

# Workforce Profile Information

## 30 June 2023

Human Resources  
First Floor, Britannia House  
Hall Ings  
Bradford  
BD1 1HX



Department of Corporate Resources



## Background and Context

The Council is required by law to publish information relating to certain categories (known as Protected Characteristics) of employees under the Equalities Act 2010. Promoting Equality is one of the Council's core principles and is central to all we do.

The Council recognises the diversity of the people and the communities of the District and is committed to striving to achieve a workforce that reflects this, indeed 82% of our employees live in the District. We aim to ensure that they are recognised as our greatest resource and that our employment and recruitment policies reflect our commitment to equalities and best practice.

To comply with our legislative obligations, information relating to the Council's Gender Pay Gap has also now been compiled and published on the Council's website and can be found here: [Gender Pay Gap](#). An additional slide showing an overview of this information has also been included in this presentation.

## Background and Context (Continued)

The Council records Pregnancy and Maternity leave on its HR/Payroll system. There are no current issues highlighted in this respect.

The Council is aware of its ongoing duty to collect information on employees and service users with protected characteristics.

The Council routinely carries out Equality Impact Assessments on its proposals, policies, processes and procedures.

For information on the Bradford District please go to the Northern Data Hub, by clicking on the following link: [Data Hub](#). You can also go to: [Understanding Bradford District](#) for statistics and information about Bradford District - population, ethnicity and religion, results from the 2011 census and an update about the 2021 census, health and life expectancy, and poverty and deprivation.



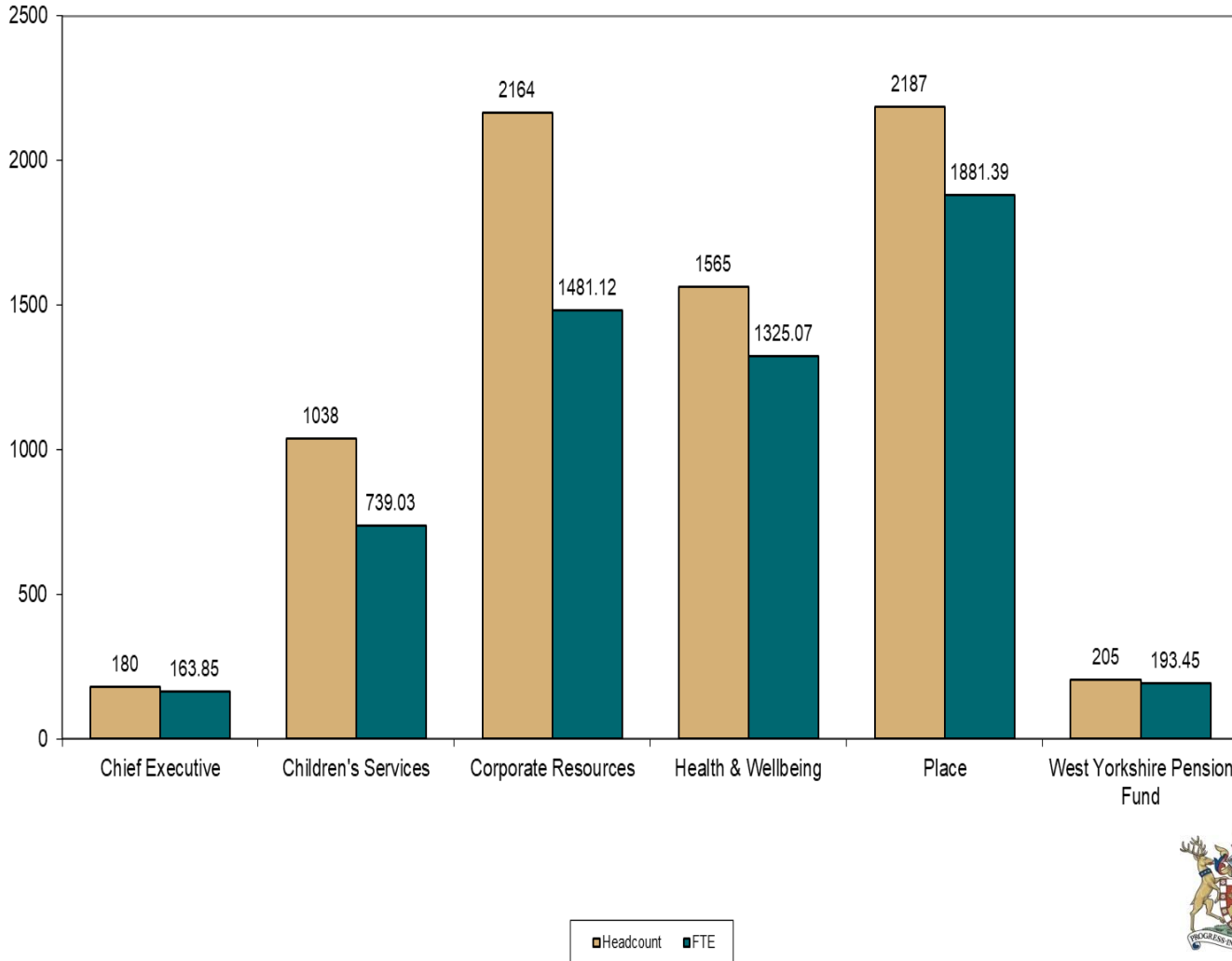
## Significant Changes to Workforce Profiles – June 2023

When comparing some of the graphs and tables for June 2023 with those of previous years you may notice some significant changes. These changes are largely the result of the formation of the Bradford Children and Families Trust (BCFT) which assumed operational responsibility for children's early help and social care services from Bradford Council on Saturday, 1 April 2023.

Over 1,000 frontline and other social care and back-office staff transferred from Bradford Council to BCFT on the existing pay, terms and conditions.

This has resulted in a reduction in the Council's overall headcount from 8556 in June 2022 to 7339 in June 2023. In some areas this has also impacted the overall makeup of the workforce. For example, the proportion of female staff has decreased by 2.34% to 62.2% of the workforce and the top 5% of earners that are female has reduced from 54.54% to 50.68%

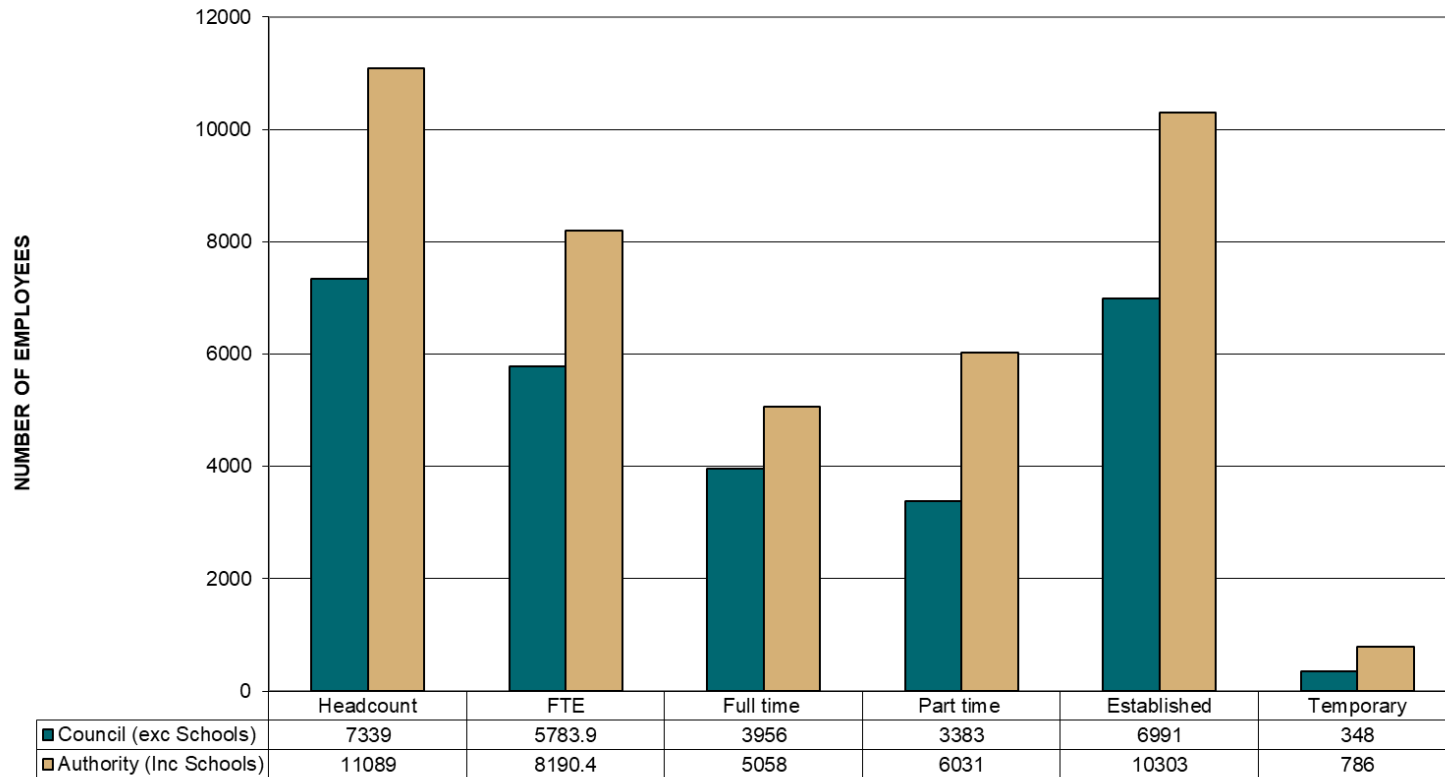
# Workforce Profile – Headcount and Full Time Equivalent (FTE) - 30 June 2023



This chart shows the distribution of staff throughout the organisation (but excluding school based staff) as a headcount and full time equivalent (FTE) figure. Those Departments with the largest difference between headcount and FTE figures are those with a large number of part time staff. The overall total headcount is 7339 and the FTE is 5783.91

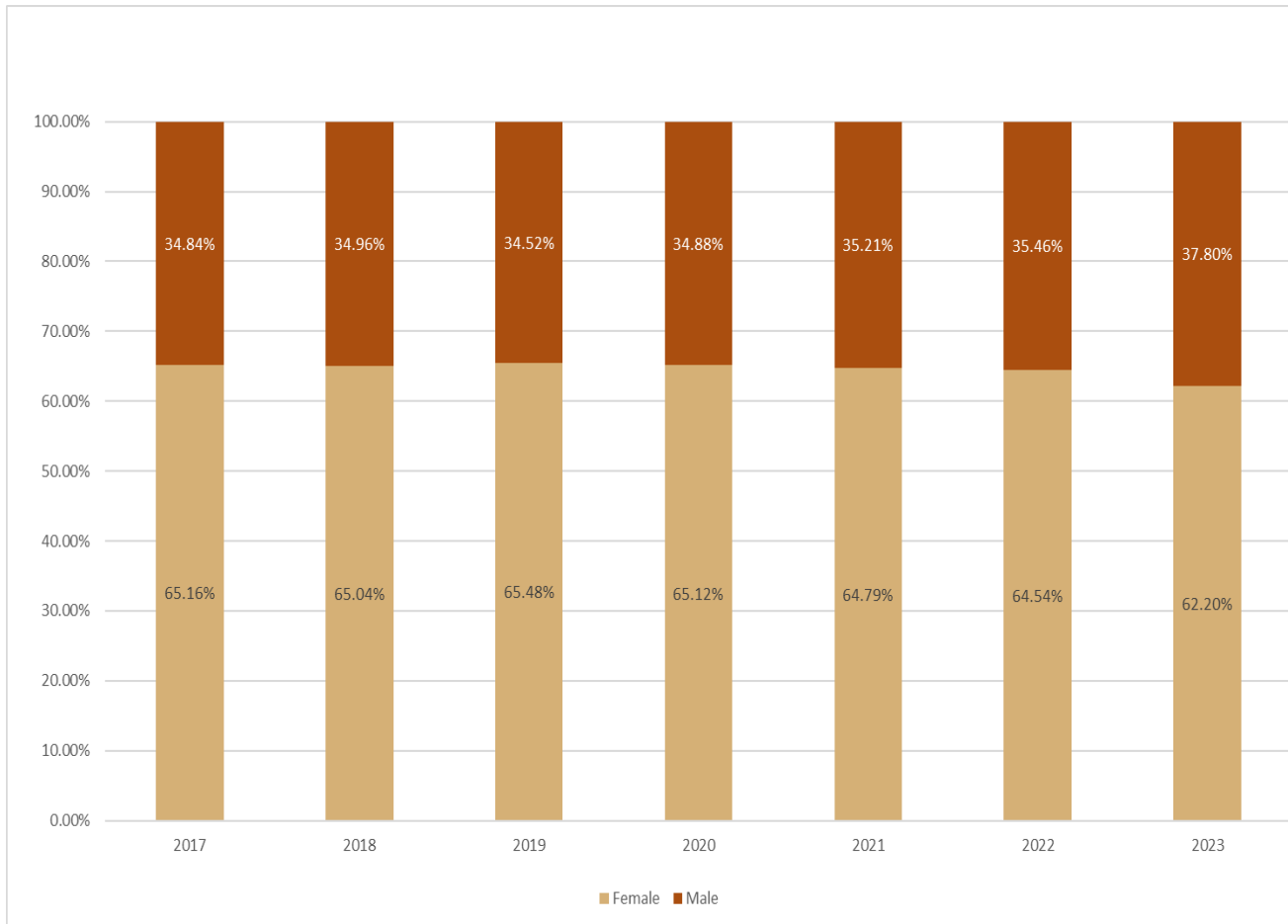


# Workforce Profile – Working Patterns and Employment Status - 30 June 2023



# Workforce Profile

## Gender (excluding Schools) – 30 June 2023



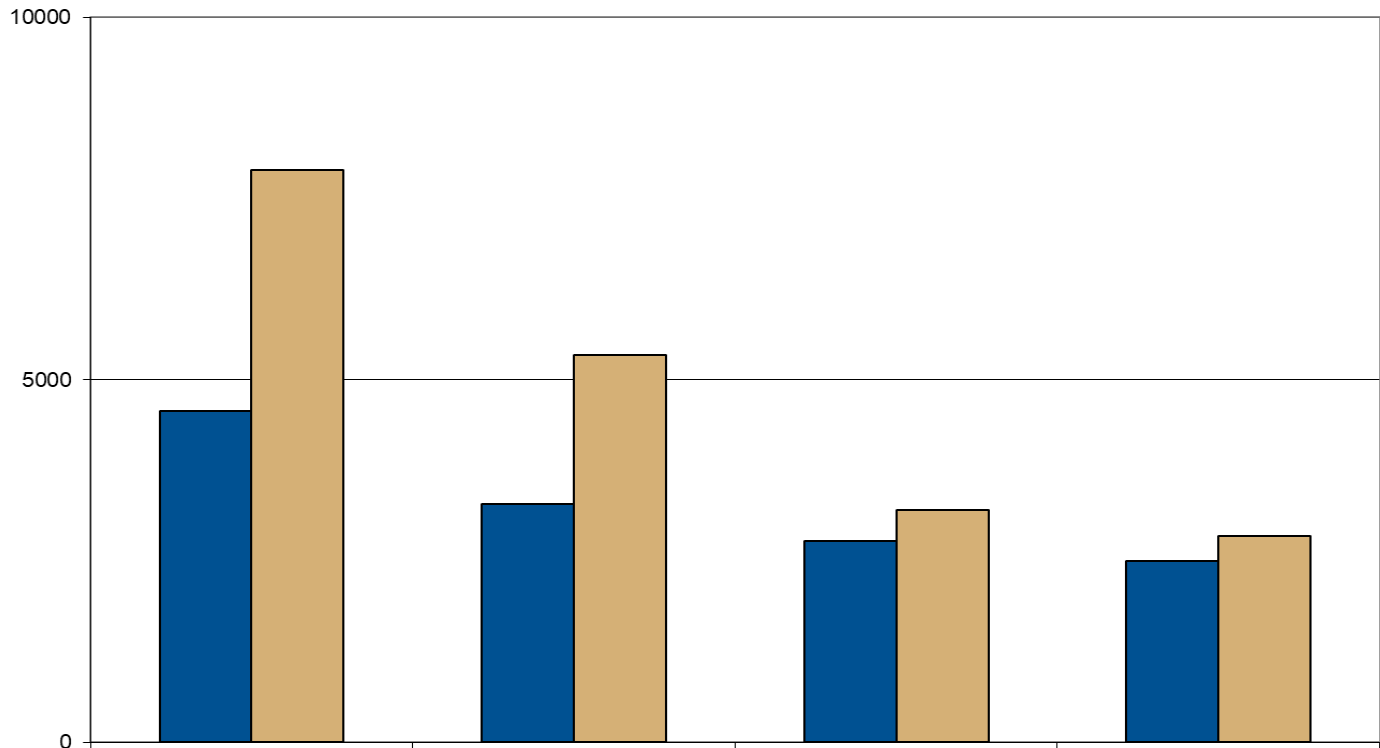
This profile shows that women make up a large part of the workforce – approximately 62.20% to 37.80% (female to male)

This split had remained fairly stable over the last 7 years however the recent BCFT transfer has resulted in a reduction in the number of female staff in 2023 compared to previous years.

50.68% of the top 5% of earners are now female, a decrease on last year's figure of 54.64%.



# Workforce Profile – Gender Headcount & Full-time Equivalent (FTE) - 30 June 2023



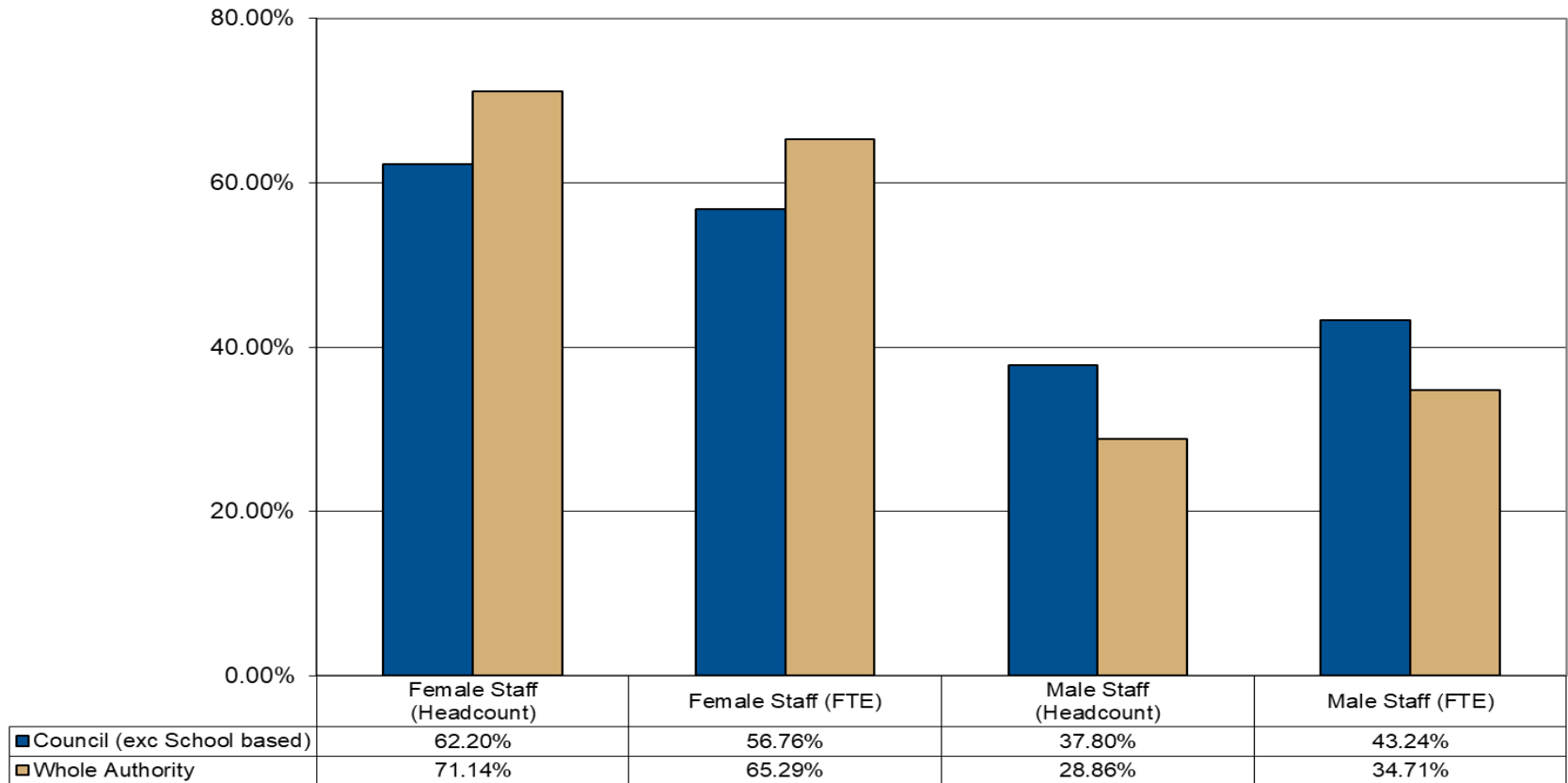
|                              | Female Staff (Headcount) | Female Staff (FTE) | Male Staff (Headcount) | Male Staff (FTE) |
|------------------------------|--------------------------|--------------------|------------------------|------------------|
| ■ Council (exc School based) | 4565                     | 3283               | 2774                   | 2501             |
| ■ Whole Authority            | 7889                     | 5347               | 3200                   | 2843             |



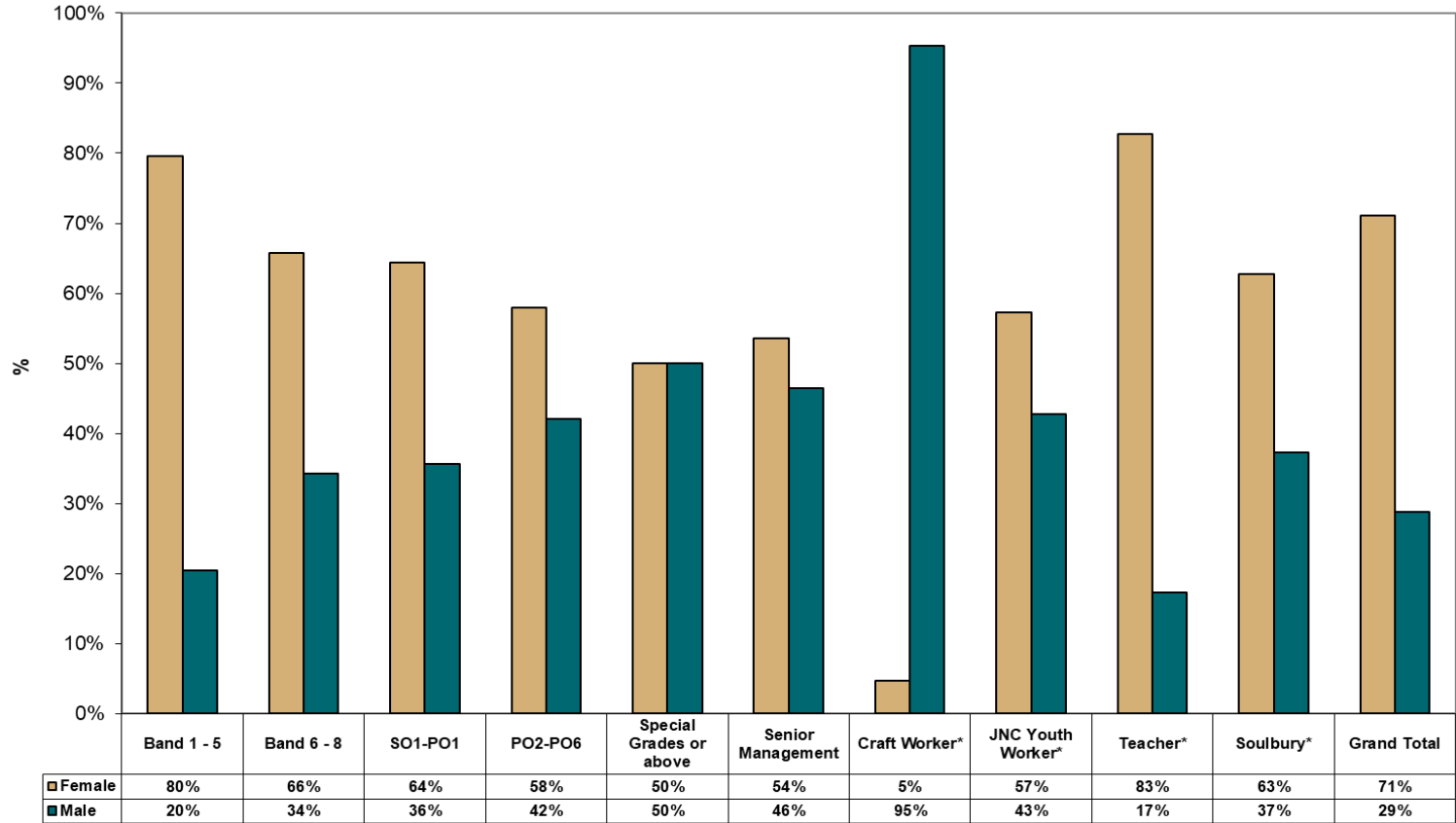


# Workforce Profile – Gender

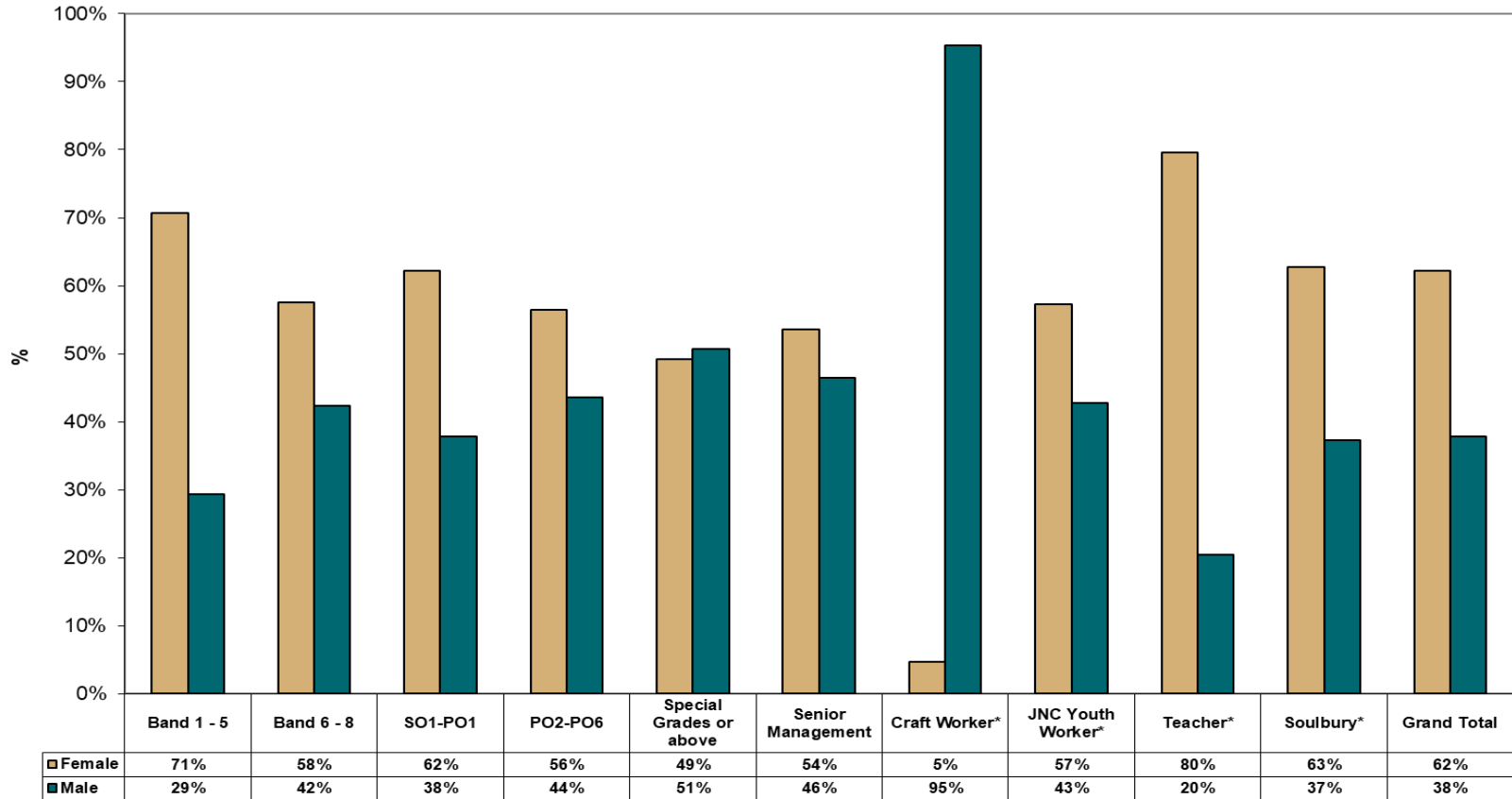
## Percentage of Headcount & Full-time Equivalent (FTE) - 30 June 2023



# Workforce Profile – Gender by Grade or Category\* (Including Schools) – 30 June 2023



# Workforce Profile – Gender by Grade or Category\* (Excluding Schools) – 30 June 2023



# Bradford Council Gender Pay Gap - 2022

The gender pay gap is a measure of the difference between the average hourly earnings of men and women.

## Mean Pay

Mean pay is calculated by adding all average hourly pay values together, then dividing by the number of values.

Men are paid a mean average of **£15.02** per hour.

Women are paid a mean average of **£14.23** per hour.

## The Mean pay gap is 5.3%

The figure for 2021 was 7.1%

The UK average is 13.9%

(Source: ONS Annual Survey of Hours & Earnings 2022)

## Median Pay

Median pay is the 'middle' value or 'mid-point' value in the list of average hourly pay values.

Men are paid a median average of **£13.42** per hour

Women are paid a median average of **£12.16** per hour

## The median pay gap is 9.4%

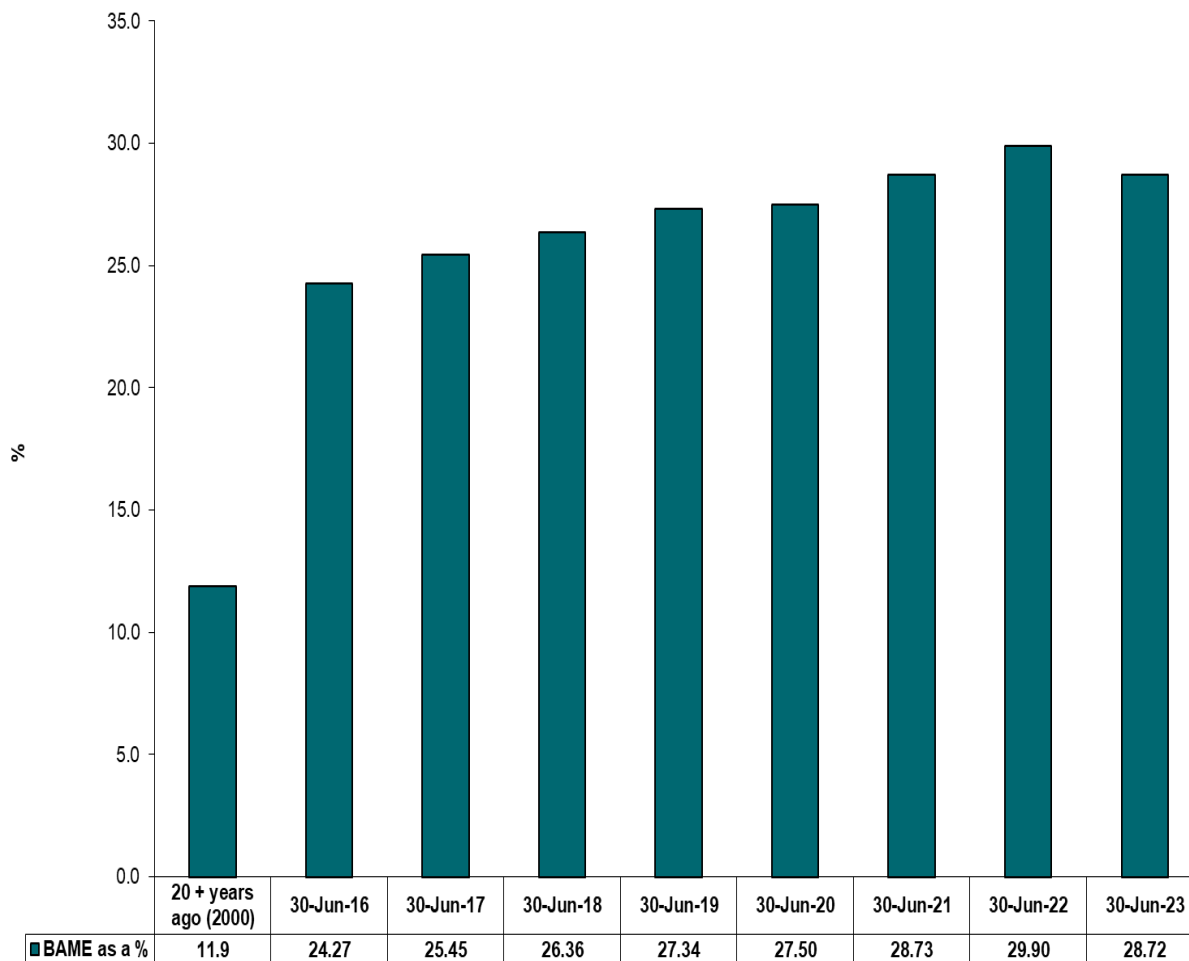
This figure for 2020 was 9.6%

The UK average is 14.9%

(Source: ONS Annual Survey of Hours & Earnings 2022)



# Workforce Profile – Ethnicity - 30 June 2023

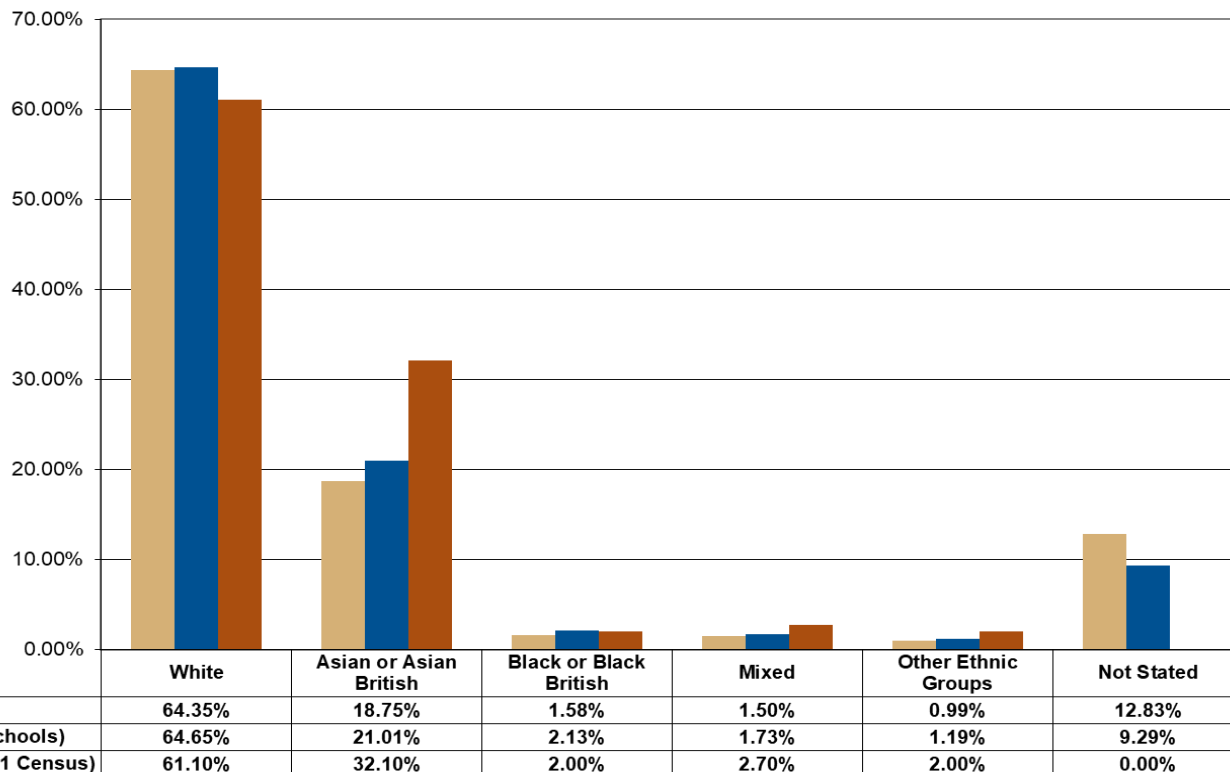


The percentage of Black, Asian and Minority Ethnic staff has continued to increase however 2023 has shown a slight reduction which is largely due to the transfer of staff to the Bradford Children & Families Trust (BCFT). The chart shows the percentage of Black, Asian and Minority Ethnic staff in the Council's workforce excluding schools.

N.B. Since 2021 all established and temporary staff have been included (previously only temporary staff with 12 months service onwards were included as per the original performance indicator definition)



# Workforce Profile – Ethnicity with Comparison to the Bradford District (2021 Census) – 30 June 2023



# Workforce Profile – Grades or Category\* by Ethnicity (including Schools) - 30 June 2023

| Ethnic Category                   | White        | Asian or Asian British | Black or Black British | Mixed       | Other Ethnic Groups | Not Stated   | % Where Ethnicity has been declared | Authority Total |
|-----------------------------------|--------------|------------------------|------------------------|-------------|---------------------|--------------|-------------------------------------|-----------------|
| Band 1 - 5                        | 69%          | 27%                    | 1%                     | 1%          | 1%                  | 16%          | 84%                                 | 40.5%           |
| Band 6 - 8                        | 76%          | 20%                    | 2%                     | 2%          | 1%                  | 10%          | 90%                                 | 23.3%           |
| SO1 - PO1                         | 74%          | 21%                    | 3%                     | 1%          | 1%                  | 7%           | 93%                                 | 10.8%           |
| PO2 - PO6** includes staff on PO6 | 74%          | 20%                    | 3%                     | 2%          | 0%                  | 7%           | 93%                                 | 9.8%            |
| Special Grades or other above PO6 | 81%          | 13%                    | 1%                     | 3%          | 2%                  | 5%           | 95%                                 | 1.8%            |
| Senior Management                 | 76%          | 18%                    | 0%                     | 6%          | 0%                  | 39%          | 61%                                 | 0.3%            |
| Craft Worker*                     | 90%          | 2%                     | 0%                     | 4%          | 4%                  | 2%           | 98%                                 | 1.1%            |
| JNC Youth Worker*                 | 44%          | 35%                    | 12%                    | 9%          | 1%                  | 17%          | 83%                                 | 1.1%            |
| Teacher*                          | 87%          | 10%                    | 1%                     | 2%          | 0%                  | 18%          | 82%                                 | 10.8%           |
| Soulbury*                         | 80%          | 16%                    | 5%                     | 0%          | 0%                  | 14%          | 86%                                 | 0.5%            |
| <b>Grand Total</b>                | <b>73.8%</b> | <b>21.5%</b>           | <b>1.8%</b>            | <b>1.7%</b> | <b>1.1%</b>         | <b>12.8%</b> | <b>87.2%</b>                        | <b>100%</b>     |



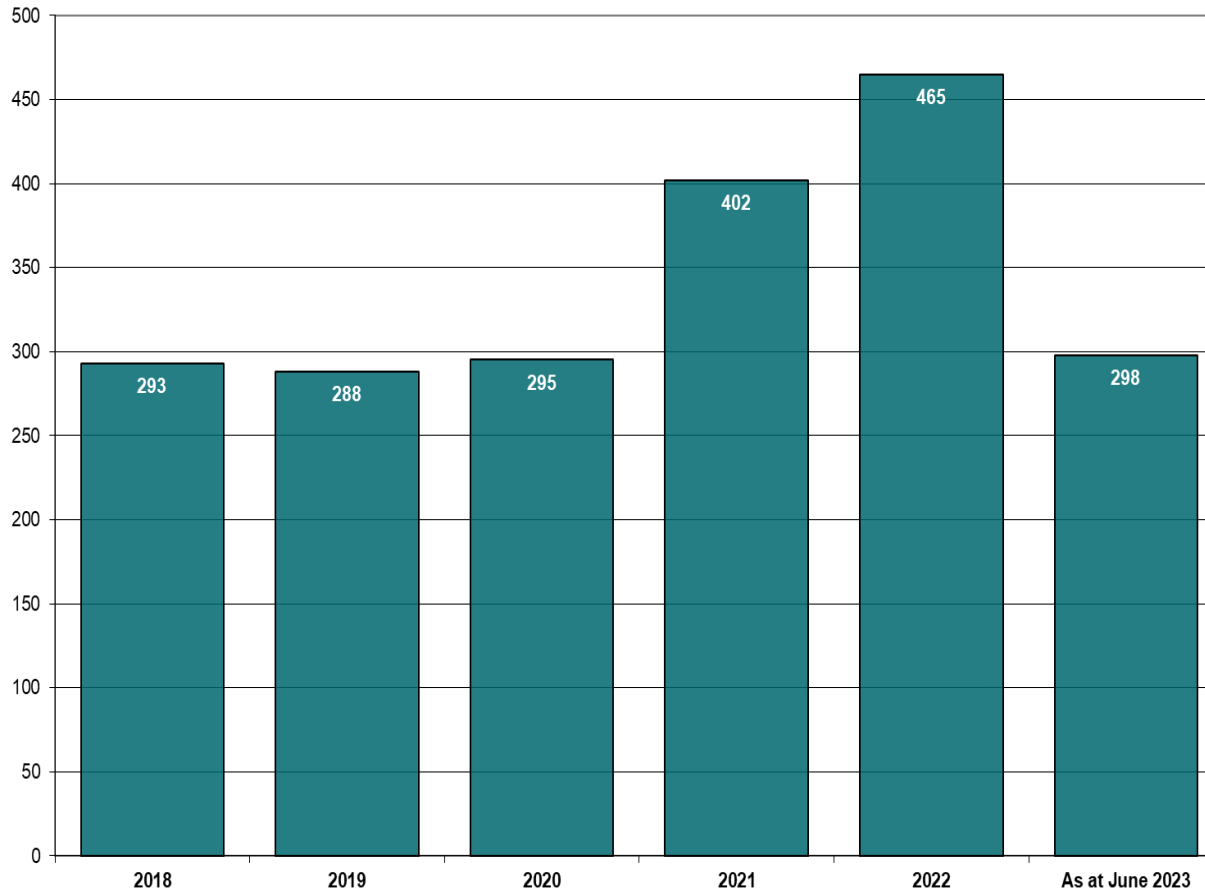
# Workforce Profile – Grades or Category\* by Ethnicity (excluding Schools) - 30 June 2023

| Ethnic Category                   | White        | Asian or Asian British | Black or Black British | Mixed       | Other Ethnic Groups | Not Stated  | % Where Ethnicity has been declared | Council Total  |
|-----------------------------------|--------------|------------------------|------------------------|-------------|---------------------|-------------|-------------------------------------|----------------|
| Band 1 - 5                        | 59%          | 25%                    | 1%                     | 1%          | 2%                  | 12%         | 88%                                 | 36.7%          |
| Band 6 - 8                        | 68%          | 19%                    | 2%                     | 2%          | 1%                  | 8%          | 92%                                 | 25.3%          |
| SO1 - PO1                         | 68%          | 21%                    | 3%                     | 1%          | 1%                  | 6%          | 94%                                 | 14.9%          |
| PO2 - PO6** includes staff on PO6 | 69%          | 19%                    | 3%                     | 2%          | 0%                  | 6%          | 94%                                 | 14.1%          |
| Special Grades or other above PO6 | 77%          | 13%                    | 1%                     | 3%          | 2%                  | 5%          | 95%                                 | 2.7%           |
| Senior Management                 | 46%          | 11%                    | 0%                     | 4%          | 0%                  | 39%         | 61%                                 | 0.4%           |
| Craft Worker*                     | 88%          | 2%                     | 0%                     | 4%          | 4%                  | 2%          | 98%                                 | 1.7%           |
| JNC Youth Worker*                 | 36%          | 29%                    | 10%                    | 7%          | 1%                  | 17%         | 83%                                 | 1.7%           |
| Teacher*                          | 65%          | 11%                    | 1%                     | 1%          | 0%                  | 21%         | 79%                                 | 1.9%           |
| Soulbury*                         | 69%          | 14%                    | 4%                     | 0%          | 0%                  | 14%         | 86%                                 | 0.7%           |
| <b>Grand Total</b>                | <b>64.7%</b> | <b>21.0%</b>           | <b>2.1%</b>            | <b>1.7%</b> | <b>1.2%</b>         | <b>9.3%</b> | <b>90.7%</b>                        | <b>100.00%</b> |





# Workforce Profile – Age Employment of Younger People 30 June 2023



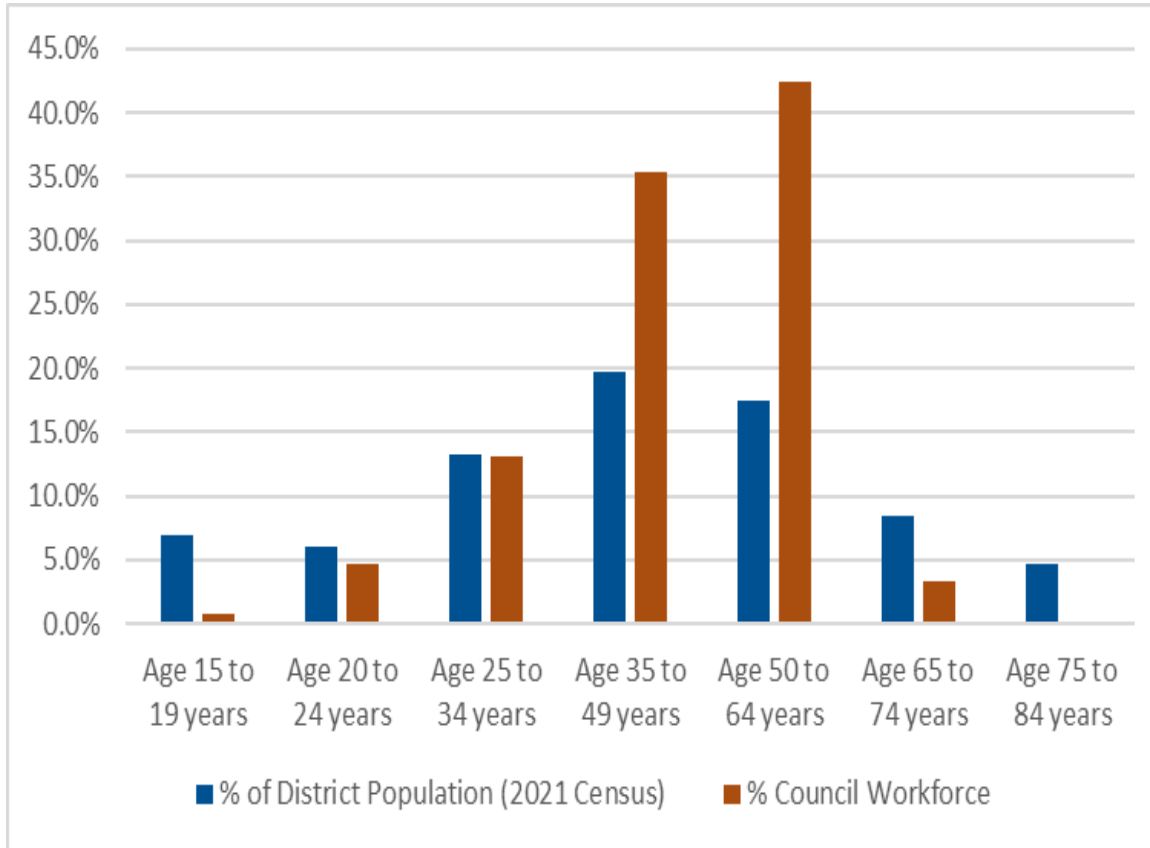
The number of younger people working for the Council (under 25 years) significantly increased in 2021 from 295 to 465 in 2022 a percentage increase of 57.6%. This increase was largely the result of the Government Kickstart Scheme. This scheme was temporary to support young people into permanent jobs, the Council created 900 Kickstart placements in 2021/22. This scheme has now ended.

The Council also has an Apprenticeship Scheme which has helped to boost the numbers of younger people in the workforce.

The average age of the workforce (excluding Schools) has however increased again to 47 years.



# Workforce Profile – Age Comparison of Workforce with Bradford District (2021 Census) - 30 June 2023

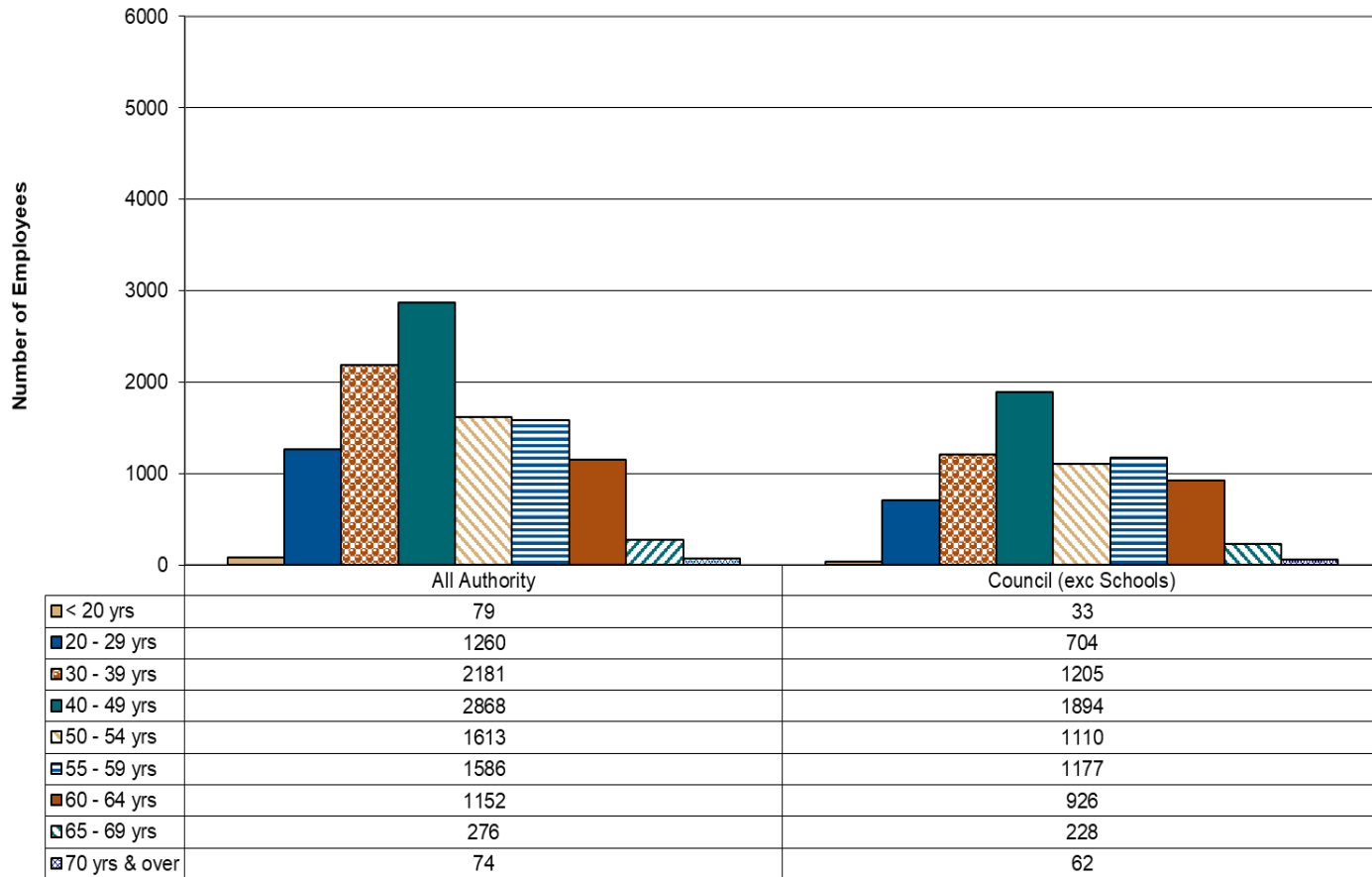


The working population of the District makes up 63.4% of the total, i.e. those aged between 15 and 64 years. The categories in this Bar chart make up 76.6% of the District population, 23.4% are either under age 15 or over age 84. We can see that the Council employs a disproportionate number of staff over the age of 35 years when compared with the District which has resulted in the average age of the workforce being 47 years.



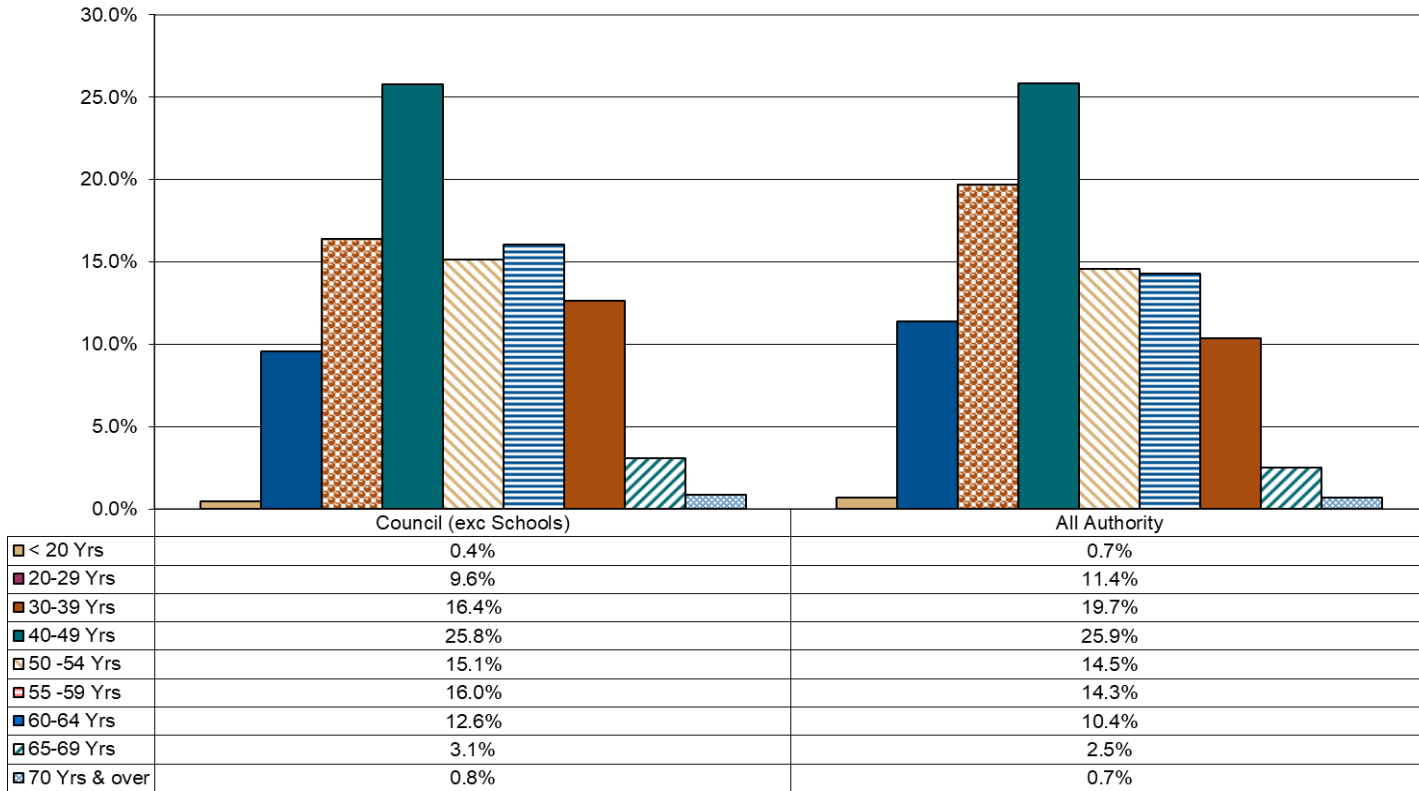
# Workforce Profile

## Headcount by Age Group - 30 June 2023

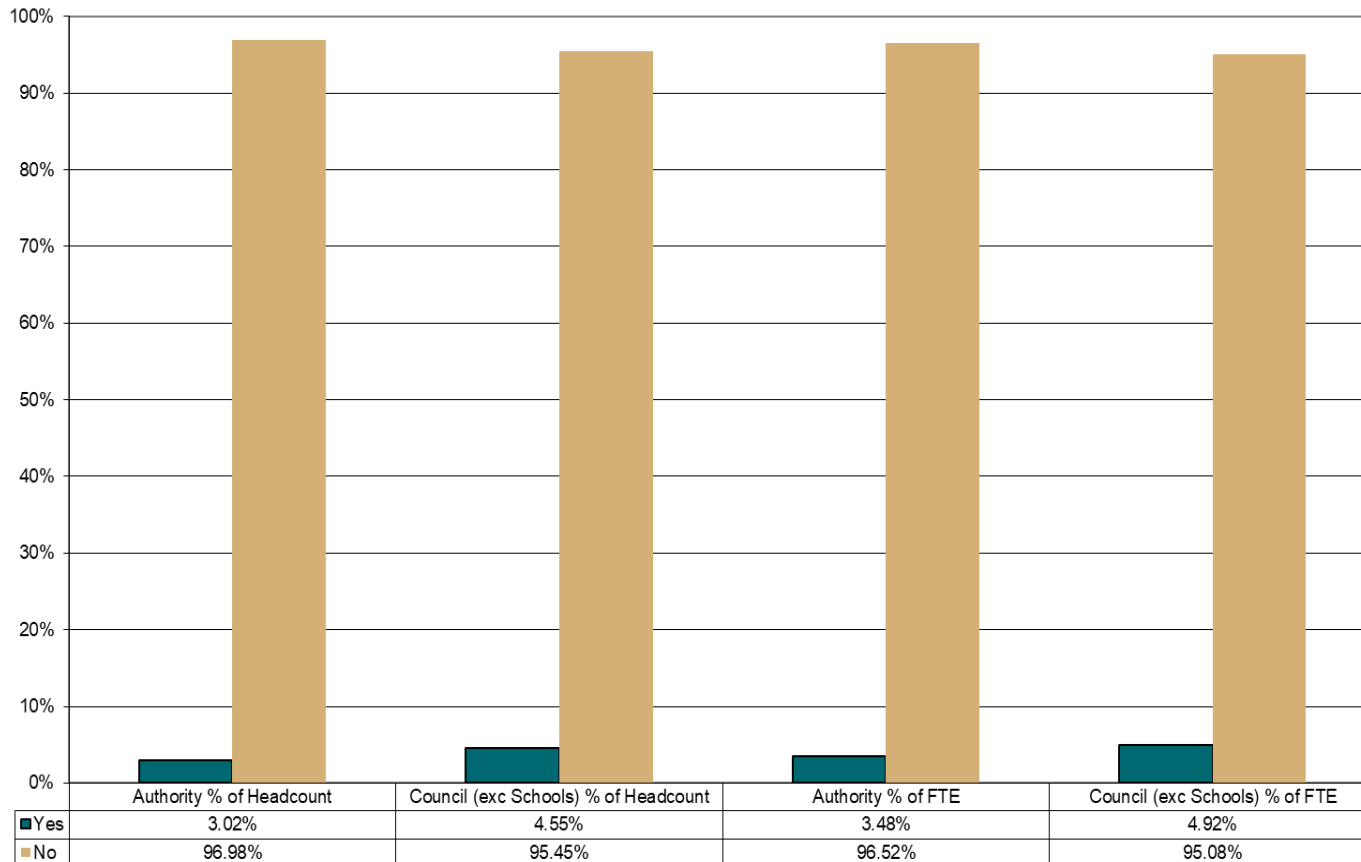


# Workforce Profile

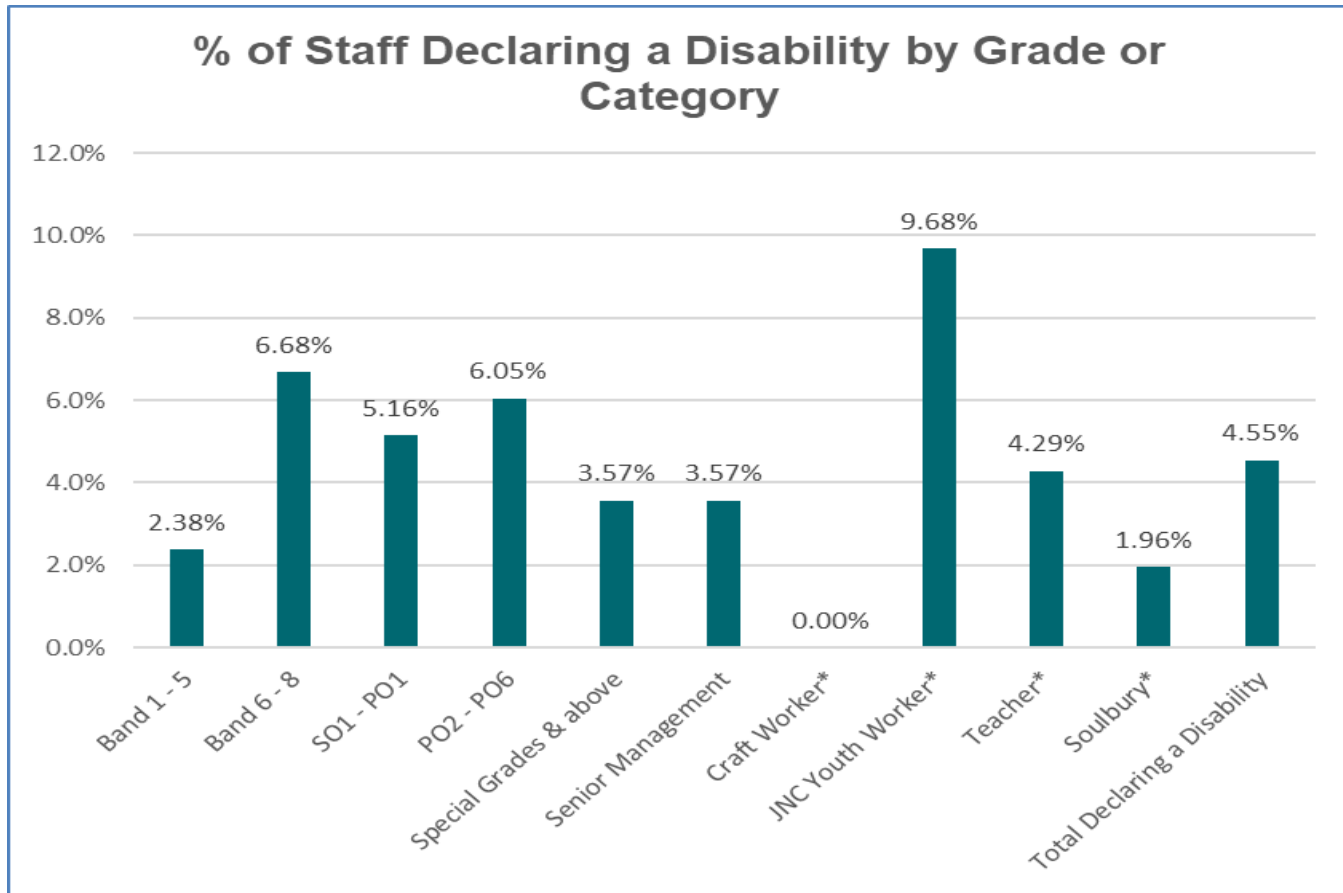
## % of Headcount by Age Group - 30 June 2023



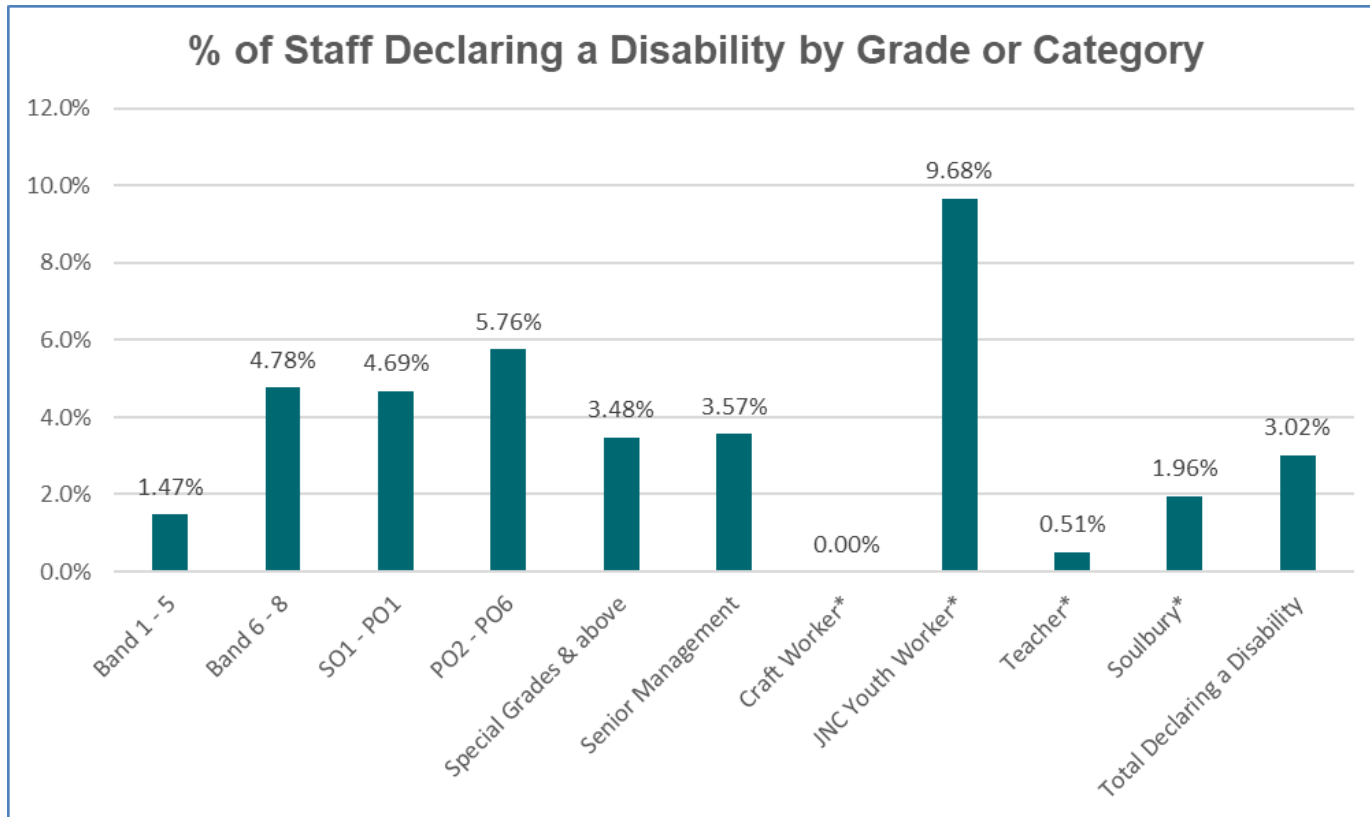
# Workforce Profile – Disability - 30 June 2023



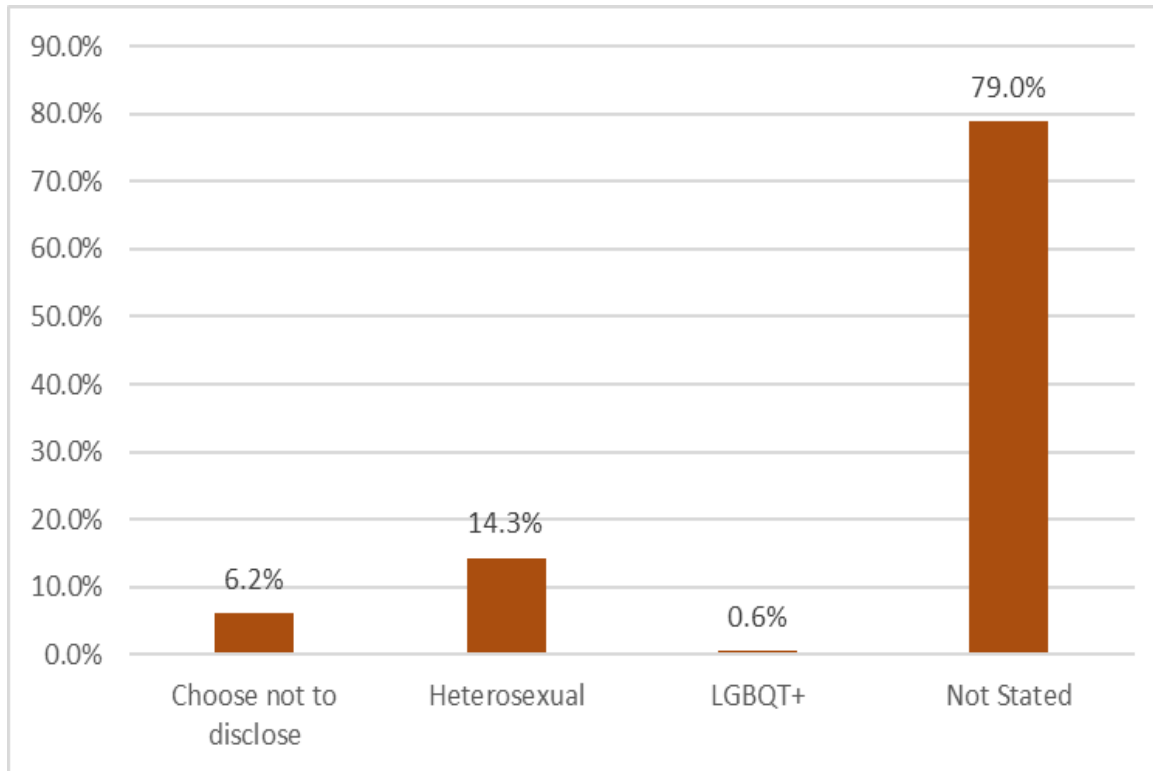
# Workforce Profile – Grades or Category\* by Disability (Excluding Schools) - 30 June 2023



# Workforce Profile – Grades or Category\* by Disability (Including Schools) - 30 June 2023



# Workforce Profile – Sexual Orientation (Excluding Schools) - 30 June 2023



The Council began collecting information on sexual orientation in 2013, however only 20.43% of employees have responded about their sexual orientation and a significant proportion of these preferred not to say. Only 14.88% of employees have provided an actual sexual orientation. For this reason, it is not possible to provide a further break down of the figures for LGBTQ+ due to the small number of employees who have disclosed this information.



## Workforce Profile – Performance Data

|                             | Top 5% Female @ 30th June 2022) | Top 5% Female @ 30th June 2023) | Top 5% BAME @ 30th June 2022 | Top 5% BAME @ 30th June 2023 | % Disabled Employees @ 30th June 2022 | % Disabled Employees @ 30th June 2023 | % BAME Employees @ 30th June 2022 | % BAME Employees @ 30th June 2023 |
|-----------------------------|---------------------------------|---------------------------------|------------------------------|------------------------------|---------------------------------------|---------------------------------------|-----------------------------------|-----------------------------------|
| Council (excluding Schools) | 54.64                           | 50.68                           | 20                           | 22.20                        | 4.25                                  | 4.55                                  | 29.9                              | 28.72                             |

N.B this performance data has been calculated using revised 2021 performance indicator definitions and now includes all established and temporary staff (previously only temporary staff with 12 months service onwards were included as per the original performance indicator definitions)

## Labour Turnover 2022/23

Council (excluding School based) – 28.05%  
 Authority – 29.85%

N.B. Turnover includes 1083 TUPE transfers to BCFT (Bradford Children & Families Trust)

# Disciplinary Cases (Excluding Schools) – 2022 (With Comparison to 1 Jan 2021 – 31 Dec 2021)

| Ethnic Category        | 2021      | 2022      |
|------------------------|-----------|-----------|
| White                  | 16        | 18        |
| Asian or Asian British | 2         | 4         |
| Black or Black British | 0         | 0         |
| Mixed                  | 1         | 1         |
| Any Other Ethnic Group | 1         | 2         |
| Not Stated             | 6         | 2         |
| <b>Grand Total</b>     | <b>26</b> | <b>27</b> |

| Age Banding        | 2021      | 2022      |
|--------------------|-----------|-----------|
| under 20           | 2         | 0         |
| 20 - 29            | 5         | 2         |
| 30 – 39            | 2         | 5         |
| 40 – 49            | 9         | 8         |
| 50 – 59            | 6         | 10        |
| 60 - 69            | 2         | 2         |
| Not Stated         | 0         | 0         |
| <b>Grand Total</b> | <b>26</b> | <b>27</b> |

| Disability         | 2021      | 2022      |
|--------------------|-----------|-----------|
| Yes                | 1         | 2         |
| No                 | 25        | 24        |
| Not Stated         | 0         | 1         |
| <b>Grand Total</b> | <b>26</b> | <b>27</b> |

| Gender Key         | 2021      | 2022      |
|--------------------|-----------|-----------|
| Female             | 8         | 9         |
| Male               | 18        | 18        |
| Not recorded       | 0         | 0         |
| <b>Grand Total</b> | <b>26</b> | <b>27</b> |



# Grievances/Complaints (Excluding Schools) – 2022 (With Comparison to 1 Jan 2021–31 Dec 2021)

| Ethnic Category        | 2021      | 2022      |
|------------------------|-----------|-----------|
| White                  | 17        | 18        |
| Asian or Asian British | 9         | 5         |
| Black or Black British | 3         | 1         |
| Any Other Ethnic Group | 0         | 0         |
| Mixed                  | 0         | 0         |
| Not Stated             | 5         | 2         |
| <b>Grand Total</b>     | <b>34</b> | <b>26</b> |

| Age Category       | 2021      | 2022      |
|--------------------|-----------|-----------|
| 20 - 29            | 0         | 2         |
| 30 - 39            | 1         | 3         |
| 40 - 49            | 8         | 5         |
| 50 - 59            | 18        | 13        |
| 60 - 64            | 3         | 3         |
| 65 & over          | 2         | 0         |
| Not recorded       | 0         | 0         |
| <b>Grand Total</b> | <b>34</b> | <b>26</b> |

| Disability         | 2021      | 2022      |
|--------------------|-----------|-----------|
| Yes                | 4         | 3         |
| No                 | 29        | 23        |
| Not recorded       | 1         | 0         |
| <b>Grand Total</b> | <b>34</b> | <b>26</b> |

| Gender Key         | 2021      | 2022      |
|--------------------|-----------|-----------|
| Female             | 18        | 17        |
| Male               | 16        | 9         |
| Not recorded       | 0         | 0         |
| <b>Grand Total</b> | <b>34</b> | <b>26</b> |



# Engagement with Employees

Bradford Council produces an annual Employee Engagement Plan that aims to support and develop our employees so that they have the skills, knowledge and confidence to deliver our services well. The Employee Engagement Plan also sets out a range of interventions that are designed to help keep our staff informed, involved, and up to date with what is happening across the Council.

Communication channels used within the Council include regular messages from Corporate Management Team (the Chief Executive, all Strategic Directors and Directors) on the Council's internal website (known as BradNet). The Chief Executive and Corporate Management Team also host regular staff briefings via webinar.

The Council produces two staff newsletters: 1) Pride @ Work Express, and 2) Managers Express. Staff newsletters can be made available in a range of formats to meet the needs of individual employees. The Chief Executive and the Leader of Council also produce a monthly bulletin "Backing Bradford District" which reports on priority issues facing the District. This is available to both employees and the public via [Stay Connected](#).

# Engagement with Employees (continued-1)

Employees are encouraged to join our Equalities Staff Networks to meet colleagues from across the Council to find support and get their voice heard. The R.E.S.P.E.C.T campaign encourages employees to work together for an inclusive workforce.

The Council has an established Cross-Departmental Equality Group made up of reps from across all departments. Reps act as a conduit between the group and their departmental management teams. The Cross Departmental Equality Group is tasked with helping to make equality and diversity improvements that will support the development of our workforce.



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## Engagement with Employees (continued-2)

The Council is also currently undertaking its first staff survey since 2017, this is aimed at giving employees a chance to have their say and is an ideal opportunity for staff to inform our New Chief Executive and the Senior Leaders within the organisation how they feel about working for Bradford Council.

Once the survey is closed, the data will provide a clear indication of what the workforce considers the Council is doing well and what can be improved.

The Council actively seeks participation from a wider audience and regularly undertakes public consultations to ensure that the decisions we make are guided by a real appreciation of the views of the residents and people of the Bradford district. We consider each individual contribution to the consultation process.



# Equalities and Engagement

## Workforce Development Calendar 2022 – 2023

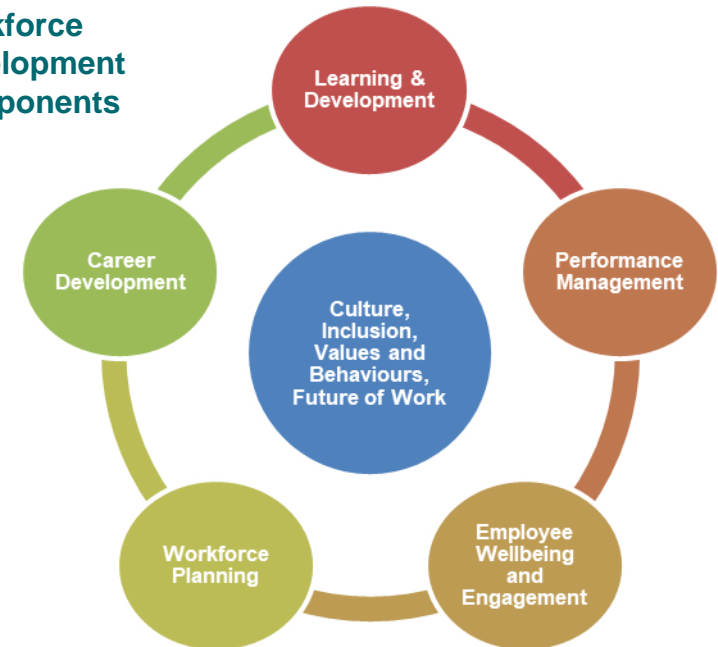
This calendar is designed to provide multiple opportunities for our workforce to connect and develop networks at all levels in the organisation and acquire and amplify new skills and experiences that will enable them to aspire, thrive and flourish in their career at BMDC. Investing in and developing our workforce is essential if we are to deliver our People Strategy and Council Plan outcomes and live our Council Plan principles and Shared District Values.

This calendar underpins our People Strategy (2021 – 2026) outcomes and our Workforce Development plan (2021 – 2024) and is one part of an organisation wide Communications strategy to facilitate meaningful, high impact engagement with our employees.

## Our People Strategy Outcomes

| Outcome                         | What it means   |
|---------------------------------|---|
| Live our values                 | A culture where we proactively demonstrate our values, where we celebrate our successes but challenge any instance where we don't live up to our best ambitions for ourselves.        |
| Representative of our community | A workforce which is inclusive and representative of the communities we serve; and where equity of opportunity exists for all colleagues.   |
| Innovative and Creative         | A culture where we proactively seek out innovative and creative ways of designing and delivering needs-led services; where we collaborate and proactively seek to improve what we do. |
| Agile and outcome focused       | A culture where we are relentlessly focused on delivering high quality, impactful needs led services for all our residents, but particularly those who are vulnerable and in need.    |
| Employer of Choice              | Recognised as an employer of choice for Bradford District and one that is at the forefront of delivering innovative and high quality services to the community it serves.             |
| Good Partners                   | A positive, proactive partner as part of One Bradford and a visible voice locally, regionally and nationally to advance the interests of the District.                                |

## Workforce Development Components



## Underpinned by our Shared District Values

*We Protect – We Share – We Care – We Respect*



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# Equalities and Engagement - Themes

## Our Equalities Themes

### Leadership & Organisational Commitment

The overall approach the Council takes to ensure that equalities are at the heart of decision making and promotes equal opportunities for everyone.

### Workforce

Ensure that our employees feel equal, included and more comfortable. That employees are supported to reach their potential, are not subject to any unfair disadvantages regardless of their background and/or characteristics and are representative of the communities they serve.

### Community

Action to support the creation of a place where everyone feels like they belong, are understood, feel safe and are able to fully participate in and contribute to the economic social and civic life of the District.

### Service Design

Ensure that all our services are designed in an accessible and an inclusive way including co-production with local people and organisations. This includes an approach to procurement and commissioning that values equality and diversity and everyone in the district has the information they need to access services.





# Equalities and Engagement - Campaigns



## **RESPECT Campaign – Working Together for an Inclusive Workforce**

**What does RESPECT stand for? The RESPECT Principles are:-**

**Rights** – Everyone has a right to feel safe and included and free from discrimination

**Equality** – At the heart of what we do as a Council and the people we support

**Speak up** – If you witness a colleague is behaving inappropriately, say something

**Person-centred** – Treat others as they wish to be treated

**Education** – Learn more about different aspects of equality and inclusion

**Champion** – Lead by example to promote equality in your behaviours and those of colleagues

**Think first** – How would your comments or actions make someone feel

# Engagement with Trade Unions

Effective change management is based on on-going engagement between the Council and Trade Unions as well as specific consultation or negotiation on organisational change matters affecting the workforce.

This engagement enables the Council to discuss with Trade Unions, at an early stage, significant developments which may impact on employees and enable the Council to understand, respond and work with Trade Unions before formal implementation commences.

Reports to Executive on workforce change includes a statement on the trade union engagement and consultation and for budget consultation the trade unions' views in relation to the proposals, in order to inform the report and decision making.