

Employee Equality Monitoring Report 2021 – 2022

1. INTRODUCTION

- 1.1 The purpose of this report is to provide Recruitment, Workforce and Employee Development equality monitoring data for East Ayrshire Council covering the period 1 January 2021 to 31 December 2022. It includes some analysis of the data and make recommendations in terms of future actions to promote equality across our workforce.
- 1.2 The report also includes our pay gap information for 2021/22 and 2022/23 financial period and details of occupational segregation across the Council's workforce.

2. BACKGROUND

- 2.1 As part of the Public Sector Equality Duty, East Ayrshire Council is committed to ensuring that the Council is doing all that it can to *eliminate discrimination, promote equality of opportunity and foster good working relationships between those who share protected characteristics and those who don't.*
- 2.2 Most recently as part of our Equalities activity we have reviewed and updated East Ayrshire Council's Equality Mission Statement and established a People & Culture Equalities Forum to support the delivery of key equality requirements around how we recruit, select and promote individuals, accessibility of learning and development opportunities for all employees and how we ensure our workforce have safe and supportive work environments to thrive, through continual review of our employment policies and monitoring of our workforce information.
- 2.3 Accordingly the Council has the following mission and objectives in place:

*Quality, **Equality**, Access and Partnership are the core values of East Ayrshire Council and through the People and Culture Equalities Forum we are committed to ensuring that all our employees including our BAME, disabled and LGBT+ employees have safe and supportive work environments to thrive and that Equalities is at the heart of everything we do.*

We will do this by ensuring our People and Culture policies are clear and take account of all protected characteristics and will work in partnership with our employees, local communities, our wider equality partners and businesses to actively identify and end all forms of discrimination and gender based violence.

2.4 As a Council we are committed to Fair Work and we are a Living Wage Employer. During 2020 and 2021 the Council carried out a Pay review and as a result implemented a revised pay and grading model which included an analysis of the Pay Gap and any potential impact on gender the revised model may have. This resulted in the implementation of the revised Pay & Grading model up to Grade 5 being implemented with effect from 1 April 2022, taking all employees to above the living wage as a starting point and meant an uplift in pay for a large proportion of our workforce who are predominantly female.

3. RECRUITMENT EQUALITY MONITORING DATA

3.1 The period covered by this equality monitoring report is 1 January 2021 to 31 December 2022. The information included within our data covers what is required by the Equality & Human Rights Equality Duty for public services. This report does not include data for the East Ayrshire Leisure Trust.

ADVERTS & APPLICATIONS

3.2 The following information sets the scene in relation to the overall recruitment activity during 2021 and 2022.

No of Posts advertised:



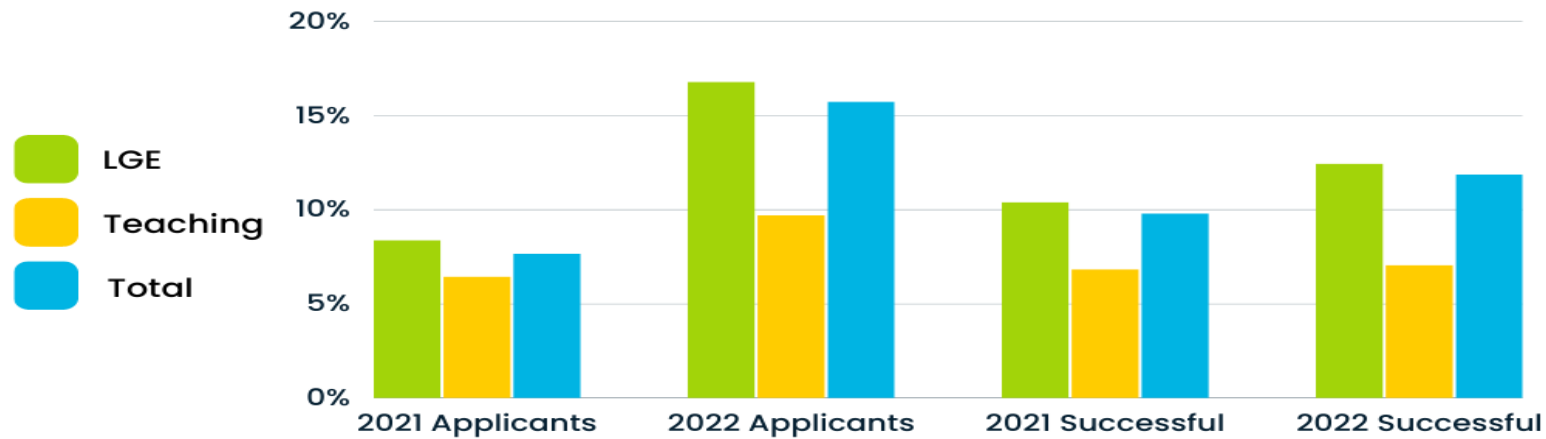
Applications Received:



Comment: It should be noted that there was a substantially larger volume of applications received in 2021 compared to 2022. This could be for a combination of reasons including 2021 being in the heart of the pandemic and a substantial increase in need for roles across Social Care and Education, while in 2022 nationally it was recognised that across a range of sectors there was a shortage of people applying for roles within the Public Sector, who were finding it difficult to compete with private industry. The figures show a 40% reduction in applications received in total during 2022.

APPLICANTS WITH A DISABILITY

- 3.3 The following graph details the number of applications received from applicants with a disability over the 2 year period in comparison to the number of successful appointment made for people with a disability.



Comment:

Of the 9410 applications received in 2021, 7.63% of applicants stated they had a disability and this increased to 15.70% in 2022, while the number of applications received decreased to 5377.

Of the 1035 successful applications in 2021, 9.76% declared they had a disability.

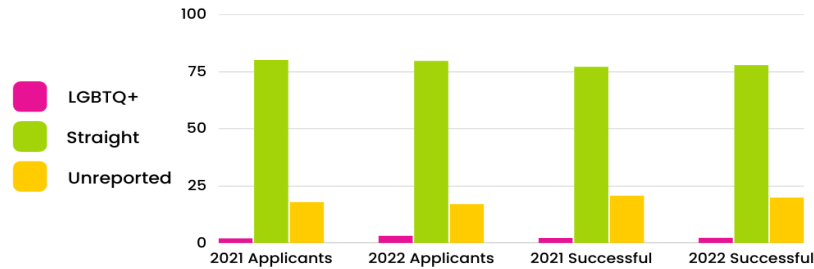
Of the 659 successful applications in 2022, 11.84% declared they had a disability.

Both LGE & Teaching appointments showed a slight increase in those with a disability.

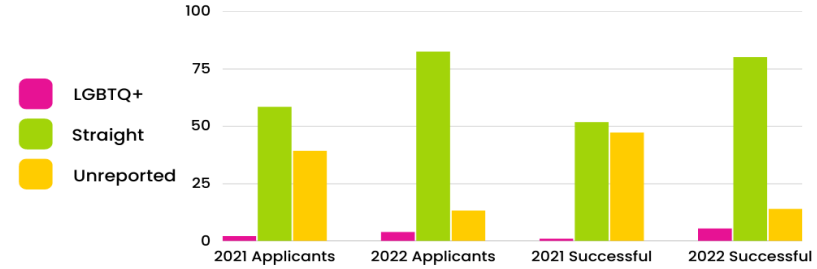
SEXUAL ORIENTATION

- 3.4 The following graph shows the sexual orientation of applications received over the 2 year period for Teaching and Local Government posts and highlights that in both years the vast majority of applications and those that were successful in their application were heterosexual/straight.

PERCENTAGE OF SEXUAL ORIENTATION APPLICANTS LGE



PERCENTAGE OF SEXUAL ORIENTATION APPLICANTS TEACHING



All Applications		
	2021	2022
LGBTQ+	2.18%	3.38%

Successful Applications		
	2021	2022
LGBTQ+	2.03%	2.73%

Comment: The graphs show a slight increase in applications from the LGBTQ+ community between 2021 and 2022 as well as a slight increase in those who were successful. This may be due in part to the increase in the numbers of people feeling more comfortable to declare their sexual orientation. In addition it should be noted that the number of people who did not report their sexual orientation reduced over the 2 year period from 23.57% to 17.75% for those who were successful showing an improved declaration rate from applicants.

RELIGION AND BELIEF

3.5 The following table shows the breakdown of the reported religion/belief of applications and those who were successful over the 2 year period. Again there is an improving picture in terms of the number of people declaring their religion with 24% being unreported in 2021, which reduced to 12.67% in 2022 for all applications. It should also be noted however that the largest

group for both years was overwhelmingly “no religion or belief,” rising from 46.10% to 57.23% respectively. The trends are similar for those who were successful in their application.

Applications	Total 2021				Total 2022			
	LGE	Teaching	Total	% of total	LGE	Teaching	Total	% of total
Unreported	967	1259	2226	24%	590	91	681	12.67%
Buddhist	6	1	7	0%	5	1	6	0.11%
Church of Scotland	829	532	1361	14.46%	618	156	774	14.39%
Hindu	1	2	3	0.03%	8	3	11	0.20%
Humanist	16	6	22	0.23%	1	0	1	0.02%
Jewish	2	0	2	0.02%	1	1	2	0.04%
Muslim	22	23	45	0.48%	31	5	36	0.67%
None	3275	1063	4338	46.10%	2682	395	3077	57.23%
Other Christian	217	96	313	3.33%	124	23	147	2.73%
Other Religion or Belief	22	19	41	0.44%	51	17	68	1.26%
Pagan	17	2	19	0.20%	5	2	7	0.13%
Prefer not to answer	221	74	295	3.13%	170	16	186	3.46%
Protestant	1	0	1	0.01%	3	0	3	0.06%
Roman Catholic	356	358	714	7.59%	268	100	368	6.84%
Sikh	8	15	23	0.24%	5	5	10	0.19%
Total	5960	3450	9410	100.00%	4562	815	5377	100.00%

Successful Applicants	Total 2021				Total 2022			
	LGE	Teaching	Total	% of total	LGE	Teaching	Total	% of total
Unreported	168	79	247	23.86%	107	10	117	17.75%
Church of Scotland	118	32	150	14.49%	87	13	100	15.17%
Humanist	2	2	4	0.39%	0	0	0	0.00%
Muslim	1	1	2	0.19%	1	0	1	0.15%

None	460	37	497	48.02%	338	31	369	55.99%
Other Christian	31	6	37	3.57%	11	2	13	1.97%
Other Religion or Belief	3	0	3	0.29%	4	1	5	0.76%
Prefer not to answer	23	3	26	2.51%	8	2	10	1.52%
Protestant	0	0	0	0.00%	1	0	1	0.15%
Roman Catholic	52	16	68	6.57%	31	11	42	6.37%
Sikh	1	0	1	0.10%	0	1	1	0.15%
Total Successful	859	176	1035	100.00%	588	71	659	100.00%

MARITAL STATUS

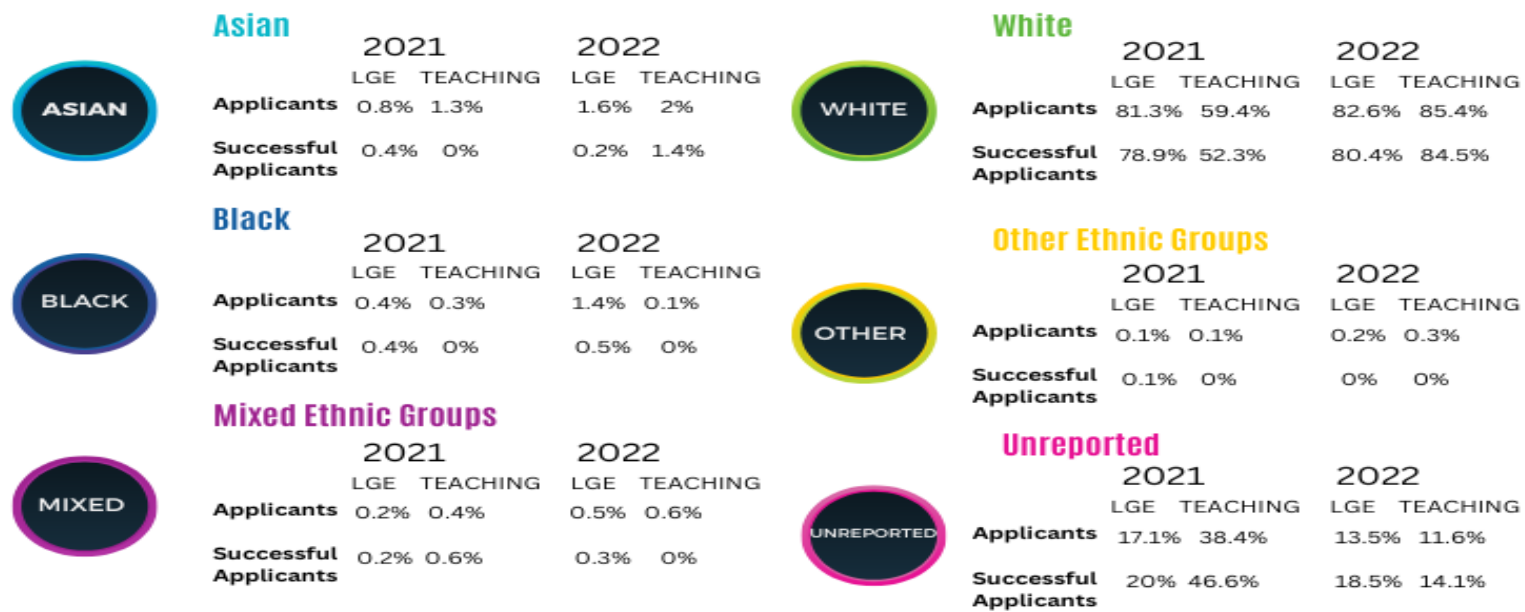
3.6 The following tables detail the marital status of all applications and the numbers who were successful split between teaching and local government employees over the 2 year period, with no particular issues identified.

All Applications	Total 2021				Total 2022			
	LGE	Teaching	Total	% of total	LGE	Teaching	Total	% of total
Divorced	239	52	291	3.09%	231	23	254	4.72%
Living with partner	387	72	459	4.88%	0	0	0	0.00%
Married/Civil Partnership	1439	585	2024	21.51%	1419	215	1634	30.39%
Legally dissolved civil partnership	4	2	6	0.06%	4	0	4	0.07%
Prefer not to answer	212	26	238	2.53%	296	15	311	5.78%
Separated	141	55	196	2.08%	98	23	121	2.25%
Single	2595	1392	3987	42.37%	1895	443	2338	43.48%
Widowed	27	9	36	0.38%	29	5	34	0.63%
Unreported	916	1257	2173	23.09%	590	91	681	12.67%
Total	5960	3450	9410	100.00%	4562	815	5377	100.00%

Successful	Total 2021				Total 2022			
	LGE	Teaching	Total	% of total	LGE	Teaching	Total	% of total
Divorced	43	4	47	4.54%	31	2	33	5.01%
Living with partner	59	4	63	6.09%	0	0	0	0.00%
Married/Civil Partnership	229	39	268	25.89%	178	29	207	31.41%
Legally dissolved civil partnership	0	0	0	0.00%	0	0	0	0.00%
Prefer not to answer	23	1	24	2.32%	19	0	19	2.88%
Separated	19	1	20	1.93%	8	2	10	1.52%
Single	315	47	362	34.98%	237	28	265	40.21%
Widowed	6	1	7	0.68%	8	0	8	1.21%
Unreported	165	79	244	23.57%	107	10	117	17.75%
Total	859	176	1035	100.00%	588	71	659	100.00%

ETHNICITY IN RECRUITMENT

3.7 The following diagram shows 5 main Ethnic groups as well as “unreported” where people did not disclose their ethnic group, for both those who applied for posts and those who were successful over 2021 and 2022.



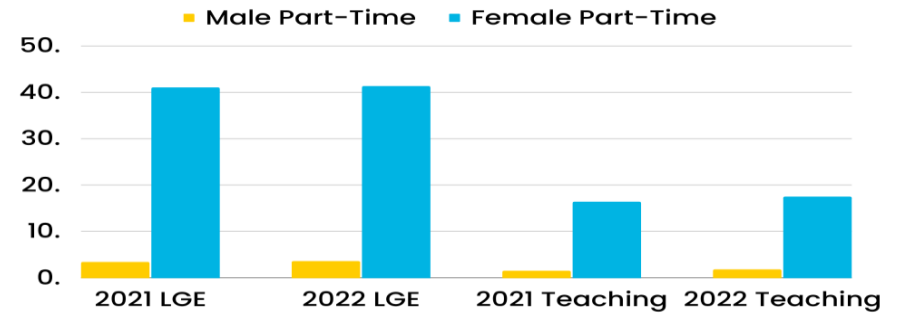
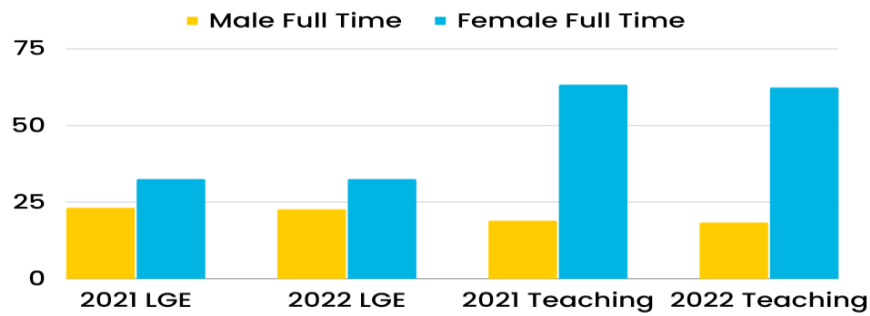
Comment: There was an increase in applications from all ethnic groups between 2021 and 2022. However for those who were successful from minority ethnic groups there is a mixed picture. For example successful applicants from Asian backgrounds reduced for Local Government employees, however there was an increase in successful applicants for teaching posts.

4. WORKFORCE EQUALITY MONITORING DATA

4.1 A review of the Councils Workforce profile has been completed covering the 2 year period from January 2021 to December 2022.

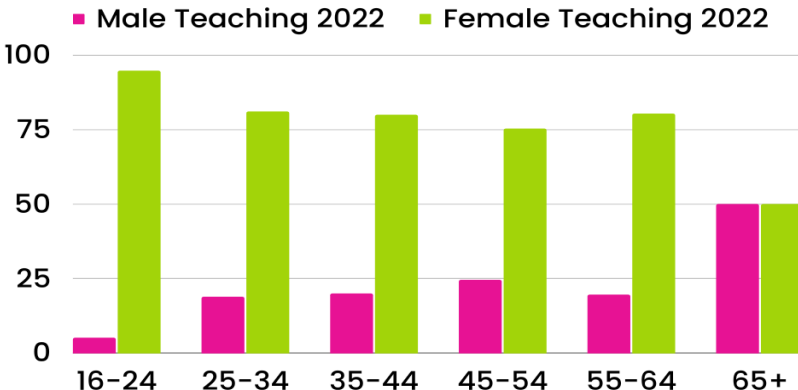
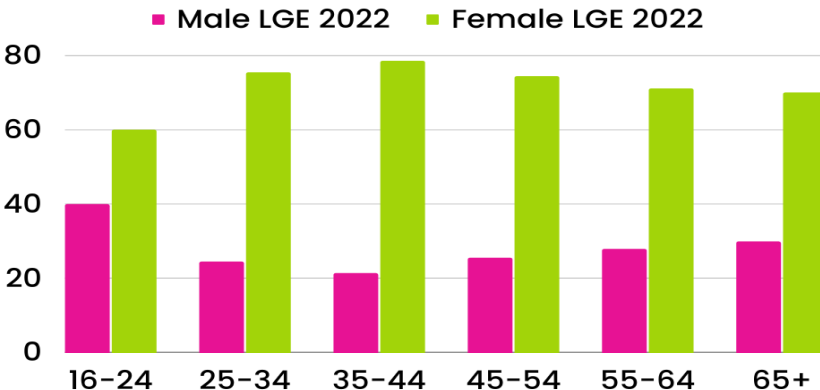
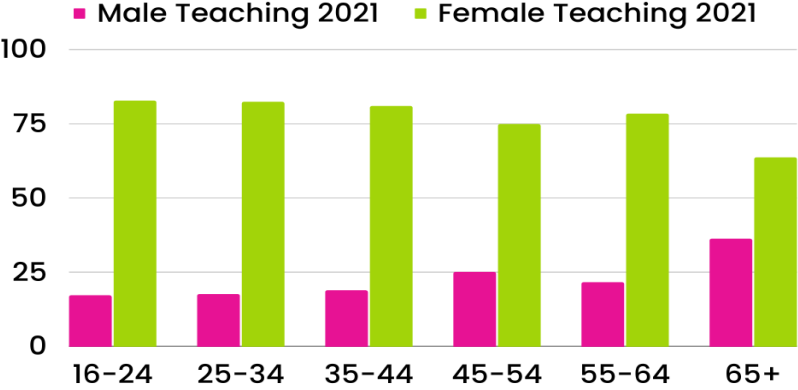
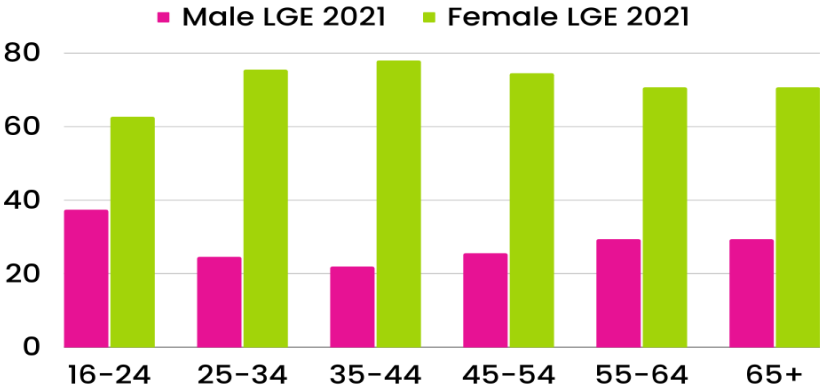
WORKFORCE SEX – FULL TIME/PART TIME

4.2 The first graph below shows the split of Male and Female employees in Full Time posts, while the second graph shows the split of Male and Female employees in Part Time posts.



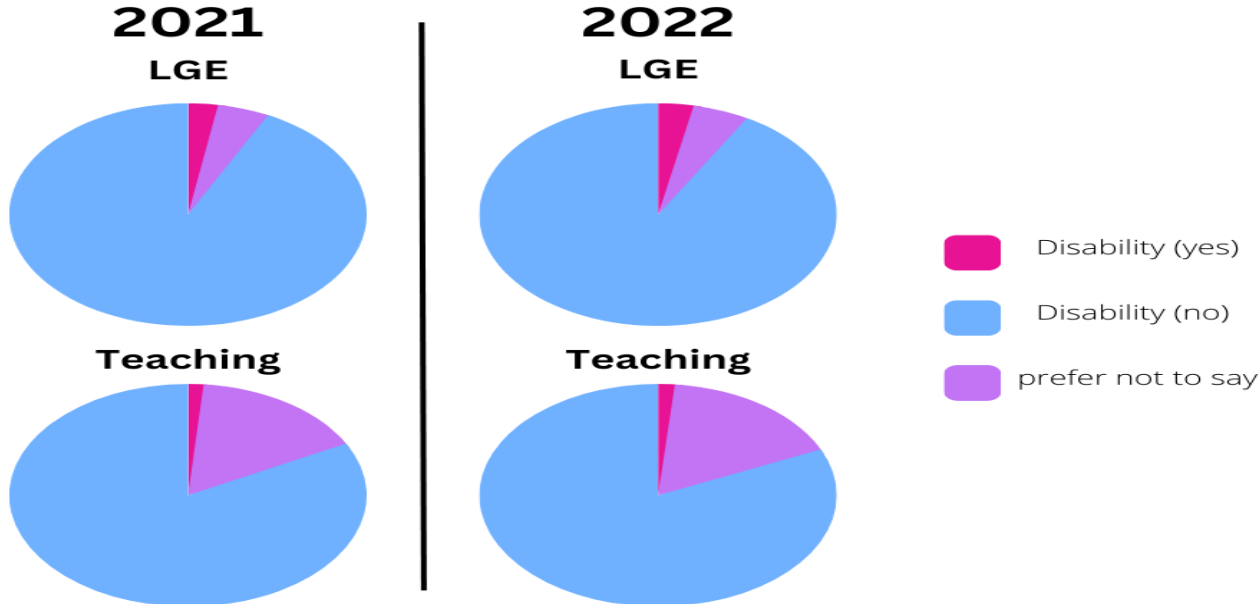
Comment: In 2021 74.82% of the workforce was female and 25.17% were male and in 2022 this gender split increases very slightly to 75/25% respectively. It can be seen from the above graphs that although the number of female employees is far greater than male employees overall, for Local Government (full time) employees there is a more even spread with an average of 32%/23% split Female to Male. For teachers the difference is far more pronounced with a 63%/18% Female to Male ratio. It should also be noted that there are a much larger number of female employees in part time posts across both LGE and teaching roles in comparison to males.

WORKFORCE AGE



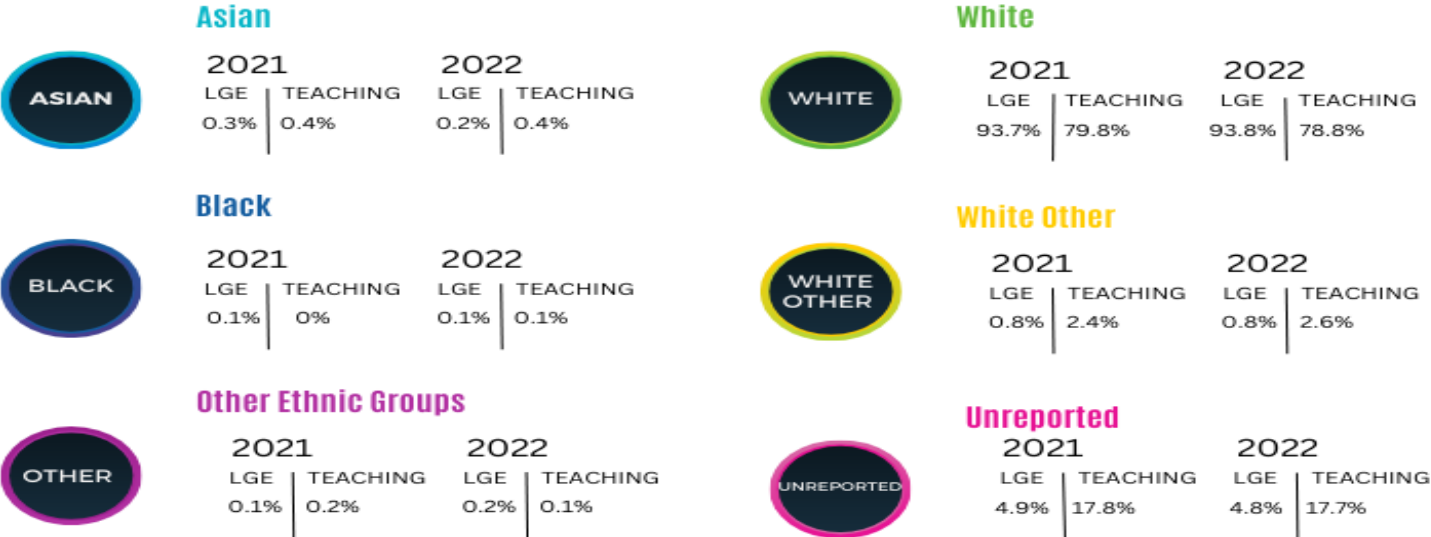
Comments: The number of young people (16 - 24 years) employed by EAC has risen between 2021 and 2022, from 369 to 399 overall, however the number of young teachers being appointed has fallen from 75 to 57. The 45 and over age group of LGE employees reduced from 57.71% of the workforce in 2021 to 55.13% of the workforce in 2022 a reduction of just under 2%. The number of employees in teaching for this age group also reduced from 34.38% to 33.81% between 2021 and 2022, equating to 0.57% reduction. The % split between Female & Male employees remains fairly static across the 2 year period, across LGE & Teaching and across all age brackets. I.e. LGE - 75/25 % split, while for teaching it averages at 80/20 % split for females to males.

WORKFORCE DISABILITY



Comments: 2.74% of the Council LGE workforce had declared a disability in 2021, rising to 3.22% in 2022. 1.37% of teaching staff had a declared disability in 2021, rising slightly to 1.47% in 2022. There are more females than males with a disability across both LGE & Teaching staff, which correlates with the make-up of the workforce.

WORKFORCE ETHNICITY



Comments: Both LGE and Teaching employees increased the number of BAME employees by 1. Representation from ethnic groups is extremely low within EAC, with over 90% of LGE employees being white British and 78% of teaching staff being the same. The total unreported has risen over the 2 year period for both LGE & teaching staff.

WORKFORCE – SEXUAL ORIENTATION

Sexual Orientation	2021				2022			
	LGE	Teach	Total	%	LGE	Teach	Total	%
heterosexual/straight	3612	728	4340	65.99%	4019	763	4782	71.02%
LGBTQ+	41	13	54	0.82%	61	17	78	1.16%
Prefer not to say	63	26	89	1.35%	72	27	99	1.47%
Unreported	1398	696	2094	31.84%	1155	619	1774	26.35%
TOTAL	5114	1463	6577	100.00%	5307	1426	6733	100.00%

Comments: Employees who's Sexual Orientation is stated as being part of the LGBTQ+ group has increased over the 2 year period for both Local Government & Teaching. It should be noted that while the number of unreported has reduced for both groups over the 2 year period, the number of employees who prefer not to disclose this information has increased slightly for both Local Government and Teaching employees.

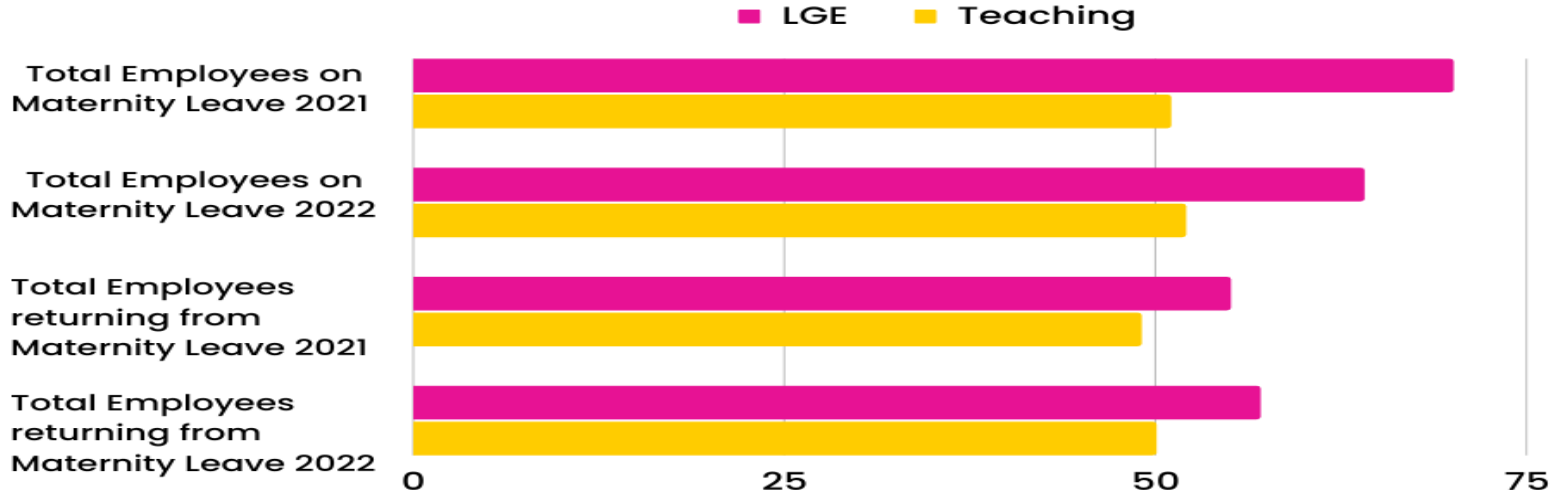
WORKFORCE – MARITAL STATUS

STATUS	2021			
	LGE	%	TEACH	%
Cohabiting with Partner	477	9.33%	81	5.54%
Divorced	165	3.23%	25	1.71%
Married/Civil Partn'ship	2193	42.88%	616	42.11%
Prefer not to say	30	0.59%	10	0.68%
Separated	110	2.15%	23	1.57%
Single	1336	26.12%	345	23.58%
Unreported	776	15.17%	362	24.74%
Widowed	27	0.53%	1	0.07%
Total	5114	100.00%	1463	100.00%

STATUS	2022			
	LGE	%	TEACH	%
Cohabiting with Partner	555	10.46%	91	6.38%
Divorced	196	3.69%	28	1.96%
Married/Civil Partn'ship	2365	44.56%	631	44.25%
Prefer not to say	36	0.68%	11	0.77%
Separated	120	2.26%	24	1.68%
Single	1586	29.89%	358	25.11%
Unreported	415	7.82%	282	19.78%
Widowed	34	0.64%	1	0.07%
Total	5307	100.00%	1426	100.00%

Comments: For both Local Government Employees and Teachers the largest proportion are married or in a civil partnership. This has been the same over 2021 and 2022. Single employees make up around 30% of the Local Government workforce and just under 25% of the teaching workforce. The number of employees who are divorced has increased from 2021 to 2022 for both Local Government and Teaching employees. The number of employees who had not reported their marital status has reduced from 2021 to 2022 for both LGE and teaching employees.

WORKFORCE – MATERNITY LEAVE



Comments: The diagram shows that for Local Government employees there was a reduction in the number of employees going on maternity leave from 2021 to 2022, while there was an increase in the numbers returning from leave. For Teachers there was an increase for both people stopping for maternity leave and for those returning over the 2 year period.

DISCIPLINE

2021		2022	
LGE	No. Disciplined	LGE	No. Disciplined
Female	21	Female	29
Male	12	Male	15
Total	33	Total	44

Comments: Due to the low numbers of teachers subject to discipline over the 2 year period, we are unable to disclose the gender details. However it can be confirmed that in 2021 one teacher was disciplined and in 2022 this increased to 6. As shown above the number of Local Government employees disciplined increased by 11.

There were a greater number of females disciplined in both 2021 and 2022, however this correlates with the make-up of the workforce which is predominantly female.

The ethnic origin of all employees disciplined was White British. Between 2021 and 2022 of the 84 people disciplined, in the majority of cases their sexual orientation was heterosexual/straight.

GRIEVANCE

- 4.3 During 2021 there were 5 Grievances raised, 2 of these were collective grievances and therefore no disaggregated information is available. Of the 3 remaining, 2 were raised by males and 1 by a female. All employees who raised a grievance were white. The 2 grievances from male employees were later withdrawn and the other grievance raised by a female employee was upheld in part.

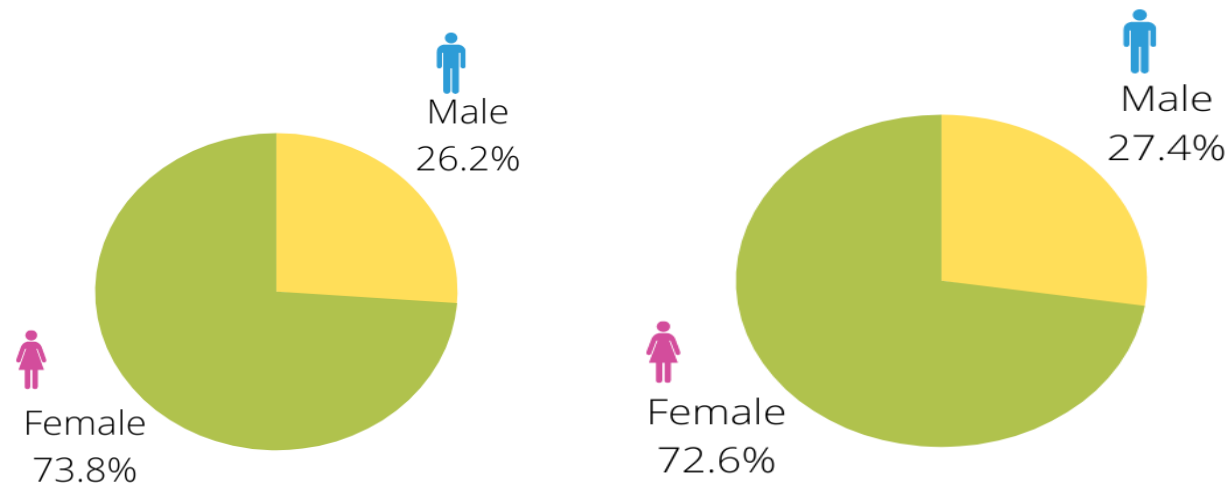
4.4 During 2022 2 Grievances were raised. These are of particular note as both were raised by white females working in part-time administrative roles. 1 was upheld in full and 1 upheld in part.

5. EMPLOYEE DEVELOPMENT DATA – 2021 - 2022

2021	2022
<p>17207 learning and development resources accessed</p> <p>12146 resources were e-learning</p> <p>5061 Places were Face to Face or Virtual in nature</p>	<p>40,304 learning and development resources accessed</p> <p>35,280 resources were e-learning</p> <p>5024 Places were Face to Face or Virtual in nature</p>

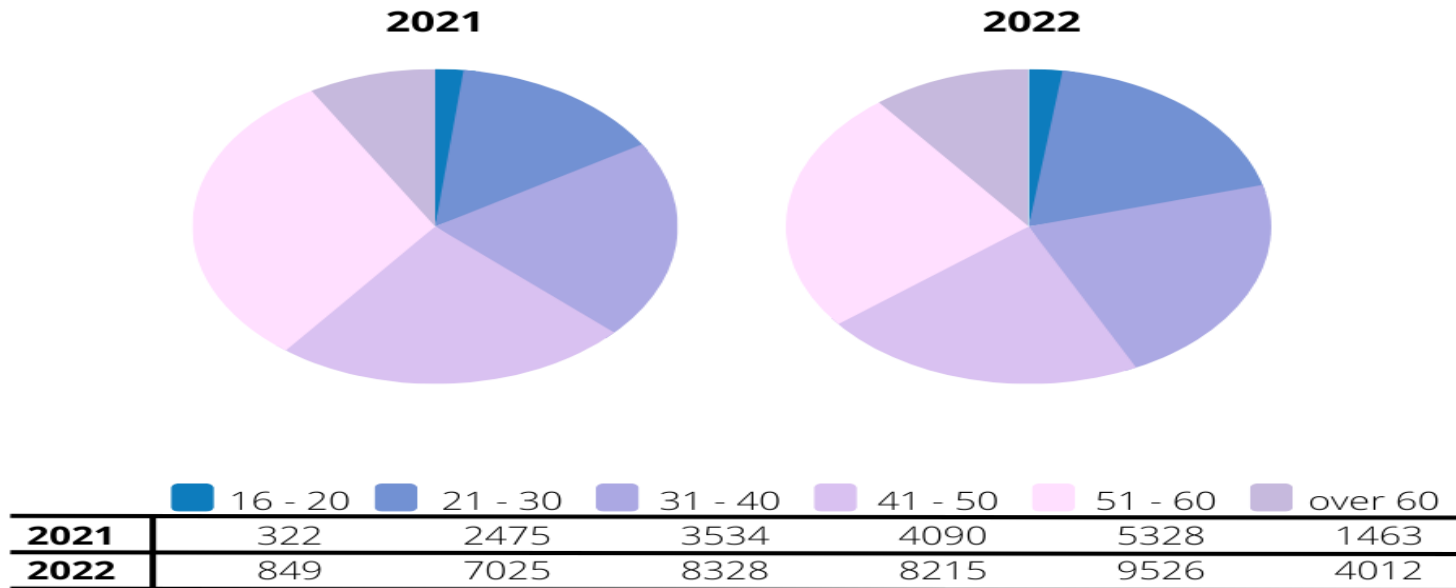
5.1 The amount of Learning and Development resources accessed by employees more than doubled from 2021 to 2022. This will be due in part to the impact of the pandemic, with a large shift towards e-learning where people can access sessions at times that are suitable to them.

Gender split percentage of employees accessing Learning and Development resources accessed in 2021 and 2022



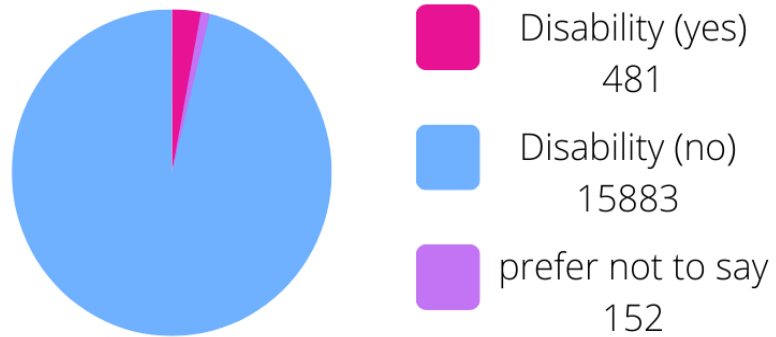
Comment: The above correlates with the make-up of the Council Workforce and therefore no issues with accessing development is identified.

Learning and Development resources accessed in 2021 and 2022 (Age)

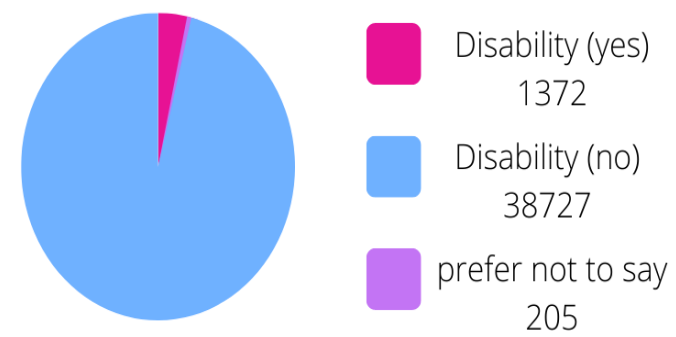


Comments: The above table shows that the majority of development accessed was by employees aged 31 and over. With far fewer people accessing development in the 16-30 age group or by those over 60. However there are far fewer numbers of employees in these age groups.

Learning and Development resources accessed in 2021 (Disability)



Learning and Development resources accessed in 2022 (Disability)



Comments: There were no issues identified for people with disabilities being able access development activity. It should be noted that there was slight increase in the numbers preferring not to disclose that they had a disability between 2021 and 2022.

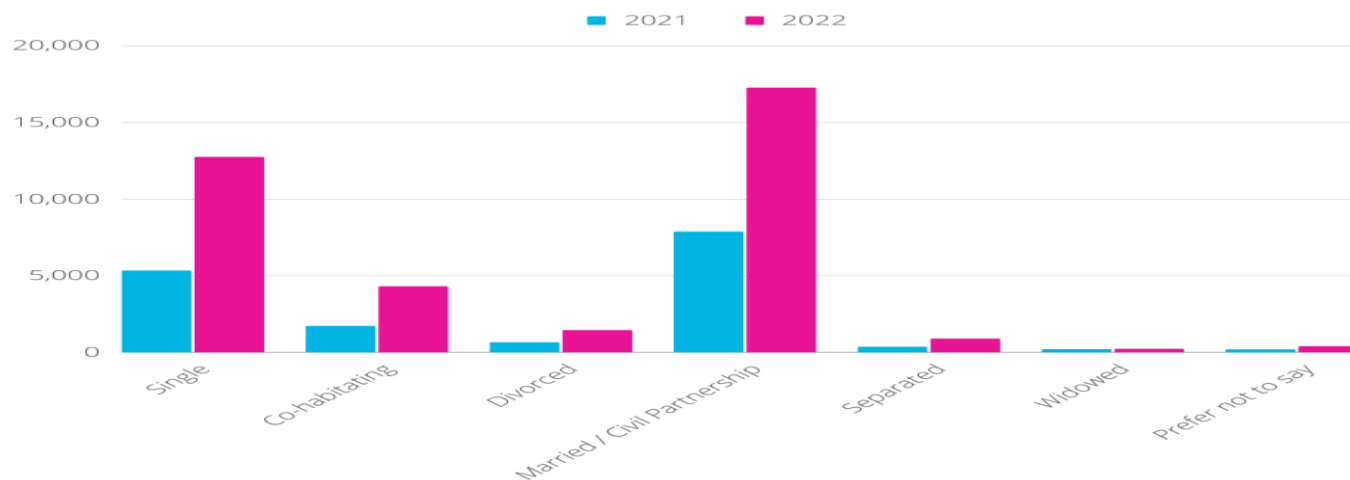
Learning and Development resources accessed 2021/22 – Religion and Race

Religion	2021	2022
Buddhist	11	45
Church of Scotland	3527	7345
Hindu	2	0
Jewish	18	0
Muslim	13	47
None	8368	19788
Other Christian	444	1175
Pagan	88	76
Prefer not to answer	478	906
Roman Catholic	1056	2572
Sikh	23	18
Unreported	3208	8162

Race	2021	2022
Asian	59	101
Black	15	17
Other and Mixed ethnic groups	46	62
White	16270	37139
Unreported	82	152

Comment: Within the Learning & Development activity the majority of employees stated they had no religion or belief. It should be noted that the unreported figure for both religion and race increased over the 2 year period.

Learning and Development resources accessed 2021/2022 (Marital Status)



Learning and development resources accessed in 2021 and 2022 (sexual orientation)

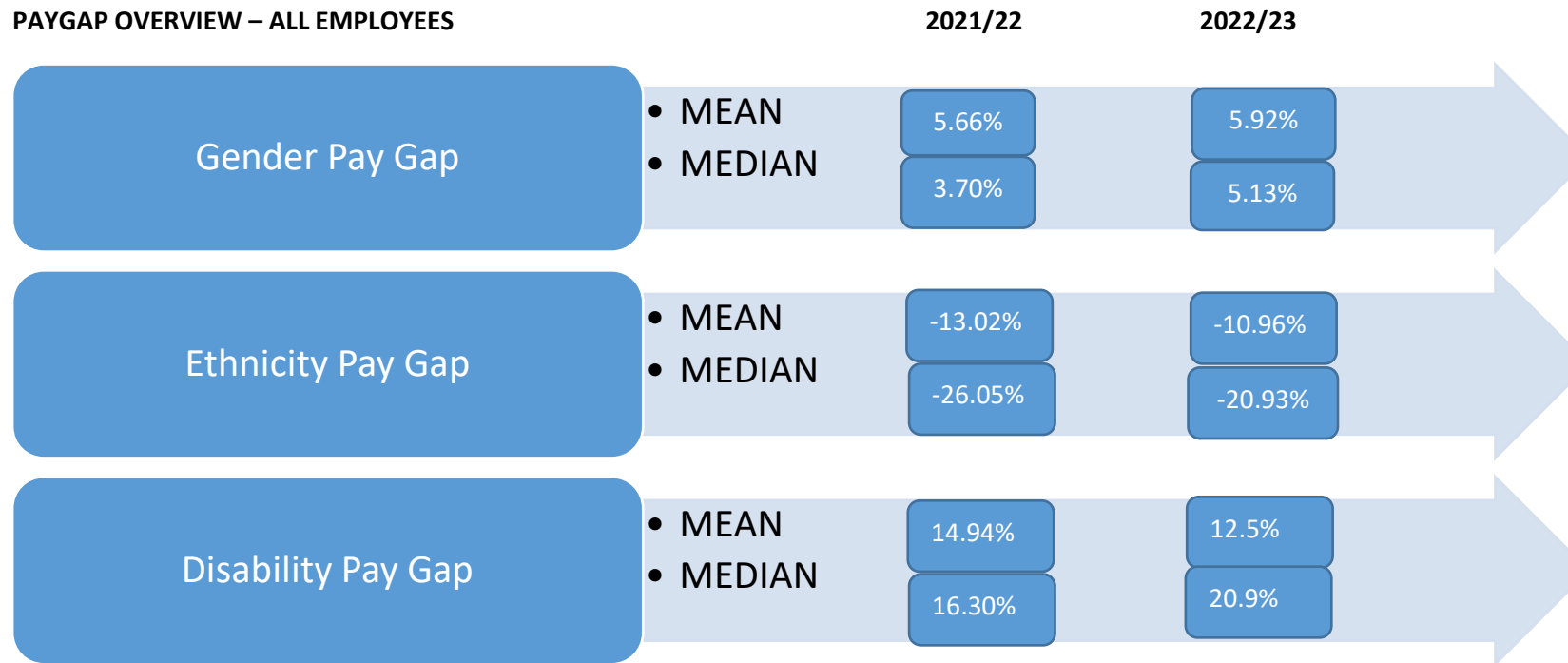
Sexual Orientation	2021		2022	
	Accessed	%	Accessed	%
Heterosexual/straight	13275	95.22%	29680	96.04%
LGBTQ+	277	1.99%	466	1.51%
Prefer not to say	389	2.79%	757	2.45%
TOTAL	13941	100%	30903	100%

Comment: Again this mirrors the make-up of the Councils workforce and shows no issues for people accessing learning and development opportunities.

6. PAY GAP

6.1 The diagram below details the Gender, Ethnicity and Disability Pay Gap for 2021/22 and 2022/23.

PAYGAP OVERVIEW – ALL EMPLOYEES



PAY GAP – LGE & TEACHING (MEAN)

	2021/22		2022/23	
	LGE*	TEACHING	LGE*	TEACHING
Gender	10.21%	5.43%	9.75%	6.49%
Ethnicity	-6.75	-1.76%	-4.37%	1.22%
Disability	9.44%	7.41%	9.68%	1.45%

- LGE figures include LGE & Chief Officer rates.

Comments:

- The gender pay gap has decreased slightly over the 2 year period. This is due in part to the review of the Council's Pay & Grading structure up to and including grade 5, which is where the highest density of female employees are.
- Ethnicity Pay Gap shows a negative for both years; 20/21 and 22/23, as the average hourly rate of employees who have registered as being from an ethnic minority group have a higher average rate of pay than those from non-ethnic minority groups due to the small numbers of employees in this group, i.e. less than 2% of the whole workforce. However the difference in the average hourly rate has reduced over the 2 year period in favour of non-ethnic minority employees. I.e. the number of people employed with EAC from non-ethnic backgrounds has grown at a faster rate than those from ethnic backgrounds.
- The disability pay gap between LGE and Teaching staff is very different due to the narrower grade bandings and fewer employees on the teaching scale compared to the Local Government pay scale.

OCCUPATIONAL SEGREGATION (HORIZONTAL)

6.2 Horizontal (occupational) segregation occurs when one demographic group is over-represented or under-represented among different kinds of work or different types of jobs. The table below shows where our predominant split of workforce lies by occupational grouping.

Occupational Grouping	2021/22					2022/23				
	Female	Male	Total	% Female	% Male	Female	Male	Total	% Female	% Male
Business Support	546	64	610	89.51%	10.49%	551	68	619	89.01%	10.99%
Catering	298	11	309	96.44%	3.56%	301	12	313	96.17%	3.83%
Cleaning	203	13	216	93.98%	6.02%	204	12	216	94.44%	5.56%
Community work	110	34	144	76.39%	23.61%	126	50	176	71.59%	28.41%
Craft/Trade	3	222	225	1.33%	98.67%	5	229	234	2.14%	97.86%
Employability	22	5	27	81.48%	18.52%	20	5	25	80.00%	20.00%
Facilities	35	100	135	25.93%	74.07%	37	108	145	25.52%	74.48%
Finance Support	55	7	62	88.71%	11.29%	58	10	68	85.29%	14.71%
ICT Support	12	17	29	41.38%	58.62%	14	20	34	41.18%	58.82%
Management	161	117	278	57.91%	42.09%	182	127	309	58.90%	41.10%
Outdoor/Environmental	19	295	314	6.05%	93.95%	9	302	311	2.89%	97.11%
Professional/Technical	426	230	656	64.94%	35.06%	445	225	670	66.42%	33.58%
Social Care - Early Years	543	12	555	97.84%	2.16%	529	13	542	97.60%	2.40%
Social Care - H&SC	886	90	976	90.78%	9.22%	934	96	1030	90.68%	9.32%
Social Care - Housing	19	24	43	44.19%	55.81%	9	7	16	56.25%	43.75%
Teaching Support	412	32	444	92.79%	7.21%	439	32	471	93.21%	6.79%
Technical/Engineering	8	29	37	21.62%	78.38%	13	31	44	29.55%	70.45%
Teaching	1049	264	1313	79.89%	20.11%	1026	250	1276	80.41%	19.59%
Teaching - Management	115	36	151	76.16%	23.84%	111	38	149	74.50%	25.50%
Chief Officer	4	10	14	28.57%	71.43%	4	10	14	28.57%	71.43%
TOTAL	4926	1612	6538	75.34%	24.66%	5017	1645	6662	75.31%	24.69%

Comments: From the data above there is no real change in the occupational split for female/male representation in specific occupational groups over the 2 year period. For example within Business Support occupations, there is over representation of Female employees with 89% of people working in this area being female, while in Craft, Technical, Engineering and ICT the predominant demographic group is male. As we know Occupational segregation is one of the main reasons for the gender pay gap, however there are a number of other factors which we need to consider. One contributing factor includes females

traditionally carrying out caring responsibilities, meaning they can be forced through personal circumstances to take part time roles in order to balance work and caring responsibilities, with part-time work traditionally being in lower paid roles such as cleaning, catering and clerical occupations, thereby contributing to the gender pay gap. Another factor is gender norms and stereotypes which will determine job and career choices.

7. CONCLUSION AND RECOMMENDATIONS

- i. **Recruitment** - As part of the People & Culture Equality Forum we will analyse our recruitment data specifically our applications and those who are successful on a 6 monthly basis to get a better understanding of the numbers of people from BAME backgrounds applying for jobs in the Council.
- ii. **Disability** – There has been an increase in the number of people with disabilities being successful for posts, although it is still very low in comparison with the number of people with disabilities living in East Ayrshire. We need to identify and support further pathways into employment for people with disabilities and carry out further scrutiny to identify barriers. Work in this area has started through our reviewing of the Positive Recruitment Policy and Work Experience Policy in order to build better pathways and opportunities to support people into employment.
- iii. **Sexual Orientation** - As part of the People & Culture Equalities Forum we will identify the appetite for LGBTQ+ Network for existing employees. This will be actioned during 2023.
- iv. **Employee Development** – The statistics provided give an overview of all learning and development opportunities undertaken by the Council’s Workforce, however going forward we need to look closer at the equalities development and awareness sessions being offered and ensure barriers to development are reduced as much as possible. Employee Development data will be provided to the People & Culture Equality Forum on a 6 monthly basis for consideration and to ensure it is having an impact on our culture and development available for all employees.
- v. **FACE Time** – As part of the equality monitoring data we should provide information on career progression, however at the moment we cannot provide this data. As part of the FACE Time process we added a section on “career conversation” as part of our succession planning process and over 2023/24 we will be able to gather data in this area for reporting in the

future. It will be requested that a 6 monthly report is submitted to the People & Culture Equality Forum to ensure we are identifying any barriers to progression and supporting employees to develop.

- vi. **Occupational Segregation** – We know that a lack of flexible working opportunities can contribute to the Gender Pay Gap and the information identified in the data above, demonstrates that a large proportion of women are working in low paid part-time roles and we need to undertake work to address this trend. We are working on our logging and reporting of flexible working opportunities across the Council to ensure the Flexible Working Policy is consistently applied. We will also in the near future be publicising Flexible Working Awareness raising for managers as part of the Equally Safe at Work programme. We will also raise awareness of different careers and roles across the Council which are not traditionally of interest to females with the development of the “a day in the life” programme which will illustrate what different roles involve. We will start this with our Work Experience and Apprenticeship pathways and promotional campaigns during 2023/24.