

Conwy County Borough Council

Employment Monitoring Report 2024-25

Mae'r ddogfen hon ar gael yn Gymraeg hefyd.

1. Introduction

We are committed to developing a workforce that brings together a wide range of voices, perspectives and experiences in a workplace where everyone feels they belong and has opportunity to thrive. This is important in helping us ensure we deliver services that meet the needs of everyone who lives in, works in and visits Conwy County.

To make sure our workplace is inclusive for everyone we need to monitor the outcomes created by the implementation of our employment practices to ensure our policies are being implemented fairly and without discrimination. This report aims to contribute to that goal and helps us meet the Wales specific duties for public sector organisations under the Equality Act 2010. More information about these duties can be found here: [Public Sector Equality Duty: specific duties in Wales | EHRC](#).

Keep an eye out throughout the report for '**Key areas of focus**'. These sections highlight areas we are or will be focusing on, based on what the data is telling us.

This data is considered alongside feedback from staff and our wider community, research (local, regional and national), and actions plans such as the [Anti-racist Wales Action Plan](#) and the [LGBTQ+ Action Plan for Wales](#) to help guide our work to make Conwy a fair, accessible and inclusive place for everyone.

2. Employment Monitoring Data

We collect employment monitoring data for the following areas and this report focuses on the protected characteristics outlined in the Equality Act 2010:

- Age
- Disability
- Ethnicity and Nationality
- Gender Reassignment
- Marital or Civil Partnership Status
- Pregnancy and Maternity
- Religion or Belief or non-Belief
- Sex
- Sexual Orientation
- Carer Responsibility (not covered by this report)
- Welsh Language Ability (not covered by this report)
- Armed Forces Status (not covered by this report)

Steps are taken each year to improve the employment monitoring data we hold. As part of the recruitment process we ask all applicants to complete equality monitoring information, with a 'prefer not to say' option included for all questions (apart from age and sex, which are mandatory to meet HMRC requirements). However, data gaps still exist for most protected characteristics – as highlighted on page 7.

Within each table, figures below five have been replaced with an asterisk (*) to protect the identity of individuals. Totals remain unchanged. Some tables within this report reflect a stated snapshot date when the data was captured, whilst other tables capture the performance across a full financial year.

Due to the low number of Black, Asian and ethnic minority employees, this report mostly combines ethnicity data under one heading (*Ethnic Minority*), which follows terminology used in Welsh Government's [Anti-racist Wales Action Plan](#). This helps protect individuals' privacy. However, detailed ethnicity data is collected, and a summary is provided on pages 10/11.

Key areas of focus: In 2024 we sent a questionnaire asking all staff to update their equality monitoring information, with a view to addressing some of our historic data gaps and making sure the data we hold is up to date. In total 756 (16%) responses were received, which has resulted in some data gaps being addressed. However, there is more work to be done, and we will continue to develop our understanding of these gaps to carry out more targeted work to improve data levels.

3. Employees currently working for us

On the 31st March 2025, we employed 4,784 people in a variety of permanent, fixed-term and casual positions across our services (compared to 4,771 people on the 31st March 2024). In total, there were 4,108 people who held one or more permanent or fixed term posts, and 1,504 people who held one or more casual posts.

There has been a slight increase in the number of people employed this year as a result of factors including services taking steps to reduce the number of agency workers, bringing some service provision in-house, and an increase in fixed-term posts funded via grants, e.g. Shared Prosperity Funding. This figure also includes casual positions or part-time positions.

Table 1 - Number of Permanent or Fixed Term Employees on the 31st March 2025

Service	Total	Age Range						Sex		Disabled	Married / Civil Partnership	Gay, Lesbian, Bisexual	Ethnic Minority	Trans-gender	Pregnancy & Maternity
		Age 16 - 24	Age 25 - 34	Age 35 - 44	Age 45 - 54	Age 55 - 64	Age 65+	Female	Male						
Audit & Procurement	15	*	*	5	6	*	*	12	*	*	10	*	*	*	*
Chief Executives Office	7	*	*	*	*	*	*	6	*	*	6	*		*	*
Children, Family & Safeguarding	204	*	47	56	55	40	*	171	33	15	86	*	12	*	12
Corporate Finance	102	*	8	29	39	23	*	73	29	*	51	*	5	*	*
Economy and Culture	338	33	63	74	77	75	16	208	130	18	141	14	10	*	9
Education	1,901	57	324	496	529	434	61	1,599	302	32	1016	21	26	*	71
Environment Roads & Facilities	504	20	55	89	124	185	31	118	386	19	221	6	17	*	*
Information Technology	70	*	17	20	18	11	*	16	54	6	27	*	*	*	*
Integrated Adult & Community Services	704	32	127	162	162	192	29	586	118	41	312	23	25	*	28
Law & Governance	55	*	15	15	17	7	*	50	5	*	27	*	*	*	*
People and Performance	43	*	7	10	16	8	*	34	9	*	25	*	*	*	*
Regulatory Services	104	*	8	29	34	25	*	58	46	7	61	*	*	*	*
Strategic Housing	61	*	12	16	18	12	*	43	18	*	25	*	*	*	*
Total	4,108	156	685	1,001	1,098	1,017	151	2,974	1,134	154	2,008	79	104	10	133

Table 1a - Number of Permanent or Fixed Term Employees on the 31st March 2025 by religion and belief

Service	Total	Agnostic	Atheist	Buddhist	Christian	Hindu	Jehovah's Witness	Jewish	Muslim	No Religion	Other	Not Specified
Audit & Procurement	15	*	*	*	10	*	*	*	*	*	*	*
Chief Executives Office	7	*	*	*	*	*	*	*	*	*	*	*
Children, Family & Safeguarding	204	*	13	*	81	*	*	*	*	73	*	29
Corporate Finance	102	*	6	*	46	*	*	*	*	29	*	16
Economy and Culture	338	8	19	*	103	*	*	*	*	111	6	90
Education	1,901	23	27	*	325	*	*	*	*	210	15	1,297
Environment, Roads & Facilities	504	13	28	*	202	*	*	*	*	145	10	103
Information Technology	70	5	11	*	18	*	*	*	*	30	*	*
Integrated Adult & Community Services	704	12	39	*	240	*	*	*	*	227	19	161
Law & Governance	55	*	*	*	30	*	*	*	*	18	*	*
People and Performance	43	*	*	*	20	*	*	*	*	15	*	*
Regulatory Services	104	*	7	*	40	*	*	*	*	29	*	26
Strategic Housing	61	*		*	20	*	*	*	*	30	*	6
Total	4,108	75	154	5	1,136	2	3	1	9	922	58	1,743

Note: The number of employees counted in Table 1 and Table 1a are based on the number of permanent or fixed term people employed by Conwy on the 31st March 2025 (counted once, even though they may have more than one permanent or fixed term job).

Numbers below five have been replaced by * to protect anonymity.

Table 2 – Number of Casual Workers on the 31st March 2025

Service	Total	Age Range						Sex		Disabled	Married / Civil Partnership	Gay, Lesbian, Bisexual	Ethnic Minority	Trans-gender	Pregnancy & Maternity
		Age 16-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65+	Female	Male						
Children, Family & Safeguarding	60	*	8	14	19	13	*	55	5	*	25	*	*	*	*
Economy and Culture	381	160	59	40	51	47	24	219	162	21	89	14	18	*	*
Education	971	76	176	240	224	200	55	819	152	15	491	9	12	*	29
Environment Roads & Facilities	21	*	*	*	5	5	5	18	*	*	11	*	*	*	*
Integrated Adult & Community Services	61	*	15	13	12	9	8	46	15	*	16	*	*	*	*
Law & Governance	9	*	*	*	*	*	6	5	*	*	8	*	*	*	*
Regulatory Services	1	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Total	1,504	246	260	308	312	276	102	1,162	342	43	640	26	33	3	35

Table 2a – Number of Casual Workers on the 31st March 2025 by religion and belief

Service	Total	Agnostic	Atheist	Christian	Hindu	Jehovah's Witness	Jewish	No Religion	Other	Not Specified
Children, Family & Safeguarding	60	*	*	16	*	*	*	28	*	9
Economy and Culture	381	10	33	138	*	*	*	123	7	66
Education	971	11	10	138	*	*	*	90	7	714
Environment, Roads & Facilities	21	*	*	7	*	*	*	7	*	*
Integrated Adult & Community Services	61	*	*	17	*	*	*	24	*	16
Law & Governance	9	*	*	*	*	*	*	*	*	*
Regulatory Services	1	*	*	*	*	*	*	*	*	*
CCBC Total	1,504	23	50	319	2	2	1	274	20	813

Note: The number of employees counted in Table 2 and Table 2a are based on the number of casual workers employed by Conwy on the 31st March 2025 (counted once, even though they may have more than one casual job).

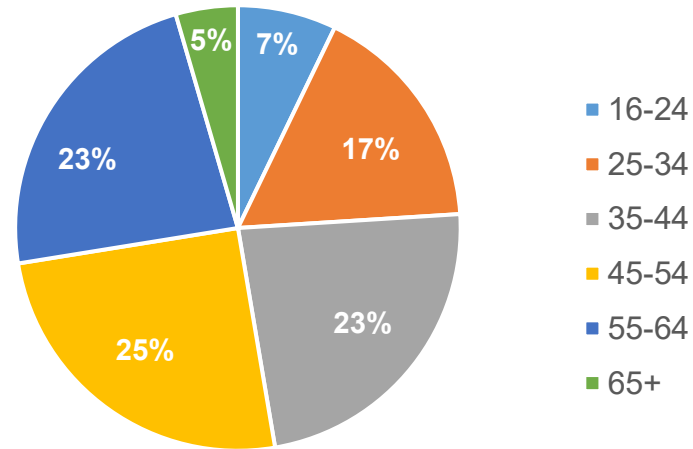
Numbers below five have been replaced by * to protect anonymity

On the 31st March 2025, we held the following data by protected characteristic for all staff in Conwy:

Protected Characteristic	Equality Data Held	Change from 2024	% of All Employees	% of Fixed Term / Permanent	% of Casual
Sex	100%	No Change			
Male			28%	28%	23%
Female			72%	72%	77%
Age	100%	No Change			
16-24			8%	4%	16%
25-34			16%	17%	17%
35-44			23%	24%	20%
45-54			25%	27%	21%
55-64			23%	24%	19%
65+			5%	4%	7%
Disability	62.2%	+5.4%			
Disabled Staff			3.72%	3.75%	2.86%
Prefer not to say			1.90%	1.90%	1.80%
Race	64.7%	+4.3%			
Ethnic Minority Staff			2.65%	2.53%	2.19%
Prefer not to say			0.38%	0.34%	0.27%
Marital / Civil Partnership Status	99.2%	No Change			
Staff Married or in a Civil Partnership			46.85%	48.88%	42.55%
Prefer not to say			0.46%	0.37%	0.66%
Religion/Belief	59.5%	+5.5%			
Religion Stated			56.75%	57.57%	45.94%
Prefer not to say			2.78%	2.70%	1.93%
Sexual Orientation	59.3%	+5.5%			
Lesbian/Gay/Bisexual staff			1.99%	1.92%	1.73%
Prefer not to say			2.72%	2.53%	2.59%
Gender Reassignment	58.0%	+6.7%			
Transgender staff			0.25%	0.24%	0.13%
Prefer not to say			0.36%	0.37%	0.37%
Pregnancy / Maternity*	-	-			
Pregnant or on Maternity Leave			2.89%	3.24%	2.33%

*Percentage of female employees

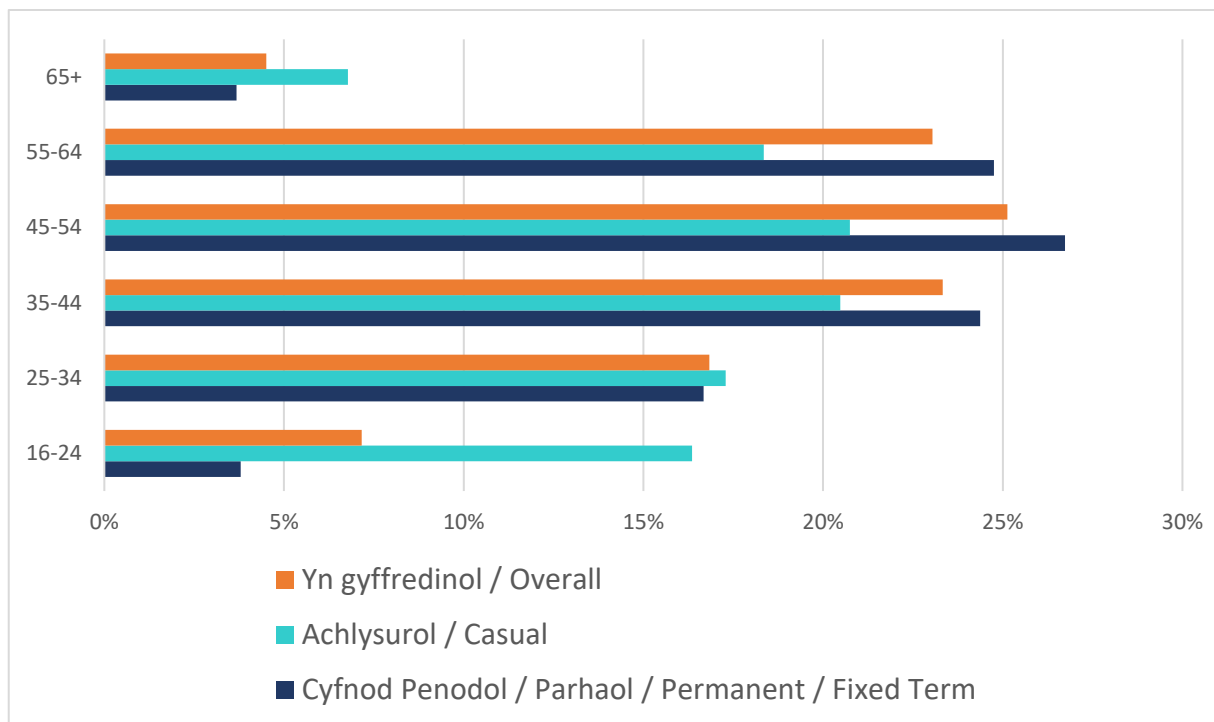
Age Profile of Conwy Workforce, 31st March 2025



The chart above displays the age profile of our workforce on the 31st March 2025 (based on positions held), while the table below shows these figures alongside last year's figures to highlight any year-on-year change - however, there was little change between the two years.

Age Group	2024 (%)	2025 (%)
16-24	6	7
25-34	17	17
35-44	24	23
45-54	25	25
55-64	23	23
65+	4	5

Age Profile of Conwy Workforce by Contract Type (Positions), 31st March 2025



	Age 16-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65+
Permanent / Fixed Term	4%	17%	24%	27%	25%	4%
Casual	16%	17%	20%	21%	18%	7%
Overall	7%	17%	23%	25%	23%	%

Approximately two-thirds (68%) of our permanent and fixed term workforce fall within the 25-34 (17%), 35-44 (24%) and 45-54 (27%) age groups (1% more than in 2023-24). 29% of the permanent and fixed term workforce fall within the 55-64 and the 65+ age groups (the same as last year).

The age profile of casual staff is similar to last year. 33% of the casual workforce were aged between 16 and 34, compared to 32% in 2023-24. 25% of the casual workforce were aged 55 and above, the same as in 2023-24.

Ethnicity Profile of Conwy Workforce (Permanent, Fixed-term and Casual), 31st March 2025

The table below shows a breakdown of the ethnicity profile of our workforce on the 31st March 2025.

The 'Workforce - Data Held' column shows percentages based only on employees whose data we have. The 'Workforce - Overall' column shows percentages based on all employees, even when we don't have data for some people.

Ethnicity	Workforce – Data Held (%)	Workforce – Overall (%)
Asian, Asian British or Asian Welsh	0.74	0.49
Asian, Asian British or Asian Welsh: Bangladeshi	0.03	0.02
Asian, Asian British or Asian Welsh: British, English, Northern Irish, Scottish or Welsh	0.00	0.00
Asian, Asian British or Asian Welsh: Chinese	0.19	0.13
Asian, Asian British or Asian Welsh: Indian	0.26	0.17
Asian, Asian British or Asian Welsh: Pakistani	0.03	0.02
Asian, Asian British or Asian Welsh: Other Asian	0.23	0.15
Black, Black British, Black Welsh, Caribbean or African	0.48	0.31
Black, Black British, Black Welsh, Caribbean or African: African	0.42	0.27
Black, Black British, Black Welsh, Caribbean or African: British, English, Northern Irish, Scottish or Welsh	0.03	0.02
Black, Black British, Black Welsh, Caribbean or African: Caribbean	0.00	0.00
Black, Black British, Black Welsh, Caribbean or African: Other Black	0.03	0.02
Mixed or Multiple ethnic groups	0.91	0.59
Mixed or Multiple ethnic groups: Asian and White	0.23	0.15
Mixed or Multiple ethnic groups: Black and White	0.32	0.21

Ethnicity	Workforce – Data Held (%)	Workforce – Overall (%)
Mixed or Multiple ethnic groups: Other Mixed or Multiple ethnic groups	0.36	0.23
White	97.29	62.95
White: British, English, Northern Irish, Scottish or Welsh	95.32	61.67
White: Irish	0.58	0.38
White: Gypsy or Irish Traveller	0.00	0.00
White: Roma	0.00	0.00
White: Other White	1.39	0.90
Other Ethnic Group: Any other ethnic group	0.00	0.00
Prefer Not to Say	0.58	0.38
No Data Held	N/A	35.31
Total	100	100

A research report carried out in 2023 suggests including a Working Age Population column ([Understanding and Improving ED&I in the Local Government Workforce: A spotlight on data collection and good practice](#)) in workforce ethnicity profiles.

Due to steps taken to protect the confidentiality of individuals' in ONS datasets ([Ethnic group by age and sex in England and Wales - Office for National Statistics](#)) it has not been possible to provide an accurate representation of the working age population of Conwy's population by ethnicity as the figures for Asian, Asian British or Asian Welsh; Black, Black British, Black Welsh, Caribbean or African; people who identify with mixed or multiple ethnic groups and people identifying with another ethnic group would likely be underrepresented due to the steps taken to anonymise the data.

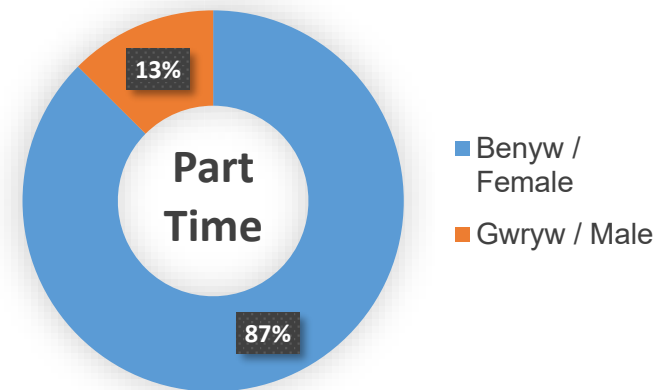
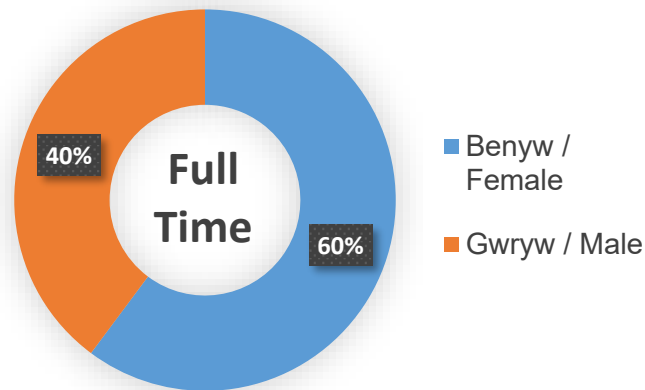
Sex breakdown by Contract / Salary / Job Type / Grade

Tables 3-6 below are based on the number of positions filled within Conwy, rather than the number of people. There are many people holding multiple positions across various job types and services, and for a variable number of hours. Conwy does not employ 6,511 employees - this is the total number of posts filled by permanent, fixed-term and casual staff.

Contract Type

Table 3 - Number of posts filled by Contract Type on the 31st March 2025

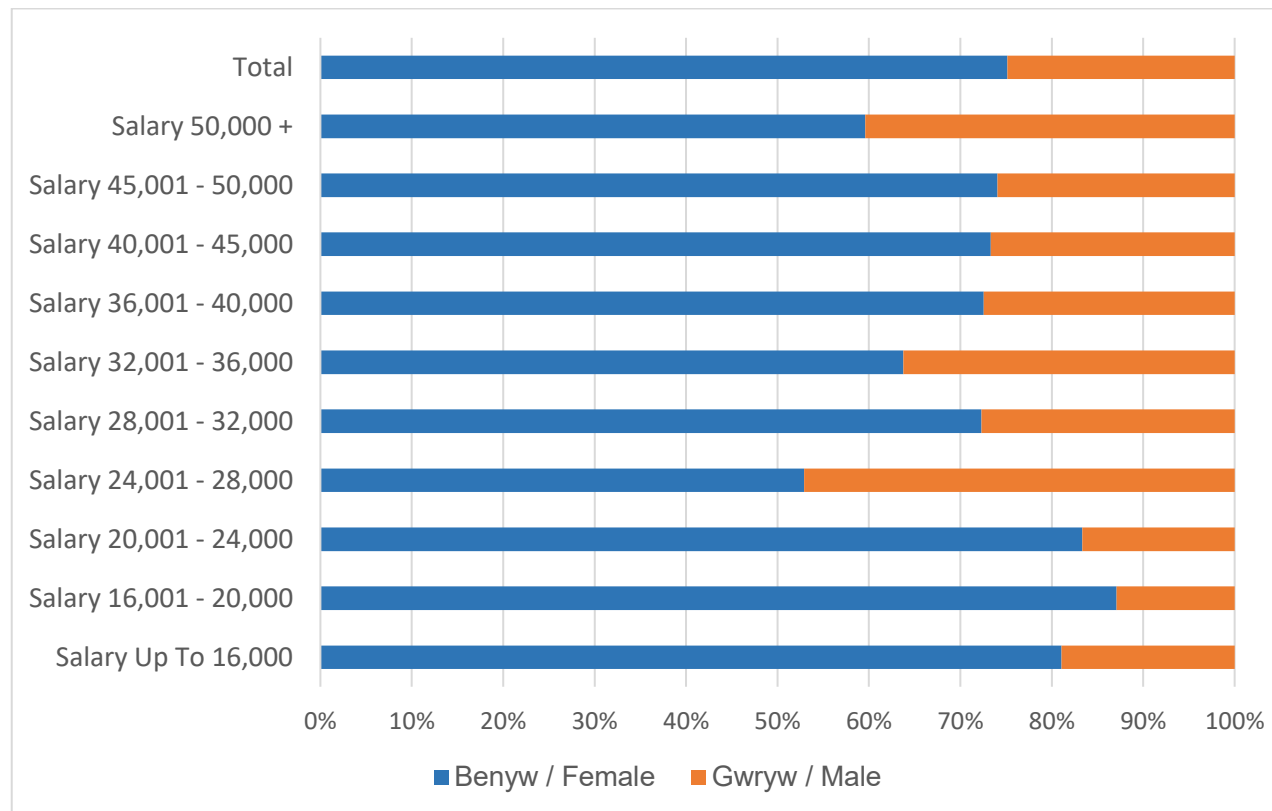
Sex	Permanent		Fixed-Term		Casual	Total
	Full time	Part time	Full time	Part time	Variable hours	
Female	1,209 (19%)	1,735 (27%)	164 (3%)	217 (3%)	1,567 (24%)	4,892 (75%)
Male	845 (13%)	259 (4%)	63 (1%)	21 (0.3%)	431 (7%)	1,619 (25%)
Total	2,054	1,994	227	238	1,998	6,511



The charts above give a snapshot of how full-time and part-time jobs are split by gender, including both permanent and fixed-term positions. For full-time jobs, men make up 40%, while women make up 60%. When it comes to part-time jobs, the difference is even bigger—just 13% are held by men, and 87% by women. This pattern has remained steady over the years, showing an ongoing trend in how these roles break down by gender.

We continue to promote flexible working options so everyone knows about the choices available during recruitment and employment.

Table 4 - Posts filled by Salary Range on the 31st March 2025



Sex	Salary Up To 16,000	Salary 16,001 - 20,000	Salary 20,001 - 24,000	Salary 24,001 - 28,000	Salary 28,001 - 32,000	Salary 32,001 - 36,000	Salary 36,001 - 40,000	Salary 40,001 - 45,000	Salary 45,001 - 50,000	Salary 50,000 +	Total
Female	2,536 (81%)	405 (87%)	270 (83%)	407 (53%)	261 (72%)	183 (64%)	201 (73%)	195 (73%)	291 (74%)	143 (60%)	4,892 (75%)
Male	593 (19%)	60 (13%)	54 (17%)	362 (47%)	100 (28%)	104 (36%)	76 (27%)	71 (27%)	102 (26%)	97 (40%)	1,619 (25%)
Total	3,129	465	324	769	361	287	277	266	393	240	6,511

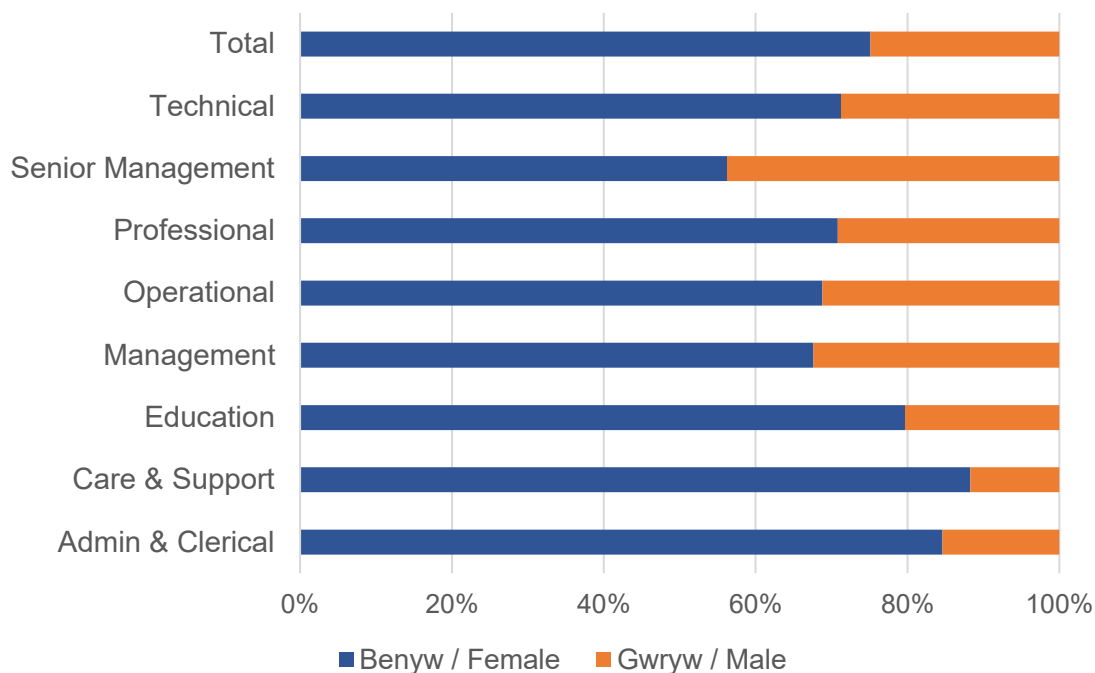
(Table uses pro-rata pay)

As of March 31, 2025, of the 6,511 filled positions:

- 48% of all posts were within the salary up to £16,000 range, which includes casual and part-time work
- Most of the jobs in salary up to £16,000 range (81%) were held by women, mainly in Education (59%) and Economy and Culture (27%) These roles are split between casual and part-time work
- In the £16,001-£20,000 salary range, women hold 87% of the jobs, mostly in Education (70%) and Integrated Adult and Community Services (19%). Nearly all of these are part-time roles
- In the highest salary band (£50,000+), women hold 60% of posts, men 40%

To support all staff with rising living costs we have published an Intranet page that shares sources of information with the aim of helping and advising staff with the rising cost of living. These pages include information on checking access to potential benefits/grants, food banks, advice and resources to help with the cost of energy and ways to make the most of staff benefits. In 2025, we relaunched the Conwy Rewards page with access to a greater variety of savings offers, loan consolidation offers and schemes to help staff make their money go further.

Table 5 - Number and percentage of posts filled by Job Type on the 31st March 2025



Sex	Admin & Clerical	Care & Support	Education	Management	Operational	Professional	Senior Management	Technical	Total
Female	302 (85%)	859 (88%)	875 (80%)	109 (68%)	1,177 (69%)	388 (71%)	9 (56%)	1,165 (71%)	4,892 (75%)
Male	55 (15%)	114 (12%)	223 (20%)	60 (32%)	534 (31%)	160 (29%)	7 (44%)	470 (29%)	1,619 (25%)
Total	357	973	1,098	173	1,711	548	16	1,635	6,511

Note: 'Management' and 'Professional' both include people who manage employees.

Table 6 - Number and percentage of posts filled by Grade on the 31st March 2025 (includes Full-time, Part-time and Casual)

Sex	G01	G02	G03	G04	G05	G06	G07	G08	G09	G10	G11	G12
Female	1,524 (83%)	552 (68%)	257 (67%)	468 (72%)	486 (77%)	211 (60%)	106 (65%)	196 (78%)	76 (72%)	50 (60%)	9 (64%)	19 (54%)
Male	309 (17%)	260 (32%)	129 (33%)	181 (28%)	147 (23%)	142 (40%)	56 (35%)	54 (22%)	30 (28%)	34 (40%)	5 (36%)	16 (46%)
Total	1,833	812	386	649	633	353	162	250	106	84	14	35

Sex	Senior Management	Deputy / Head Teacher	Teacher	Education Advisory	Youth Worker	Modern Apprentice	Misc.	Total for all grades
Female	9 (56%)	92 (68%)	770 (81%)	13 (76%)	16 (52%)	5 (50%)	33 (85%)	4,892 (75%)
Male	7 (44%)	44 (32%)	175 (19%)	4 (24%)	15 (48%)	5 (50%)	6 (15%)	1,619 (25%)
Total	16	136	945	17	31	10	39	6,511

“Education Advisory” includes non-school based employees such Education Inspectors and Psychologists

When compared to the overall workforce profile:

- Within Grades G04, G05, G08 and G09 the proportions of males and females approximately mirror the workforce profile of 75:25
- Female employees are proportionately under-represented in Grades: G02, G03, G06, G07, G10, G11 and G12 and as Deputy/Head Teachers, Senior Management and Modern Apprentices
- Males are under-represented in Grade G01 and Teaching

4. Recruitment and Promotion

Between 1st April 2024, and 31st March 2025, 1,288 positions were advertised (some more than once) across all services (excluding schools), which is slightly more than last year, most of which are replacements for outgoing staff. Promotions are made through the same process, and the report shows internal and external applicants separately, as well as tables with the combined figures.

All job applications are submitted online and include equality monitoring questions, which applicants can choose not to answer. Only nominated Human Resources staff can see this sensitive information, and it is used only in summary form for reporting. Recruiting managers do not see applicants' personal details until after shortlisting. The system also removes details like email addresses to help keep applications anonymous.

Key areas of focus in Recruitment and Promotion: We are currently reviewing our Recruitment and Selection Policy, working to make our recruitment processes more accessible and inclusive for everyone.

Recent recruitment data has highlighted recruitment and progression barriers for disabled people and ethnic minority people, and we have two ongoing projects looking specifically at these areas further. Once complete, these projects will inform the changes to our recruitment policies and practices.

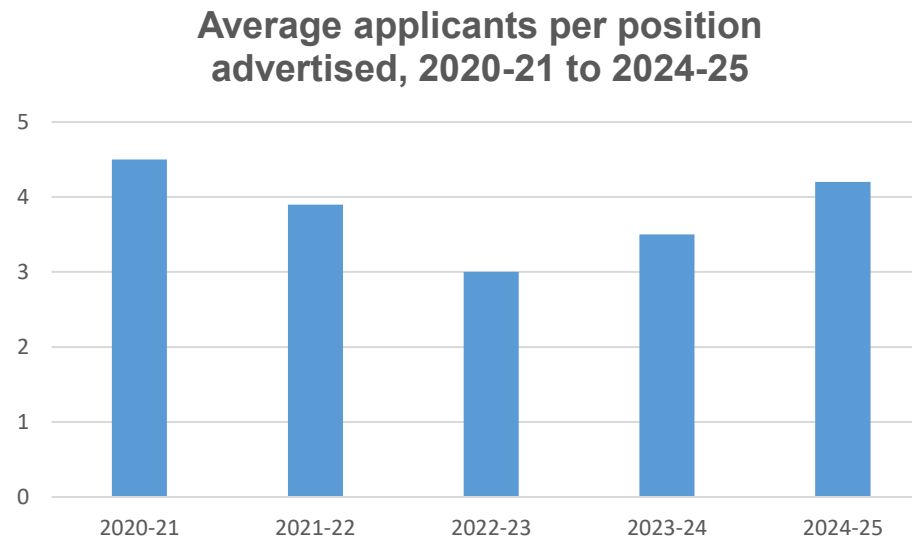
Table 7 - All Vacancies Advertised in 2024-25

This includes adverts for full-time, part-time and casual positions, and includes where positions have been re-advertised.

Service	Positions Advertised
Audit and Procurement	2
Children, Family and Safeguarding	153
Corporate Finance	13
Economy and Culture	308
Education	302
Environment, Roads and Facilities	202
Information Technology	17
Integrated Adult and Community Services	251
Law and Governance	4
People and Performance	6
Regulatory Services	14
Strategic Housing	16
Total	1,288

Recruitment Analysis

In total, there were 5,400 applications for the 1,288 positions advertised between the 1st April 2024 and the 31st March 2025 - an average of approximately 4.2 applications per position advertised. This represents an increase of 0.7 applications per vacancy compared to last year.



A great deal of work has been completed to review recruitment and selection processes and the reversal of the previous downward trend this year could indicate that steps to attract candidates have, in part, helped to address recruitment issues that have been experienced regionally and nationally. However, we know there are still some vacancies that are difficult to recruit to and we continue to review our recruitment and selection processes, as well as work with the WLGA on a national review of recruitment challenges.

Table 8a - External Applicants for Employment during 2024-25

Service	Total External Applicants	Male	Female	Sex Not Stated	Age 16-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65+	Age Not Stated	Ethnic Minority	Disabled	Married / Civil Partnership	Gay / Lesbian / Bisexual	Religion Stated
Audit & Procurement	8	*	5	*	*	*	*	*	*	*	*	*	*	*	*	6
Children Family & Safeguarding	416	92	324	*	45	133	123	72	39	*	*	47	29	153	22	212
Corporate Finance	98	37	60	*	5	41	22	17	12	*	*	15	12	29	*	65
Economy and Culture	834	391	434	9	324	255	97	87	58	10	*	47	74	171	67	475
Education	992	214	776	*	151	362	260	122	87	10	*	66	62	305	65	545
Environment Roads & Facilities	756	610	138	8	81	233	170	137	120	15	*	43	51	233	27	417
Information Technology	131	110	20	*	15	65	37	11	*	*	*	42	10	37	11	89
Integrated Adults & Community Services	923	287	632	*	106	377	184	152	92	12	*	113	75	303	74	530
Law & Governance	12	*	11	*	*	*	*	*	*	*	*	*	*	6	*	7
People and Performance	105	41	64	*	8	55	26	11	5	*	*	5	16	32	11	61
Regulatory Services	113	67	46	*	17	35	20	20	21	*	*	9	14	45	9	70
Strategic Housing	193	85	107	*	19	71	53	36	14	*	*	13	18	75	20	94
Total	4,581	1,938	2,617	26	771	1,632	1,000	669	453	53	3	402	362	1,392	309	2,571

Numbers below five have been replaced by * to protect anonymity

Table 8b - Internal Applicants for Employment and/or Promotion during 2024-25

Service	Total Internal Applicants	Male	Female	Age 16-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65+	Ethnic Minority	Disabled	Married / Civil Partnership	Gay / Lesbian / Bisexual	Religion Stated
Audit & Procurement	2	*	*	*	*	*	*	*	*	*	*	*	*	*
Children Family & Safeguarding	79	10	69	*	27	18	24	9	*	*	8	35	*	47
Corporate Finance	20	*	16	*	5	6	7	*	*	*	*	8	*	11
Economy and Culture	205	91	114	89	41	33	30	11	*	8	14	34	13	100
Education	243	52	191	20	73	68	52	27	*	17	10	109	*	124
Environment Roads & Facilities	74	52	22	6	12	19	14	22	*	*	*	31	*	40
Information Technology	32	27	5	*	23	6	*	*	*	*	*	6	*	21
Integrated Adults & Community Services	135	32	103	6	30	42	38	14	*	13	16	57	9	79
Law & Governance	3	*	*	*	*	*	*	*	*	*	*	*	*	*
People and Performance	7	*	5	*	*	*	*	*	*	*	*	*	*	*
Regulatory Services	4	*	*	*	*	*	*	*	*	*	*	*	*	*
Strategic Housing	15	7	8	*	*	*	6	*	*	*	*	6	*	6
Total	819	279	540	125	219	199	173	93	10	47	56	291	31	437

Numbers below five have been replaced by * to protect anonymity

Table 8c - Total Applicants for Employment and/or Promotion during 2024-25

Service	Total Applicants	Male	Female	Sex Not Stated	Age 16-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65+	Age Not Stated	Ethnic Minority	Disabled	Married / Civil Partnership	Gay / Lesbian / Bisexual	Religion Stated
Audit & Procurement	10	*	7	*	*	*	5	*	*	*	*	*	*	*	*	8
Children Family & Safeguarding	495	102	393	*	46	160	141	96	48	*	*	50	37	188	22	259
Corporate Finance	118	41	76	*	6	46	28	24	13	*	*	18	12	37	*	76
Economy and Culture	1,039	482	548	9	413	296	130	117	69	11	*	55	88	205	80	575
Education	1,235	266	967	*	171	435	328	174	114	13	*	83	72	414	67	669
Environment Roads & Facilities	830	662	160	8	87	245	189	151	142	16	*	44	54	264	30	457
Information Technology	163	137	25	*	15	88	43	12	5	*	*	43	11	43	12	110
Integrated Adults & Community Services	1,058	319	735	*	112	407	226	190	106	17	*	126	91	360	83	609
Law & Governance	15	*	14	*	*	*	*	*	*	*	*	*	*	7	*	10
People and Performance	112	43	69	*	8	58	28	11	7	*	*	5	16	33	12	62
Regulatory Services	117	69	48	*	18	35	22	21	21	*	*	9	15	47	9	73
Strategic Housing	208	92	115	*	20	74	55	42	17	*	*	14	19	81	21	100
Total	5,400	2,217	3,157	26	896	1,851	1,199	842	546	63	3	449	418	1,683	340	3,008

Numbers below five have been replaced by * to protect anonymity

Table 9a - External Applicants Shortlisted for Employment during 2024-25

Service	Total External Shortlisted	Male	Female	Sex Not Stated	Age 16-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65+	Ethnic Minority	Disabled	Married / Civil Partnership	Gay / Lesbian / Bisexual	Religion Stated
Audit & Procurement	2	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Children Family & Safeguarding	148	28	120	*	13	40	45	31	15	*	9	10	53	*	75
Corporate Finance	16	*	11	*	*	*	6	5	*	*	*	*	7	*	10
Economy and Culture	378	171	207	*	167	90	45	39	31	6	22	35	73	26	217
Education	223	54	169	*	34	76	53	27	28	5	8	9	70	14	108
Environment Roads & Facilities	220	154	63	*	28	66	47	35	37	7	15	20	64	9	133
Information Technology	37	28	9	*	*	17	12	*	*	*	5	*	10	*	26
Integrated Adults & Community Services	302	75	224	*	29	98	71	66	34	*	17	26	107	22	163
Law & Governance	11	*	10	*	*	*	*	*	*	*	*	*	6	*	6
People and Performance	17	6	11	*	*	9	*	*	*	*	*	*	10	*	8
Regulatory Services	33	16	17	*	*	8	*	10	7	*	*	*	19	*	17
Strategic Housing	47	19	28	*	*	9	16	16	*	*	*	*	20	6	27
Total	1,434	557	870	7	282	416	309	237	162	28	82	108	440	89	792

Numbers below five have been replaced by * to protect anonymity

Table 9b - Internal Applicants Shortlisted for Employment and/or Promotion during 2024-25

Service	Total Internal Shortlisted	Male	Female	Age 16-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65+	Ethnic Minority	Disabled	Married / Civil Partnership	Gay / Lesbian / Bisexual	Religion Stated
Audit & Procurement	2	*	*	*	*	*	*	*	*	*	*	*	*	*
Children Family & Safeguarding	63	7	56	*	21	16	20	5	*	*	7	26	*	38
Corporate Finance	8	*	8	*	*	*	*	*	*	*	*	*	*	5
Economy and Culture	160	66	94	66	32	28	23	10	*	7	10	27	7	79
Education	106	22	84	12	29	29	21	14	*	*	*	40	*	50
Environment Roads & Facilities	49	31	18	*	7	14	10	14	*	*	*	22	*	27
Information Technology	23	23	*	*	17	5	*	*	*	*	*	*	*	13
Integrated Adults & Community Services	88	17	71	*	20	26	25	12	*	5	10	33	8	51
Law & Governance	3	*	*	*	*	*	*	*	*	*	*	*	*	*
People and Performance	1	*	*	*	*	*	*	*	*	*	*	*	*	*
Regulatory Services	2	*	*	*	*	*	*	*	*	*	*	*	*	*
Strategic Housing	8	5	*	*	*	*	*	*	*	*	*	*	*	*
Total	513	172	341	86	130	125	108	59	5	18	35	162	21	272

Numbers below five have been replaced by * to protect anonymity

Table 9c - Total Applicants Shortlisted for Employment and/or Promotion during 2024-25

Service	Total Applicants Shortlisted	Male	Female	Sex Not Stated	Age 16-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65+	Ethnic Minority	Disabled	Married / Civil Partnership	Gay / Lesbian / Bisexual	Religion Stated
Audit & Procurement	4	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Children Family & Safeguarding	211	35	176	*	14	61	61	51	20	*	10	17	79	*	113
Corporate Finance	24	*	19	*	*	*	10	8	*	*	*	*	11	*	15
Economy and Culture	538	237	301	*	233	122	73	62	41	7	29	45	100	33	296
Education	329	76	253	*	46	105	82	48	42	6	10	13	110	15	158
Environment Roads & Facilities	269	185	81	*	31	73	61	45	51	8	15	21	86	11	160
Information Technology	60	51	9	*	*	34	17	*	*	*	6	*	14	5	39
Integrated Adults & Community Services	390	92	295	*	32	118	97	91	46	6	22	36	140	30	214
Law & Governance	14	*	13	*	*	*	*	*	*	*	*	*	7	*	9
People and Performance	18	6	12	*	*	9	5	*	*	*	*	*	10	*	8
Regulatory Services	35	17	18	*	*	8	5	11	7	*	*	*	21	*	19
Strategic Housing	55	24	31	*	*	11	16	20	5	*	*	*	22	7	29
Total	1947	729	1211	7	368	546	434	345	221	33	100	143	602	110	1064

Numbers below five have been replaced by * to protect anonymity

Table 10a - External Applicants Appointed during 2024-25

Service	Total External Appointed	Male	Female	Sex Not Stated	Age 16-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65+	Ethnic Minority	Disabled	Married / Civil Partnership	Gay / Lesbian / Bisexual	Religion Stated
Audit & Procurement	1	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Children Family & Safeguarding	32	*	30	*	*	9	11	*	*	*	*	*	11	*	12
Corporate Finance	2	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Economy and Culture	91	41	50	*	49	14	6	12	7	*	*	8	20	5	56
Education	107	23	84	*	18	35	23	13	15	*	*	5	35	9	49
Environment Roads & Facilities	65	47	18	*	9	15	13	13	12	*	*	*	22	*	43
Information Technology	9	9	*	*	*	*	*	*	*	*	*	*	*	*	*
Integrated Adults & Community Services	92	19	72	*	12	34	19	17	9	*	*	7	24	10	46
Law & Governance	1	*	*	*	*	*	*	*	*	*	*	*	*	*	*
People and Performance	2	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Regulatory Services	9	5	*	*	*	*	*	*	*	*	*	*	5	*	6
Strategic Housing	8	*	5	*	*	*	*	*	*	*	*	*	*	*	5
Total	419	150	268	1	95	116	84	60	53	11	15	27	124	29	224

Numbers below five have been replaced by * to protect anonymity

Table 10b - Internal Applicants Appointed during 2024-25

Service	Total Internal Appointed	Male	Female	Age 16-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65+	Ethnic Minority	Disabled	Married / Civil Partnership	Gay / Lesbian / Bisexual	Religion Stated
Audit & Procurement	2	*	*	*	*	*	*	*	*	*	*	*	*	*
Children Family & Safeguarding	31	*	29	*	12	9	7	*	*	*	*	10	*	18
Corporate Finance	2	*	*	*	*	*	*	*	*	*	*	*	*	*
Economy and Culture	96	38	58	42	17	14	15	7	*	*	5	15	*	50
Education	81	14	67	10	23	23	16	8	*	*	*	31	*	35
Environment Roads & Facilities	33	18	15	*	*	7	9	11	*	*	*	15	*	15
Information Technology	3	*	*	*	*	*	*	*	*	*	*	*	*	*
Integrated Adults & Community Services	55	11	44	*	15	16	13	7	*	*	8	21	7	33
Law & Governance	1	*	*	*	*	*	*	*	*	*	*	*	*	*
People and Performance	0	*	*	*	*	*	*	*	*	*	*	*	*	*
Regulatory Services	0	*	*	*	*	*	*	*	*	*	*	*	*	*
Strategic Housing	2	*	*	*	*	*	*	*	*	*	*	*	*	*
Total	306	87	219	57	75	72	61	37	4	5	21	96	12	156

Numbers below five have been replaced by * to protect anonymity

Table 10c - Total Applicants Appointed during 2024-25

Service	Total Appointed	Male	Female	Sex Not Stated	Age 16-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65+	Ethnic Minority	Disabled	Married / Civil Partnership	Gay / Lesbian / Bisexual	Religion Stated
Audit & Procurement	3	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Children Family & Safeguarding	63	*	59	*	*	21	20	11	6	*	*	5	21	*	30
Corporate Finance	4	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Economy and Culture	187	79	108	*	91	31	20	27	14	*	*	13	35	7	106
Education	188	37	151	*	28	58	46	29	23	*	*	8	66	10	84
Environment Roads & Facilities	98	65	33	*	10	19	20	22	23	*	*	*	37	*	58
Information Technology	12	12	*	*	*	*	6	*	*	*	*	*	*	*	5
Integrated Adults & Community Services	147	30	116	*	15	49	35	30	16	*	5	15	45	17	79
Law & Governance	2	*	*	*	*	*	*	*	*	*	*	*	*	*	*
People and Performance	2	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Regulatory Services	9	5	*	*	*	*	*	*	*	*	*	*	5	*	6
Strategic Housing	10	*	6	*	*	*	*	*	*	*	*	*	*	*	5
Total	725	237	487	1	152	191	156	121	90	15	20	48	220	41	380

Numbers below 5 have been replaced by * to protect anonymity

Table 11 - Recruitment of Disabled People and Ethnic Minority People, 2016-17 to 2024-25

The table below shows the trend in the number of disabled and ethnic minority applicants.

		Applicants			Shortlisted			Appointments		
		No. of Applicants	% of Category	% of Total	No. Shortlisted	% of Category	% of Total	No. of Appointments	% of Category	% of Total
2024-25	Ethnic Minority Applicants	449	100%	8.31%	100	22.27%	5.14%	20	4.45%	2.76%
	Disabled Applicants	418	100%	7.74%	143	34.21%	7.34%	48	11.48%	6.62%
	Total Applicants	5,400			1,947			725		
2023-24	Ethnic Minority Applicants	201	100%	4.89%	66	32.84%	3.22%	18	8.96%	2.47%
	Disabled Applicants	232	100%	5.64%	125	53.88%	6.09%	33	14.22%	4.53%
	Total Applicants	4,114			2,051			729		
2022-23	Ethnic Minority Applicants	71	100%	2.14%	31	43.66%	1.64%	9	12.68%	1.17%
	Disabled Applicants	159	100%	4.79%	98	61.64%	5.19%	27	16.98%	3.50%
	Total Applicants	3319			1890			771		
2021-22	Ethnic Minority Applicants	96	100%	2.42%	40	41.67%	2.04%	14	14.58%	1.89%
	Disabled Applicants	160	100%	4.03%	74	46.25%	3.77%	27	16.88%	3.65%
	Total Applicants	3972			1964			739		
2020-21	Ethnic Minority Applicants	50	100%	1.95%	9	18.00%	1.06%	4	8.00%	1.27%
	Disabled Applicants	102	100%	3.98%	28	27.45%	3.28%	6	5.88%	1.90%
	Total Applicants	2566			853			316		
2019-20	Ethnic Minority Applicants	33	100%	1.42%	11	33.33%	1.58%	3	9.09%	1.30%
	Disabled Applicants	102	100%	4.40%	40	39.22%	5.73%	8	7.84%	3.46%
	Total Applicants	2316			698			231		
2018-19	Ethnic Minority Applicants	50	100%	1.58%	17	34.00%	1.13%	2	4.00%	0.50%
	Disabled Applicants	127	100%	4.01%	63	49.61%	4.17%	15	11.81%	3.76%
	Total Applicants	3168			1511			399		
2017-18	Ethnic Minority Applicants	31	100%	1.14%	11	35.48%	0.89%	2	6.45%	0.57%
	Disabled Applicants	95	100%	3.48%	51	53.68%	4.14%	18	18.95%	5.14%
	Total Applicants	2727			1233			350		
2016-17	Ethnic Minority Applicants	35	100%	1.17%	10	28.57%	0.83%	2	5.71%	0.59%
	Disabled Applicants	146	100%	4.87%	62	42.47%	5.17%	10	6.85%	2.93%
	Total Applicants	2996			1200			341		

Disability

This year, 7.34% of all job applicants identified as disabled, up from 5.63% last year. The number of disabled applicants rose significantly, from 232 to 368. Slightly more disabled applicants were shortlisted too - 137 this year compared to 125 last year. Disabled applicants made up 6.6% of all people appointed, which is higher than the percentage of the workforce who declare a disability (3.72%).

The **Impact Project**, grant funded until September 2026, is currently looking at employment pathways for people with learning disabilities. IMPACT is a collaboration of universities and the additional resource of two part-time demonstrators (at no charge to the authority) is a much-needed resource to assist us to review our business processes, education and the use of AI to broaden our employment offer and increase both talent and representation within the authority. A full update will be provided when the project has been concluded.

	Applications	% of Applications	Applications Shortlisted	% of all Applications Shortlisted	% Shortlisted of Group	Appointed	% of all Appointed	% Appointed from Shortlist	% Appointed from Applications
Disabled applicants	368	6.8%	137	7.0%	37.2%	48	6.6%	35.0%	13.0%
All other applicants	5,032	93.2%	1,810	93.0%	36.0%	677	93.4%	37.4%	13.5%
Total applicants	5,400	-	1,947	-	36.1%	725	-	37.2%	13.4%

Ethnicity

This year, there were 449 applications from ethnic minority applicants, which represents approximately 8% of applications. Of this figure, 100 applications were shortlisted and 20 applicants were appointed. Overall, 22.3% of ethnic minority applications were shortlisted and 4.5% of ethnic minority applicants were appointed.

Although the numbers of ethnic minority applicants, shortlisted candidates, and appointments are higher than in previous years, the chances of being shortlisted or appointed are still lower for ethnic minority applicants compared to the “All other applicants” group. “All other applicants” includes White British (including White Welsh, English, Scottish, or Northern Irish), as well as those who did not provide their ethnicity or chose not to say.

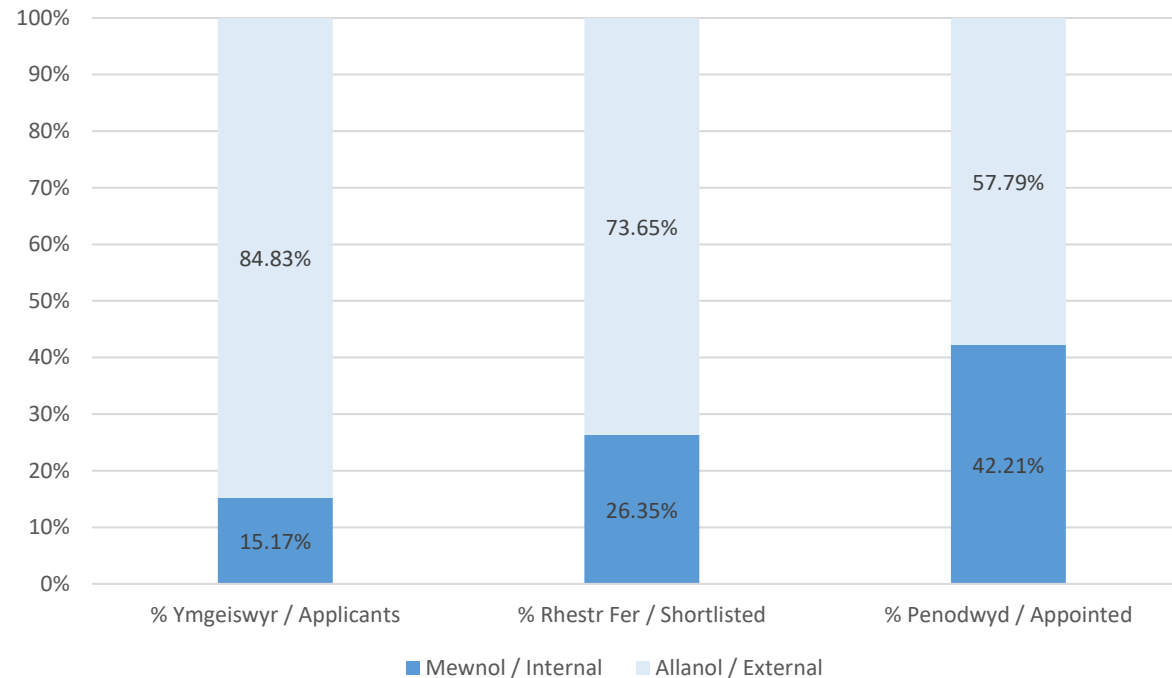
We are currently looking into this further via an **Insights into Employment** research project, which is supported by Shared Prosperity Funding until March 2026. The project aims to gain a better understanding of how people from Black, Asian and Ethnic Minority backgrounds experience, view and engage with our employment opportunities. The goal is to identify any barriers, perceptions, or challenges that may adversely limit opportunities and exclude people from our organisation, and propose a set of recommendations to embed as part of inclusive recruitment practices.

	Applications	% of Applications	Applications Shortlisted	% of all Applications Shortlisted	% Shortlisted of Group	Appointed	% of all Appointed	% Appointed from Shortlist	% Appointed from Applications
Ethnic minority applicants	449	8.3%	100	5.1%	22.3%	20	2.8%	20%	4.5%
All other applicants	4,951	91.7%	1,847	94.9%	37.3%	705	97.2%	38.2%	14.2%
Total applicants	5,400	-	1,947	-	36.1%	725	-	37.2%	13.4%

Internal v External Applicants

Chart 1 highlights the difference between the appointment rate of internal and external job applicants:

Chart 1 - Number of Applications compared with the Number Shortlisted and the Number Appointed by Internal* and External Applicant:

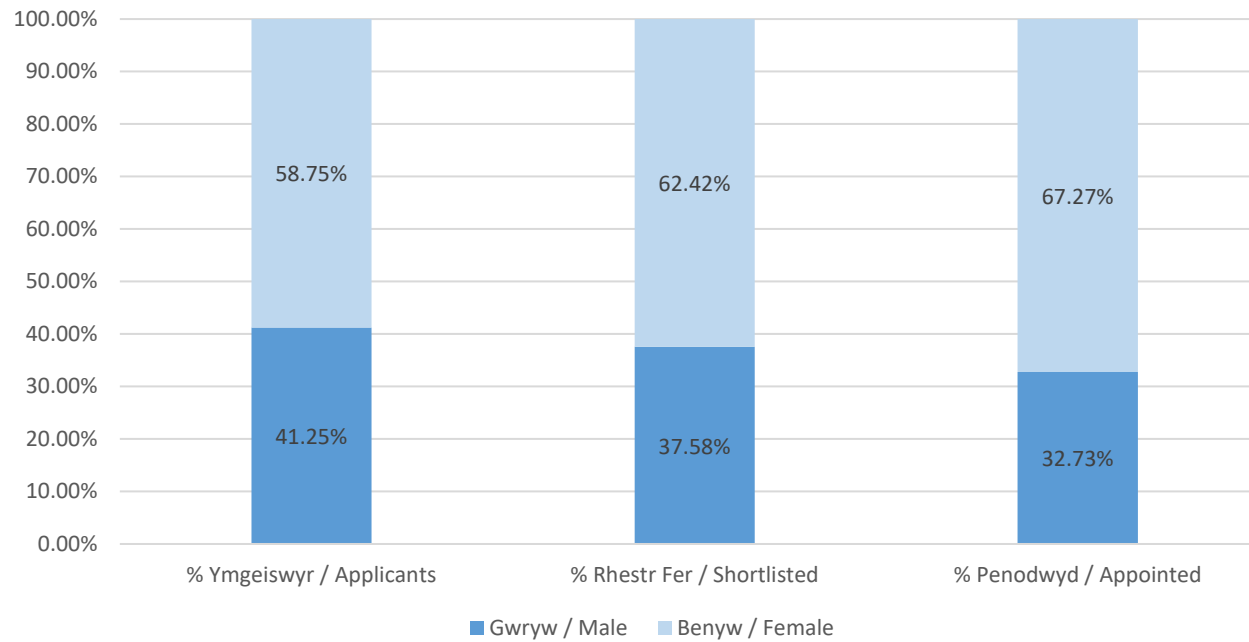


*This year, an issue has been addressed in terms of the system re-classifying some external applicants as internal when their appointment date in the system matched their start date in Conwy. This has resulted in a shift in the % of internal appointments, as highlighted in the chart above.

Sex

Chart 2 highlights the difference between the appointment rate of female and male job applicants:

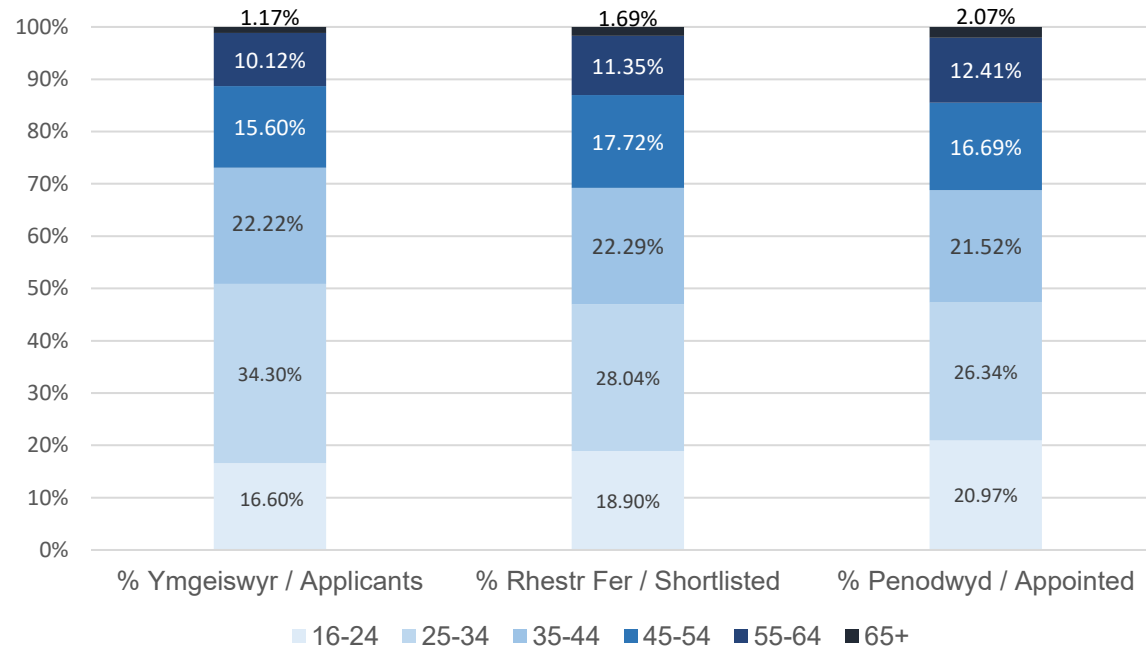
Chart 2 - Number of Applications Compared with the Number Shortlisted and Appointed by Sex:



Age

Chart 3 highlights the difference between the appointment rate of job applicants within different age groups:

Chart 3 - Number of Applications Compared with the Number Shortlisted and Appointed by Age:



Lesbian, Gay & Bisexual Applicants

Lesbian, Gay and Bisexual applicants made up 6.3% of all applications

	Applications	% of Applications	Applications Shortlisted	% of all Applications Shortlisted	% Shortlisted of Group	Appointed	% of all Appointed	% Appointed from Shortlist	% Appointed from Applications
Lesbian, Gay or Bisexual applicants	340	6.3%	110	5.6%	32.4%	41	5.7%	37.3%	12.1%
All other applicants	5,060	93.7%	1,837	94.4%	36.3%	684	94.3%	37.2%	13.5%
Total applicants	5,400	-	1,947	-	36.1%	725	-	37.2%	13.4%

Married/Civil Partnership / Religion & Belief / Gender Identity

These are the characteristics we currently hold the least data for. We are looking to improve levels of data so that further analysis can be carried out.

Summary

Chart 4 - Number of Applications Compared with the Number Shortlisted and Appointed by protected characteristic:

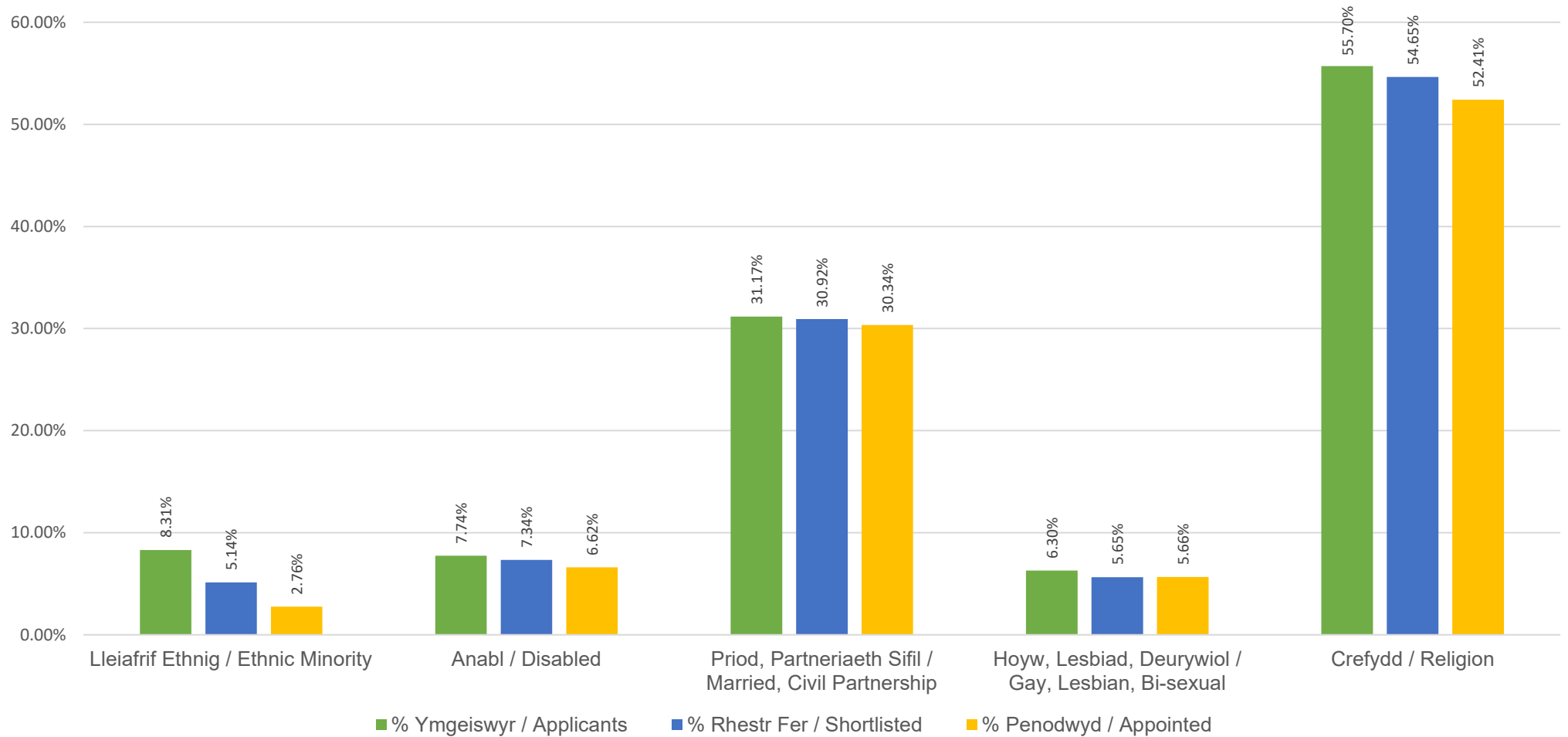


Table 12 - Summary of job applicants by protected characteristic, 2024-25

	Applied	Shortlisted	Number expected to be shortlisted	Appointed	Number expected to be appointed	% of Applicants Shortlisted	% of Applicants Appointed	Analysis of Shortlisting	Analysis of Appointments
Male	2,217	729	744-855	237	264-332	32.9%	10.7%	Low	Low
Female	3,157	1,211	1,072-1,204	487	384-464	38.4%	15.4%	High	High
Ethnic minority	449	100	137-187	20	45-75	22.3%	4.5%	Low	Low
Disabled	368	137	110-155	48	35-63	37.2%	13.0%	As expected	As expected
16-24	896	368	288-358	152	99-141	41.1%	17.0%	High	High
25-34	1,851	546	617-718	191	218-280	29.5%	10.3%	Low	Low
35-44	1,199	434	392-473	156	136-186	36.2%	13.0%	As expected	As expected
45-54	842	345	269-338	121	92-134	41.0%	14.4%	High	As expected
55-64	546	221	169-224	90	56-90	40.5%	16.5%	As expected	As expected
65+	63	33	13-32	15	2-14	52.4%	23.8%	High	High
Married/Civil Partnership	1,683	602	559-655	220	197-255	35.8%	13.1%	As expected	As expected
Lesbian, Gay, Bisexual	340	110	101-144	41	33-59	32.4%	12.1%	As expected	As expected
Religion / Belief	3,008	1,064	1,020-1,149	380	365-443	35.4%	12.6%	As expected	As expected
All Applicants	5,400	1,947	-	725	-	36.1%	13.4%		

Note: ‘Number Expected to be shortlisted’ and ‘Number expected to be appointed’ figures are produced via chi-square distribution (a statistical method of assessing the difference between observed and expected outcomes using a standard deviation based calculation)

5. Training Applications and Training Received

Whilst not all learning needs to be formal training, this report includes data collated through web training requests and **Tables 13a and 13b** show training requests. This is unlikely to capture informal discussions between an employee and their manager where a training request was declined verbally and not recorded. Similarly, where learner essential training is booked for staff, this can sometimes be arranged without completing a training request form.

Tables 14a and 14b below show the formal training undertaken during the period 2024-25.

We support a variety of different ways for staff to learn, and attending formal learning booked and recorded via our HR/Payroll system is just one of the ways staff are supported to broaden their knowledge. Overall we recommend a blend of learning activities, including:

- **Experiential Learning** - learning through experience, practice and on the job activities
- **Social Learning** - through interactions such as collaborating on projects, receiving feedback and knowledge sharing
- **Formal Learning** - structured learning such as training, workshops, webinars and e-learning

Key areas of focus in Training: Moving forwards, we will look at improving completion rates of the learner essential Diversity and Inclusion modules across all services, to make sure all staff have a common starting point in terms of our Inclusive Conwy work.

At the same time, we will continue to explore more learning and training opportunities for staff across the organisation, which we have already started to expand in recent years.

We will be reviewing the Training section of the report moving forwards to better understand whether access to learning and training opportunities are accessible and equitable.

Table 13a - Training Applications by Service and Protected Characteristic during 2024-25

Service	Total Training Applications	Age 16 - 24	Age 25 - 34	Age 35 - 44	Age 45 - 54	Age 55 - 64	Age 65+	Female	Male	Ethnic Minority	Disabled	Married / Civil Partnership	Gay, Lesbian, Bisexual	Transgender
Audit & Procurement	20	*	*	8	11	*	*	18	*	*	7	13	*	*
Chief Executives Office	7	*	*	*	*	*	*	6	*	*	*	7	*	*
Children Family & Safeguarding	943	24	211	278	238	176	16	871	72	44	78	381	13	*
Corporate Finance	82	*	8	15	39	20	*	67	15	*	5	43	*	*
Economy and Culture	643	116	121	147	182	67	10	421	222	14	48	254	10	5
Education	471	*	98	128	141	94	6	384	87	6	18	236	*	*
Environment Roads & Facilities	500	41	78	134	112	121	14	89	411	10	15	191	*	6
Information Technology	72	12	16	24	14	6	*	19	53	*	6	32	5	*
Integrated Adults & Community Services	2,319	152	446	633	543	500	45	1997	322	46	218	956	22	5
Law & Governance	37	*	*	6	11	17	*	33	*	*	*	17	*	*
People and Performance	107	*	13	27	45	21	*	85	22	*	7	71	*	*
Regulatory Services	65	*	*	16	24	16	*	33	32	*	7	46	*	*
Strategic Housing	77	*	21	18	30	5	*	62	15	*	7	27	*	*
Total	5,343	356	1,018	1,434	1,394	1,047	94	4,085	1,258	123	416	2,274	58	17

Numbers below five have been replaced by * to protect anonymity

Table 13b - Training Applications by religion and belief during 2024-25

Service	Total Training Applications	Agnostic	Atheist	Buddhist	Christian	Hindu	Jehovah's Witness	Jewish	Muslim	No Religion	Other	Not Specified	Not Stated
Audit & Procurement	20	*	*	*	17	*	*	*	*	*	*	*	*
Chief Executives Office	7	*	*	*	*	*	*	*	*	*	*	*	*
Children Family & Safeguarding	943	11	59	6	337	*	*	10	*	404	25	29	62
Corporate Finance	82	6	5	*	40	*	*	*	*	20	*	5	5
Economy and Culture	643	11	48	*	235	*	*	*	*	253	16	30	46
Education	471	7	*	*	126	*	*	*	*	91	*	16	226
Environment Roads & Facilities	500	29	49	*	192	*	*	*	*	171	10	19	27
Information Technology	72	12	12	*	12	*	*	*	*	28	*	5	*
Integrated Adult & Community Services	2,319	42	199	*	701	*	18	*	21	791	50	118	379
Law & Governance	37	*	*	*	21	*	*	*	*	8	*	*	*
People and Performance	107	6	8	*	44	*	*	*	*	45	*	*	*
Regulatory Services	65	*	9	*	31	*	*	*	*	18	*	*	*
Strategic Housing	77	5	*	*	38	*	*	*	*	32	*	*	*
Total	5,343	130	397	8	1796	4	18	10	26	1865	104	228	757

Numbers below five have been replaced by * to protect anonymity

Table 14a - Training Completed by Service and Protected Characteristic during 2024-25

Service	Total Training Applications	Age 16 - 24	Age 25 - 34	Age 35 - 44	Age 45 - 54	Age 55 - 64	Age 65+	Female	Male	Ethnic Minority	Disabled	Married / Civil Partnership	Gay, Lesbian, Bisexual	Transgender
Audit & Procurement	20	*	*	8	11	*	*	18	*	*	7	13	*	*
Chief Executives Office	7	*	*	*	*	*	*	6	*	*	*	7	*	*
Children Family & Safeguarding	937	24	209	277	235	176	16	867	70	44	78	377	13	*
Corporate Finance	81	*	8	15	39	19	*	66	15	*	5	43	*	*
Economy and Culture	643	116	121	147	182	67	10	421	222	14	48	254	10	5
Education	470	4	98	127	141	94	6	384	86	6	18	236	*	*
Environment Roads & Facilities	498	41	77	133	112	121	14	89	409	10	14	191	*	6
Information Technology	72	12	16	24	14	6	*	19	53	*	6	32	5	*
Integrated Adult & Community Services	2,303	151	442	630	542	493	45	1982	321	46	215	953	22	5
Law & Governance	37	*	*	6	11	17	*	33	*	*	*	17	*	*
People and Performance	106	*	13	27	44	21	*	84	22	*	7	70	*	*
Regulatory Services	63	*	3	15	23	16	*	32	31	*	7	45	*	*
Strategic Housing	77	*	21	18	30	5	*	62	15	*	7	27	*	*
Total	5,314	355	1,011	1,427	1,388	1,039	94	4,063	1,251	123	412	2,265	58	17

Numbers below five have been replaced by * to protect anonymity

Table 14b - Training Completed by Service and Religion and Belief during 2024-25

Service	Total Training Applications	Agnostic	Atheist	Buddhist	Christian	Hindu	Jehovah's Witness	Jewish	Muslim	No Religion	Other	Not Specified	Not Stated
Audit & Procurement	20	*	*	*	17	*	*	*	*	*	*	*	*
Chief Executives Office	7	*	*	*	*	*	*	*	*	*	*	*	*
Children Family & Safeguarding	937	11	58	6	334	*	*	10	*	403	25	29	61
Corporate Finance	81	5	5	*	40	*	*	*	*	20	*	5	5
Economy and Culture	643	11	48	*	235	*	*	*	*	253	16	30	46
Education	470	7	*	*	126	*	*	*	*	90	*	16	226
Environment Roads & Facilities	498	29	48	*	192	*	*	*	*	170	10	19	27
Information Technology	72	12	12	*	12	*	*	*	*	28	*	5	*
Integrated Adult & Community Services	2,303	42	198	*	694	*	18	*	21	789	50	118	373
Law & Governance	37	*	*	*	21	*	*	*	*	8	*	*	*
People and Performance	106	6	8	*	43	*	*	*	*	45	*	*	*
Regulatory Services	63	*	9	*	30	*	*	*	*	17	*	*	*
Strategic Housing	77	5	*	*	38	*	*	*	*	32	*	*	*
Total	5,314	129	394	8	1,784	4	18	10	26	1,859	104	228	750

Numbers below 5 have been replaced by * to protect anonymity

Inclusive Conwy Learning and Training

In 2024, we commenced work to review learning and training options for staff including launching new Diversity and Inclusion modules through the Coaching Culture platform, expanding the initial rollout of introductory racism awareness sessions, offering a series of Introduction to Inclusive Conwy sessions and anti-sexual harassment training for managers to coincide with the launch of our revised Anti-Harassment at Work Policy. This remains an important area of focus moving forwards to ensure that all staff are equipped with the knowledge and understanding of how inclusion applies to them and their role.

The table below highlights the percentage of people in each service who have either undertaken the Coaching Culture modules or attended one of the Introduction to Inclusive Conwy sessions, as of October 2025:

Service	Completed at least 1 method of learning (%)
Audit & Procurement	78.6
Chief Executives Office	71.4
Children Family & Safeguarding	30.6
Corporate Finance	68.0
Economy and Culture	32.2
Education (Non-Schools)	11.5
Environment Roads & Facilities	7.1
Information Technology	40.8
Integrated Adult & Community Services	29.4
Law & Governance	32.5
People and Performance	79.2
Regulatory Services	27.7
Strategic Housing	74.2
Total	28.3

We will work to ensure that completion rates are improved, as the Coaching Culture modules can act as a refresher for staff who had undertaken learning via our previous e-learning offer (figures for which are not reflected here).

Table 16 - Analysis of completed Training Events from the 1st April 2024 to the 31st March 2025

	No. of Training Applications	No. of Completed Training Events	% of Applications Approved	As a % of All Completed Training Events	As a % of Staff Currently Employed (Permanent/Fixed Term)
Male	1,258	1,251	99.4	23.4	26.1
Female	4,085	4,063	99.5	76.0	85.0
Ethnic Minority	123	123	100	2.3	2.6
Disabled	416	412	99.0	7.7	8.6
16 - 24	356	355	99.7	6.6	7.4
25 - 34	1,018	1,011	99.3	18.9	21.2
35 - 44	1,434	1,427	99.5	26.7	29.9
45 - 54	1,394	1,388	99.6	26.0	29.0
55 - 64	1,047	1,039	99.2	19.5	21.8
65+	94	94	100.0	1.8	2.0
Married / Civil Partnership	2,274	2,265	99.6	42.4	47.4
Gay / Lesbian / Bisexual	58	58	100.0	1.1	1.2
Religion / Belief	4,576	4,554	99.5	85.2	95.3
Transgender	17	17	100.0	0.3	0.4

6. Attendance Management / Grievance / Disciplinary Action and other Cases

Table 17 – All Attendance Management / Grievance / Disciplinary Cases in 2024-25

Cases	Total	Female	Male	Age 16 - 24	Age 25 - 34	Age 35 - 44	Age 45 - 54	Age 55 - 64	Age 65+	Ethnic Minority	Disabled	Married / Civil Partnership	Gay, Lesbian, Bisexual	Religion & Belief	Transgender
Improvement Notices	298	208	90	6	51	67	59	106	9	8	21	119	5	191	*
Grievance / Bullying	2	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Disciplinary / Capability	12	5	7	*	*	*	*	6	*	*	*	*	*	9	*
Total	312	213	99	7	51	70	62	113	9	8	23	123	5	202	0

Note: Any figures less than five are shown as * to protect the identity of individuals. Totals remain unchanged.

Note: Information under Grievance and Bullying cases includes complainants. Information under Disciplinary / Capability includes staff against whom a complaint was made

The number of Sickness Absence cases has decreased slightly over the past two years (298 this year, compared to 309 in 2022-23). Sickness absence cases include those where Absence Improvement Notices have been issued because staff have hit absence triggers. 7.1% of Absence Improvement Notices were issued to disabled employees, which is higher than the workforce profile of 3.7% disabled staff. Our Attendance Management has been reviewed and updated this year, and now includes improvement action plans whilst also retaining improvement notices.

Overall, the number of Grievance / Bullying cases was low. Low numbers of formal grievance or bullying cases can be interpreted in several ways. On one hand, it may reflect a positive workplace culture where staff feel respected and issues are resolved informally or at an early stage. On the other hand, low reporting could also indicate that staff may be reluctant to raise concerns formally, possibly due to lack of awareness, confidence in the process, or fear of repercussions.

Key areas of focus in Attendance Management / Grievance / Disciplinary: Our priority is to ensure our Anti-Harassment at Work report and support process is straightforward and reassuring, enabling staff to speak up with confidence and trust in ongoing support

7. Leavers

Between the 1st April 2024 and the 31st March 2025 there were 471 leavers, compared to 548 in the previous year. Of these: 353 people (75%) left Conwy voluntarily (422 leavers / 77% last year). 111 people (23%) left involuntarily (120 leavers / 22% last year), the majority of which left due to the end of a temporary contract (59 leavers, 53% of involuntary leavers). Involuntary leavers includes dismissals, fixed-term posts which have ended, and redundancies.

There were 33 redundancies (9 compulsory, 24 voluntary) during the period, which came about for a variety of reasons such as budget reductions, changes to grant funding requirements, the cessation or decline in work, restructures where staff either declined an alternative role as unsuitable, or did not meet the skills and/or qualifications of a different role. Robust consultation and processes including redeployment considerations always precede any redundancy situation to ensure employment laws are complied with and that a fair process is followed.

Key areas of focus in Leavers: The digitisation of our exit interview process is now complete, enabling the collection of more meaningful, real-time data and insights into the reasons staff leave the authority. As more digital exit interviews are completed, we will focus on analysing this data to identify and address any emerging trends

Table 18a – Leavers by Reason during 2024-25

	Total	Age 16 - 24	Age 25 - 34	Age 35 - 44	Age 45 - 54	Age 55 - 64	Age 65+	Female	Male	Ethnic Minority	Disabled	Married / Civil Partnership	Gay, Lesbian, Bisexual	Transgender
Dismissal	11	*	*	*	*	*	*	*	*	*	*	*	*	*
Dismissal - Ill health	32	*	*	*	6	16	5	18	14	*	*	12	*	*
End of temporary contract	59	16	15	*	8	7	9	42	17	*	*	14	*	*
Redundancy - Compulsory	9	*	*	*	*	*	*	*	*	*	*	5	*	*
Involuntary	111	17	18	11	17	29	19	73	38	3	4	33	3	0
Death in Service	*	*	*	*	*	*	*	*	*	*	*	*	*	*
By Mutual Agreement	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Other	7	0	0	0	2	2	3	4	3	0	1	2	0	0
Redundancy - Voluntary	24	*	*	*	*	13	*	21	*	*	*	19	*	*
Casual not worked for 18 months	1	*	*	*	*	*	*	*	*	*	*	*	*	*
Resignation	148	13	31	37	29	28	10	117	31	*	*	67	*	*
Resignation - Gone to another Authority	12	*	*	6	*	*	*	8	*	*	*	5	*	*
Resignation - Ill health	6	*	*	*	*	*	*	*	*	*	*	*	*	*
Resignation - Left for another job	74	8	19	20	17	8	*	43	31	*	*	26	5	*
Resignation - Left the area	3	*	*	*	*	*	*	*	*	*	*	*	*	*
Resignation – Not returned after maternity leave	1	*	*	*	*	*	*	*	*	*	*	*	*	*
Resignation - Returned to education	6	*	*	*	*	*	*	5	*	*	*	*	*	*
Retirement - Age	54	*	*	*	*	17	36	42	12	*	*	39	*	*
Retirement - Early voluntary	21	*	*	*	*	18	*	13	8	*	*	16	*	*
Retirement – Ill health	3	*	*	*	*	*	*	*	*	*	*	*	*	*
Voluntary	353	26	57	70	56	87	57	258	95	10	9	178	10	0
Total	471	43	75	81	75	118	79	335	136	13	14	213	13	0

Numbers below five have been replaced by * to protect anonymity

Table 18b – Leavers by religion and belief during 2024-25

	Total	Agnostic	Atheist	Buddhist	Christian	Hindu	Jehovah's Witness	No Religion	Other	Not Specified	Not Stated
Dismissal	11	*	*	*	*	*	*	*	*	*	*
Dismissal - Ill health	32	*	*	*	8	*	*	10	*	*	11
End of temporary contract	59	*	6	*	12	*	*	12	*	*	24
Redundancy - Compulsory	9	*	*	*	*	*	*	*	*	*	5
Involuntary	111	2	10	0	27	0	0	25	0	5	42
Death in Service	*	*	*	*	*	*	*	*	*	*	*
By Mutual Agreement	*	*	*	*	*	*	*	*	*	*	*
Other	7	0	0	0	3	0	0	2	0	0	2
Redundancy - Voluntary	24	*	*	*	*	*	*	*	*	*	17
Relief not worked for 18 months	1	*	*	*	*	*	*	*	*	*	*
Resignation	148	*	*	*	33	*	*	23	*	*	83
Resignation - Gone to another Authority	12	*	*	*	5	*	*	*	*	*	*
Resignation - Ill health	6	*	*	*	*	*	*	*	*	*	*
Resignation - Left for another job	74	*	10	*	22	*	*	25	*	*	12
Resignation - Left the area	3	*	*	*	*	*	*	*	*	*	*
Resignation – Not returned after maternity	1	*	*	*	*	*	*	*	*	*	*
Resignation - Returned to education	6	*	*	*	*	*	*	*	*	*	*
Retirement - Age	54	*	*	*	16	*	*	*	*	*	30
Retirement - Early voluntary	21	*	*	*	*	*	*	*	*	*	13
Retirement – Ill Health	3	*	*	*	*	*	*	*	*	*	*
Voluntary	353	5	15	2	88	1	1	67	3	7	164
Total	471	7	25	2	118	1	1	94	3	12	208

Numbers below five have been replaced by * to protect anonymity

Table 19 - Percentage of leavers by protected characteristic, 2024-25

Protected Characteristic	% of Voluntary Leavers	% of Involuntary Leavers	% All Leavers	% of Staff Working for Us
Male	26.91%	34.23%	28.87%	28.11%
Female	73.09%	65.77%	71.13%	71.89%
Ethnic minority	2.83%	2.70%	2.76%	2.65%
Disabled	2.55%	3.60%	2.97%	3.72%
16 - 24	7.37%	15.32%	9.13%	8.19%
25 - 34	16.15%	16.22%	15.92%	16.37%
35 - 44	19.83%	9.91%	17.20%	22.87%
45 - 54	15.86%	15.32%	15.92%	24.81%
55 - 64	24.65%	26.13%	25.05%	23.47%
65+	16.15%	17.12%	16.77%	4.91%
Married/Civil Partnership	50.42%	29.73%	45.22%	46.82%
Gay, Lesbian, Bisexual	2.83%	2.70%	2.76%	1.99%

At a glance, this data highlights that employees aged 65+ make up approximately 17% of leavers, while only making up 5% of the workforce. In terms of reason for leaving, 46% of people aged 65+ were listed as having ‘Retirement – Age’ as their reason for leaving.

Further analysis and cross-referencing with other data held (e.g. exit interviews) is required to better understand these patterns.

8. Looking Forward

The data in this report is used to identify any differences in outcomes between groups, investigate the reasons behind anomalies, and address potential unfairness or discrimination in employment policies. In the coming year, we will be reviewing how we analyse and present our employment monitoring information to ensure we make full use of the data in our decision-making.

Much of the data remains consistent with previous years, and the actions identified in last year's Employment Monitoring Report have been updated below:

Areas of Focus Identified	Steps Taken
Continue to improve the levels of equality monitoring information we hold	<p>The survey we carried out in 2024 meant we saw a slightly higher than normal increase in equality monitoring data held this year. We now need to do more targeted work with services to further understand and address historic data gaps.</p> <p>We reviewed the response options (e.g. in terms of sexual orientation) in our recruitment form to ensure they are reflective of responses provided in free-text box responses received as part of the staff survey.</p>
Review options for staff support and engagement	<p>Our Inclusive Conwy Steering Group started meeting in 2024 and in 2025 we established further networks (including an LGBTQ+ Staff Network, an Inclusive Conwy Staff Network, an Anti-racism Working Group and a series of Menopause Chat sessions) to improve internal engagement and support options.</p> <p>We also developed and launched a new programme of staff engagement via a series of surveys, which started in 2025. The results from these surveys will help to inform our approach to a range of work, including our Inclusive Conwy work.</p>

Areas of Focus Identified	Steps Taken
<p>Improve the accessibility and inclusivity of our recruitment processes – including in response to areas highlighted by data, such as opportunities for disabled and ethnic minority applicants</p>	<p>We have launched two projects this year to further understand how people would like to see our recruitment processes change to be more accessible and inclusive. Both projects are due to conclude in 2026 and the recommendations from each will be combined to inform changes to recruitment policies and practices. This will also be reflected in updated training for recruiting managers.</p>
<p>Review our Policy Against Harassment at Work</p>	<p>Our Anti-harassment at Work Policy has been revised and updated to make report and support processes clearer. To support legislative changes, initial anti-sexual harassment workshops were offered to managers in 2024 when the policy was updated, with further sessions being offered to all staff in 2026.</p> <p>Further work is planned to look at making sure there are appropriate support mechanisms in place, and that there is confidence and understanding in using the policy across all staff.</p>
<p>Continue to review Inclusive Conwy learning options</p>	<p>We have started to develop an incremental blended learning offer with introductory sessions such as Introduction to Inclusive Conwy; Gypsy, Roma and Traveller Awareness Sessions; Anti-Sexual Harassment, Introduction to Racism Awareness and sessions with the Welsh Refugee Council. In 2026 there will be a series of learning on different areas of Hate Crime, which will be delivered for us by Victim Support, and further Inclusive Conwy training opportunities.</p> <p>We also have online learning opportunities such as Coaching Culture’s Diversity and Inclusion modules, and Social Care Wales’ anti-racism interactive e-learning. These help to complement in-person provision and broaden our understanding of our shared community and history.</p>

Areas of Focus Identified	Steps Taken
	<p>We are currently working with Welsh Government to develop an anti-racism pilot on the theme of '<i>What's it got to do with me?</i>', to highlight relevance and responsibilities across services/roles. This includes an exciting collaboration with a local school with an exhibition coming to Coed Pella foyer early in 2026. In addition, Conwy is driving forward with the development of Quick Guides for each service area on how the Anti-racist Wales Action Plan applies to them.</p> <p>Based on the data, we will work with services to ensure that staff across all services have a fair opportunity to access training.</p>
Review our Attendance Management Policy	<p>Our Attendance Management Policy was updated this year. This included the addition of Wellness Action Plans, which are individual, personalised, evidence-based, pro-active tools for supporting individuals with their mental health and encouraging open dialogue about mental health and its impact. The plan is intended not only as a tool to support employees when they are experiencing problems, but also as a means of identifying how people's wellbeing can be proactively promoted.</p>
Undertake an analysis of exit interviews to determine the reasons for resignations and identify if further actions and resources are required to improve retention	<p>Our exit interview process has now been digitised and we will be working to draw out and analyse information from exit interview forms as more data is gathered.</p>