0.0%
2	1	3.1%
3	2	6.2%
4	5	15.5%
5	4	12.5%
6	6	19.0%
7	4	12.5%
8	7	22.0%
9	2	6.1%
Senior Management	1	3.1%
TOTAL	32	

Department	Number of staff that progressed/ were promoted	% of all Promotions
Building Control	2	6.2%
Community Services	9	28.1%
Customer Services	5	15.5%
Environmental Services	1	3.1%
Estates & Facilities	2	6.2%
Finance	3	9.7%
Housing	9	28.1%
Human Resources	1	3.1%
TOTAL	32	

Department	Number of staff that joined the department through promotion	% of all Promotions
Building Control	2	6.2%
Community Services	8	25.0%
Customer Services	2	6.2%
Environmental Services	1	3.0%
Estates & Facilities	3	9.7%
Finance	3	9.7%
Housing	6	19.0%
Revenues & Benefits	2	6.2%
Strategic Director	1	3.0%
Transformation	4	12.2%
TOTAL	32	

WORKFORCE INFORMATION (4)

APPRENTICESHIPS

- 2021/ 22 has been another difficult year for Apprenticeships nationally and for the City Council. There has been a notable slow-down in Apprenticeships over the past two years.
- We have enrolled a further 4 people and there have been 7 successful completions.
- 10 people did not complete their apprenticeship, mostly due to covid related service pressures.
- There is a decline in Females taking on an apprenticeship.
- There is no representation from staff who identify as having a disability, on the apprenticeship scheme.
- We have recruited 3 young people on the Government Kick Start Scheme.
- We have recruited 1 individual on the National Graduate Development Programme.

25 Apprentices on our Apprenticeship Scheme as at 31st March 2022

	Total Number of Apprentices at 31 st March	Number of Enrolments	Male Apprentices	Female Apprentices	Apprentices who declare themselves as from an ethnic minority	Apprentices who identify as having a disability
2021/ 22	25	4	60%	40%	4%	0%
2020/ 21	38	4	57%	43%	5.4%	5.4%

4% of Apprentices declare themselves as being from an ethnic minority

Apprenticeship Standard	Level	Number of Apprentices
Accountancy or Taxation Professional	Level 7	3
Building Control Surveyor (Degree)	Level 6	7
Business Administrator	Level 3	1
Chartered Surveyor	Level 6	1
Coaching Professional	Level 5	1
Operations/ Departmental Manager	Level 5	6
Team Leader/ Supervisor	Level 3	6
TOTAL		25

60% of Apprentices are Male

WORKFORCE INFORMATION (5)

PAYSCALE INFORMATION

- The Council's pay scales for the period of 2021/ 22 are shown below:

Pay Band	Salary Range
Band 1*	£18,516 to £20,444
Band 2	£20,852 to £23,023
Band 3	£23,484 to £25,927
Band 4	£26,446 to £30,095
Band 5	£30,984 to £35,336
Band 6	£35,336 to £40,578
Band 7	£40,578 to £45,648
Band 8	£45,648 to £49,749
Band 9	£49,749 to £55,480

	Pay Band	Salary Range
Senior Managers	Band 10	£55,480 to £62,383
	Band 11	£62,383 to £69,723
	Head of Service	£72,006 to £79,326
	Directors	£92,759 to £103,745
	Chief Executive	£120,247 to £135,592

* We are an accredited **Real Living Wage Employer** and pay a living wage supplement to staff on Cambridge City terms and conditions of employment within Band 1 to ensure staff within this grade receive at least the current Real Living Wage of **£9.90 per hour** (November 2021), which equates to a full-time salary of £19,100 per annum.

We also have a **Cambridge Weighting** supplement to ensure that staff receive a minimum of £10.00 per hour which equates to a full-time salary of £19,294 per annum.

WORKFORCE INFORMATION (6)

DISCIPLINARY

	Total Number of Staff	Female Staff	%	Male Staff	%
2021/ 22	9	2	22%	7	78%
2020/ 21	6	0	0%	6	100%
2019 /20	6	2	33%	4	67%
2018/ 19	5	1	20%	4	80%
2017 /18	8	0	0%	8	100%

	Number of staff who declare themselves from an ethnic minority	%	Number of staff who do not declare themselves from an ethnic minority	%	Number of staff who did not wish to declare	%
2021/ 22	1	11%	8	89%	0	0%
2020/ 21	1	16%	5	83%	0	0%
2019 /20	1	16%	4	66%	1	16.5%
2018/ 19	0	0%	5	100%	0	0%
2017 /18	0	0%	8	100%	0	0%

	Number of staff who identify as disabled	%	Number of staff who do not identify as disabled	%	Number of staff who did not wish to declare	%
2021/ 22	3	33%	6	67%	0	0%
2020/ 21	0	0%	6	100%	0	0%
2019 /20	0	0%	6	100%	0	0%
2018/ 19	1	20%	4	80%	0	0%
2017 /18	0	0%	8	100%	0	0%

Disciplinary cases are monitored in terms of equality, however, it is difficult to draw conclusions from relatively low numbers, when considered against the overall workforce.

There has been a slight increase in the number of recorded disciplinary cases this year. Of the 9 reported cases, 3 concluded with an outcome of a formal written warning upward.

6 resulted in further management and/or employee actions with ongoing monitoring, denoting the supportive approach of the Council when taking remedial measures. Of the cases that declared a disability, none of the cases were associated with the disability.

There is no apparent rationale for why men accounted for more of the disciplinary cases.

	Total Number of Staff	Under 55	%	Over 55	%
2021/22	9	8	89%	1	11%
2020/ 21	6	4	66%	2	34%
2019 /20	6	4	66%	2	34%
2018/ 19	5	3	60%	2	40%
2017 /18	8	7	87.5%	1	12.5%

2021/ 22	
	Number of Staff
18 and under	0
19-24	0
25-34	2
35-44	1
45-54	5
55-64	1
65 and over	0
Prefer not to say/ not disclosed	0
TOTAL	9

WORKFORCE INFORMATION (7)

CAPABILITY

	Total Number of Staff	Female Staff	%	Male Staff	%
2021/ 22	1	1	100%	0	0%
2020/ 21	0	0	0%	0	0%
2019 /20	3	1	33%	2	67%
2018/ 19	0	0	0%	0	0%
2017 /18	11	4	36%	7	64%

	Number of staff who declare themselves from an ethnic minority	%	Number of staff who do not declare themselves from an ethnic minority	%	Number of staff who did not wish to declare	%
	1	100%	0	0%	0	0%
	0	0%	0	0%	0	0%
	1	33%	2	66%	0	0%
	0	0%	0	0%	0	0%
	0	0%	11	100%	0	0%

	Number of staff who identify as disabled	%	Number of staff who do not identify as disabled	%	Number of staff who did not wish to declare	%
	0	0%	1	100%	0	0%
	0	0%	0	0%	0	0%
	1	33%	2	67%	0	0%
	0	0%	0	0%	0	0%
	0	0%	11	100%	0	0%

Capability cases are monitored in terms of equality; however, it is difficult to draw conclusions in comparison with the overall workforce, from such low numbers.

The number of capability cases remains low in comparison to previous years.

	Total Number of Staff	Under 55	%	Over 55	%
2021/22	1	0	100%	1	100%
2020/ 21	0	0	0%	0	0%
2019 /20	3	2	67%	1	33%
2018/ 19	0	0	0%	0	0%
2017 /18	11	9	82%	2	18%

2021/ 22	
	Number of Staff
18 and under	0
19-24	0
25-34	0
35-44	0
45-54	0
55-64	1
65 and over	0
Prefer not to say/ not disclosed	0
TOTAL	1

WORKFORCE INFORMATION (8)

GRIEVANCES

	Total Number of Staff	Female Staff	%	Male Staff	%
2021/ 22	10	4	40%	6	60%
2020/ 21	15	5	33%	10	67%
2019 /20	9	4	44%	5	56%
2018/ 19	7	3	43%	4	57%
2017 /18	11	4	36%	7	64%

	Number of staff who declare themselves from an ethnic minority	%	Number of staff who do not declare themselves from an ethnic minority	%	Number of staff who did not wish to declare	%
	2	20%	6	60%	2	20%
	2	13%	13	87%	0	0%
	1	11%	8	89%	0	0%
	1	14%	6	86%	0	0%
	0	0%	11	100%	0	0%

	Number of staff who identify as disabled	%	Number of staff who do not identify as disabled	%	Number of staff who did not wish to declare	%
	2	20%	8	80%	0	0%
	3	20%	12	80%	0	0%
	1	11%	8	89%	0	0%
	1	14%	6	86%	0	0%
	0	0%	11	100%	0	0%

Grievance cases are monitored in terms of equality, however, it is difficult to draw conclusions from relatively low numbers, when considered against the overall workforce. The Council continues to take every complaint seriously and action appropriately.

Further analysis identified four cases containing elements of perceived Bullying and Harassment and two further cases with elements related to perceived disability discrimination. Following due process there was no evidence to uphold the allegations.

Three of these grievances went to appeal stage.

	Total Number of Staff	Under 55	%	Over 55	%
2021/22	10	9	90%	1	10%
2020/ 21	15	13	87%	2	13%
2019 /20	9	7	64%	2	36%
2018/ 19	7	6	86%	1	14%
2017 /18	11	9	82%	2	18%

2021/ 22	
	Number of Staff
18 and under	0
19-24	0
25-34	2
35-44	3
45-54	4
55-64	1
65 and over	0
Prefer not to say/ not disclosed	0
TOTAL	10

WORKFORCE INFORMATION (9)

REDUNDANCY

	Total Number of Staff	Female Staff	%	Male Staff	%
2021/ 22	8	7	87%	1	13%
2020/ 21	9	5	55%	4	45%
2019 /20	3	1	33%	2	67%
2018/ 19	4	2	50%	2	50%
2017 /18	7	4	57%	3	43%

	Number of staff who declare themselves from an ethnic minority	%	Number of staff who do not declare themselves from an ethnic minority	%	Number of staff who did not wish to declare	%
	1	13%	7	87%	0	0%
	0	100%	9	100%	0	0%
	0	100%	3	100%	0	0%
	1	25%	3	75%	0	0%
	1	14%	6	86%	0	0%

	Number of staff who identify as disabled	%	Number of staff who do not identify as disabled	%	Number of staff who did not wish to declare	%
	1	13%	7	87%	0	0%
	0	100%	9	100%	0	0%
	0	100%	3	100%	0	0%
	2	50%	2	50%	0	0%
	0	100%	7	100%	0	0%

The number of redundancies for 2021/22 represent 0.97% of the total workforce.

6 of the redundancies in 2021/22 related to the need for Revenues and Benefits to address the decline in workload caused by the gradual transfer of cases from local Authority to DWP administered Universal Credit.

	Total Number of Staff	Under 55	%	Over 55	%
2021/22	8	2	25%	6	75%
2020/ 21	9	4	45%	5	55%
2019 /20	3	0	100%	3	100%
2018/ 19	4	1	25%	3	75%
2017 /18	7	4	57%	3	43%

2021/ 22*	
	Number of Staff
18 and under	0
19-24	0
25-34	0
35-44	1
45-54	1
55-64	3
65 and over	3
Prefer not to say/ not disclosed	0
TOTAL	8

FLEXIBLE WORKING

- This year we are reporting on the number of flexible working requests made across the Council.
- There were more flexible working requests from our female than male staff.
- The age range of requests spanned from staff aged 25 to 65+ years.
- Under the age of 24 had the least representation for requests.
- 7% of the flexible working requests were from individuals who declared themselves as having a disability.
- There were no flexible working requests from staff declaring themselves as from an ethnic minority.
- Further analysis identified that of the 27 Flexible working requests, 19 were made via a formal request; 6 were flexible adjustments that were made following discussion for either health reasons or upon returning from maternity leave; 1 application was withdrawn part way through the process and 1 application was declined on the grounds of service needs/ requirements.

	Total Number of Flexible Working Requests (27)	<i>% of Flexible Working Requests</i>
Female	16	59%
Male	11	41%

	Total Number of Flexible Working Requests (27)	<i>% of Flexible working requests</i>
18 or under	0	0%
19 – 24	0	0%
25 – 34	8	30%
35 – 44	8	30%
45 – 54	3	11%
55 – 64	7	25%
65+	1	4%

	Total Number of Flexible Working Requests (27)	<i>% of Flexible Working Requests</i>
Staff declaring themselves as from an ethnic minority	0	0%
Staff declaring themselves as not from an ethnic minority	27	100%

	Total Number of Flexible Working Requests (27)	<i>% of Flexible Working Requests</i>
Staff declaring themselves as having a disability	2	7%
Staff declaring themselves as not having a disability	25	93%

GENDER PAY REPORTING

Reported in	Mean Gender Pay Gap	Median Gender Pay Gap	Mean Bonus Gender Pay Gap	Median Bonus Gender Pay Gap	Proportion of males and females receiving a bonus payment	Proportion of males and females in each quartile pay band
2022	1.67%	8.37%	N/A	N/A	N/A	See Over
2021	1.40%	4.75%	N/A	N/A	N/A	See Over
2020	0.26%	4.75%	N/A	N/A	N/A	See Over
2019	2.45%	5.53%	N/A	N/A	N/A	See Over
2018	3.19%	5.91%	N/A	N/A	N/A	See Over

Mean Average – adding up all numbers and dividing the result by how many numbers were in the list.

Median Average – listing all numbers in numerical order, if there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

Mean and median bonus gender pay gap and proportion of females/ males receiving a bonus payment is not applicable as we do not pay bonuses

QUARTILES

The Council has around 800 employees in a wide range of roles and pay bands.
All jobs are evaluated to determine the pay band.

Gender balance across the organisation is 48% female, 52% male.
Female and male staff are not represented equally in all pay bands.

There are roles with a higher percentage of male employees and others with higher percentage of female employees.

Distribution of female/ male staff will impact on mean and median averages. This is not a factor of the pay system, but the distribution of female and male staff in certain types of roles.

Staff are employed at different points within the pay bands, based on appointment salary, when they were appointed and incremental progression.

Our distribution of males across the pay bands has changed very little since 2018 but the distribution of females has been changing more, with more females in Band 4 now than in Band 5 previously. This impacts on the median.

GENDER PAY REPORTING (2)

		Female	Male	TOTAL	%	
					Female	Male
2022	Lower Quartile	91	92	183	50%	50%
	Lower Middle Quartile	96	96	192	50%	50%
	Upper Middle Quartile	77	104	181	43%	57%
	Upper Quartile	94	106	200	47%	53%
2021	Lower Quartile	95	93	188	51%	49%
	Lower Middle Quartile	101	92	193	52%	48%
	Upper Middle Quartile	75	104	179	42%	58%
	Upper Quartile	97	107	204	48%	52%
2020	Lower Quartile	97	100	197	49%	51%
	Lower Middle Quartile	106	98	204	52%	48%
	Upper Middle Quartile	85	114	199	43%	57%
	Upper Quartile	99	110	209	47%	53%
2019	Lower Quartile	108	88	196	55%	45%
	Lower Middle Quartile	104	92	196	53%	47%
	Upper Middle Quartile	83	113	196	42%	58%
	Upper Quartile	94	101	195	48%	52%
2018	Lower Quartile	120	82	202	59%	41%
	Lower Middle Quartile	102	99	201	51%	49%
	Upper Middle Quartile	94	107	201	47%	53%
	Upper Quartile	98	103	201	49%	51%

Quartile	Hourly Rates									
	2022		2021		2020		2019		2018	
1. Lower Quartile	£ 8.91	£ 13.85	£ 8.72	£ 13.74	£ 7.38	£ 13.74	£ 7.37	£ 12.36	£ 7.04	£12.12
2. Lower Middle Quartile	£ 13.98	£ 17.33	£ 13.74	£ 16.71	£ 13.74	£ 16.71	£ 12.36	£ 15.05	£12.12	£15.06
3. Upper Middle Quartile	£ 17.35	£ 21.03	£ 16.71	£ 20.67	£ 16.71	£ 20.67	£ 15.05	£ 18.72	£15.19	£18.77
4. Upper Quartile	£ 21.03	£ 64.97	£ 20.67	£ 52.98	£ 20.67	£ 65.86	£ 18.72	£ 66.02	£18.84	£64.72

The tables show the hourly rates for each quartile and the proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands.

Over the five years of data, the biggest changes have been in the lower and lower middle quartiles where there have been fewer females and more males.

For 2021 and 2022, the lower quartile shows a more even spread of females and males.

We continue to monitor our pay gap and take action to maintain and improve our performance.

Appendix A: Full breakdown of workforce by ethnicity

	% of Workforce		Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9	Senior Management	TUPE & Other	Total	% of Workforce
White	91.5%	White British/ English/ Northern Irish/ Scottish/ Welsh	34	11	128	110	133	92	48	33	17	19	6	631	80.7%
		Irish	1	1	2	4	2	1	3	0	1	2	1	18	2.3%
		Gypsy or Irish Traveller	0	0	0	0	0	0	0	0	1	0	0	1	0.13%
		Roma	0	0	0	0	0	0	0	0	0	0	0	0	0%
		Any other White background	12	3	14	15	9	8	2	1	1	0	1	66	8.4%
Asian or Asian British	3.8%	Indian	2	0	1	0	1	2	1	3	0	0	0	10	1.3%
		Pakistani	0	0	0	1	0	0	1	0	0	0	0	2	0.2%
		Bangladeshi	1	0	0	2	1	1	0	0	0	0	0	5	0.6%
		Chinese	0	0	0	0	1	0	1	0	1	0	0	3	0.3%
		Any other Asian Background	2	0	3	0	3	2	0	0	0	0	0	10	1.3%
Black/ African/ Caribbean or Black British	1.8%	African	1	1	4	2	1	1	0	0	0	0	0	10	1.3%
		Caribbean	0	0	1	1	0	0	0	0	0	0	0	2	0.2%
		Any other Black, Black British or Caribbean background	0	0	0	1	0	1	0	0	0	0	0	2	0.2%
Mixed/ Multiple Ethnic Background	1.9%	White & Black African	0	1	0	2	0	1	0	0	0	0	0	4	0.5%
		White & Black Caribbean	1	0	0	0	1	1	0	0	0	0	0	3	0.3%
		White & Asian	1	0	0	1	0	0	0	0	0	0	0	2	0.2%
		Any other mixed/ multiple ethnic background	1	0	0	0	1	1	0	2	0	1	0	6	%
Other Ethnic Group	0.8%	Arab	0	0	0	0	4	0	0	0	0	0	0	4	0.5%
		Other ethnic group	0	0	1	1	0	0	0	0	0	0	0	2	0.2%
TOTAL DECLARED			56	17	154	140	157	111	56	39	21	22	8	781	95.3%
Not disclosed	4.6%	Prefer not to say/ not provided	6	4	6	10	6	3	1	0	1	1	0	38	4.6%
Total employees who declare themselves as from an ethnic minority group in pay band			9	2	10	11	13	10	3	5	1	1	0	65	8.32%
% of ethnic minority staff in pay band			16.0%	11.7%	6.4%	7.8%	8.2%	9.0%	5.3%	12.8%	4.7%	4.5%	0%		
Total in Pay Band			62	21	160	150	163	114	57	39	22	23	8	819	
% of Workforce in Pay Band			7.5%	2.5%	19.5%	18.3%	19.9%	13.9%	6.9%	4.7%	2.6%	2.8%	10.0%		

Appendix B: Full breakdown of recruitment activity by ethnicity

		Applications	Shortlisted	Offers
White	White British/ English/ Northern Irish/ Scottish/ Welsh	605	283	151
	Irish	9	6	3
	Gypsy or Irish Traveller	0	0	0
	Roma	1	1	1
	Any other White background	67	37	23
		674	322	175
	<i>Percentage of all Applications</i>	71.0%	73.8%	86.6%
Asian or Asian British	Indian	9	2	2
	Pakistani	5	1	0
	Bangladeshi	9	5	2
	Chinese	12	6	1
	Any other Asian Background	22	11	1
		57	25	6
	<i>Percentage of all Applications</i>	6.0%	5.7%	3.0%
Black/ African/ Caribbean or Black British	African	2	2	2
	Caribbean	0	0	0
	Any other Black, Black British or Caribbean background	15	9	1
		17	11	3
	<i>Percentage of all Applications</i>	1.8%	2.5%	1.5%
Mixed/ Multiple Ethnic Background	White & Black African	34	12	3
	White & Black Caribbean	20	5	1
	White & Asian	12	5	2
	Any other mixed/ multiple ethnic background	27	17	4
		93	39	10
	<i>Percentage of all Applications</i>	9.8%	9.0%	5.0%
Other Ethnic Group	Arab	6	3	1
	Other ethnic group	38	12	5
		44	15	6
	<i>Percentage of all Applications</i>	4.6%	3.4%	3.0%
Not disclosed	Prefer not to say/ not provided	64	24	2
	<i>Percentage of all Applications</i>	6.7%	5.5%	11.8%
Total Applicants Declaring themselves as from an Ethnic Minority		211	90	25
	<i>Percentage of all Applications</i>	22.2%	20.6%	12.3%
	Total	949	436	202

Actions for 2022/ 23

- Review our **recruitment and retention strategies** in light of the increase in voluntary leavers and retirements and continue to monitor the data. Review recruitment practices to ensure accessibility throughout the process for ethnic minority and disability groups.
- Continue **networking** and **promotional** work with organisations in order to encourage applications and showcase the Council as a Disability Confident employer.
- We will continue to deliver on actions identified in the **Single Equalities Scheme**.
- Review and relaunch of **key employment policies** to ensure that they remain relevant
- Review the **2021 Census data** so that we may review our targets for Disability (8.5%) and Ethnicity (9.5%).
- Review material on **Wellness (Recovery) Action Plans** and provide supporting guidance for staff and managers.
- Continue to monitor **internal promotion** activity.
- Create **Apprenticeship opportunities** for new recruits and existing employees within our Employment & Skills Strategy to address identified skills gaps.
- Working with the **Region of Learning** to highlight career pathways to attract, develop and retain younger people to and within the organisation.
- Continue to **monitor** our Gender Pay Gap.