HR ANNUAL REVIEW

Focus on Equality, Diversity and Inclusion

Annual Review **2023/2024**

Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.

Warwickshire County Council

Message from Monica Fogarty

Warwickshire County Council, Chief Executive

Inclusion is at the heart of Warwickshire County Council, we want everyone to feel, valued, included, psychologically safe, supported and welcomed as this will help ensure our County is the best it can be, for everyone.

As reflected in the 2021 census, our County is becoming increasingly more diverse. To best serve and understand our communities, it is important that our workforce also reflects our community demographic. We want to ensure we attract a diverse workforce, and create an environment where people feel like they belong, both within their team and within the wider organisation. A diverse workforce enables us to be high performing, harnessing creativity and innovation for the benefit of our communities.

Our gender and ethnicity pay gaps, which measure average pay across different characteristics have largely remained the same and we have seen an increase in disclosure rates among many of our demographic categories, suggesting a greater willingness of our people to be open with us.

This year we have made great strides in showing our commitment to equal opportunities for people with a disability. Alongside our Silver accreditation from Inclusive Employers, we have achieved our level two Disability Confident Employer rating and have a membership to the Hidden Disability Sunflower scheme to ensure that those who have invisible disabilities have access to the support they require to be their best at work. We have started work on a Workforce Social Mobility Plan to ensure we are recruiting a diverse talent pool and enabling people from all communities both to 'get in' and 'get on' at the County Council.

This report details the excellent progress we have made across the organisation, showcasing that Equality, Diversity and Inclusion is becoming more embedded into the way we work.

Our vision continues to be achieved through multiple enablers, and our actions to date are helping us to be an inclusive organisation. However, we acknowledge that there is still more that we can do. This report outlines our commitments, what's been achieved so far and an analysis of key EDI data which informs the actions that we will take to improve, and our key priorities for the next 12 months.

At a glance

- Our mean **gender** pay gap as of 31 March 2024 is **0.4%** and our median gender pay gap is **2.5%.** Both these pay gaps are unchanged from last year and our position remains favourable compared to national and public sector benchmarks.
- Our mean **ethnicity** pay gap as of 31 March 2024 is -**4.8%,** compared with -**0.2%** in 2023. This means that, on average, colleagues from ethnic minority groups earn more than their White British/Not Stated counterparts. Our median ethnicity pay gap as of 31 March 2024 is 0.0%, which is unchanged from last year.
- Our **disability** pay gap as of 31 March 2024 is **5.2%,** a decrease of 0.2 percentage points from 2023. Our median disability pay gap is **7.6%,** a decrease of 0.4% percentage points from 2023. Whilst we are pleased that our disability pay gap is beginning to narrow, it is still outside our tolerance of +/- 5%. Therefore, disability inclusion will remain a key priority for us in 2024/2025.
- Our **pay gap analysis** is directly influenced by the rate at which employees disclose their demographic information. A higher disclosure rate will lead to more precise pay gap figures.
- This year, we have seen an **increase** in disclosure rates for sexual orientation and a stabilisation for disability. However, there has been a **decrease** in people sharing their religion, trans status, socio-economic background and whether or not they have caring responsibilities. We will continue our data confidence work, in particular encouraging disclosure of socio-economic background as part of our work on Creating Opportunities.
- Our **'Your Say' engagement survey** resulted in an agreement score of **78%** for people stating that they feel safe to be their authentic self at work. However, there was a lower agreement score for this statement amongst colleagues who declared that they had an impairment, health condition or learning difference and those who declared that they are a carer. We will continue to engage with our people via our networks and staff forums, using a consultative and collaborative approach.
- The achievements section of this report outlines the **proactive EDI activity** that has taken place in the last year, such as the launch our Approach to Equality, Diversity and Inclusion and increasing the profile of our Neurodiversity Staff Network.

- Our Priorities for 2024/2025 will focus on:
    - **EDI being everyone's business at the County Council**
    - **Disability inclusion**
    - **Social Mobility**
    - **Employee Networks**
    - **Neurodiversity inclusion**

Our People Strategy alignment

Our behaviours

Our behaviours were first introduced in 2016 and these haven't changed. Our behaviours frame how we should behave at work. They help us to understand how we should go about our work and the way we should interact with each other and our customers.

do what we say.

move with purpose and energy.

focus on solutions.

help people and communities to find their own solutions.

build strong working relationships.

be the best we can be.

Through the later end of 2020, the council refreshed the 'Our People Strategy',to drive through the vision of Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.

To support us to achieve this vision, five key organisational values have been identified:

High performing

Collaborative

Customer focused

Accountable

Trustworthy

Embodying our values and behaviours, Our People Strategy is built on 6 building blocks:

Culture, values and behaviour

Leadership

Organisational Development and Design

Performance

Reward and recognition

Talent development and career opportunities

For each building block we have a clear set of outcomes we need to achieve so that we can fulfill our vision and transform as an organisation in a way which is sustainable.

Looking back: Our Priorities for 2023/4

- Launch our approach to Equality, Diversity & Inclusion which confirms our commitment and expectations in terms of EDI alongside our EDI Vision.
- Link to the Council's priorities on Creating Opportunities by increasing social mobility, tackling inequalities, creating sustainable futures and building community power.
- Consider the Inclusive Employer's Silver Award Feedback and progress with the recommendations.
- Review the ONS census data from 2021 and examine how representative our workforce is to the demographics of the county? and develop actions to address any under representation.
- Develop our progression opportunities for diverse talent by launching the Breaking Through Programme.
- Continue to work with recruitment colleagues in terms of inclusive employment and onboarding approaches
- Promote and continue to develop our staff networks, with a particular focus on promoting our calendar of events relevant to our people.
- Raise the profile of neurodiversity awareness and acceptance within the workplace
- Address the increase in our disability pay gap and improve inclusion for colleagues with disabilities.

Measuring success

I feel safe to be my authentic self at work.

78% (-1)

I feel able to speak up and challenge.

69% (=)

I understand how my diversity data adds value

61% (-7)

I feel comfortable talking about my background and identity with colleagues

80% (=)

I am able to access promotion and development opportunities no matter my identity

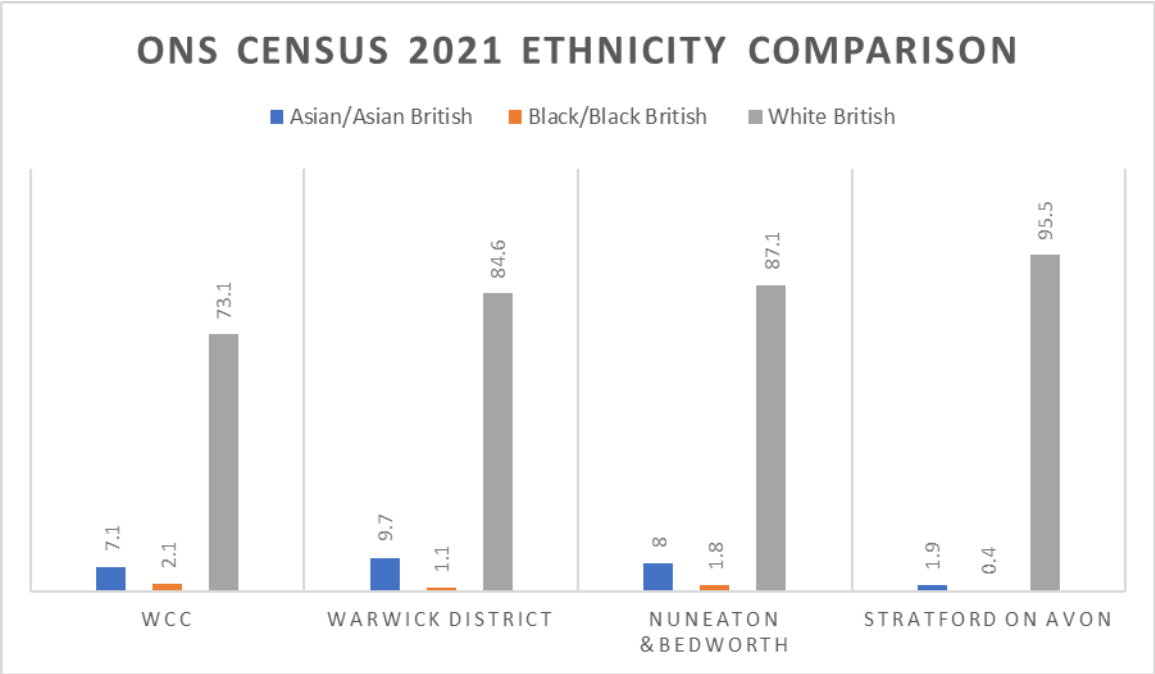66% (+1)

I feel included within my team

86%

(+3)

5

Achievements

- We saw an increase in the majority of our **key performance indicators** which shows the progress we continue to make. There was a one percentage point reduction in *'feeling safe to be my authentic self' but* this remains high at **78%.** An area for development is our people's understanding of how diversity data is used to add value as this score decreased by 7 percentage points to **61%.** Our overall engagement survey this year resulted in an increased response rate so we are hearing the sentiment of more of our people and we will address the area of decline via targeted interventions in 2024/5.

- We officially launched our **[Approach to Equality, Diversity and Inclusion](.)**. The Approach clearly sets our the expectations of our leaders and managers and our Legal Duty to be compliant with the Equality Act 2010. It also acknowledges how as a County Council we greatly benefit from a diverse workforce whilst reinforcing our commitment to ensuring our customers are treated with respect and dignity, ensuring our people's voices are heard and they have fair access to development opportunities.

- We have launched updated **social mobility** questions on Your HR – our HR information system, in line with the recommendations from the Social Mobility Foundation to enable us to have a clear baseline to then inform a targeted work programme in this area. We have developed a Workforce Social Mobility Action Plan which covers actions to review and scope how we increase social mobility across our workforce but also links to the wider County Council priority on ensuring we support and provide opportunities to individuals who are often disadvantaged or excluded from the labour market.

- Equipping our managers and leaders to **lead from the front on diversity** was a priority recommendation from our Inclusive Employers Assessment. One of the steps we have taken to improve this is by having EDI related themes added to Senior Leadership Team meeting agendas where themes and knowledge can be explored and local actions agreed.   We have collaborated with Senior Managers to ensure EDI messages are consistently delivered in Council wide broadcasts, to increase understanding and awareness. We have also made Neurodiversity training available to all managers. We have launched a new core leadership programme for all leaders within which leading inclusively is a key theme.

- Between the last two **censuses** (held in 2011 and 2021), the population of Warwick increased by 7.8%, from just over 137,600 in 2011 to around 148,500 in 2021. In 2021, 9.7% of Warwick residents identified their ethnic group within the "Asian, Asian British or Asian Welsh" category, up from 7.2% in 2011. The 2.5 percentage-point change was the largest increase among high-level ethnic groups in this area. In 2021, 84.6% of people in Warwick identified their ethnic group within the "White" category (compared with 89.2% in 2011), while 3.0% identified their ethnic group within the "Mixed or Multiple" category (compared with 2.0% the previous decade). There is a similar picture across the County apart from in Stratford where there is a lower percentage identifying as "Asian/Asian British".

ONS CENSUS 2021 ETHNICITY COMPARISON

■ Asian/Asian British　■ Black/Black British　■ White British

	WCC	WARWICK DISTRICT	NUNEATON & BEDWORTH	STRATFORD ON AVON
Asian/Asian British	7.1	9.7	8	1.9
Black/Black British	2.1	1.1	1.8	0.4
White British	73.1	84.6	87.1	95.5

- There are many factors that may be contributing to the changing ethnic composition of Warwickshire such as differing patterns of ageing, fertility, mortality, and migration. Changes may also be caused by differences in the way individuals chose to self-identify between censuses. However, our workforce broadly reflects the diversity of the county we will continue to monitor this and address any underrepresentation that may arise through targeted intervention.

- In order to support diverse talent, we had sourced places on a targeted programme called 'Breaking Through' but the uptake for this programme regionally was low so the programme could not run. We are re-evaluating

our approach and plan to offer an alternative programme this year and increase our marketing efforts to promote attendance.

- We are in the early stages of reviewing the current **recruitment and onboarding processes** from an inclusion perspective and are exploring several actions to improve our recruitment and onboarding processes. An action plan is being developed to progress this work.

- Our Staff Networks expressed to us that they felt their voices were not always being heard, particularly in matters that impacted them and their individual protected characteristic. We have taken this very helpful feedback on board and listened more. We have thus **prioritised the support and development of the networks** by embedding the way we engage with them, having a renewed focus on understanding their unique needs, then applying this in how we can support them more as an organisation. Some of the steps we have taken are:
  - Senior leaders regularly meet with the networks
  - Our network chairs and co-chairs have received training to help them develop their networks
  - We launched two new staff networks which gives us a total of 12
  - We have created new guidance on how to set up a new network
  - Network chairs have been invited to Directorate broadcasts to speak about their experiences.
  - With the support of our Marketing and Communications teams the networks are now all having new logos to give them a brand and identity.

- We have continued to progress the work we started last year by expanding our **learning and development** offer. We have included disability awareness and deaf awareness training to our training portfolio.

- Enabling our managers to support their teams has also been a focus and to aid them we have updated our **Personal Emergency Evacuation Plan (PEEP)** to ensure the health and safety of our employees with a disability or impairment is a priority.

- Our employees with lived experience of neurodiversity have spoken to us and shared their thoughts on how we can better enable them to engage with the organisation. We have listened to their feedback and devised a **Neurodiversity Action Plan.** We have added a new set of specific questions on Neurodiversity to Your HR portal that has a specific focus on the different types of neurodiversity.

- We recognise that we are in the very early stages of improving **disability inclusion** in WCC. The EDI team are committed to delivering positive change. The steps that we have implement so far have been widely received positively which has led to great feedback like this:

"My husband was talking to a wheelchair user who works in WCC who said that he has been working for WCC for 5 years but in the last 18 months he has noticed a shift in attitude and culture which has allowed him to speak up about what he needs."

- Our **EDI in Action Brochure** details our targeted activities and campaigns in more detail.

Leading with Data

- We utilise our data to give us an increased awareness and an accurate understanding of the issues we are responding to. This **evidence-based approach** ensures that EDI remains a core business priority.

- As part of this year's **diversity pay gap report**, we have disaggregated our data to compare the status of all WCC colleagues with Senior Leadership and with Tier 4A Managers. This will allow us to better understand if our management and leadership teams are representative of the workforce and identify potential areas of barrier to progression which will be explored in 2024/25.

- Analysing our pay gaps allows us to identify priority areas for action and we must report our Gender Pay Gap to central government. As at 31st March 2024, our mean **disability pay gap** remains our largest pay gap at **5.2%.** Although our pay gap is below the national average, and we have seen a slight decrease from 2023, it remains outside our tolerance of +/- 5%. Our mean **gender pay gap** is **0.4%** and our median gender pay gap is **2.5%.** Both these pay gaps are unchanged from last year and our position remains favourable compared to national and public sector benchmarks. Our mean **ethnicity pay gap** is -**4.8%,** compared with -**0.2%** in 2023. This means that, on average, colleagues from ethnic minority groups earn more than their White British/Not Stated counterparts. Our median ethnicity pay gap is 0.0%, which is unchanged from last year.   The detailed data is shared in the attached Gender Pay Gap & Equality & Diversity 2023-24 Report.

- Analysis of **workforce turnover** indicates that the biggest gap between the percentage of starters and leavers is for colleagues who have declared that

they have a disability. As of 31 March 2024, 9.9% of starters and 12.9% of leavers stated they had a declared disability.

- In 2023/23, we have seen an increase in **disclosure rates** for sexual orientation and a stabilisation for disability. However, there has been a decrease in people sharing their religion, trans status, socio-economic background and whether or not they have caring responsibilities. When asking our people for their diversity data, we give them the option of 'prefer not to say'. The category of religion and belief sees the highest proportion of employees selecting 'prefer not to say'. Socio -economic status is a newly refreshed question set so it is not surprising this has the lowest level of completion.

- In our Your Say (staff engagement) Survey only 61% of respondents understood *'how their diversity data adds value'* which was a 7 percentage point drop on last year. To that end and to encourage completion, we are currently running a **data confidence campaign** to raise awareness to help people understand why we collect their data and how we use it. We will then continue this throughout the year so not to lose momentum.

- As part of Your Say, respondents' **diversity data** is collated and analysed. As with previous year's results, for the majority of statements, agreement scores were lower for respondents who selected 'prefer not to say' or who did not answer the optional demographic questions, so it is difficult to establish any causality. People who declared that they have a disability or long-term health condition and people who declared that they are a carer had a lower agreement score for 'feeling safe to be their authentic self at work' which is a cause for concern and informs our priorities for 2024/25.

Looking forward

Priorities for 2024/25

We have set our priorities for 24/25 using an evidence based approach, triangulating qualitative and quantitative data on employee experience together with Workforce Metrics. In order to create a bigger impact we have consolidated our focus for 24/25 on the following priorities:

- Ensuring EDI is seen as everyone's business
- Improving disability including neurodiversity inclusion
- Improving social mobility across our workforce and supporting increasing social mobility in our communities.
- Continuing to listen, hear and act on the voices and sentiments of our employee networks and supporting our networks to thrive.

Key Measures and targets for 2024/2025

- Scores of over 70% in all our Your Say EDI Measures.
- A reduction in our Disability Pay Gap to within tolerance.
- Our Gender and ethnicity pay gap remaining within tolerance.
- Increased recruitment and retention of people with a disability or impairment
- Increased levels of data disclosure.
- Positive feedback from our employee networks on our inclusion activities and progress.

Conclusion

Overall, we have made great progress towards our EDI vision during 2023/24. From the progression and development of the staff networks to leading with our data, there have been positive steps forward towards becoming a more inclusive employer. We recognise that much more can be done, and that we must continually evolve to ensure that everyone feels valued, included, safe, supported, and welcome at Warwickshire County Council.

We are committed to ensuring our EDI activity is evidence based, through analysis of our key workforce data and most importantly through listening to our employee voice. EDI is everyone's business and it is important that we work collaboratively across Directorates to ensure we are working cohesively on the things that matter and will have the biggest impact on an inclusive employee experience and achievement of our overall EDI vision.

Our Diversity Data and Pay Gaps Report 2023-2024
Introduction

Ref: GPG24 | Vers
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Please quote the Ref r

Key Measures and Definitions

Heads/Headcount: The headcount is defined as the physical number of people irrespective of the number of positions held or the number of hours worked by the individual. It is possible for an individual to be employed in different roles within the WCC structure, therefore the headcount for Warwickshire will not necessarily be equal to the total headcount for each group.

Full Time Equivalent (FTE): Full Time Equivalent relates to the number of hours an employee is contracted to work each week as a proportion of the number of hours per week defined as full-time as per contracts of employment. Thus a full-time employee would have an FTE of 1.0 and an employee working 18.5 hours per week in a role based upon a 37 hour contract would have an FTE of 0.5.

Global Ethnic Majorities (GEM): Within this report we use this collective term when comparing data against White British employees. However, we recognise that collective terms combine and dilute the experiences of Black, Asian, and other ethnic groups. Therefore, we also analyse data by different communities and ethnicities.

New Starters: New starters are defined as employees starting employment within the organisation (and not those changing roles).

Leavers: Leavers are defined as employees leaving the organisation (and not those leaving an individual post but remaining employed).

Promotion: A promotion is the advancement of an employee's rank or position in the organisational hierarchy system.

Gender Pay Gap: The gender pay gap is an equality measure that looks at the average (mean and median) pay that is paid to all men and compares it against the average paid to all women employees employed by the council. An outturn of 0% means that there is no gap, our target is to be within 5% either side of 0%.

Ethnicity Pay Gap: The ethnicity pay gap is an equality measure that shows the difference in average (mean and median) earnings between GEM and White British employees. However, we recognise that collective terms combine and dilute the experiences of Black, Asian, and other ethnic groups. Therefore, we also analyse data by different communities and ethnicities.

Disability Pay Gap: The disability pay gap is an equality measure that shows the difference in average (mean and median) earnings between employees with and without a declared disability.

Please note that headcounts for Pay Gap figures are based on "Relevant" Employees as per Pay Gap Guidance - exclusions include employees without full pay within pay period March 2024 because of long term sickness, maternity etc or those who have started or left within pay period March 2024.

*Warwickshire County Council, a great pla
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talented people are enabled to be thei*

Warwickshire County Council (WCC)

Our Diversity Data and Pay Gaps Repo
1st April 2023 to 31st March 2024

Our Diversity Data and Pay Gaps Report 2023-2024
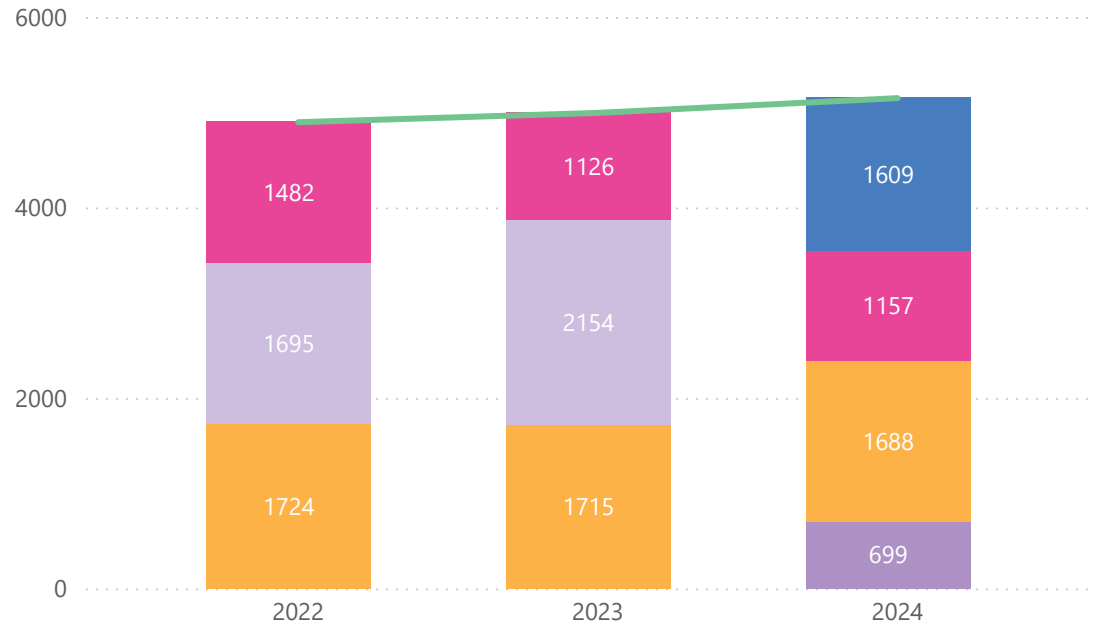## Workforce Profile - Headcount

Ref: GPG24 | Version: 1.1 | Status: Dev
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% Headcount by Directorate 2024

- Resources Directorate
- Children and Young People Directorate
- Communities Directorate
- Social Care and Health Directorate

Donut chart values: 33%, 31%, 22%, 14%

As of **March 31st 2024**, WCC headcount was **5153**, FTE **4418.38**.

WCC 3.1% increase in heads since *31st March 2023*

- Communities Directorate **2.75%** increase in heads
- Resources Directorate **1.57%** decrease in heads
- Children and Young People Directorate with a headcount of **1609** <u>NEW</u>
- Social Care and Health Directorate with a headcount of **699** <u>NEW</u>
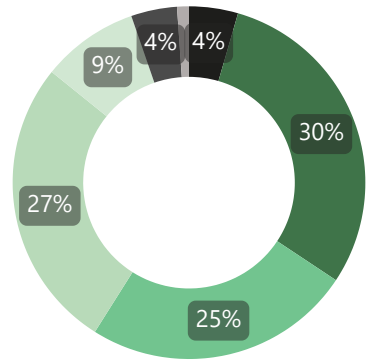
Headcount by Year

Legend:
- Social Care and Health Directorate
- Resources Directorate
- People Directorate
- Communities Directorate
- Children and Young People Directorate
- Total Headcount

	2022	2023	2024
Children and Young People Directorate			1609
Communities Directorate	1482	1126	1157
People Directorate	1695	2154	
Resources Directorate	1724	1715	1688
Social Care and Health Directorate			699

FTE by Year

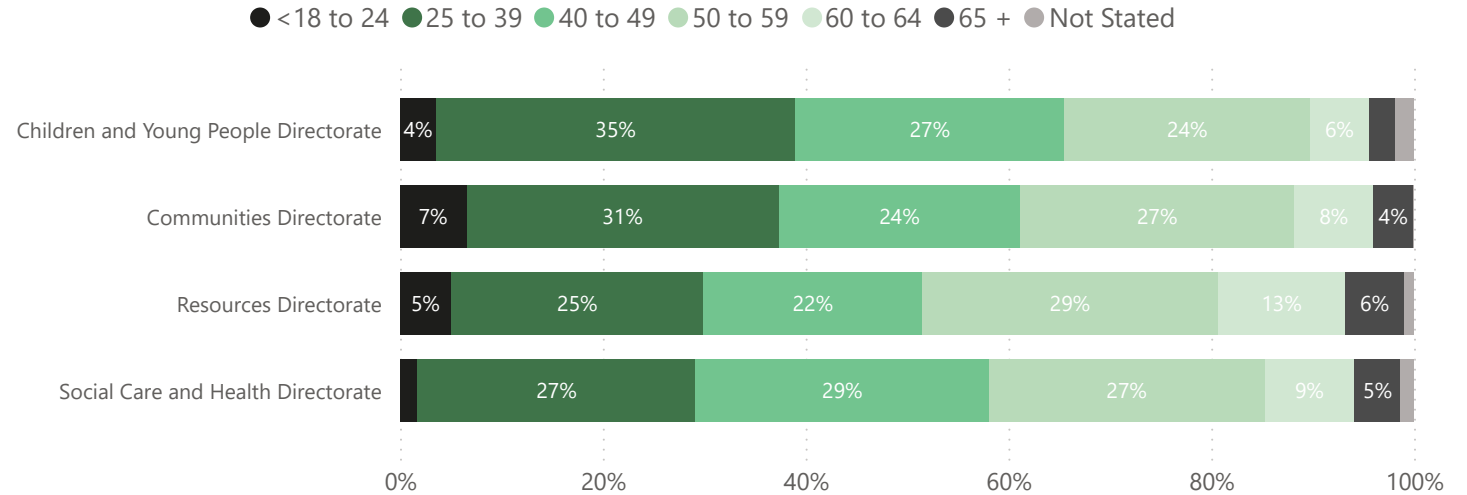|	2022	2023	2024
Children and Young People Directorate			1345.40
Communities Directorate	1274.67	1012.06	1048.15
People Directorate	1464.90	1820.53	
Resources Directorate	1411.20	1412.71	1391.20
Social Care and Health Directorate			626.87

WCC Age Groupings 2024

As of **March 31st 2024**, only **4.5%** of **all** employees were aged **under 25**, a slight decrease on 2023 (4.6%).
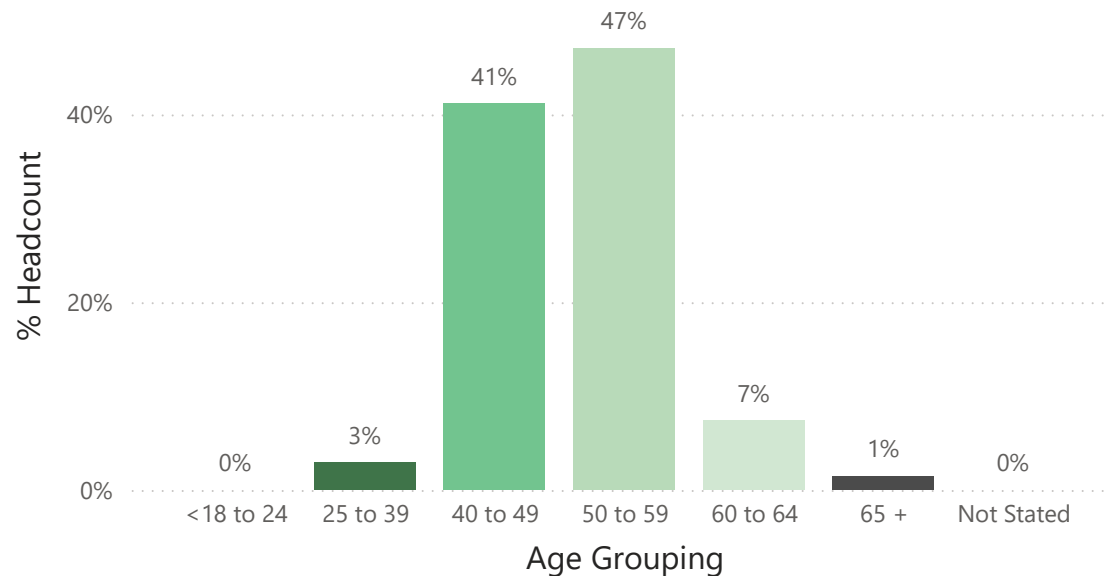
The proportion of the workforce aged **60+** was **13.1%** (up from 13.0% in 2023).

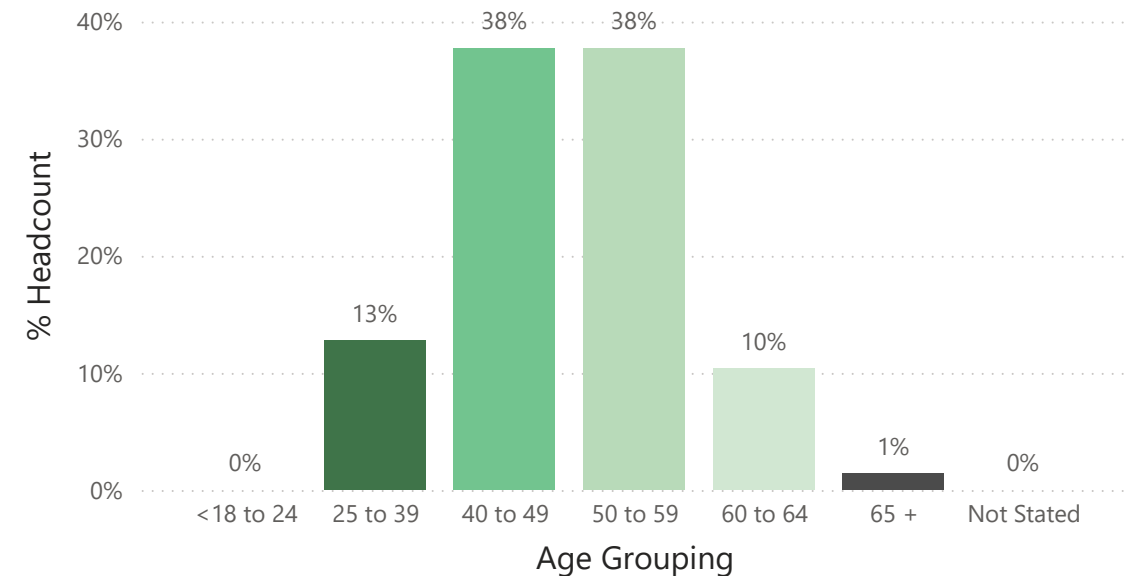The majority, **81.3%** of the workforce, are between the ages of **25 to 59** (81.6% 2023).

Age Groupings by Directorate 2024

Legend: ● <18 to 24 ● 25 to 39 ● 40 to 49 ● 50 to 59 ● 60 to 64 ● 65 + ● Not Stated

Directorate	<18 to 24	25 to 39	40 to 49	50 to 59	60 to 64	65 +
Children and Young People Directorate	4%	35%	27%	24%	6%	
Communities Directorate	7%	31%	24%	27%	8%	4%
Resources Directorate	5%	25%	22%	29%	13%	6%
Social Care and Health Directorate		27%	29%	27%	9%	5%

Senior Leadership Age Groupings

Age Grouping	% Headcount
<18 to 24	0%
25 to 39	3%
40 to 49	41%
50 to 59	47%
60 to 64	7%
65 +	1%
Not Stated	0%

Managers (Tier 4A) Age Groupings

Age Grouping	% Headcount
<18 to 24	0%
25 to 39	13%
40 to 49	38%
50 to 59	38%
60 to 64	10%
65 +	1%
Not Stated	0%

4

WCC Disability Status 2024
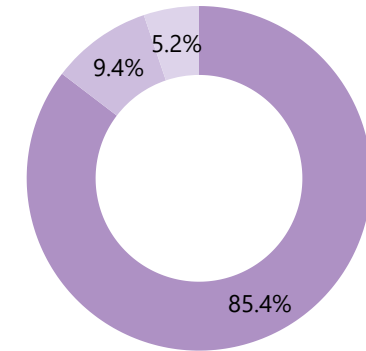
● No ● Not Stated ● Yes

6.8%

20.1%

73.1%
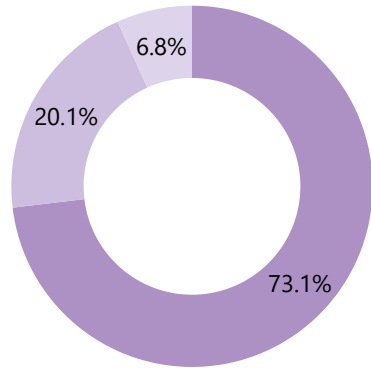
Senior Leadership Disability Status

● No ● Not Stated ● Yes

7.4%

14.7%

77.9%
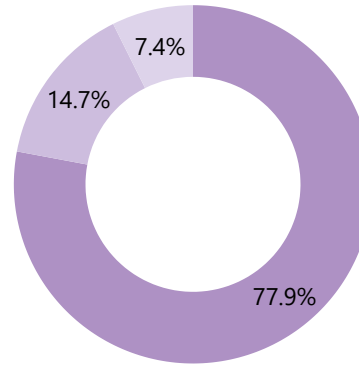
Managers (Tier 4A) Disability Status

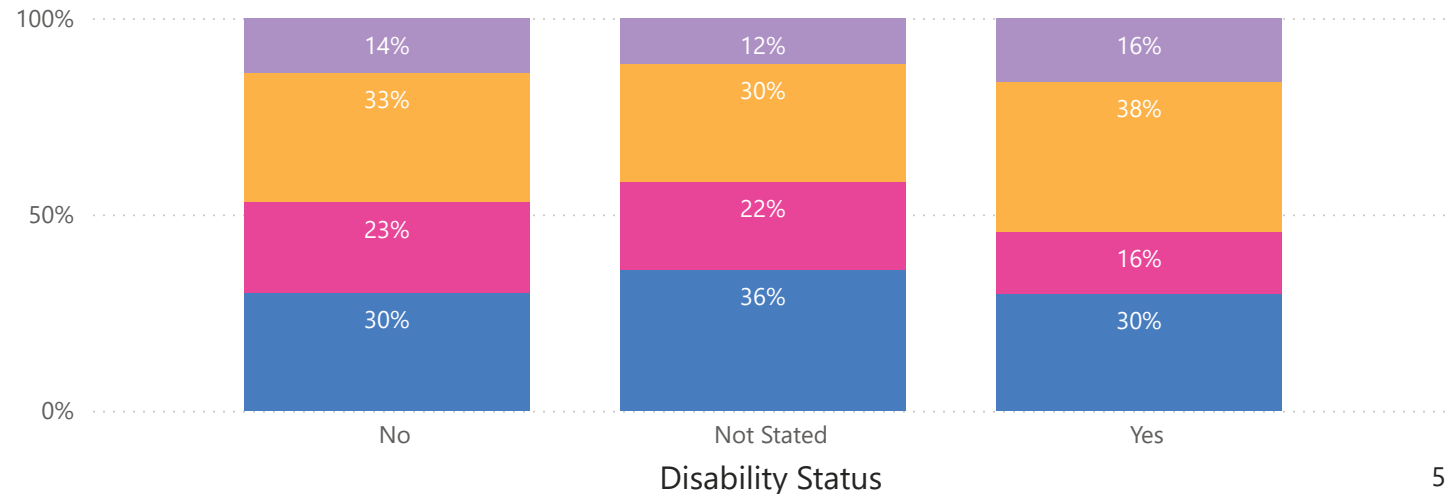● No ● Not Stated ● Yes

5.2%

9.4%

85.4%

As of **March 31st 2024**, the proportion of employees in WCC who have **not recorded their disability** status is **20.1%** (20.4% 2023). For Senior Leadership this figure is **14.7%** and for Tier 4A Managers it is **9.4%**

The proportion of employees in WCC who **have a declared disability** is **6.8%** (6.6% 2023). For Senior Leadership it is **7.4%** and for Tier 4A Managers it is **5.2%**

The proportion of employees in WCC who **do not have a declared disability** is **73.1%** (73.0% 2023). For Senior Leadership this figure is **77.9%** and for Tier 4A Managers it is **85.4%**

Disability Status by Directorate 2024

● Children and Young People Directorate ● Communities Directorate ● Resources Directorate ● Social Care and Health Directorate

Disability Status	No	Not Stated	Yes
Social Care and Health	14%	12%	16%
Resources	33%	30%	38%
Communities	23%	22%	16%
Children and Young People	30%	36%	30%

Our Diversity Data and Pay Gaps Report 2023-2024
Disability Pay Gap

Ref: GPG24 | Version: 1.1 | Status: Dev
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Hourly Pay Rates (with salary sacrifice)

The disability pay gap is an equality measure that shows the difference in average (mean and median) between employees with and without a declared disability.

£17.95
Mean Disabled Hourly Rate 2024

5.2%
Mean Disability Pay Gap 2024
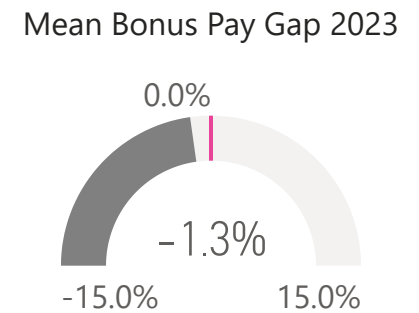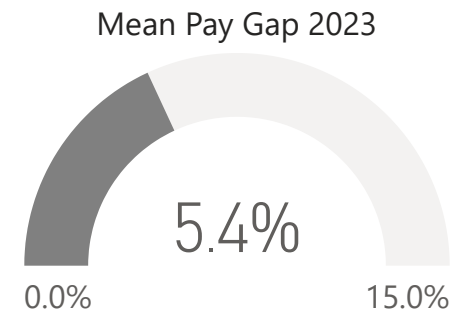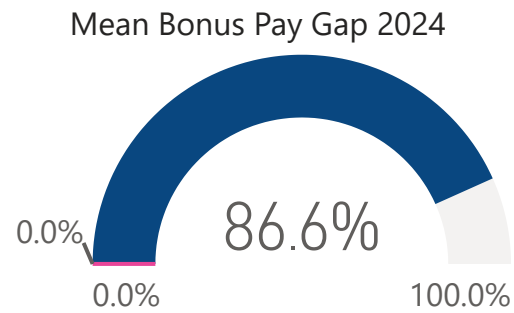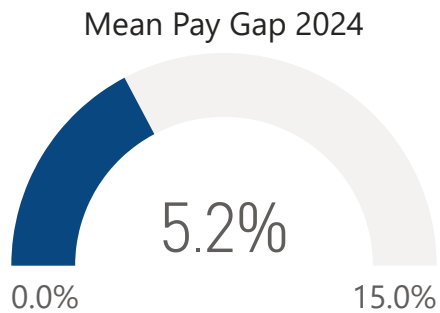
£16.24
Median Disabled Hourly Rate 2024

7.6%
Median Disability Pay Gap 2024

£18.93
Mean Non-Disabled / Not Known Hourly Rate 2024

There is a **5.2%** Pay Gap (5.4% 2023) between the mean hourly rate of employees with and without a declared disability or Not Stated at 31st March 2024. This gap has decreased.

£17.58
Median Non-Disabled / Not Known Hourly Rate 2024

There is a **7.6%** Pay Gap (8.0% 2023) between the median hourly rate of employees with and without a declared disability or Not Stated at 31st March 2024. This gap has decreased.

Mean Pay Gap 2024
5.2%
0.0% — 15.0%

Mean Bonus Pay Gap 2024
86.6%
0.0% — 100.0%

Mean Pay Gap 2023
5.4%
0.0% — 15.0%

Mean Bonus Pay Gap 2023
0.0%
-1.3%
-15.0% — 15.0%

Median Pay Gap 2024
7.6%
0.0% — 15.0%

Median Bonus Pay Gap 2024
89.2%
0.0% — 100.0%

Median Pay Gap 2023
8.0%
0.0% — 15.0%

Median Bonus Pay Gap 2023
0.0%
0.0%
-15.0% — 15.0%

6
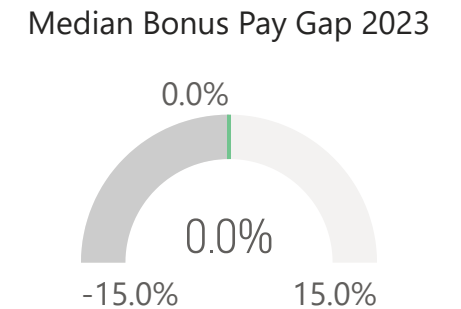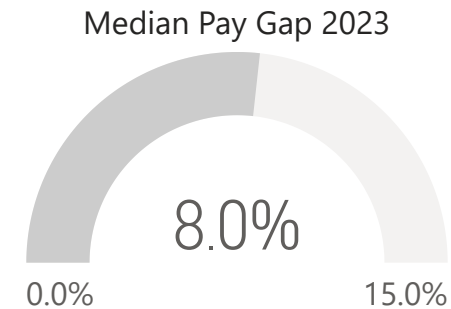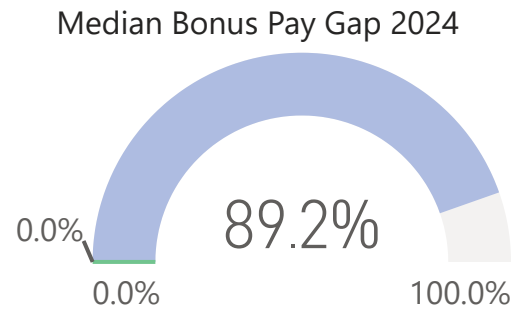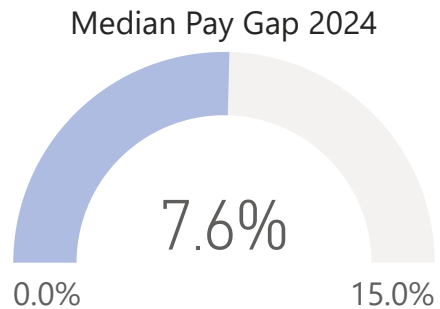
Our Diversity Data and Pay Gaps Report 2023-2024
Disability Pay Gap - Pay Band Quartiles

Ref: GPG24 | Version: 1.1 | Status: Dev
For queries, contact businessintelligence@warwickshire.gov.uk
Please quote the Ref number in your email

Quartiles

- Lower Quartile - Non-Disabled / ...
- Lower Quartile - Disabled
- Lower Middle Quartile - Non-Dis...
- Lower Middle Quartile - Disabled
- Upper Middle Quartile - Non-Dis...
- Upper Middle Quartile - Disabled
- Upper Quartile - Non-Disabled / ...
- Upper Quartile - Disabled

Stacked bar chart showing pay band quartiles by disability status for 2022, 2023, and 2024.

Quartile segment	2022	2023	2024
Upper Quartile - Non-Disabled	23.4%	23.6%	23.6%
Upper Middle Quartile - Non-Disabled	23.4%	23.2%	23.4%
Lower Middle Quartile - Non-Disabled	23.3%	23.3%	23.0%
Lower Middle Quartile - Disabled			2.0%
Lower Quartile - Disabled	1.9%	2.1%	2.0%
Lower Quartile - Non-Disabled	23.1%	22.9%	23.0%
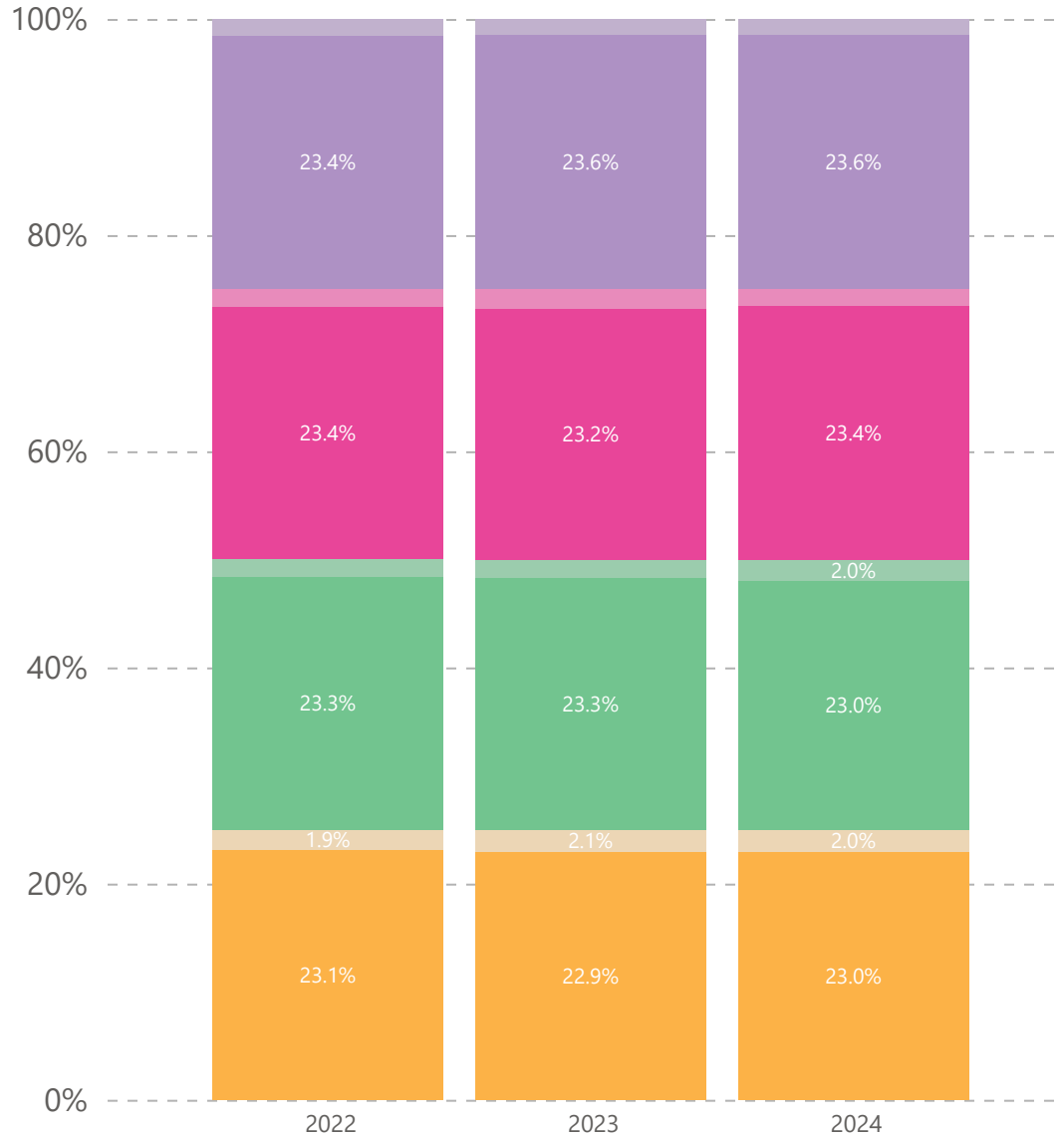
Upper Quartile

The proportion of employees with a **declared disability** in the upper quartile has slightly **decreased** from 2023
5.6% of employees in the upper quartile have a **declared disability** (5.7% 2023)

Upper Middle

The proportion of employees with a **declared disability** in the upper middle quartile has **decreased** from 2023
6.2% of employees in the upper middle quartile have a **declared disability** (7.1% 2023)

Lower Middle

The proportion of employees with a **declared disability** in the lower middle quartile has **increased** from 2023
8.1% of employees in the lower middle quartile have a **declared disability** (6.8% 2023)

Lower Quartile

The proportion of employees with a **declared disability** in the lower quartile has slightly **decreased** from 2022
8.1% of employees with a **declared disability** are in the lower quartile (8.3% 2023)

Within Warwickshire County Council, 6.8% of employees have a declared disability as of 31st March 2024
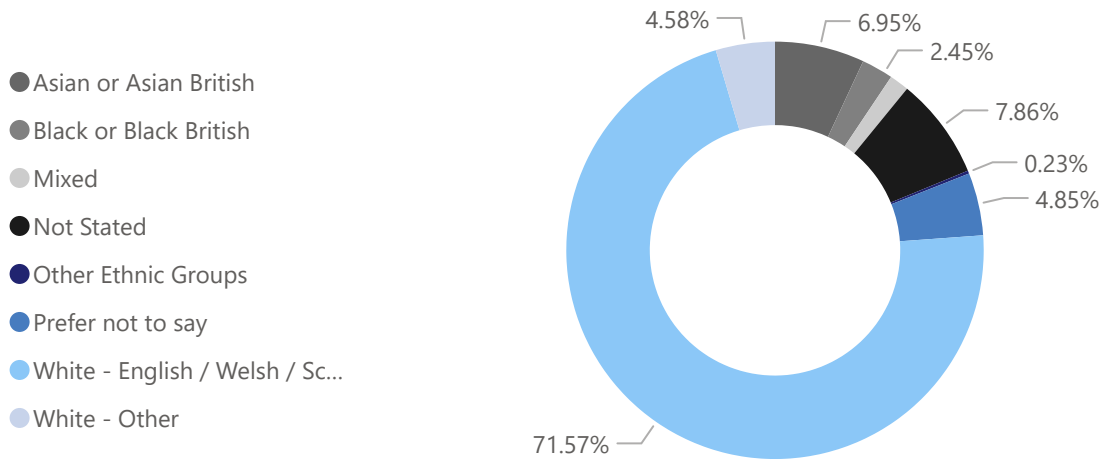
7

Our Diversity Data and Pay Gaps Report 2023-2024
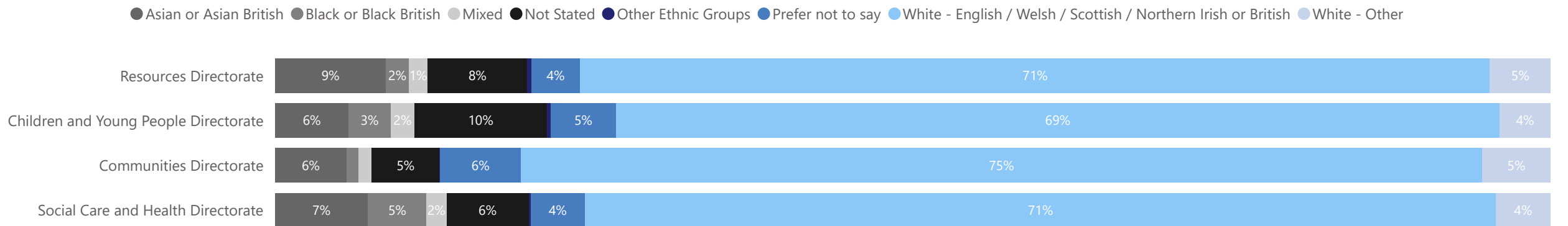## Workforce Demographics - Race (Ethnicity)

As of **31st March 2024**, the proportion of all employees who are Black or Black British is **2.5%** (2.3% 2023).
The majority of all employees are White - English/Welsh/Scottish/Northern Irish or British **71.57%** (72.6% 2023).

WCC Ethnicity 2024

- ● Asian or Asian British
- ● Black or Black British
- ● Mixed
- ● Not Stated
- ● Other Ethnic Groups
- ● Prefer not to say
- ● White - English / Welsh / Sc...
- ● White - Other

Donut chart values: 4.58%, 6.95%, 2.45%, 7.86%, 0.23%, 4.85%, 71.57%

Ethnicity	Senior Leadership	Tier 4A Managers
Asian or Asian British	7.4%	6.6%
Black or Black British	1.5%	
Mixed	4.4%	0.5%
Not Stated	2.9%	2.8%
Other Ethnic Groups	1.5%	
Prefer not to say	2.9%	1.9%
White - English / Welsh / Scottish / Northern Irish or British	76.5%	84.0%
White - Other	2.9%	4.2%

Ethnicity by Directorate 2024

● Asian or Asian British ● Black or Black British ● Mixed ● Not Stated ● Other Ethnic Groups ● Prefer not to say ● White - English / Welsh / Scottish / Northern Irish or British ● White - Other

Directorate	Asian or Asian British	Black or Black British	Mixed	Not Stated	Prefer not to say	White - E/W/S/NI or British	White - Other
Resources Directorate	9%	2%	1%	8%	4%	71%	5%
Children and Young People Directorate	6%	3%	2%	10%	5%	69%	4%
Communities Directorate	6%			5%	6%	75%	5%
Social Care and Health Directorate	7%	5%	2%	6%	4%	71%	4%

Our Diversity Data and Pay Gaps Report 2023-2024
Ethnicity Pay Gap

Ref: GPG24 | Version: 1.1 | Status: Dev
For queries, contact businessintelligence@warwickshire.gov.uk
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Hourly Pay Rates (with salary sacrifice)

The ethnicity pay gap is an equality measure that shows the difference in average (mean and median) earning between GEM and White - English / Welsh / Scottish / Northern Irish or British or Not Stated employees.

£18.96 — Mean GEM Hourly Rate 2024	**-4.8%** — Mean Ethnicity Pay Gap 2024
£18.09 — Mean White - English / Welsh / Scottish / North...	There is a **-4.8%** Pay Gap (-0.2% 2023) between the mean hourly rate of GEM employees and White British or Not Stated at 31st March 2024. This gap has widened.

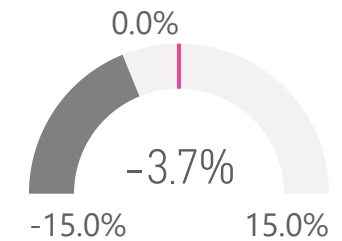|	
£17.58 — Median GEM Hourly Rate 2024	**0.0%** — Median Ethnicity Pay Gap 2024
£17.58 — Median White - English / Welsh / Scottish / Northern ...	There is a **0.0%** Pay Gap (0.0% 2023) between the median hourly rate of GEM employees and White British or Not Stated at 31st March 2024. There is no gap.

Mean Pay Gap 2024
0.0%
−4.8%
-15.0%   15.0%
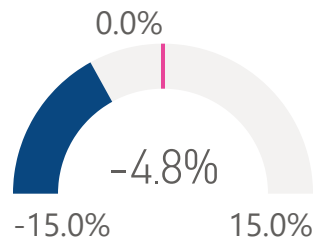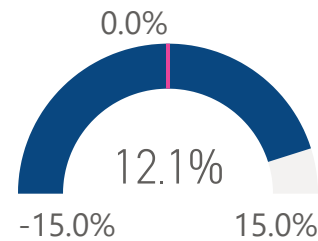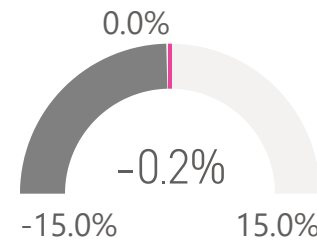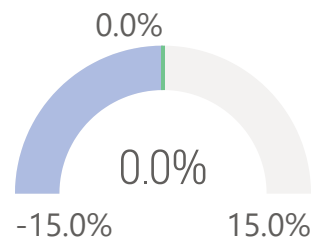
Mean Bonus Pay Gap 2024
0.0%
12.1%
-15.0%   15.0%

Mean Pay Gap 2023
0.0%
−0.2%
-15.0%   15.0%

Mean Bonus Pay Gap 2023
0.0%
−3.7%
-15.0%   15.0%

Median Pay Gap 2024
0.0%
0.0%
-15.0%   15.0%

Median Bonus Pay Gap 2024
0.0%
0.0%
-15.0%   15.0%

Median Pay Gap 2023
0.0%
0.0%
-15.0%   15.0%

Median Bonus Pay Gap 2023
0.0%
0.0%
-15.0%   15.0%

9
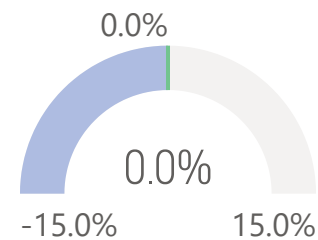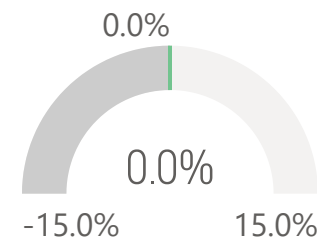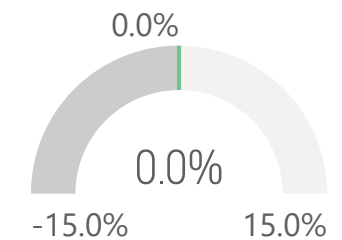
Our Diversity Data and Pay Gaps Report 2023-2024
Ethnicity Pay Gap - Pay Band Quartiles

Ref: GPG24 | Version: 1.1 | Status: Dev
For queries, contact businessintelligence@warwickshire.gov.uk
Please quote the Ref number in your email

Quartiles

Legend:
- Lower Quartile - Non-GEM / Not Stated
- Lower Quartile - GEM
- Lower Middle Quartile - Non-GEM / Not ...
- Lower Middle Quartile - GEM
- Upper Middle Quartile - Non-GEM / Not...
- Upper Middle Quartile - GEM
- Upper Quartile - Non-GEM / Not Stated
- Upper Quartile - GEM

2022
- 3.5%
- 21.5%
- 4.5%
- 20.5%
- 3.8%
- 21.2%
- 3.5%
- 21.5%

2023
- 3.6%
- 21.4%
- 4.4%
- 20.6%
- 4.0%
- 21.0%
- 3.6%
- 21.4%

2024
- 3.4%
- 21.6%
- 4.8%
- 20.2%
- 4.0%
- 21.0%
- 3.7%
- 21.3%

Upper Quartile
The proportion of **GEM** employees in the upper quartile has **decreased** from 2023
13.7% of the upper quartile identify as **GEM** employees (14.4% 2023)

Upper Middle
The proportion of **GEM** employees in the upper middle quartile has **increased**
19.3% of the upper middle quartile are **GEM** employees (17.5% 2023)

Lower Middle
The proportion of **GEM** employees in the lower middle quartile has slightly **decreased**
15.9% of the lower middle quartile are **GEM** identifying (16.1% 2023)

Lower Quartile
The proportion of **GEM** employees in the lower quartile has slightly **increased**
14.7% of employees in the lower quartile are **GEM** (14.6% 2023)

Within Warwickshire County Council, 15.7% of employees are GEM as of 31st March 2024

Our Diversity Data and Pay Gaps Report 2023-2024
Ethnicity Pay Gap

Ref: GPG24 | Version: 1.1 | Status: Dev
For queries, contact businessintelligence@warwickshire.gov.uk
Please quote the Ref number in your email

Hourly Pay Rates (with salary sacrifice)

We recognise that Global Ethnic Majorities (GEM) combines and includes a wide range of ethnicities. Therefore, we have disaggregated our ethnicity pay gap data to explore it further.

Please note all % pay gap figures on this page have been calculated as a % of the Mean Hourly Rate of White - English / Welsh / Scottish / Northern Irish or British employees (**£18.97**), whereas on previous pages the calculation has been created as a % of White British and Not Stated

£18.73 Mean Asian or Asian British Hourly Rate 2024 Relevant Asian or Asian British Employees **318**	**1.28%** Mean Asian / Asian British Pay Gap 2024
£19.34 Mean Black or Black British Hourly Rate 2024 Relevant Black or Black British Employees **111**	**-1.95%** Mean Black / Black British Pay Gap 2024

£18.81 Mean White - Non-British Hourly Rate 2024 Relevant White - Non-British Employees **206**	**0.85%** Mean White - Non-British Pay Gap 2024
£19.90 Mean Mixed Hourly Rate 2024 Relevant Mixed Employees **70**	**-4.92%** Mean Mixed Pay Gap 2024

£18.97 Mean White - English / Welsh / Scottish / Nort... White - English / Welsh / Scottish / Northern Irish or British Relevant Employees **3290**	The figures shown here are the Mean Hourly Rate for White British Relevant Employees, which is the figure used to calculate the % pay gaps on this page; and the number of White British Relevant Employees.
£18.09 Mean White - English / Welsh / Scottish / Northern... White - English / Welsh / Scottish / Northern Irish or British or Not Stated Relevant Employees **508**	These are the figures for White British and "Not Stated" Relevant Employees, which have been used to calculate the % pay gap on the previous two pages. This figure is used to ensure we are reporting on all relevant employees.

Our Diversity Data and Pay Gaps Report 2023-2024
Workforce Demographics - Religion

Ref: GPG24 | Version: 1.1 | Status: Dev
For queries, contact businessintelligence@warwickshire.gov.uk
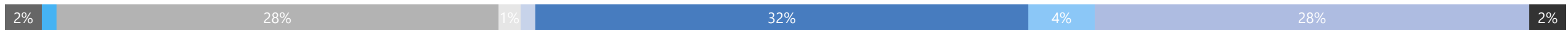Please quote the Ref number in your email

Religion	Children and Young People Directorate	Communities Directorate	Resources Directorate	Social Care and Health Directorate	Total
Agnostic	2.3%	3.1%	2.8%	2.6%	**2.7%**
Any other religion inc. Judaism and Buddhism	1.3%	1.9%	1.5%	1.1%	**1.5%**
Christianity (including all denominations)	29.7%	24.5%	28.4%	30.5%	**28.2%**
Hinduism	0.6%	0.5%	0.9%	0.6%	**0.7%**
Islam	1.6%	1.7%	1.4%	1.1%	**1.5%**
No Religion	25.0%	30.1%	22.3%	25.9%	**25.4%**
Not Stated	16.3%	8.7%	10.4%	9.4%	**11.7%**
Prefer not to say	21.5%	27.3%	28.7%	26.2%	**25.8%**
Sikhism	1.6%	2.1%	3.6%	2.6%	**2.5%**

Senior Leadership Religion

3%	43%	1%	21%	3%	26%	3%

Managers (Tier 4A) Religion

●Agnostic ●Any other religion inc. Judaism and Buddhism ●Christianity (including all denominations) ●Hinduism ●Islam ●No religion ●Not Stated ●Prefer not to say ●Sikhism

2%	28%	1%	32%	4%	28%	2%

As of **31st March 2024**, **62.9%** of WCC employees have declared a religion/faith (65.3% 2023)
58.7% of Children and Young People Directorate have declared a religion/faith
61.2% of Communities Directorate have declared a religion/faith (63.5% 2023)
67.3% of Resources Directorate have declared a religion/faith (69.6% 2023)
64.7% of Social Care and Health Directorate have declared a religion/faith
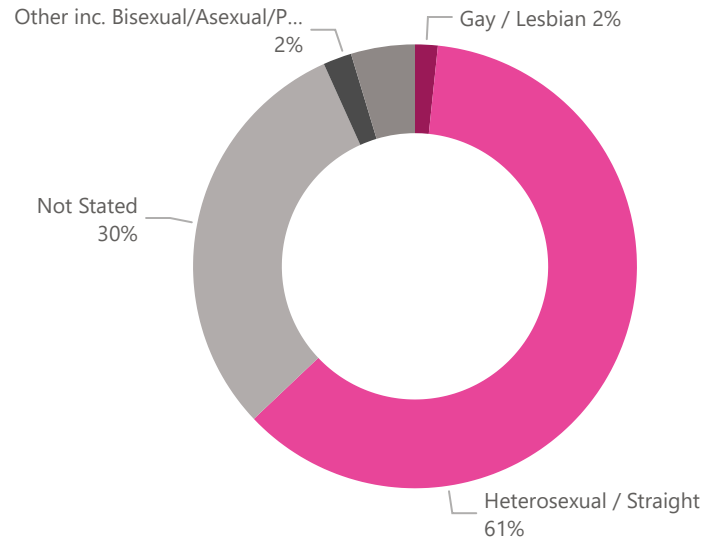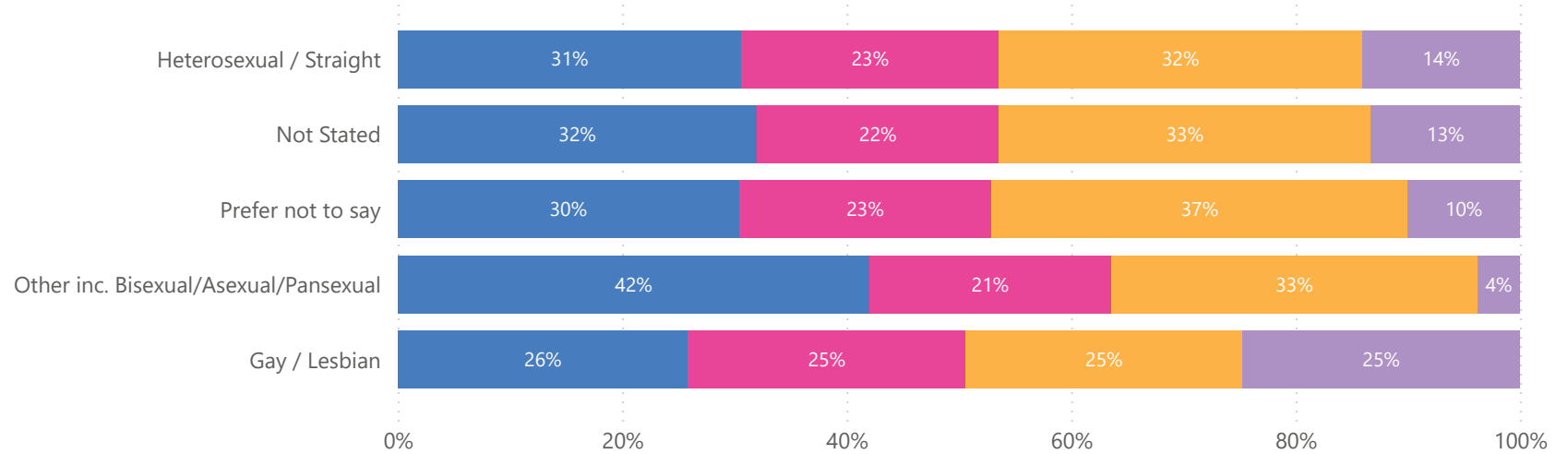
Our Diversity Data and Pay Gaps Report 2023-2024
Workforce Demographics - Sexual Orientation

Ref: GPG24 | Version: 1.1 | Status: Dev
For queries, contact businessintelligence@warwickshire.gov.uk
Please quote the Ref number in your email

Sexual Orientation for WCC 2024

Other inc. Bisexual/Asexual/P... 2%
Gay / Lesbian 2%
Not Stated 30%
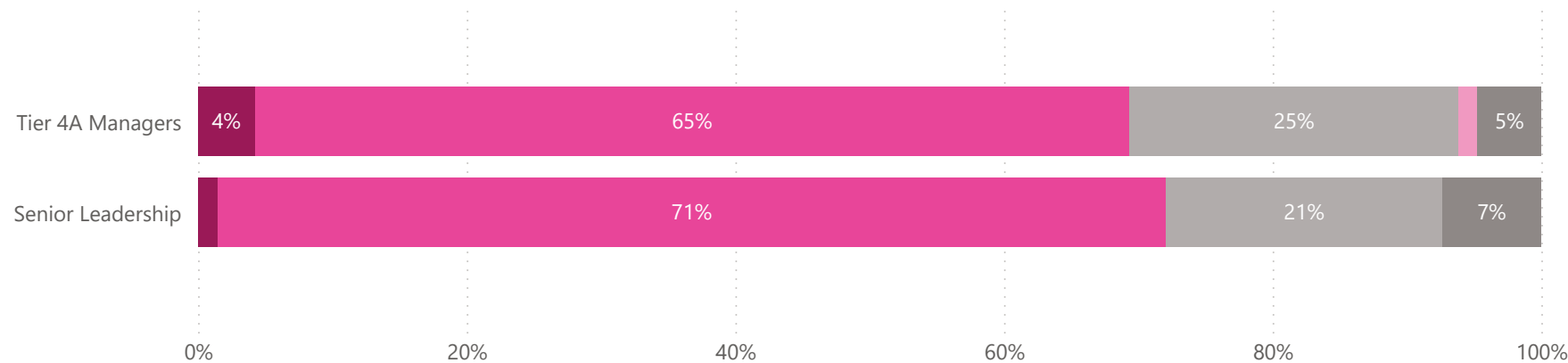Heterosexual / Straight 61%

Sexual Orientation by Directorate 2024

● Children and Young People Directorate ● Communities Directorate ● Resources Directorate ● Social Care and Health Directorate

	Children and Young People	Communities	Resources	Social Care and Health
Heterosexual / Straight	31%	23%	32%	14%
Not Stated	32%	22%	33%	13%
Prefer not to say	30%	23%	37%	10%
Other inc. Bisexual/Asexual/Pansexual	42%	21%	33%	4%
Gay / Lesbian	26%	25%	25%	25%

The above shows the proportion of people in each category as per Directorate.

Senior Leadership and Managers (Tier 4a) Sexuality

● Gay / Lesbian ● Heterosexual / Straight ● Not Stated ● Other inc. Bisexual/Asexual/Pansexual ● Prefer not to say

	Gay / Lesbian	Heterosexual / Straight	Not Stated	Other inc. Bisexual/Asexual/Pansexual	Prefer not to say
Tier 4A Managers	4%	65%	25%		5%
Senior Leadership		71%	21%		7%

As of **31st March 2024**, **65.0%** of employees declared their sexuality (62.2% 2023)

64.4% of Children and Young People Directorate declared their sexuality
66.3% of Communities Directorate declared their sexuality (61.3% 2023)
64.0% of Resources Directorate declared their sexuality (63.3% 2023)
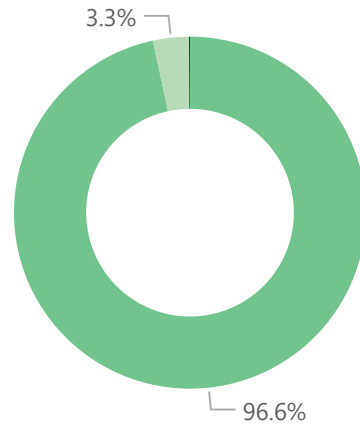**67.0%** of Social Care and Health Directorate declared their sexuality

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Our Diversity Data and Pay Gaps Report 2023-2024
Workforce - Trans Status, Socio-Economic Background and Caring Responsibilities

Ref: GPG24 | Version: 1.1 | Status: Dev
For queries, contact businessintelligence@warwickshire.gov.uk
Please quote the Ref number in your email

Trans Status

Legend: No ● Prefer not to say ● Yes ●

- 3.3%
- 96.6%

As of 31st March 2024, **1360** employees had filled in information regarding trans status in Your HR. This equates to **26.4%** of the workforce.
(Total Headcount is 5153 excluding casuals & contractors)

Socio Economic Background

Category	Percentage
Routine manual and service occupations	14%
Traditional professional occupations	14%
I prefer not to say	13%
Technical and craft occupations	11%
Senior managers or administrators	10%
Modern professional occupations	10%
I don't know	8%
Middle or junior managers	7%
Semi-routine manual and service occupations	5%
Clerical and intermediate occupations	3%
This question does not apply to me	2%
Long-term unemployed	1%

Caring Responsibilities

Legend: Not Stated ● No ● Yes ● Prefer not to say ●

- 6.0%
- 1.1%
- 13.2%
- 79.7%

As of 31st March 2024, **1044** employees had filled in information regarding caring responsibilities in Your HR. This equates to **20.3%** of the workforce.
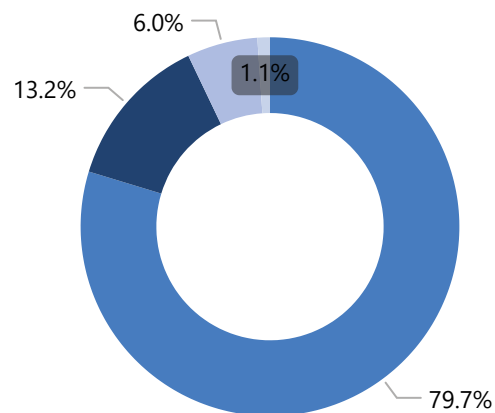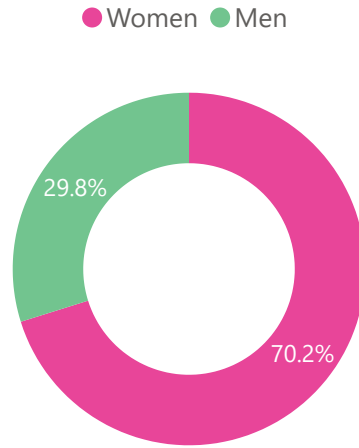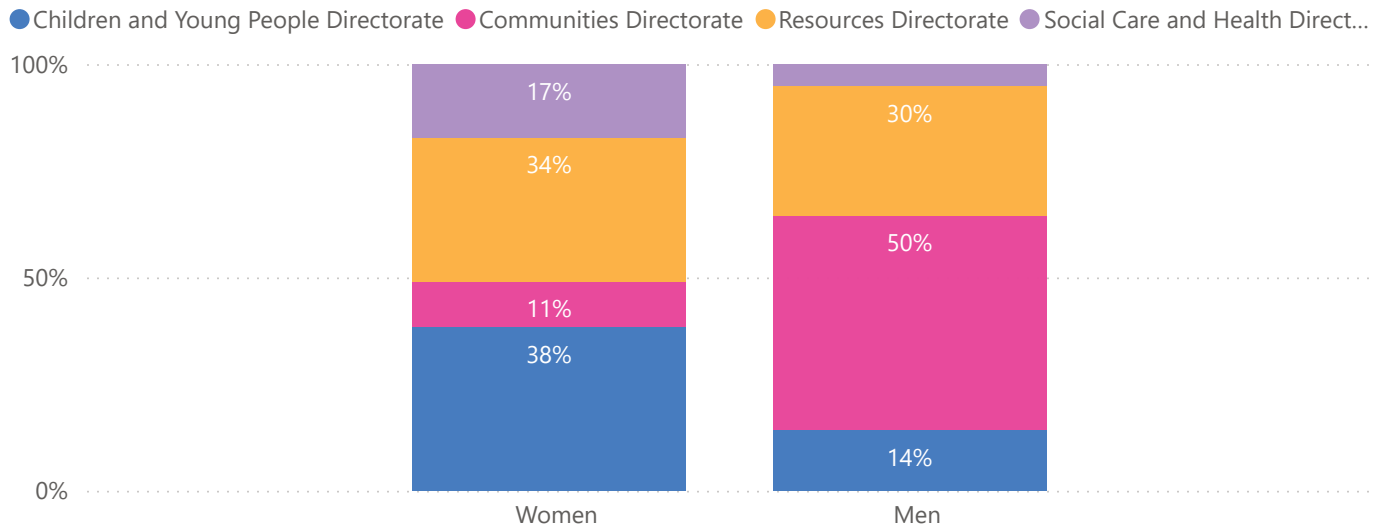
As of 31st March 2024, **948** employees had filled in information regarding socio-economic background in Your HR. This equates to **18.4%** of the workforce.

Of the 1007 declarations, **14.4%** and **13.5%** respectively are from and "**Routine manual and service occupations**" and "**Traditional professional occupations**".

Occupations which fall into these categories include: and HGV driver, van driver, cleaner, waiter / waitress, bar staff (for Routine Professional); accountant, solicitor, medical practitioner (for Traditional Professional); amongst others.

Our Diversity Data and Pay Gaps Report 2023-2024
Workforce Demographics - Gender & Working Arrangements

Ref: GPG24 | Version: 1.1 | Status: Dev
For queries, contact businessintelligence@warwickshire.gov.uk
Please quote the Ref number in your email

WCC Gender 2024

● Women ● Men

29.8%
70.2%

Directorate Gender 2024

● Children and Young People Directorate ● Communities Directorate ● Resources Directorate ● Social Care and Health Direct...

Women: 17%, 34%, 11%, 38%
Men: 30%, 50%, 14%

Senior Leadership and Tier 4A Managers Gender

● Women ● Men

Senior Leadership: 49%, 51%
Tier 4A Managers: 38%, 62%
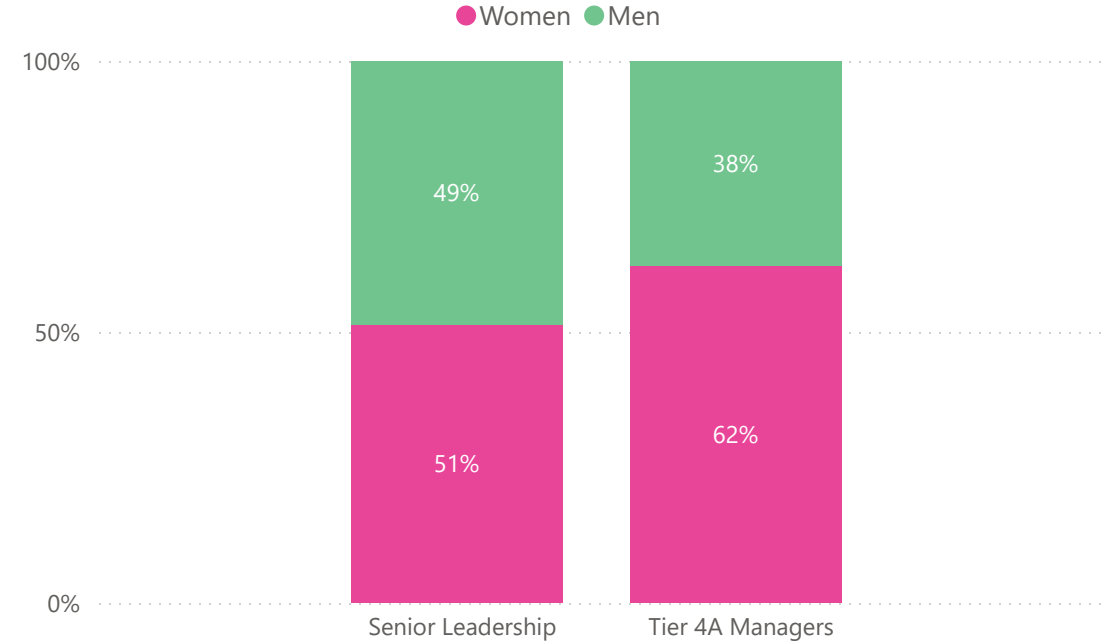
As of **31st March 2024**, **70.2%** of employees are women whereas **29.8%** are men (69.6% vs 30.4% 2023)

86.4% of Children and Young People Directorate are women vs **13.6%** men
33.4% of Communities Directorate are women vs **66.6%** men
72.3% of Resources Directorate are women vs **27.7%** men
88.7% of Social Care and Health Directorate are women vs **11.3%** men

*Individuals of unspecified gender have been hidden due to low numbers to avoid potential identification

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Our Diversity Data and Pay Gaps Report 2023-2024
Gender Pay Gap

Ref: GPG24 | Version: 1.1 | Status: Dev
For queries, contact businessintelligence@warwickshire.gov.uk
Please quote the Ref number in your email

Hourly Pay Rates (with salary sacrifice)

The gender pay gap is an equality measure that shows the difference in average (mean and median) earning between women and men.

£18.84	0.4%	£17.58	2.5%
Mean Womens Hourly Rate 2024	Mean Gender Pay Gap 2024	Median Womens Hourly Rate 2024	Median Gender Pay Gap 2024

£18.91		£18.04	
Mean Mens Hourly Rate 2024		Median Mens Hourly Rate 2024	

There is a **0.4%** Pay Gap (0.4% 2023) between the mean hourly rate of men and women at 31st March 2024. This gap is unchanged.
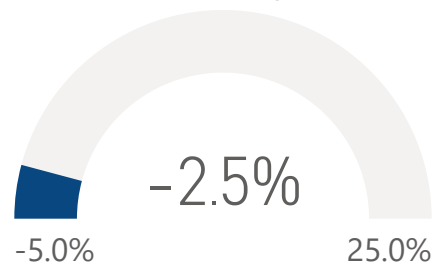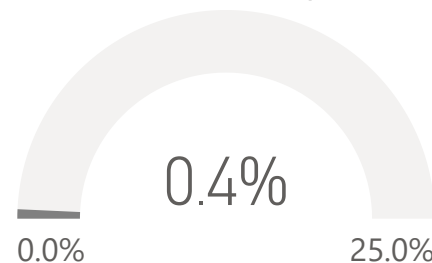
There is a **2.5%** Pay Gap (2.5% 2023) between the median hourly rate of men and women at 31st March 2024. This gap is unchanged.
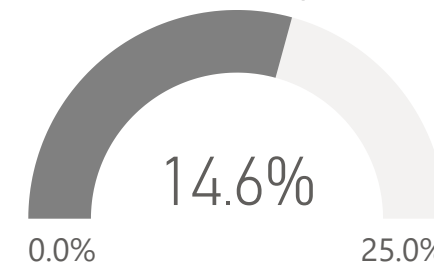
Mean Gender Pay Gap 2024

0.4%

0.0%   25.0%
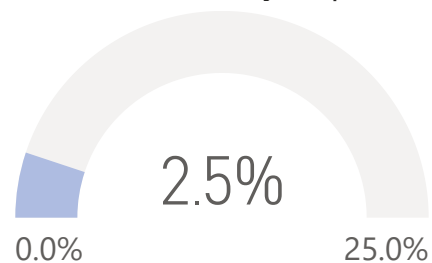
Mean Bonus Pay Gap 2024

-2.5%

-5.0%   25.0%

Mean Gender Pay Gap 2023

0.4%

0.0%   25.0%

Mean Bonus Pay Gap 2023

14.6%

0.0%   25.0%

Median Gender Pay Gap 2024

2.5%

0.0%   25.0%

Median Bonus Pay Gap 2024

3.5%

0.0%   25.0%

Median Gender Pay Gap 2023

2.5%

0.0%   25.0%

Median Bonus Pay Gap 2023

14.6%

0.0%   25.0%

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# Our Diversity Data and Pay Gaps Report 2023-2024
Workforce Gender & Salary

Directorate	Under £12.5k	£12.5k to £20k	£20k to £30k	£30k to £40k	£40k to £50k	£50k to £60k	Over £60k	WCC Total
Children and Young People Directorate		19.5%	15.5%	34.1%	43.6%	34.1%	34.4%	**30.4%**
Communities Directorate	100.0%	33.4%	18.6%	26.7%	19.9%	27.4%	18.0%	**23.8%**
Resources Directorate		44.6%	53.9%	22.5%	21.1%	33.3%	28.0%	**31.7%**
Social Care and Health Directorate		2.5%	12.0%	16.8%	15.4%	5.2%	19.5%	**14.2%**
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

As of **31st March 2024**, the proportion of the workforce earning **£30,000 or more** is **65.3%** (58.7% 2023)

Salary Groupings by Gender

Gender ● Women ● Men
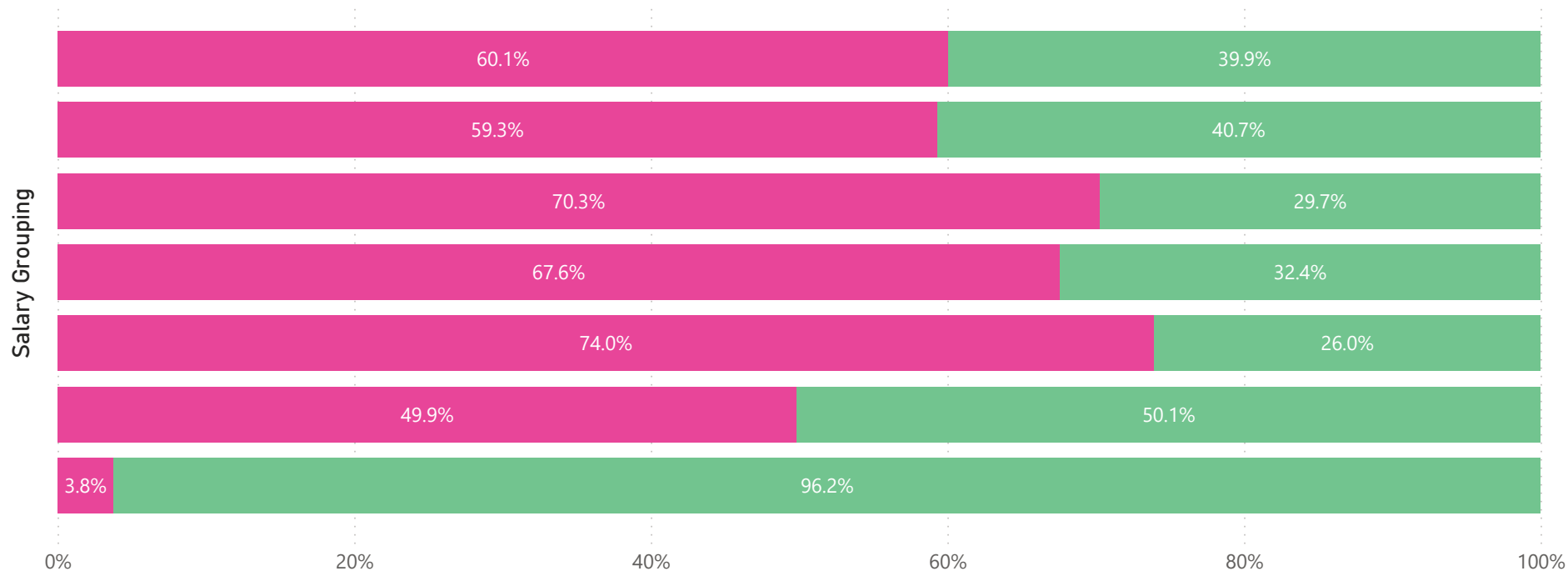
60.1% of all employees that earn **£60,000 or more** are women, **39.9%** are men.

59.3% of all employees that earn **£50,000 to £60,000** are women, **40.7%** are men.

70.3% of all employees that earn **£40,000 to £50,000** are women, **29.7%** are men.

67.6% of all employees that earn **£30,000 to £40,000** are women, **32.4%** are men.

74.0% of all employees that earn **£20,000 to £30,000** are women, **26.0%** are men.

49.9% of all employees that earn **£12,500 to £20,000** are women, **50.1%** are men.

3.8% of all employees that earn **£12,500 or less** are women, **96.2%** are men.

*The figures are based on FTE and excludes individuals who are of either unspecified gender; lacking salary information; or who do not report to a Directorate

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Our Diversity Data and Pay Gaps Report 2023-2024
Workforce Gender & Salary

Salary Grouping	Children and Young People Directorate	Communities Directorate	Resources Directorate	Social Care and Health Directorate	Total
⊟ **Over £60k**	**5.1%**	**3.4%**	**4.0%**	**6.2%**	**4.5%**
Women	4.0%	0.8%	2.0%	4.8%	**2.7%**
Men	1.1%	2.7%	2.0%	1.4%	**1.8%**
⊟ **£50k to £60k**	**6.7%**	**6.9%**	**6.3%**	**2.2%**	**6.0%**
Women	5.5%	1.5%	4.1%	1.7%	**3.6%**
Men	1.2%	5.5%	2.2%	0.5%	**2.4%**
⊟ **£40k to £50k**	**32.2%**	**18.8%**	**15.0%**	**24.4%**	**22.4%**
Women	29.8%	5.5%	8.0%	20.3%	**15.8%**
Men	2.4%	13.3%	6.9%	4.1%	**6.7%**
⊟ **£30k to £40k**	**41.2%**	**41.2%**	**26.1%**	**43.4%**	**36.7%**
Women	34.9%	14.0%	17.0%	39.1%	**24.8%**
Men	6.3%	27.2%	9.2%	4.4%	**11.9%**
⊟ **£20k to £30k**	**14.2%**	**21.8%**	**47.4%**	**23.6%**	**27.9%**
Women	11.7%	9.4%	37.1%	21.7%	**20.6%**
Men	2.6%	12.3%	10.3%	2.0%	**7.3%**
⊟ **£12.5k to £20k**	**0.5%**	**1.1%**	**1.2%**	**0.1%**	**0.8%**
Women	0.5%	0.3%	0.6%	0.1%	**0.4%**
Men	0.1%	0.9%	0.6%		**0.4%**
⊟ **Under £12.5k**		**6.7%**			**1.6%**
Women		0.3%			**0.1%**
Men		6.5%			**1.5%**

4.2% of all employees are **men** and earn **£50,000 or more** (3.2% 2023). This was **higher** for women **6.3%** (5.2% 2023)

Children and Young People Directorate - **2.3%** of employees are **men** and earned **£50,000 or more**. This was **higher** for women **9.5%**.

Communities Directorate - **8.2%** of employees are **men** and earned **£50,000 or more** (5.2% 2023). This was **lower** for women **2.3%** (1.8% 2023)

Resources Directorate - **4.2%** of employees are **men** and earned **£50,000 or more** (3.7% 2023). This was **higher** for women **6.1%** (5.3% 2023)

Social Care and Health Directorate - **1.9%** of employees are **men** and earned **£50,000 or more**. This was **higher** for women **6.5%**

*The figures are based on FTE and excludes individuals who are of either unspecified gender; lacking salary information; or who do not report to a Directorate
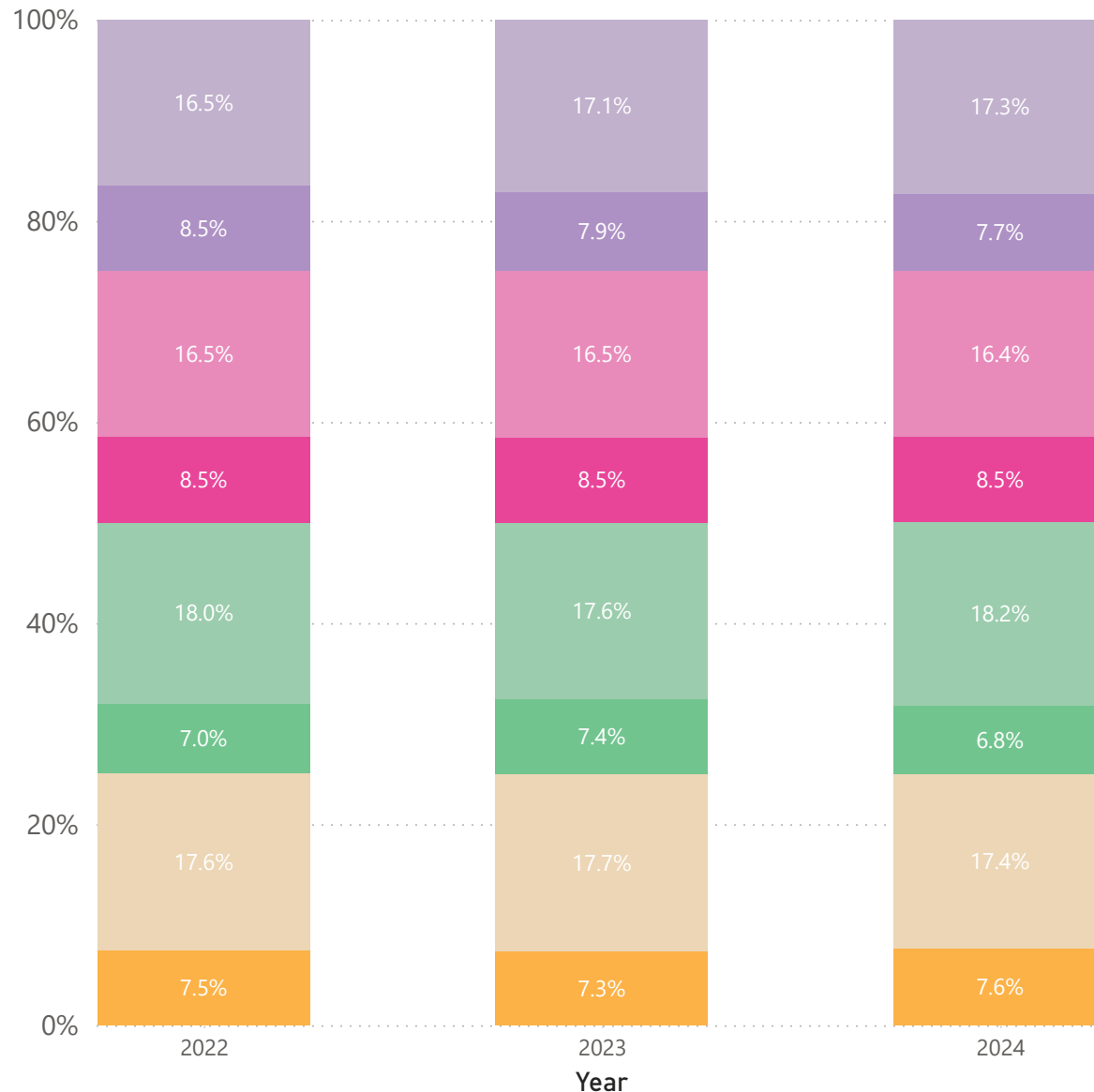
Our Diversity Data and Pay Gaps Report 2023-2024
Gender Pay Gap - Pay Band Quartiles

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Quartiles

- ● Lower Quartile - Men
- ● Lower Quartile - Women
- ● Lower Middle Quartile - Men
- ● Lower Middle Quartile - Women
- ● Upper Middle Quartile - Men
- ● Upper Middle Quartile - Women
- ● Upper Quartile - Men
- ● Upper Quartile - Women

Quartile	2022	2023	2024
Upper Quartile - Women	16.5%	17.1%	17.3%
Upper Quartile - Men	8.5%	7.9%	7.7%
Upper Middle Quartile - Women	16.5%	16.5%	16.4%
Upper Middle Quartile - Men	8.5%	8.5%	8.5%
Lower Middle Quartile - Women	18.0%	17.6%	18.2%
Lower Middle Quartile - Men	7.0%	7.4%	6.8%
Lower Quartile - Women	17.6%	17.7%	17.4%
Lower Quartile - Men	7.5%	7.3%	7.6%

Upper Quartile

The proportion of **women** in the upper quartile has **increased** from 2023

69.3% of people in the upper quartile are women (68.5% 2023) whereas **30.7%** are men (31.5% 2023)

Upper Middle

The proportion of **women** in the upper middle quartile has **decreased** from 2023

65.8% of the upper middle quartile are women (66.0% 2023)
34.2% of the upper middle quartile are men (34.0% 2023)

Lower Middle

The proportion of **women** in the lower middle quartile has **increased** from 2023

73.0% of the lower middle quartile are women (70.3% 2023)
27.0% of people in the lower middle quartile are men (29.7% 2023)

Lower Quartile

The proportion of **women** in the lower quartile has **decreased** slightly from 2023
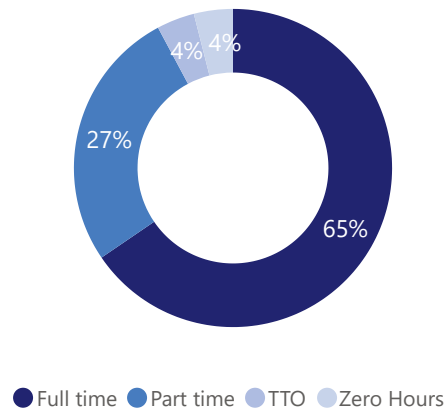
69.6% of the lower quartile are women (70.7% 2023)
30.4% of people in the lower quartile are men (29.3% 2023)

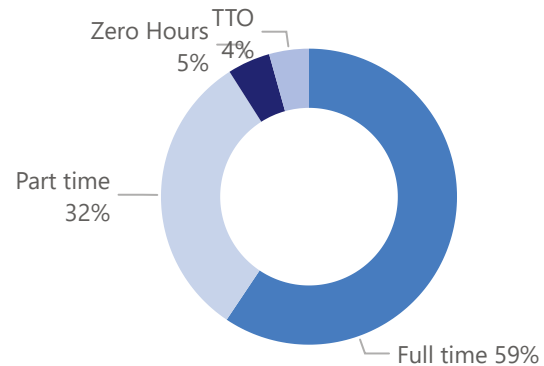Within Warwickshire County Council, 70.2% of employees are women, as of 31st March 2024
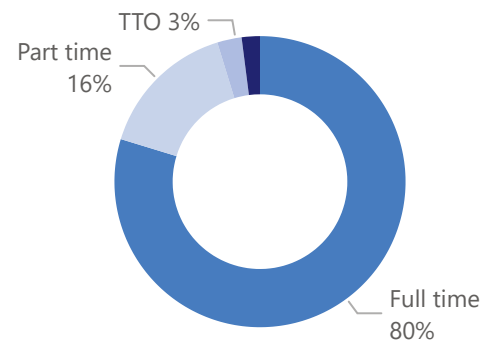
19

WCC Working Arrangements 2024

- Full time
- Part time
- TTO
- Zero Hours

65%
27%
4%
4%

Women Working Arrangements WCC 2024

Zero Hours 5%
TTO 4%
Part time 32%
Full time 59%

Men Working Arrangements WCC 2024

TTO 3%
Part time 16%
Full time 80%

As of **31st March 2023**, **31.6%** of **women** were on **part time** contracts (32.2% 2023)
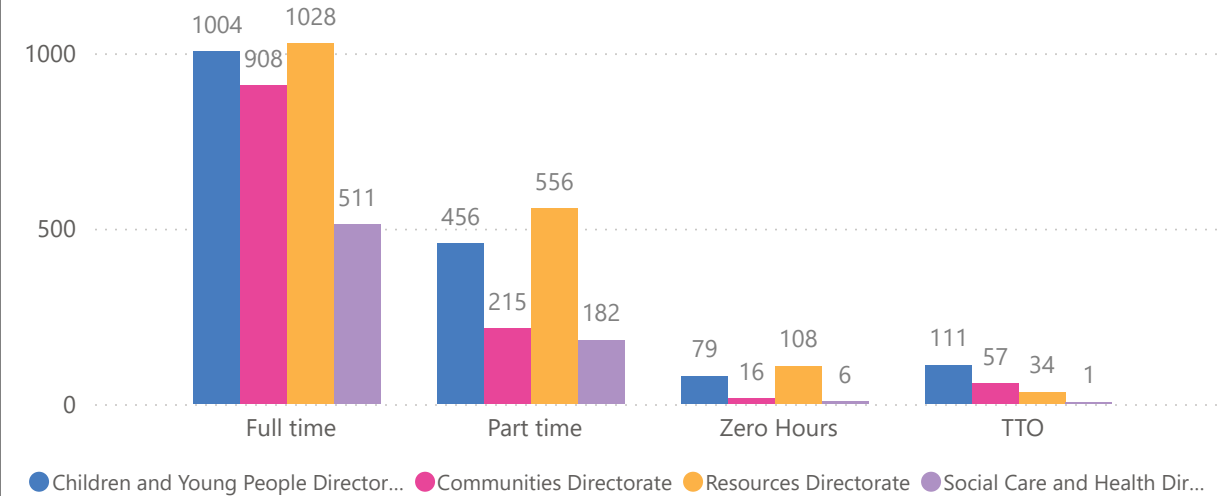**15.5%** of **men** were on **part time** contracts (15.1% 2023)
59.3% of **women** were on **full time** contracts (57.9% 2023)
79.7% of **men** were on **full time** contracts (79.5% 2023)

*TTO refers to employees who are Term Time Only

Directorate Working Arrangements 2024

- Children and Young People Director...
- Communities Directorate
- Resources Directorate
- Social Care and Health Dir...

Children and Young People Directorate had 29.2% part time women, 19.1% part time men, 60.0% full time women and 66.1% full time men.

Communities Directorate had 22.0% part time women (23.7% 2023), 16.0% part time men (15.9% 2023), 67.8% full time women (64.9% 2023) and 79.9% full time men (79.7% 2023).

Resources Directorate had 39.0% part time women (39.6% 2023), 14.3% part time men (12.8% 2023). 50.4% full time women (49.4% 2023), 84.0% full time men (85.0% 2023).
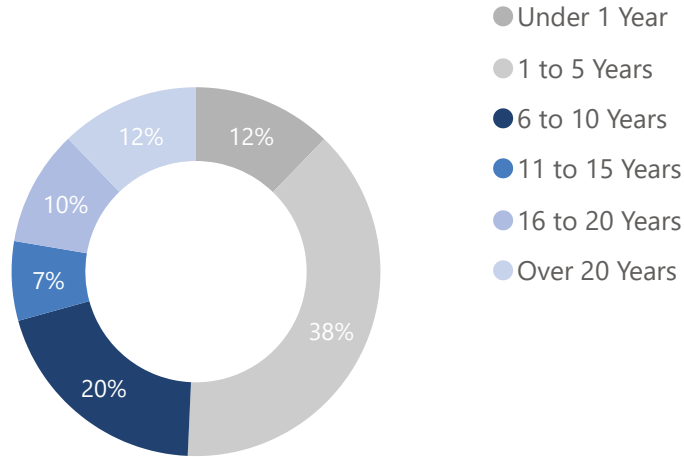
Social Care and Health Directorate had 28.4% part time women, 7.6% part time men, 70.7% full time women and 92.4% full time men.

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Our Diversity Data and Pay Gaps Report 2023-2024
Workforce Demographics - Length of Service

Ref: GPG24 | Version: 1.1 | Status: Dev
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WCC Length of Service 2024

- Under 1 Year
- 1 to 5 Years
- 6 to 10 Years
- 11 to 15 Years
- 16 to 20 Years
- Over 20 Years

Donut chart values: 12% (Over 20 Years), 12% (Under 1 Year), 38% (1 to 5 Years), 20% (6 to 10 Years), 7% (11 to 15 Years), 10% (16 to 20 Years)
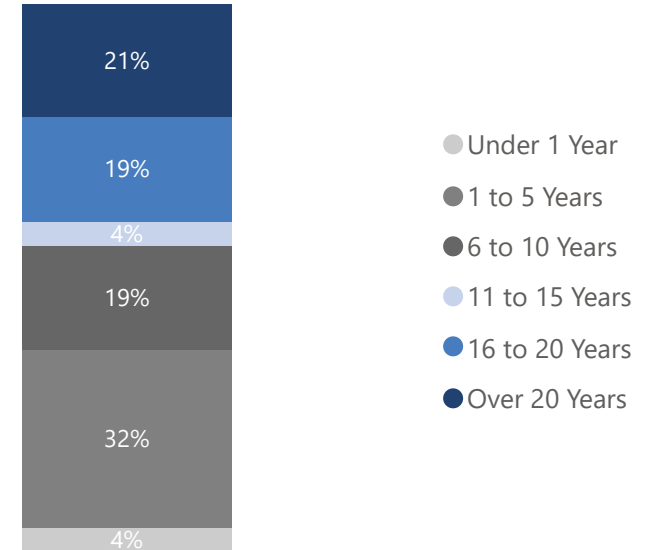
As of **March 31st 2024,** the proportion of employees who have been employed for **5 years or less** has **decreased** to **50.7%** (51.8% 2023)
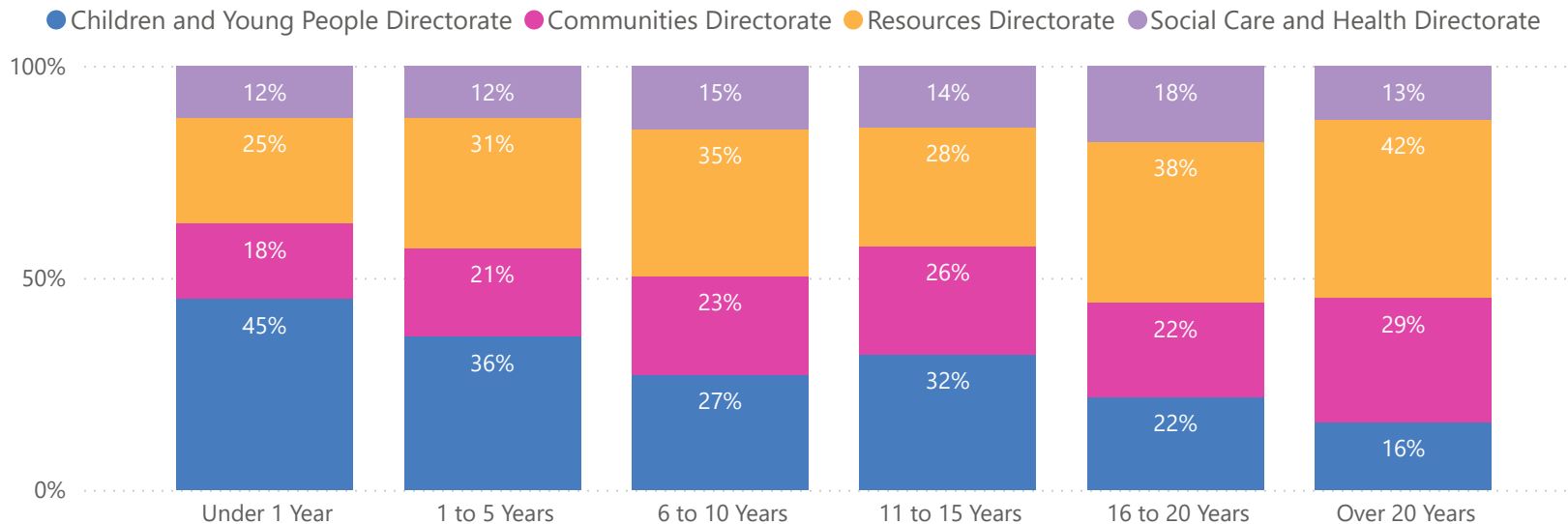
The proportion of employees who have been employed for **6 to 20 years** has **increased** to **37.1%** (36.4% 2023)

The proportion of employees who have been employed for **over 20 years** has **increased** slightly to **12.2%** (11.8% 2023)
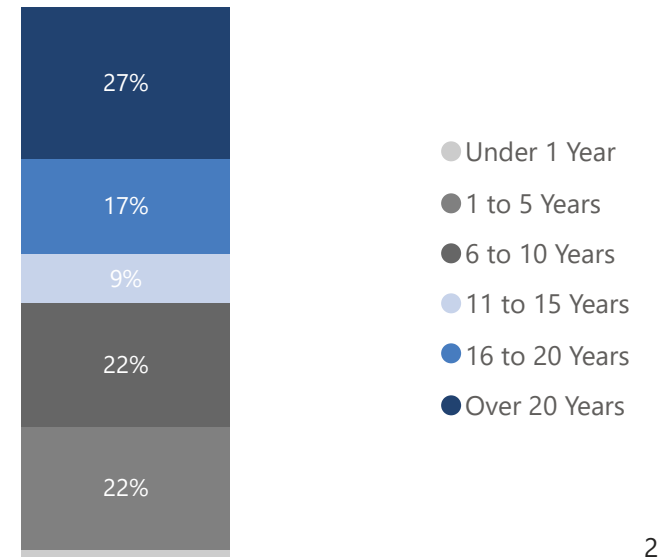
Senior Leadership Length of Service

Stacked bar values (top to bottom): 21% (Over 20 Years), 19% (16 to 20 Years), 4% (11 to 15 Years), 19% (6 to 10 Years), 32% (1 to 5 Years), 4% (Under 1 Year)

- Under 1 Year
- 1 to 5 Years
- 6 to 10 Years
- 11 to 15 Years
- 16 to 20 Years
- Over 20 Years

Total Headcount by Length of Service and Directorate 2024

- Children and Young People Directorate
- Communities Directorate
- Resources Directorate
- Social Care and Health Directorate

	Under 1 Year	1 to 5 Years	6 to 10 Years	11 to 15 Years	16 to 20 Years	Over 20 Years
Social Care and Health	12%	12%	15%	14%	18%	13%
Resources	25%	31%	35%	28%	38%	42%
Communities	18%	21%	23%	26%	22%	29%
Children and Young People	45%	36%	27%	32%	22%	16%

Managers (Tier 4A) Length of Service

Stacked bar values (top to bottom): 27% (Over 20 Years), 17% (16 to 20 Years), 9% (11 to 15 Years), 22% (6 to 10 Years), 22% (1 to 5 Years)

- Under 1 Year
- 1 to 5 Years
- 6 to 10 Years
- 11 to 15 Years
- 16 to 20 Years
- Over 20 Years

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Our Diversity Data and Pay Gaps Report 2023-2024
Workforce Turnover - Starters & Leavers

Ref: GPG24 | Version: 1.1 | Status: Dev
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Starters and Leavers 1st April 2023 to 31st March 2024

Directorates	Starters Headcount	Leavers Headcount	Headcount 31st March 24
Children and Young People Directorate	68	31	1609
Communities Directorate	119	103	1157
People Directorate	306	212	0
Resources Directorate	176	163	1688
Social Care and Health Directorate	20	24	699
Total	**689**	**533**	**5148**

As of **31st March 2024**, WCC had a **10.3%** employee turnover rate (13.0% 2023)
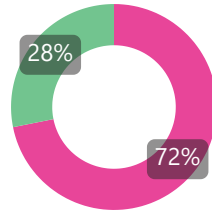
Children and Young People Directorate had a **1.9%** employee turnover rate
Communities Directorate had a **8.9%** employee turnover rate (10.3% 2023)
Resources Directorate had a **9.7%** staff turnover rate (12.1% 2023)
Social Care and Health Directorate had a **3.4%** staff turnover rate

Starters Gender 2023/24
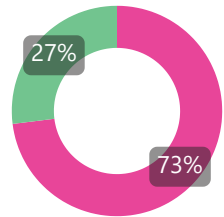
27% — 73%
● Women ● Men

## Leavers Gender 2023/24

28% — 72%
● Women ● Men

73% of all **starters** were **women** (71.0% 2023) and **71.9%** of all **leavers** were **women** (70% 2023). This compares to **70.2%** of the workforce who are **women**

21.5% of **starters** and **21.8%** of **leavers** were of **GEM origin** (20.1% and 17.8% in 2023 respectively). This compared to **15.5%** of the workforce who are of **GEM origin** (15.4% in 2023). *individual ethnicities not included due to small numbers to avoid individual identification*
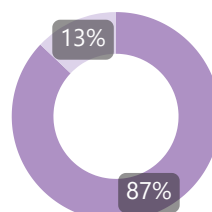
63.2% of **leavers** had given **5 or less years** of Service (66.0% 2023)
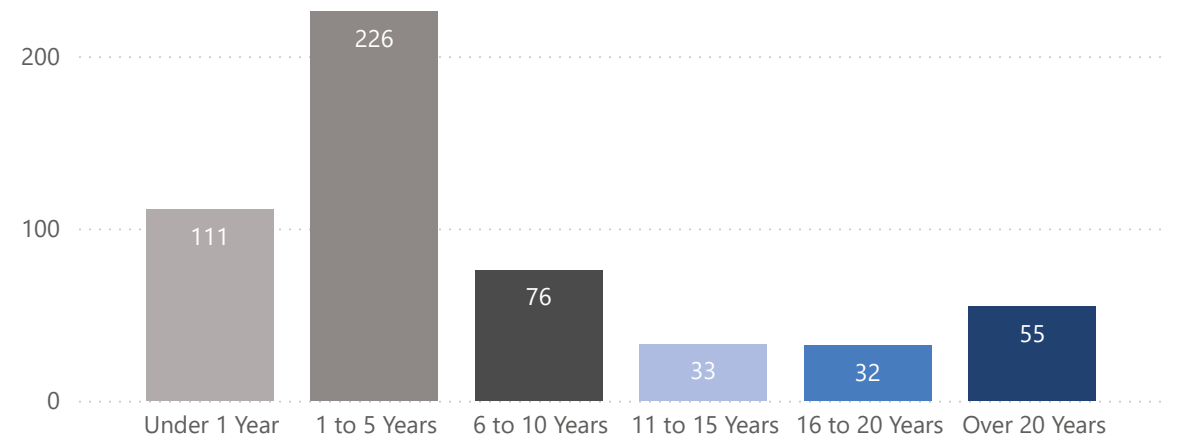
Starters Disability 2023/24
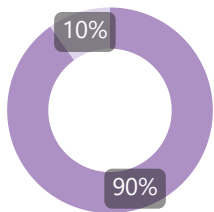
10% — 90%
● No ● Yes

Leavers Disability 2023/24

13% — 87%
● No ● Yes

9.9% of **starters** and **12.9%** of **leavers** stated they **had a declared disability** (9.2% and 12.6% in 2023 respectively)
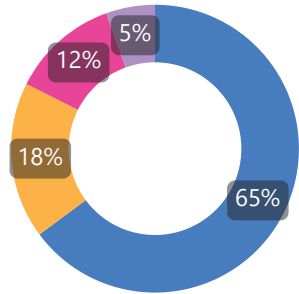
Leavers Headcount by Length of Service

Under 1 Year	1 to 5 Years	6 to 10 Years	11 to 15 Years	16 to 20 Years	Over 20 Years
111	226	76	33	32	55

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Our Diversity Data and Pay Gaps Report 2023-2024
Workforce Turnover - Promotions

Ref: GPG24 | Version: 1.1 | Status: Dev
For queries, contact businessintelligence@warwickshire.gov.uk
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Promotions by Directorate

● Children ... ● Resource... ● Communi... ● Social Car...

- 65%
- 18%
- 12%
- 5%

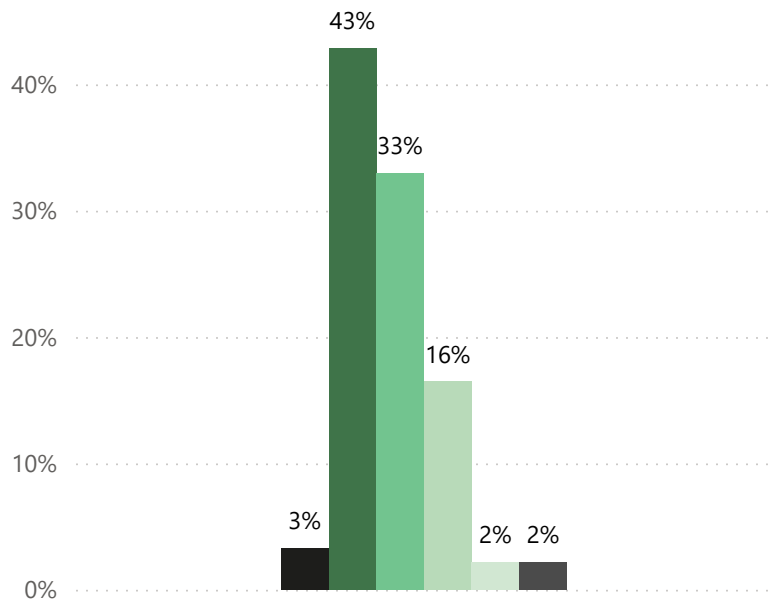## % Promotions by Gender

● Women ● Men

- 22%
- 78%
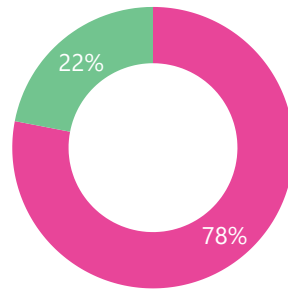
% Promotions by Disability Status

● No ● Not Known ● Yes

- 9%
- 25%
- 66%
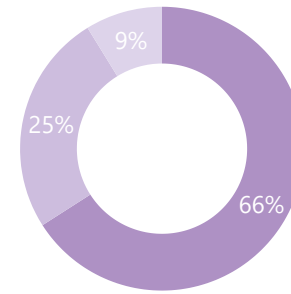
% Promotions by Age Grouping

● 18 to 24 ● 25 to 39 ● 40 to 49 ● 50 to 59 ● 60 to 64 ● 65 +

3%, 43%, 33%, 16%, 2%, 2%

% Promotions by Ethnicity

● Asian or Asian Bri...
● Black or Black Brit...
● Mixed
● Not Known
● Prefer not to say
● White - English / ...
● White (non-British)

8%, 7%, 5%, 15%, 2%, 60%, 2%
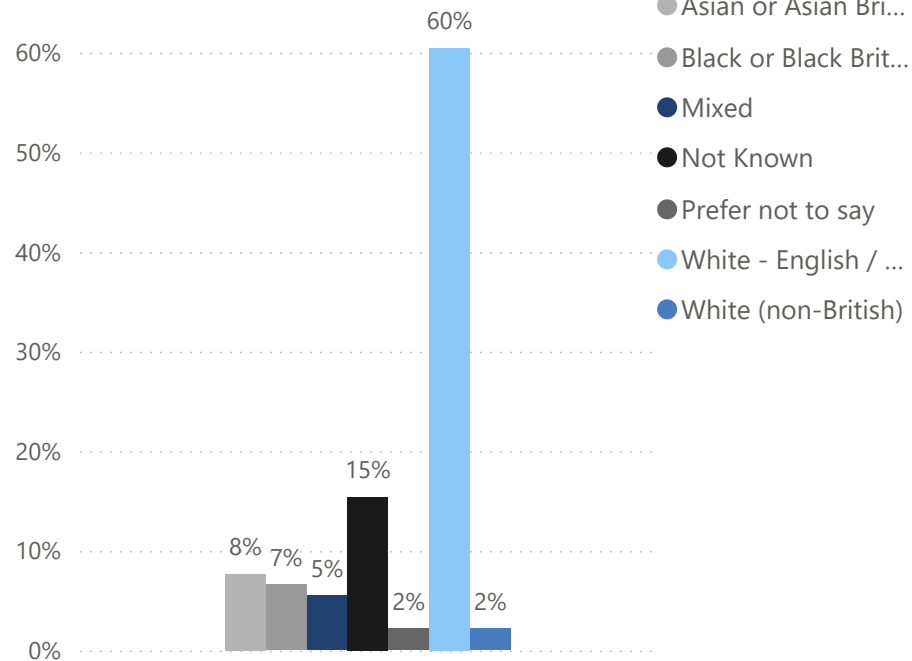
As of **31st March 2024**, **1.8%** (91) of employees in WCC were promoted (125 in 2023)

78.0% of promotions were achieved by **women** employees (72.0% 2023). 70.2% of the workforce are women.

8.8% of promotions were achieved by employees with a **declared disability** (6.4% 2023). 6.8% of the workforce have a declared disability.

42.9% of promotions were achieved by employees aged **25 - 39 years old** (39.2% 2023). 29.8% of the workforce are between the ages of 25 - 39 years old.

22.0% of promotions were achieved by **GEM** employees (19.2% 2023). 15.7% of the workforce are GEM.
For 2023 data, ethnicity breakdown is available as follows:
6.6% of promotions were achieved by **Black or Black British**. 2.5% of the workforce are Black or Black British.
7.7% of promotions were achieved by **Asian or Asian British**. 7.0% of the workforce are Asian or Asian British.
5.5% of promotions were achieved by **Mixed**. 1.5% of the workforce are Mixed.
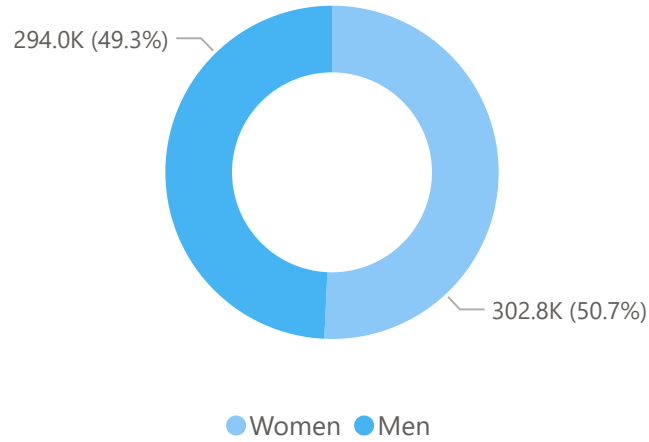
86.8% of promotions were achieved by employees earning **£20,000 to £50,000** (96.0% 2023). 88.6% of the workforce earn between £20,000 to £50,000.

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Our Diversity Data and Pay Gaps Report 2023-2024
2021 Census Data for Warwickshire - Gender, Disability, and GEM / Ethnicity

Ref: GPG24 | Version: 1.1 | Status: Dev
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Warwickshire 2021 Census Data by Gender

294.0K (49.3%)
302.8K (50.7%)

● Women ● Men

From the 2021 Census, there is a **49.3% / 50.7%** split on Gender in Warwickshire in favour of **men**, this is noticeably different from the gender split in Warwickshire County Council employees, where the split is **70.2% / 29.8%** in favour of **women**.
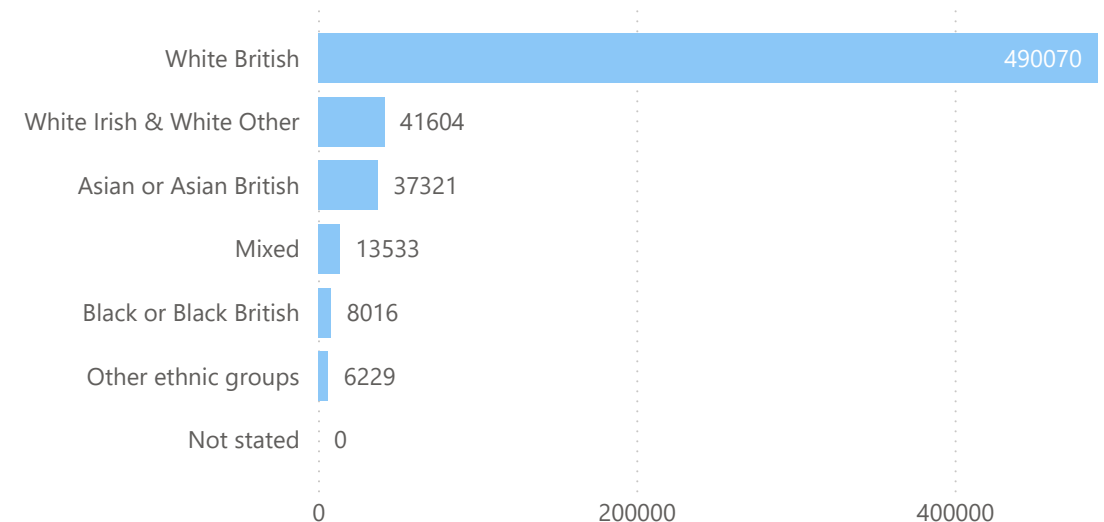
Warwickshire 2021 Census Data by GEM

106.7K (17.9%)
490.1K (82.1%)

● White British
● GEM
● Not Stated
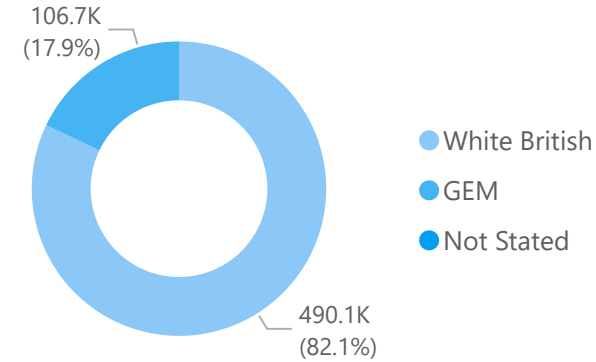
The doughnut chart to the left shows Census data for Warwickshire from 2021 split into **White British**; **GEM**; and **Not Stated**, this data is broken down further in the graph below, splitting out what has been classified as GEM into its constituent parts.

Warwickshire 2021 Census Data by Disability

100.0K (16.8%)
496.8K (83.2%)

● No ● Yes ● *Not known ● *Not recorded
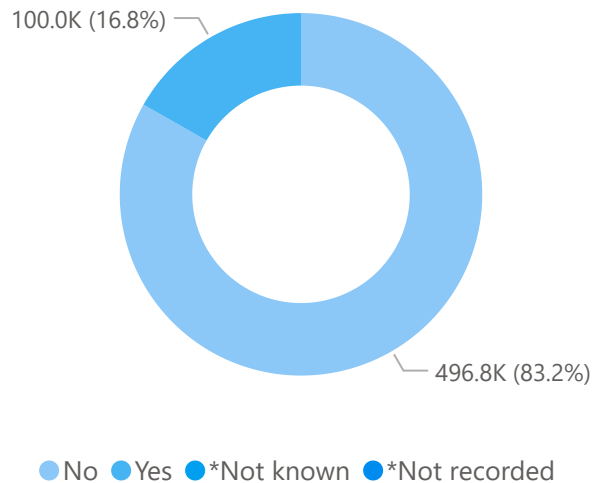
From the 2021 Census, there is a **83.2% / 16.8%** split for Disability Status in Warwickshire, with the majority declaring **No**. For Warwickshire County Council employees, only **6.8%** have declared they have a Disability, with **73.1%** stating No and a further **20.1%** Not Stating

Warwickshire 2021 Census Data by Race (Ethnicity)

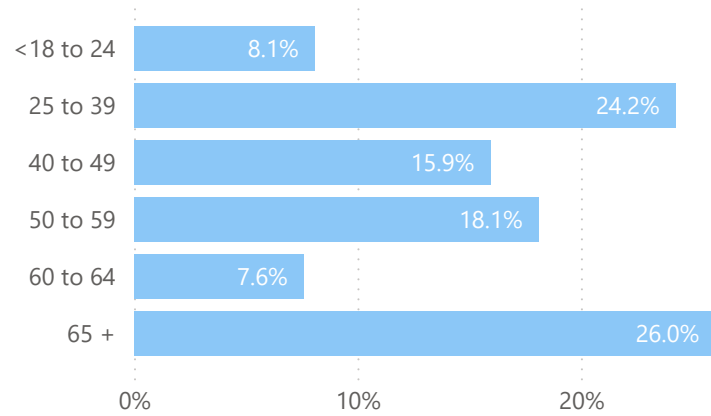| Ethnicity	Count
White British	490070
White Irish & White Other	41604
Asian or Asian British	37321
Mixed	13533
Black or Black British	8016
Other ethnic groups	6229
Not stated	0

0   200000   400000

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Our Diversity Data and Pay Gaps Report 2023-2024
2021 Census Data for Warwickshire - Age, Religion, Working Arrangements, and Sexual Orientation

Ref: GPG24 | Version: 1.1 | Status: Dev
For queries, contact businessintelligence@warwickshire.gov.uk
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Warwickshire 2021 Census Data by Age Grouping

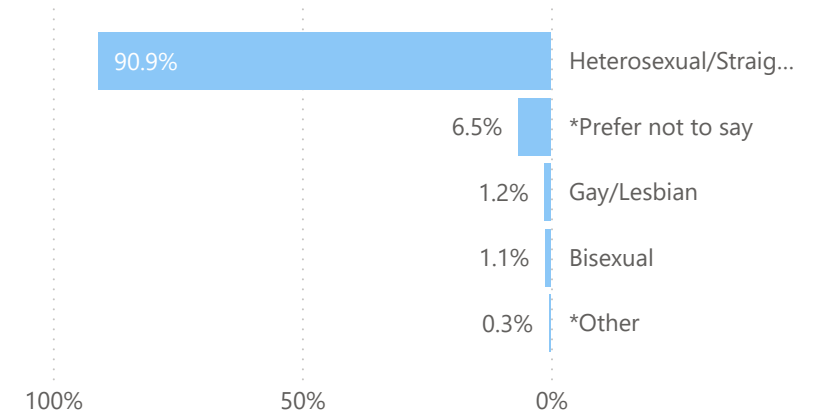| Age	Percentage
<18 to 24	8.1%
25 to 39	24.2%
40 to 49	15.9%
50 to 59	18.1%
60 to 64	7.6%
65 +	26.0%

According to the 2021 Census, the largest adult age grouping in Warwickshire is the **65 +** bracket with **26.0%**. In Warwickshire County Council it is the **25 to 39** bracket with **29.8%**.

Warwickshire 2021 Census Data by Working Arrangements

81082 (27.8%) — Part Time
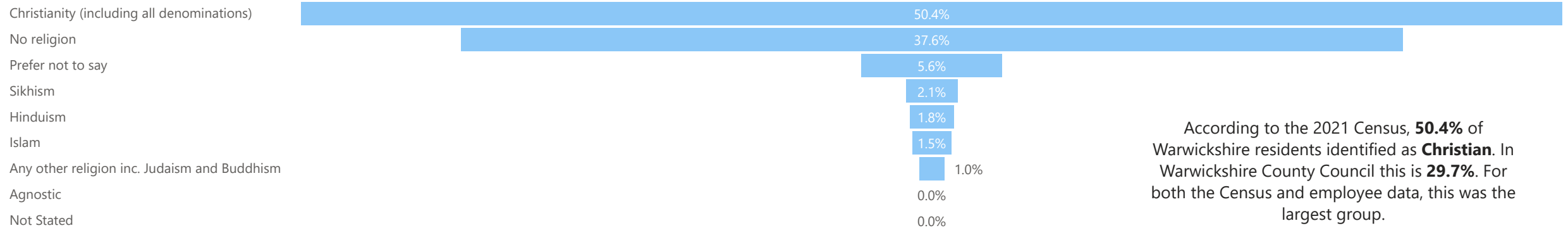210876 (72.2%) — Full Time

● Full Time ● Part Time
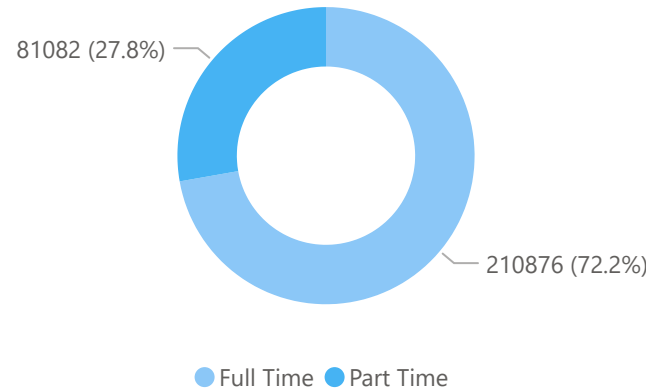
According to the 2021 Census, **72.2%** of working age adults worked **Full Time**. In Warwickshire County Council it is **65.5%**.

Warwickshire 2021 Census Data by Sexual Orientation

Category	Percentage
Heterosexual/Straig...	90.9%
*Prefer not to say	6.5%
Gay/Lesbian	1.2%
Bisexual	1.1%
*Other	0.3%

According to the 2021 Census, **90.9%** of Warwickshire residents identified as **Heterosexual/Straight**. In Warwickshire County Council this is **61.3%**.

Warwickshire 2021 Census Data by Religion or Belief

Religion or Belief	Percentage
Christianity (including all denominations)	50.4%
No religion	37.6%
Prefer not to say	5.6%
Sikhism	2.1%
Hinduism	1.8%
Islam	1.5%
Any other religion inc. Judaism and Buddhism	1.0%
Agnostic	0.0%
Not Stated	0.0%

According to the 2021 Census, **50.4%** of Warwickshire residents identified as **Christian**. In Warwickshire County Council this is **29.7%**. For both the Census and employee data, this was the largest group.

In the Age Grouping graph, the Under 18 group has been excluded for comparison purposes, as Warwickshire County Council does not have any Under 18s employed.

EDI in Action 2024

Our Neurodiversity Network

- We are celebrating the one-year anniversary of our **WCC Neurodiversity Network**, a platform with over 130 members to share experiences, support each other and share information and resources in a respectful and inclusive manner. The network was created and is run by WCC colleagues if they, or a family/friend/loved one, is (or suspects/identifies as) neurodivergent.

- Collaborating with the Neurodiversity Network, the EDIW team has launched a new training programme *'An Introduction to Neurodiversity'* during Neurodiversity week in March (18-24) 2024. This training provided information about neurodiversity, offered support on approaching reasonable adjustments and challenges how we view neurodiversity, particularly in the work environment.

- The EDIW and Neurodiversity Network ran an ***awareness and celebration campaign*** during Neurodiversity Week, sharing information and guidance, encouraging conversations among staff and highlighting the support available for neurodivergent individuals and their families across Coventry and Warwickshire. The EDIW team also launched the new **neurodiversity intranet pages,** providing information about neurodiversity and neurodivergent differences, and led two sessions of our new 'Introduction to Neurodiversity' training.

- Partnering with the EDIW team, the Neurodiversity network delivered a **'Brains Build Differently'** broadcast for the Resources Directorate, a session designed to grow knowledge of some different ways that brains can be wired and to enable people to have a greater appreciation of the wide range of life experiences of neurodiverse people. Colleagues who joined the session had the opportunity to develop at least one practical action to help create a more neuro-inclusive working environment for all in WCC.Due to the success of the broadcast, the Neurodiversity Network is exploring the possibility to deliver the Brains Built Differently broadcast to other Directorates.

Our Diversity and Inclusion Star Award winners

Winner- Menopause Peer Support Group

The winner of this year's Star Award goes to Abbie McFarlane, the chair of the **Menopause peer support group**. Abbie has been recognised for raising the profile of the menopause and its symptoms with colleagues across WCC, of all ages and genders. Abbie has helped bring about a culture of openness and dialogue, facilitating training sessions, raising awareness and running a peer support Teams channel to share advice and experiences. As well as supporting those with symptoms directly, she has created an openness in the workplace which enables colleagues to be more supportive of colleagues, friends, and family members. The STAR Awards panel were impressed by her passion and dedication to this important, sensitive, and often overlooked topic.

Finalist – Neurodiversity Network

Amy and Sian were recognized for establishing the **Neurodiversity Staff Network**, creating a safe and inclusive environment for colleagues with neurodiverse conditions and their supporters. The Network played a key role in developing the Council's Approach to Neurodiversity, which focuses on raising awareness, providing training, and ensuring that employees with neurodiverse conditions can thrive in the workplace. Despite their regular job responsibilities, both Amy and Sian passionately and diligently manage the network. Their efforts have enhanced wellbeing, advocated for better support, and fostered greater understanding throughout the organization.

Relaunch of 'Our People's Voices Podcast'

Earlier on this year, Helen Barnsley, Chair of the **Cancer Support Network,** kindly gave up some of her time to talk about her experience with cancer and what support is on offer at WCC. In the 30-minute podcast episode, Helen shared her story of being diagnosed with and undergoing treatment for cancer and offered some advice for colleagues who may be going through a similar experience. We also talked about Cancer Support UK, a charity that provides practical and emotional support to people with cancer, during and after the treatment period, and how Helen's experience with them led to her starting up a Staff Cancer Network. Helen is also now a trained Cancer Support UK ambassador and wants to reach out to as many WCC colleagues as possible so that they know where to find support if they need it.

Next steps

We are awaiting the publication of a further podcast recorded for International Women's Day 2024 around the topic of 'inspiring inclusion' with Elena Martin, Fay Cannon and Sarah Stear. Our aim is to increase the use of storytelling to sharing experiences and learn from each other.

Diversity Campaigns

Black History Month

During October, as part of our **Black History Month** celebrations, we welcomed two speakers from Inclusive Employers to host a webinar on the national theme for 2023: Saluting Our Sisters. The webinar took a detailed look

at important events in Black British history, exploring what they mean for us all in the modern age, and the role of Black women. It aimed to give colleagues a better understanding the impact of racism and misogynoir on our society as well as developing our knowledge of Black female resistance and its relevance today. Having a focus lens on Black women enables an in depth look at 'misogynoir', the intersectional experience of gender and race whilst also celebrating what has been achieved by them despite the adversity. Additionally, recognising the creation of attitudes, occurrences, and proud moments in history with a focus on Black women helps us to see how far we've come and how far we still need to go.

International Men's Day

For **International Men's Day** in November, Andrew Pain, a motivational mental health speaker on a mission to break down stigmas and stereotyping and inspire gender unity, delivered a brilliant talk on men's mental health. He detailed the challenges facing boys and men today and facilitated discussion on how we can all work together to support one another, highlighting the role we all need to play in creating psychologically safe spaces where we can allow people to be vulnerable to talk about difficult things in their lives.

 International Women's Day

International Women's Day was extended to a week this year to delve into the theme of 'Inspire Inclusion'. Throughout the week poems were shared via Yammer, each day a different theme was introduced, uniting women of all backgrounds. The EDIW team liaised with the Women's Staff Network to host two webinars where WCC women discussed what inclusion meant to them.

An International Women's Day magazine was created in liaison with the Women's Staff Network to share the experiences of women across WCC. The stories included how women of colour, women of faith, women with neurodivergent children and more. The magazine was packed with useful resources, tools and guidance to support women in WCC in various areas of their daily personal and work life.

Stress Awareness Month

During April, the theme for **Stress Awareness Month** was to educate, involve and encourage colleagues from all backgrounds to unify and take care of their wellbeing at work. The EDIW team liaised with the Health and Wellbeing champions to host a virtual breathing exercises session and a 'Walk and Talk' session in Kings House, with the aim of encouraging WCC colleagues to get away from their desks during lunch times and involved in physical activity in the natural environment.

Breathing exercise session with Sueli Moreton feedback:

- ' Thank you - hopefully the creaking will disappear after some practice'
- 'Thank you for organising! Some great quick tips!'
- ' Thank you, will try to keep breathing deeply!'
- ' Thank you both, feeling energised now for sure! Didn't realise how short my arms were and although it made me a little sneezy it was well worth it'
- ' Thank you that was really nice to take some time out to do that. I had a slight headache before we started and that has disappeared.'
- ' Thankyou, that was really helpful, think I need a nap now too! Was very relaxing'.

Walk&Talk session feedback:

'It was great networking with colleagues we may not have otherwise met and seeing linkages and connections in our work'.

'It was lovely to meet you and such a welcoming experience.'

'I felt energised and engaged afterwards, as well as better connected with Bedworth. I enjoyed learning more about Bedworth, particularly its community-powered activity, and I really enjoyed meeting colleagues across WCC.'

'It was lovely to be outdoors, rather than just a wellbeing walk, it also was a walking meeting. I made great connections with people who I can link with for work. It was so lovely to put faces to people I had received emails off, and good to meet new faces and see how we can potentially support each other for work. New opportunities for collaboration.'

Reintroduction of Inclusivi-tea

As part of Stress Awareness month, the EDIW team relaunched **'Inclusivi-tea'** an opportunity to network with people whom you might not normally meet at work, to find out what other people are working on, and to find new opportunities for collaboration.

'I would just like to take the opportunity to say I really enjoyed this and welcome more initiatives to get people mingling as with WFH we don't get many opportunities to get to know others away from work. It was lovely to meet some new faces and get to know about other areas of the council as valuable chance to build new connections is what brings people together in work.'

Employee Networks

To support and promote our **employee networks** the EDIW team regularly utilise the EDI campaigns calendar of events. Network members are invited to join the team in Shire Hall reception area, where we can be found with our employee network banner and stand and information about all the networks and the relevant campaign for that particular month.

Senior leaders have now met with all the staff networks. A second round of meetings are happening again for this year. This will happen twice a year, but networks can also request to meet with a member of SLT or the EDI team as required.

Colleagues in HR are working more closely with our networks, ensuring we work with our people to identify areas for improvement in our processes, policies and guidance.

Our network chairs and co-chairs have received training from Inclusive Employers on the topic of how employee networks can help drive culture change and ways to run a sustainable and effective network. The training also

enabled reflection and discussion about the current maturity level of each network and the priorities and actions to consider over the next year.

In January 2024, we launched two new staff networks – the Disability network and the Muslim network – which now gives us a total of 12 networks.

We have worked with all our staff networks to create new guidance on how to set up a new network along with a Frequently Asked Questions document. This is designed to help support chairs of new networks as well as those who have more recently taken over as chairs of existing networks.

Throughout 2024 so far, monthly spotlights on different Networks have been promoted through our internal communications channels. Network chairs have also been invited to Directorate broadcasts to speak about their experiences and the support that networks can offer.

The networks have been working with our Marketing and Communications Team to develop a visual identity that brings all our networks together whilst still ensuring each one maintains its individuality. These will be launched over the coming months.